



North Camden Neighborhood Plan



SAVE OUR WATERFRONT

_INTERFACE STUDIO LLC

CHPlanning, Ltd.

Klip // Collective

North Camden Waterfront Park Plan

Cooper's Ferry Development Association

Wallace Roberts & Todd, LLC

S.T. Hudson Engineers

March . 08

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Save Our Waterfront

Planning Steering Committee, comprised of leadership representatives from the following local community service organizations, institutions, and churches, as well as residents, political leaders, and major stakeholders:

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and

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William Penn Foundation

Special Thanks



Dear North Camden Neighbors and Friends,

The North Camden neighborhood was the home of the first formal grassroots planning initiative in the City of Camden in 1993. With this history of community-based planning, over the past seven months, an effort has been underway to create an updated neighborhood plan that exemplifies the commitment of the North Camden community to shaping a bright future for its residents. We are pleased and proud to present this plan to you.

Save Our Waterfront (SOW) was created in 1992 to serve as a coherent voice for the individuals who live, work, and worship in North Camden and to coordinate the creation and implementation of the original North Camden Plan. Several years ago, SOW members began to realize that there had been a great deal of change within the neighborhood, the City, and the region. Around the same time, the Delaware River Port Authority (DRPA) commissioned Clarke Caton Hintz to develop a Riverfront State Prison Site Reuse Study, which looked for the first time at the reuse potential of North Camden's waterfront based on the premise that the prison would be closing. The study invited a new way of thinking about not only the waterfront's potential, but also about re-establishing connections between the River and the core neighborhood.

On the heels of the Prison Reuse Study, SOW determined that it was time to create an updated neighborhood plan reflective of this new potential and the community's evolving hopes and priorities for the future. SOW believes that the 2008 Neighborhood Plan serves that purpose, providing an updated long range vision for North Camden as well as an implementation strategy as a road map for community revitalization.

We would like to thank the residents and stakeholders of North Camden who took the time to come to meetings and to have their voices heard. We also want to thank the Steering Committee members, who took on additional responsibility to help guide the process along. The Steering Committee was composed of a dedicated group of residents, churches, businesses and organizations active in the neighborhood.

We would like to thank the City of Camden, Department of Development and Planning for its valuable support and assistance. We would also like to thank those who provided funding for the planning process including Wachovia Regional Foundation, the Fund for New Jersey, the William Penn Foundation, the New Jersey Department of Community Affairs, and the Camden Redevelopment Agency.

With the support of the community, the City of Camden and the funders, two concurrent plans were created to guide North Camden's future:

- ***The North Camden Neighborhood Plan*** focuses on the existing residential core of the community and the vacant land adjacent to the core neighborhood. This document represents the culmination of work dedicated to protecting and enhancing the lives of North Camden's residents and identifying opportunities to strengthen the neighborhood.
- ***The North Camden Waterfront Park Plan*** (see document included in the Appendix) identifies opportunities for creating a continuous, linear waterfront park around the community stretching from the Benjamin Franklin Bridge to the Cooper River.

Both plans identify extensive opportunities for new development between the residential core of the community and the proposed riverfront park. The work contained in the two plans is closely coordinated to produce a long-term development approach that benefits the social, economic and environmental health of North Camden.

The principles, goals and priorities highlighted in this plan will guide us in North Camden's revitalization. We believe that the plan will help us to leverage funding, to move people and projects into action, and to bring about tangible positive change. We are eager to work with you to move from vision to reality.

Rod Sadler
Board President, Save Our Waterfront

Veronica Polo
Planning and Outreach Coordinator, Save Our Waterfront



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Camden Churches Organized for People (CCOP)
Camden County Cancer Coalition
Camden County Human Relations Commission
Camden County Parks
Camden County Prosecutor's Office
Camden County Workforce Investment Board
Camden Greenways, Inc.
Camden Lutheran Housing, Inc.
Christian Ministries
City of Camden City Council
City of Camden Department of Development and Planning
Cooperative Business Assistance Corporation (CBAC)
Cooper's Ferry Development Association
Cooper's Poynt School
Creating Opportunities for Life Together (COLT)
Cuts and Curls
Fair Share Housing Development Corporation
Grace Lutheran Church
Guadalupe Family Services
Holy Name Parish
Hopeworks 'N Camden
Housing and Community Development Network of New Jersey
Jesuit Volunteers Corps Camden

Lutheran Social Ministries of New Jersey
Medical Missionary Sisters
My Brother's Keeper
New Beginnings United Methodist Church
New Jersey Conservation Foundation
New Jersey Department of Community Affairs
Pyne Poynt Marine Services
Pyne Poynt School
R.C. Molina School
Respond, Inc.
Rutgers University
Save Our Waterfront (SOW)
St. Luke's Catholic Medical Services
St. Peter's Episcopal
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State Street Housing Corporation
The Salvation Army
Urban Promise
Volunteers of America
William F. Powell School

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registered at community meetings
using first names only:

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note:

In some instances, Sign-In sheets from the North Camden Community Meetings were difficult to decipher. Some of the names listed may be spelled incorrectly.

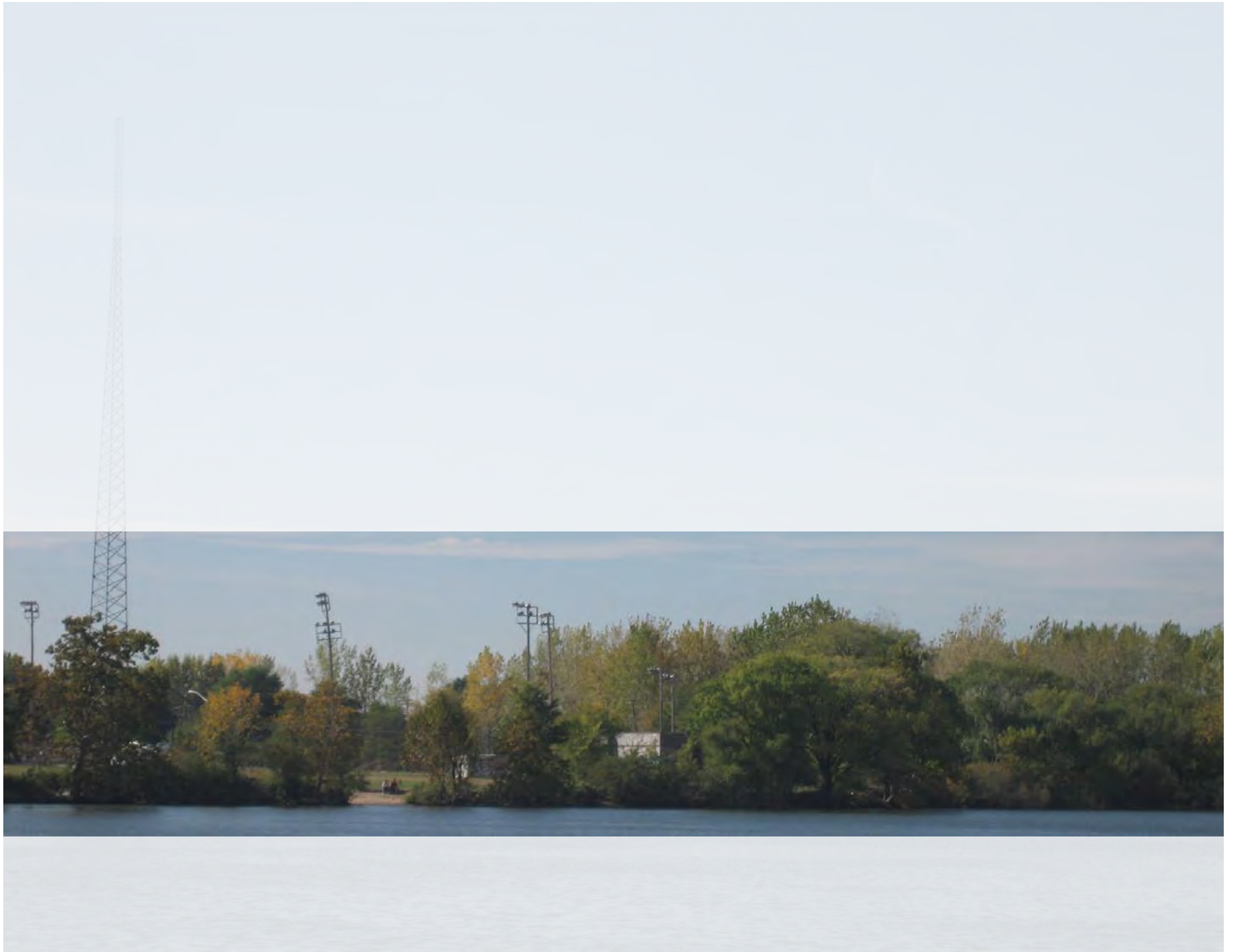


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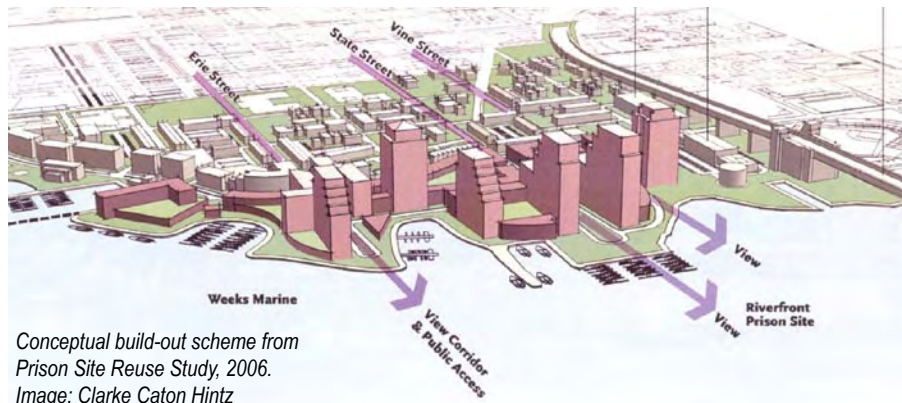
North Camden: August 2007

Background

North Camden is located on the north side of the Ben Franklin Bridge, just north of downtown Camden and across the Delaware River from Center City Philadelphia. Even though it commands beautiful and contrasting views of Philadelphia's skyline and a natural water edge, decades of decline, along with the related issues of poverty, crime, and abandonment have negatively affected the public perception of North Camden, overshadowing the neighborhood's efforts to rebuild and threatening the community's sense of hope for the future.

Despite North Camden's recent history of decline, the community is poised for change. There is currently over \$600 million in private investment proposed for downtown Camden over the next eight years, and it was recently announced by the Governor that the Riverfront State Prison would be relocated, thereby removing the largest obstacle to redeveloping the community's waterfront. This is a critical time in North Camden's unfolding story, and now is the time for the community to unite and work together to prepare for the coming change so that when change comes, it is change that the neighborhood needs and wants.

The Riverfront State Prison Site Reuse Study, commissioned by the Delaware River Port Authority (DRPA) and completed in March 2006 by Clarke Caton Hintz, looked for the first time at the reuse potential of North Camden's waterfront based on the premise that the prison would be closing. The study served as an important, influential, and visionary document, inviting a new way of thinking about not only the waterfront's potential, but about forging connections between the River and the core neighborhood too.



Conceptual build-out scheme from Prison Site Reuse Study, 2006. Image: Clarke Caton Hintz

Also within the past several years, Save Our Waterfront (SOW) along with other North Camden community stakeholders realized the need to update the 1993 North Camden Plan because so much had changed in the intervening 15 years since the first plan was completed. The neighborhood remains proud of the good work in the original plan, and though the planning context has changed, many of the guiding principles of the 1993 North Camden Plan are relevant to the community today and inform this update of the original plan:

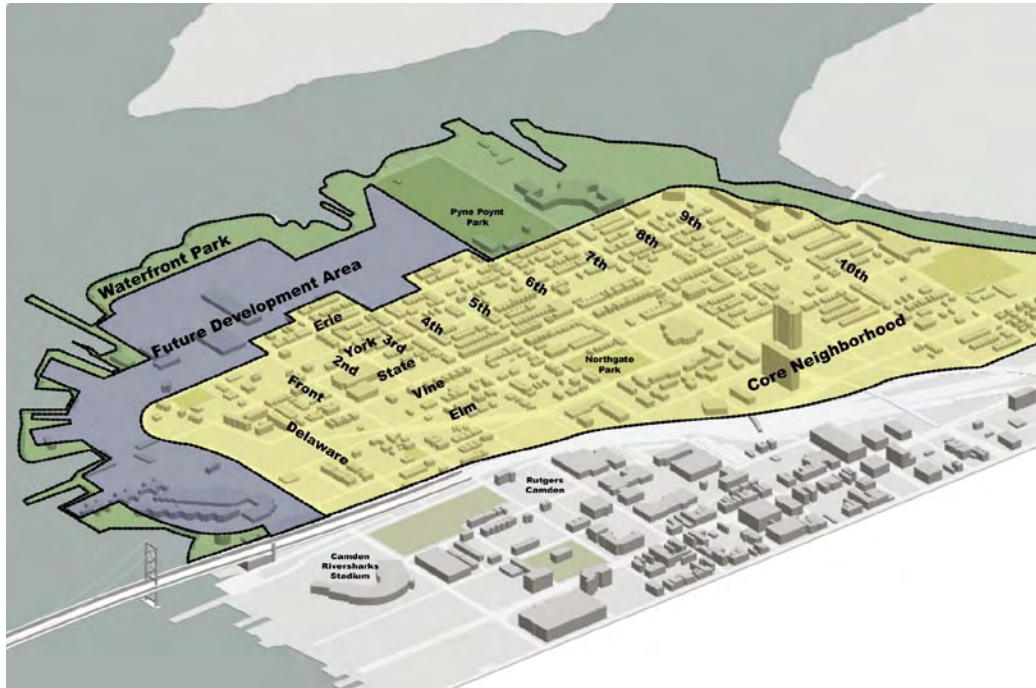
- **No displacement** – North Camden residents realize that change is necessary; they welcome redevelopment. However, revitalization must not occur at the expense of the neighborhood's current population – the people of North Camden who have been in North Camden during its toughest times must be able to stay and enjoy the better times that lie ahead.
- **Community control** – North Camden invites interested investors, developers, public agencies, and private entities to join in its planning process provided that they arrive in the neighborhood recognizing local community leaders and community members as *partners*.
- **Employ local residents** – North Camden needs new housing construction, new parks, and new commercial and social services to improve the existing community and to create new job opportunities for local residents. The relationship is simple: new projects require man- (and woman-) power just as doing business in North Camden requires local hiring practices.
- **Increase homeownership** – North Camden has a transient population. With the majority of the population leasing their homes and apartments, people come and go, often without getting to know their neighbors or making an effort to improve their surroundings. Homeownership will deepen residents' roots in the neighborhood and, we hope, deepen their commitment to effecting positive change at home and in the neighborhood.

The original North Camden Plan, 1993.



The North Camden Plan

NORTH CAMDEN PLANNING PROJECT
OCTOBER, 1993



Study area sub-areas: Core neighborhood, Future Development area, and Waterfront Park area.

It was these two developments, the creation of the Riverfront State Prison Site Reuse Study and the decision that it was time to update and build upon the foundation laid by the 1993 North Camden Plan, that led SOW to raise funds, form a Steering Committee, and hire consultants to begin a new comprehensive neighborhood planning effort that would examine and make specific recommendations for the core neighborhood and the parcels identified through the process for potential new development along the waterfront.

The North Camden Neighborhood Plan, addresses the following:

- The Core Neighborhood: how to support and reinforce the core community of North Camden, with bricks and mortar through large-scale housing rehabilitation and infill construction and with a strengthened social support network tailored to provide much needed support services for North Camden residents.
- The Identified Future Development Area: how best to develop the vacant or underutilized land along the waterfront between the core neighborhood and the land earmarked for a new waterfront park in such a way as to enhance the entire North Camden community.



This comprehensive update of the North Camden Neighborhood Plan provides a long-term vision for the future of North Camden and serves as a roadmap for community revitalization. Focused on the vision and values shared by neighborhood residents, organizations, institutions, and other community members, the plan provided an opportunity to bring the community of today together – to get stakeholders involved and on the same page about their hopes and dreams for tomorrow. The plan documents these dreams and clearly states the neighborhood's priorities.

The creation of a community-driven plan that documents residents' shared concerns, hopes, and priorities for the future of North Camden, required the participation and support of community stakeholders throughout the planning process. Interviews, public meetings, small group discussions and oversight by a steering committee of neighborhood leaders informed the analysis and generated a series of recommendations that serve as the unified voice of the community.



Vision for North Camden's waterfront park, redeveloped waterfront parcels, and revitalized neighborhood core. Source: rendering by WRT, 3-D model of North Camden's waterfront development area by Interface Studio.

In conjunction with the planning process for the core neighborhood and new waterfront development properties, a second plan in North Camden has been underway: the North Camden Waterfront Park Plan. Cooper's Ferry Development Association (CFDA), the private non-profit corporation charged with creating and implementing a comprehensive revitalization plan for the central waterfront, has been working on a planning process for the future waterfront park with Save Our Waterfront, Camden Greenways, Camden County Parks, Camden City, and the same group of neighborhood stakeholders involved in the neighborhood planning process.

CFDA engaged the engineering services of Hudson Engineers to provide an analysis of the waterfront's edge conditions and environmental issues. Wallace Roberts and Todd LLC (WRT), an interdisciplinary design firm in Philadelphia, was selected to create a conceptual design for a new contiguous waterfront park in North Camden that will extend from Wiggins Waterfront Promenade under the Ben Franklin Bridge and then continue along the Delaware River and around the back channel to the Cooper River, connecting with Camden Greenways' linear park. CFDA and the William Penn Foundation provided funding for this conceptual design.

Through the Waterfront Park Plan's community engagement process, the following objectives were identified as key themes for the conceptual design of the future waterfront park:

- Provide continuous public access to the waterfront.
- Connect the neighborhood to the River.
- Re-establish North Camden's maritime roots.
- Enhance the visual impact of the waterfront
- Create a pioneering environmental education asset.

SOW and CFDA coordinated their efforts throughout the two planning processes to make sure that the North Camden Neighborhood Plan and the North Camden Waterfront Park Plan complement each other and that the neighborhood reconnects to its riverfront in a fun, safe, beautiful, and seamless way.

Vision

Though much has crumbled in the neighborhood – its industry, its base of residents, its walls and streets and social network – the community has maintained a resilience and determination that are up to the task of building not just homes and a healthier, more physically intact neighborhood, but of building up the neighborhood holistically – economically, socially, and environmentally.

The North Camden Neighborhood Plan is about rebuilding, and rebuilding is a process of:

- **Building Value** – North Camden will become a place where people choose to come, a place where people come to stay, a neighborhood of choice that instills a sense of pride in existing residents and newcomers alike.
- **Building Hope** – North Camden will become a place of opportunity for people of all ages, especially for children, teens, and young families, a place that encourages people to imagine and dream, a place where people believe in a brighter future and work together to reach that end.
- **Building Community and Capacity** – North Camden will become a unified and active community, a place where people communicate and neighbors know each other, a place where information is shared and transparency is a part of every community decision, a place of volunteerism and collaboration that enhance people’s involvement and ability to effect change.
- **Building a Market** – North Camden will become a community with a renewed housing market, a place where families, regardless of income, will choose to invest, a place connected and contributing to the regional economy through new jobs and restored property values.
- **Building on Assets** – North Camden will become a neighborhood reconnected with its surrounding assets, in sync with the dynamics of reinvestment at work downtown, within reach of the beauty and ecology along the riverfront, and growing in partnership with Rutgers.

The vision of North Camden rebuilt translates into a series of seven goal areas, each of which encompasses recommendations for North Camden’s future. Together, these recommendations form a comprehensive, long-term neighborhood plan for North Camden.

1. Human Capital and Community Building

For revitalization in North Camden to be welcomed and meaningful, revitalization must occur within the context of an empowered and unified community. Change must bring with it improved life circumstances for all existing residents and families. The recommendations for human capital and community building are designed to strengthen North Camden’s most fundamental asset – its people – by fostering an informed, united, and capable community and a renewed sense of hope within each member of that community.

GOALS

1. Ensure that neighborhood services serve the neighborhood;
2. Empower community members through improved access to information and services;
3. Increase educational attainment and learning opportunities;
4. Involve parents in their children’s education;
5. Strengthen North Camden’s sense of community through increased communication, bolstered pride, and heightened local identity;
6. Focus on families – on young parents, children, and teens – as the future of North Camden;
7. Build a collective sense of civic responsibility and neighborhood stewardship;
8. Celebrate cultural diversity; and
9. Enhance local skills training and increase employment.

KEY RECOMMENDATIONS

- *Undertake an Audit of Local Social Services and Organizations.*
- *Develop a Detailed Human Capital Plan.*
- *Transform “Invisible” Social Services into Visible Institutions.*
- *Advocate for Existing Services and Institutions that may be in Jeopardy.*
- *Create a Coordinated Service Directory and Referral System.*
- *Launch a Safe Routes to School Program.*
- *Encourage Learning Partnerships.*
- *Hire a Youth Coordinator.*
- *Create a North Camden Youth Council.*
- *Support the 100% Graduation Rate Program’s Proposed Pilot Program.*
- *Form a Women’s Support Group and Center for Single Mothers.*
- *Develop a North Camden Night School.*
- *Celebrate and Nurture North Camden’s Ethnic Diversity.*
- *Create a North Camden Information Network and Get Plugged In.*
- *Use Public Art and Gatherings to Tell a New Story about North Camden.*

2. Public Safety

For revitalization in North Camden to be sustained and new investments to be protected and respected, a safe and stable public environment is essential. Positive change requires less violence and criminal activity and more respect for the neighbors and the neighborhood. The recommendations for public safety are designed to unite residents around a common concern for public safety and well-being and to instill hope and change by reclaiming North Camden's streets, corners, and abandoned properties for the good of the community.

GOALS

1. Disrupt existing criminal patterns and deter crime in North Camden;
2. Foster community involvement by building resistance to crime and violence;
3. Get neighbors to get to know each other and work together to make North Camden safer for everyone;
4. Improve public perception of the neighborhood and establish a safer, healthier neighborhood image;
5. Brighten and beautify the neighborhood; and
6. Protect kids' futures by effecting positive change in the environment in which they are raised.

KEY RECOMMENDATIONS

- *Organize a North Camden Town Watch.*
- *Enhance Lighting and Visibility in High-Crime Areas.*
- *Enforce the City-wide Curfew and Support the Camden City Curfew Initiative.*
- *Report Unsafe Properties and Other Issues that Make North Camden Look and Feel Unsafe.*
- *Launch a Trash and Recycling Education Effort to Clean Up North Camden.*
- *Reclaim and Maintain Vacant Land to Create a Cleaner, Safer Environment.*
- *Monitor Environmental Hazards.*
- *Coordinate with the State on a Phased Cleanup of Brownfields.*

3. Housing

For revitalization to feel real in North Camden – to achieve visibility, tangibility, and permanence – revitalization must *settle* in the neighborhood, giving new life to old structures, bringing new houses to existing blocks, welcoming long-term residents and newcomers *home* to North Camden. Given the deteriorated state of the neighborhood's physical fabric, housing and development are integral to North Camden's revitalization. The recommendations for housing are designed to build value in the neighborhood so that existing residents choose to stay in North Camden, build a market so that new residents decide to call North Camden home, build upon history with complementary new housing, and ultimately build an equitable and economically diverse community.

GOALS

1. Protect the interests of current neighborhood residents and preserve existing homeowners and owner-occupied structures;
2. Create a comprehensive and strategic rehabilitation and redevelopment approach that restores North Camden's neighborhood fabric;
3. Build a market for more homes and build more homes to repopulate the neighborhood;
4. Transform transience into permanence with new ownership opportunities;
5. Create balanced growth by investing in both affordable and market-rate housing, rental and ownership units; and
6. Communicate design standards and development ground rules, poising the neighborhood to negotiate for redevelopment that meets community goals and objectives.

KEY RECOMMENDATIONS

- *Preserve Existing Homeowners and Target Eligible Renters.*
- *Support Responsible Property Owners / Pressure Irresponsible Owners.*
- *Organize and Advocate for the Demolition of Unsafe Structures.*
- *Integrate New Computers in All New Affordable Units.*
- *Design for Impact.*
- *Strategically Approach Investment in the Core Neighborhood.*
- *Target Priority Infill and Rehabilitation Projects.*
- *Create a Plan for Redevelopment for Northgate I.*
- *Grow North Camden's Neighborhood Core toward the River.*
- *Mix Market-Rate and Affordable Units in Waterfront Development.*
- *Advocate for Equitable Development to Achieve Economic Diversity.*
- *Develop New Senior Housing and Enable Residents to Age in Place.*
- *Draft a Community Benefits Agreement.*

4. Economic Development

Revitalization that emerges from the recommendations of a long-term, comprehensive neighborhood plan should itself be long-lasting and thorough, providing not only bricks and mortar redevelopment but sweeping social and economic change. North Camden needs quality housing and community spaces, but perhaps more so, North Camden needs opportunities for people to work and develop job skills, to shop and meet their daily needs, and to fundamentally change their life circumstances and reach their potential. Economic development recommendations are intended to build hope and local capacity by creating new jobs and investing in job skills and to build a strong local economy that benefits from the market dynamics of surrounding institutions and regional assets.

GOALS

1. Increase local workforce preparedness and create new employment opportunities;
2. Bring new commercial uses to the neighborhood to meet residents' daily needs;
3. Make North Camden a friendlier place to do business;
4. Transform North Camden into a full-service urban neighborhood, where people can live, work, play, and shop; and
5. Capitalize on the proximity of local economic generators like Rutgers, the Delaware River waterfront, and the proposed riverfront park.

KEY RECOMMENDATIONS

- *Hire a Market Analyst to Evaluate North Camden's Market Potential.*
- *Development Projects in North Camden Should Employ Local Contractors and Labor.*
- *Complete the Respond Job Training Center.*
- *Build on Existing Job Placement Programs for Teens and Young Adults.*
- *Actively Market Vacant Commercial Space and Empty Lots.*
- *Develop the Proposed Supermarket at 7th and Linden.*
- *Develop the Book Bindery Site.*
- *Form a Partnership with Rutgers and Connect to the Campus.*
- *Rezone to Welcome New Commercial and Mixed Use Development.*
- *Achieve Commercial and Economic Development through Waterfront Redevelopment.*

5. Open Space and Recreation

Revitalization in North Camden must restore the neighborhood's environmental health in addition to its social, physical, and economic health. Given North Camden's waterfront location and sensitive landscape and ecology, redevelopment in the neighborhood must be balanced by green both within the vast waterfront parcels and within the core neighborhood itself. Open space and recreation recommendations are designed to build upon North Camden's natural resources, build a market for redevelopment, build value and appreciation for existing parks and open spaces, and build a cleaner environment for use by a healthy and active community.

GOALS

1. Restore the environmental health and natural ecology of the neighborhood's formerly industrial waterfront;
2. Reconnect the neighborhood with the River and proposed recreational amenities along the waterfront and in adjacent communities;
3. Reclaim, improve, and maintain the recreational resources that exist within North Camden today;
4. Incorporate local history in public open spaces; and
5. Re-energize neighborhood greening initiatives so that the revitalized core neighborhood is as lush and green as the reclaimed waterfront.

KEY RECOMMENDATIONS

- *Endorse the North Camden Waterfront Park Plan and Push for its Full Implementation.*
- *Reclaim Northgate Park.*
- *Improve Pyne Poynt Park.*
- *Open and Expand the North Camden Community Center to the Community.*
- *Create a Laundromat and Plaza as a Central Meeting Place.*
- *Forge Strong Connections with the New Kroc Community Center.*
- *Capitalize on Local History.*
- *Plant Trees in Partnership with the New Jersey Tree Foundation, the City of Camden, and the Department of Transportation.*
- *Mobilize the Neighborhood's Green Thumbs.*

6. Circulation and Infrastructure

The streets and sidewalks of North Camden should offer adequate mobility to pedestrians, cyclists and people in wheelchairs. Through streets should accommodate but calm traffic, and local streets should be designed to promote pedestrian safety. The neighborhood should be connected to other parts of the City and should be recognizable and navigable for all people – residents and visitors, alike. The recommendations for circulation and infrastructure are designed to build safer and more balanced streets in the community, build greater visibility and awareness of the community, and build infrastructure capacity that increases in keeping with a growing community.

GOALS

1. Calm traffic, enhance pedestrian safety;
2. Reconfigure traffic patterns, enabling the neighborhood-scale streets to accommodate multiple users and functions simultaneously, including driving, biking, walking, parking, trash collection;
3. Increase connectivity but restrict drug traffic – literally;
4. Beautify the neighborhood's gateways and call attention to North Camden's presence with new signage and art; and
5. Improve the neighborhood's infrastructure, both above and below street level.

KEY RECOMMENDATIONS

- *Calm Traffic to Improve Pedestrian and Bicycle Safety in North Camden.*
- *Petition New Jersey Transit to Install Bus Shelters.*
- *Change Key Two-Way Streets to One-Way.*
- *Change Linden Street to Two-Way Traffic between 7th and Penn Streets.*
- *Develop a Neighborhood Signage Program.*
- *Focus on 7th Street as the Main Gateway to North Camden.*
- *Re-pave and Re-construct Streets in Conjunction with New Development and Streetscape Improvements.*
- *Sensitively Accommodate Parking in the Community.*

7. Community Organizing for Implementation

Like the planning process in North Camden, revitalization in the neighborhood must be community-driven. Neighborhood leaders must spearhead the local implementation effort, working with the City and inspiring involved and active community members to take part. The recommendations that follow are designed to build capacity in the community such that local leaders can build upon existing assets and a strong foundation, and successfully build the value, hope, sense of community, and new market needed to revitalize North Camden and usher in a brighter future for the neighborhood.

GOALS

1. Continue to provide open and democratic leadership representative of the whole community;
2. Provide consistency, continuity, and transparency throughout the process of North Camden's anticipated revitalization;
3. Build local capacity and strengthen partnerships with other movers and shakers in the neighborhood, the City, and the region; and
4. Effect great change.

KEY RECOMMENDATIONS

- *Enhance Save Our Waterfront's Presence in North Camden.*
- *Build Capacity / Grow SOW's Staff.*
- *Transform the Steering Committee into an Implementation Committee.*
- *Focus on Board Member Recruitment.*
- *Advocate for Positive Press Coverage of Positive Neighborhood Change.*
- *Submit the Plan for Approval and Prepare the Neighborhood Revitalization Tax Credit Application.*



II Introduction

Purpose of Plan

Situated on the north side of the Ben Franklin Bridge, just north of downtown Camden and across the Delaware River from Center City Philadelphia, North Camden is a neighborhood located in close proximity to vibrant urban communities that are deep in the process of reinventing their image and refashioning their future. Even though it commands beautiful and contrasting views of Philadelphia's skyline and a natural water edge, North Camden remains remote – removed from its waterfront and separated from the dynamics of downtown Camden's revitalization. However, North Camden's isolation is not solely physical; decades of decline and neglect, along with the related issues of poverty, crime, and abandonment have negatively affected the public perception of North Camden, overshadowing the neighborhood's efforts to rebuild and threatening the community's sense of hope for the future.

Long-overlooked, North Camden was in need of a major change – an opportunity that would spur a total transformation of the neighborhood, cause a shift in the public's impression, and, most importantly, rouse renewed hope in the minds of community members. In 2005, the DRPA commissioned the Riverfront State Prison Site Reuse Study which highlighted the possibility for a linear park and waterfront development if the Riverfront State Prison were removed. In May of 2007, New Jersey Governor Jon S. Corzine announced that the Riverfront State Prison would be closed and relocated within the next five years. The Governor's public commitment promises to lift a major barrier to North Camden's future potential, and the neighborhood with its community leaders began to dream again about the redevelopment possibilities both within the existing neighborhood and along its expansive and largely underutilized waterfront.

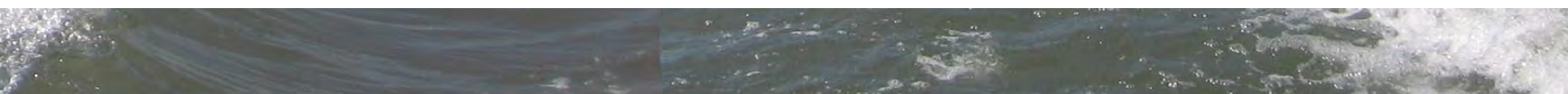




North Camden is a stone's throw away from Center City Philadelphia.

In addition to the relocation of the Riverfront State Prison, currently over \$600 million in private investment is proposed for downtown Camden over the next eight years. North Camden's proximity to downtown makes it imperative that a plan to capitalize on this investment for the benefit of the community's residents and business owners be completed. Finally, to support the grassroots planning that is a hallmark of North Camden's identity, the City of Camden committed to wait until a neighborhood plan – this North Camden Neighborhood Plan – was completed before starting any redevelopment plan for the neighborhood. This allowed the community, with support from the City, to initiate the vision and set the tone for future redevelopment.

To get the neighborhood organized, interested, and empowered as active participants, Save Our Waterfront started preparing in the Fall of 2006 for a community-based planning effort to update the 1993 North Camden Plan. While many components of the original plan are still relevant, others needed to be re-evaluated in today's context. Since the original plan's completion 15 years ago, North Camden's physical environment has changed greatly, as have the political leaders, local residents, and business owners. Save Our Waterfront recognized that *now* is the critical time in North Camden's unfolding story – now is the time for the community to unite and work together to think about and prepare for the coming change so that when change comes, it is change that the neighborhood needs and wants.





This comprehensive update of the North Camden Neighborhood Plan provides a long-term vision for the future of North Camden and serves as a roadmap for community revitalization. Focused on the vision and values shared by neighborhood residents, organizations, institutions, and other community members, the new plan provided an opportunity to bring the community of today together – to get stakeholders involved and on the same page about their hopes and dreams for tomorrow. The plan documents these dreams and clearly states the neighborhood’s priorities. Just as powerful, the planning process served as a mechanism for transforming concerned citizens into an organized community that is energized and focused on implementing a revitalization strategy.

The overall goals of the plan are to:

- *Review the 1993 North Camden Plan and reinforce Plan elements that are still relevant today;*
- *Gain an in-depth and current understanding of North Camden that will inform decisions regarding new development in the future;*
- *Build a stronger base of active and empowered stakeholders by promoting community pride, trust, and communication;*
- *Articulate a vision for the neighborhood benefiting North Camden’s present and future population;*
- *Develop an implementation strategy to guide reinvestment and position the neighborhood to access funding resources;*
and
- *Get the community and others excited about a renewed vision for North Camden, including public officials, banks, corporations, public and private institutions, potential investors, and businesses.*



North Camden residents participate in the analysis and recommendations phases of the planning process.



Project Partners

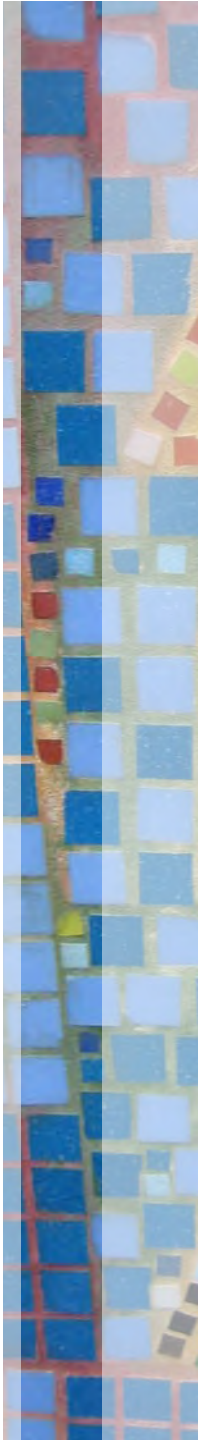
More than 255 **North Camden Community Members** participated in the North Camden Neighborhood Plan planning process - attending public meetings, small focus groups, and Steering Committee meetings; filling out surveys; and offering comments during interviews. People spoke up, asked questions, made suggestions, and guided the work. Because the plan's overriding objective is to be consistent with the values, visions, and priorities of community members, their ideas are incorporated in the North Camden Neighborhood Plan. This plan belongs to *the neighborhood* – to the community members who partnered with the neighborhood's leaders and worked to enrich the process and the final product.

The following organizations led the concurrent planning processes for the North Camden Neighborhood Plan and the North Camden Waterfront Park Plan:

North Camden Neighborhood Plan

Save Our Waterfront (SOW), a 501 (c) 3 organization incorporated in 1990, is a coalition of individuals who live, work, or worship in the North Camden neighborhood. As a community-based advocacy organization created to serve as a unified and coherent voice for North Camden, SOW welcomes the participation of all neighborhood residents and stakeholders as well as collaboration with local non-profit organizations, businesses, churches, and civic associations. SOW played a key role in the creation of the original North Camden Plan that was published in 1993 and adopted by Camden City Council as an amendment to the City of Camden's Master Plan that same year. The 1993 North Camden Plan was widely recognized for its success in soliciting and reflecting the input of community residents.





Recognizing a growing need to update the original North Camden Plan, SOW, with technical support provided by the Cooper's Ferry Development Association, obtained grant monies for a new neighborhood plan from the **Camden Redevelopment Agency, The Fund for New Jersey, the New Jersey Department of Community Affairs, and the Wachovia Regional Foundation.** SOW then convened a planning **Steering Committee** of neighborhood residents, community leaders, service providers, and government officials charged with guiding the planning process. In addition to the residents who dedicated their ideas, time, and energy as Steering Committee members, SOW's public, private, and community partners in this planning effort include:

Abigail House
Camden Bible Tabernacle
Camden City Public School District
Camden County Parks
Camden Greenways, Inc.
Camden Lutheran Housing, Inc.
Camden Towne Civic Association
City of Camden
Creating Opportunities for Life Together (COLT) Inc.
Cooper's Ferry Development Association
Cooperative Business Assistance Corporation
Cuts and Curls
Fair Share Housing Development Corporation
Guadalupe Family Services
Grace Lutheran Church
Holy Name Parish
Hopeworks 'N Camden
Lutheran Social Ministries of New Jersey
Medical Mission Sisters
My Brother's Keeper
New Beginnings United Methodist Church
New Jersey Conservation Foundation
Pyne Poynt Marine Services
Pyne Poynt School
R.C. Molina School
Respond, Inc. / State Street Housing
Rutgers-Camden
The Salvation Army
Urban Promise Ministries
Volunteers of America

Camden Lutheran Housing, in partnership with SOW, served as the local non-profit grant administrator. SOW, with input from the Steering Committee, retained a team of consultants led by Interface Studio LLC to complete all aspects of the planning work for the North Camden Neighborhood Plan.

INTERFACE STUDIO LLC is an urban design firm based in Philadelphia that concentrates on community revitalization. With the goal of promoting the long-term viability of urban neighborhoods, Interface Studio adopts a comprehensive design approach focused on identifying the critical physical, social and economic opportunities that will foster sustained and meaningful change. With extensive experience in planning for neighborhoods beset by shrinking populations and investment, Interface Studio has successfully developed plans that are both innovative and achievable.

CHPlanning Ltd. is a certified minority- and woman-owned business providing premier planning services in support of urban redevelopment. With expertise in land use, transportation, environmental, and management planning, CHPlanning has participated in a variety of initiatives that have enhanced communities, environments and business corridors. The aim of CHPlanning is to help guide responsible urban and suburban development. As a planning sub-consultant for the North Camden Neighborhood Plan, CHPlanning facilitated the public meetings and focus groups, conducted the demographic analysis, surveyed the network of social services provided by local institutions and non-profits, and generated a list of Best Practices (included in call-out boxes throughout the Recommendations section) to serve as a resource during the implementation of the North Camden Neighborhood Plan.

The **Klip // Collective** is a media-art collaborative with experience developing video installations that promote public dialogue. They are nationally known for their video installations and bring a sensitive approach to interactive design in each assignment. Through prior work in partnership with Interface Studio on planning projects in the Point Breeze and Francisville neighborhoods of Philadelphia, the Klip Collective introduced a public record of the planning process with video installations set in a vacant storefront and on a three-story wall facing a vacant lot, respectively.

The video installation for North Camden will help to maintain the momentum started during the planning process, reminding all neighborhood residents that implementation requires vision, hope, commitment, and determination.

North Camden Waterfront Park Plan

In tandem with the planning process for the North Camden Neighborhood Plan, a second process has been underway to create the North Camden Waterfront Park Plan. The concept for this plan is to extend Wiggins Park under the Ben Franklin Bridge and continue it along the Delaware River and the back channel to the Cooper River. The opportunity to create this linear park, North Camden's link to the Camden Greenway, was brought to the fore by Governor Corzine's announcement of his intention to relocate the Riverfront State Prison and builds upon the Riverfront State Prison Site Reuse Study commissioned by DRPA, excerpts of which are included in the Appendix of this document.



Cooper's Ferry Development Association, Inc. (CFDA), the private, non-profit corporation charged with creating and implementing a comprehensive revitalization plan for the downtown waterfront in Camden has been working in partnership with SOW coordinate the planning process for the Waterfront Park Plan. With funding from the **William Penn Foundation**, CFDA hired **Hudson Engineers** of Camden to survey property ownership, fresh water and tidal wetlands, sub-aquatic vegetation, and edge conditions along the North Camden Waterfront. Working closely with SOW and neighborhood stakeholders, through a Request For Proposals (RFP) process, CFDA then selected **Wallace Roberts & Todd, LLC (WRT)**, an interdisciplinary design firm based in Philadelphia, to design the conceptual park plan.

By closely coordinating the two planning studies, the goal has been to create a single unified plan for both the core community of North Camden as well as the land along the River, calling for a new park with active and passive recreational opportunities for the community as well as new development opportunities on vacant land adjacent to the park, while at the same time strengthening the core neighborhood and extending it outward to meet the water.

SOW and CFDA coordinated their efforts throughout their respective planning processes to make sure that the North Camden Neighborhood Plan and Waterfront Park Plan complement each other and that the neighborhood reconnects to its riverfront in a fun, safe, beautiful, and seamless way.



*Vision for North Camden's waterfront park, redeveloped waterfront parcels, and revitalized neighborhood core.
Source: rendering by WRT, 3-D model of North Camden's waterfront development area by Interface Studio.*

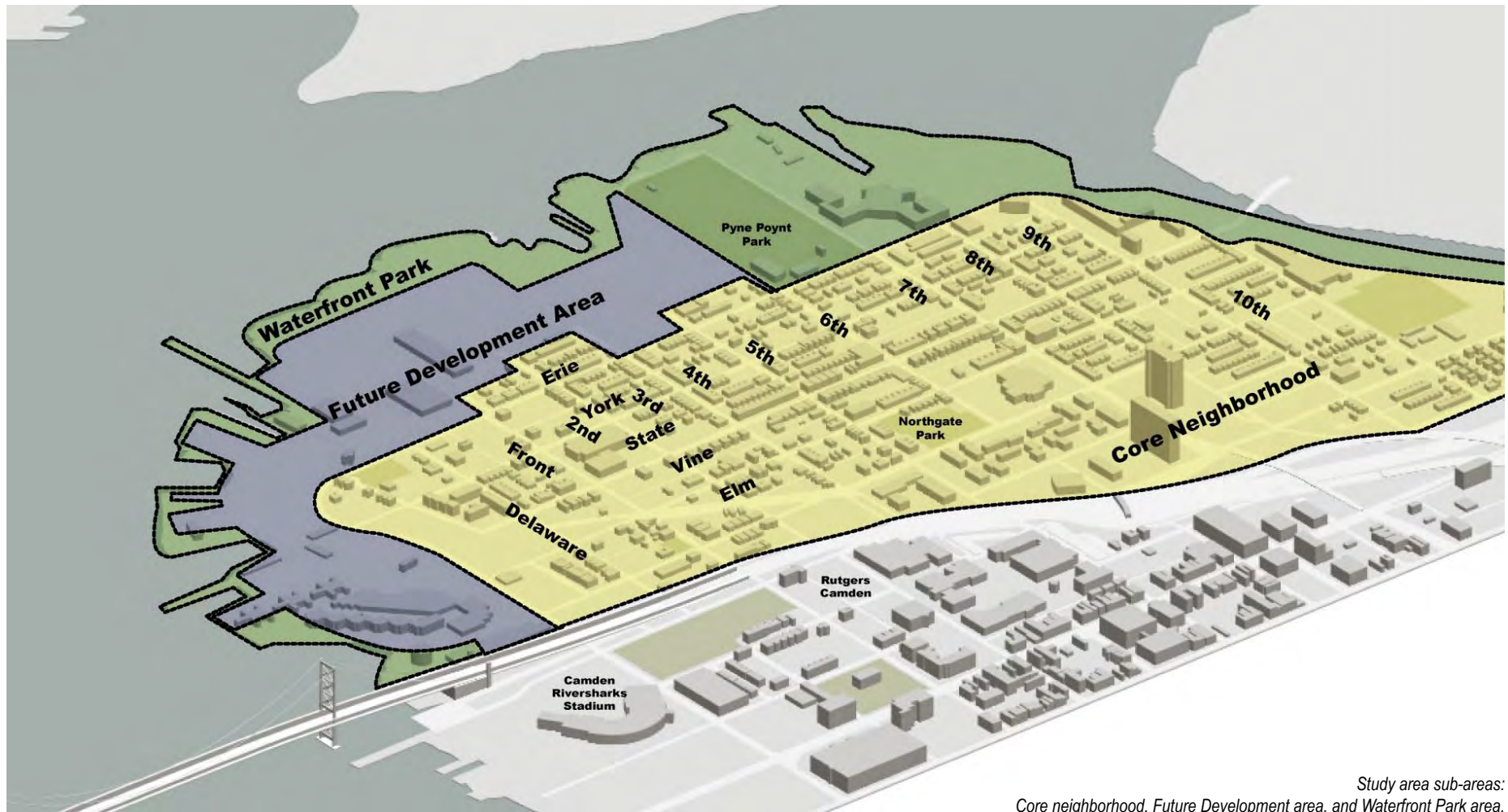
Base Map



Study Boundaries

North Camden is defined by strong physical boundaries. Water surrounds the neighborhood on three sides – the Delaware River flows to the north and west of North Camden, and the Cooper River marks the neighborhood’s eastern edge. Only along the southern edge does North Camden adjoin the rest of the City of Camden, but even here the connection is obstructed.

This document, the North Camden Neighborhood Plan, adopts the entire neighborhood as a study area, while focusing primarily on the core existing neighborhood, which stands in large part east of Delaware Avenue and south of Erie Street. The majority of North Camden’s residential fabric and active land uses lie within this core neighborhood, while the areas west of Delaware Avenue and north of Erie Street contain vast tracks of vacant, formerly industrial land, in some places almost a quarter of a mile deep, which today separate the neighborhood from the riverfront. Interface Studio and WRT worked together to delineate park boundaries, and Interface Studio was responsible for helping to envision the future development area between the core neighborhood and the waterfront park.



Study area sub-areas:
Core neighborhood, Future Development area, and Waterfront Park area.

Planning Process

The seven-month planning process for the North Camden Neighborhood Plan began in August 2007, and ends in March 2008 with the adoption of a final neighborhood plan by SOW, the Planning Steering Committee, and the North Camden community.

The creation of a community-driven plan, one that documents residents' shared concerns, hopes, and priorities for the future of North Camden, required the participation and support of community stakeholders throughout the planning process. Neighborhood input informed the Interface Studio team's analysis and generated a series of recommendations that serve as the unified voice of the community regarding prospective change and development.

As the plan is adopted by the neighborhood, presented to the City of Camden for approval, and proceeds forward with implementation, community members must remain involved and active. They must work *with* community leaders – as community leaders – to bring positive change to North Camden.

The public outreach conducted during the planning process initiated important conversations, brought people out of their homes, and reminded neighbors that they are not alone and powerless, but rather united and empowered to act.

Public Outreach

The community engagement process sought to interact with local stakeholders using a number of methods:



- Confidential one-on-one interviews with a sample of residents, community activists, service providers, and neighborhood leaders;
- A series of focus groups with representatives from distinct stakeholder groups in the neighborhood, each with unique concerns and opinions regarding North Camden's future. Interface Studio and CHPlanning conducted discussions with the following constituencies: the Planning Steering Committee, local teen community activists at Hopeworks 'N Camden, religious leaders in North Camden, and Latino community members in the neighborhood;
- Coordination with the Planning Steering Committee on a monthly basis to keep neighborhood and City representatives apprised of where the Interface Studio team was in the process. The Steering Committee meetings served as a venue where the Interface Studio team could share information, test ideas, and make sure that the components of the plan communicated the needs and priorities of the community;
- A total of five public meetings were held, one each month between October 2007 and February 2008. The first meeting served as a project kick-off and information sharing session at the commencement of the planning process for both the Neighborhood Plan and the Waterfront Park Plan. A second public meeting concluded the Neighborhood Plan's analysis phase, with Interface Studio presenting the findings and CHPlanning leading a visioning session with residents to launch the transition from analysis to recommendations. The third public meeting outlined preliminary recommendations for the Neighborhood Plan to the community for comments and feedback. The fourth public meeting provided information on both the recommendations for the Waterfront Park Plan and the North Camden Neighborhood Plan. The fifth public meeting celebrated the completion of the planning process and marked the beginning of plan implementation. At each meeting, SOW provided Spanish translation for non-native English speakers;



- A Neighborhood Needs Survey in both English and Spanish was designed to gather information on local issues, concerns, and future priorities. The surveys were distributed at public meetings, at local schools, and through local organizations. A total of 111 surveys were completed by residents, business owners, community leaders, and other stakeholders. The results from the survey, which were tabulated by CamConnect, are woven throughout this report and included in tabular form in the Appendix; and

- A bi-lingual video installation is currently projected on the east wall of Salon Parroquial (on the north side of the 500 block of State Street) looping through the night and catching the eyes of residents. Summarizing the planning process and inviting people to join the implementation effort, the video installation provides proof that the neighborhood is organized and taking action. The installation brings new beauty to North Camden and signifies a first success in implementation. The installation also suggests the potential transformation in the years to come.

ENCUESTA SOBRE SU COMUNIDAD: díganos lo que piensa

Gracias por rellenar esta encuesta. Sus respuestas nos ayudarán a desarrollar un plan para la mejora del norte de Camden. **Usted también forma parte de este plan y sus respuestas son importantes.**

Por favor, conteste a **todas** las preguntas. Nos puede devolver la encuesta a través del correo o entregarlo directamente a Veronica, Wilbert o Oscar, antes del **2 de Noviembre** del 2007.

Veronica Polo (o Fran Salinas) Save Our Waterfront (at Cooper Waterfront Homes) 800 Gallinex Court Camden NJ 08102	Wilbert Mitchell Respond, Inc. 532 State Street Camden NJ 08102	Oscar Hernandez My Brother's Keeper 502 State Street Camden NJ 08102
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Díganos sobre USTED MISMO

Estas preguntas nos ayudarán a entender a la gente que vive en el norte de Camden. Sus respuestas serán confidenciales.

¿Cuántos idiomas habla?

Inglés	___	Usted:	¿Es dueño / a de su casa?	___
Español	___		¿Alquila o arrienda su casa?	___
Otro idioma	___		¿Es dueño / a de un negocio?	___
Cuál?	_____			

¿Cuántos años tienes?

18 - 24	___	¿En qué bloque y calle vive o trabaja usted? (Por ejemplo, entre la sexta y la séptima en la Calle State)	_____
25 - 44	___		
45 - 64	___		
65 o más	___		

Community Survey cover.

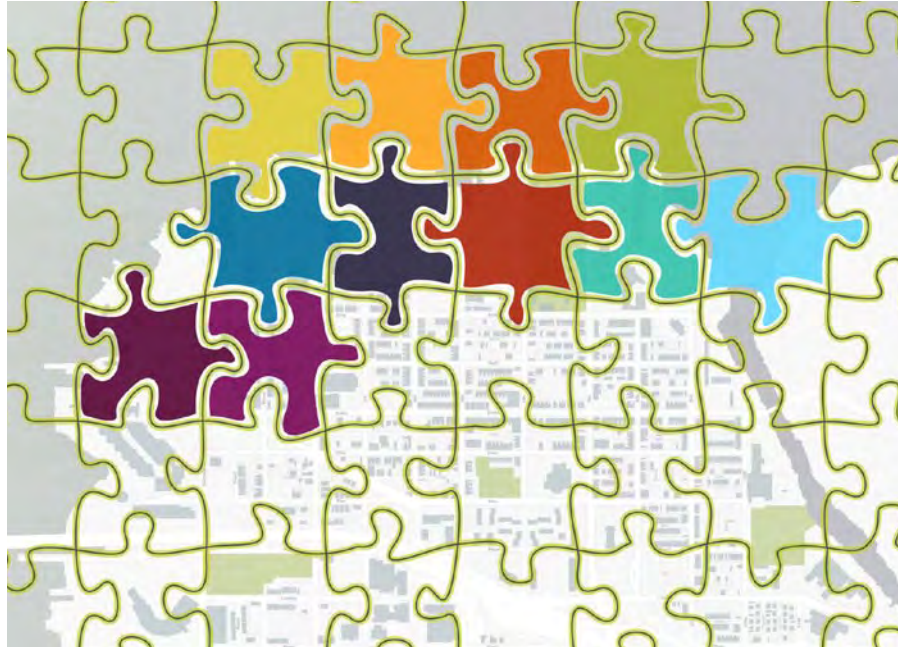
¡Muchas gracias!



Video installation implementation. Source: SOW

Project Phases

The North Camden Neighborhood Plan planning process, led by the Interface Studio team and overseen by the Planning Steering Committee, occurred in four phases:



Phase One is about a PUZZLE and how all the pieces fit together.

- 1** The **Research and Existing Conditions Phase** encompassed observation, research, and outreach to assess and determine neighborhood needs including:
- A parcel-by-parcel survey of North Camden to create an up-to-date land use map and determine the physical conditions of the neighborhood;
 - Census research to evaluate demographic and socioeconomic changes within the neighborhood over time;
 - A review of historic maps and photographs, the 1993 North Camden Plan, and other recent planning documents;
 - A survey of local programs and services;
- and
- A public outreach campaign, composed of individual interviews, small group discussions, and a neighborhood-wide questionnaire, was intended to tap the neighborhood's most valued resource, its residents, for their thoughts, opinions, concerns, and desires regarding the future of North Camden.



Analysis puzzle diagram.

Phases Two and Three are about VISION.

2 The **Preliminary Recommendations Phase** involved:

- Processing the information collected during the analysis to identify opportunities and challenges for North Camden's future;
 - Creating a susceptibility to change map that highlighted specific areas requiring more focused attention;
 - Incorporating Best Practices Research – a compilation of successful techniques for achieving change –collected from neighborhoods similar to North Camden in the region and beyond, to determine a relevant set of innovative and attainable planning strategies;
 - Generating a list of goals and objectives based upon public input;
 - Developing a series of preliminary recommendations that addressed human capital and community building, housing, economic development, open space and recreation, circulation and infrastructure, urban design and land use, public safety, and capacity building;
- and
- Presenting the preliminary recommendations to the community for feedback, critique, and approval.

3 The **Plan Development Phase** was devoted to developing the recommendations that comprise the final plan. The preliminary recommendations were refined in response to the public's input gathered at the close of Phase 2 and were further tailored to reflect the Steering Committee's ongoing guidance and request for comprehensive and specific, project-based tasks to structure North Camden's revitalization. Once the recommendations were finalized, the Interface Studio team submitted a Draft North Camden Neighborhood Plan to the Steering Committee and the neighborhood at large for review and comment.

Phase Four is about ACTION.

4 The planning process culminated with the **Implementation and Final Plan Phase**, during which the Interface Studio team, together with the Steering Committee:

- Developed a Preliminary Action Plan and Implementation Matrix, that indicates a timeframe, potential partners, and possible funding sources for each recommendation;
 - Identified a list of packaged priority projects that meet the criteria for the New Jersey Neighborhood Revitalization Tax Credit program;
 - Launched the video installation in collaboration with the Klip Collective;
- and
- Finalized the North Camden Neighborhood Plan, incorporating the changes provided during the Draft Neighborhood Plan's public comment period.

SOW, its coalition of involved neighborhood institutions and leaders, and all interested community members now assume responsibility for the plan, its adoption, and its implementation.



to see what happens next.



Historic map of North Camden, 1679.

III Analysis of Existing Conditions

North Camden: A Historical Overview

North Camden, the first neighborhood in the City of Camden, has a rich and varied history, traces of which are still visible today. The fur trade along the Delaware River spurred European settlement of the area in the 1670s, and the growth of Philadelphia and its fur industry just across the River further fueled North Camden's development. In 1681, the Cooper family, who owned and settled the land that comprises current-day North Camden, named the family's estate near the waterway now called the Cooper River, Pyne Poynt. In 1689, William Cooper founded the first ferry service in North Camden linking Cooper's Poynt and the surrounding fields with Philadelphia.¹

¹ <http://www.ci.camden.nj.us/history/historymain.html>



Joseph Cooper House, then above, and now below.



Two historic homes in North Camden reveal the age of the neighborhood and its former stateliness. The Benjamin Cooper House, located at the intersection of Point and Erie Streets, was built in 1734 and has served many functions over time, including being a Cooper family residence, a ferry-related saloon, and, in more recent times, a business office for adjacent industrial uses. The stone Dutch Colonial-style house is still in good condition. In contrast, the Joseph Cooper House, built in 1709 and renovated in 1785, lies in ruins at the intersection of 7th and Erie Streets in what is today Pyne Poynt Park.

² Ibid.



Historic North Camden.
Image source: www.dvrbs.com



Once the oldest standing structure in North Camden, the Joseph Cooper House fell victim to vandalism in 1980.²

The 1800s brought industry and rail to North Camden, supported both by the neighborhood's proximity to Philadelphia and by its own expanse of waterfront, which became home to a range of manufacturing and port activities. Westward infill along the edge of the Delaware River and piers moving the goods of North Camden's tanneries, woolen mills, paper mills, shipyards, and lace and embroidery factories, strengthened the relationship between Philadelphia and Camden. The Camden and Amboy Transportation Service's rail line, which ran up Main Street and terminated at North Camden's waterfront, linked the neighborhood and its pier system with the rest of Camden and southern New Jersey. North Camden was a hub in a growing, industrial region and by the early 1900s, was home to a rapidly rising population of German, British, Irish, Italian, and Eastern European immigrants.³

³ Ibid.

1895 - PEARL STRET, CAMDEN, NJ



Construction of the Benjamin Franklin Bridge, started in 1922, promised a new link between Camden, Philadelphia, and an expanding network of roads,⁴ reflected the country's new allegiance to the automobile, and marked a shift in transportation methods. People and goods no longer traveled primarily by river or rail, but by vehicular means. At a regional level, the Ben Franklin Bridge offered greater connectivity and access along six lanes of traffic, two streetcar tracks, and two pedestrian lanes. At a local level in North Camden, however, the construction of the Bridge had several disastrous results.



In went the bridge, out went industry.

The Bridge and its plaza created a hulking, new boundary at North Camden's southern edge, physically separating the neighborhood from the rest of Camden and initiating the neighborhood's long period of decline. The Bridge was completed in 1926, and within one year, all of North Camden's ferry services had shut down. Industries, no longer dependent on riverfront locations for shipping purposes, started to move elsewhere taking jobs and people with them. The departure of industry left behind contaminated soil and poor environmental conditions, which posed significant challenges to any new investment. In the wake of this decline, North Camden transformed from a place where people both lived and worked to one that was increasingly isolated from jobs and services.

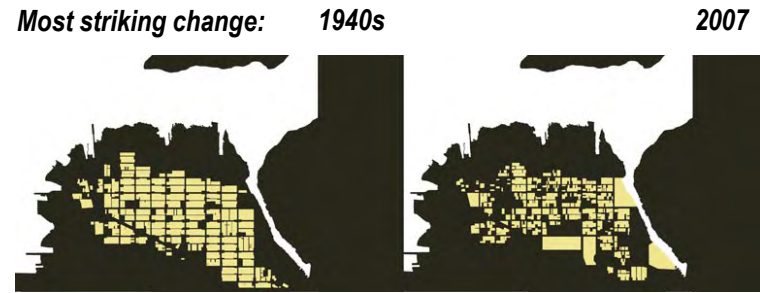
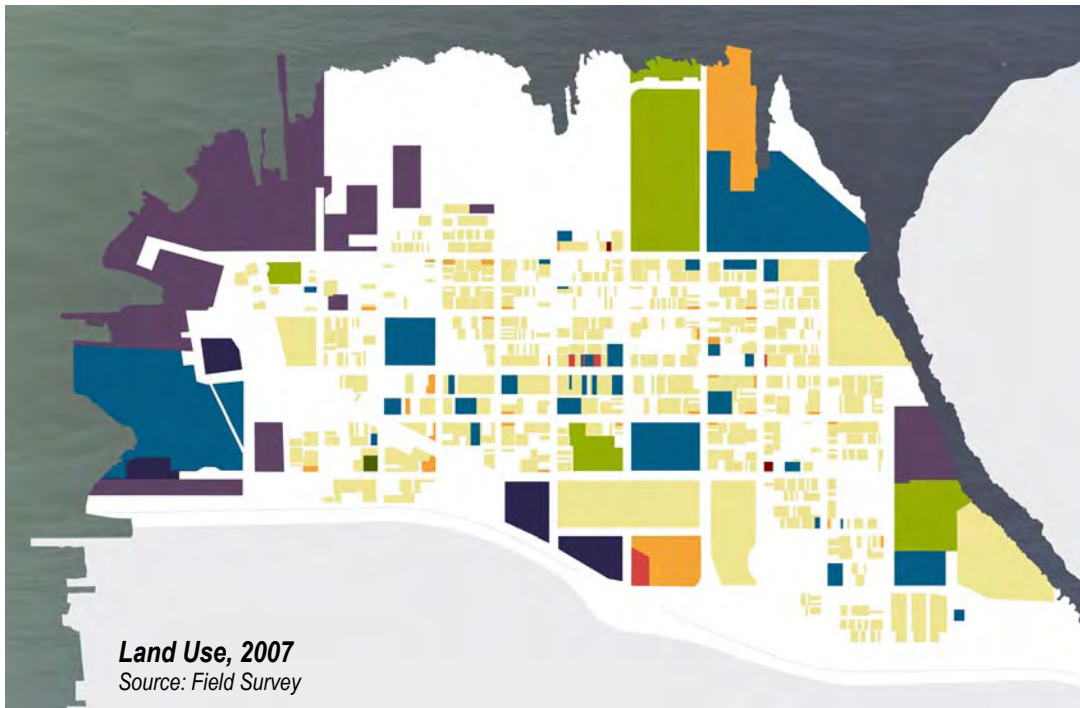
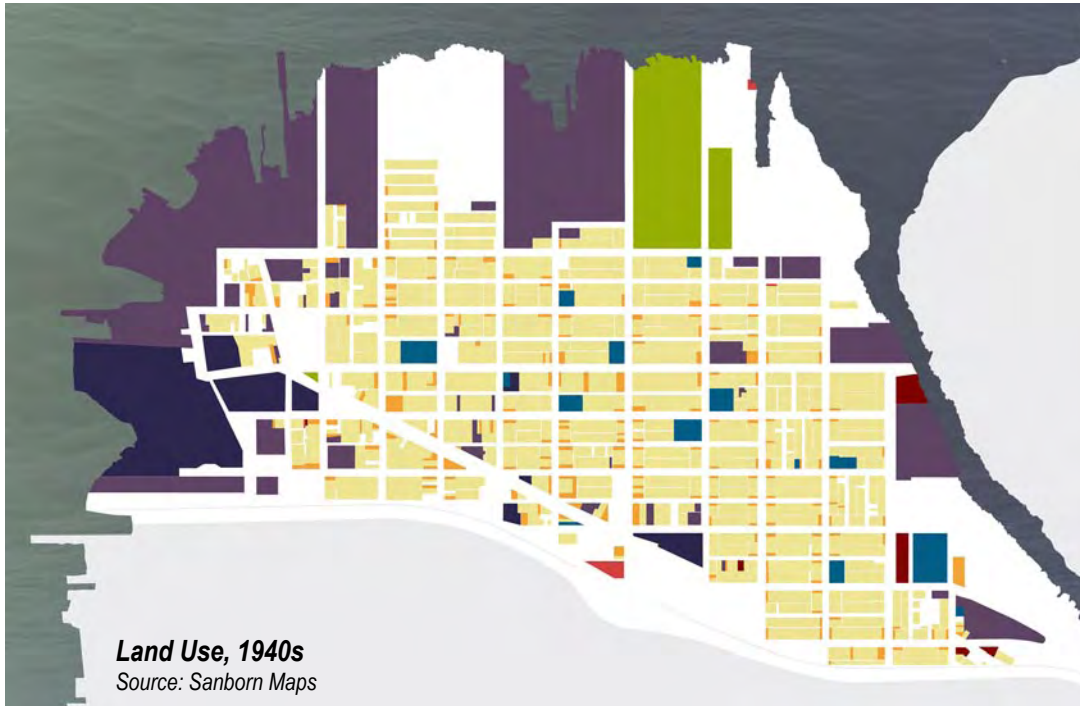
⁴ <http://www.phillyroads.com/crossings/benjamin-franklin>

The Sanborn Map for North Camden completed in the 1940s, illustrates the drastic difference between neighborhood conditions in the middle of the 20th Century and those at the turn of the 21st. With actively used parcels of land represented in land use colors, the white spaces highlight areas not claimed by a residential, commercial, industrial, institutional, or recreational use. The white spaces on the map from the 1940s indicate neatly drawn streets that run between the dense residential blocks at the neighborhood's interior and the active, industrial parcels that line its waterfront.

On the 2007 map, the white spaces have multiplied and expanded, highlighting the vacancy left in the wake of decades of decline and deterioration that characterized the second half of the 20th Century in urban America, the City of Camden, and North Camden in particular. The decline is perhaps most visible in the loss of neighborhood commercial services – the corner stores that once populated North Camden's streets – and in the erosion of what was formerly a healthy and intact landscape of row homes housing local industry laborers.



Benjamin Franklin Bridge toll plaza, 1952. Source: www.dvrbs.com



residential



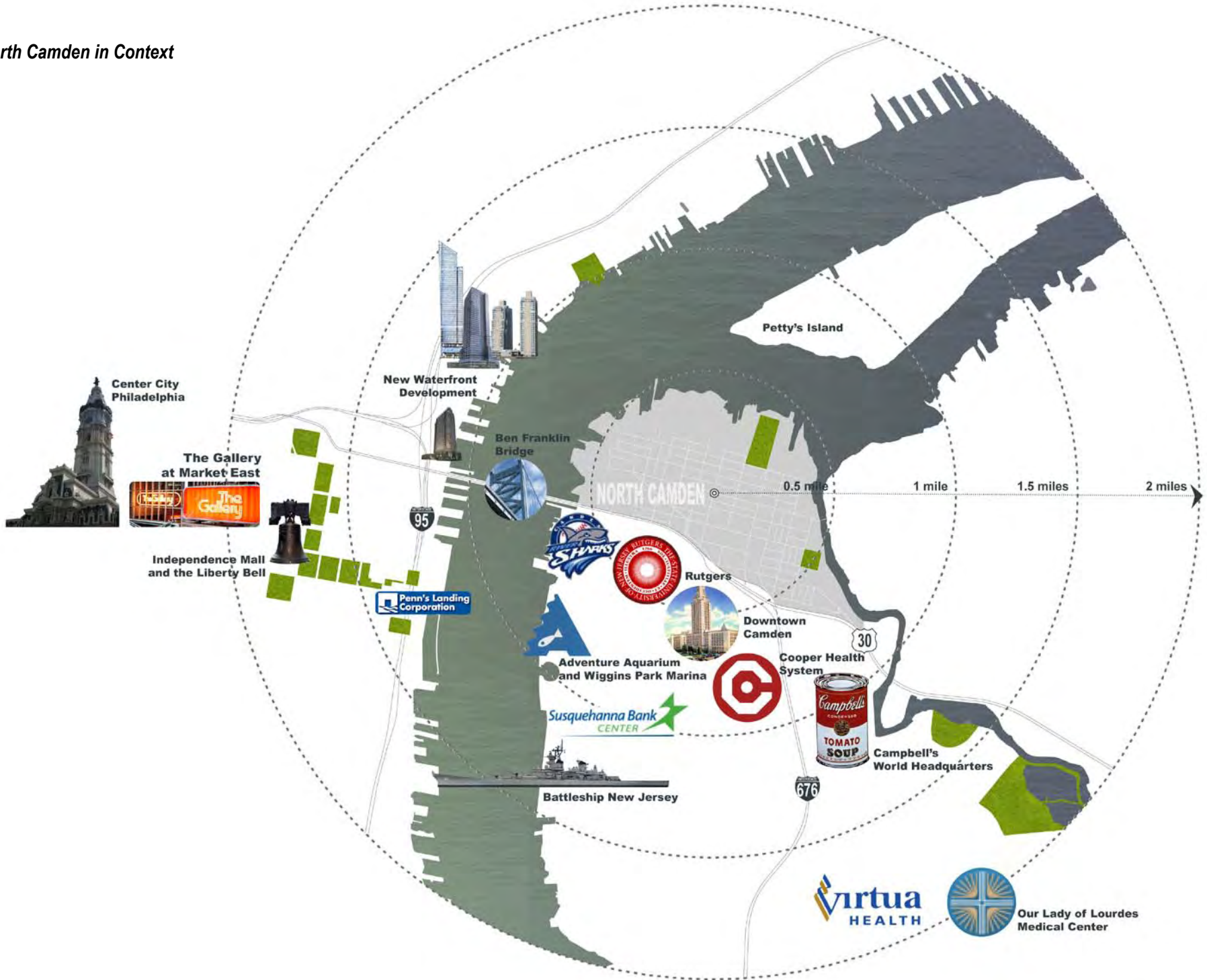
mixed use



industrial

- Retail
- Office
- Mixed Use
- Residential
- Institutional
- Park
- Garden
- Industrial / Warehousing
- Public Utility





Camden City Context

At its peak in the early 20th Century, the City of Camden was a major center of industry and a transportation hub, with tens of thousands of industrial jobs and 125,000 residents. Like many eastern cities that were manufacturing centers, with deindustrialization, Camden experienced dramatic economic dislocation and population loss.

As industry moved elsewhere, the City was left with hundreds of acres of vacant and underutilized land as well as a population without a ready source of employment. Today, Camden's population of roughly 79,000 residents is, on average, significantly poorer, younger, more minority, and less educated than that of Camden County or the State of New Jersey.⁵ Limited tax ratables and high service needs have left the City with a structural operating deficit. It is estimated for 2008 that Camden will need \$61 million in special aid from the State of New Jersey to cover its expenses.⁶

Camden's ongoing dependence on State aid was a major factor in the passage of the Municipal Rehabilitation and Economic Recovery Act (MRERA) by the State of New Jersey in 2002. The MRERA legislation created a five year recovery period during which the City would operate under the oversight of a State-appointed Chief Operating Officer. The legislation also dedicated \$175 million in funds for capital projects in Camden under the oversight of the Camden Economic Recovery Board.

One major emphasis during the recovery period has been to support the growth of the educational and medical institutions which anchor downtown Camden and are among the biggest employers in the City. Another priority has been on building the City's capacity to facilitate redevelopment in Camden's neighborhoods.

In 2007, State oversight was extended for an additional five years. Judge Theodore Davis is Camden's current Chief Operating Officer, appointed by Governor Corzine in 2007.

⁵ For a detailed statistical comparison of social indicators for Camden City compared to the County, State, and other New Jersey cities, see www.camconnect.org/documents/camden_facts_2006.pdf.

⁶ CAMConnect, "Camden's Fiscal Outlook": A review of revenues and expenses in the City's Budget," September 2007, www.camconnect.org/resources/documents/camconnect_camden_budget_sept2007.pdf.

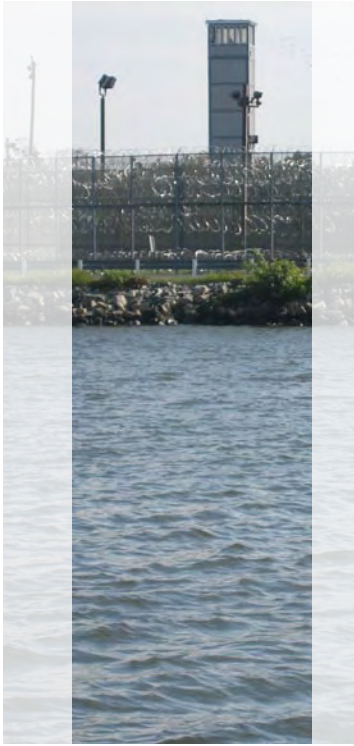
Neighborhood Context Today

Today, North Camden sits in the shadow of the Ben Franklin Bridge. While located close to downtown Camden, the central Camden Waterfront, and the Cooper Grant neighborhood near Camden's growing university district, and only minutes from Center City Philadelphia and the redeveloping river wards on the eastern banks of the Delaware, North Camden remains very much insulated from the positive trends driving reinvestment in these surrounding areas. However, the strategically located 375-acre neighborhood is poised for significant change.

With striking views of the Philadelphia skyline and the greenery of Petty's Island, North Camden's waterfront – polluted, underutilized, vacant, and in the case of Riverfront State Prison, vacating – presents an incredible opportunity to restore the neighborhood's ecology, boost its economy, and provide a new recreational amenity for the existing and future residents of North Camden, the City, and the region. The neighborhood core likewise offers space and opportunity for the neighborhood to rebuild its housing stock and population base. Indeed, with 22% of its total parcel area hosting vacant land or buildings, there is ample room for change within the existing neighborhood core as well.



Views Map
■ Trees
■ Philadelphia & Industry
■ Ben Franklin Bridge
■ Northgate
■ City Hall and Downtown



Neighborhood Profile – a demographic overview

Population and Population Change

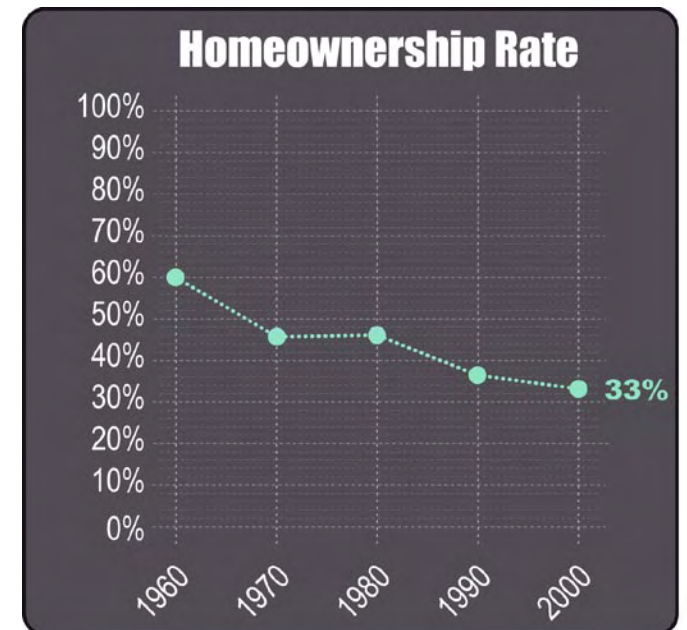
In 2000, the U.S. Census recorded 8,636 residents living in North Camden. However, the Riverfront State Prison's location along the Delaware River just north of the Ben Franklin Bridge and within North Camden's borders causes the community's population to appear larger than it actually is; in 2000, the non-incarcerated population in North Camden was 7,641 people. When possible, the demographic analysis presented in this report focuses on the 7,641 residents who live in the residential portions of North Camden. This is to best capture the characteristics of the people who experience life day-to-day on the streets of North Camden and will remain in the neighborhood after the prison relocates.

North Camden's non-incarcerated population grew by 2% during the 1980s, perhaps in part due to the prison's opening in 1985, as people moved into the neighborhood for visiting and employment purposes. Though this population gain represented the first increase in two decades, decline took hold once again during the 1990s, and North Camden lost close to 8% of its neighborhood population between 1990 and 2000.⁷ Despite some in-migration of residents from surrounding neighborhoods and municipalities and continued immigration of residents from abroad, North Camden's population declined by 597 people between 1990 and 2000. The most significant population loss occurred among residents age 18 and younger (this portion of the population declined by 14% during the 1990s), suggesting that young families with the ability to move out of North Camden did in search of a safer environment and better schools and recreation facilities.

⁷ The City of Camden lost 8.7% of its population between 1990 and 2000, indicating that North Camden's population was slightly more stable than the City's overall.

Homeownership

Residents and community leaders reported a high level of transience in North Camden – of people coming and going, often without taking time to meet their neighbors or make the neighborhood feel like home. The low level of homeownership in North Camden suggests that the observed transience is true. In 2000, only 33% of occupied housing units in North Camden were owner-occupied. Falling from 40% in 1990, the neighborhood's 2000 homeownership rate signifies the lowest point in a downward trend that began with a rate of 60% in 1960. Used as a measure of neighborhood stability, property maintenance, and streetscape upkeep, North Camden's



Homeownership Rate

Source: 1993 North Camden Plan and U.S. Census 2000

Race and Ethnicity

homeownership rate, which in 2000, was 13% lower than the City of Camden's average of 46%, could be interpreted as alarmingly low. However, the homeownership rate of North Camden's Census Block Groups varies greatly – from 0% to 58%, indicating that pockets of stable blocks with homes owned by committed residents continue to exist in North Camden. Some of the highest homeownership rates can be currently found in the Camden Towne area near 3rd and Elm Streets.

In 2000, the racial composition of North Camden's population was 47% African American, 17% Caucasian, and 37% Other.⁸ The neighborhood's ethnic composition⁹ reflects the strong Latino presence in the neighborhood. In 2000, 64% of the neighborhood was Hispanic or Latino, up from 58% in 1990, recording the growing Hispanic and Latino community comprised predominantly of Puerto Rican, Dominican, and Mexican individuals and families. In the City of Camden as a whole, people of Hispanic or Latino ethnicity represent only 39% of the total urban population. Latinos come from a variety of countries of origin. There is some indication that people socialize and patronize shops based on nationality.

The annual local street festival, La Fiesta Latina, aims to introduce North Camden's Hispanic and Latino residents to each other, instill a greater sense of community, build pride, and maintain a sense of heritage and tradition through education. The festival, which started in 2006, has enjoyed some success, though event organizers hope to increase participation, recruit representatives of more nationalities, and transform the Latino community into a more organized, vocal constituent group involved with local events throughout the year. Currently, there is no cultural center or common meeting place that targets Latino residents.

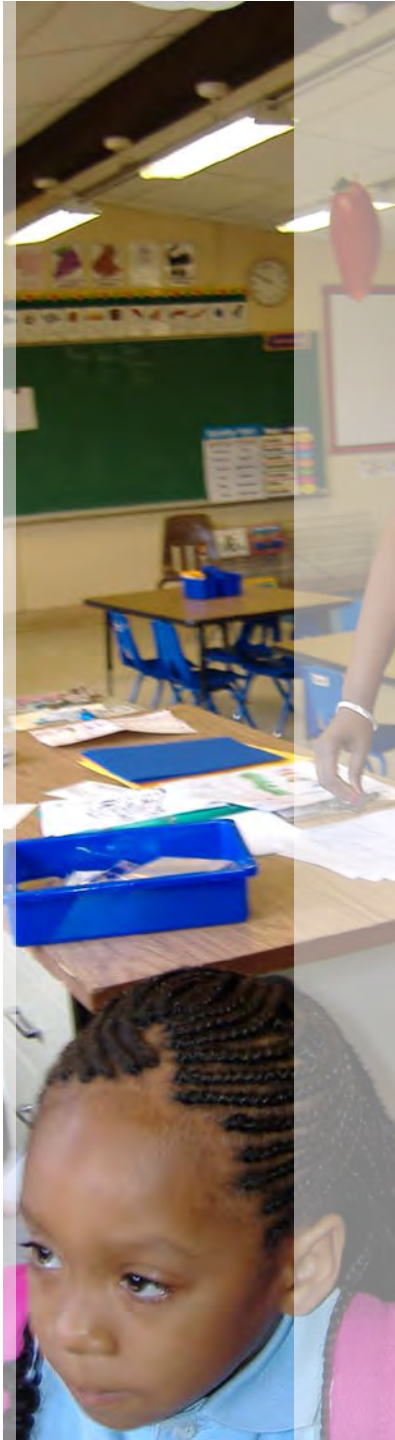


While some Hispanic and Latino families have been in the United States and in North Camden, in particular, for generations, many are more recent immigrants. In 2000, more than 30% of neighborhood residents were foreign born according to the Census, and community leaders hint that this percentage may be larger as the community hosts many immigrants who remain undocumented. Although the Hispanic and Latino community has some internal divisions, its sub-communities of Puerto Rican, Dominican, Mexican, and Nicaraguan residents, among others, have formed tight-knit and supportive social networks that help newcomers adjust to life in North Camden and find the language, legal, housing, medical, and other services that they need. The Catholic Church also plays an important role in helping Latino residents establish roots in North Camden.

⁸ American Indian and Alaskan Natives comprised 1% of North Camden's population in 2000. Asians comprised less than 1%, as did Native Hawaiians and other Pacific Islanders. 33% of the neighborhood's population characterized themselves as of "some other race." 3% of the neighborhood characterized themselves as bi-racial or multi-racial.

⁹ The Census records residents who identify as Hispanic or Latino under ethnicity, not race, as someone who is Latino may be black, white, another race, or multi-racial. Thus the ethnic breakdown is separate from the racial breakdown.





Age Structure

The most striking feature of North Camden's age pyramid is a bulge at the base of the pyramid that represents the neighborhood's youth. 36% of the population is under the age of 18, meaning that more than one in every three persons is a child. Many of these children are raised by single parents, with over half (52%) of North Camden's households headed by a single parent with at least one child in the home. Senior citizens age 65 years and older comprise 10% of the neighborhood's population, and with a waiting list at Northgate II and Abigail House serving those in need of nursing or rehabilitation care, seniors aging in place are in great need of affordable, accessible housing. Special needs population groups – seniors aging in place, single parents, and children and teens – require distinct assistance and social services.

Again and again at public meetings citizens of North Camden conveyed their concern about youth and young mothers in the neighborhood. Youth need better opportunities for playing, learning, and working. Young mothers need stronger support networks. SOW needs the participation and commitment of both children and parents to bring about a brighter future - for children, for families, and for the neighborhood.



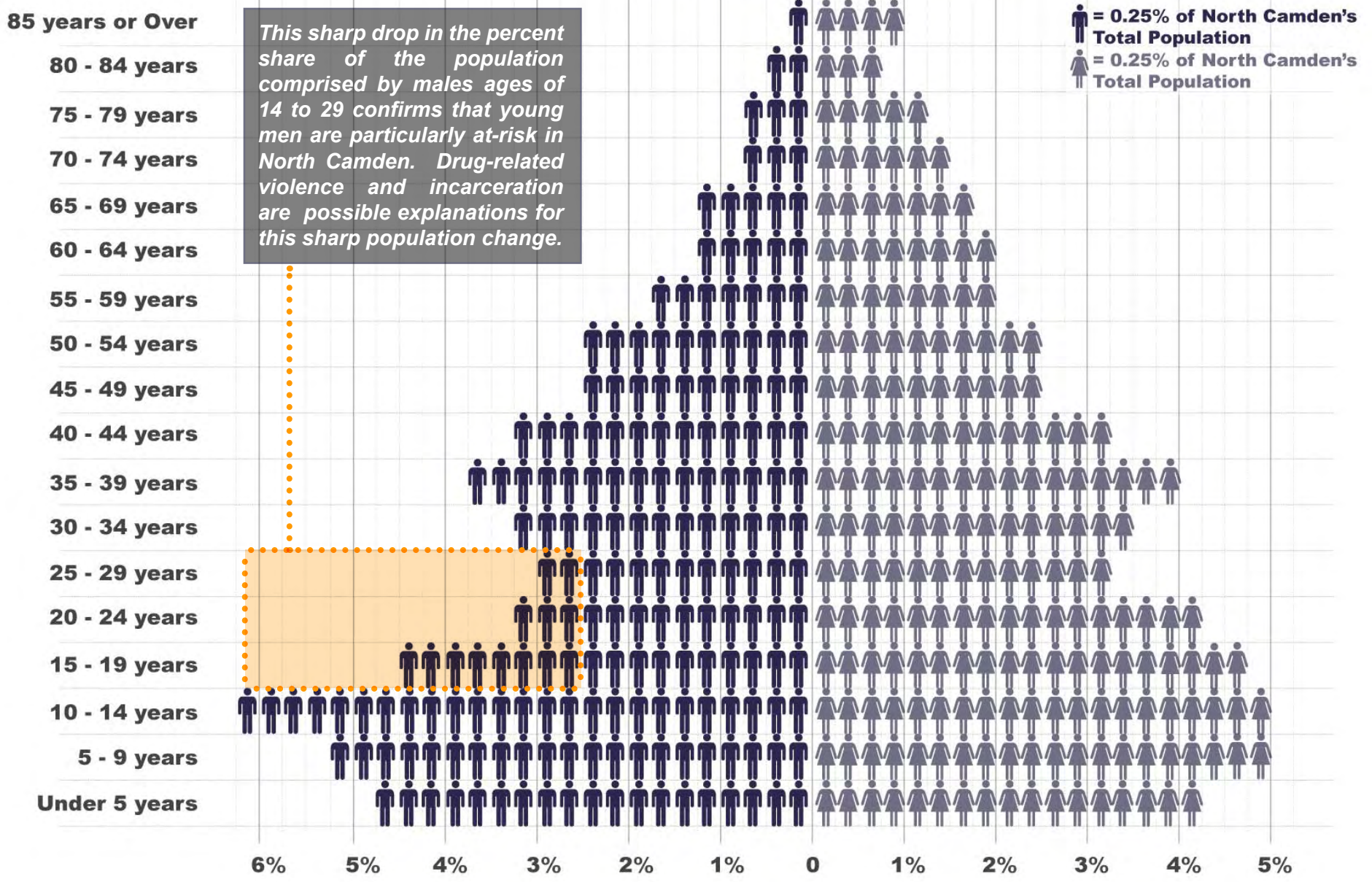
Youth at Risk

Of particular concern in North Camden's age pyramid is the sharp drop in the number of young men in the neighborhood between ages 14 and 29 (highlighted by the orange box). While incarceration is likely not the sole cause of this abrupt decrease in population, community members are well aware and very worried about the presence of drugs in North Camden and the toll that the drug market takes on the lives of the neighborhood's young men; some have lost their lives, others have lost their youth to prison and their future opportunities to a criminal record.

North Camden's male teens and young men are not, however, the only youth in North Camden at risk. In 2007, the State of New Jersey officially designated all people under the age of 18 and living in Camden to be "at-risk."¹⁰ All youth in the neighborhood face the challenges created by the inadequacies of the public school system, curriculums that seem irrelevant compared to the job skills required to secure employment, and the lack of well paying jobs available to neighborhood youth. This last factor drives many to enter the drug market instead of the work force to earn a living.

¹⁰ http://www.hopeworks.org/news_forestry.htm

MALE FEMALE



Age Pyramid, Source: U.S. Census 2000





Youth at Risk, Source: U.S. Census 2000

In 2000, almost one out of very four (23%) North Camden teenagers ages 16 to 19 had dropped out of high school. Of the 11% who had graduated, only 3% were employed. Between 23% and 31% of local youth ages of 16 and 19 years were at risk, meaning without a high school diploma, unemployed, not in the labor force, or some combination of the above.¹¹

¹¹ Though the category of people not participating in the labor force includes those eligible to work but who have given up looking for work, it is important to note that some or all of the 8% of 16-19 year-olds who had graduated from high school but were not in the labor force may have been continuing their education in pursuit of an associate's degree or higher. It is therefore not accurate to assume that the entire 8% of high school graduates not in the work force are at risk.

Educational attainment in North Camden is low, though the neighborhood's data is skewed by the inclusion of the prison population¹² as well as by the high proportion of first-generation immigrants living in the neighborhood. Nonetheless, that 64% of neighborhood adults age 25 or older did not have a high school education in the year 2000 is a daunting statistic given that as the job market becomes increasingly competitive, educational attainment becomes even more important. In an environment where educational achievement is somewhat of a rarity, it is important to teach neighborhood residents to value education, to render continuing education opportunities more accessible and, to ensure that education is oriented toward finding fulfilling employment.

The neighborhood's low educational attainment directly impacts the local employment rate and potential. In 2000, 40% of the neighborhood's non-incarcerated population age 16 and over was in the civilian labor force compared to 45% in 1990. Though the unemployment rate dropped from 25% in 1990 to 17% in 2000, marking a slight improvement, the high unemployment rate continues to present an immense challenge for North Camden. More severe than the neighborhood's high rate of unemployment, however, is that 60% percent of adults in North Camden were not in the labor force in 2000¹³ and therefore left with little chance of improving their life circumstances and rising out of poverty. **North Camden has a dire need for more employment and skills training accessible to youth and adults.**

¹² The Census presents educational attainment information within the Summary File 3 dataset, which only allows analysis at the Census Block Group level. The prison population lives in one Census Block within a Census Block Group, and therefore cannot be removed from the neighborhood's general population when working with Summary File 3 data.

¹³ After one year of continuous unemployment, individuals are no longer considered to be in the labor force. The group of civilian adults not in the labor force also includes those who have given up looking for work. www.census.gov

Directly related to educational attainment and employment, North Camden's average median household income is low and poverty rate is high. In 1999, North Camden's average median household income was \$16,718. Earning power varies throughout the neighborhood, with the median incomes of North Camden's Census Block Groups ranging from \$7,416 in the southeast corner of the neighborhood near Linden and 10th Streets, to \$31,343 in the northeast corner near Pyne Poynt School. In 1999, 44% of the total population in North Camden was living in poverty, and 49% of the neighborhood's children and teens were living in poverty¹⁴. Again, poverty rates varied by Block Group, ranging from 23% along the neighborhood's eastern edge to 76% in the area surrounding Northgate I and II.

Although North Camden's poverty statistics remained elevated and more severe in the 2000 U.S. Census, the numbers reflect a reduction in the percentage of neighborhood residents living in poverty between 1990 and 2000. The poverty rate for the total neighborhood population fell 11% during the 1990s and 18% for the population under 18 years of age. During the same time period, poverty in the City of Camden also decreased, though to a much lesser extent (less than 2%). Nevertheless, North Camden's average median household income and poverty rate remains extreme when compared to City and regional figures. In 1999, the City of Camden's average median household income was \$23,421, and the poverty rate was 36%. Regionally, in the Philadelphia / Camden Primary Metropolitan Statistical Area (PMSA)¹⁵, the median household income in 1999 was \$47,536, and the poverty rate was 11%.

¹⁴ Poverty is determined by a family's total money income measured against thresholds that vary by family size and composition. The official poverty definition uses money income before taxes and does not include capital gains or non-cash benefits such as public housing, Medicaid, and food stamps. If a family's total income is less than the family's threshold, then the entire family is considered to be in poverty. For example, the monetary value for the poverty threshold for a family of three in 48 contiguous US States in 2006 was determined as \$17,170 with \$3,480 added for each additional family member. Federal Register, Vol. 71, No. 15, January 24, 2006, pp. 3848-3849.

¹⁵ A Primary Metropolitan Statistical Area (PMSA) is defined by the U.S. Census Bureau as one or more counties that contain a city of 1,000,000 or more inhabitants plus the surrounding densely settled area. The surrounding urbanized area must demonstrate strong internal economic and social links in addition to close ties with the central core of the larger area.



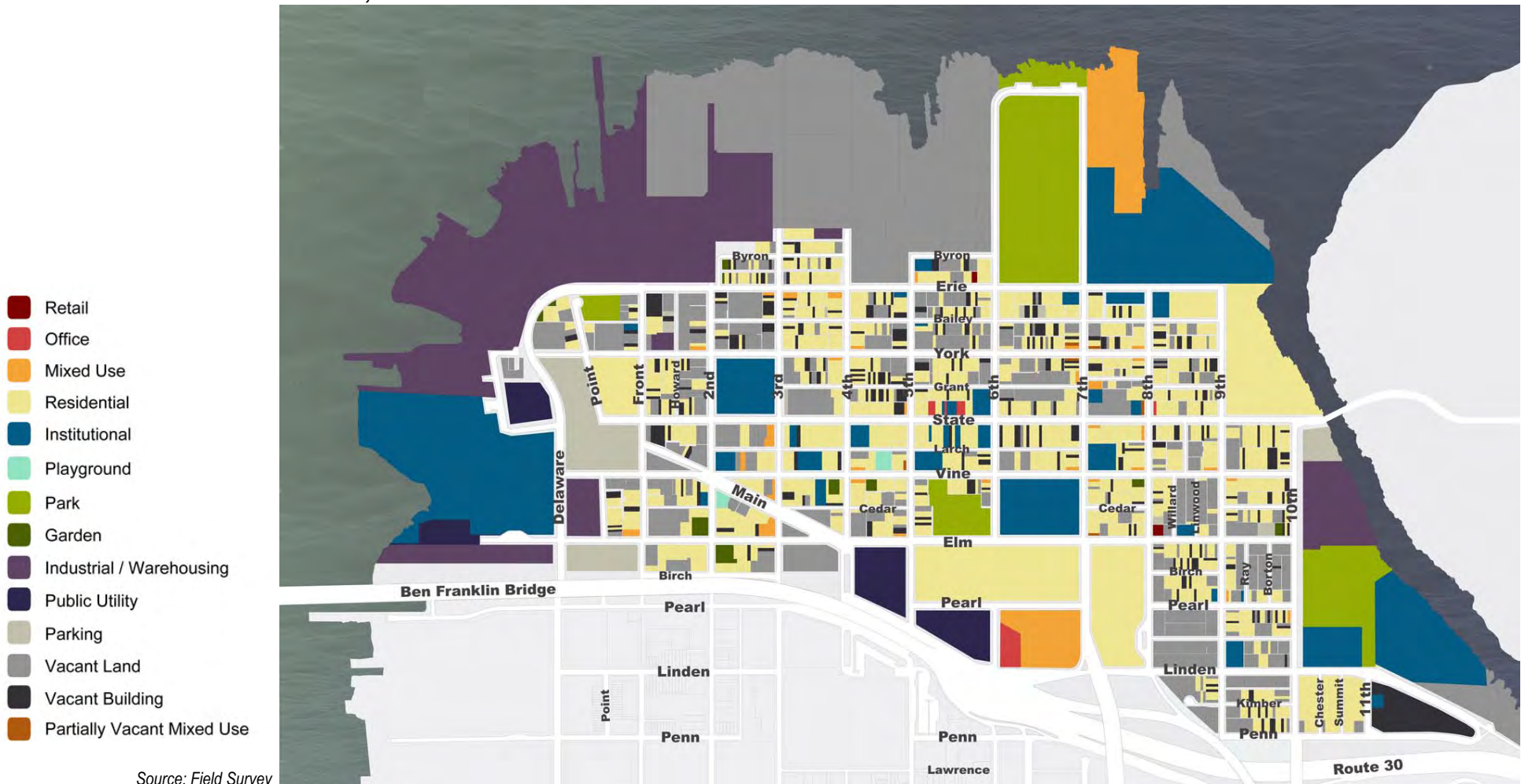
Land Use & Zoning

Land Use

The land use map, presenting parcel-by-parcel data surveyed in Summer 2007, indicates how each property in North Camden is currently being used. This includes w

Historically a predominantly residential neighborhood, the inner core of North Camden, with its rows of small lots and compact housing, has eroded over time, rendering the neighborhood more vacant than residential today. A map of residential uses only – single family homes, apartments, transitional housing, and private yard and driveway space – emphasizes the extent to which North Camden’s residential base has changed. Once an

Land Use, 2007



Source: Field Survey

almost perfect grid of intact and inhabited blocks, the picture now resembles a piece of Swiss cheese. Virtually every block has been touched by vacancy and abandonment, and the proximity of neglected properties has negatively affected neighborhood real estate values and the quality of life.

Residential structures account for 76 acres of parcels in North Camden, which translates to only 27% of the neighborhood's total parcel area. For the most part, the large yellow parcels correspond to newer housing developments, including Camden Waterfront Homes and the Northgate II high-rise and low-rise developments.

Residential Land Use

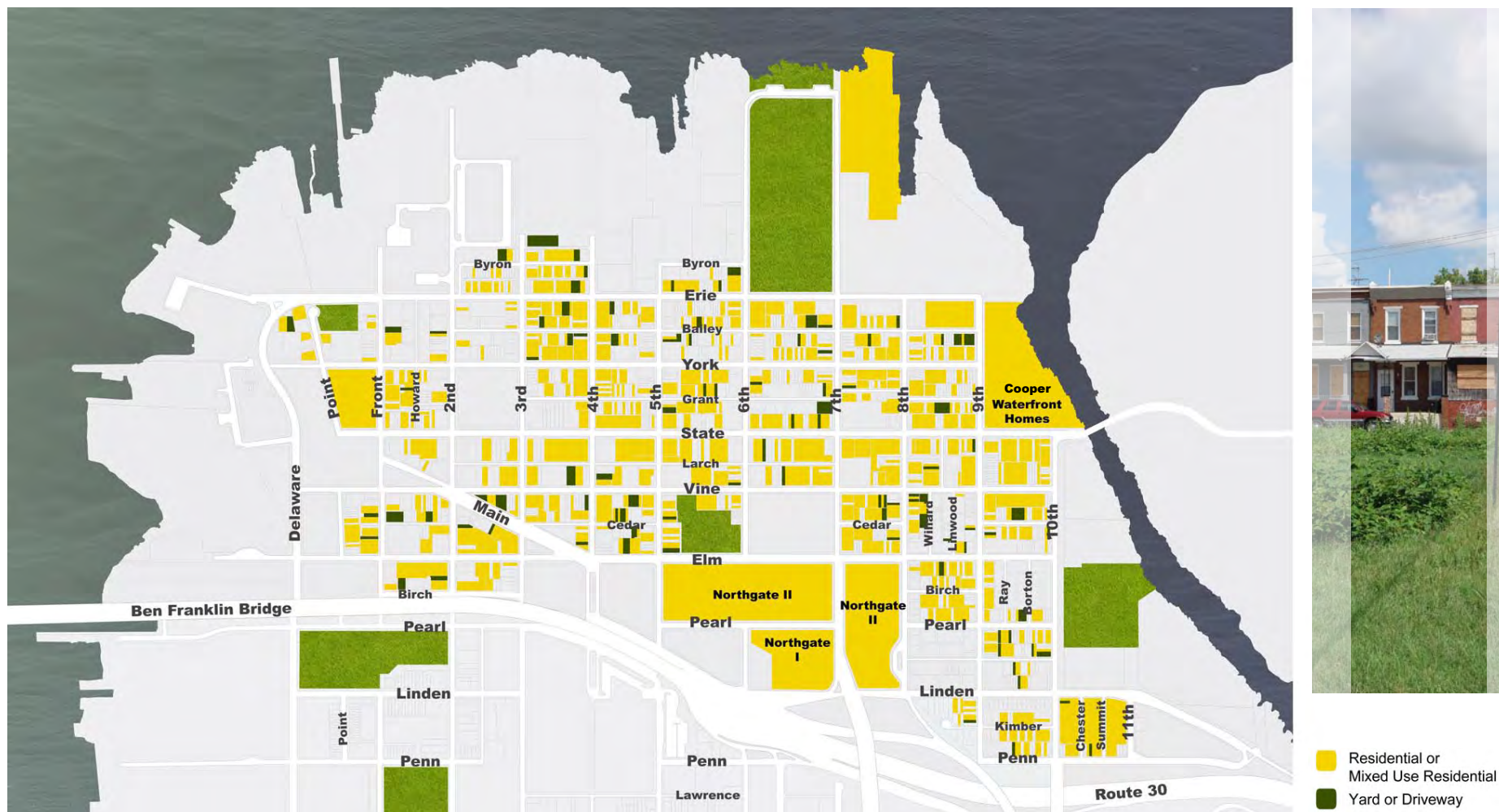


Figure ground maps illustrate the physical form of a place in a clear and simple way, depicting all existing buildings in black and all of the space in between – streets, sidewalks, open space, and vacant land – in white. North Camden's figure ground map highlights several unique conditions that inform the experience of walking through the neighborhood today. First, the figure ground map shows the fragmentation of North Camden's blocks. Large white spaces punctuate the building pattern, pointing to major gaps in the streetwall due primarily to vacant land. Second, the figure ground map confirms the physical isolation of North Camden's residential core. The large, curving white ribbon of space that separates North Camden from downtown's denser stock of larger buildings marks the route of the Ben Franklin Bridge/I-676 and Admiral Wilson Boulevard through Camden, effectively severing North Camden from the rest of the City. Along North Camden's waterfront, gaping white spaces highlight the lack of connection between the neighborhood and the Delaware and Cooper Rivers.

The gaps between buildings and the space between the neighborhood's existing housing stock and the riverfront speak both to the past and the future. The land that lies fallow in North Camden is at once a testament to the lingering contamination due to the waterfront's industrial past, to the decades of deterioration and decay, and to the as yet unrealized potential for future revitalization. In North Camden today, the white spaces represent opportunity.



Figure Ground Map



3-D Model of existing conditions in North Camden.





Vacancy Map

- Vacant Land
- Vacant Building

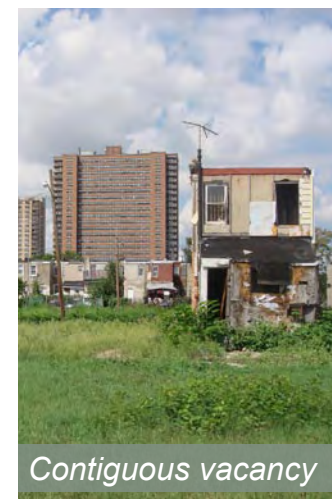
Vacancy

North Camden's vacancy map is, in part, an inverse of the figure ground map. The grey parcels identify the location of the neighborhood's vacant land, which corresponds to much of the figure ground's white space. The vacancy map also captures the location of North Camden's vacant buildings, illustrating the parcels that host a vacant building in black. Vacancy in North Camden exists in several forms:

- Scattered vacancy, which appears as a vacant building here, a vacant lot there;
- Concentrated vacancy, which appears as a series of contiguous empty parcels; and
- Large-lot vacancy, which appears along the waterfront and, to a lesser degree, at the southern edge of the neighborhood.



Scattered vacancy



Contiguous vacancy

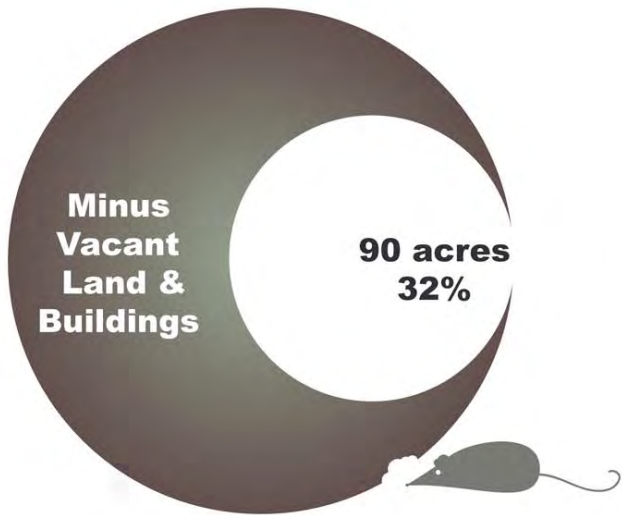


Large Lot Vacancy along the Waterfront



Large Lot Vacancy north of Route 30

North Camden



Vacant Land



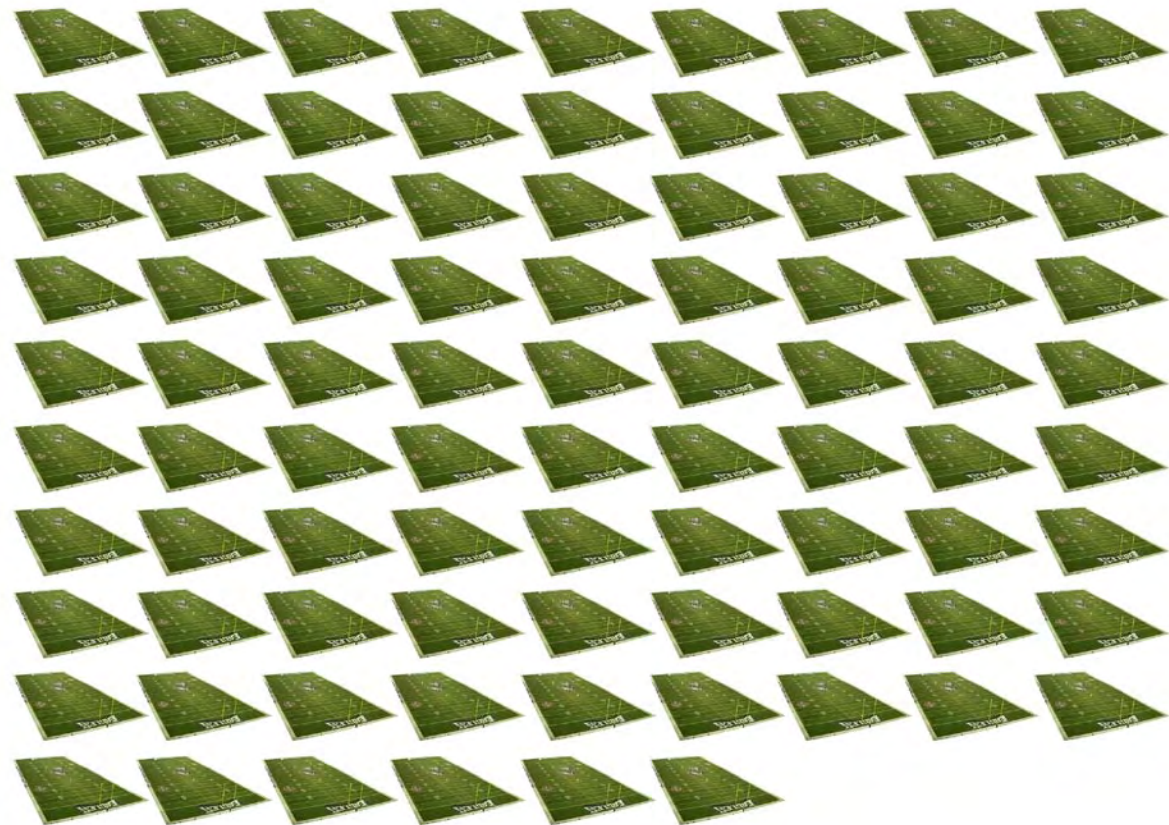
78 acres
28%

Vacant Buildings



12 acres
4%

The 1993 North Camden Plan reported severe problems with vacant buildings and rampant arson. Since the 1993 plan was completed, many of the neighborhood's vacant homes have been demolished, transforming vacant buildings into vacant lots. Today, North Camden contains 78 acres of vacant land and 12 acres of land with a vacant building or buildings. These 90 acres of vacated land, equal to roughly 87 football fields, comprise 32% of the neighborhood's total parcel area.

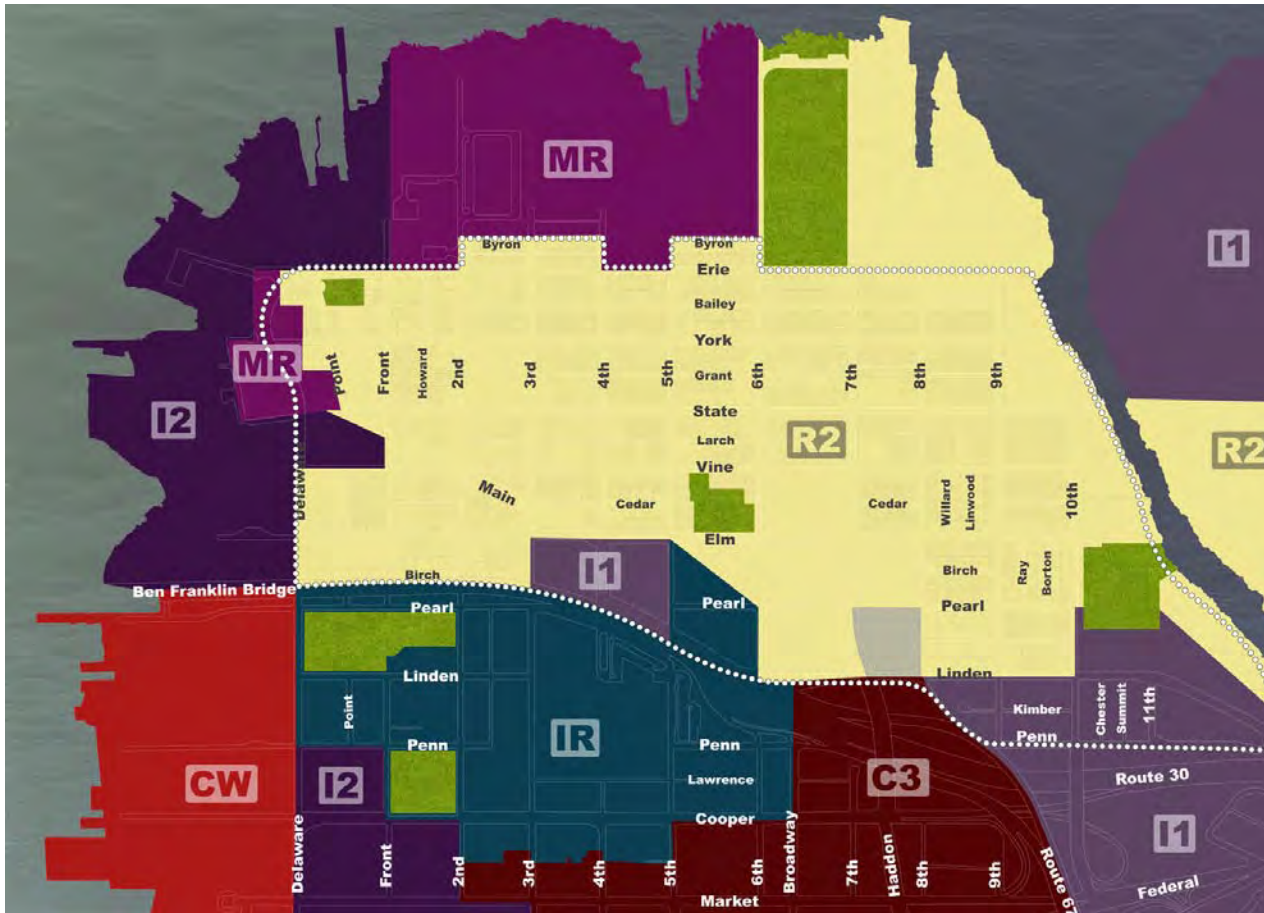


Vacancy diagram and 87 football fields.





*During the summer months, North Camden's vacancy renders the neighborhood and its waterfront deceptively lush and green.
Source: City and CFDA-sponsored Helicopter fly-over, August 2007*



Zoning

In general, the neighborhood's existing land uses conform to the zoning map, which calls for a residential neighborhood core hosting single and multi-family homes, municipal buildings, parks, schools, and home offices surrounded by an industrial waterfront. The zoning map poses two major constraints to potential redevelopment in North Camden. The first constraint relates to future commercial uses. Any commercial development in North Camden would require a zoning change or variance under the current zoning. The second constraint concerns possibilities for a reinvented waterfront, which would introduce recreational amenities and mixed-use residential and commercial development to areas currently zoned for heavy industrial and manufacturing purposes where residential, retail, and recreational uses are prohibited.

Zoning Map

- C3 Commercial
- CW Commercial Waterfront
- R2 Residential
- IR Institution Residential
- MR Manufacturing Residential
- I1 Industrial
- I2 Industrial
- Unknown



**Table 3:
North Camden Social Fabric**

CHURCHES	DAY CARE CENTERS	GROCERY STORES	HEALTH CARE SERVICES
Camden Bible Tabernacle 823 Elm	State St. Head Start 4th & State	Bekran Grocery 639 N. 6th	Area Health Education 433 N. 7th
Camden Lutheran Parish & Grace Lutheran Church 4th & State	Respond Day Care 6th & State	B & B Grocery 701 N. 7th	Doctor's Clinic 801 State
Christian Ministries 818 N. 7th	El Centro Comunal Borincano 617 N. 2nd	D.J. Savvy 739 N. 3rd	Dr. David Reduz 622 State
Holy Name Church 5th & Vine	Martin Luther King Point & Pearl	Fader & Son Grocery 801 Front	St. Luke's Medical Clinic 511 State
Holy Name Rectory 522 State		Fader and Son Grocery 701 N. 2nd	North Camden Medical Center 801 State
Holy Name Convent 517 State		Samuel's Grocery 112 N. 7th	CAMcare Primary Care Clinic 6th & Erie
Iglesia Apostolica 737 N. 2nd	SOCIAL SERVICES	Kine's Corner 632 Pearl St	St. John's Prenatal Care Center 6th & Erie
Sanctuario de Dios	Path Day Center 816-18 N. 5th	Litwin Food Market 8th & Elm	CAMcare Dental Clinic 7th & Linden
Iglesia Pentecostal Anloquia, El Albol 203 Vine St.	Community Elder Council 532 State	Mon's Corner Deli 811 N. 2nd	
Iglesia Pentecostal Tesalonica 916 N. 5th	Adult Day Care Center 9th & Linden	Nino's Groceries 901 N. 2nd	
Iglesia Evangelista 50 York St	El Centro 500 State	Northgate Food Market 433 N. 7th	
Movimiento del Milenio	Fader David Bradley 508 State	Popul Food Market 740 State	
Mundial	Arroyo de Loma 511 State	Reyes Market 801 N. 7th	PHARMACIES
Iglesia de Dios Pentecostes Ebenezer 913 Pearl St.	Levinson 511 State	Rodriguez Groceries 727 N. 3rd	State St. Pharmacy 735 State
Union Baptist Bible School 6th & Linden	My Brother's Keeper 48 York	Rodriguez Grocery 636 Vine St	Northgate I Pharmacy 433 N. 7th
Northgate Pentecostal Church 715 N. Front	Respond, Inc. 532 State	Santana Grocery 601 N. 5th	
State Street Methodist Church 4th & State	Swinging Center 423 N. 7th	Sol & Frank's Market 503 Erie	OTHER RETAIL
Victory Temple Community Church 2nd & Pearl	Woodland Care Center 114th & Linden	Valdez Variety 900 N. 4th	Broadway Cleaners 433 N. 7th
	AFFORDABLE HOUSING PROVIDERS	Velez Grocery 439 State	Eibito's Party Shop 701-03 N. 8th
	Camden Lutheran Housing 4th & State	Weiss Market 839 N. 4th	Jimmie's Fashion 431 Main
	North Camden Land Trust 540 State	Willon Grocery 644 N. 9th	
	State Street Housing 532 State		EMPLOYERS
	Northgate II 500 N. 7th	BARBER SHOPS/HAIRDRESSERS	Art's Warehouse 114th & Linden
	Northgate I 433 N. 7th	Neighborhood Barber Shop 810 Grant	American Dressing 611 & State
	Wesley Village Front & State	What's Her Name's Place 700 N. 7th	Camden Tool 7th & York
		Eily's Cut & Curl 655 State	Diamond's Repair 625 N. 9th
SCHOOLS	RESTAURANTS AND BARS		Evergreen Products 640 N. Front
Cooper Poynt School 3rd & State	Peppercorn Place 901 Point		F.W. Winter 600 N. 10th
Pyne Poynt School 7th & Erie	Mancine's Liquors 601 N. 3rd		J.E. Brennenman Point & Erie
Molina School 7th & Vine	R & R Bar 938 N. 3rd		Resilient Clothing 7th St. at Del. River
Holy Name Kindergarten 519 State	Sara de Bar 220 State		
Powell School 10th & Linden	Novel's Place 701 & Grant		
South School 7th & Vine	Tony & Ruth Steaks 8th & York		
Holy Name School 5th & Vine			



The North Camden Plan, Page 27

North Camden Social Fabric Update

Source: 1993 North Camden Plan and Field Survey

Commercial Services

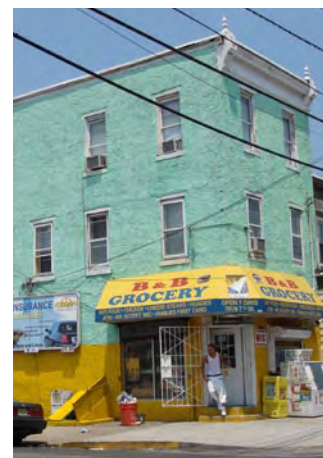
With the number of stores in North Camden dwindling, commercial zoning coupled with business incentives might help bring much needed services back to the neighborhood. The neighborhood has never had a dominant commercial street with contiguous and varied shops that has met all of the local needs. Cooper Street served as North Camden's main shopping street before the Benjamin Franklin Bridge separated this resource from the community. Despite this fact, North Camden once had a landscape dotted with more than 200 mixed-use properties – corner stores selling a variety of goods with residential units above.¹⁶ Today, North Camden has fewer than 40 open and active retail uses, and business closures and turnover rates are high. Since the

1993 North Camden Plan inventoried the North Camden Social Fabric, at least 16 retailers, restaurants, or industries have closed. Commercial services are scarce, and respondents to the Neighborhood Needs Survey noted that North Camden residents need “a laundromat,” “restaurants and a diner,” “a supermarket,” “a post office,” “a place to buy clothes and shoes,” and “a bank.”

¹⁶ This count refers to the land uses in the neighborhood's Sanborn Map from the 1940s.

The lack of local commercial energy in North Camden translates to several harsh realities for neighborhood residents and business owners:

- With few places to shop locally, people shop elsewhere. In leaving the neighborhood to do their shopping, people bring their dollars with them, spending a large portion of local expendable income outside of the neighborhood's economy. The neighborhood is not even a candidate in regional commercial competition, losing out to other places in Camden (31%), other places in New Jersey (46%), and Philadelphia (22%) according to the Neighborhood Needs Survey.
- The only commercial competition that exists in North Camden is between small retailers and bodegas, many of whom find that their customer base is largely dependent on their nationality. Fragmentation within the Latino community directly corresponds with the stores that members of the Latino community choose to patronize.
- Shopping becomes more of a chore and a challenge, especially for people dependent on public transportation who must travel home from the grocery with multiple bags in tow. This reality is particularly difficult for seniors who are unable to carry heavy loads.
- The local corner stores and bodegas meet some shopping needs locally, and people in the neighborhood do depend on them to meet daily needs. However, not all corner stores are good corner stores. Some residents see these venues as nuisance retailers, and sources of trouble in the neighborhood including violence and criminal activity. In particular, people are fearful of the many shootings that have occurred at the Chinese take-out store and are frustrated by the unethical practices of some business owners.
- It is difficult and at times cost prohibitive for business owners to make necessary improvements to their stores. The City's permitting process and contractor requirements add expenses to the renovation process, and there are currently no public funds for improved signage.
- Jobs are few in North Camden because there are few businesses in operation. The biggest employers in North Camden are the non-profit organizations. In addition to being starved of basic commercial services, North Camden's potential suffers from the lack of year-round employment opportunities available to local youth and adults.¹⁷



Currently on the table

Two large economic development projects on the horizon will begin to rebuild North Camden's base of commercial services and local jobs. A supermarket and adjacent shopping center is planned for the large swath of vacant land south of the Northgate II high-rise between Linden and Pearl, 7th and 9th Streets. The neighborhood non-profit, Respond, plans to build a job training center at Erie and 7th Streets across from Pyne Poynt School, and plans to open in the Spring or Summer of 2008.

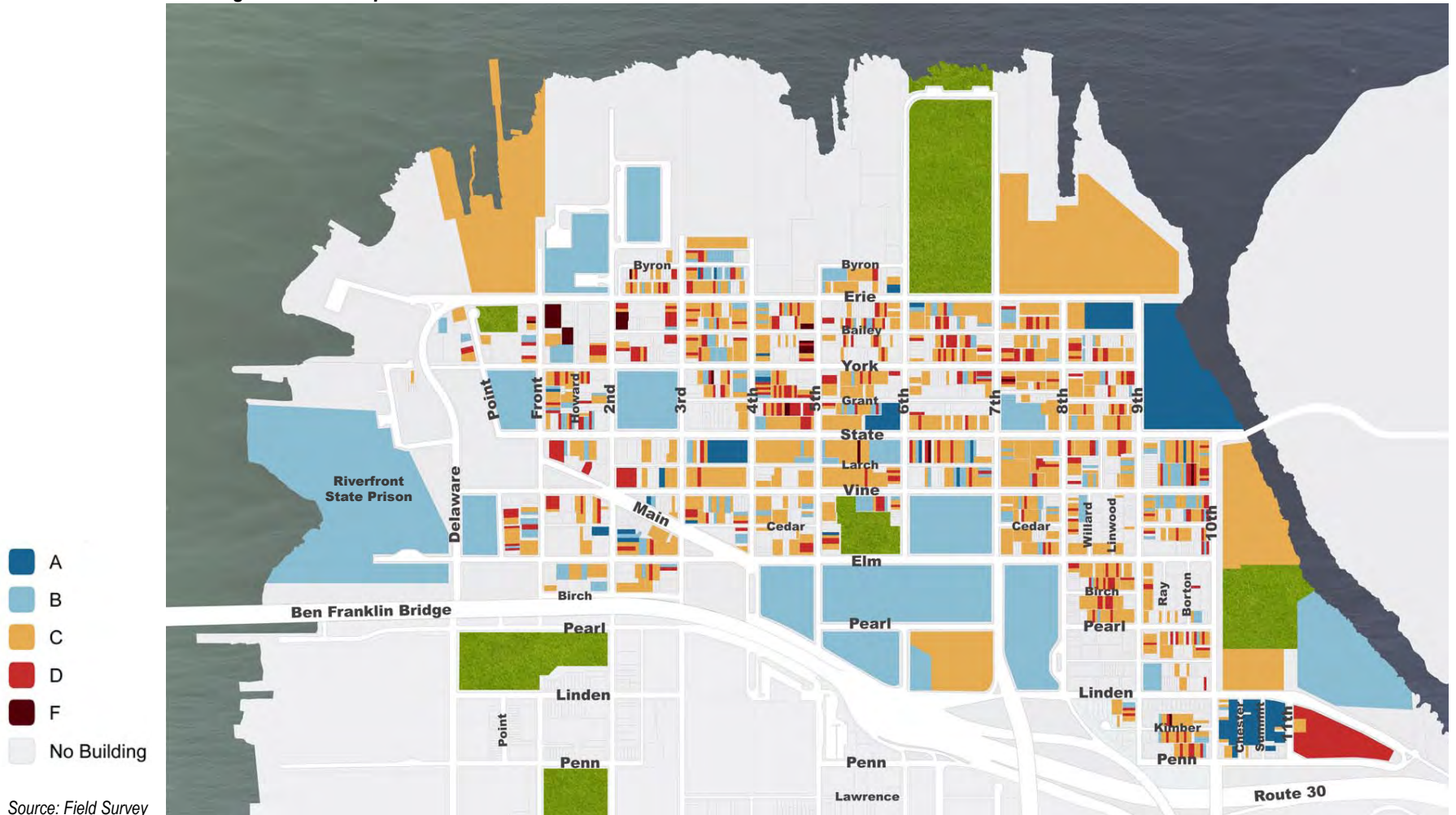
¹⁷ As described in greater detail in the social services table on pages 59 - 61, both Respond and Hopeworks provide youth employment programs during the summer months.

Property Characteristics

Building Condition

The building condition map, presenting data collected during the Summer of 2007 parcel-by-parcel survey, illustrates the current state of the built form in North Camden. The building condition survey found only 3% of the structures in Excellent (A) condition, and only 16% of structures in Good (B) condition. The vast majority of North Camden's buildings were in Fair (C) condition, while 18% were found to be Deteriorated (D). Only 1% was determined to be Unsafe (F). Buildings in Excellent, Good, Deteriorated, and Unsafe conditions are scattered irregularly throughout the neighborhood and are rarely found in clusters.

Building Condition Map





A: EXCELLENT

- No visible signs of deterioration
- Well maintained and cared-for
- New construction / renovation
- Historic detailing, unique



B: GOOD

- Needing “cosmetic” improvements only such as a little paint, removal of weeds, and/or cleaning



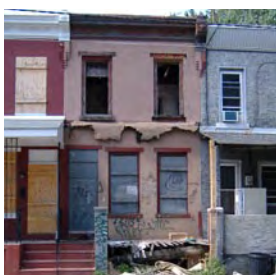
C: FAIR

- Some cracking of the brick
- Major painting required
- Deteriorated cornice
- Cracked windows or stairs



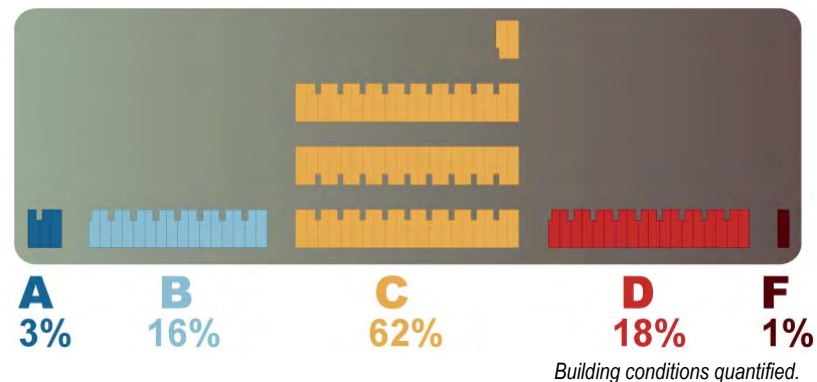
D: DETERIORATED

- Major cracking of the brick
- Broken or missing windows
- Missing brick



F: UNSAFE / FAILING

- “Shell” filled with trash or completely “see-through”
- Ready to fall down, leaning, loose pieces
- Needs to be demolished



Overall, the building condition breakdown is reflective of the socio-economic realities in North Camden as well as overall City policy:

- As decline and abandonment took hold in North Camden, many people – specifically those whose earned incomes rendered them financially mobile – left the neighborhood, leaving behind a collapsing and crumbling built form and a concentration of poverty that has taken its toll on the remaining buildings. Lacking funds for building improvements and renovation, the population who would like to maintain their homes in Excellent or Good condition are frequently unable to do so.
- The number one housing priority according to the Neighborhood Needs Survey was the rehab of existing buildings. This community priority speaks to the large number of structures in Fair condition and in need of cosmetic upgrades. The expense and time consuming nature of the City’s permitting process deters some property owners from making necessary or desired repairs, as does the added cost of contractors required for many project types. Technical assistance and financial support are, therefore, also needed to facilitate property rehabilitation.
- The low number of buildings deemed Deteriorated or Unsafe reflects the aggressive demolition strategy that emerged from the 1993 North Camden Plan. The 1% of buildings found to be Unsafe are candidates for further demolition. Many of the 18% of buildings in Deteriorated condition appear vacant as well, but these, at least, have been boarded and stabilized in an effort to preserve the structures for future rehabilitation.

Landlords

Because North Camden's building stock is primarily residential, and because 67% of residents in North Camden are renters, many of the neighborhood's structures are owned by someone other than the inhabitants. Landlord-owned, leased properties dominate the market in North Camden, contributing to the somewhat distressed building conditions of many residential properties. With limited options for decent, affordable rental housing in the neighborhood, tenants are forced to accept units in buildings that landlords are milking of their value. A common complaint vocalized by neighborhood renters, both those with and without Section 8 housing vouchers, described cases of rents rising to unaffordable levels without any corresponding improvements made to the units. Enhancing the quality of North Camden's housing stock and heightening the local quality of life for neighborhood residents will require a focus on rental units, tenants, and landlords as well.

Housing Affordability

Housing affordability in North Camden is a challenge not just for renters, but for homeowners, too. An accepted rule of thumb suggests that housing costs should not amount to more than 30% of household income, leaving the remaining dollars to meet the costs of other basic needs like food, clothing, and transportation. The 2000 U.S. Census reported that in North Camden, 45% of renters spend more than 30% of their household income on rent, and of homeowners with a mortgage (38% of all homeowners), 27% have a mortgage that exceeds 30% of their household income. In total, roughly one in three households in the neighborhood have housing cost burdens greater than 30% of household income, greatly reducing their spending capacity in other areas.



State Street



Elm Street

Housing Sales and Market Pressure

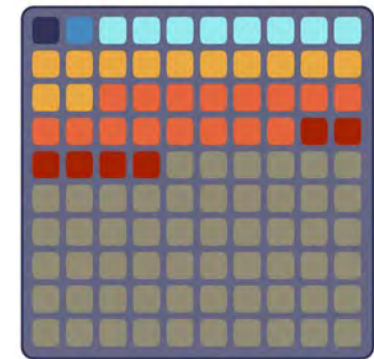
The cyclical urban dynamics of joblessness, poverty, and crime continue to stifle the housing market in North Camden. In fact, little market exists, and no new market-rate housing has been built in recent years other than affordable housing for low and moderate income renters and home buyers. An analysis of the City of Camden's assessment data for 2000 through 2007 confirms that for the majority of properties (56%), the most recent changes of ownership have been property transfers, costing the new owners \$1.00 or less, rather than full property sales.

The market for decent and affordable housing remains strong, however, with long waiting lists for rental and homeownership units. To rebuild North Camden for a mix of incomes will require building a market from scratch. This means taking a long-term approach to redevelopment and securing large parcels of land that can be developed to have a real and positive impact on the community. This approach is already succeeding in downtown Camden where consistent and thoughtful investment over time has now resulted in a growing market for new housing of all types.

Sale Price: 2000 - present



Most Recent Sale per Parcel:
2000 - 2007



\$0.00 - \$1.00:	56%
\$1.01 - \$1,000.00:	6%
\$1,000.01 - \$25,000.00:	16%
\$25,000.01 - \$50,000.00:	12%
\$50,000.01 - \$75,000.00:	8%
\$75,000.01 - \$100,000.00:	1%
\$100,000.01 +:	1%

- \$0.00 - \$1.00
- \$1.01 - \$1,000.00
- \$1,000.01 - \$25,000.00
- \$25,000.01 - \$50,000.00
- \$50,000.01 - \$75,000.00
- \$75,000.01 - \$100,000.00
- \$100,000.01 +

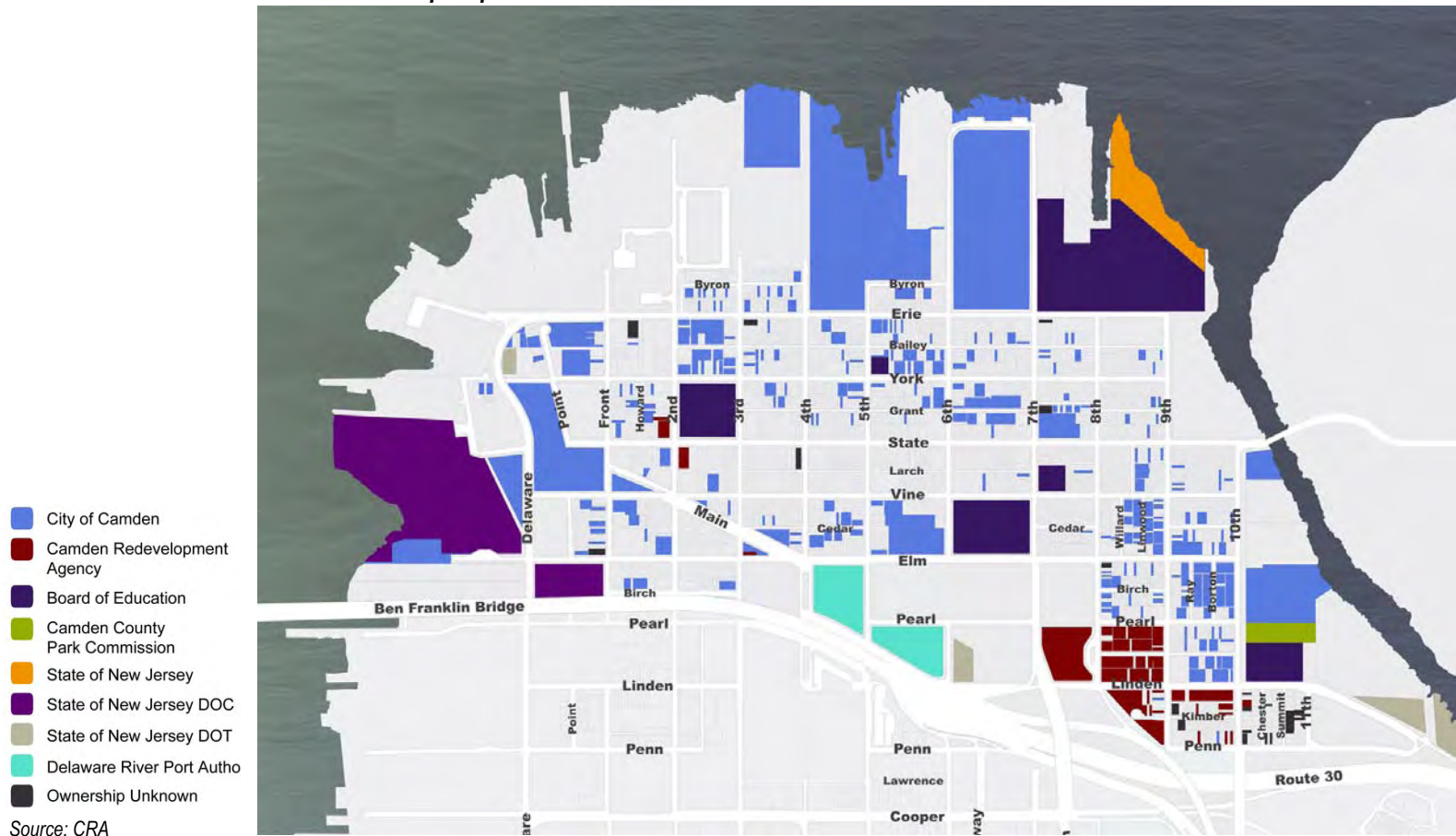
Source: CRA

Public and Non-Profit Ownership

113 acres of land, or 40% of North Camden’s total parcel area, is publicly owned. Like the privately owned vacant land and buildings in need of repair, some of the publicly owned land is highly susceptible to change. While the publicly owned land currently hosting the neighborhood’s schools and parks will remain devoted to those uses, much of the land owned or occupied by the City of Camden, the New Jersey Department of Corrections, the Camden Redevelopment Agency, and the State of New Jersey are eligible and poised for redevelopment. Furthermore, because the land is perceived as a public good, local stakeholders believe that the reuse of this land in particular must conform to the community’s values and vision as far as future use, income mix, and design principles.

Similarly, North Camden’s local non-profits own portions of land in the neighborhood, which have not yet been redeveloped in some cases. These parcels, in addition to some of the publicly owned land in North Camden, represent opportunities to ensure that North Camden remains livable and affordable to a diverse population with incomes that fall along a broad spectrum, including the community of existing residents who have weathered the hard times and are ready to witness and enjoy North Camden’s revitalization.

Public Ownership Map



Source: CRA

Quality of Life

North Camden's struggle to improve public safety and drive out criminal activity is complicated by the neighborhood's physical isolation, extreme vacancy, low educational attainment, high unemployment, few opportunities for teens and adults, high proportion of parolees and probationers, and a deeply entrenched culture of looking away. It is the combination of all of these factors that makes the community a petri dish for crime.

On the Neighborhood Needs Survey, all three of the top concerns cited by residents relate to crime; drugs and drug trafficking were the primary concern, followed by public safety, and finally by trash and illegal dumping. Indeed, crime in Camden is on the minds of the North Camden community, the City, the region, and even the nation. Media buzz about crime in the neighborhood and in the City as a whole worsens public perception of the area, tarnishing outsiders' images of North Camden and lowering hope and morale while inciting fear and distrust within the community.



Petri dish for crime.

Violent Crime and Public Safety

North Camden’s residents relayed mixed opinions about the local crime problem. Some perceived a new sense of calm settling in the neighborhood and appreciated North Camden for its relatively safe streets in comparison to other neighborhoods in the City. These people viewed the drug trade as a related but separate issue from crimes committed against people and property in the neighborhood. Other residents believed that crime in North Camden is increasing. They stay in their homes at night, afraid to go out. Both accounts are valid.

CamConnect, a non-profit organization that organizes and presents data online for people interested in learning about the City of Camden,¹⁸ publishes crime statistics on murder, rape, robbery, aggravated assault, burglary, larceny-theft, arson, and motor vehicle theft by police District. North Camden falls within District One, which encompasses the entire neighborhood plus downtown Camden and the adjacent Cooper Grant neighborhood. As such, the crime figures available speak not only to North Camden’s criminal dynamics, but to those of stabilizing and even appreciating neighborhoods south of the Ben Franklin Bridge.¹⁹

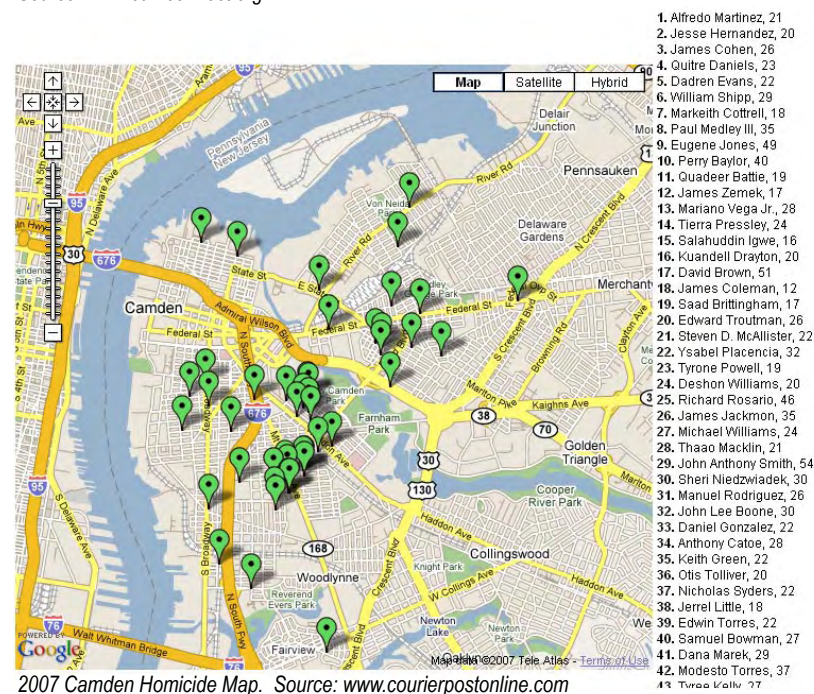
In 2006 and 2007, the crime rates, calculated as number of incidents per 1,000 residents, for District One for murder, arson, aggravated assault, burglary, and motor vehicle theft were below the City average. During the same years, District One had higher crime rates for larceny-theft, robbery, and rape compared to the City. Between 2006 and 2007, the District One crime rates for murder, rape, robbery, burglary, and larceny-theft all decreased; only the rates for aggravated assault, arson, and motor vehicle theft increased.²⁰

In 2007, two homicides occurred in North Camden; both victims were young men, one 18, the other 22, and both were shot on November 25th, one on the 300 block of Erie Street, one near 7th and Bailey Streets. While frightening and tragic and very close to home, the 2007 Camden Homicide Map published by the Courier-Post Online²¹ presents North Camden in a favorable light compared with the rest of the City. Despite prevalent drug trafficking, fatal gun violence in North Camden appears to be a less common occurrence than in other parts of the City.

2007* Crime Rate per 1,000 Residents			
Crime	District One	City of Camden	
Murder	0.00	0.20	
Arson	0.73	0.79	
Rape	0.60	0.36	
Aggravated Assault	5.21	5.41	
Motor Vehicle Theft	5.21	6.88	
Robbery	5.54	4.85	
Burglary	4.87	6.25	
Larceny-Theft	17.75	13.08	

* Year to Date through June 20, 2007

Source: www.camconnect.org



¹⁸ <http://camconnect.org>

¹⁹ Crime patterns in downtown Camden and Cooper Grant could either improve or worsen North Camden’s crime statistics. On the one hand, more stable neighborhoods may suffer from less criminal activity; on the other hand, the greater density of people and perceived wealth might attract perpetrators.

²⁰ <http://camconnect.org/resources/CrimeMaps.html>

²¹ <http://www.courierpostonline.com/apps/pbcs.dll/section?Category=camdenmap>

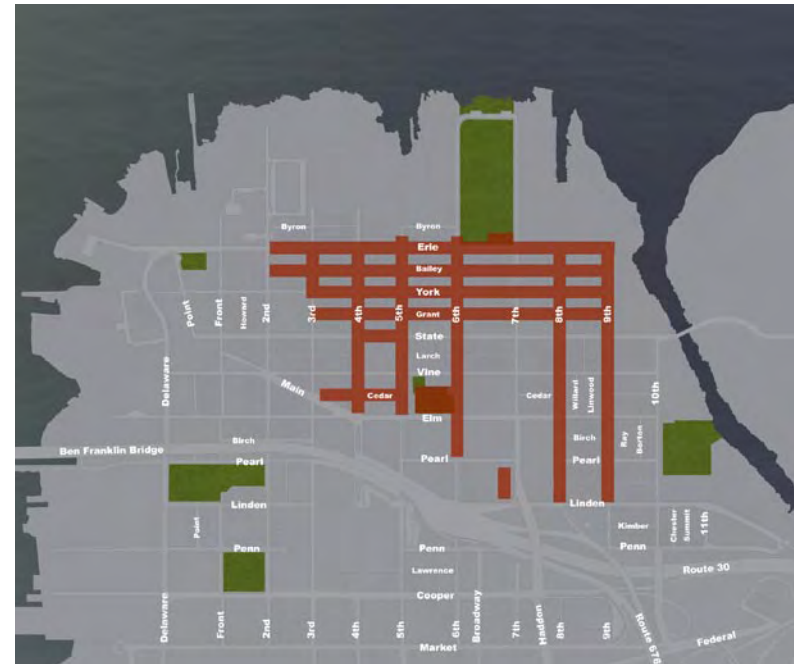
While community members are torn about the danger of violent crime in North Camden, everyone agrees that the local drug epidemic has reached a new level and that the pervasive drug trade presents the most serious roadblock to the neighborhood's revitalization. CamConnect does not publish data on drug-related arrests or gang activity, but community members and the Prosecutor's Office confirmed that North Camden is "notorious" for its "drug and underground activity." Neighbors note that "drugs are sold at almost every corner of in North Camden" and share the opinion that the drug trade is a deterrent to legitimate business development in North Camden.

A drive through the neighborhood verifies the drug "hotspots" readily identified by community participants during the planning process:

- The 400 block of State Street
- The 400 block of Cedar
- Along Erie Street
- Along York Street
- Along Grant Street
- Along Bailey Street
- The historic Joseph Cooper house at 7th and Erie
- Along 3rd between Erie and York
- Along the length of 4th Street
- Along the length of 5th Street
- Along the length of 6th Street
- Along the length of 8th Street
- Along the length of 9th Street
- Within the Northgate I high-rise
- Within Northgate Park
- At the Chinese Food store

Not surprisingly, the areas with the most loitering and observed drug transactions correspond in many cases with the corridors of concentrated vacancy in North Camden and the neighborhood's low lighted areas.

Somewhat unique to North Camden, however, is the common perception among residents and neighborhood service providers that the selling of drugs is a much bigger problem in the neighborhood than addiction. While local children and teens are doing a decent job of avoiding drug use and addiction, they have been less successful in avoiding the drug trade. Purchasers generally come from elsewhere, making use of the neighborhood's excellent access to regional roads.



Crime Hot Spots
 ■ Observed / Reported Drug Trade Corridor



Street Light Density
 ■ Observed / Reported Drug Trade Corridor
 ■ Streetlight Density
 Pale: Low Density
 Bright: High Density

Source: Hopeworks GIS, 2001

A complicating issue for the neighborhood is the large presence of substance abuse programs in the community that draw drug and alcohol abusers from throughout the City. While some have successfully used these programs to break their addiction, the local availability of drugs makes a relapse into addiction far too tempting. Some residents have expressed a concern that the drug dealing is, in part, fueled by a constant flow of drug addicts drawn to the area for help in breaking their addiction.

Nuisance Crimes

Nuisance crimes, while usually less immediately traumatic to the victim than violent crimes, wreak havoc on neighborhood image and morale. Though many residents believe that North Camden has been cleaner in recent months, illegal dumping is a significant problem in the neighborhood – likely because of the large swaths of vacant land with few eyes on the street watching over them. A general disrespect for the public space in North Camden contributes to littered streets and sidewalks as well. Though trash collection, which is outsourced to Waste Management by the City of Camden, is fairly reliable, local recycling efforts are negligible.

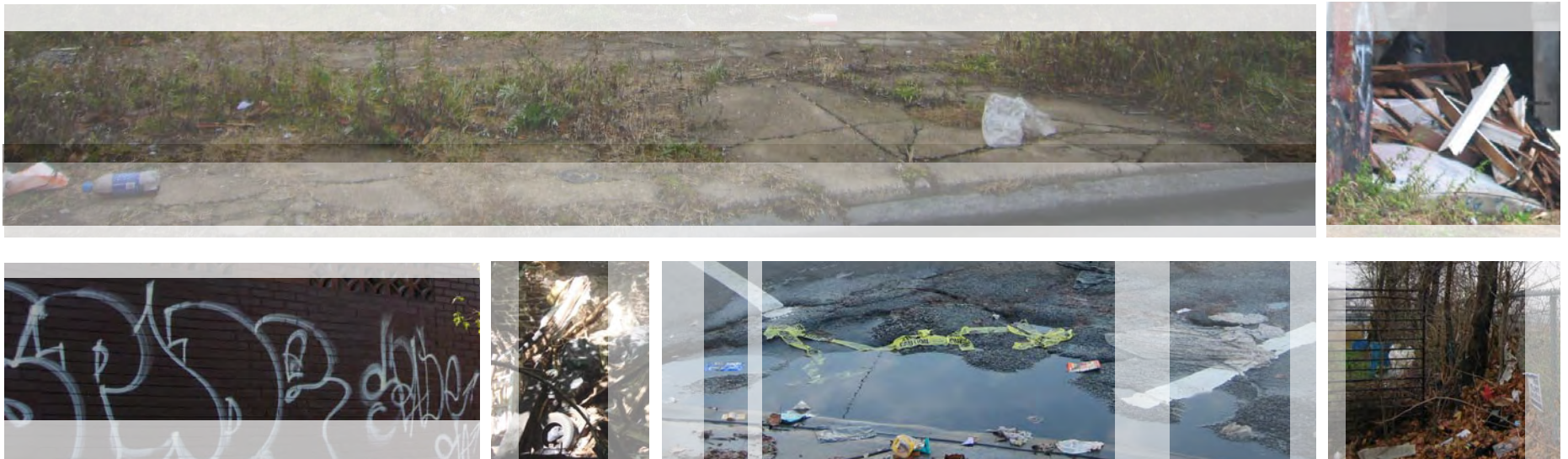
Community members are disgusted and discouraged by the burned and abandoned structures that continue to dot the landscape, and infuriated by the City's slow or non-response to their demolition requests. Code enforcement is rare, and properties in dangerous condition continue to fall into further disrepair, threatening both public safety and health.

Vandalism is also a major concern for residents, as vocalized by community members multiple times throughout the planning process. Residents are wary of new investment if it cannot be patrolled and protected from predatory behavior seeking to “keep the neighborhood down.” Residents understand the need for new development in North Camden and feel strongly that such reinvestment must be paired with aggressive cleaning efforts and crime-combating initiatives.

Homelessness

Community leaders and service providers note that North Camden does not have enough emergency homeless shelters to meet the local need. Marked cars from other townships have been seen “dumping” their homeless in North Camden, which places an additional strain on the existing homeless service providers and as well as on public perception of the neighborhood.

Because homeless shelters, by nature, attract a very impoverished and transient population, a concentration of these very necessary services can, at times, negatively impact the surrounding residential and commercial fabric, and the potential creation of additional emergency shelters in the neighborhood must be accompanied by an experienced management team and an appropriate number of staff and supportive services.



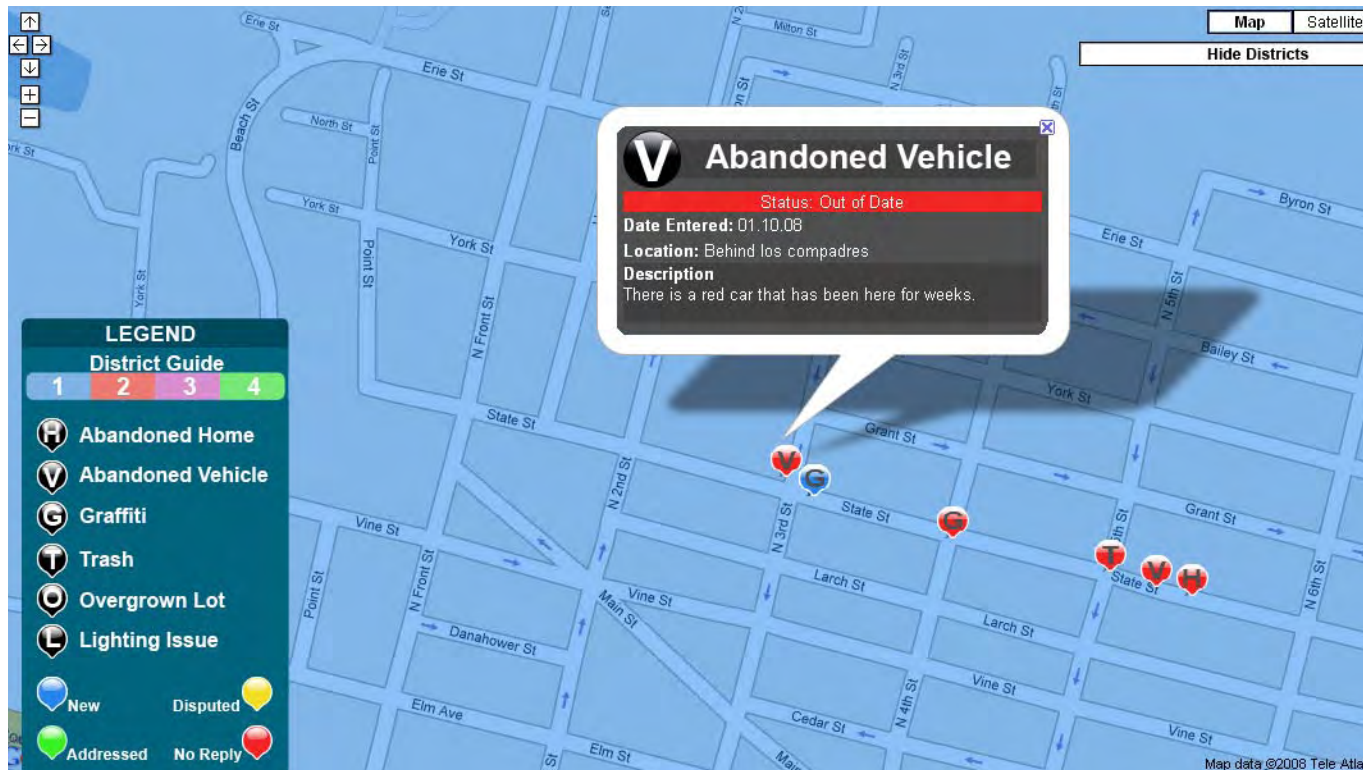
Evidence of vandalism and littering throughout the neighborhood.

Crime often lingers and breeds in areas of little resistance where the community is unorganized, the police are overwhelmed, and people are too fearful to advocate for change. Resistance is building in North Camden along several fronts.

- There is growing communication and organization in the form of the District One's District Council Collaborative Board (DCCB), which convenes a monthly meeting open to the public with representatives from the City, the County Prosecutor's Office, and the police. Concerned citizens and other neighborhood stakeholders are encouraged to attend to voice their ideas and observations and learn about the ongoing crime prevention tactics at work in the community.
- The police, in partnership with the DCCB, implemented in 2007 a successful "28 day crime-suppression" plan, introducing a concentrated police presence in the neighborhood. Many residents believe that a greater police presence

is needed in North Camden although concerns were raised by residents about the alleged harassment of local youth during this suppression.

- The DCCB will soon launch the Camden City Curfew Project in North Camden, with the goal of breaking "the progression to violent crime and gang activity among those youth most at-risk" through "a partnership between the community, social services and law enforcement." The project has increased awareness of the City's curfew ordinance and established a process for matching at-risk youth with needed services.²²
- The DCCB hired Hopeworks to create an interactive "Quality of Life Issue Map" and website (www.camdendccb.org) through which community members can report non-emergency quality of life issues like abandoned homes and vehicles, graffiti, trash, overgrown lots, and lighting issues directly to the City and then track and follow up on the City's response to each identified issue.²³











DCCB's Quality of Life Issue Map invites community members to report neighborhood issues. Source: www.camdendccb.org

²² <http://wrand.rutgers.edu/publications/Semi-AnnualReportFINAL7-20-07.pdf>

²³ <http://www.hopeworks.org/emails/December2007.html>



Institutions

-  School
-  College or University
-  Rec Center
-  Library
-  Health Center or Provider
-  Neighborhood-Based Non-Profit Organization
-  Church
-  Day Care
-  Rooming House

Source: City of Camden GIS



Institutional Presence

Helping to build resistance to crime and improve conditions within the neighborhood, North Camden has a core group of committed institutions, service providers, and neighborhood-based non-profit organizations who comprise the social and civic backbone of the community. Long active and engaged in providing local leadership and much needed services to meet a diversity of needs, these organizations maintain a sense of history and continuity in North Camden. With many groups concentrated on the 500 block of State Street, these institutions embody the heart of the neighborhood.

Churches and Religious Establishments

One community leader referred to North Camden's community as "a religious people." Indeed, many residents expressed that they strongly identify with their church or house of worship, in part for the fellowship and hope and in part because so many churches and religious leaders are involved in ongoing community revitalization efforts and social service missions. The neighborhood's religious organizations work individually and in concert to bring about positive change in North Camden; Camden Churches Organized for People (CCOP) is one such collaborative faith-based entity. North Camden's many churches welcome all people, and are therefore an important means of building interest, support, and involvement in planning and implementation efforts.



Advertising on the 500 block of State Street for an upcoming community meeting. Source: SOW



Churches anchor North Camden with beautiful architecture and strong leadership. Above: Pastor Margaret at Grace Lutheran Church, and Reverend Wiggins, speaking at the North Camden Neighborhood Plan prayer breakfast for local religious leaders. Source: SOW



Powell School students ready to start their day.
Source: SOW

North Camden hosts four public schools and one private school: the William F. Powell Elementary School, the R.C. Molina Elementary School, Cooper’s Poynt Professional Development School, Pyne Poynt Middle School, and Holy Name Parish School. High School students must leave the neighborhood to go to school, but graduates pursuing college educations have three very close local options – Rutgers Camden, Camden County College and Rowan University – located just south of the Ben Franklin Bridge.

Parents offer mixed opinions of the local school system. While some students benefit from great teachers, local schools have suffered from the recent retirement of many of the neighborhood’s long-term, dedicated teachers. There is general consensus, however, that the school facilities need updating, playgrounds are inadequate, more crossing guards are needed in the neighborhood, and supervision during lunch-time recess is not sufficient.

As with other cities in New Jersey, the State through the School Reform Commission is charged with improving school facilities. Three of North Camden’s public schools have been identified for significant investment, including the complete rebuilding of school facilities in two cases. Plans exist for Pyne Poynt Middle School’s renovation and for full reconstruction of R.C. Molina and Cooper’s Poynt, but budget issues have slowed the original timeframe for reinvestment. At the time of this plan, dollars have still not been committed to the reconstruction of the schools. Until dollars are allocated, the community feels that the future of these schools, as well as the surrounding property which will be affected by the redevelopments, are in limbo.



Pyne Poynt School’s Principal Richards making sure that his students arrive home from school safely.
Source: SOW

Service Network

North Camden's social service network is a valuable local resource but somewhat "invisible." There are many services available in the neighborhood, including parent-child after-school programs, addiction rehabilitation and recovery, senior and disabled support, immigrant and refugee services, English language courses, computer literacy, health and medical services, food distribution, college preparation programs, youth soccer and baseball, counseling, child care, job skills training, legal aid, and housing. However, not all residents in need of services are aware of the local resources, and not all needed services are provided locally. Many of the service providers are "hidden" within row homes with little signage advertising their services, and there is a persistent disconnect between providers. Camdenresources.org, a website created by Hopeworks, provides information about some of the services available in the neighborhood, but very few residents have internet access. An additional resource is the service coordinator recently hired by Lutheran Social Ministries to help local residents access the services they need.

Based upon the demographic analysis and review of local social service network, there are some local service gaps. These include parenting classes, nutrition education and exercise, G.E.D. courses, and property maintenance and home improvement workshops. While it can be costly to operate any one of these programs, a local presence is usually necessary to fully capture the attention and interest of residents.



Respond provides services for all ages - above: State Street Day Care and Elders' Center.
Source: SOW

Community Leadership

Local community organizing and activism provides a fourth support within the social and civic structure of North Camden. While coalition building among neighborhood organizations has made great strides and new partnerships are developing between the community's leadership, the City, and city-wide organizations and resources, much work remains to be done within the community itself. Groups like Save Our Waterfront, the Camden Towne Civic Association, and COLT Inc. (Creating Opportunities for Life Together) are increasingly reaching out to the community and mobilizing residents to take an active role in shaping the neighborhood's future.



However, according to the Neighborhood Needs Survey, a lack of involvement persists – 72% of survey respondents indicated that they would like to help improve North Camden, but only 22% reported that they belonged to a community group.

COLT clean-up of Northgate Park.
Source: SOW

Summary of North Camden's Social Service Network Coverage

Social Service Providers	Senior Services			Housing					Education-Linked Services					Medical / Rehab		Family		Employment		Other								
	Meals	Employment	Subsidized Housing	Low/moderate income/ Subsidized	Housing Development	Transitional Housing for Homeless Men	Property Management	Assistance-Housing & Utility	Special Needs Housing	Early Childhood Services/Childcare	Religious	ESL	After-School Programs	Treen	Adult Live-in Drug Rehab	Medical Services	Support Groups/ Counseling	Family Support	Counseling	Jobs	Career Exploration	Food/ Meals	Disaster Services	Computer Skill Development	Community Organizing	Legal Services	Economic Development	Assistance to Homeless (Day Program)
Abigail House								●							●	●												
CamCare															●	●		●										
Camden Bible Tabernacle										●												●						
Camden Center for Social Justice																									●			
Camden Lutheran Housing				●	●																							
Cooper's Poynt School												●																
Creating Opportunities for Life Together (COLT)																								●				
Fair Share Housing			●	●								●																
Grace Lutheran Church										●		●	●												●			
Guadalupe Family Services										●	●					●	●	●	●				●	●				
Holy Name Parish										●		●	●			●						●						
Holy Name School										●		●	●				●	●					●					
Hopeworks 'N Camden												●	●							●	●		●	●			●	
Lutheran Social Ministries of New Jersey				●	●		●																●					
My Brother's Keeper							●			●				●		●	●	●	●			●						
New Beginnings Methodist Church										●		●	●									●						
North Camden Community Center												●	●				●	●					●					
Pyne Poynt School											●	●	●				●	●			●		●					
R.C. Molina School									●		●	●					●											
Respond	●	●			●	●			●			●	●				●			●	●		●				●	●
State Street Housing (subsidiary of Respond)				●			●																					
St John the Baptist Prenatal Inc															●	●												
St. Luke's Catholic Medical Services															●													
Volunteers of America, Delaware Valley							●	●													●							●
William F. Powell School									●			●						●										

There are many people and organizations that provide invaluable services in North Camden including the schools and a number of churches. Highlighted here are a few neighborhood-based institutions that have had an especially large impact on the community.



Respond, Inc.

Respond, Inc. is a neighborhood-based social service agency and currently the largest employer in North Camden (at least 70 residents work for Respond). They are known through out Camden County for their Child Development Centers, which serve families with affordable, high quality childcare services. In North Camden alone there are six day care centers. Other neighborhood-based services include affordable housing development (State Street Housing), the Elders Center for seniors, and the PATH Day Center for homeless men. Respond also provides youth services such as a summer employment program and teen volunteer opportunities.

In early 2009 Respond will be opening a much anticipated New Worker Job Development and Training Center featuring culinary arts, automotive repair, home maintenance programs, literacy and computer skills, youth development, and entrepreneurial ventures.



Holy Name of Camden: JUST

The Jesuit Urban Service Team (JUST) is a Catholic Church based umbrella organization, which supports several important neighborhood institutions including Guadalupe Family Services, St. Luke's Catholic Medical Services, Camden Center for Law and Social Justice, and Holy Name School. Guadalupe Family Services offers counseling services, St. Luke's attends to the resident's medical needs, while the Law Center offers immigration, employment, civil, family, and juvenile legal services.

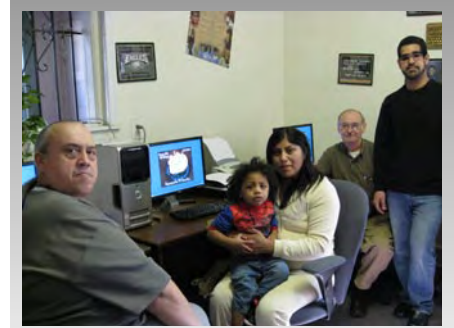
Holy Name Church and Holy Name School operate out of the same building. The private Catholic elementary school offers classes K-8 and scholarship opportunities for catholic high school. The church offers worship services in both English and Spanish and is well attended by the Latino community. Holy Name Parish offers counseling services and occasional food distribution.



Hopeworks 'N Camden

Hopeworks is a unique organization that is helping youth to better themselves through technology training, academic support, and one-on-one coaching. The organization motivates youth to excel academically and to make concrete life plans through the D.R.E.A.M.S. program (Dynamic, Realizable Efforts to Attain and Maintain Success).

The technology training component involves website design, geographic information services (GIS), computer networking and repair, and video skills. Hopeworks facilitates a web site design and GIS business that allows youth to be hired for their work. Hopeworks also offers internship, job readiness, and educational programs, and is now looking into residential options for youth that desire a stable home environment while training and working towards college enrollment.



My Brother's Keeper

My Brother's Keeper (MBK) is a faith-based drug rehab program with four to six-month inpatient services and 34 beds. The program supports men and women through their detox period and helps them get back on their feet by referring them to housing and job opportunities.

My Brother's Keeper is also active in helping needy North Camden families by collecting and distributing food and gifts during the holidays and through out the year.

My Brother's Keeper is looking to expand its services by building a new facility to house more patients.

(Pictured above are MBK staff and patients taking a computer course at Hopeworks).

North Camden's Local Programs and Resources

Agency	Programs & Services	Target Population	Population (#) Served in 2005	Program Objectives	Funding Source(s) & \$ amount allocated in 2005
Abigail House (Nursing Rehabilitation Facility)	Physical and occupational therapy, speech therapy, wound therapy, restorative programs, psychological counseling, psychiatric program, nutritional counseling, Hispanic translation, laundry services, personal beauty shop	Seniors & Disabled	188	To provide compassionate, loving care for residents with varying levels of independence.	Medicare, Medicaid, and most private Insurances
CamCare	Evening and Weekend Hours, 24 Hours / 7 Days a Week Coverage, Bilingual Staff Available at All Times, TB Screening, Arthritis Specialist, Social Work and Counseling Services, Social Work Intervention and Referral, Nutritionist Services, Medicaid Eligibility Worker, Financial Screening, Patient Education, Case Management, On-Site Laboratory Services, Specialty Referrals, Assistance for Shelter and Food, FREE transportation for prenatal patients and for patients with special situations, Childbirth classes, Infant Feeding Classes	All		To provide high quality medical care for Camden residents. CamCare is one of the largest primary care providers in the area	City and state funding
Camden Bible Tabernacle	Sunday church service, daily prayer service, food and clothes distribution every Tuesday, 12-3, summer youth program, marriage counseling	Youths-Senior		The mission of Camden Bible Tabernacle is to "Set the captives free and make them whole again". Aside from worship services, Camden Bible has been actively involved in the community for many years. The Church and other community members are unfolding the Jeremiah Community Development Corporation to more effectively fundraise and help the community.	Donations
Camden Center for Law & Social Justice	Immigration law, employment and civil rights law, and family and juvenile law	All	More than 500 individual clients and provides counsel to more than 40 community-based organizations annually	The Camden Center for Law and Social Justice (CCLSJ) is a privately-funded, non-profit, public-interest law firm dedicated to serving the civil law needs of the working poor.	Part of Holy Name of Camden Jesuit Urban Service Team
Camden Lutheran Housing, Inc.	Attractive apartments and homes available for rental and purchase; manages rental units	80% of median income and below residents	81 Rental Units, 267 Residents.	To build homes that can strengthen families and neighborhoods by improving the quality of life.	Camden Development Collaborative, Camden Empowerment Zone Corporation, City of Camden: <i>HOME Program</i> , Evangelical Lutheran Church in America: Division for Church in Society, Chicago, IL, Federal Home Loan Bank of New York: <i>Affordable Housing Program</i> , Lutheran Church of Our Savior, Haddonfield, NJ, New Jersey Department of Community Affairs: <i>Office of Housing Advocacy Balanced Housing Program HOME Program Neighborhood Development Initiative Fund</i> , New Jersey Housing and Mortgage Finance Agency: <i>A Better Camden Corporation</i> , New Jersey Housing Opportunity Fund/GSA Management, North Camden Bank Compact: <i>First Union, PNC Bank, Fleet Bank and Commerce Bank</i> , Pew Charitable Trust, South Jersey Savings Charitable Foundation, The Reinvestment Fund, Tuesday Night Women's Bridge Group of Hope Lutheran Church, William Penn Foundation, William & Susan Nicholson, in memory of Bill Sheppard CLHI Board member and Treasurer. \$15.5 million new construction 1997-2007 99 units, \$7mil 70 unit rehabilitation 1992-1996
Cooper's Poynt School		Youths, PreK-8th grade	639	Cooper's Poynt Professional Development School takes pride in its commitment to creating a community of learners.	NJ Department of Education and the US Department of Education.

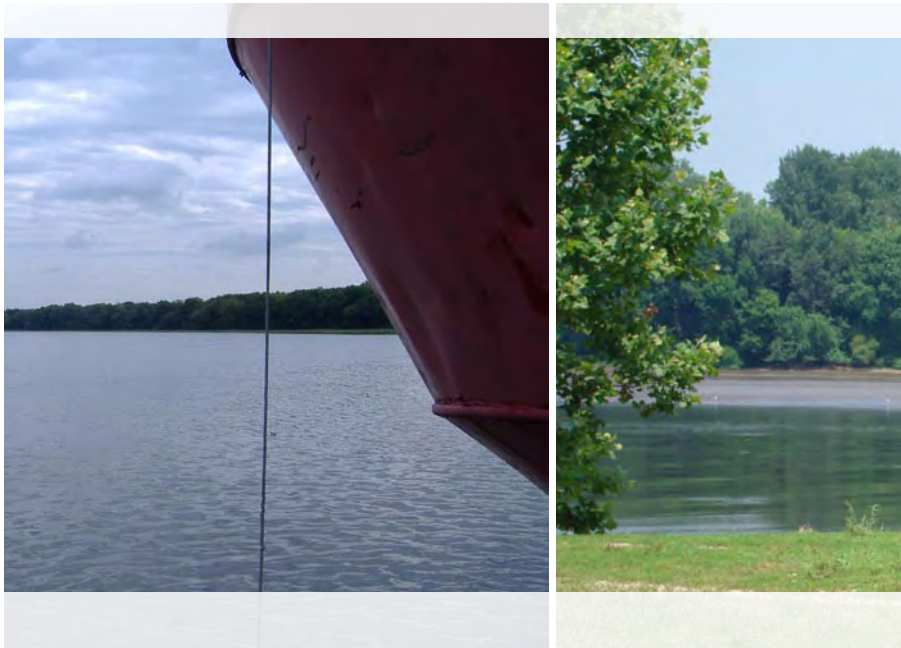
North Camden's Local Programs and Resources

Agency	Programs & Services	Target Population	Population (#) Served in 2005	Program Objectives	Funding Source(s) & \$ amount allocated in 2005
Creating Opportunities for Life Together (COLT)	A Weed and Seed organization which works to rebuild community and to eliminate drug activity. Partners with COLT on an afterschool program.			To improve the neighborhood at a grassroots level.	
Fair Share Housing	Owner of Northgate II with 402 residential dwelling units targeted to low-income and special needs residents	Seniors, Adults Disabled		Non-profit housing and social services provider that seeks to reduce the racial and economic segregation of the State of New Jersey through development of affordable housing.	Tax Credit Equity, State Funding
Grace Lutheran Church	After school program for school-aged children, confirmation classes and youth group for the pre-teens and teens, and summer programs for both children and youth. Advocacy is a focus particularly relating to justice issues like environmental racism and affordable housing.			To minister to the community with a focus on supporting children and youth.	Donations
Guadalupe Family Services (GFS)	Clinical counseling, direct social services focusing on families in distress, community organizing, ESL, and computer classes	Youth -Senior	1,000/year	To enrich and transform our neighborhood through the collaboration of clinical and community resources.	Part of Holy Name of Camden Jesuit Urban Service Team
Holy Name Parish	Serves the educational needs of the Latino community, Religious education (see Holy Name School), Personal & family counseling, Tutoring for high school students, Youth ministry, Little league	All			Part of Holy Name of Camden Jesuit Urban Service Team
Holy Name School	Serves over 400 students with academics, religion, extra-curricular programs including the Holy Name summer camp	1st-8th grade		"Give your child the gift of a Holy Name education"	Part of Holy Name of Camden Jesuit Urban Service Team
Hopeworks 'N Camden	Web-based training program, Hopeworks Formation Program, Hope Through School, Hopeworks Literacy, Hopeworks Internship Program, Two non-profit businesses: web site design & geographic information systems business	Adolescent, Adult	16 students have gotten in to college 200 youth jobs created 1,500 college credits completed	Hopeworks empowers youth to identify and develop their D.R.E.A.M.S. (Dynamic, Realizable Efforts to Attain and Maintain Success) and own their future.	United Way , Maryland Province of Jesuits , Gannett Foundation, Philadelphia Foundation, PSE&G Raskob Foundation , Commerce Bank , Citizens Bank , Anonymous Supporters , website clients
Lutheran Social Ministries of NJ	Lutheran Social Ministries provides a wide range of services in New Jersey including but not limited to adoptions, assisted living programs, community partnering, immigration & refugee services, emergency children's shelter and housing for developmentally disabled women, housing development, special needs housing, affordable housing, senior healthcare, and continuing care retirement communities; LSM's focus in North Camden involves rehabilitating 116 homes in the neighborhood, as well as providing property management and social service support	Youth-Senior	90 Apartment units in Camden	The mission of Lutheran Social Ministries of New Jersey is to serve those in New Jersey who hurt, who are in need, or who have limited choices.	State, federal grants and private donations from individuals, congregations, and other community groups
My Brother's Keeper	Christian 12-step program, 4 to 6 month residential inpatient services, therapy groups, comprehensive bible study, access to legal advice, recreational skills, life skills, spiritual guidance, computer training/GED, and job placement help	All	120 people per year for drug recovery services Estimates 1,000-2,000 people per year for other assistance	To rescue those living in misery and bound by drug addiction and alcoholism through faith based methods.	Donations



North Camden's Local Programs and Resources

Agency	Programs & Services	Target Population	Population (#) Served in 2005	Program Objectives	Funding Source(s) & \$ amount allocated in 2005
New Beginnings Methodist Church	Clothing and meal distribution. Periodic "care" packages with toiletries, snacks etc. Afterschool and summer camp programs available in conjunction with Urban Promise.	All	250 to 300 participants are served monthly		Donations
North Camden Community Center		youth	Serves as many as 75 students after school		Run by the Bureau of Neighborhood Services
Pyne Poynt School	Neighborhood public middle school with parent center. The 'Owl's Nest' school-based youth services include 'The Leadership Institute', 'The P.O.W.E.R. group', Male/Female motivational group, Big Brother/Big Sister, Peer Meditation Group, and 'Teen Challenge'	5th-8th grade		Pyne Poynt Middle School empowers all students to continually develop their knowledge, skills and attitudes to enable them to become successful and contributing members of a changing global society.	NJ Department of Education and the US Department of Education.
R.C. Molina School		elementary school students families	630 students	To provide basic education for elementary school aged children and offer support services to families of students.	NJ Department of Education and the US Department of Education.
Respond	Afterschool and summer camp programs available in conjunction with Urban Promise.	All		Enhance and promote the economic independence and general welfare of individuals and families residing in Camden City and County by providing comprehensive services in child care, senior and homeless day centers, housing, youth services, employment and related programs which help people help themselves.	Various sources including NJ Department of Children and Families
St. John the Baptist Prenatal Inc	St. John the Baptist Prenatal Clinic of Catholic Charities, Diocese of Camden, offers comprehensive prenatal care to those financially less fortunate women who are pregnant or in need of gynecologic health care. The Clinic works as a team with Osborn Family Health Center and Our Lady of Lourdes Medical Center.	Women		To provide high quality prenatal care while empowering our clients to take an active part in their health care.	Catholic Diocese; donations
St. Luke's Catholic Medical Services	Office visits, health education, and prevention programs	All uninsured and underinsured people-Latino population majority	7,000 people per year	A private medical practice that provides a full range of medical and health services for the poor, uninsured, and under-insured.	St. Luke's is affiliated with the University of Medicine and Dentistry of New Jersey - School of Medicine and also receives support from the Diocese of Camden and the Jesuit Urban Service Team (JUST) Affiliated with Holy Name of Camden
Volunteers of America, Delaware Valley	VOA operates 41 separate programs serving persons who are experiencing homelessness, seeking permanent housing, struggling with addictive behavior, coping with chronic mental illness and developmental disabilities, returning to society from the criminal justice system, and dealing with domestic violence.	All			
William F. Powell Elementary School		Youth , Pre K- 3rd grade	252		NJ Department of Education and the US Department of Education.



Floodplains Map

Source: City of Camden GIS

- 100 Year Floodplain
- 500 Year Floodplain

Environmental Conditions and Open Space

Rivers and Floodplains

The dominant landscape features in North Camden are the two rivers that create natural edges along three of the neighborhood’s four sides. The Delaware River flows along North Camden’s western and northern borders, and meets the Cooper River, which flows along North Camden’s eastern side, in a region that community members refer to as the “Back Channel.”

Although the rivers that surround North Camden have long been physically distant and disconnected from the existing neighborhood core, their presence greatly influences the environmental conditions in the neighborhood. 28% of North Camden lies in a 100-year floodplain as designated by the Federal Emergency Management Agency (FEMA), meaning that water is likely to flood the lands within this delineated space once every 100 years. Over time, global warming could heighten flooding conditions in North Camden, warranting specific design considerations for future development projects.





Topography: 2-foot contours

Source: USGS

Topography and Drainage

North Camden's landscape is relatively flat, with topography that slopes gently downward to the east and northeast until it approaches the water's edge, where more dramatic changes in elevation, both man-made and natural, occur. In total though, North Camden's topography ranges from a high of roughly 18 feet above sea level to sea level along the shoreline.

Gravity causes water to drain downward to lower elevations. However, because of North Camden's generally low elevation, high water table, and minimal topography, the area is very susceptible to flooding. Rainwater accumulates rapidly in North Camden, flowing off of the impervious surfaces created by roads, roofs, and compacted urban soil. These conditions rapidly turn green spaces into muddy fields, overwhelm the neighborhood's aging and dysfunctional combined sewer system (discussed on page 81 in the Streets and Infrastructure section), and send water into the basements of many neighborhood homes.



Standing water.

Permeable surfaces allow a more environmentally sound and gradual absorption of stormwater into the ground. With the prevalence of vacant land in the neighborhood, North Camden has a heightened proportion of permeable surfaces. However, in many cases, the soil lying below areas where buildings once stood and industry once thrived, may be contaminated, thus appearing falsely environmentally friendly. As North Camden prepares to rebuild, managing stormwater will be one of the greatest challenges, and will influence the location and appropriate types of new development. This factor supports the need to remediate polluted grounds.

Environmental Contamination

Contaminated soil left by decades of industry is a very real problem for North Camden's present and future. Currently, about 80 acres of land in the neighborhood,

equivalent to 29% of North Camden’s total parcel area, are recognized as identified or suspected brownfields by either the City of Camden or the New Jersey Department of Environmental Protection (NJDEP). Concentrated along North Camden’s waterfront, these lands, which today contain mostly historic fill and/or low levels of contamination, can negatively impact the value of local real estate and increase the challenge of redeveloping these parcels.

The environmental conditions of the waterfront brownfields can be tied back to the land uses on the waterfront parcels from two distinct eras in North Camden’s industrial history. Before the construction of the Ben Franklin Bridge, land uses consisted of railroad, automotive junkyards, ferries and supporting facilities, and related light industry. After the opening of the Bridge, the land uses continued to be mostly

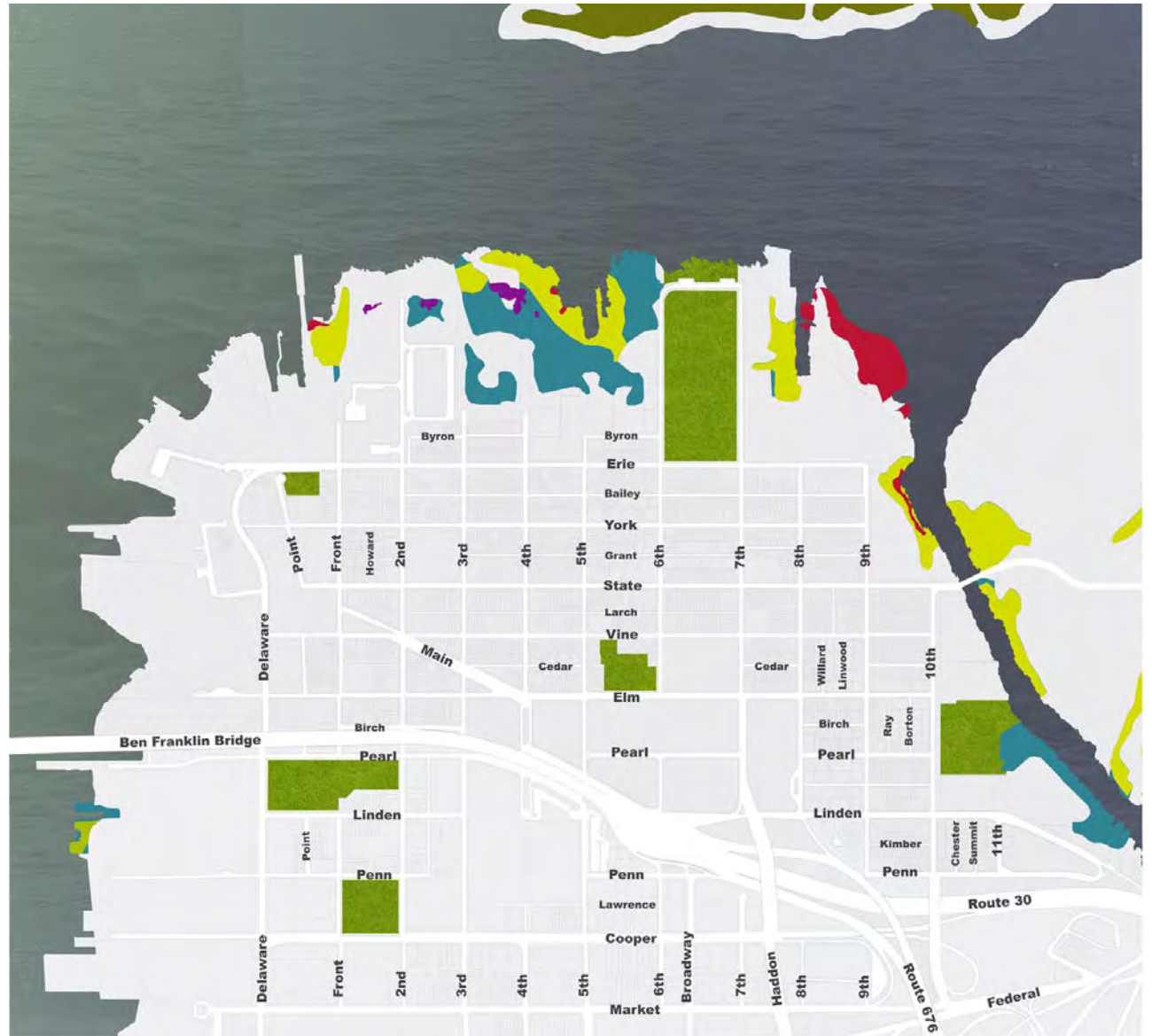
industrial and manufacturing with the rail and ferry facilities slowly diminishing. With these land uses, environmental issues are likely to stem from the following: railroad repair shops, ferry boat repair shops, underground storage tanks, and historic fill. All of these areas of concern can be managed and remediated in partnership and with the assistance and monitoring of NJDEP.

State and Federal incentive programs exist for brownfield remediation and reuse. North Camden’s designation by NJDEP as a Brownfields Development Area (BDA) provides the potential support necessary to achieve coordinated remediation by pairing committed enforcement authorities with dedicated residents and leveraging private investment with public funds.



Wetlands

- Tidal Wetlands
(Hudson Engineers)
- Freshwater Wetlands
(Hudson Engineers)
- Forested Wetlands: Suitable
(NJDEP Dept of Fish & Wildlife)
- Forested Wetlands:
Federally Listed Species
(NJDEP Dept Fish & Wildlife)
- Wetlands
(New Jersey Geographic Information Network - NJGIN)



Source: NJDEP and Hudson Engineers

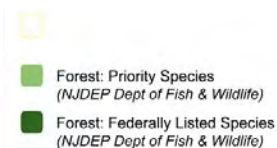
Wetlands and Habitat

The Delaware and Cooper Rivers further inform North Camden’s environmental conditions by fostering unique ecologic systems and wildlife habitats at the water’s edge. NJDEP has identified areas of *potential* interior wetlands, also termed freshwater wetlands, and coastal wetlands, also termed tidal wetlands, along North Camden’s waterfront and adjacent parcels. Wetlan



Forests
Source: NJDEP

- Serving as filters for drinking water resources;
- Absorbing stormwater runoff during heavy rainfall, thereby managing flooding;
- Providing groundwater during drought seasons; and
- Hosting varied wildlife species.



As such, New Jersey State Law protects both interior and coastal wetlands, regulating activities and restricting development that occurs within zero to 150 feet of designated wetlands.

S.T. Hudson Engineers conducted an on-site survey of North Camden's waterfront region in the Summer of 2007, and found that in actuality, only a small percentage of NJDEP's identified potential wetlands exist today. Hudson Engineers did, however, locate pockets of both tidal and freshwater wetlands within the study area, which will inform the design and programming of the Waterfront Park and adjacent mixed-use development.

Although the compacted urban soil along the formerly industrial waterfront has greatly reduced the presence of naturally occurring wetlands in the neighborhood, the rivers themselves continue to attract and support the feeding and nesting patterns of wildlife.



Trees

Trees

Within the existing core neighborhood, the dominant environmental features are trees, overgrown or greened vacant land, and parks. In its current state, North Camden appears very green for an urban neighborhood. At first glance, North Camden seems well-treed, but this accounts for street trees as well as trees located in the rear yards of homes, in parks, and along the water's edge. When the street trees are mapped alone, it becomes clear that only along portions of State, Elm, and Pearl Streets do street trees foster a "green" image for the community.

**Street Trees**

The neighborhood has recognized the need for a green and attractive streetscape through ongoing greening efforts. State Street's now mature trees were planted as part of the implementation of the 1993 North Camden Plan and the new community park at 2nd and Elm Streets is a significant green amenity for the area.





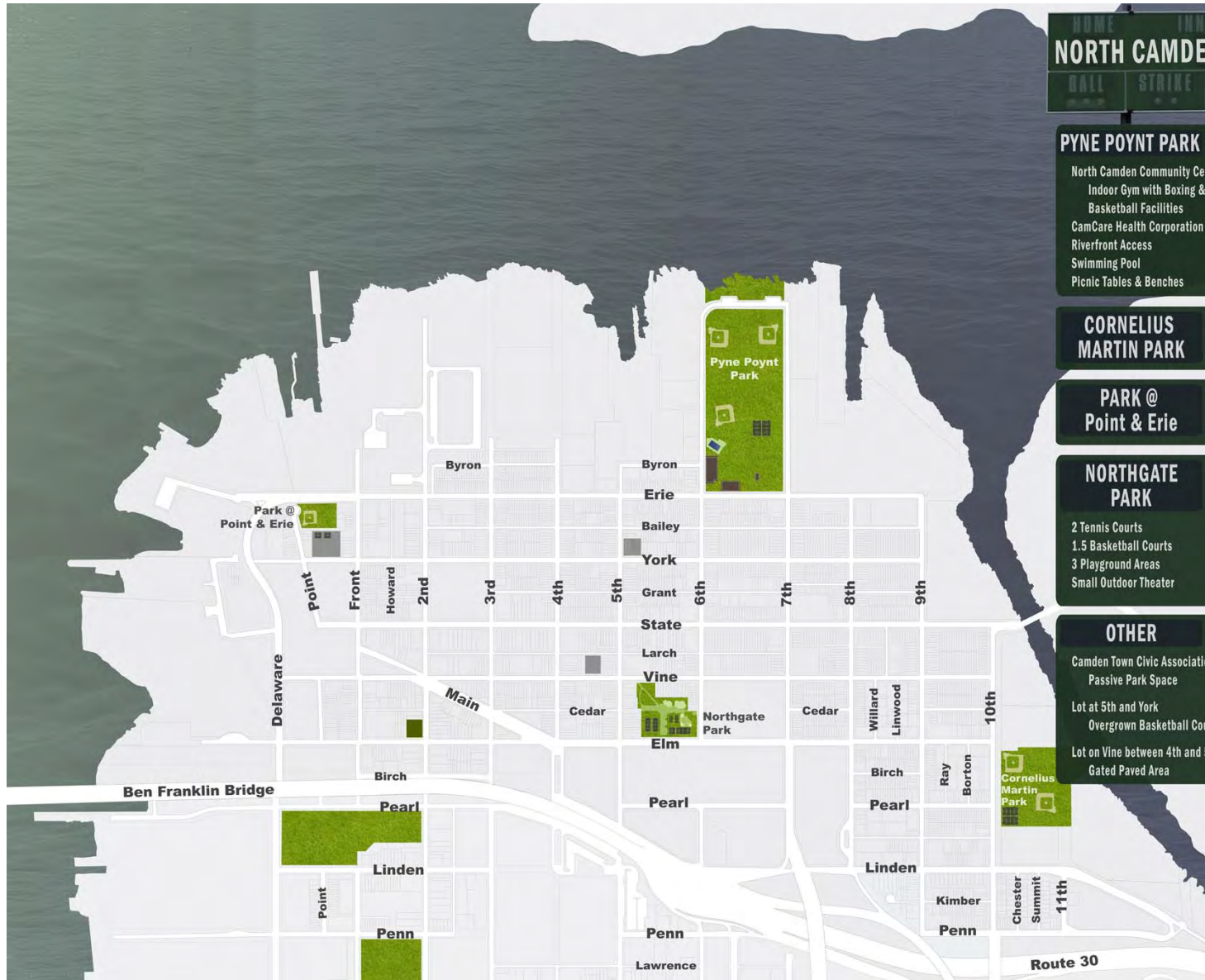
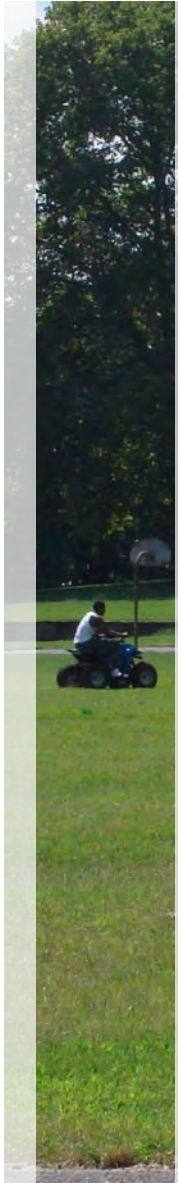
Greening at the park at 2nd and Elm
Source: SOW



Outdoor play and learning at the Molina School
Source: SOW



Evening pick-up game at the North Camden Community Center
Source: SOW



HOME INNING GUESTS			
BALL	STRIKE	OUT	H E
***	***	***	

PYNE POYNT PARK	
North Camden Community Center	2 Basketball Courts
Indoor Gym with Boxing & Basketball Facilities	3 Baseball Fields
CamCare Health Corporation	Wall Ball
Riverfront Access	Soccer Fields
Swimming Pool	Adult Recreation & Gathering Space
Picnic Tables & Benches	Informal Market

CORNELIUS MARTIN PARK	
	2 Baseball Fields
	2 Basketball Courts

PARK @ Point & Erie	
	1 Baseball Field
	2 Overgrown Basketball Courts

NORTHGATE PARK	
2 Tennis Courts	Wall Ball
1.5 Basketball Courts	Public Art
3 Playground Areas	Benches
Small Outdoor Theater	

OTHER	
Camden Town Civic Association Garden at 2nd & Elm	
Passive Park Space	
Lot at 5th and York	
Overgrown Basketball Courts	
Lot on Vine between 4th and 5th	
Gated Paved Area	

Park Amenities

Parks and Play Space

North Camden contains 19 acres of public recreational space. This open space, which comprises 6% of the neighborhood, can be used actively or passively by community members. Although the parks, playgrounds, playing fields, community center, and

gardens offer residents of all ages a range of recreational opportunities, clean and safe play space remains in high demand – no surprise given the large local youth population.





Pyne Poynt Park.



North Camden Community Center boxing ring and pool.

Pyne Poynt Park – The largest and most historic park in the neighborhood, Pyne Poynt Park represents North Camden’s only existing public access point to the riverfront. The 13-acre park contains a deep expanse of open field space, which is used alternately for soccer and baseball games. However, the field space is frequently flooded, rendering the large lawn unusable and often abused by people driving circles in the mud with their cars or ATVs. The lack of a curb, sidewalk, or low fence, leaves the fields unprotected. The County recognized this issue some time ago and installed the existing wood posts to deter motorists, but these have deteriorated over time.

Given the park’s depth and the one-way circulation system that brings people into and out of the park, residents do not feel that Pyne Poynt Park is safe. People often sell beer illegally in the park, and other illicit activities occur near the water’s edge, preventing community members from making full use of the public space. Because the majority of the park is only lightly programmed, the park tends to attract an older crowd; it is a favored gathering place for adults. The park’s adjacency to Pyne Poynt Middle School, which recently lost a large portion of its outdoor track and recreation space to temporary classrooms, suggests that the park should function as a recess resource for students and faculty, but only if the park can be kept protected, clean, and safe.

Pyne Poynt Park’s southern edge contains the bulk of the park’s programming and is used by a larger cross-section of North Camden’s population. Situated along Erie Street within Pyne Poynt Park are the remains of the Joseph Cooper House, a CamCare Health Corporation center, the North Camden Community Center, a playground, a picnic area, and the neighborhood’s only existing swimming pool. The

pool is a source of frustration and contention in the neighborhood as it is inadequately maintained, opens late for the season, and closes too early at the end of the season. Camden County owns the parkland in Pyne Poynt, and the City of Camden owns the pool and Community Center. According to residents, neither takes full responsibility for the proper operation of the park and its facilities.

The **North Camden Community Center**, with its lack of windows and bunker-like appearance, is a hidden and underutilized resource in the neighborhood that is owned by the City. Two buildings, the Jackie Robinson administration building and the 1973 gymnasium, make up the North Camden Community Center. The administration building houses personnel offices, meeting spaces, games spaces, and a computer room. The gym has a basketball court, a boxing ring, a few lifting machines, and two pool tables.

The Community Center’s daily programming includes after-school homework tutoring between 3:00 and 4:00, recreation time (basketball, board games, computer access) between 4:00 and 5:00, and gym time between 5:00 and 6:00. The after-school program serves about 25 children per day, but parents are critical of the program and the community center. The activities offered are very limited, in part due to space limitations. Adults who come to the center to use the boxing facility share the space with the kids, yet supervision is minimal. Some parents forbid their children from going to the Community Center or Park because of negative perceptions of Erie Street. However, the coached boxing program that runs everyday between 6:00PM and 10:00PM is quite popular among youth.



Northgate Park.



Cornelius Martin Park.

Although most residents recognize Pyne Poynt Park as a neighborhood asset with much potential for improvement, respondents to the Neighborhood Needs Survey critiqued the park for its lack of play equipment for young children, the occasional public drunkenness and illicit activity, and the lack of lighting and security. Only 9% reported using the park often or occasionally, and 25% reported rarely or never using the park.

Northgate Park – Northgate Park, a relatively new addition to North Camden, is perhaps the most important place in the neighborhood in the minds of community members. The park, built in 1991 in conjunction with the construction of the Northgate II housing development, was owned and operated for 10 years by Fair Share Housing, a neighborhood provider of affordable housing. Used heavily during those 10 years by the entire community, children, teens, and adults, alike possess fond memories of time spent using the park's tennis and basketball courts, playground areas, or small outdoor amphitheater, relaxing on its benches, and enjoying its public art and greenery. Located across the street from the Molina School, Northgate Park provided a green escape from the school's hardscaped playgrounds, and the park hosted after-school programs and summer camps throughout the year.

Suffering from ground settlement beneath the park's foundations, Northgate Park's condition began to deteriorate, rendering the basketball and tennis courts unusable. The preliminary cost estimates for rehabilitating the park is \$1.2 million, and the State of New Jersey's Green Acres program committed \$200,000 (to date) if the City of Camden would match the funds. Though the City initially pledged the dollars, funding originally allocated for Northgate Park was transferred to another project elsewhere in

Camden, and no progress has been made regarding the Park's renovation. Northgate Park's precarious situation worsened when the 10-year funding stream that provided Fair Share Housing with \$250,000 per year to maintain the park and operate its programs ended. Since the Spring of 2007, Northgate Park has been gated and locked, empty except for drug activity, vandalism, and community-driven clean-up and reclamation initiatives led by COLT and Hopeworks 'N Camden.

Due to the park's closure, only 8% of Neighborhood Needs Survey respondents indicated that they use Northgate Park often or occasionally, and 26% reported using the park rarely or never. Nevertheless, Northgate Park's reopening is a top priority for everyone in the North Camden community. A major undertaking and long-term project, it is one that the entire neighborhood will advocate for, support, and benefit from.

Cornelius Martin Park – Containing basketball courts, baseball fields, and bleachers, Cornelius Martin Park is located adjacent to Powell Elementary School – so close that students do not even need to cross a street to reach a green field for recess or gym class. In addition to light use by the school, a men's softball league plays on the field. Otherwise, Cornelius Martin Park is an underutilized resource that is often quiet and empty.



NORTH CAMDEN SCHOOLS Recess and Recreation Facilities



PYNE POYNT FAMILY SCHOOL Track and Field Interrupted by Classroom Trailers Adjacent to Pyne Poynt Park

WILLIAM F. POWELL SCHOOL Hardscaped Courtyard Adjacent to Cornelius Martin Park No street crossing necessary

RAFAEL CORDERO MOLINA SCHOOL Large, Hardscaped, Protected Outdoor Rec Space with Playground and Game Area Adjacent to Northgate Park Not Currently a Safe Play Space for Students

COOPER'S POYNT SCHOOL Hardscaped Courtyard

School Recreation Facilities

■ Designated Safe Corridor by City of Camden



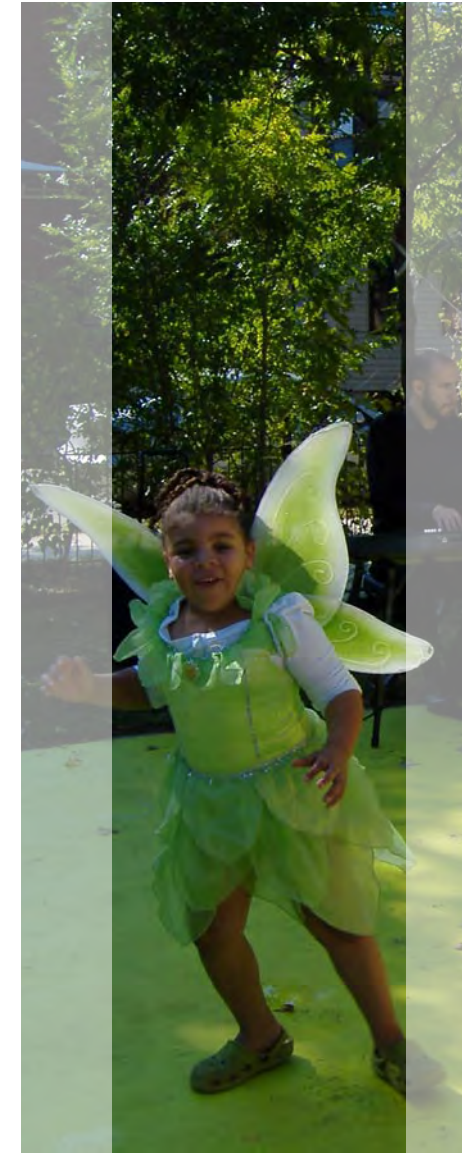
Molina School playground.

School Playgrounds – School playgrounds, which except for the R.C. Molina School, offer little besides a cleared, paved area, and are rarely used by families and children after school. Respond Day Care Centers located throughout the neighborhood provide the best play equipment in North Camden and, except for the playground next to the Elders Center on Linden, are open for public use. Respond's New Worker Job Development Center, in development at 8th and Erie Streets, will introduce a new rooftop playground in the neighborhood.

Art Garden at 2nd and Elm – The Respond / Camden Towne Civic Association Garden at 2nd and Elm represents a different kind of public green space in North Camden and a new bright spot in the neighborhood's landscape. The park, which replaced a vacant and abandoned building that was demolished in response to the community's advocacy efforts, is a passive green space, small and intimate, that is planted with a range of flowers, shrubs, and trees. A collaboration between the Camden Towne Civic Association, Respond, Rutgers, and SOW recently introduced new public art created by community youth to the park, adding an element of beauty and play in the first art garden in North Camden.

Sports Leagues – Although recreation facilities exist, there are few active sports leagues in North Camden. The Camden Youth Soccer League currently occupies space in Pyne Poynt Park and is well used year after year. There is also a North Camden football league, but the team is forced to play all of its games outside of the community because there are inadequate facilities to support the team. Given the high concentration of youth, there is a recognized need for additional sports and activity leagues that will engage local youth throughout the year.

Public art and festival at the Art Garden at 2nd and Elm.





- Street Network**
- Highway
 - Two-Way Street
 - One-Way Street
 - Heavy and / or Fast-Moving Traffic
 - Neighborhood Gateway

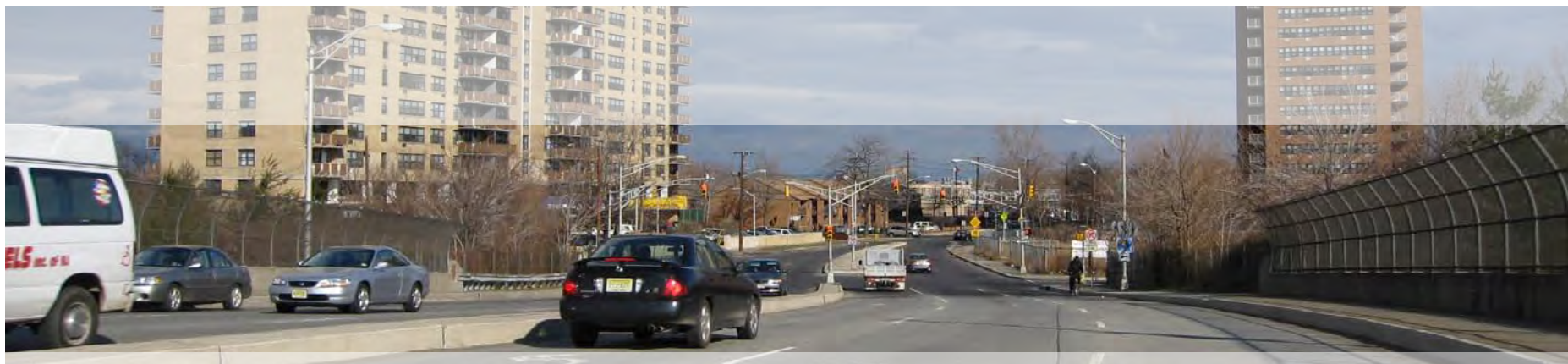
For the most part, North Camden's street network follows a grid system, although the grid varies in character throughout the neighborhood and, at times, is difficult to decipher. Like most urban neighborhoods, the grid has both major (3rd, 7th, 10th and State) and minor (Bailey and Grant) streets. Along the eastern side of the neighborhood, the grid is much tighter, with two small streets bisecting blocks that elsewhere in the neighborhood are divided by only one street. Because these small streets, like Willard, Linwood, Ray, and Borton, rarely extend for more than a block, they do not increase connectivity in the eastern portion of the neighborhood. The same is true of blocks that are divided by only one small street. Streets such as Bailey or Grant stop and start from block to block.

The biggest issue associated with local circulation is the width of local roads. The majority of major streets are not wide enough to carry two lanes of traffic plus two lanes of parking. Most of these roads are two-way despite narrow widths, which forces cars to chaotically stop, start and swerve to avoid oncoming traffic. Surprisingly, even the minor streets often allow two-way traffic despite the fact that the road itself is not wide enough to accommodate two cars at once. Because traffic on most residential streets in North Camden is fairly low, people driving and parking seem to follow a local set of rules in which convenience and habit trump posted traffic signs.

The main exceptions to this street type in North Camden are along 7th, State and Main Streets and along Delaware Avenue. 7th Street, which is the main entryway to

the community, is wider at Linden Street navigating incoming traffic to North Camden as well as cross traffic proceeding to the Benjamin Franklin Bridge. With a small median, 7th Street is also poorly maintained and narrows drastically at Elm Street and even further at State Street making traffic flow confusing and dangerous for pedestrians. State Street, built as the centerpiece of North Camden, represents more of a traditional urban street with enough space for two lanes of traffic, two parking lanes and adequate sidewalks. Main Street, a wide and diagonal street historically occupied by rail tracks, currently serves as a barrier between Camden Towne and the rest of North Camden. Delaware Avenue, a community designed road, allows truck traffic to bypass the neighborhood's residential streets, but in so doing, limits the number and frequency of street connections to the waterfront area. York, State, Main and Point Streets all currently terminate prior to Delaware Avenue leaving only Erie, Elm and Vine Streets as existing east-west community connections to the waterfront.

The infrastructure of Route 676 and Route 30 greatly reduce North Camden's connectivity with the rest of the City, resulting in a small number of gateways to the neighborhood and areas of concentrated traffic at the neighborhood's most relied upon points of entry. Heavy and fast-moving traffic burdens State Street, 7th Street, 10th Street, and Linden Street, creating unfriendly pedestrian environments that are especially dangerous for children attending the nearby Molina and Powell Schools and Respond Day Care Centers.



Approaching the neighborhood along 7th Street. Source: SOW

Parking

Like the local driving culture, street parking in North Camden appears haphazard; rows of cars parked on the same side of the road yet facing opposite directions is a common sight in the neighborhood. Though North Camden's streets are fairly narrow, parking on both sides of the street is the norm, resulting in major traffic clogs where the road is not wide enough to accommodate two-way traffic plus two lanes of on-street parking. At times, sidewalks are used for parking due to the narrow road widths. The need to ease traffic flow while still providing enough on-street parking for neighbors is a difficult balancing act, as many homes do not have private driveways and rely on the existing supply of on-street parking.

While street parking in North Camden is not yet over-subscribed, the neighborhood is beginning to notice an increase in parked cars belonging to Rutgers students, faculty, and staff taking advantage of the free and abundant parking just north of campus.

Public Transportation

Public transportation ranked third on the Neighborhood Needs Survey as one of residents' favorite things about North Camden. Three bus routes serve the neighborhood: Route 419 runs between Philadelphia and Burlington, New Jersey; Route 452 connects downtown Camden with the 36th Street Station in East Camden; and Route 460 provides seasonal service to Brim Medical Arts High School, Camden High School, Morgan Village Middle School, and Woodrow Wilson High School. The River Line and PATCO provide additional transit options, but must be boarded south of the Ben Franklin Bridge. Of the 20% of residents who reported commuting to work via public transportation in the 2000 Census, almost all relied upon bus service.

However, bus hours are very limited, and the neighborhood lacks adequate service in the evening hours when many residents need transportation to commute to and from night shifts. There are no bus stops in North Camden, and these facilities are much needed.

As a result, the majority (67% in 2000) of North Camden's working population commutes by car, truck, or automobile, enjoying much shorter commute times. While 69% of commuters reported a commute time of less than 30 minutes, only 4% of public transit riders had such short commutes. For the remaining public transit riders, 4% had commutes of between 30 and 45 minutes, 10% between 45 minutes and one hour, and 2% had commutes of more than one hour in duration.



Haphazard parking patterns along 4th Street.



Public Transit

- PATCO Line
- PATCO Station
- River Line
- River Line Station
- NJT Bus Route
- Bus Route Number
- Bus Stop

Second only to concerns about crime and opportunities for local youth, North Camden residents are most distraught about the terrible quality of the neighborhood's infrastructure – streets and sidewalks as well as the water and sewer systems. Marred by deep potholes and swollen or cracking asphalt, almost all of the streets in North Camden require some degree of repair and repaving. Except for several key corridors like State Street and portions of 7th Street, sidewalks throughout the neighborhood are in deteriorated condition. Where vacancy has claimed an entire block, sidewalks are often non-existent, as is the case along much of Main Street. The current disrepair of local streets and sidewalks has multiple negative effects:

- **Neighborhood image** – The littered, crumbling streets contribute to the negative public perception of North Camden and detract from community members' daily experiences.
- **Limited accessibility** – The pock-marked streets and inconsistent sidewalks make navigating North Camden especially difficult for the elderly and disabled population. With very high curbs, even some of the relatively new sidewalks pose challenges to the disabled. People in automated wheelchairs must compete for space in the traffic lanes when traveling over the 7th Street Bridge into downtown. The 2000 Census reported that roughly 15% of non-institutionalized North Camden residents age 5 and older have a physical disability, which translates to more than 1,000 physically disabled people.
- **Dangerous to navigate** – The deteriorated street surfaces cause erratic weaving by drivers and cyclists attempting to find a smooth route through the neighborhood. Swerving cars, even at slow speeds, endanger pedestrians and bicyclists. For people going from place to place within North Camden, biking and walking are common modes of transportation. The neighborhood has a strong bicycle culture, but the streets do not have designated space for their safe passage.

The 2003 Camden Capital Improvement and Infrastructure Master Plan (CI/IMP), commissioned by the Economic Recovery board, documents a series of recent, proposed, or ongoing roadway improvements including signal replacement, capacity improvements, resurfacing, and streetscape enhancements. Some of the improvements have been implemented, including Delaware Avenue's realignment and State Street's streetscape enhancements, but others, like Erie Street's resurfacing, have not moved forward. However, even the proposed improvements in the CI/IMP fell short of local need as virtually every street requires some amount of improvement.



Deteriorated street conditions on State Street, top, and lack of sidewalks on Main Street.



Recently reconstructed Delaware Avenue, top, offers a smooth ride in North Camden. Despite the historic cobblestones on Main Street, many residents wish the street would be "fixed."



Water and Sewer

The aged and inadequate water and sewer systems in the neighborhood are also a source of anger and frustration for residents. The 2003 Camden CI/IMP presents an overview of both the water and sewer systems in the City, explaining recent investment efforts as well as recurring system issues and the strategies underway to address these problems.

The water system, constructed mostly during the 1920s, is today plagued by water main cave-ins and lateral leaks, which occur in random locations, but with some regularity and on a repetitive basis. Both problems have occurred in North Camden in recent years, and have been repaired on an as needed basis. Unfortunately, wholesale replacement of the water or sewer system is unfeasible at this time, as estimates suggest that replacement of either system would cost upwards of \$1 billion.²⁴ However, recent water system investments in North Camden include renovation of the North Camden water tank and replacement of a 30-inch water main up 7th Street and then heading east on State Street to meet the Cooper River. Efforts to improve water quality, purity, and pressure are ongoing, but residents maintain concerns about high levels of lead in tap water and school drinking fountains.

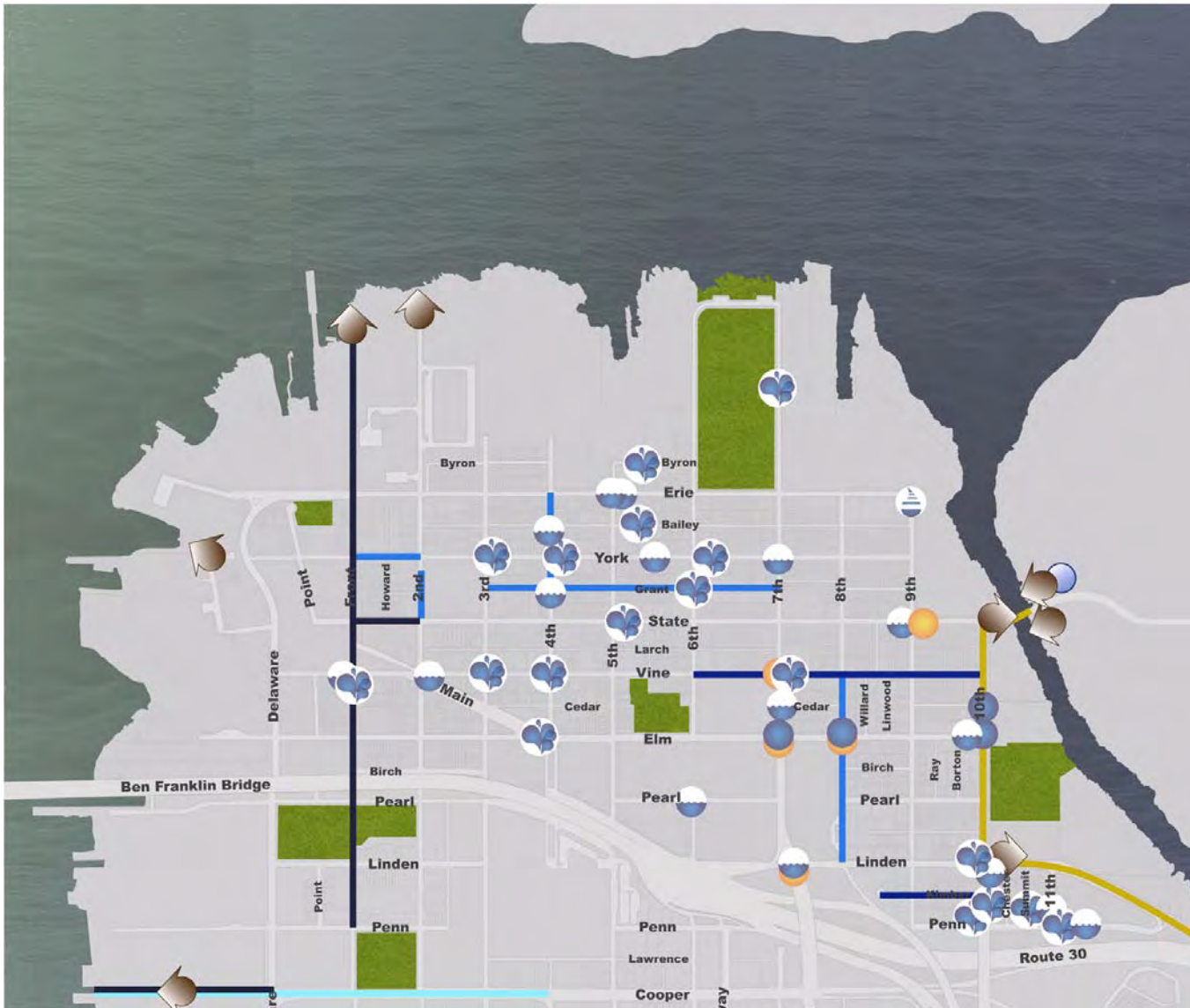


Water System Components and Complaints

- | | |
|-----------------------------------|--|
| Existing Water System | Water System Emergency Service Requests |
| Water Tank | Water Main Cave-In |
| 12-Inch Water Main | Water Lateral Leak |
| 16-Inch Water Main | |
| 24-Inch Water Main | |
| 30-Inch Water Main | |
| 30-Inch Water Main Rehabilitation | |

Source: 2003 Camden Capital Density of Improvement & Infrastructure Master Plan

²⁴ Camden Strategic Revitalization Plan, 2003, pg. 13.



Sewer System Components and Complaints

Existing Sewer System Components

- Combined Sewer Outfall and Discharge Control
- Pump Stations
- Sewer Mains Greater than 72 -inches
- Sewer Interceptors

Recent and Ongoing Sewer Main Upgrades

- Relined Sewer
- Phase 1 Sewer Replacement
- Phase 2 Sewer Replacement

Sewer System Emergency Service Requests

- Sewer Main or Lateral Cave-In
- Sewer Main Leak
- Sewer Main or Lateral Clog
- Flooding
- Inlet Cleaned

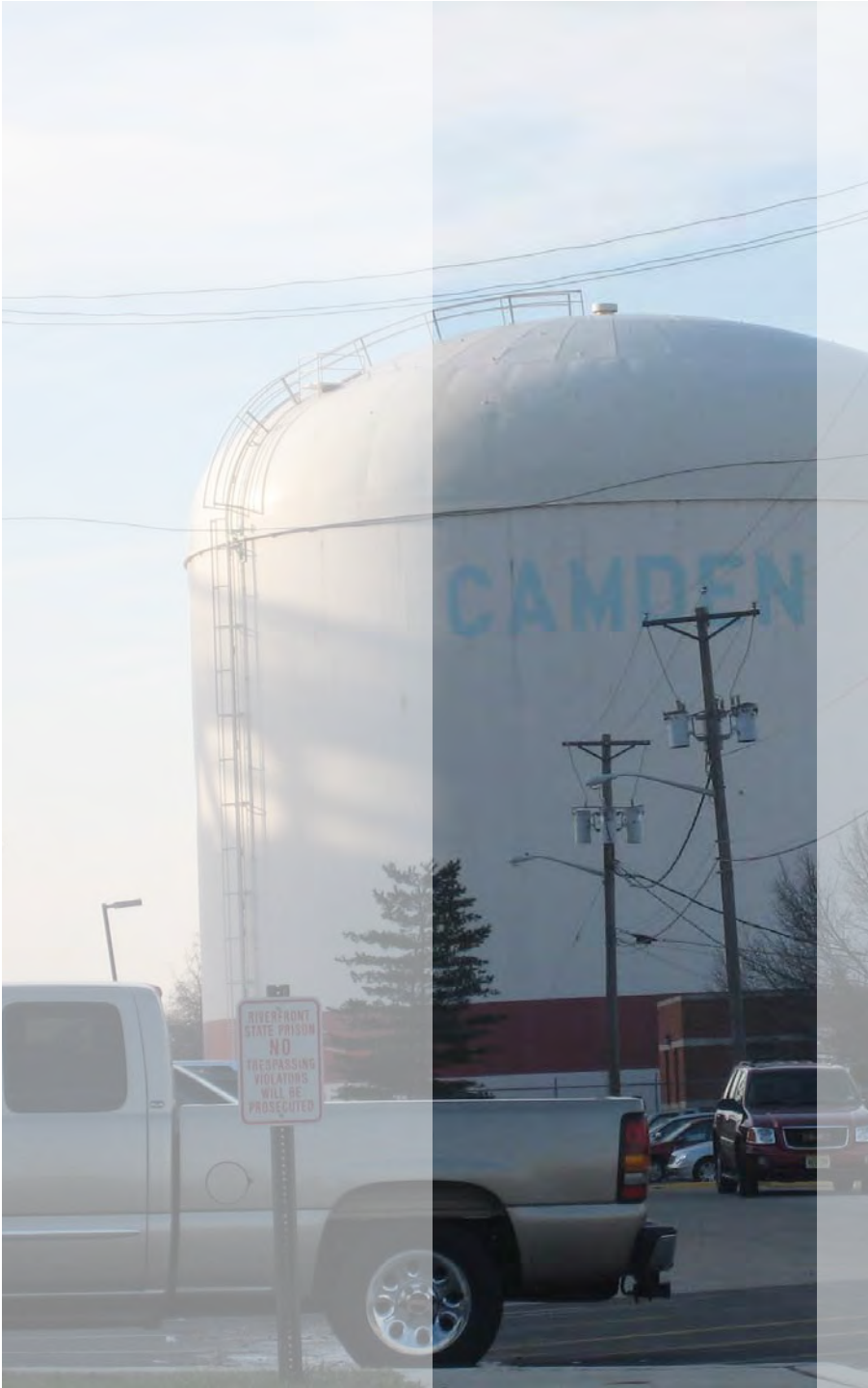
Source: 2003 Camden Capital Improvement & Infrastructure Master Plan

The sewer system, built in the late 1800s and early 1900s, has been far more problematic for North Camden residents as evidenced by the emergency service requests documented in the 2003 Camden CI/IMP. The existing sewer system is a combined system that disposes of both stormwater runoff and sanitary wastewater through the same underground network of pipes. Although all five of the Combined Sewer Outfalls (CSOs) in North Camden were upgraded in the 1990s to eliminate dry weather sewage flows, clogs within the system or heavy rainfall that overwhelms the system continue to cause back ups that result in localized flooding of streets and basements. Such flooding introduces raw sewage to peoples' homes and the public environment and renders roads dangerous and un-navigable.²⁵ The City now requires that all new development projects provide for separate stormwater and sanitary sewer systems.

²⁵ Camden Capital Improvement and Infrastructure Master Plan, 2003, pg 3-12.

*CAMDEN,
WE HAVE A PROBLEM*



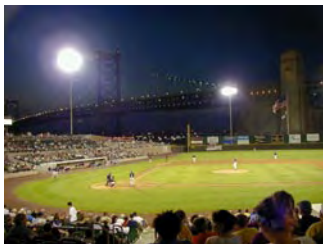


Revitalization momentum building in adjacent neighborhoods is beginning to spread along North Camden's edges. (See next page for details.)



Recent and Proposed Investment

- Recent Housing Construction
- Sites Planned for Additional New Residential Construction
- Parcels Awarded Tax Credits for Rehab
- Identified Long-Term Redevelopment Projects
- Camden Greenway Momentum
- ↷ Growing Market Pressure



- Development interest is rippling northward from downtown Camden, the Central Camden Waterfront, and Rutgers – positive repercussions of the \$450 million reinvested downtown in the past 20 years, and further encouraged by Rutgers’ potential growth and the \$600 million of proposed private investments along the Central Camden Waterfront in coming years.

- Along the neighborhood’s eastern and northern edges, the proposed Camden Greenway promises to introduce a contiguous linear park and recreation trail along all of Camden’s waterways. The Greenway is just one component of the larger North Camden Waterfront Park currently in the conceptual design phase, which will bring new mixed use development and a range of park spaces and recreational programming to the neighborhood.



- Aquatic Center and Pool
- Aerobics, Spinning, and Dance
- Early Childhood Care Center
- Outdoor Play Area
- Baby-Sitting Center
- Party Rooms
- Health and Wellness Center
- Food Services
- Multi-purpose Room
- Terrace
- Teen Center
- Corps Hall
- Senior Center
- Town Plaza
- Prayer Garden
- Family Learning Center

Salvation Army Kroc Center in Cramer Hill. Source: http://www.use.salvationarmy.org/use/www_use_camdenkroc.nsf

- Across the Cooper River in East Camden, the Salvation Army is building a Kroc Community Center that will include a gymnasium, an aquatic center and pool, aerobics, spinning, and dance studios, an early childhood care center, a partially-covered outdoor play area, a babysitting center, party rooms, a health and wellness center, food services, a teen center, a senior center, a family learning center, sports fields, ball courts, and other outdoor facilities. The Kroc Community Center will be open to people of all ages from throughout the City of Camden. Though use of the Center and its programs will require a low monthly fee, scholarship opportunities will exist such that anyone who wants to participate will not be restricted from doing so because of financial reasons. Located on Harrison Avenue between 19th and 24th Streets, the Center will be a nearby resource for North Camden residents.

In addition, much good work is already underway or on the books within North Camden. Each of these projects are significant and will make a substantial difference in the look and feel of the neighborhood and in the lives of North Camden’s community members. The North Camden Neighborhood Plan is designed to incorporate, support, complement, and make use of the following projects.

Recent investment in downtown Camden: Riversharks Stadium, Wiggins Park Marina, and The Victor. Proposed projects: renovation of the Plaza Hotel and extension of the Camden Greenway.

- Camden City Public School District priority projects** – Three schools in North Camden are among five schools throughout the City identified by the Camden City Public School District as “priority projects,” meaning plans for renovation and reconstruction will move forward as soon as funding becomes available. Good schools – excellent teaching, meaningful curriculum, safe learning environments, modern facilities, and high standards – are absolutely crucial for the future of North Camden’s youth and young families. In North Camden, the R.C. Molina School and Cooper’s Poynt Elementary School are slated for total reconstruction. Pyne Poynt Middle School will be renovated.
- New housing construction and rehabilitation** – Three efforts to greatly improve local housing affordability and choice and to repair North Camden’s physical fabric are currently in progress. Camden Lutheran Housing is building 10 new housing units near Cooper’s Poynt Elementary School on State Street between 3rd and 4th Streets. The project, called Grace Housing Phase II, will create affordable homeownership opportunities. Lutheran Social Ministries has received funding to renovate 116 affordable rental units which were formally a part of the North Camden Land Trust. These are scattered throughout the neighborhood, many of which are located on State Street. State Street Housing Corporation is currently renovating eight homes along State Street and elsewhere in the core neighborhood.
- Economic development** – North Camden needs jobs and job training, commercial services, and shopping opportunities that are locally available and accessible to all. The Respond Job Training Center, planned for the corner of Erie and 8th Streets, will serve as a vehicle for economic development by introducing education and skills and investing in North Camden’s human capital. The supermarket and accompanying small shopping center, proposed for the large vacant site between Linden and Pearl, 7th and 9th, will bring jobs and commerce back to the neighborhood as well as much needed and long awaited services.
- Public Improvements** – Three public improvement projects are in the pipeline for North Camden. A new fire house for Engine Number Six will be built on the vacant lot at the northwest corner of 7th and State Streets, returning a strong public protection presence and anchoring the corner of this heavily traveled gateway into and out of the neighborhood. A new State Street Bridge will be constructed just north of the existing bridge, and the existing bridge will be converted to a pedestrian-only passageway. Lastly, Phase Three of the State Street streetscape improvements are awaiting implementation, and will continue to wait until the construction of the new fire station. Upon completion of the fire house, the new sidewalks, street trees, and pedestrian lighting, enjoyed on State Street west of 7th Street, will be extended from 7th to 9th.



Reconstruction plans for Cooper’s Poynt School and the R.C. Molina School.



Tax Credit rehabs by Lutheran Social Ministries and Grace II homes by Camden Lutheran Housing.



Planned Respond Job Training Center and proposed supermarket site.

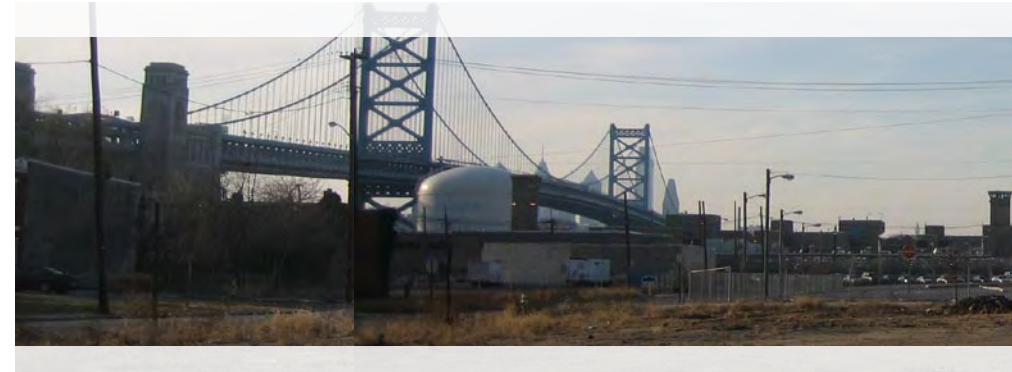


Sites of new State Street Bridge and Fire House.

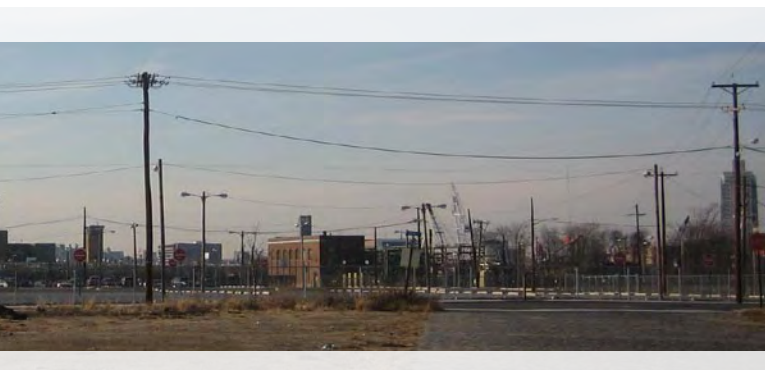
Summary of North Camden Today

To truly understand the neighborhood's personality and community vibe, this plan made talking to local residents and stakeholders a priority. Their feedback and insights provided this planning effort with a way to make sense of the data and guide the development of solutions that are reflective of the community's needs and ideals.

North Camden is, in many ways, a neighborhood of contradictions. The social life that the neighborhood provides to its community members is full of unlikely parallel truths, each shaping the daily experiences of local residents and stakeholders and creating a commonality among community members.



- North Camden's population is isolated yet international** – Given its insular location, quaint size, and distressed urban dynamics, North Camden's population is surprisingly international. Many of North Camden's residents are foreign-born, yet within the context of the City, they remain isolated.
- North Camden's population is transient but in it together** – Though new neighbors are a common occurrence and families come and go, a large number of residents reported on the Neighborhood Needs Survey that they are here to stay – at least for the time being. 46% of survey respondents indicated that they planned to stay in the neighborhood for more than 10 years, 15% planned to stay between 5 and 10 years, and 25% planned to stay for between 1 and 5 years. This commitment to the neighborhood is a resource that could be harnessed and utilized to make the neighborhood a better place to live in the meantime.
- North Camden is a neighborhood of good friendships but many strangers** – Residents greet each other with joy and openness at community meetings, but reported on multiple occasions that they do not know each other and therefore at times feel alone and isolated in the neighborhood, afraid to trust, afraid to offer or ask for help, and afraid to step outside after dark.
- North Camden is a neighborhood of community-based institutions but no central meeting place** – Many of North Camden's residents identify strongly with a local neighborhood institution – a church or a non-profit – but few have such a strong, personal relationship with the neighborhood itself or with community leadership. With no central meeting place or well-known neighborhood "Mayor," the community is involved but not coordinated.
- North Camden is both divided and united by the presence of the local drug trade** – The biggest tension in the neighborhood is between the long-time residents who form the backbone of the community and the more transient population involved in the drug trade who are in the neighborhood to do business and not much else. While divisive of the overall population, the drug trade unites those who care about the long-term well-being of North Camden, giving them a pressing cause against which to rally.
- North Camden is home to many children but not to much childhood** – 2,700 children and teens call North Camden their home, but the neighborhood's tough streets and hardscaped school grounds put their childhood at risk.



- **North Camden is proud to be urban but disappointed at the slow pace of change** – North Camden residents relate to the City, make use of its transit and services, and respond to its intersections of rhythm and culture, but North Camden residents are clearly angry by the community’s neglect and blame politicians for years of “broken promises.”
- **North Camden’s people are hopeful realists and skeptics at the same time** – North Camden’s population clings to hope for the future, but is quick to check reality and is always skeptical of “pie-in-the-sky” ideas. Hard times have hardened local residents and stakeholders, but have also taught them to fight for their needs and desires.
- **North Camden embodies the love/hate relationship** – Repeatedly North Camden community members spoke of their neighborhood, their block, and their home alternately with affection and frustration, pride and anger, joy and sadness. When asked to locate their favorite and least favorite places in the community during the first public meeting, the majority of residents identified their block as both. North Camden residents appreciate the good, but are ready for change.

Indeed, such conflicting emotions and neighborhood characteristics suggest that much needs to change in North Camden, but that much is worthy of protection and preservation as well. North Camden today is a neighborhood of extremes.

your thoughts



your ideas



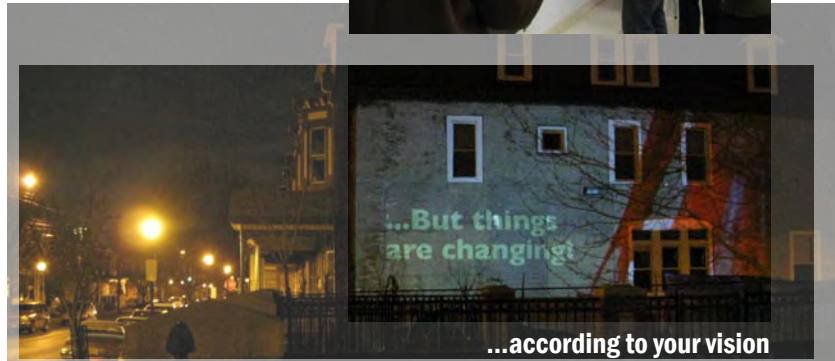
your dreams



your words



your priorities



...according to your vision

IV Vision

From the extensive public process a renewed vision for North Camden has emerged, a vision of North Camden refreshed, restored, and rebuilt. Though much has crumbled in the neighborhood – its industry, its base of residents, its walls and streets and social network – the community has maintained a resilience and determination that are up to the task of building not just homes and a healthier, more physically intact neighborhood, but of building up the neighborhood holistically – economically, socially, and environmentally.

The North Camden Neighborhood Plan is about rebuilding. Rebuilding is a common theme, a thread that ties fond memories of the past with dreams of the future. Rebuilding is an answer that matches today's concerns and priorities with recommendations for tomorrow. Rebuilding is a process of:

- **Building Value** – North Camden will become a place where people choose to come, a place where people come to stay, a neighborhood of choice that instills a sense of pride in existing residents and newcomers alike.
- **Building Hope** – North Camden will become a place of opportunity for people of all ages, especially for children, teens, and young families, a place that encourages people to imagine and dream, a place where people believe in a brighter future and work together to reach that end.
- **Building Community and Capacity** – North Camden will become a unified and active community, a place where people communicate and neighbors know each other, a place where information is shared and transparency is a part of every community decision, a place of volunteerism and collaboration that enhance people's involvement and ability to effect change.
- **Building a Market** – North Camden will become a community with a renewed housing market, a place where families, regardless of income, will choose to invest, a place connected and contributing to the regional economy through new jobs and restored property values.
- **Building on Assets** – North Camden will become a neighborhood reconnected with its surrounding assets, in sync with the dynamics of reinvestment at work downtown, within reach of the beauty and ecology along the riverfront, and growing in partnership with Rutgers.

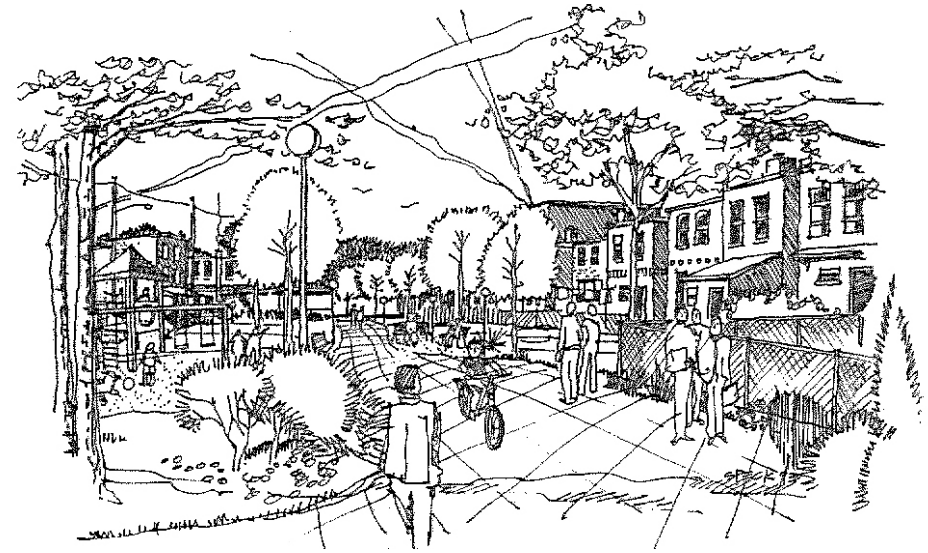


Vision of a 7th Street rebuilt looking toward the waterfront.

And all of this begins with **Building Upon a Strong Foundation** of good ideas and good work already present and in progress in North Camden.

Building Upon a Strong Foundation

The North Camden Neighborhood Plan inherited the good work of the 1993 North Camden Plan, and with it, the local legacy of grassroots planning and community organizing. Just as good work never fades, established values tied to a place and its people continue to resonate. Indeed, the desire to “rehabilitate and reuse” and “reverse destabilizing trends” remains strong. The bones of the 1993 plan set the tone for this plan, and many policies carry over from that plan to this one:



Policies

- No displacement** – North Camden community members have reached a consensus that change is necessary and redevelopment is welcomed. While reinvestment must occur, revitalization must not occur at the expense of the neighborhood’s current population – the people of North Camden who have been in North Camden during its toughest times must be able to stay and enjoy the better times that lie ahead. This plan preserves all owner-occupied residential structures and all future development projects must do the same.
- Community control** – North Camden invites interested investors, developers, public agencies, and private entities to join in its planning process provided that they arrive in the neighborhood recognizing local community leaders and community members as *partners*. North Camden has defined its priorities and agreed upon a vision for its future. The neighborhood is prepared to be a proactive participant in revitalization efforts. The neighborhood is prepared to negotiate.

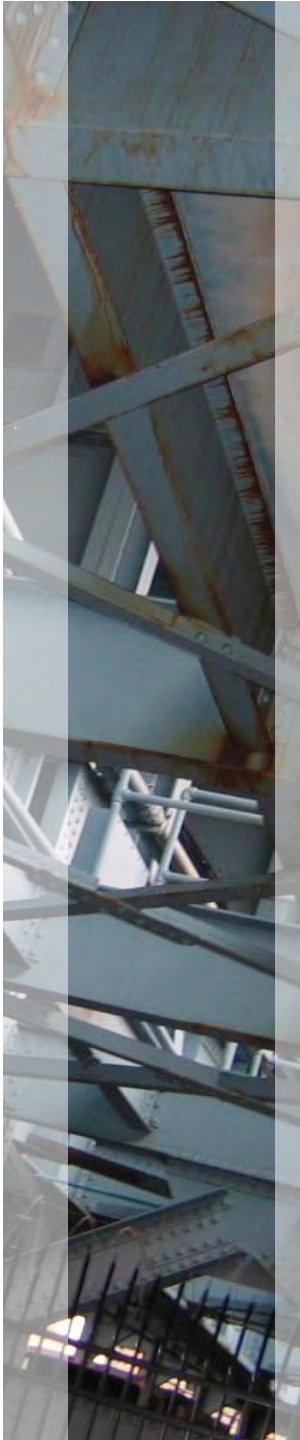


The North Camden Plan

NORTH CAMDEN PLANNING PROJECT
OCTOBER, 1993

- **Employ local residents** – New construction requires skilled laborers. New green space requires green thumbs and a maintenance team. New social and commercial services require people to provide these services to others. The relationship is simple: new projects require man- (and woman-) power just as doing business in North Camden requires local hiring practices.
- **Increase homeownership** – North Camden has a transient population. With more than two-thirds of the population leasing their homes and apartments, people come and go, often without getting to know their neighbors or making an effort to improve their surroundings. The North Camden community wants more of its residents to be invested in their homes and therefore invested in the community. Homeownership will deepen residents' roots in the neighborhood and, we hope, deepen their commitment to effecting positive change at home and in the neighborhood.





V Recommendations

The vision of North Camden refreshed, restored, and rebuilt translates into a series of seven goal areas, each of which encompasses recommendations for North Camden's future. Together, these recommendations build upon the foundation of ideas and efforts at work in North Camden to form a comprehensive, long-term neighborhood plan intended to build value, build hope, build community and capacity, build a market and build on the assets in North Camden and its surroundings.



1.0 Human Capital and Community Building

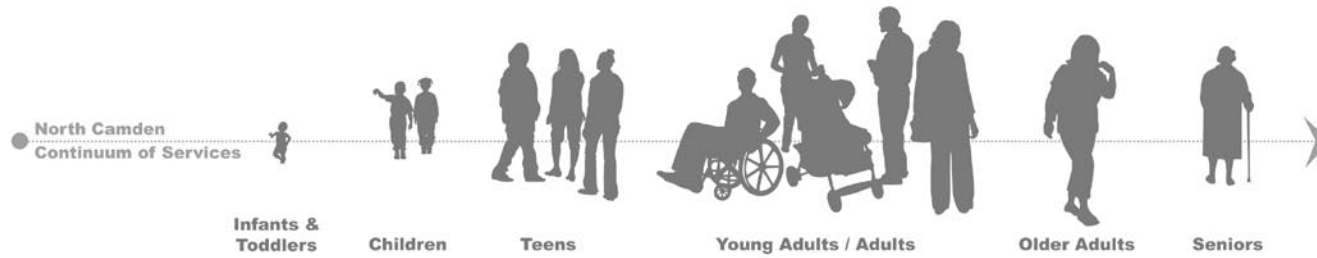
For revitalization in North Camden to be welcomed and meaningful, it must improve residents' lives and opportunities. The recommendations that follow are designed to build upon North Camden's most fundamental asset – its people – by building an informed, united, and capable community and a renewed sense of hope within each member of that community.

GOALS

1. Ensure that neighborhood services serve the neighborhood;
2. Empower community members through improved access to information and services;
3. Increase educational attainment and learning opportunities;
4. Involve parents in their children's education;
5. Strengthen North Camden's sense of community through increased communication, bolstered pride, and heightened local identity;
6. Focus on families – on young parents, children, and teens – as the future of North Camden;
7. Build a collective sense of civic responsibility and neighborhood stewardship;
8. Celebrate cultural diversity; and
9. Enhance local skills training and increase employment.

1.1 Undertake a Social Services Audit.

Reach out to every social service provider in North Camden to compile a comprehensive list of locally available services and resources. The detailed list should document each existing program, its objectives, target population, capacity, outreach, enrollment, schedule, and, if applicable, its outcomes.



**1.1 and 1.2:
take stock of what
you've got**

1.2 Develop a Detailed Human Capital Plan.

In order to ensure that North Camden's physical revitalization is tied to substantive improvements in the lives of residents, the community should develop a detailed human capital plan. The study should include:

- A detailed analysis of existing social needs, as well as obstacles to workforce preparedness;
- An evaluation of the effectiveness of existing programs in serving each need;
- The identification of special needs populations and an evaluation of services available to these populations;
- How existing services can improve outreach and programming;
- The identification of gaps in service provision, such as access to medical care, parenting classes, and support for single moms;
- An investigation of which providers might expand the 1) types of services offered, and 2) number of people served, and how such program growth could be accomplished. For example, what would Respond or Hopeworks need to enroll more youth in their summer employment programs?;
- An evaluation of necessary facility improvements. For example, My Brother's Keeper has identified a new location for an expanded drug rehabilitation center, and there has been discussion at the Holy Name parish about expanding the facilities at the Jesuit school to allow the organizations under this umbrella to serve more clients; and
- The creation of a list of services available outside North Camden for the neighborhood to connect into.

1.3 - 1.5: use what you've got... increase awareness and use of services

1.3 Transform “Invisible” Neighborhood Social Services into Visible Neighborhood Institutions.

Support the continued strength and development of neighborhood institutions clustered on State Street. State Street is the center of North Camden, and the social services along the corridor are the backbone of the neighborhood, where community organizing and activism in North Camden originated. Institutions like Hopeworks ‘N Camden, Respond, Inc., Holy Name, and My Brother’s Keeper have weathered years of change in North Camden, and likewise, time has weathered the buildings along the corridor.

Transform existing “invisible” social services (and businesses) into more visible neighborhood institutions with beautiful, vibrant building façades that reflect and market the quality of the resource inside. Link existing social service organizations with façade grants that includes new signage and exterior lighting.

1.4 Advocate for Existing Services and Institutions that may be in Jeopardy.

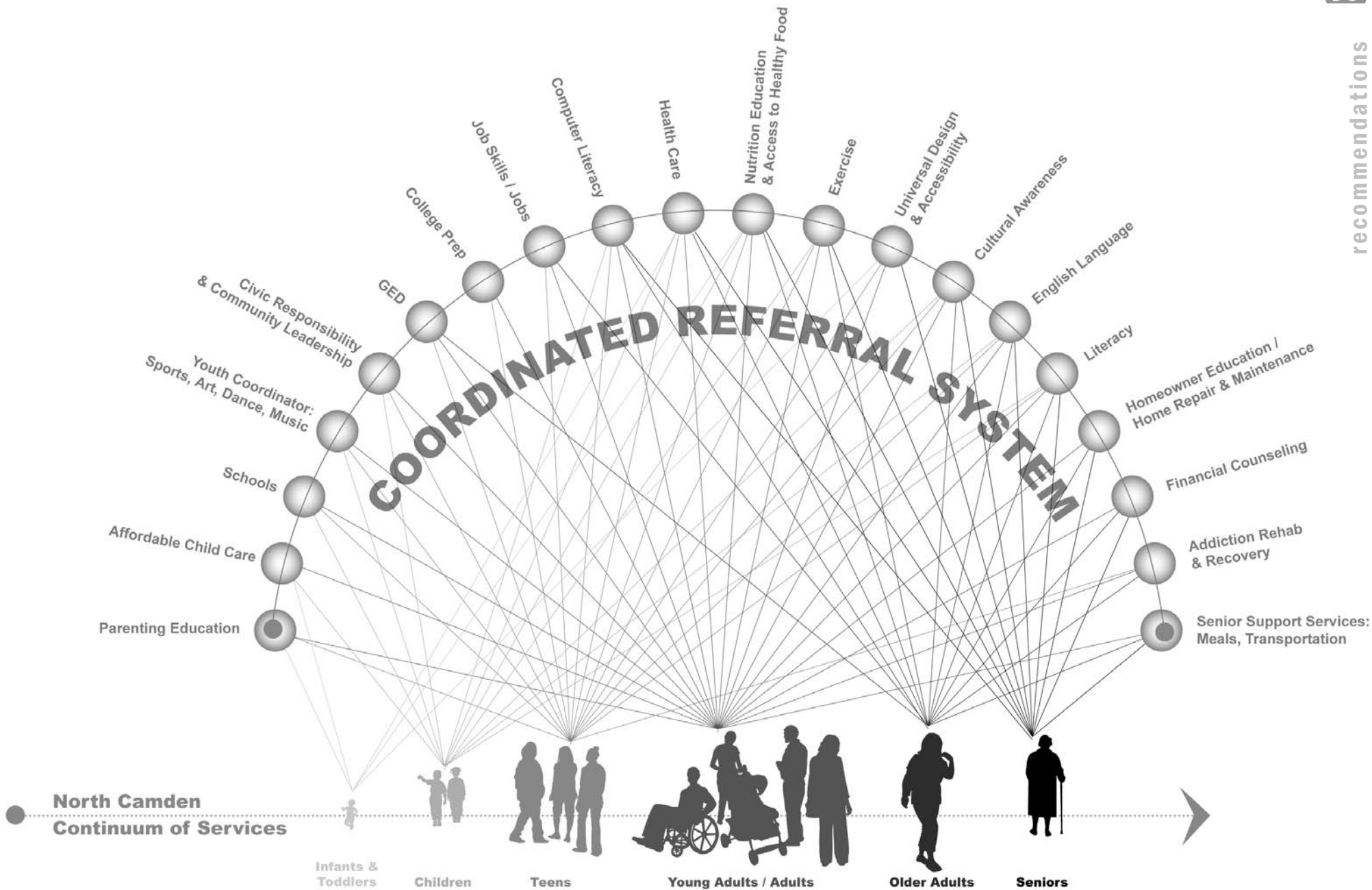
Discussions are underway within the Diocese of Camden about the consolidation of several churches in the City, which would likely result in the closure of Holy Name Church. The Church, which shares space within its current iconic building with Holy Name School, provides a host of social services both independently and in coordination with Guadalupe Family Services and Hopeworks ‘N Camden. The possible closure of the Church and the services that it offers would be a huge loss to the 500-person congregation and the whole North Camden neighborhood, and SOW should act as advocates for Holy Name in discussions with the Diocese of Camden. If the Church does in fact close, SOW should work with the School and Holy Name-supported social services to ensure that they remain within the neighborhood and to guide the conversion of the Church’s current facilities such that the space is transformed to accommodate the needs of the School and social services.

1.5 Create a Coordinated North Camden Service Directory and Referral System.

Create a bi-lingual summary of locally available programs and services, and distribute the Directory to all North Camden residents once every six months to ensure that despite the neighborhood’s transient population, people remain informed about North Camden’s resources. Encourage all service providers to keep copies of the Directory in their offices for additional distribution as needed. Be inclusive of city-wide resources and service providers, such as Hispanic Family Services and Camden County Council on Economic Opportunity (OEO), as well. A description of Save Our Waterfront and other neighborhood advocacy organizations should also be included in the Directory, in addition to contact information for various City agencies and contacts like Code Enforcement and Public Works.

The Directory should function as a tool for better coordination of services in the neighborhood as well. The cooperation necessary to conduct the Social Service Audit and compile the Service Directory should facilitate better communication and develop referrals relationships between service providers.

To facilitate referrals, a North Camden service providers’ roundtable should be organized that meets quarterly to coordinate outreach and generate client referrals and placements within the neighborhood’s continuum of complementary and successive programs. The inter-agency referral system should also work to ensure that local residents as well as people who come to the neighborhood in need of services are matched with or find the appropriate services to meet their need. For example, people who come to North Camden for drug rehab and recovery assistance must be closely tracked by cooperating service providers such that they find not only shelter, but also the counseling that they need.



An ideal service network for North Camden: accessible, holistic, integrated, coordinated to meet residents' varying needs throughout the course of their lives.

1.6 - 1.13: add some new services to the local mix

1.6 Launch a Safe Routes to School Program.

Safe Routes to School (SRTS) is a federal, state, and local effort to enable and encourage children, including those with disabilities, to walk and bicycle to school – and to make walking and bicycling to school safe and appealing. Funds are available for infrastructure, or capital, improvements that facilitate safe pedestrian and bicycle trips to school, such as sidewalks, crosswalks, and traffic calming techniques, as well as for non-infrastructure, or program, investments that include education and outreach about walking to school, traffic enforcement, and other staffing needs.²⁶



Parent escorts or chaperones are major component of Safe Routes to School programs. Parents, who take turns walking groups of children to school and patrolling the streets surrounding school grounds at once make the environment and travel experience safer for children, prevent truancy, and get to know other involved parents. Program benefits also include regular physical activity for both the children and parents and reduced traffic and pollution surrounding neighborhood schools.

For North Camden, a Safe Routes to School Program should focus on the following:

- Education and outreach in the form of community organizing and brochures that promote the program and participation by local parents. Outreach should champion the added benefit of truancy prevention achieved by parental patrolling of streets in the morning hours.
- New crosswalks at all of the intersections surrounding each school.
- Sidewalk improvements and “Safe Routes to School” signage along the “Designated Safe Corridors” as designated by the City 6 years ago which include 7th Street and portions of 10th, Vine, York and State Streets.
- Additional crossing guards at each school.
- Two “walk your kids to school” events during the year that promotes the program and encourages parents to talk with one another.

²⁶ National Center for Safe Routes to School, <http://saferoutesinfo.org/index.cfm>. State of New Jersey Department of Transportation – Community Programs, <http://www.state.nj.us/transportation/community/arts>.

1.7 Encourage Learning Partnerships.

Pyne Poynt Middle School has a parent center, and the R.C. Molina School has a joint parent-child after-school program. Cooper’s Poynt Professional Development School and the William F. Powell School should implement joint parent-child after-school homework programs, and the programs at all of the neighborhood’s public schools should be expanded, advertised, and celebrated. All parents, those with high school or college educations and *especially* those without, should be encouraged to take part in their children’s educations and assist with homework assignments everyday.

Parents who demand that their kids stay in school but who did not themselves complete high school should have the opportunity to go back to school, leading by example, and offering their children the chance to enter a learning partnership in which the parent and child hold each other accountable. For parents in this situation, neighborhood schools should offer an after-school G.E.D. program, where parents can work toward a degree while building confidence in their own abilities such that they can better help with homework in the future.



1.8 Hire a Youth Coordinator.

Hire a young adult staff member from within the community to work as a youth advocate – as North Camden’s Youth Coordinator. The Youth Coordinator should have an office in the renovated North Camden Community Center (Recommendation 5.4) and should play two important roles:

An advocate for the youth agenda – The Youth Coordinator should act as a liaison between existing youth-focused resources in the community (the North Camden Community Center, Hopeworks ‘N Camden, and Urban Promise Ministries, etc.) and local youth, to determine which activities not already offered locally should be added to the neighborhood’s youth programming agenda. With few sports leagues and meager facilities, the Youth Coordinator should be prepared to organize a local basketball league, additional youth baseball leagues, a tennis program to make use of new facilities planned for the neighborhood, as well as hip hop choreography, music, and art classes and trips to the nearby roller skating/roller blading rink. The local football team needs an advocate for a playing field and locker room within the community.

A link between parents and youth – The Youth Coordinator should act as a liaison between children and parents, communicating with parents about both positive and negative changes observed in their child’s behavior, and, if needed, referring families to other health and social services available in North Camden (Recommendation 1.5).

For this effort to succeed, dedicated funding will be needed for the position. This funding should be sought through grants as well as through collaborative donations of institutions that would actively benefit from such a position like the proposed Kroc Center in Cramer Hill. In addition and if possible, the coordinator should also be familiar with North Camden’s residents and families enabling them to hit the ground running in getting youth involved in local activities.

1.9 Create a North Camden Youth Council.

Found a North Camden Youth Council, overseen by the Youth Coordinator (Recommendation 1.8), to give local kids a voice in the community and the community’s revitalization. The Youth Council, a sub-committee of Save Our Waterfront, should comprise a group of 10 to 15 teens that will provide guidance on future development, planning, and neighborhood issues including youth programming. Involved youth should represent multiple youth groups within the neighborhood (Hopeworks, COLT, Urban Promise, school communities, etc.) will have an opportunity to contribute constructively to the neighborhood’s future and will benefit from leadership training, professional development, exposure to civic responsibility, and the opportunity to meet new mentors and contacts who might provide valuable references for future endeavors. Save Our Waterfront will benefit from the presence of another important perspective at the table.

- Ask Save Our Waterfront partners and the principals and teachers at local schools to recommend teens with the qualities and passion needed to start a Youth Council.
- Invite the teens, accompanied by the Youth Coordinator, to a Save Our Waterfront Steering Committee meeting, explain the Youth Council concept to them, and see where their imaginations take it.



COLT Inc. initiates a community youth clean-up of Northgate Park, Fall 2008. Source: SOW

1.10 Support the 100% Graduation Rate Programs's Proposed Pilot Program.

In cooperation with Rutgers University's Camden-Campus Educational Fund Program, the Cooperative Business Assistance Corporation (CBAC), and the Camden City School District, the New Jersey Minority Education Development (NJMED) organization completed a 10-year program in 2006 called the 100% Graduation Rate Program, which "encourages high school minority males to stay in school and reach their full potential," thus "reducing the likelihood that these young men become involved in the criminal justice system."²⁷ In 2008, NJMED announced the organization's interest in launching a new 10 year model program focusing exclusively on North Camden's high school age males. As noted in the Analysis, this portion of the population is extremely at-risk.

The proposed pilot program, which would strive to "help improve the high school graduation rate, while decreasing the high school retention and suspensions and reducing juvenile and adult incarceration,"²⁸ would meet a very dire need in North Camden. SOW should reach out to NJMED to help establish the proposed pilot program and provide a link between the community, community schools, and program facilitators.

1.11 Partner with Local Institutions to Form a Women's Support Group and Center.

Community leaders and residents alike share a common concern for young, single mothers in North Camden who are struggling to raise their families and balance their own needs with those of their children. Without financial or emotional support and lacking someone to share the time commitment that parenthood necessitates, the challenges these young mothers face become overwhelming. These women and their children represent the future of the neighborhood; they require and deserve support, advice, and nurturing.

SOW should work with North Camden's service providers to form a Women's Support Group and Women's Support Center. The Center, housed within an existing service provider's space, or within the renovated North Camden Community Center (Recommendation 5.4), should offer parenting classes, one-on-one counseling, and mothers' support groups, while providing free on-site childcare as well. The Center and its programming should seek to recruit "retired" mothers or grandmothers (women whose children and grandchildren have grown up) from both within the neighborhood and elsewhere in the region to mentor North Camden's young mothers, provide guidance, and lend an ear or a hand in times of need. As young, single mothers struggle to find affordable childcare that accommodates work or continuing education schedules, the Center should also assist in the creation of "partner moms" who agree to take turns watching the children so that the other may work, run errands, or take a deep breath.

²⁷ "100% Graduation Rate Program Proposal for Improving the High School Graduation Rate of the Most Underserved Male Population in Camden, New Jersey," 11 Feb. 2008.

²⁸ Ibid.

Respond currently provides affordable, quality day care. Single moms in the neighborhood need support too.
Source: SOW

best practice case study: starting off on the right foot

The AVANCE Parent-Child Education Program expands the curriculum of the typical parenting class that teaches new parents how to play with or discipline their children. In addition to child-rearing strategies, AVANCE classes teach English as a second language, literacy skills, and offer GED prep courses (with concurrent child care services) to predominantly poor Latino families in underserved communities.

Operating in housing projects, community centers and schools, AVANCE chapters serve communities throughout Texas and Los Angeles. The pioneering program has served as a model for parent education programs across the nation, including A Different Start, in Yonkers, New York.

www.avance.org



1.12 Develop a North Camden Night School.

Create a life-skills continuing education curriculum in the neighborhood and offer classes on a regular basis. Classes should cover a range of topics, including, but not limited to, nutrition, cooking, and exercise; sexual education; parenting; money management, banking, and financial literacy; home improvements and property maintenance; and permit coaching for building renovations. To function, the Night School will require space and staffing:

- Enter an operating agreement with the Respond Job Training Center (Recommendation 4.3) that grants the Night School evening use of the Job Training Center's facilities, allowing the Job Training Center to increase the number of people it serves in the community as well as the number of hours per day that it remains open and active.
- Recruit teaching volunteers from within the neighborhood and among Rutgers faculty and graduate students, local service providers, lending institutions, and City agencies.
- Pay teens to provide free babysitting during class meeting times so that young parents can attend classes, learn, and socialize.

best practice case study: **town and gown**

The Barbara and Edward Netter Center for Community Partnerships at the University of Pennsylvania constitutes an exceptional model for town-gown relationships. The center provides an extensive array of volunteer service programs utilizing the resources of the academic institution for the improvement of neighboring communities through academic tutoring, urban nutrition projects, adult technical skills training, after school programs, building computer labs, and so on. While North Camden's own institutional neighbors, including Rutgers University, Camden County Community College, and Cooper Hospital, have contributed to the quality of life of the citizens of Camden, the neighborhood could benefit from a more targeted leveraging of institutional involvement and support.

www.upenn.edu/ccp

1.13 Celebrate and Nurture North Camden's Ethnic Diversity.

SOW should work with North Camden's residents of diverse ethnicities and the organizers of La Fiesta Latina to ensure that the neighborhood's ethnic diversity is recognized as a valuable asset and point of community pride. Neighborhood residents and leadership should continue to host festivals and introduce new workshops that honor the positive influence and energy that immigration and the immigrant population bring to North Camden. Furthermore, SOW should advocate for space within the renovated North Camden Community Center (Recommendation 5.4), to serve as a meeting and gathering place for residents of different cultural heritages, an education space for celebrating global cultures and international history, and a resource center/help desk that welcomes new arrivals and acquaints them with North Camden and the neighborhood's existing resources.

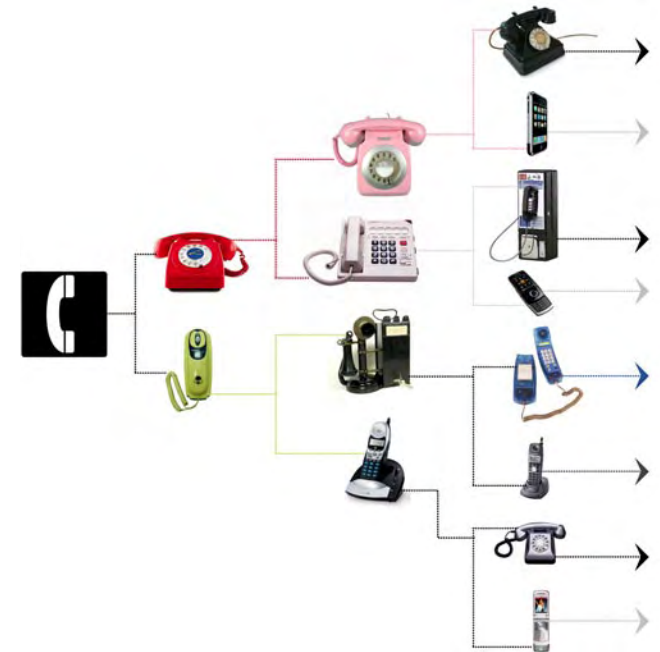


1.14 Create a North Camden Information Network and Get Plugged In.

Create a multi-faceted North Camden Information Network and grow a community grapevine to keep people up-to-date. This planning process reignited neighborhood conversations about its future. These discussions must continue, and the number of voices involved in the furthering the community's rebirth must grow. The North Camden Information Network should communicate with community residents in multiple ways:

- A public community bulletin board located at the very visible and heavily-traveled intersection of 7th and State Streets. Post paper or electronic updates about community meetings and activities for all to see. Update the board regularly, so that people remain in the habit of checking it for new information. An LED sign board could create an active presence at this intersection.
- A bi-lingual neighborhood newsletter published quarterly highlighting implementation progress and other success stories in North Camden. The newsletter should also note the upcoming calendar of events and welcome new residents to the neighborhood.
- An automated telephone messaging system operated by Save Our Waterfront that provides monthly updates to neighborhood residents who sign up to receive calls. These systems are easy to use and cost effective – a great way to reach residents who are not online.
- An email listserve that notifies residents who are online about upcoming events and reminds them to check out and respond to the latest posts on North Camden's new web log, or blog, www.northcamden.org.
- Announcements at church. The neighborhood's religious leadership should remain aware and informed about unfolding neighborhood developments and should openly share the information with their congregations.
- Flyers. More flying!

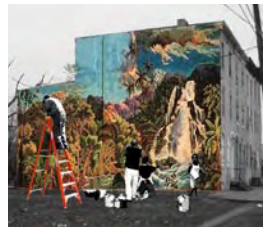
Set a goal of growing the North Camden Information Network membership by 20 people each month and increasing attendance at each successive public meeting.



best practice case study: mural arts

Since its founding in 1984, the Philadelphia Mural Arts Program has actively engaged community members to transform Philadelphia's cityscape through the creation of over 2,700 murals. The program, originally conceived as a strategy to alleviate the visual effects of neighborhood blight and rampant graffiti, but the outstanding achievements of the mural arts program—stabilization of abandoned lots and revitalization of open spaces, arts education, youth involvement, and community building, among many others—are far reaching and have direct relevance to many of the issues faced by North Camden. A University of Pennsylvania study found that every dollar of city funding for murals leverages an average of 65 cents in community contributions. These investments have not only resulted in immeasurable positive local effects—Philadelphia's murals have also become integral to the city's image at large and, likewise, to the tourist experience.

www.muralarts.org



1.15 Express Yourself – Use Public Art and Community Gatherings to Tell a New Story about North Camden.

Support a greater role for public art and public gatherings in North Camden as a means of expressing community identity, building pride, and projecting a refreshed image of the neighborhood for others to see. The following is a list of ideas for neighborhood celebrations and public art canvases:

- Share North Camden's cultures through celebrations – Continue to host La Fiesta Latina once annually, and work each year to boost participation and attendance. Consider throwing a beach party (with sand, palm trees, inflatable pools, and music) at the waterfront once the first portion of North Camden's waterfront park is complete to recognize and celebrate the neighborhood's concentration of immigrants from sunny countries – like Puerto Rico, Mexico, and the Dominican Republic.
- Paint two or three murals in the next two years – Introduce beauty and reflect the neighborhood's colorful homes with two or three murals on highly visible building façades in North Camden. The murals should be designed in collaboration with a mural artist. This design process is a community building process just as valuable as the final product. State Street and 7th Street should be targeted for the first murals to further strengthen the heart of the community.
- Decorate and Celebrate the Water Tank – The water tank is an icon in North Camden, visible from Philadelphia, the Delaware River, and areas south of the Ben Franklin Bridge. The surface of the tank, which meekly says "CAMDEN" in pale blue should be refashioned with a mural and new lighting. The tank should become a waterfront trail marker for North Camden, proudly signaling the entrance to the neighborhood.
- Honor young lives lost with a beautiful living memorial – North Camden's past encompasses much tragedy and collective pain, an ongoing process of grieving the young lives lost to senseless violence. Before the neighborhood can truly move on, healing must occur within the community, and remembrance can spur that healing. Create a living memorial in the neighborhood – with trees and flowers, benches and a fountain – in honor of North Camden's youth whose lives ended too early. A community collection raised some funds for a park of this nature in memory of Shaline Sequinot, who was murdered at age 13. The dream for her park must become a reality.



2.0 Public Safety

For revitalization in North Camden to be sustained and new investments to be protected and respected, a safe and stable public environment is essential. Positive change requires less violence and criminal activity and more respect for the neighbors and the neighborhood. The recommendations that follow are designed to build community by uniting residents around a common threat and build value and hope by reclaiming North Camden's streets, corners, and abandoned properties for the good of the community.

GOALS

1. Disrupt existing criminal patterns and deter crime in North Camden;
2. Organize the community to work against crime and violence;
3. Get neighbors to get to know each other and work together to make North Camden safer for everyone;
4. Improve public perception of the neighborhood and establish a safer, healthier neighborhood image;
5. Brighten and beautify the neighborhood; and
6. Protect kids' futures by effecting positive change in the environment in which they are raised.

RECOMMENDATIONS

2.1 Organize a North Camden Town Watch.

Bring back community policing in North Camden by launching a North Camden Town Watch comprised of resident volunteers committed to patrolling North Camden's streets and corners and scattering drug-related crime. Hold a special community meeting focused solely on increasing public safety, preventing crime, and building resistance against the local drug trade. Rally for support among all residents, recruit one or two volunteers to spearhead the initiative, and enlist many more to participate in the Town Watch. Before hitting the streets, walking a regular route each evening, making their presence known, and building up resistance to criminal activity, Save Our Waterfront and Town Watch volunteers must connect with two important partners:



City of Camden District One Police – Invite a representative from Police District One, preferably from a local beat, to come to the public safety community meeting to talk about how to set up a safe and well-organized Town Watch. This might include: identifying target streets, corners, or areas for the Town Watch to canvas, poster to let community members know that North Camden is on the look-out, making t-shirts or vests that identify official Town Watch walkers, and ongoing, regular meetings with District One Police for progress reports and processing.

District Council Collaborative Board – Support the DCCB District One board in spearheading the Town Watch initiative. Recruit attendance for DCCB monthly meetings, and raise awareness about City-wide and City-sponsored crime prevention tactics at work in the neighborhood. COLT Inc. is already closely involved with the DCCB, and additional community presence and organizing should be encouraged.

best practice case study:
take it to the streets

Volunteers with the group Men United for a Better Philadelphia target known drug corners, arriving during the evening hours with three goals: to make their presence felt, to shut down the criminal activity during their stay, and to recruit young men off the corner. They arrive armed with information about “job opportunities, G.E.D. programs, drug counseling, health services, and parenting workshops.”* They are inspirational and might stir interest in a similar activism focused on fighting the drug trade in North Camden.

www.menunited.org

* Gregory, Kia. “We Need the Men to Come Back.” *Philadelphia Weekly*. 4 Aug. 2004.



2.2 Enhance Lighting and Visibility in High-Crime Areas.

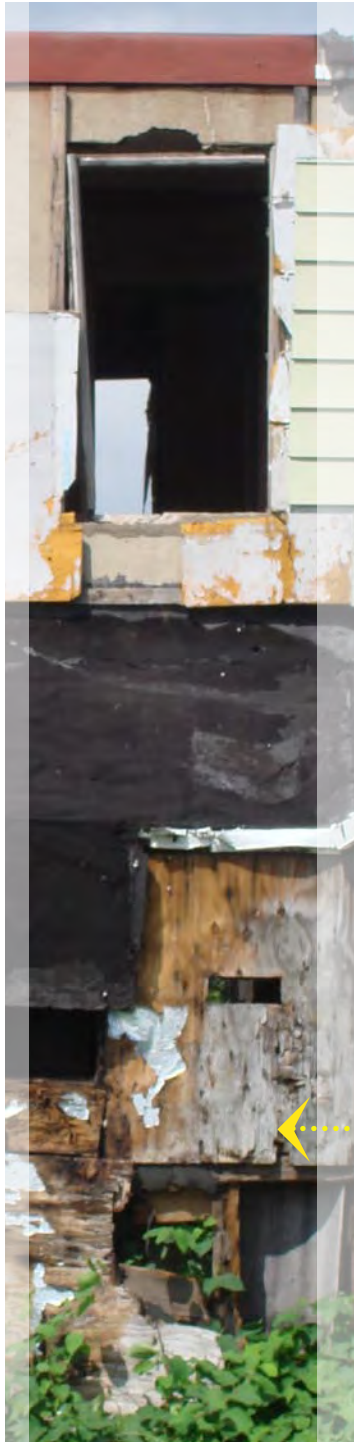
Update Hopeworks’ 2003 map of all street lights in North Camden and the illumination they cast in the community. Identify lowly-lit and correspondingly high-crime areas, and obtain funds to introduce additional street lights to North Camden’s public environment along corridors of dangerous or criminal activity. Where the drug trade is most prevalent and problematic, install “eye in the sky” closed circuit television (CCTV) surveillance cameras, which will not only deter crime, but improve the Camden Police’s ability to detect and deal with crime and anti-social behavior. Target 8th Street between Linden and York to cut down on drug sales to people entering the neighborhood from the highway, along the length of York Street where the drug trade is a corrosive element in the center of the community, and along Erie Street between Pyne Poynt Park and 5th for new lighting as a first phase project in this recommendation.

In addition, encouraging porch lights can inexpensively add light to local streets and improve safety. SOW should regularly encourage property owners to add lights where none exist, targeting dark streets and high crime areas.

2.3 Enforce the City-wide Curfew and Support the Camden City Curfew Initiative.

Work with the Camden County Prosecutor’s Office to enforce City-Wide Curfew and support the Camden City Curfew Initiative. The City of Camden Curfew Ordinance (MC-3814) states that “No child under the age of 18 should be out after 10:00 PM Sunday through Thursday or after 11:00 PM Friday and Saturday unless escorted by a parent.” Under the City Curfew Initiative, which is more “proactive” than “punitive,” City Police take offending youth to a neighborhood curfew center staffed by concerned local residents, rather than to the Police Administration Building. At the curfew center, a neighborhood volunteer engages the youth in a conversation, attempting to uncover the issues surrounding why the juvenile is out after hours. The volunteer also calls the parent or guardian, who is required to come to the center to talk about why the youth is out late before taking the juvenile home. The volunteers distribute information about available services that may offer needed support to the youth and family and follows up with a call to the parent or youth violator.

The Camden Police need the community’s support in reporting observed curfew violators as well as the community’s volunteer efforts in staffing a neighborhood curfew center. Hours for volunteers are 10:00 PM to 2:00 AM.



2.4 Report Unsafe Properties and Other Issues that Make North Camden Look and Feel Unsafe.

Use the Interactive Issue Map created by Hopeworks for the District Council Collaborative Board (www.camdendccb.org) to anonymously report abandoned homes, abandoned vehicles, graffiti, trash and illegal dumping, overgrown lots, and lighting issues in North Camden. The Interactive Issue Map requires frequent user participation to compel the City of Camden to address the posted quality of life issues. As an advocacy organization, Save Our Waterfront should adopt a practice of sweeping the neighborhood once per month, noting elements in the landscape that endanger pedestrians moving through the neighborhood or that make the neighborhood look and feel unsafe. Save Our Waterfront should submit these complaints via the Interactive Map and follow up to ensure that the City takes appropriate action. Save Our Waterfront should also use the North Camden Information Network (Recommendation 1.14) to remind people to enter their own complaints on the website.



Submitting an issue is an easy, 3-step process. To begin, select the issue type you wish to enter



Web interface for submitting complaints via www.camdendccb.org.

2.5 Launch a Trash and Recycling Education Effort to Clean Up North Camden.

Enlist a volunteer or seek funds through a Community Benefit Agreement (Recommendation 3.13) or grant allocation to hire a part-time North Camden Trash Czar – a person responsible for disseminating information about garbage collection schedules and recycling initiatives. The Trash Czar should:

- Educate the neighborhood about the trash pick-up schedule;
- Educate the neighborhood about the benefits of recycling and organize monthly recycling drop-offs within the neighborhood;
- Act as another set of eyes and report illegal dumping offenses on the District Council Collaborative Board website (Recommendation 2.4); and
- Organize block clean-ups.

2.6 Reclaim and Maintain Vacant Land to Create a Cleaner, Safer Environment.

Found and fund a neighborhood-based vacant land management program that links economic development with neighborhood stewardship in North Camden. Employ local residents and teens to clean, clear, plant, and maintain vacant lots, beautifying the neighborhood until vacant land can be transformed to more permanent uses. The land, cleared, seeded, and well-kept, will discourage future illegal dumping and reinvent the way in which North Camden is perceived. First steps for this recommendation include:

- Incorporate a landscape planting and maintenance program in the new Respond Job Training Center (Recommendation 4.3) to teach local residents to how to plant and maintain greener grounds in North Camden. With the creation of the proposed Waterfront Park and new tidal wetlands (Recommendation 4.2) in addition to greener streets and lots in the existing neighborhood core, North Camden residents trained in landscaping will benefit from access to new jobs created by the neighborhood's revitalization.
- Identify sites suited for basic vacant land management (cleared, planted with grass, and mowed regularly) as well as uniquely visible sites for potential temporary use as wildflower gardens. Wildflower garden candidates include the unused triangles on Main Street and the almost entirely vacant block north of Cooper's Poynt School that has been cleared for the school's future reconstruction.
- Reach out to the Camden City Garden Club and to the Pennsylvania Horticultural Society's (PHS) Philadelphia Green Program, the nation's most comprehensive urban greening program,²⁹ which is looking to expand its services and technical assistance beyond Philadelphia. Coordinate with the City of Camden and PHS to investigate the possibility of establishing a distance learning pilot program in North Camden. Contact the Camden City Garden Club's Children's Garden about the opportunity to build on their programs and outreach in North Camden.

best practice case study:

plant a seed of green

Although it is only four years young, the East Park Revitalization Alliance has become a paragon of community and environmental stewardship in Philadelphia's Strawberry Mansion neighborhood. The organization's efforts have taken root in over 13 acres of formerly vacant lots, now community assets teeming with life and vibrancy. Adult and student volunteers have planted more than 300 trees, established community gardens, organized community clean-ups, and adorned the neighborhood with inspiring murals.

www.epralliance.org

The East Park Revitalization Alliance is one of several community service organizations working with the Pennsylvania Horticultural Society to achieve the objectives of the Vacant Land Maintenance strategy, an important component of the comprehensive Philadelphia Green program. The concerted effort has resulted in the planting, greening, and maintenance of six million square feet of vacant land, and the regular maintenance of an additional three million square feet of unplanted lots.

www.pennsylvaniahorticulturalsociety.org

²⁹ www.pennsylvaniahorticulturalsociety.org/phlgreen/vacantland.html

best practice case study:

greenbacks for green acts

While there may be a few magnanimous teens out there who would readily spend their entire summer vacation toiling away in vacant lots, picking up trash and planting gardens out of the goodness of their hearts and pride for their communities, offering some cash might attract a few more recruits. That strategy has worked wonders for Save Our Urban Land (SOUL), a program organized by the University of Illinois Cooperative Extension Service with grant funding from the Illinois EPA. SOUL sets forth the goals of community revitalization, youth involvement and environmental education, and non-point source water pollution prevention; goals which have been directly addressed via the transformation of eight junk-laden vacant lots in Chicago's Englewood neighborhood into attractive community vegetable and flower gardens.

www.urbanext.uiuc.edu/programs/soul.html



Potential wildflower garden on vacant lot north of Cooper's Poynt School.



2.7 Monitor Environmental Contamination.

As important to addressing community safety through crime prevention is the acknowledgement that the community's brownfield properties can be a serious health concern. It is well known that former industrial uses can carry significant contamination, and there are many formerly industrial sites in the community that have been identified as brownfields. The City and SOW already have information on these properties and investigations are ongoing with regard to the extent of contamination.

But even typical homes that often contain traces of lead-based paint and asbestos pose health risks if not demolished or renovated properly during redevelopment. SOW should seek Environmental Protection Agency (EPA) funding to train local volunteers to monitor new developments and demolitions. The monitoring will ensure that the public safety is protected as the neighborhood revitalizes. SOW should also advocate for improved enforcement of existing codes during all aspects of demolition.



*The Evergreen site near Front and Erie is a small, known contaminated site that is the source of much concern in the neighborhood.
Source: SOW*



3.0 Housing

For revitalization to feel real in North Camden – to achieve visibility, tangibility, and permanence – revitalization must *settle* in the neighborhood, giving new life to old structures, bringing new houses to existing blocks, welcoming long-term residents and newcomers *home* to North Camden. Given the deteriorated state of the neighborhood’s physical fabric, housing is integral to North Camden’s revitalization. The recommendations that follow are designed to build value in the neighborhood so that existing residents choose to stay in North Camden, build a market so that new residents decide to call North Camden home, build upon history with complementary new housing, and ultimately build an equitable and economically diverse community.

Revamping and improving housing options for a diverse range of families in North Camden is a two-pronged process. The revitalization through new infill housing and building rehabilitation must continue in the core neighborhood. At the same time, a thoughtful and long-term development strategy must be pursued for North Camden’s waterfront. The following recommendations identify policies and strategies that promote new investment in the core while encouraging development along the water’s edge that acts as a natural extension of the community.

Whether new housing is developed in the neighborhood’s core or along the water, it is essential to preserve and expand a mix of housing options in North Camden. Any growth in the private market must be mirrored by reinvestment in the affordable housing stock in the neighborhood such that it becomes safe, livable, comfortable, and able to meet the needs of today’s modern families. New growth must be balanced by maintained affordability.

GOALS

1. Protect the interests of current neighborhood residents and preserve existing homeowners and owner-occupied structures;
2. Create a comprehensive and strategic rehabilitation and redevelopment approach that restores North Camden’s neighborhood fabric;
3. Build a market for more homes and build more homes to repopulate the neighborhood;
4. Transform transience into permanence by creating new homeownership opportunities;
5. Create balanced growth by investing in both affordable and market-rate housing, rental and ownership units; and
6. Communicate design standards and development ground rules, poising the neighborhood to negotiate for redevelopment that meets community goals and objectives.

RECOMMENDATIONS

3.1 Preserve Existing Homeowners and Target Eligible Renters.

Focus on increasing the neighborhood’s homeownership rate, currently 33%, by more than half to achieve a homeownership rate of 50% within the next 10 years. Protect and preserve existing homeowners and prioritize affordable homeownership opportunities in new construction and rehabilitation projects.

To decrease neighborhood transience and afford a sense of continuity as the neighborhood experiences great change, support existing homeowners and target eligible renters in the neighborhood as potential buyers for new affordable homeownership opportunities in North Camden. Help first-time buyers build equity by providing homeownership counseling and credit repair courses or developing and teaching a financial literacy curriculum.

3.2 Support Responsible Property Owners / Put Pressure on Irresponsible Property Owners.

Develop a set of strategies targeted toward property owners to ensure that the buildings in North Camden remain a valuable and attractive element to the community. SOW can play a pivotal role in this regard by identifying nuisance or deteriorating properties and reaching out to property owners to understand the story behind the current condition of the building. Depending upon the condition of the property as well as the willingness and ability of the owner to make repairs, SOW should determine whether to offer assistance or, alternatively, put pressure on those owners to improve their properties before they further impact the quality of the block.

Offer assistance to property owners who want to maintain their properties but cannot – SOW should act as a support network to help property owners gain the tools they need to maintain their properties. The support network includes:

- Teaching financial literacy courses and homeownership counseling both of which are offered in Camden but mostly dedicated to new homebuyers. These classes should be opened more widely to existing property owners.
- Enhancing education and awareness surrounding predatory lending which often leads to deterioration in the housing stock. This includes reaching out to those that are at risk of losing their homes and helping them to access programs that assist in debt consolidation or financial assistance.
- Administering façade grants that address non-structural issues such as painting, brick re-pointing, cornice repair and awnings.
- Providing basic system repair assistance to shore up plumbing and other systems before they become an economic drain on the home.
- Offering permit coaching to assist the owner in navigating the City's system for code compliance.
- Facilitating side-yard acquisition such that existing property owners will have the ability to transform an adjacent vacant lot into a yard that builds value for the home.
- Creating a Can-Do, Will-Do Help and Fix-It Program. The program, operated by Respond's New Worker Center's Property Maintenance Program (Recommendation 4.3), should be staffed by people trained to know who to call and how to make basic home repairs such that minor housing issues are taken care of quickly and in a cost effective manner.



Offer carrots and sticks to good and bad property owners, respectively.

Put pressure on irresponsible property owners – While some property owners want to maintain their home but cannot, others do not even try. The onus will be on SOW to determine whether assistance or the following tactics should be used to address nuisance properties in the community.

- Call for frequent code enforcement sweeps from the City.
- Post complaints publicly but anonymously on the District Council Collaborative Board website created by Hopeworks (www.camdendccb.org). The database will help the City identify not just the nuisance properties but what type of nuisance they are. This is a powerful tool that should be used by the community to guide City action.
- Encourage and assist tenants to report poor housing conditions to the City's Code Enforcement Department and the Camden County Board of Public Health. Many tenants are not aware of their rights under fair housing statutes. SOW should be a strong advocate for improved rental housing in the community.
- Help tenants pursue negligent landowners. SOW should reach out to the Camden Center for Law and Social Justice to assist in legally fighting for tenant rights.

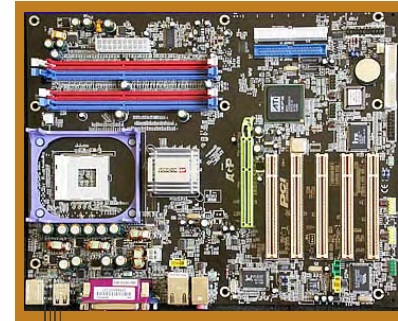
3.3 Organize and Advocate for the Demolition of Unsafe Structures.

A chorus is louder than one voice, particularly a well organized, unified, and cohesive chorus. Throughout the community outreach process, residents voiced much concern about the number of long-vacant and decrepit structures in North Camden, which are rodent-infested, fire hazards that attract illicit activity and pose threats to public safety. Residents also voiced much frustration about their inability to effect change and the lack of response their inquiries received at the City. SOW should take the lead on this initiative, inviting residents to help generate a list of problem properties and acting as an advocate at the City until the properties have been safely taken down.

3.4 Integrate New Computers as Basic Housing Infrastructure for All New Affordable Units.

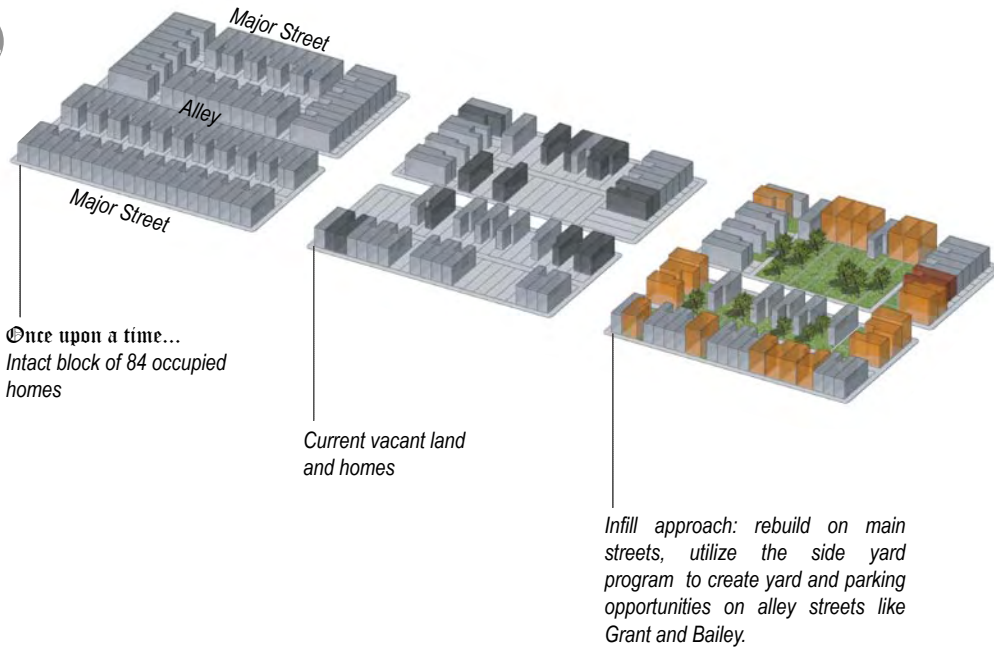
Integrate new computers as a standard component of all new affordable housing units constructed and rehabilitated in North Camden. Many funders and grant resources look favorably upon this strategy, which couples homeownership with digital inclusion, and as a result, building affordable ownership units wired and equipped with a state-of-the-art computer has become common practice in the region and around the country.

- Providing at-home computer infrastructure must be coupled with programming, and just as homeownership training is required for new homeowners prior to occupation of their new homes, a basic technology skills course is necessary to ensure that the computers are maintained and put to good use. Partner with Hopeworks to develop a curriculum and offer computer skills classes to low- and middle-income homebuyers purchasing a new unit with built-in computer technology.



Help new homeowners get plugged in and online.





Green building and stormwater management techniques and materials: solar panels, planted berm, permeable pavers, green roof, infiltration bed.

3.5 Design for Impact.

New development in North Camden must seek to exemplify excellence in design and balance the modern-day needs of families with the existing pattern of blocks that comprise the community. North Camden's original development pattern was extremely dense offering small homes on very small lots. As people left the community, vacant land and buildings altered this original pattern of development. Minor streets such as Bailey or Grant suffered the worst deterioration. Rebuilding the core community must account for these changes but look forward.

The community should advocate for high design standards that will further build value. This includes:

Concentrate new investment on major streets – The infill approach for the community should prioritize new development along the major streets such as 6th, 7th, York and Erie. The development, built to the property line with parking in the rear, should seek to reinforce North Camden's urban character and street presence. The small alleyway streets should be utilized for a mixture of rear yards, side yards or parking depending upon the conditions of each block.

Take better advantage of the side yard program – The City of Camden has a side-yard program which is often underutilized in North Camden. It is important to encourage owners to legally acquire adjacent lots prior to widespread redevelopment. The result will be more greenery for the community maintained privately and more space for existing tenants and homeowners.

Build green – The community should advocate that all new construction be built to LEED standards. Recycled materials, energy star appliances, double-paned windows, basements or crawl spaces and white coated roofs are all examples of cost-effective ways to build green and lower utility costs for the tenants. Green building techniques also help manage stormwater by incorporating green roofs, permeable pavers, and on site infiltration beds.

A full listing of design guidelines is included in the Appendix.

3.6 Strategically Approach Investment in the Core Neighborhood.

Adopt the following criteria for new housing investment in the core neighborhood:

Preserve existing homeowners and institutions – Homeowners and institutions (mapped in dark blue below) are the building blocks of the community and should continue to be as the community changes around them. No displacement will occur of existing homeowners and institutions.

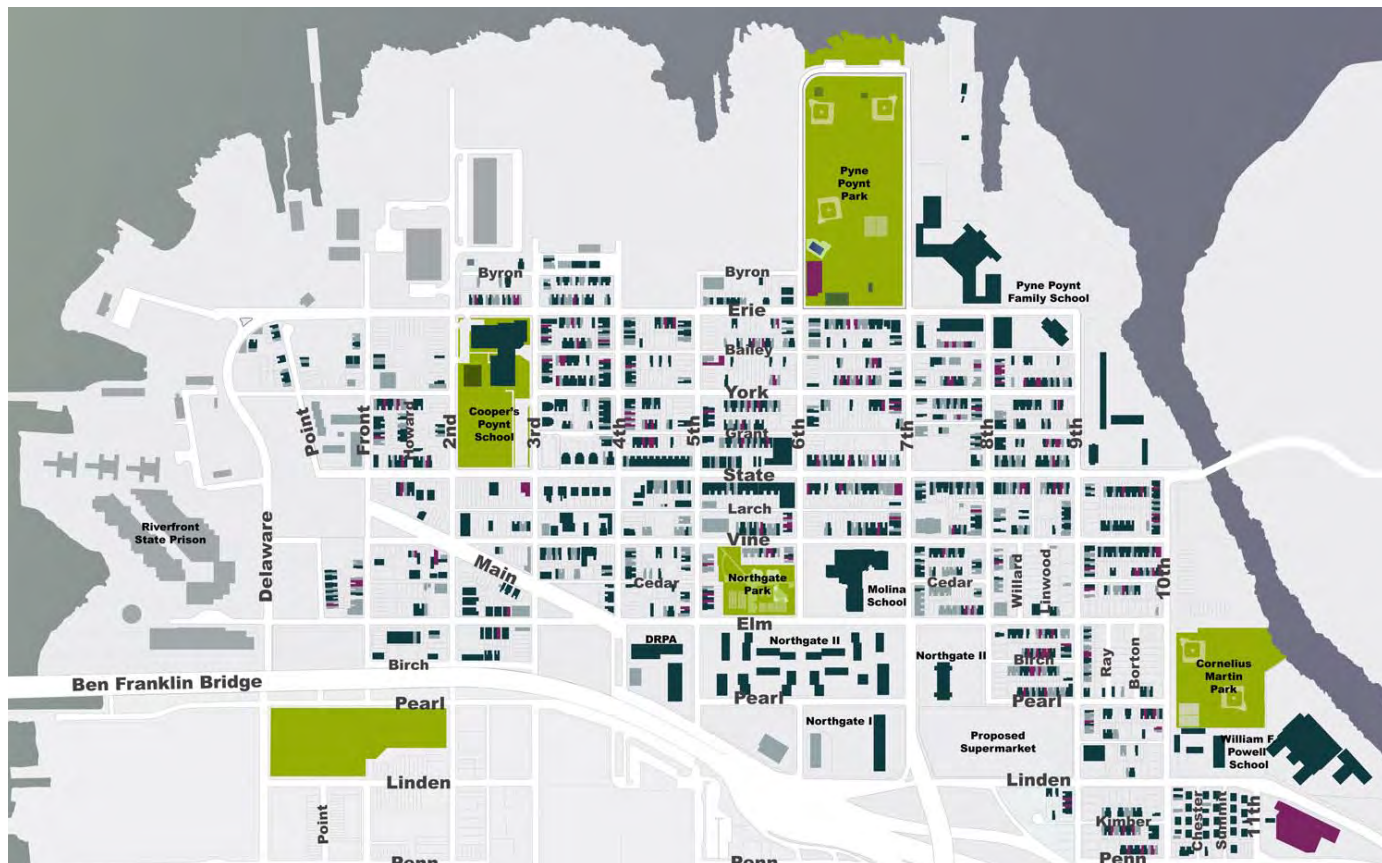
Protect recent investment – Recent reinvestment in North Camden signals the beginning of neighborhood revitalization. Protect recent investment (also mapped in dark blue below).

Rehabilitate where possible – Some properties in the neighborhood are too small and deteriorated to save. Other properties should be viewed as an opportunity to enhance the neighborhood’s future through preserving its past. Lutheran Social Ministries is taking the first major step in this regard through the rehabilitation of 116 homes in

the community. As their projects are already underway, they are mapped as recent investment in dark blue below. Additional structures to target for rehabilitation are shown in magenta. Respond Inc. / State Street Housing Corporation seeks to rehab many of these vacant housing units.

Capitalize on land availability – While there is a lot of vacant land in North Camden, much of it is scattered from block to block. There are, however, a number of opportunities where large swathes of vacant land could be transformed to have a real and lasting impact. Concentrations of vacant land should be viewed as priority development opportunities.

Build for impact – Above all, reinvestment should seek to significantly transform the image of the community. Areas of high visibility as well as proximity to major assets like parks or schools should guide the location of new investments.



Potential build-out for North Camden's neighborhood core.



- Proposed Site Plan**
- Preserved Structure
 - Preserved Yard
 - Rehab
 - New Construction: Housing
 - New Construction: Mixed-Use
 - New Green Space
 - Potential Redevelopment Project

3.7 Target Priority Infill and Rehabilitation Projects.

Using the design guidelines referenced above, over 750 new units (200 twins, 300 rowhomes and 250 apartments for a mix of seniors, students and families) and 150 rehabilitated units are possible in North Camden's existing neighborhood core. This overall potential for the neighborhood is a long-term goal. Short-term projects are identified below seeking to simultaneously encourage a market while transforming large swathes of vacant land to new housing in areas where existing or future assets are located. These priority projects include:

Focus Area: Elm, Pearl, 8th and 10th Streets (94 units)

- Build around the supermarket – The proposed supermarket will be a significant asset for the community, and new housing should be developed to support this investment. New development should be concentrated between Vine, Pearl, 8th, and 10th Streets. As shown, the area could yield 80 new infill homes developed as semi-detached twins and 14 rehabilitated rowhomes. Given funding opportunities, this could be split into two projects with the first 40 homes developed between Elm, Pearl, 9th and 10th Streets.

Focus Area: Camden Towne (40 units)

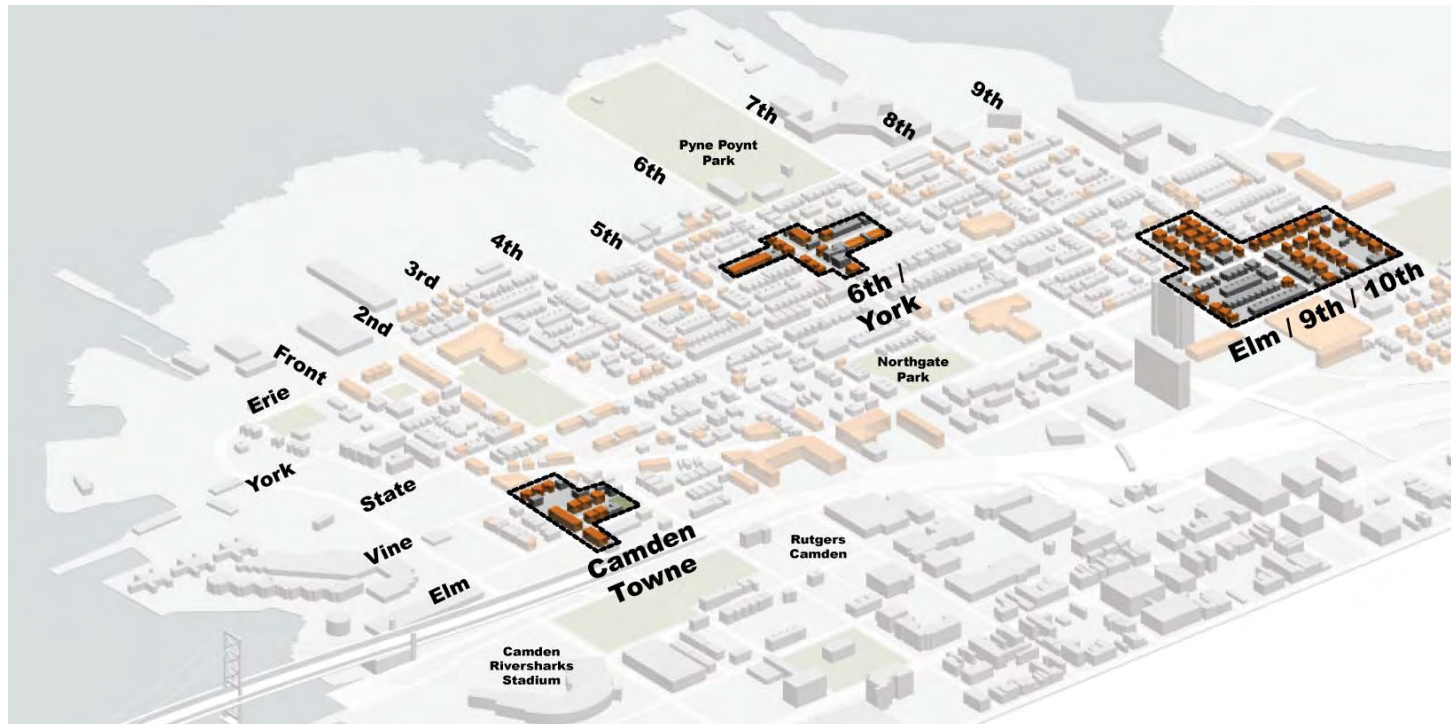
- Encourage a strong housing market in Camden Towne – Camden Towne, located south of Main Street between the Bridge and 3rd Streets, is currently the strongest area in North Camden in terms of homeownership and housing prices. New development in the area could further encourage market investment north from the Cooper Grant neighborhood. Using vacant land and buildings as the basis for change, 30 new homes developed as a mix of attached townhomes and twins and 10 rehabilitated rowhomes are possible. A mix of affordable and market rate units should be explored here based upon a specific market study for Camden Towne.

Focus Area: 6th and York Streets (48 units)

- Improve the link between Northgate Park and Molina School and between the North Camden Community Center and Pyne Poynt Park – The area around 6th and York Streets represents a concentrated area of vacant land that creates a gap between neighborhood assets. A focused development of 40 infill townhomes and twins and 8 rehabilitated units would help foster a safer environment for kids and tackle one of the most challenging areas in the community.

Total Future Infill & Rehab Units in Core Neighborhood	
Twins (new)	200
Rowhomes (new)	300
Apartments (new)	250
Rehab	150

Priority Infill & Rehab Projects	
Elm/Pearl/8th Streets	94
Camden Towne	40
6th & York Streets	48



Priority infill projects for North Camden's existing neighborhood core.



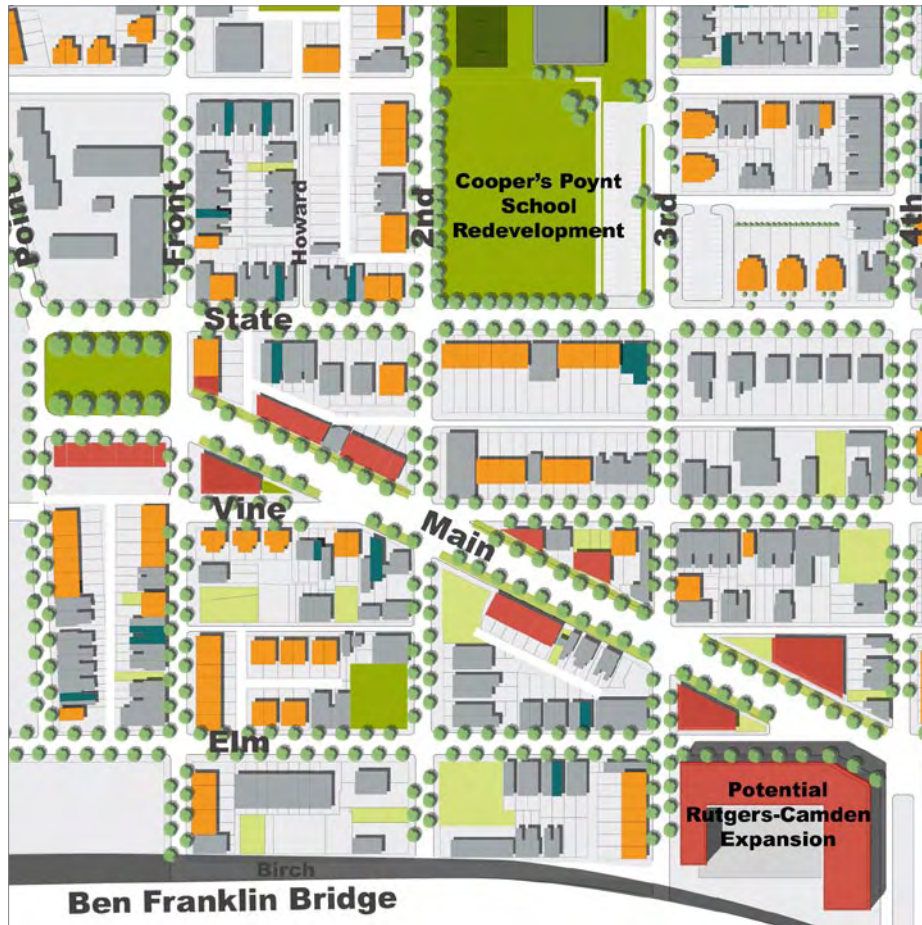
Priority infill project locator and corresponding proposed site plans.

Focus Area 1: Elm, Pearl, 8th & 10th



Focus Area 2:

Camden Towne



Focus Area 3:

6th & York Streets





3.8 Create a Plan for the Redevelopment of Northgate I.

Community input through this process has expressed significant concern regarding this development. Most agree that Northgate I is in poor condition and that its presence hurts the image of the community. Unfortunately, little is known about the actual structure, and the issues surrounding its ownership and financing are extremely complex. A study should be commissioned to investigate the current interior and structural conditions of Northgate I and evaluate the cost-effectiveness of wholesale rehabilitation versus demolition and redevelopment of the site. With over 400 existing units, the study must include a relocation plan for current residents of the high-rise that places them in new and renovated units built in North Camden in the context of plan implementation. With 900 new units proposed in the existing neighborhood core and an estimated 280 new affordable units in the waterfront redevelopment area, North Camden will be able to accommodate displaced residents.

3.9 Grow North Camden's Residential Community Toward the River.

Once the waterfront was vital to the community, but it has long been severed from the day to day experience of North Camden. The announcement that the Riverfront State Prison will be removed brings a significant opportunity to reconsider the potential of the waterfront and its benefit to the neighborhood. As a part of the neighborhood plan, a plan for a continuous waterfront park was developed to provide a real amenity for existing and new residents. **Reclaiming the waterfront with an active and beautiful park represents the largest opportunity to create a healthy housing market in North Camden.** (See the Waterfront Park Plan included in the Appendix.) Between the proposed park and the core of the neighborhood is a large stretch of vacant and underutilized land that should be redeveloped over time as a natural extension of the community. North Camden will once again be a community on the River.

As a long-term approach, the extension of the neighborhood to the River should adhere to the following design principles:

Extend North Camden's street pattern toward the river – To maximize connections to the waterfront, the existing streets are extended to the park and new streets are created to form a grid that reflects the one that exists in North Camden's core. Given that the character of the waterfront park varies, the nature of the street extensions should be designed to reinforce the park characteristics.

- North of the Benjamin Franklin Bridge, the park is designed as an “urban waterfront.” To create a visible and civic connection, Main and State Street continue to the river along a linear park extension that reaches into the neighborhood.
- Along the “back channel,” the park is envisioned for more passive use to respond to the natural views and character of the River and Petty's Island. The north-south streets that extend to the River are designed to visibly extend the green of the park to Erie Street through widened sidewalks and where possible, medians. These “green streets” will not only be a visual extension of the park but also provide natural storm-water management to reduce flooding in the community.

Integrate housing with additional uses – To create a neighborhood, services need to be folded into the new development. These services – shopping, offices, park concessions and community facilities – need to be accessible to waterfront housing and existing housing in the community alike. The plan proposes “mixed-use development” – which promotes active commercial uses on the ground floor – along Delaware Avenue, State and Main Streets, and in key locations along the park including overlooking Pyne Poynt Park.

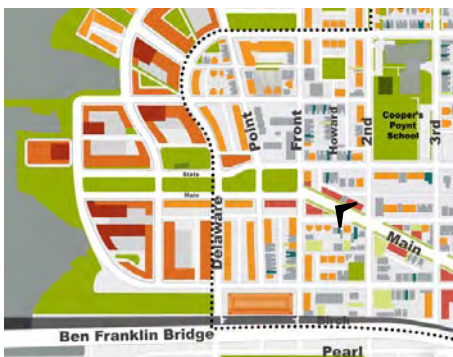
Proposed Waterfront Street Grid



Proposed street grid reconnecting neighborhood core with the waterfront park.



Looking northwest along Main Street between Front and 2nd today.



Rendering locator.



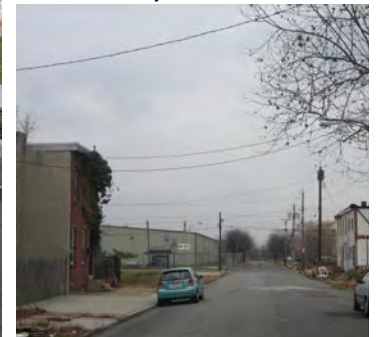
Rendering of proposed mixed use infill along Main Street looking northwest toward linear park extension into the neighborhood.





Rendering of neighborhood-scale infill along 2nd Street reaching toward green median that extends 2nd to the waterfront.

Looking north on 2nd Street toward Erie today.





Rendering locator.



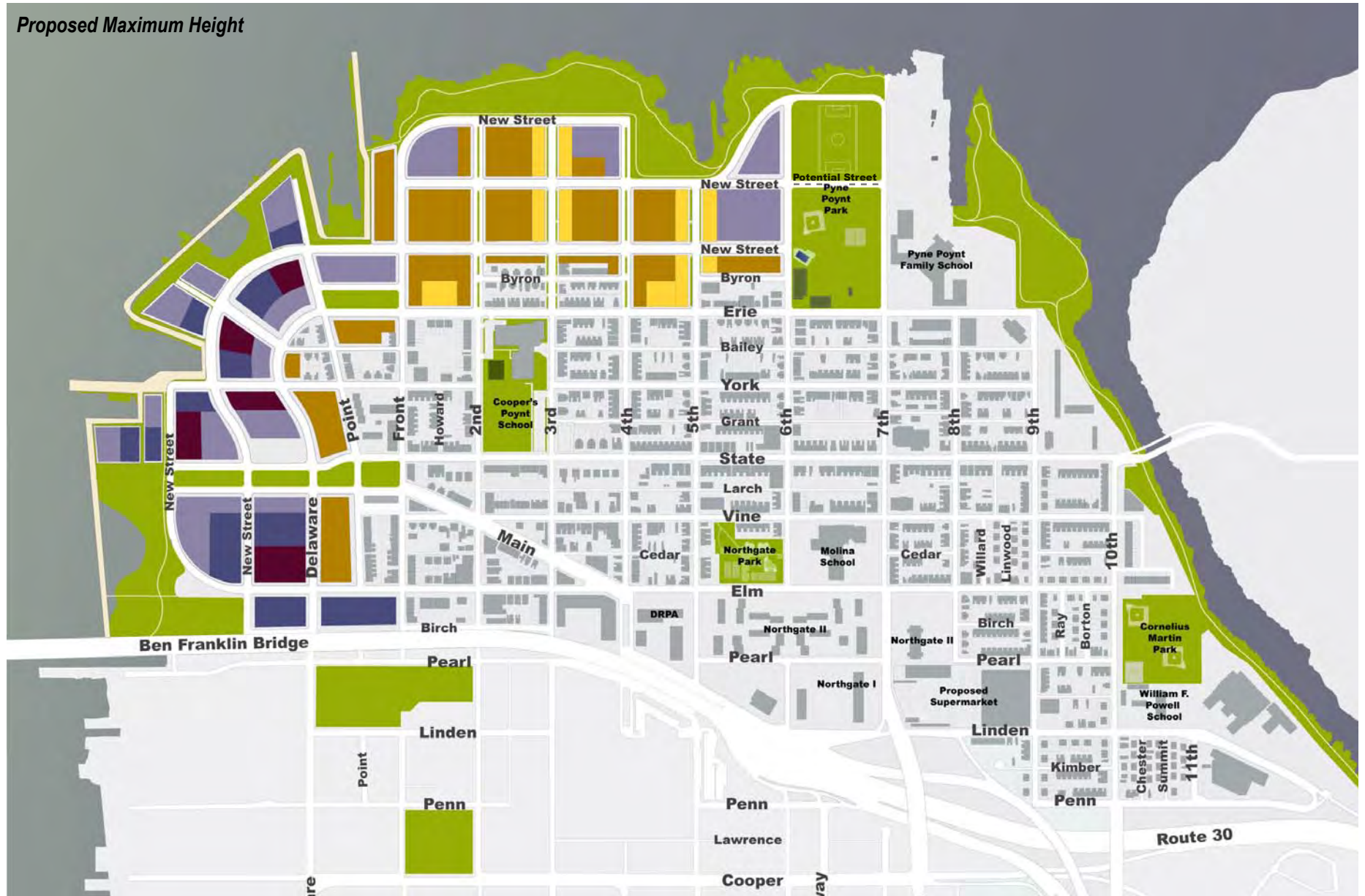
Rendering of neighborhood-scale infill along 7th Street reaching toward Pyne Poynt Park.



Looking north on 7th Street toward Erie today.



Proposed Maximum Height



Vary heights and density – The cost of developing the land combined with the amenity of the waterfront provides an opportunity, and necessity, to build for density. At the same time, the density should be varied to blur any distinction between the existing community and the waterfront. The

plan advocates high density development where the prison is currently located. The heights of buildings are proposed to step down toward the community along Delaware Avenue. Along the back channel, the plan proposes neighborhood-scaled development extending the north-south street grid to provide a seamless transition to the River, as illustrated on pages 121 and 122.



Examples of neighborhood-scale infill.



Examples of denser, taller mixed-use infill.





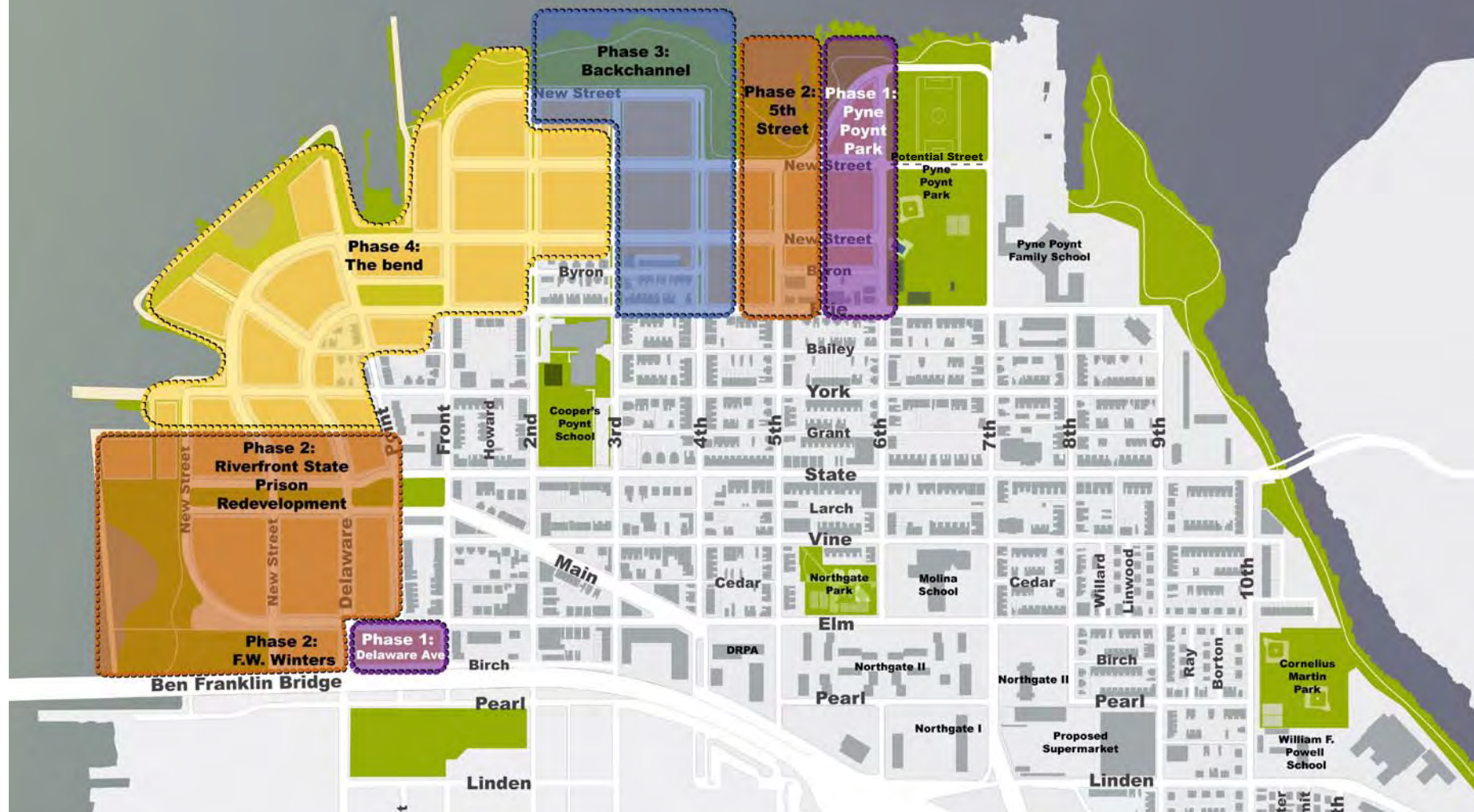
3-D model of North Camden today.



3-D model of potential infill and new construction (orange) along the waterfront and within North Camden's neighborhood core.



Proposed Initial Phasing Map for Waterfront Development

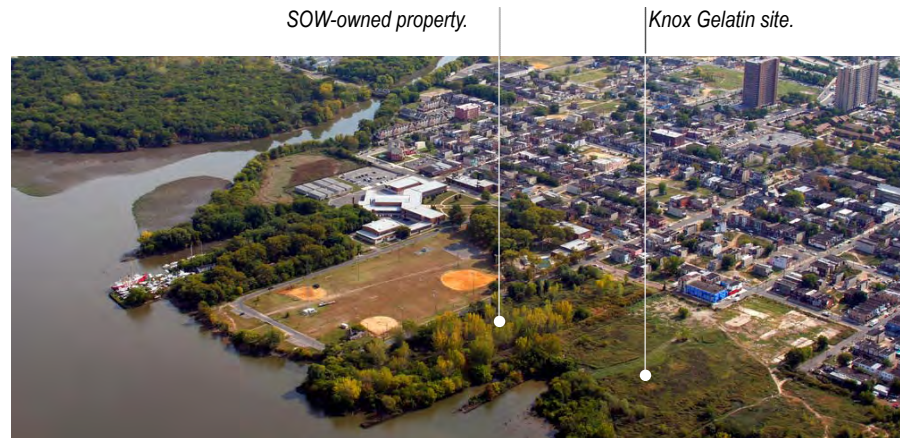


Plan for Phased Development—Although the illustrations show the long-term potential, the reality is that removal of the prison will likely take up to four years and acquisition, clean-up of environmental hazards, and nurturing of the housing market will take at least that long as well. The plan identifies two areas for first phase development: the Department of Corrections-owned parcel just north of the Bridge and the vacant Save Our Waterfront parcel overlooking Pyne Poynt Park. As described in Recommendation 4.8, Rutgers has expressed interest in acquiring and developing the currently underutilized DOC parcel. With ownership already in hand, SOW should press forward with remediation and conceptual site design schemes for its parcel of land within the next year.

The second phase should commence within the next four years, waiting for the Prison to close and for a stronger housing market to emerge along the extension of 5th Street. The target starting point for the third phase is within the next six years, and the farthest development horizon is set at 10 years for phase four, allowing ample time for the relocation of existing active waterfront uses that currently fall within the phase four boundary. Phasing of the waterfront developments will need to be coordinated with the phasing of the waterfront park as well as with public investments in infrastructure to support the new development parcels.

Coordinate with the State on a Phased Cleanup of Brownfields – A phased cleanup of brownfield properties along North Camden’s waterfront must precede a phased development strategy. In 2003, the New Jersey Department of Environmental Protection (NJDEP) designated four contiguous waterfront brownfield sites as the North Camden Brownfield Development Area (BDA). These sites include Knox Gelatin, Abonizzio/SOW, BPUM, and Camden Ship Repair. Through the State of New Jersey Hazardous Discharge Site Remediation Fund (HDSRF), the City of Camden receives \$3 million a year to fund environmental investigation and remedial work on brownfields throughout the City of Camden. It receives \$2 million additional dollars, specifically for use in Camden’s three BDAs. To be eligible for more of these funds, SOW should work with NJDEP to formally add the Evergreen site to the BDA, a small contaminated site near Front and Erie Streets, that was subject to a NJDEP emergency hazardous material removal action in 1999 and is adjacent to the current BDA.

Many of the brownfields in North Camden have had some investigation work completed to date. A detailed inventory needs to be completed on the status of investigations on each site in North Camden and then linked to a phased strategy and timetable to complete outstanding investigations and remedial actions in coordination with NJDEP and the City of Camden. The remedial work should be based on specific reuse plans for the site. Early actions should be taken to address the SOW property and the Knox Gelatin Property, both currently vacant and west of Pyne Poynt Park and within the Phase 1 and 2 boundaries on the proposed phasing map, as well as the Evergreen site, which is integrated into the residential fabric of the neighborhood and about which there is a great deal of resident concern.



Source: CFDA

3.10 Mix Market-Rate Development with Affordable Housing to Build a Mixed-Income Community Along the River.

Building market rate housing in an emerging market like North Camden’s waterfront is a key ingredient to revitalization. Access to affordable housing opportunities by lower income families is equally important. For large-scale projects of 50 units or more, the North Camden neighborhood should require mixed-income development that blends market-rate units with 10% of units set aside as affordable for renters or buyers earning equal to or less than 80% of Area Median Income (AMI). With a total of 2,820 new units proposed for the waterfront, a 10% minimum affordable inclusion rate would generate 280 new units for low-income families in the waterfront development area. This requirement reflects half of the 20% affordable mandate called for by the State’s Council of Affordable Housing (COAH), which encourages density bonuses for additional affordable housing development.

The other half (remaining 10%) of the COAH requirement should target middle-income households. The neighborhood should work with interested developers to deliver homeownership products in the waterfront redevelopment area for moderate- or middle-income buyers. These projects should target families making between 80% and 120% of AMI. A 10% minimum affordable inclusion rate for moderate-income families in the waterfront development would yield 280 housing units based upon the potential build-out for the waterfront.

As a statement of policy, the affordable components of all mixed income projects must be equal in size, design, and amenities to the market-rate units and seamlessly integrated in the project. To further encourage the inclusion of affordable housing in the redevelopment of the North Camden Waterfront, the neighborhood should incorporate density bonuses in the Community Benefits Agreement (Recommendation 3.13) for developers willing to provide a larger percentage component of affordable housing.

3.11 Advocate for Balanced Growth to Achieve an Equitable and Economically Diverse Neighborhood.

Conduct a public education campaign about the value of equitable development (in which new market-rate housing is accompanied by the creation of additional affordable housing) and becoming an economically diverse neighborhood. As North Camden begins to rebuild and repopulate, the neighborhood will open its doors to new people – people from elsewhere, people of different races, ethnicities, and economic status. Neighborhood leaders recognize the sensitivity of the situation. Some residents will be excited that revitalization is on the horizon. Others will worry that change will cause the neighborhood to lose its greatest assets, among them its existing community and fear that those who have “weathered the storm” will not fully benefit from the positive aspects of coming change.

Education and community building are therefore important pieces of North Camden’s revitalization. The existing community must unite as a cohesive group, adopting a philosophy of inclusiveness and welcome – a philosophy that can be extended to newcomers to North Camden. Life-long residents and newcomers are not to be seen as necessarily different or opposed. The two groups can learn from each other and work together to build a stronger, healthier, and more balanced neighborhood. Empowering people through information and diffusing fear and skepticism through openness and honesty are integral tasks to achieving a healthy future for North Camden.



The HOPE VI MLK Homes in Philadelphia’s Hawthorne neighborhood seamlessly blend affordable housing with existing market-rate housing stock.

3.12 Develop New Senior Housing and Enable Residents to Age in Place.

As part of the long-term vision for the waterfront, create a new senior housing development affording walkability and proximity to the new riverfront development. Located on the parcel of land between Point and Front Streets, just south of Erie, the senior development of 50 potential units would be across the street from the proposed passive park plaza at the Benjamin Cooper house (Recommendation 5.7); seniors would enjoy a social front yard. Respond Inc. / State Street Housing Corporation are looking to spearhead this effort. Also advocate for the inclusion of affordable, accessible units for seniors in projects of greater scale along the waterfront.

Enabling seniors to age in place requires more than the creation of new housing units for seniors. Link seniors currently living in the neighborhood’s stock of rowhomes with information about home repair and home modification programs, eldercare services, and counseling on reverse mortgages to allow elderly homeowners to remain in their homes as long as possible.



Rendering locator.

Proposed new senior housing facility.



Proposed park plaza at Benjamin Cooper House.

3.13 Draft a Community Benefits Agreement.

Draft a Community Benefits Agreement (CBA) for use in negotiating with developers of large-scale residential market-rate projects along the waterfront (50 residential units or more). A CBA is “a legally enforceable contract signed by community groups and by a developer, setting forth a range of community benefits that the developer agrees to provide as part of a development project” in exchange for the community’s support of the proposed project.³⁰ Require developers of all large-scale projects to enter into a community benefits agreement to help fund one of the ongoing initiatives of Save Our Waterfront or another local community group or non-profit service provider. **A community benefits agreement is imperative in order to insure equitable development.**

Reflecting community values and priorities, North Camden’s Community Benefits Agreement should address the following:

An affordable housing minimum – As described in Recommendation 3.10, density bonuses allowing developers to build taller buildings than recommended in the Potential Height Maximum map (page 123) could be offered to developers who agree to allocate more than the minimum affordability target of 10% of units.

An open space maintenance criteria – Active and attractive open space is an amenity for existing as well as new residents. Creating and maintaining recreation facilities and public art would also be valuable amenities as a part of this criteria.

A neighborhood security criteria – The CBA should identify ways to enable developers to assist in local policing and crime prevention activities including new lighting or security cameras.

A job creation and local hiring criteria – The CBA should stipulate a goal that best efforts will be made to hire local workers and pay a living wage.



Development Potential (dwelling units)			
Neighborhood Core	New	Twins	200
		Rows	300
		Apartments	250
	Rehab	Twins/Rows	150
			900
Waterfront Development Area	New	Twin	115
		Rows	170
		Stacked Rows	190
		Condos/Apartments	2345
			2820

Housing summary chart.

³⁰ Gross, Julian, with Greg LeRoy and Madeline Janis-Aparicio. *Community Benefits Agreements – Making Development Projects Accountable*, 2005, pg. 9. <http://www.goodjobsfirst.org/pdf/cba2005final.pdf>



4.0 Economic Development

Revitalization that emerges from the recommendations of a long-term, comprehensive neighborhood plan should itself be long-lasting and thorough, providing not only bricks and mortar redevelopment but sweeping social and economic change. North Camden needs quality housing and community spaces, but perhaps more so, North Camden needs opportunities – opportunities for people to work and develop job skills, to shop and meet their daily needs, and to fundamentally change their life circumstances and reach their potential. The recommendations that follow are designed to build hope and local capacity by creating new jobs and investing in job skills and to build a strong local economy that benefits from the market dynamics of surrounding institutions and regional assets.

GOALS

1. Increase local workforce preparedness and create new employment opportunities;
2. Bring new commercial uses to the neighborhood to meet residents' daily needs;
3. Make North Camden a friendlier place to do business;
4. Transform North Camden into a full-service urban neighborhood, where people can live, work, play, and shop; and
5. Capitalize on the proximity of local economic generators like Rutgers, the Delaware River waterfront, and the proposed riverfront park.

RECOMMENDATIONS

4.1 Hire a Market Analyst to Evaluate North Camden's Market Potential.

To generate support for the North Camden Neighborhood Plan and Waterfront Park Plan, SOW must be able to prove the benefits of plan implementation enjoyed not only by existing and future residents, but by the entire City of Camden through increased tax rates, an improved housing market, and job creation. SOW should hire a market analyst to evaluate the market potential of the community, including the waterfront, and develop economic scenarios based on this potential. The scenarios should identify the potential increase in tax rates for the City, total job creation, and the economic benefit to local schools. The results of the scenarios should be used to strongly advocate for investment in public facilities, services, and infrastructure, which are all necessary to fuel the revitalization of the community.

4.2 Development Projects in North Camden Should Employ Local Contractors and Labor.

It is critical that North Camden residents are positioned to take advantage of the employment opportunities that accompany redevelopment as they are created - and that mechanisms are created to place residents in those jobs. Workforce development should be a major thrust of the Human Capital Plan proposed in Recommendation 1.2 to determine how to channel residents into training programs.

SOW should work with Respond, the Workforce Investment Board, and others to provide job readiness and technical training to North Camden residents in sectors in which permanent job opportunities are likely to be



created such as horticulture and landscape, and service jobs, and in sectors where jobs exist today beyond North Camden. In this way, North Camden residents will be poised to take advantage of the employment opportunities that redevelopment brings.

For skilled trades, SOW should build a relationship with an organization in Camden that provides pre-apprenticeship training for Camden residents and channels them into union apprenticeships. As projects come into the pipeline, SOW should refer North Camden residents to these programs so that when apprentice opportunities do become available in the neighborhood, local residents are poised to fill them.

For construction jobs, the North Camden neighborhood should require all development projects in the neighborhood to use local contractors and labor, whenever possible. The strategy for realizing this goal for construction projects will depend on the scale and scope of the project.

For smaller-scale projects, SOW should use a request for qualifications process to develop a list of pre-qualified Camden-based contractors from which developers should be required to choose.

For larger-scale projects, developers should be required to enter into a Project Labor Agreement (PLA) with the local union and the State of New Jersey, which sets minimum local hiring standards and apprentice participation goals. By lowering the prevailing wage rate, the PLA enables more apprentices on a construction job, creating greater opportunity for North Camden residents to secure living wage union apprenticeships that lead to highly-paid skilled-trade employment.

Hiring requirements can be part of a Community Benefits Agreement (Recommendation 3.13). As development accelerates, North Camden should explore the creation of a “First Source Center,” which is designed to provide residents with timely information about job openings and primary consideration for local jobs. Many of these centers have additional services to support job readiness, getting hired, and retaining a job.

best practice case study: work it

BUILD Brooklyn is a community-based organization in Brooklyn, New York dedicated to supporting redevelopment as “a means of creating economic opportunities to promote financial self-sufficiency and prosperity in socio-economically depressed communities.” As part of the Community Benefits Agreement crafted by BUILD in partnership with public and private development entities for the Brooklyn Atlantic Yards, BUILD created the Employment Linkage and Targeted Job Training Program (ELTJTP). The ELTJTP defines a process for “bridging the skill mismatch between the competencies employers need to meet their business objectives and the current skill level of many local residents within a two mile radius” of the project.

The 21-week pre-placement program consists of three cycles. During each cycle participants: hone professional skills development and application; attend a professional seminar series; increase financial literacy; and work on personal development.

www.buildbrooklyn.org



Construction underway at Camden Lutheran Housing's Grace II.
Source: SOW

4.3 Complete the Respond Job Training Center.

Prioritize the completion of the Respond New Worker Job Development and Training Center at 8th and Erie Streets to further boost local workforce preparedness and support successful job placements for residents in jobs created by North Camden's revitalization. The services to be provided by the Job Training Center are crucial to the neighborhood's ongoing economic development and necessary for transitioning low-income residents out of poverty and into the mainstream economy. The Job Training Center plans to open in the spring or summer of 2008 and will, alone, create an estimated 29 new jobs in the community.



The New Worker Center will have three fully equipped culinary kitchens, one for prep work, one for catering, and one for baking, and the culinary arts programming will expand Respond's current culinary program, which targets youth sent from the Juvenile Justice Commission. Also in concert with the Culinary Arts and catering program, the New Worker Center will have a bakery open to the public for selling baked goods. There is additional interest in the community to link the currently vacant restaurant at the corner of 7th and State Streets with the New Worker Center Culinary Arts program, reopening and staffing the restaurant as a work-and-learn facility like The Restaurant School in Philadelphia.

The New Worker Center will also include training programs in Automotive Technology, Child Development Associate Training with an on-site child care facility and rooftop playground, Housing Restoration and Carpentry, Literacy and Computer Skills, Landscaping and Horticulture, and Entrepreneurial Ventures. Given the redevelopment program and waterfront park investments proposed within this plan and the North Camden Waterfront Park Plan, training in carpentry and construction, and horticulture and landscape maintenance is of particular relevance. Along these lines, Respond is currently formalizing efforts to launch a property maintenance program based out of the New Worker Center, which will target neighborhood homes and Respond Day Care Centers.

best practice case study: food for thought



La Cocina, a social enterprise non-profit in the Mission District of San Francisco, is an incubator kitchen helping low-income women develop successful businesses as food entrepreneurs. The organization provides 2,200 square feet of professional kitchen food preparation space, business development training, and other services to assist its budding culinary masters, many of many of whom have tasted success, "graduating" from the incubator kitchen and establishing artisan food stands, and catering and prepared foods businesses.

www.lacocinasf.org

In addition to training programs to provide homeless and low-income individuals with the essential skills needed to become employed in the food service industry, DC Central Kitchen recovers surplus food left over from local food-service businesses, prepares it, and delivers 4,000 meals a day to social service agencies in greater Washington, DC. This three-pronged approach—job training, combating hunger, and reducing food waste—constitutes a truly exceptional model for addressing sustainability through community non-profits.

www.dccentralkitchen.org

4.4 Build on Existing Job Placement Programs for Teens and Young Adults.

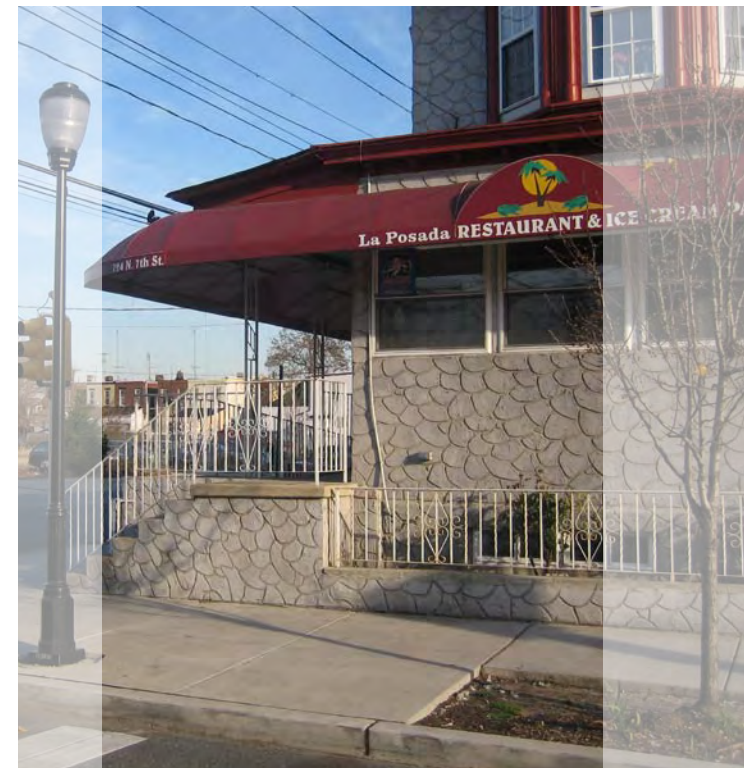
Creating jobs for youth in North Camden is paramount to the community's ultimate success. This plan has documented a number of potential local job opportunities associated with the community's revival including landscaping and vacant land management, construction, and service jobs. For these jobs to be filled, skills training and youth development programs as provided by Respond are needed, but so too is job placement assistance and support to prevent job attrition. It is also important to secure employment placements for North Camden's youth in jobs outside of the neighborhood and the City to afford the youth greater exposure and help build their professional networks.

Respond currently operates a Summer Career Exploration Program to enable high school students to find jobs that meet their interests and skills. Building on this effort, a year-round job placement initiative should be developed and housed within Respond's new job training facility or, alternatively, in the potential addition to the North Camden Community Center (Recommendation 5.4). The placement initiative would need to bring together the resources of local service organizations and coordinate with the Camden County Workforce Investment Board's Career Center and Hopeworks.

4.5 Actively Market Vacant Commercial Space and Empty Lots.

SOW should work with landowners of vacant commercial properties to create information packets on the amenities and advantages of commercial locations with an emphasis on State Street. Information should highlight the changing market conditions in downtown, the excellent linkages to regional transportation, and property information. The packets should also include information about local resources for small business development. As an example, the vacant restaurant at 7th and State Streets should be evaluated for its potential as a work and learn facility for the New Worker Center's Culinary Arts program.

SOW should also look to address the residents' commercial service needs by providing a much needed laundromat, bank, and restaurant. The empty lots in the neighborhood can be strategically marketed for new construction.



The vacant restaurant at 7th and State Streets.

4.6 Develop the Proposed Supermarket at 7th and Linden.

Actively pursue the development of the proposed supermarket and adjacent cluster of smaller retail uses on the large, vacant parcels between 7th and 9th Streets, Linden and Pearl. Visible from and accessible by major regional roads, a high-quality supermarket at this location will reintroduce much needed commercial services in North Camden, greatly increase local access to fresh produce and nutritious food, provide jobs and small business opportunities in the neighborhood, and bring expendable income from outside the community into North Camden. Located within a HUD designated Renewal Community, commercial development of this site is eligible for New Market Tax Credits as well as other Renewal Community business incentives.³¹

The site design for the supermarket should create a green and attractive entrance off of 7th Street and should thoughtfully integrate the market and accompanying parking into the surrounding community.



Site of the proposed supermarket at 7th and Linden.

4.7 Develop the Book Bindery Site.

Encourage the adaptive reuse of the former book bindery site, tucked in the far southeast corner of the neighborhood between 11th, Penn, and Linden Streets. While the North Camden Plan was being completed, the empty book bindery warehouse building burned down. This leaves a 2-acre site with good highway access from Admiral Wilson Boulevard open for redevelopment.

Plans have been circulated regarding the reuse of the Book Bindery site as a charter school. This alternative use would be beneficial and transformative and should be supported by the neighborhood should the proposal move forward.



Former book bindery building.

³¹ Camden Empowerment Zone Corporation, www.camdenez.org.

4.8 Form a Partnership with Rutgers and Connect to the Campus.

Formalize a mutually-beneficial relationship between the North Camden neighborhood and Rutgers-Camden that improves the economic position of both the community and its institutional neighbor to the south. With the goal of significantly boosting its enrollment and residential population over time, Rutgers-Camden needs room to grow and affordable land to redevelop. Severed from downtown Camden's recovering market strong physical barriers and negative public perceptions, North Camden needs more pedestrian traffic and residents to support existing and future businesses.

The construction of new facilities for Rutgers north of the Ben Franklin Bridge promises to meet the needs of both partners – provided that two other entities, the New Jersey Department of Corrections (NJDOC) and the Delaware River Port Authority (DRPA) become active partners in the North Camden's revitalization as well. Pursue the following strategies:

- Develop a Rutgers parking structure with an active ground floor use – on an empty NJDOC lot that lies immediately north of the Ben Franklin Bridge, between Delaware Avenue, Elm, and Front. Rutgers has expressed interest in relocating its Police Administration program to the ground floor of this potential development, bringing a heightened sense of security to the area as well as students and faculty beyond those parking in the elevated garage.



Potential development sites for Rutgers on DRPA-owned land.

- Redevelop underutilized DRPA land – that lies between the base of the Ben Franklin Bridge and Elm Street, 3rd and 4th Street for mixed use commercial and residential dormitory facilities (roughly 100 bedrooms), welcoming a 24-hour university presence in the neighborhood. New retail on the ground level would anchor Main Street's eastern end and provide valuable services to Rutgers students and neighborhood residents alike. The new services could also be a source of local employment. Potential ground floor uses include: a coffee shop; copy center; supply store, day care, restaurant; doctor's office; pharmacy; space for small business assistance, and studio space for Rutgers Center for the Arts which has already worked with the community to improve the park at 2nd and Elm Streets. Development with a residential component on this site will require rezoning.
- Consider developing Rutgers-related development east along Elm Street, effectively wrapping the existing DRPA vehicle maintenance facility. Conversations with DRPA should be initiated to determine their long-term plans for their maintenance facility. Alternatively, the southern side of Elm Street between 4th and 5th should be softened with dense plantings.
- Re-open the DRPA-owned tunnel – at 4th Street to restore a pedestrian connection between the neighborhood and downtown. Partner with Rutgers to ensure that the tunnels and Bridge underpasses at Front, 2nd, and 3rd are well-lit and patrolled and therefore safe and secure passages. In addition to safety, the lighting should enhance the visual interest and character of the underpasses, connecting downtown and Rutgers with the neighborhood.



Proposed Land Use

- Retail
- Office
- Mixed Use
- Residential
- Institutional
- Open Space
- Rutgers Facilities
- Public Utility
- Parking



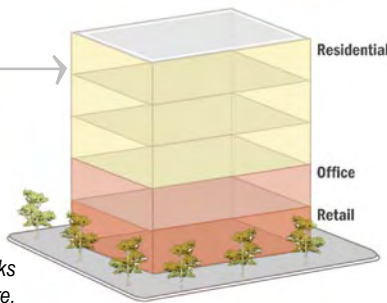
Proposed land uses will require rezoning.

4.9 Rezone to Welcome New Commercial and Mixed Use Development.

Support the development of additional restaurants and active retail along State Street, particularly at the corners by advocating for the rezoning corner lots and other parcels suited for small-scale commercial or mixed use development for commercial use. Currently zoned R-2, any new development on State Street would require a zoning variance. Securing commercial zoning for key properties along the neighborhood's main service corridor will remove one barrier to commercial development and encourage interested business owners to locate at the heart of the community.

In addition to the rezoning of select properties along State Street, advocate for zoning changes along Main Street as well as along the length of the Delaware River waterfront reaching from the Ben Franklin Bridge to Pyne Poynt Park. Main Street should be up-zoned from R-2 residential to C-1 neighborhood-serving commercial. Waterfront parcels zoned I-2 heavy industrial and M-R manufacturing residential should be rezoned as a Commercial Waterfront District, C-W, allowing greater flexibility of use along North Camden's waterfront.

"Mixed use" development stacks multiple uses within one structure.



4.10 Achieve Commercial and Economic Development through Waterfront Redevelopment.

The redevelopment of North Camden’s waterfront will translate into the creation of many employment opportunities in North Camden. Although the 1993 North Camden Plan addressed the lack of jobs in the neighborhood by calling for a light industrial park on the Riverfront, today North Camden believes that this is not the highest and best use for waterfront land. However, the neighborhood does still believe that the redevelopment of vacant and underutilized land along the River is critical to the economic revitalization of the community. This plan calls for a park with recreation, mixed-use residential and commercial development along the waterfront, and substantial infill in the core neighborhood, and while a more detailed economic analysis is necessary, preliminary conservative calculations based upon this plan’s recommendations suggest that an estimated 300 permanent jobs will result over the next ten years from revitalization efforts. In addition, hundreds of temporary construction jobs will be created. The opportunity for North Camden residents to access these permanent and temporary jobs will be based on the rate of construction plus the availability of local job training and education.

Commercial and Retail – Rough, conservative projections based on the total proposed residential development suggests that new housing in North Camden could support 200,000 – 250,000 square feet of commercial space, which translates to roughly 225 new service jobs. This commercial development should be concentrated along the waterfront and Main Street:

Along the waterfront – advocate for concentrated mixed use residential and commercial (retail and office) development on Delaware Avenue between the Ben Franklin Bridge and the extension of Point Street as well as on the east-west extensions of State and Main Streets, which front on the proposed new linear park reaching from within the neighborhood’s core to the waterfront. While the ground floor commercial uses along Delaware Avenue will likely cater to customers traveling on foot and by car, the smaller scale commercial opportunities along State and Main should draw pedestrian traffic moving between the neighborhood and the waterfront park.

Additional commercial opportunities exist along the proposed waterfront park between Elm and York, at the bend between Front and 2nd, and along Pyne Poynt Park. These smaller-scale, potentially seasonal uses might include food and sports equipment concession stands to support recreation in the waterfront park.

Along Main Street – commercial development must be phased to follow the development of its two adjacent anchors – the waterfront park and related development to the northwest and the Rutgers-related development to the southeast. The existing neighborhood population alone cannot support a commercial corridor along Main.

Housing Construction, Rehab, and Maintenance – The proposed residential development of 3,720 units (900 in the core neighborhood and 2,820 along the waterfront) will generate hundreds of additional short-term construction and rehab jobs for neighborhood residents over the course of 10 years. However, the construction of new rental units (roughly 20% of the total new housing created) will also generate an estimated 21 new permanent jobs (3 jobs per 100 units) in property management and maintenance.

Social Service and Environmental/Land Care – Respond’s New Worker Center plus the proposed Youth Coordinator, SOW staff increases, Trash Czar, and other positions required to meet expanded service needs will result in roughly 35 new neighborhood jobs. The creation and ongoing maintenance needs of a waterfront park will generate additional new work opportunities within North Camden, totaling roughly 20 new jobs based upon the staff/land care ratio of similar land management companies operating in Philadelphia.

Potential Local Job Creation Based On Plan Recommendations	
Sector	Potential Jobs for Residents
Commercial and Retail	225
Social Service and Community Outreach	35
Property Management and Maintenance for New Rental Units	21
Horticulture and Landscaping	15
Vacant Land Management	5
TOTAL	301

Summary of potential local job creation.



5.0 Open Space and Recreation

Revitalization in North Camden must restore the neighborhood's environmental health in addition to its social, physical, and economic health. Given North Camden's waterfront location and sensitive landscape and ecology, redevelopment in the neighborhood must be balanced by green both within the vast waterfront parcels and within the core neighborhood itself. The recommendations that follow are designed to build upon North Camden's natural resources, build a market for redevelopment, build value and appreciation for existing parks and open spaces, and build a cleaner environment for use by a healthy and active community.

GOALS

1. Restore the environmental health and natural ecology of the neighborhood's formerly industrial waterfront;
2. Reconnect the neighborhood with the River and proposed recreational amenities along the waterfront and in adjacent communities;
3. Reclaim, improve, and maintain the recreational resources that exist within North Camden today;
4. Incorporate local history in public open spaces; and
5. Re-energize neighborhood greening initiatives so that the revitalized core neighborhood is as lush and green as the reclaimed waterfront.

RECOMMENDATIONS

5.1 Endorse the North Camden Waterfront Park Plan and Push for its Full Implementation.

Champion the North Camden Waterfront Park Plan, included in the Appendix of this report, and campaign for its full implementation – encompassing the relocation of Riverfront State Prison, the assembly of publicly and privately owned land for redevelopment, the remediation of the soil of riverfront properties, the restoration of the River's natural edge, water quality, and wildlife habitats, the creation of a contiguous multi-use waterfront trail, and the development of new recreational amenities as well as new residential and commercial uses.





Proposed boundaries and program for the North Camden Waterfront Park. Source: WRT



5.2 Reclaim Northgate Park.

Advocate for and facilitate Northgate Park's earliest possible reopening. The community's need for the park is immediate, and the community's desire for the park is strong. Reclaiming Northgate Park will require that the North Camden Community and its City and regional partners:

- Develop a joint-operating agreement for park maintenance and upkeep between the City and a designated community organization that enables the neighborhood to take partial ownership of the playground provided that the City help bring the park back to life;
- Identify a long-term funding source to subsidize park programming and operations, which cost roughly \$250,000 per year; and
- Secure funds for park rehabilitation and renovation, estimated to cost \$1.2 million (2008 estimate).



Ground settling at Northgate Park necessitates major park rehabilitation.

5.3 Improve Pyne Poynt Park – Use It, Don't Abuse It.

Commission a detailed park plan for Pyne Poynt Park that offers specific recommendations to make the park more user-friendly and less vulnerable to people seeking to abuse the park. The park plan should:

- Incorporate the Camden Greenway and adopted design standards for this multi-use trail;
- Develop a stormwater management strategy to lessen flooding within the park's sports fields;
- Install new decorative and durable fencing around the park's exterior such that cars and ATVs cannot access the grassy fields;
- Improving the visibility of the park from Erie Street;
- Integrate space for parking along the surrounding streets to encourage park usage;
- Create a lighting and security strategy so that the park feels safe and welcoming at all hours; and
- Propose the rezoning of the Save Our Waterfront-owned parcel directly west of the park to allow residential development in keeping with design guidelines that mandate a building orientation toward the park.

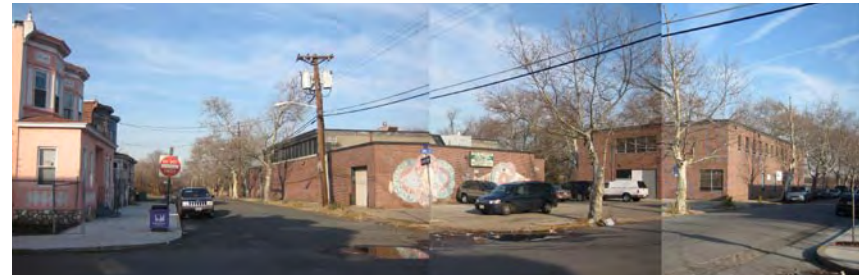


Pyne Poynt Park lacks effective fencing to keep vehicles out of the park's field areas.

5.4 Open the North Camden Community Center to the Community.

Restructure and renovate the North Camden Community Center so that it welcomes the community and functions as the neighborhood resource that it should be. The existing Community Center requires changes in management, program, and design:

- Demand City-County-Community Coordination on facility operations and maintenance. Clearly designate roles and responsibilities, and hold responsible parties accountable for the regular and reliable opening, operation, and upkeep of the Community Center and pool. Alternatively, the neighborhood could petition for transfer of facility ownership and operating responsibilities to an interested local service provider.
- Obtain funding, invest in staff, and create a home base for youth programs. If the City cannot provide operating dollars for staff and programs, the City must permit the neighborhood to do so. See the discussion of a neighborhood Youth Coordinator in Recommendation 1.8.
- Evaluate building condition and facilities for potential upgrades.
- Invest in façade improvements and a new addition / entrance that actively engages Erie and 6th Streets, welcoming the community and youth. By adding on to the existing facility, the renovation will not only enliven the building's exterior, but will create new interior spaces to meet new programming and staffing needs.
- Expand programming and increase use of the facility with around-the-clock services that target different groups – seniors during the day, kids after school, older youth in the evenings. The community center should also incorporate a designated space to promote diverse ethnic cultures and gatherings (Recommendation 1.13).



The North Camden Community Center today.



Rendering of proposed addition and facade improvements to the North Camden Community Center.

5.5 Carve Out a Central Meeting Place.

Give residents yet one more reason to love Northgate Park and spend hours enjoying its amenities with the construction of a new laundromat, café, and outdoor plaza connecting with the park. The neighborhood needs a central meeting place – a place for residents to gather and visit, talking and watching over as children play – and a laundromat, itself a much needed local amenity (also see Recommendation 4.5). The proximity of the park would allow children to play safely and well supervised while parents or guardians use the laundromat and plaza. The laundromat, café, and plaza should be built on the contiguous parcels of vacant land along 6th Street across from the Molina School and should remain open and well lit at night, a safe and active destination for community residents. The construction of a laundromat in this location would afford the added benefit of making use of park security, thus lessening the risk of robbery at a cash-based facility like a laundromat.

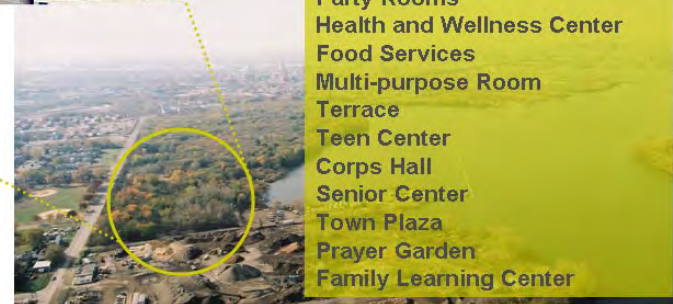
Alternatively, the laundromat and café could be built on the larger footprint of vacant land at the northeast corner of 6th and Vine Streets.



Sites proposed for the laundromat, cafe and plaza.

5.6 Forge Strong Connections with the New Kroc Community Center.

Connect North Camden residents of all ages and levels of mobility with the new Kroc Community Center coming to the Cramer Hill neighborhood on the other side of the Cooper River. Still in the early stages of development, the Salvation Army's Kroc Community Center promises to bring a wide range of activities, programs, and facilities to Camden, and given its proximity to North Camden, carries the potential to serve as an amazing resource for North Camden community members in particular. Making sure that North Camden residents are able to travel safely and easily to and from the Kroc Community Center will be imperative.



- Gymnasium
- Aquatic Center and Pool
- Aerobics, Spinning, and Dance
- Early Childhood Care Center
- Outdoor Play Area
- Baby-Sitting Center
- Party Rooms
- Health and Wellness Center
- Food Services
- Multi-purpose Room
- Terrace
- Teen Center
- Corps Hall
- Senior Center
- Town Plaza
- Prayer Garden
- Family Learning Center

Salvation Army Kroc Center in Cramer Hill, Source: http://www.use.salvationarmy.org/use/www_use_camdenkroc.nsf

- Create safe pedestrian and bike paths – Work with Camden Greenways to ensure that the continuous waterfront trail tracing all of the City's waterways meets a path that extends inland to Harrison Avenue in Cramer Hill, connecting the trail with the Kroc Community Center. Access Safe Routes to School (and after-school programs) capital improvement funds (Recommendation 1.6) to foster a safe pedestrian environment over the existing State Street Bridge, which will become pedestrian only after the construction of the new State Street Bridge, and along Harrison Avenue. If necessary, assign a crossing guard, with non-infrastructure dollars from the Safe Routes to School program to ensure safe passage from North Camden to Cramer Hill.

- Provide a free and reliable shuttle bus service – Continue the dialog with the Salvation Army as the Kroc Community Center moves forward with programming and operations development, advocating for a free shuttle bus service that links other Camden neighborhoods with the Community Center in Cramer Hill. Residents feel that a shuttle bus is necessary to ensure that all interested North Camden residents actively use the new facility.

5.7 Capitalize on Local Heritage.

Emphasize and amplify the history of the neighborhood through investments in parks and trails, folding historic structures and references to the past into the public realm so that North Camden's history remains a living history.

- Create a new plaza around the Benjamin Cooper House – While the waterfront trail and the refurbished neighborhood parks will offer a range of facilities and locations for active recreation, a new sitting plaza with benches and board game tables would offer a quiet alternative in the shade of the Benjamin Cooper House. Catering to the neighborhood's senior population, the plaza would be located across Erie Street from a site proposed for senior housing (Recommendation 3.12).
- Stabilize the Joseph Cooper House – Reinforce Pyne Poynt Park's status as a historic neighborhood park (the park itself is over 85 years old!) by stabilizing the remains of the Joseph Cooper House, located at the park's southeast corner, and designing a contemporary and complementary plaza in honor of the oldest house in Camden.



Historic postcard depicting Joseph Cooper House. Source: http://www.ci.camden.nj.us/history/postcard_photogallery.html



Benjamin Cooper House today.



Rendering of proposed park plaza at Benjamin Cooper House.



Franklin Court in Philadelphia designed by Venturi Scott Brown and Associates.

- Integrate a historic trail for a stroll down memory lane on Main Street – Until new commercial uses are developed to define Main Street's wide expanse, narrow the historic corridor by planting strips of trees and grass along the street's edges, making room for an authentic cobblestone walking trail punctuated with historic markers communicating facts about North Camden's past.

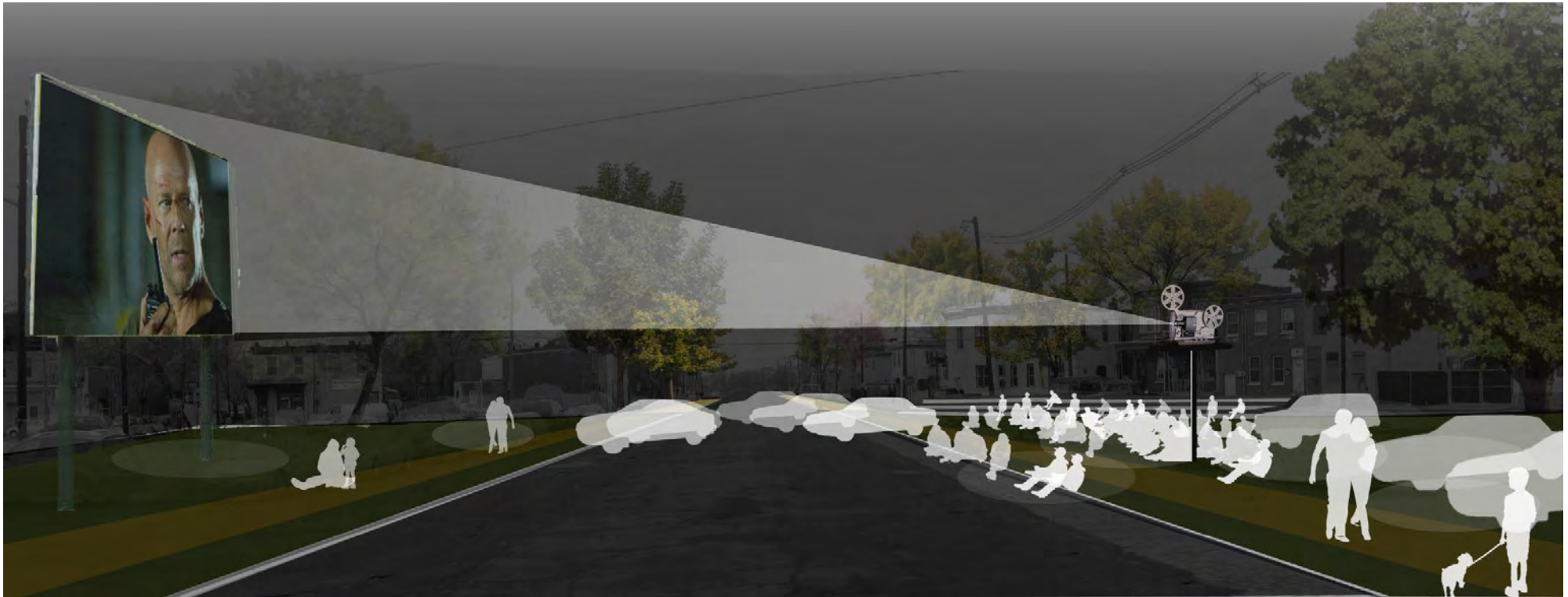


Main Street today.



Rendering of proposed interim use for Main Street: a greened and narrowed historic walking trail - Memory Lane.

- Bring Back the Drive-In – Create a temporary drive-in theater and project movies (Hollywood or neighborhood-based, created by local youth) onto a blank façade or make-shift white screen during select summer nights, bringing people out to enjoy Main Street until new commercial uses are developed along the corridor. The drive-in theater was first developed in Camden and this would be a simple statement that draws on the City’s legacy while providing a social event for the community. The neighborhood already owns the projector!



Rendering of the proposed Drive-In on Main Street.



5.8 Plant Trees in Partnership with the New Jersey Tree Foundation, the City of Camden, and the Department of Transportation.

Utilize a local program, the Urban Airshed Reforestation Program³² operated by the New Jersey Tree Foundation (NJTF) to plant more trees in North Camden's existing residential core. Save Our Waterfront should reach out to NJTF organizers already active in the neighborhood to launch a new tree planting initiative that targets interested homeowners who wish to plant and maintain a tree in front of their home. On larger streets, SOW should partner with the City and the New Jersey Department of Transportation (NJDOT), first targeting State Street between 7th and 9th, marking the completion of the third Phase of the State Street streetscape improvements, called for by the 1993 North Camden Plan. The planting of evergreen trees should be explored so that the neighborhood would retain some greenery year-round. The renewed tree planting initiative should also target:

- State Street between Point and 3rd to create a central green corridor that runs the length of the neighborhood;
- Main Street between 4th and Front to narrow and better define the edges of the wide road as described in Recommendation 5.7;



Greening in the park at 2nd and Elm. Source: SOW

³² Urban Airshed Reforestation Program, New Jersey Tree Foundation, www.newjerseytreefoundation.org/Camden.asp.

- 6th Street between Elm and Erie to connect Northgate Park with Pyne Poynt Park; and
- 7th Street between Linden and Erie to foster a green entrance at the neighborhood's main gateway and visually link the neighborhood with the waterfront park to the north.

5.9 Mobilize the Neighborhood's Green Thumbs.

Formalize a volunteer-driven neighborhood greening initiative to bring together a group of local people with the skills and desire to maintain the neighborhood's growing urban forest and an interest in growing the presence of community gardening. Link the neighborhood's Green Thumbs with the New Jersey Tree Foundation's Camden TreeKeepers Program so that the neighborhood has the internal capacity to care for its new trees. Encourage local schools, community groups, and individual gardeners to join the Green Thumbs in harvesting flowers, fruits, and vegetables in the neighborhood's three community gardens – one just south of the Northgate II high-rise, one at the south side of Vine between 4th and 5th, and one in the new community art park at 2nd and Elm.



Many private yards in North Camden are well-tended. Recruit those Green Thumbs to help beautify public spaces too. Source: SOW



Proposed tree planting strategy.



6.0 Circulation and Infrastructure

The streets and sidewalks of North Camden should offer adequate mobility to pedestrians, cyclists and people in wheelchairs. Through streets should accommodate but calm traffic, and local streets should be designed to promote pedestrian safety. The neighborhood should be connected to other parts of the City and should be recognizable and navigable for all people – residents and visitors, alike. The recommendations that follow are designed to build safer and more balanced streets in the community, build greater visibility and awareness of the community, and build infrastructure capacity that increases in keeping with a growing community.

GOALS

1. Calm traffic, enhance pedestrian safety, and recognize the local bicycle culture;
2. Reconfigure traffic patterns, enabling the neighborhood-scale streets to accommodate multiple users and functions simultaneously, including driving, biking, walking, parking, trash collection;
3. Increase connectivity but restrict drug traffic – literally;
4. Beautify the neighborhood's gateways and call attention to North Camden's presence with new signage and art; and
5. Improve the neighborhood's infrastructure, both above and below street level.

RECOMMENDATIONS

6.1 Calm Traffic to Improve Pedestrian and Bicycle Safety in North Camden.



Advocate making North Camden safer for pedestrians and bicyclists by lobbying the City for the following traffic calming measures at key intersections:

- Add crosswalks on State Street – Crosswalks highlighted by material changes, like those proposed at the intersection of 7th and State (Recommendation 6.6) not only add beauty and interest, but call drivers' attention to the possible presence of pedestrians. Crosswalks are needed:
 - At the intersections of State and 3rd, 5th, 7th, and 8th; and
 - At the intersections surrounding neighborhood schools and parks.
- Add bike lanes – Adding bike lanes along all main streets proposed for one-way traffic (Recommendation 6.3) will support the existing reliance on bicycles for traveling within the neighborhood and help link cyclists with the multi-use waterfront trail.
- Add bump-outs – Side walk bump-outs should extend the sidewalk into the parking lane at key intersections to decrease the distance that pedestrians must cross. They should also be partially planted to capture stormwater. In addition to the intersection of State and 7th, bump-outs should be built:

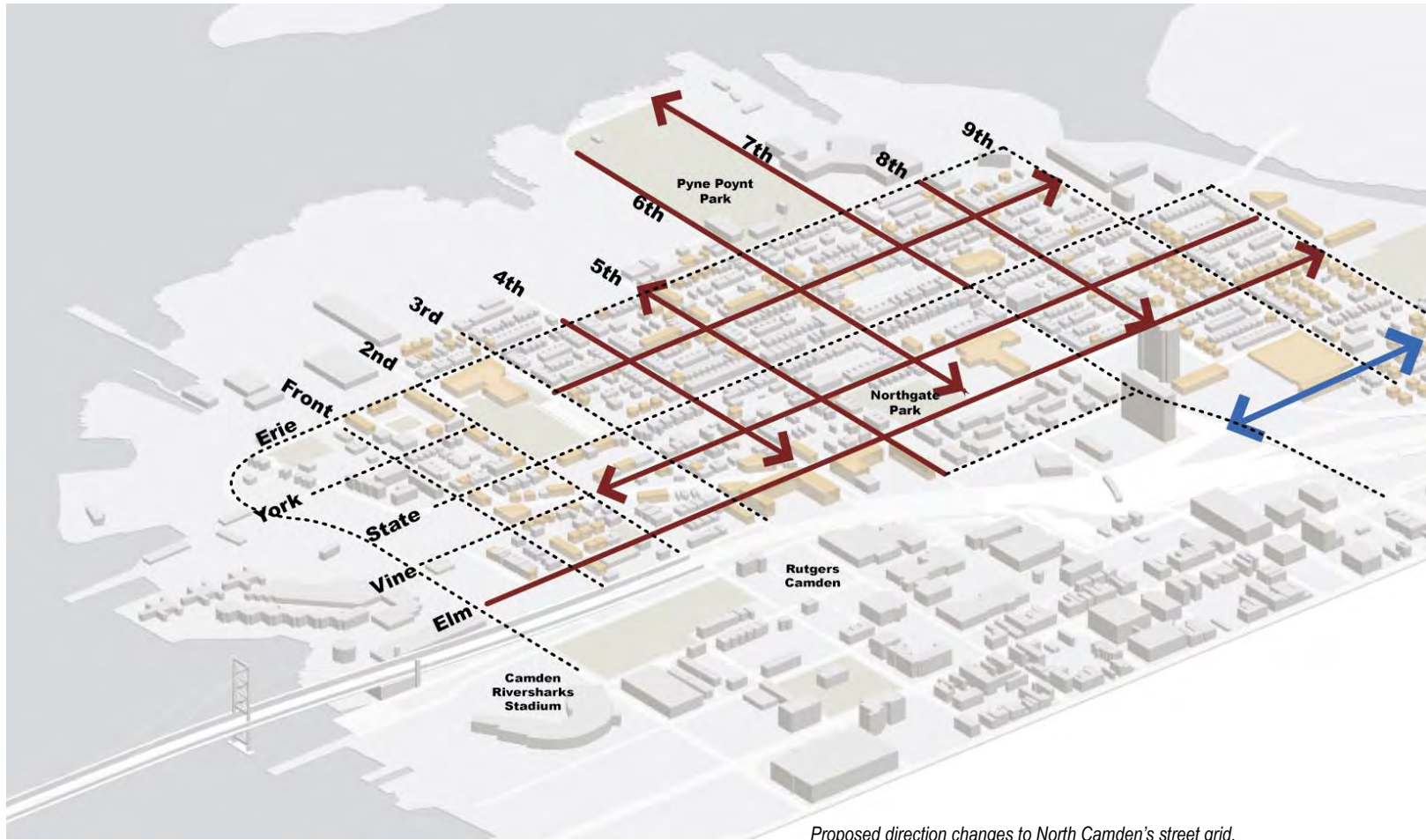
- Along 7th at all intersections between Linden and State;
 - Along Elm Street between 5th and 7th near Northgate Park and the townhouses;
 - On 10th Street between Linden and Pearl; and
 - On Erie Street at 6th and 7th Streets around the community center and Pyne Poynt School.
- Add speed humps – Speed humps should also be considered for Elm Street between 5th and 7th and on 7th Street at Linden Street to slow traffic entering the community.
 - Add streetscape elements – Finish Phase Three of the State Street streetscaping project, planting trees and adding lighting and improved sidewalks between 7th and 9th on State. Add catenary lights across State Street along the entire length of the corridor to call attention to the street’s importance in the neighborhood and slow cars down by making the thoroughway feel more enclosed.



Bump-out to help pedestrians cross 2nd Street in Northern Liberties, Philadelphia, top. Planted bump-out and brick-paved crosswalk in Rochester, NY.

6.2 Petition New Jersey Transit to Install Bus Shelters.

Many North Camden residents rely on the New Jersey Transit bus system for their transportation needs, but the neighborhood does not have a single bus shelter to accommodate passengers while they wait. SOW should petition New Jersey Transit for the installation of bus shelters at the most heavily used bus stops in North Camden.



Proposed direction changes to North Camden's street grid.

6.3 Change Key Two-Way Streets to One-Way.

Consider changing key two-way streets within North Camden to one-way. One-way street grids have multiple benefits, including:

Enhanced order and legibility within the street network – Currently North Camden's streets are a free-for-all. People drive and park in any direction they please, and the streets are not always wide enough to accommodate this behavior. Furthermore, the two-way stops at many intersections are unsettling to out-of-state drivers. Enforced one-way street grids create simpler intersections and less confusion about direction on narrow streets.

More space on relatively narrow, neighborhood-scale streets – Currently, back-ups on North Camden's streets are common, caused by two lanes of on-street parking, two lanes of through traffic, and bicyclists competing for space. By restricting traffic to one direction, the neighborhood's narrow streets become wider and better able to accommodate on-street parking on both sides of the road, one lane of through traffic, and a bicycle lane. Garbage collection also becomes easier with more through-space on local streets.



Proposed direction changes to North Camden's street grid.

Restricted drug traffic and enhanced police protection – Currently 8th Street hosts a thriving drug market, allowing cars to come off the highway, drive up 8th to purchase drugs, and then promptly leave the neighborhood via 7th Street. Controlling traffic direction, can restrict established purchasing patterns and enable the Camden Police to patrol more effectively.

Improved access for City Services – Navigating the existing streets can be slow and cumbersome for fire trucks. A combination of haphazard parking, narrow street widths and on-coming traffic can significantly slow the movement of fire trucks. One way streets with a designated travel lane can improve access for these important services.

Given these advantages, the community should seek input from the Police and Fire Department and commission a more detailed transportation and circulation analysis and feasibility study to assess the following recommendations:

East-West Streets:

- Change Elm Street to one-way east-bound;
- Change Vine Street to one-way west-bound between 10th and 2nd (so as not to interfere with the 452 and 460 bus routes, which travel both ways on Vine Street between Delaware and Front); and
- Change York Street to one-way east-bound between 3rd and 10th (the proposed reconstruction plans for the Cooper's Poynt School truncate York between 2nd and 3rd).

North-South Streets:

- Change 4th Street to one-way south-bound;
- Change 5th Street to one-way north-bound;
- Change 6th Street to one-way south-bound;
- Change 7th Street north of State to one-way north-bound; and
- Change 8th Street to one-way south-bound (which will prevent cars from moving easily off the highway, up 8th Street to purchase drugs, and back onto the highway or bridge via 7th Street).

6.4 Change Linden Street to Two-Way Traffic between 7th and Penn Streets.

Consider changing Linden Street's current one-way traffic flow to two-way between 7th and Penn Streets. Penn Street, which intersects with Linden just after the one-way off-ramp from Admiral Wilson Boulevard merges with Linden, would likewise need to be converted to two-way traffic. At present, Linden Street contains four lanes of west-bound traffic that allow cars traveling very quickly to speed off of Admiral Wilson Boulevard, around the bend in Linden Street, and toward the Benjamin Franklin Bridge. Students attending the William F. Powell School and children enrolled in the Respond day care on Linden Street are particularly endangered by the high-speeds and heavy traffic volume, as are residents of the new housing constructed south of Linden between 9th and 11th Streets.

Turning two west-bound lanes of traffic on Linden east-bound would slow traffic flow along Linden and increase connectivity to the new housing south of Linden as well as to the proposed Supermarket (Recommendation 4.6) and creative office uses at the former book bindery (Recommendation 4.7).

Although this concept was considered and rejected by the DRPA eight years ago, EZ Pass has been introduced since that time, and there is much less Bridge traffic using Linden Street to get to the toll now, making it a viable option today.

6.5 Poynt to North Camden.

Launch a signage campaign to increase awareness of North Camden among Camden and Philadelphia residents and others traveling the regional roads that encircle and bisect the neighborhood. As people travel over the 7th Street Bridge en route to the Ben Franklin Bridge, they should know that they are approaching the neighborhood of North Camden, and they should know what North Camden has to offer. The signage and neighborhood marketing campaign should accomplish two goals:



Link North Camden with downtown – by extending downtown's recent signage and way-finding program throughout the neighborhood. Recognition of familiar City signs will help establish North Camden as a safe and navigable place;

Improve visibility and access to neighborhood amenities – including North Camden's parks, the waterfront trail, schools, Main Street, etc.

New signage should be designed and targeted for the following locations:

- Haddon and Cooper Streets downtown;
- On the Admiral Wilson Boulevard overpass;
- 7th and Linden Streets;
- 7th and State Streets;
- 7th and Erie Streets;
- 10th and State Streets;
- Delaware Avenue and Elm Street;
- State and 4th Streets;
- State and 6th Streets;
- Northgate Park;
- Along Main Street; and
- At the Benjamin Franklin Bridge tunnels to accompany improved lighting, illustrated at right.

At right: Proposed lighting alternatives for under the Ben Franklin Bridge: simple floodlights or a glowing public art installation.

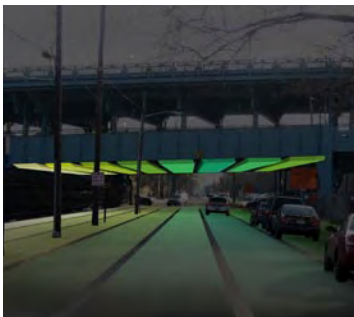
6.6 Focus on 7th Street as the Main Gateway to North Camden.

Invest in 7th Street's streetscape and transform the thoroughfare into a gateway that at once improves public image of the neighborhood and public safety along the busy street. The streetscape improvements can take multiple forms:

- Enhance the appearance of the Bridge over Admiral Wilson Boulevard – replace the chain link fencing with black estate fencing. In the interim, dress up the chain link fence by tying ribbons or weaving strips of colorful fabric through the metal mesh – a fast and affordable public art installation that encourages drivers to slow down and think about where they are and what lies ahead (North Camden);
- Introduce a gateway structure or large public art element – at the intersection of 7th and Linden, signaling the official entrance to North Camden;
- Slow traffic on 7th Street between Linden and State Streets – by narrowing the width of the road and giving drivers more reason to look around. Widen and plant the median with grass and tall, flexible flowers that move as traffic creates a breeze. Add an un-signalized crosswalk to a paved safe haven in the median for pedestrians crossing between the Northgate towers; this will be especially important once the supermarket development is complete. Introduce bicycle lanes on either side of the street to restrict the pavement space open to speeding cars. Populate the sidewalk with pedestrian-scale lighting, trees, and a bus shelter; and



Looking south on 7th Street today.



Rendering of proposed streetscape improvements along 7th Street between the two Northgate high-rises.



The intersection of 7th and State Streets today.



Rendering of proposed improvements to the intersection of 7th and State Streets.



DuraTherm street print.
Source: <http://www.streetprint.com/duratherm>

- Celebrate the Intersection of 7th and State Streets – as the heart of North Camden. Use the visible and heavily traveled intersection as a place to communicate with residents and with people passing through about North Camden and the changes taking place. Introduce crosswalks of a different paved material to create a safer space for pedestrians, and create sidewalk bump-outs to lessen the crossing distance. Use DuraTherm street print to pattern and highlight the intersection. Add signage “pointing” people to neighborhood amenities (Recommendation 6.5) and a scrolling LED community bulletin board that posts announcements. Once the fire station completes the intersection, finish the streetscape improvements along State Street with trees and lighting.

6.7 Re-pave and Re-construct Streets in Conjunction with New Development and Streetscape Improvements.

Most streets in North Camden need repaving, and most existing residents need reconstructed utility lines to keep water pressure high and, prevent sewer back-ups and flooding from repeatedly destroying basements and cellars. Because a complete overhaul of the sewer, water, and street system is expensive, the City of Camden must prioritize. In North Camden, this means piggy-backing projects and pooling funds from multiple sources to achieve maximum service impact.

The majority of streets in North Camden need some degree of improvement from re-surfacing and sidewalk enhancements to a full infrastructure upgrade. To help prioritize, this plan identifies streets that, based on the Camden Capital Improvement and Infrastructure Plan (CI/IMP) recommendations, require upgrades to improve sewer and water service.

In addition, streets have been identified for improvements based on the location of proposed housing in this plan. This is also consistent with the CI/IMP that encourages infrastructure investment where new construction is proposed. Based on this criteria, the following blocks are recommended for resurfacing and infrastructure enhancements:

Phase 1

- 7th Street from Linden to Erie Streets – The CI/IMP noted extensive sewer issues associated with this road, and this plan targets 7th Street for new streetscaping to enhance its role as the main gateway to the community.
- 9th Street between Linden and Elm Streets and Pearl and Elm Streets between 8th and 10th Streets – These blocks are targeted for redevelopment to reinforce the future supermarket.

Phase 2

- York Street between 3rd and 7th Streets – These blocks were identified in the CI/IMP for infrastructure improvements.
- Elm Street between Front and 3rd Streets – Investment on these blocks will support proposed housing investment in the Camden Towne area (Recommendation 3.7).

Phase 3

- 6th Street between State and Erie Streets to support proposed housing investment in this area (Recommendation 3.7).
- State Street between Front and 3rd Streets and Vine Street between 6th and 8th Streets to support proposed school reconstructions.
- Vine Street between Front and 4th Streets – These blocks were identified in CI/IMP for infrastructure improvements. The reconstruction of these blocks, however, should be coordinated with the development of the Riverfront State Prison as this plan proposes changes to Main Street near Vine and 2nd Streets.



Looking east on State Street at 2nd today.



Rendering of State Street repaved.



Proposed phasing for street and infrastructure improvements.

Street & Infrastructure Improvements

- Phase 1
- Phase 2
- Phase 3

6.8 Sensitively Accommodate Parking in the Community.

Parking is a common complaint in any urban neighborhood. The recommended street changes (Recommendation 6.3) will result in improved parking conditions for the community by changing streets one-way and effectively dedicating space for on-street parking. In addition, SOW should consider the following:

- Reuse alleyway streets for parking – the neighborhood’s small alleyway streets, when vacated, should be considered for additional parking spaces for existing residents that live on those blocks. Camden Lutheran Housing employed this design scheme along Grant Street in the Grace II housing development
- SOW and the City should consider allowing shared parking for new development along the waterfront. Shared parking permits different uses to share spaces throughout the course of the day. Parking spaces used for office or commercial use in the day would be available for residential use in the evenings. This arrangement allows more active uses to be developed and minimizes the presence of parking garages.
- Create new, angled on-street parking spaces on the eastern edge of Pyne Poynt Park to serve the park, the community center, Pyne Poynt Middle School and Respond’s Job Training Center.
- Hide and share parking – New development brings new demands in terms of parking. Parking is located in the interiors of blocks away from the view along neighborhood streets. As advocated in the design guidelines, parking ratios should reflect a shared parking approach between uses. Although the current code requires two off-street spaces per unit, one space per residential unit and 2 spaces per 1,000 square feet of commercial space along the urban waterfront are recommended.
- Promote alternative forms of transportation – The Camden Workforce Investment Board (WIB) is undertaking a transportation study for getting to work in Camden. SOW should work with the WIB to identify additional routes for shuttle buses that would better connect residents with transportation and jobs and reduce dependence on the car.



7.0 Community Organizing for Implementation

Like the planning process in North Camden, revitalization in the neighborhood must be community-driven. Neighborhood leaders must spearhead the local implementation effort, working with the City and inspiring involved and active community members to take part. SOW and its partners in creating the plan must become cheerleaders for action, maintaining the momentum that emerged during the planning process and helping the neighborhood to effect immediate change from within while preparing to navigate future waves of reinvestment. The recommendations that follow are designed to build capacity in the community such that local leaders can build upon existing assets and a strong foundation, and successfully build the value, hope, sense of community, and new market needed to revitalize North Camden and usher in a brighter future for the neighborhood.

GOALS

1. Continue to provide open and democratic leadership representative of the whole community;
2. Provide consistency, continuity, and transparency throughout the process of North Camden’s anticipated revitalization;
3. Build local capacity and strengthen partnerships with other movers and shakers in the neighborhood, the City, and the region; and
4. Effect great change.

7.1 Enhance Save Our Waterfront’s Presence in North Camden.

Save Our Waterfront is a long-standing community organization that has taken an active role in planning for North Camden’s future. Despite the organization’s good work, many in the community are still unaware of



whom to call when they have a question or would like to get involved. The outreach efforts undertaken by SOW staff for this plan have greatly elevated SOW’s presence in the community. This outreach must continue.

- Create a Save Our Waterfront website – Although many in the community are not online, a website will help the City, State and other organizations understand who the voice of the community is and with whom to coordinate on potential projects. Furthermore, the website becomes an opportunity to keep a wide range of stakeholders tuned in to North Camden news while marketing the neighborhood to a broader audience.
- Secure SOW office space – For many community residents, having a dedicated office space that is visible and inviting will have the greatest impact for the perception and awareness of the organization and its work. Space within a vacant storefront on State Street would provide the highest visibility and foot traffic.
- Project the video installation and update it annually – The video installation that will celebrate the completion of this plan will be a noticeable marker and provide useful information to residents who may not have had the time to take part in the development of the plan. SOW owns the projector and should update the content of the installation annually at the outset of the winter to announce recent news and wish North Camden a happy and safe holiday season.
- Continue to host monthly public meetings – SOW should host one regularly scheduled public meeting a month in a standard location. As this plan moves toward implementation, there will be plenty to discuss every month.

7.2 Build Capacity / Grow SOW’s Staff.

Neighborhoods across the country have completed community plans, but without dedicated staff guiding them through to completion, the plans often sit idle. The North Camden Neighborhood Plan needs a champion who will actively promote it and work to see it implemented. Given that there are local organizations that have capacity in activities such as housing development and social services, the role of SOW will be to coordinate the knowledge of these partners and encourage more community members to take part, volunteer their time and work together to improve the community.

- Seek funds for operating costs – Often the most difficult money to find is money for staff. Set a budget and fundraising goal for, ideally, two staff members, office space, and other expenses.
- Conduct a search for an Executive Director – The candidate will need to have expertise in two key areas: community organizing and grant writing. This position is critical to moving elements of the plan forward.



7.3 Transform the Steering Committee into an Implementation Committee.

Strengthen the partnerships formed and solidified within the Steering Committee during the planning process. Transform the Steering Committee into an Implementation Committee – a powerful team of unified, committed neighborhood groups, institutions, and volunteers on board and ready to work with each other, the City, potential funders, and private partners to steer the plan's implementation and push for real change.

The Implementation Committee should be accountable for tracking the status of the plan and the progress of the different individuals and committees that are overseeing each component. The Implementation Committee should meet monthly to coordinate and report on implementation achievements. Each sub-committee or individual must take responsibility for their part of the implementation, set aggressive schedules, and monitor their progress.

The organizational chart outlines the relationship of SOW, its team of community partners, and potential sub-committees that should be created to guide implementation of the plan. The roles of these sub-committees are noted in the Implementation Matrix as well.

The organizational chart outlines the relationship of SOW, its team of community partners, and potential sub-committees that should be created to guide implementation of the plan. The organizational chart begins with the community's partners and partnerships that fuel all aspects of the plan. The remainder of the chart illustrates four inter-related organizational groupings to move forward different aspects of the plan's recommendations. These include:

- SOW board development and recruitment (Recommendation 7.4);
- Social service coordination through the Social Service Roundtable (Recommendation 1.5);
- Youth development and services coordinated through the Youth Council and Coordinator; and
- Community organizing to push forward the other elements of the plan through an active committee structure.

7.4 Focus on Board Member Recruitment.

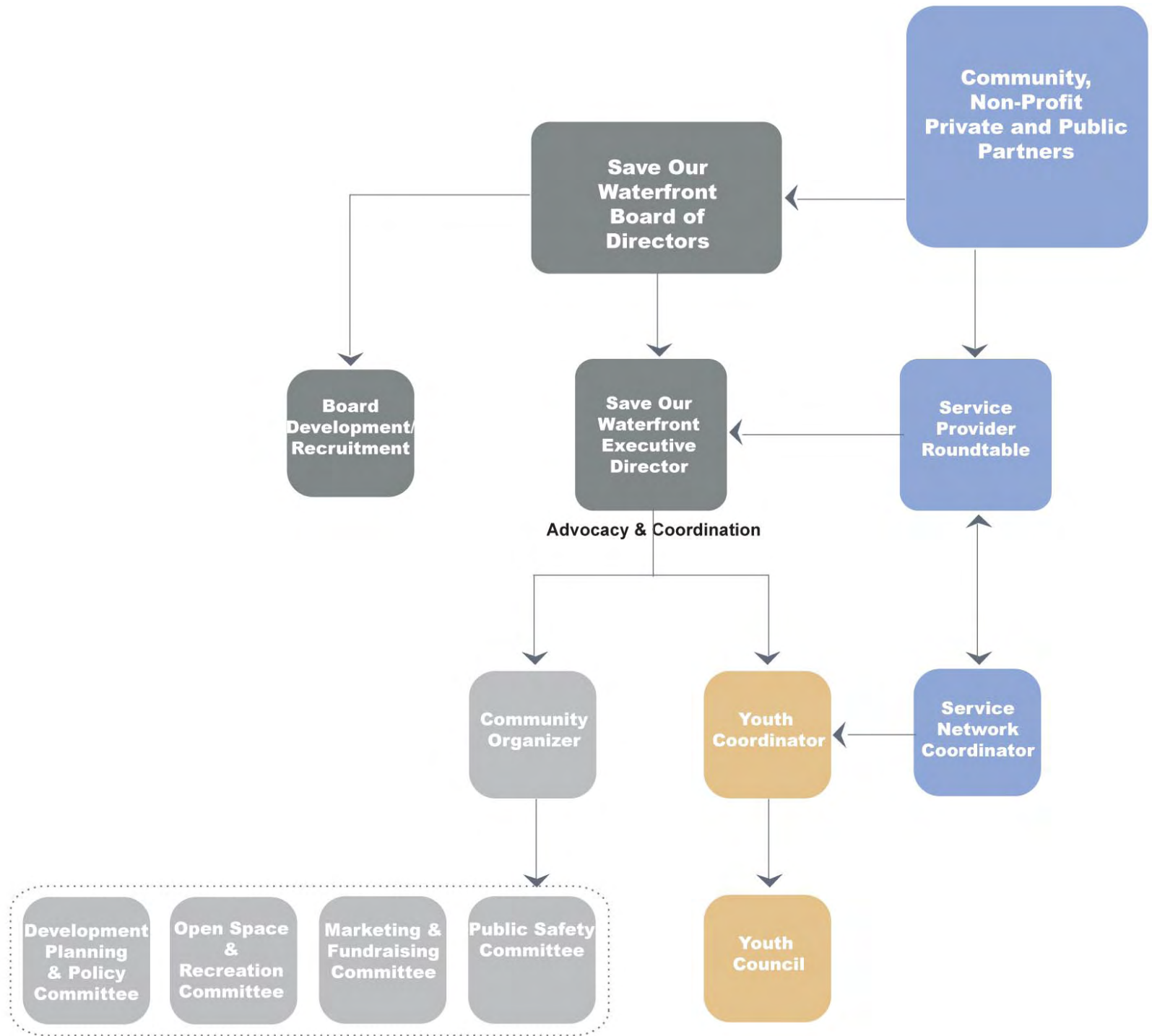
SOW bylaws state two-year terms and 21 available board positions. To encourage stakeholders to take ownership of the plan and prevent burn-out by existing board members, a continuing effort to recruit new board members should be instituted. By refreshing the board with new members, the organization will be able to groom multiple people for leadership positions. Always having a fresh pair of eyes will bring renewed energy to the organization's activities and build in stability for its long-term health.

7.5 Advocate for Positive Press Coverage of Positive Neighborhood Change.

The original North Camden Neighborhood Plan was able to generate an initial press buzz about the effort. North Camden needs positive stories to tell not just about this plan but about the community's accomplishments. A yearly public relations strategy should be developed by SOW's board to encourage media attention for the right reasons.

7.6 Submit the Plan for Approval and Prepare the Neighborhood Revitalization Tax Credit Application.

The State of New Jersey offers a Neighborhood Revitalization Tax Credit for neighborhoods with approved neighborhood plans. The dollars are focused on physical / capital investment but are largely flexible. SOW's first task is to have this plan approved by the New Jersey Department of Community Affairs Division of Community Resources' Neighborhood Revitalization Tax Credit program and subsequently to submit an application for funding for the first package of projects outlined in the implementation section of this report.



Proposed organizational structure.



VI Implementation Approach

The North Camden Neighborhood Plan is a comprehensive update of the 1993 North Camden Plan. The plan outlines the direction for the community over the next decade, and although the plan contains multiple strategies for SOW and its partners to pursue, each recommendation requires a different set of partners, enabling many proposals to be addressed concurrently. In addition, many of the recommendations are tailored to low-cost solutions that can be implemented by volunteer efforts and through the capacity of local organizations.

Attached is an Implementation Matrix that details the action type, timeframe, responsibility and partners, estimated costs, and potential funding sources for each recommendation, to help guide and keep track of the neighborhood's progress in implementing the plan's components. The spreadsheet should be actively used, updated, and changed once implementation commences. It should be noted that the costs are preliminary and will need to be updated as efforts move forward with each recommendation item. Similarly, although a number of potential funding sources are identified for some items, it is SOW and its partners' responsibility to determine the most attainable source of funds at the time fundraising efforts are underway.

This plan can, and should, be updated in 10 years. Funding sources, political representatives, community leaders, on the ground conditions, and even some local priorities will change in ways that are impossible to fully predict. This plan serves as an update and a new beginning. Just as the 1993 North Camden Plan was evaluated and mined for it still relevant goals, priorities, and policies in the creation of this 2008 plan, so too must the different recommendations contained within this plan be critically re-evaluated as implementation moves forward. If necessary, new recommendations should be considered that reinforce the principles set forth during this process.

Immediate Next Steps

SOW's first action item is to submit the plan for approval by the City's Planning Board and for adoption by Camden City Council. The intent is to get the plan recognized by the City as the official plan for North Camden and to raise awareness that significant strides have been made to organize and improve the community. This should occur as soon as SOW adopts the plan.

The immediate next step is to present this plan to the New Jersey Department of Community Affairs (NJDCA) Division of Community Resources for approval as a community-based comprehensive plan under the Neighborhood Revitalization Tax Credit (NRTC) program.³³ Once approval is obtained, SOW and its partners should file an application for funding for a year-one package of proposed NRTC projects totaling up to \$1 million in proposed capital investments, \$600,000 of which must be earmarked for housing or economic development-related investment. The remaining \$400,000 can be allocated more freely among other capital investment initiatives prioritized by the neighborhood.

If the plan receives NJDCA approval under the NRTC program, North Camden will be eligible for funding on a yearly basis of up to \$1 million dollars for the next 10 years.

³³ The Neighborhood Revitalization Tax Credit Program (NRTC) is designed to foster the revitalization of New Jersey's distressed neighborhoods. The Program offers business entities a 100% tax credit against various New Jersey State taxes. Credits are provided to business entities that invest in the revitalization of low and moderate-income neighborhoods in eligible cities. Sixty percent of the tax credit funds must be used for activities related to the development of housing and economic development. The remaining balance may be used for complementary activities such as the provision of assistance to small businesses, removing barriers to self-sufficiency, and promoting the integration of mixed-income neighborhoods.

In order to qualify for this tax credit investment, a not-for-profit entity must prepare a neighborhood revitalization plan and submit the plan to the New Jersey Department of Community Affairs (NJDCA) for approval. Once NJDCA has approved the plan, the entity can then prepare and submit a specific project for NJDCA approval, which will include implementation strategies and demonstrate how the project will specifically use the tax credit investments.

The range of recommendations for the neighborhood's revitalization and the waterfront's redevelopment will require coordination and financing well beyond what SOW can organize locally. City and State agencies, local institutions, and interested developers must form an active dialog about these recommendations. As with any implementation strategy, SOW should seek to blend dollars from both public and private sources to maximize impact. Foundation dollars and grants should also be sought for specific efforts.

To ensure that excitement about the plan is generated by partners and potential funders, SOW and their partners must convince City and State agencies of the long-term economic benefit to investing in the community. This benefit is not just for the existing and future residents of North Camden but for the entire City of Camden through increased tax rates, an improved housing market, and job creation. SOW should consider hiring a market analyst to evaluate the market potential of the community, including the waterfront, and develop economic scenarios based on this potential. The scenarios should identify the potential increase in tax rates for the City, total job creation, and the economic benefit to local schools. The results of the scenarios should be used to strongly advocate for investment in public facilities, services, and infrastructure, which are all necessary to fuel the revitalization of the community.

Phasing and Priority Projects

This planning study assumes that the Riverfront State Prison will be closed and relocated within the next four years. In the time leading up to the prison's closure, it will be critical to begin implementing the recommendations designed to strengthen the existing neighborhood core for two reasons:

- 1) North Camden and its residents need positive change – now; and
- 2) Successful redevelopment of the waterfront hinges on improved neighborhood stability, safety, and image.

Through discussions with SOW and the Steering Committee, a number of clear priority projects were identified. These priority projects are defined as critical investments that can have a transformative impact on the community over the next four years. While some of these projects will not be fully implemented within the next four years, it is important that significant progress be made toward their implementation. For instance, the process of acquiring land, securing funding, finalizing designs, and obtaining permits should actively move forward for new infill housing developments in that time.

SOW and its partners, the Steering Committee, and the North Camden community have identified the following capital projects as priority projects for the core neighborhood:

- Enhance Lighting and Visibility in High Crime Areas (Recommendation 2.2);
- Reclaim and Maintain Vacant Land to Create a Cleaner, Safer Environment (Recommendation 2.6);
- Infill: Strategically Invest in New Housing on Distressed Blocks (Recommendation 3.7);
- Complete the Proposed Respond Job Training Center (Recommendation 4.3);
- Develop the Proposed Supermarket at 7th and Linden (Recommendation 4.6);
- Reclaim Northgate Park (Recommendation 5.2);
- Improve Pyne Poynt Park (Recommendation 5.3);
- Open the North Camden Community Center to the Community (Recommendation 5.4);
- Calm Traffic to Improve Pedestrian and Bicycle Safety in North Camden (Recommendation 6.1); and
- Focus on 7th Street as the Main Gateway to North Camden (Recommendation 6.6).

Intended to proceed in tandem with the priority capital projects, the following social service, human capital, and community building initiatives have been selected as first steps in implementation:

- Undertake a Social Services Audit
(Recommendation 1.1);
- Develop a detailed Human Capital Plan
(Recommendation 1.2);
- Create a Coordinated North Camden Service Directory and Referral System (Recommendation 1.5);
- Create a North Camden Youth Council
(Recommendation 1.9);
- Create a North Camden Information Network and Get Plugged In
(Recommendation 1.14);
- Organize a North Camden Town Watch
(Recommendation 2.1);
- Report Unsafe Properties and Other Issues that Make North Camden Look and Feel Unsafe
(Recommendation 2.4);
- Reclaim and Maintain Vacant Land to Create a Cleaner, Safer Environment
(Recommendation 2.6);
- Organize and Advocate for the Demolition of Unsafe Properties
(Recommendation 3.3);
- Build Upon Existing Job Placement Programs for Teens and Young Adults
(Recommendation 4.4);
- Enhance Save Our Waterfront's Presence in North Camden
(Recommendation 7.1); and
- Build Capacity / Grow SOW's Staff
(Recommendation 7.2).

While SOW and its partners guide the neighborhood through the implementation of recommendations related to human capital and community building, public safety, housing rehabilitation and infill within the core, economic development, open space and recreation, infrastructure repair, and local capacity building, the groundwork for redevelopment along the waterfront must be laid as well. Within the next four years, privately-owned vacant and underutilized land along the River must be acquired and put under public control, and lands held both publicly and privately must be remediated to meet the standards for their intended future use and purpose. SOW and its partners must also use the time before the prison site becomes available for redevelopment to draft a Community Benefits Agreement that stipulates the neighborhood's expectations for future reinvestment so that the community is prepared to negotiate with developers as development interest builds.

The phased and detailed design for the waterfront park must also be developed within the next four years, and funding must be secured for the first phases such that portions of the park are poised to begin construction upon prison closure. North Camden's street grid must be extended toward the back channel, as illustrated in the phasing diagram on page 127, requiring first the design and funding commitments to establish these new roads. While the park and new road system are in design and development, RFPs for the first phases of development must also be formulated and development rights awarded, opening the door for the first phases of new development and the transformation of North Camden's waterfront.

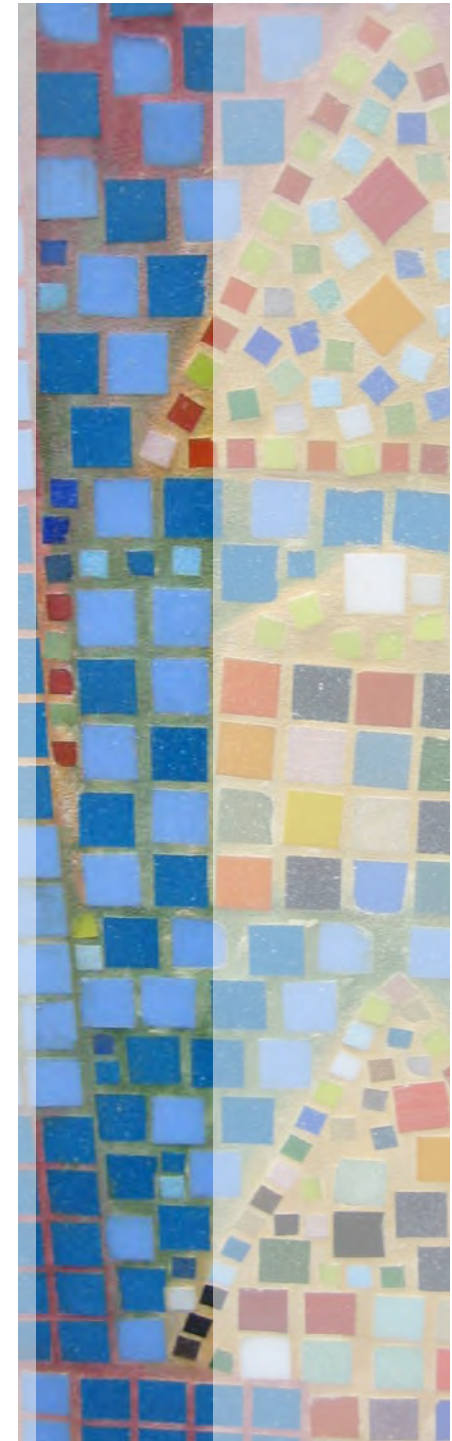
SOW's Capacity to Implement

North Camden is well positioned for major change in coming years. Strong, stable leadership is needed to guide the neighborhood as it revitalizes, ensuring that the existing community has a voice in the process and providing continuity between the North Camden of yesterday, today, and tomorrow. Poised to fill this role yet again, SOW must grow and evolve, assuming new roles and responsibilities as it builds a base of active and involved citizens and takes strides in implementation and achievement. As SOW's tasks grow in weight, number, and urgency, the organization must reconsider its goals, structure, and capacity and make changes within, accordingly. The same is true of the coalition of community institutions and stakeholders united behind this update of the North Camden Plan. Both SOW and its partners are necessary to undertake the breadth of recommendations outlined in this Plan.

While SOW builds capacity among its partners and volunteers, it must also build capacity as an organization. Experience from other neighborhoods that are implementing their plans indicates that at least one full-time employee is required to drive the implementation process. Given the breadth and opportunity for change in North Camden, SOW needs additional full-time staff – a paid Executive Director and a Community Outreach and Implementation Coordinator to begin with and eventually more as the pace of revitalization quickens.

SOW will also need to fund raise to help finance the implementation of the plan, build internal capacity, and grow its financial and technical resources. In addition to presenting the full plan and submitting for Neighborhood Revitalization Tax Credit dollars from the New Jersey Department of Community Affairs, SOW should spend a day at the Philadelphia Free Library's Regional Foundation Center. The Regional Foundation Center at the main branch of the Free Library provides local nonprofit organizations with free access to information on management, grant-seeking, fund development and proposal writing. They have a comprehensive collection of print and electronic materials available on all aspects of fundraising, institutional advancement and general philanthropy.

Lastly, SOW must continue to provide and open dialog in the community. Resident support and participation are key to the success and implementation of the plan. SOW must continue to work to inspire all North Camden stakeholders to get involved and stay involved. The ball is rolling, the challenge now is to maintain the energy and momentum. *Good luck... and have fun!*



► Priority Projects Indicated by: ►

2008 Projects Highlighted in Yellow

Note: All costs are conceptual and will need to be re-evaluated as action items move forward.

Organize for Success - Initial Implementation Steps						
	Action	Action Type(s)*	Timeframe	Responsibility / Partners	Estimated Cost	Potential Source of Funds
►	Submit the Plan for Approval by the City's Department of Development and Planning and Adoption by Camden City Council as an Amendment to the City's Master Plan.	Next Step	2008	SOW / Cooper's Ferry	--	--
►	7.3 - Transform the Steering Committee into an Implementation Committee.	Next Step	2008	SOW	--	--
	Members of the Steering Committee plus additional interested residents and stakeholders should form seven implementation sub-committees focused on: Economic Development; the Waterfront; Open Space & Recreation; Zoning and Code Enforcement; Marketing and Fundraising; Circulation & Infrastructure; and Public Safety.					(free library foundation center)
►	7.6 - Submit the Plan for Approval by the New Jersey Department of Community Affairs Division of Community Resources' Neighborhood Revitalization Tax Credit (NRTC) Program.	Next Step	2008	Camden Lutheran Housing / SOW	--	--
►	7.6 - Submit an Application for Funding for the First Package of Proposed NRTC Projects.	Next Step	2008	Camden Lutheran Housing / SOW	--	--

1. Human Capital and Community Building						
	Recommendation	Action Type(s)*	Timeframe	Responsibility / Partners	Estimated Cost	Potential Source of Funds
▶	1.1 - Undertake a Social Services Audit.	Community Organizing	2008	North Camden Service Provider Round Table / SOW	\$2,500 (summer intern)	Rutgers-Camden
▶	1.2 - Develop a Detailed Human Capital Plan.	Local Institution Initiative	2008-2009	North Camden Service Provider Round Table / SOW	\$75,000	The Annie E. Casey Foundation / CRA / Rutgers-Camden
	1.3 - Transform "Invisible" Neighborhood Social Service into Visible Neighborhood Institutions.	Local Institution Initiative	2012 -	SOW / Local Institutions	\$25,000	Foundations / NRTC
	1.4 - Advocate for Existing Services and Institutions that may be in Jeopardy.	Community Organizing	2008	North Camden Service Provider Round Table / SOW	--	--
▶	1.5 - Create a Coordinated North Camden Service Directory and Referral System.	Community Organizing	2008	North Camden Service Provider Round Table / SOW	\$5,000 for printing / distribution	Local institutions in the Service Roundtable
	1.6 - Launch a Safe Routes to School Program.	Community Organizing, Capital Improvements to the Public Arena	2009	SOW / Camden School District	\$10,000 for organizing / educational materials	NJDOT
	1.7 - Encourage Learning Partnerships.	Local Institution Initiative	2008	SOW / Camden School District / Rutgers / Camden County College / Rowan University	\$20,000	TBD
	1.8 - Hire a Youth Coordinator.	Advocacy / Policy, Community Organizing	2010	SOW / Respond / Hopeworks	\$35,000 annually	Foundation support / Community Benefits Contributions
▶	1.9 - Create a North Camden Youth Council.	Community Organizing	2008	SOW / Respond / Hopeworks	\$1,000 annual operating budget	Local donations - HopeWorks / Respond / businesses
	1.10 - Support the 100% Graduation Rate Program's Proposed Pilot Program.	Advocacy / Policy, Community Organizing	2009	SOW / Camden School District, Rutgers	\$25,000 annually	Local business support, Rutgers
	1.11 - Partner with Local Institutions to Form a Women's Support Group and Center.	Advocacy / Policy, Community Organizing	2010	Respond Inc., Guadalupe Family Services	\$10,000 annually	--
	1.12 - Develop a North Camden Night School.	Local Institution Initiative	2010	North Camden Service Provider Round Table / SOW	\$75,000 annually for teachers / materials	NJ Dept. of Education / Rutgers-Camden / Foundation support / Respond Inc.
	1.13 - Celebrate and Nurture North Camden's Ethnic Diversity.	Advocacy / Policy, Community Organizing	2009	SOW	--	SOW / Camden County Office of Hispanic Affairs / Rutgers-Camden
▶	1.14 - Create a North Camden Information Network and Get Plugged In.	Community Organizing	2010	North Camden Service Provider Round Table / SOW	\$10,000 for newsletter / billboard	TBD
	1.15 - Express Yourself - Use Public Art and Community Gatherings to Tell a New Story about North Camden.	Community Organizing, Capital Improvements to the Public Arena	2010-	SOW / Rutgers-Camden / Philadelphia Mural Arts Program	\$30,000 for three initial murals	Rutgers Center for the Arts / Wachovia Regional Foundation / NRTC / Local Businesses, SOW Memorial Fund

2. Public Safety						
	Recommendation	Action Type(s)*	Timeframe	Responsibility / Partners	Estimated Cost	Potential Source of Funds
▶	2.1 - Organize a North Camden Town Watch.	Community Organizing	2008	SOW / HopeWorks / DCCB / COLT	\$12,500 for posters	City of Camden
▶	2.2 - Enhance Lighting and Visibility in High-Crime Areas.	Capital Improvements to the Public Arena	2009	SOW / CFDA	\$500,000 - \$1 million	NRTC / Wachovia Regional Foundation / City of Camden / Enterprise Zone / NJDOT
	2.3 - Enforce the City-wide Curfew and Support the Camden City Curfew Initiative.	Advocacy / Policy	2008		--	--
▶	2.4 - Report Unsafe Properties and Other Issues that Make North Camden Look and Feel Unsafe.	Advocacy / Policy	2008-	SOW / Hopeworks	--	--
	2.5 - Launch a Trash and Recycling Education Effort to Clean Up North Camden.	Advocacy / Policy, Community Organizing	2012	SOW / City of Camden	\$20,000 if part-time staff is hired	Private developers / City of Camden
▶	2.6 - Reclaim and Maintain Vacant Land to Create a Cleaner, Safer Environment.	Local Institution Initiative, Capital Improvements to the Public Arena	2010	SOW / Respond / COLT / Camden Garden Club / PHS / Shade Tree Advisory Board of Camden	\$100,000 per year for staff and materials	NRTC / Wachovia Regional Foundation / City of Camden / Camden City Garden Club
	2.7 - Monitor Environmental Contamination.	Advocacy / Policy	2008-	SOW / Cooper's Ferry	--	--

3. Housing						
Recommendation	Action Type(s)*	Timeframe	Responsibility / Partners	Estimated Cost	Potential Source of Funds	
3.1 - Preserve Existing Homeowners and Increase Affordable Homeownership.	Advocacy / Policy, Local Institution Initiative	2008	Camden Lutheran Housing / State Street Housing Corporation	--	CHIP Program	
3.2 - Support Responsible Property Owners / Put Pressure on Irresponsible Property Owners.	Advocacy / Policy, Community Organizing, Local Institution Initiative	2009-	Partnership between SOW, housing providers*, City of Camden, & State of New Jersey	--	--	
▶ 3.3 - Organize and Advocate for the Demolition of Unsafe Properties.	Advocacy / Policy, Community Organizing, Local Institution Initiative	2008	Partnership between SOW, housing providers*, City of Camden, & State of New Jersey	\$750,000	--	
3.4 - Integrate New Computers as Basic Housing Infrastructure for All New Affordable Units.	Advocacy / Policy, Local Institution Initiative, Development	2009-	Camden Lutheran Housing, Lutheran Social Ministries, Fair Share Housing	--	TBD	
3.5 - Design for Impact.	Advocacy / Policy	2008-	Development, Planning & Policy Committee	--	--	
3.6 - Strategically Approach Investment in North Camden.	Advocacy / Policy	2008-	Partnership between SOW, housing providers*, City of Camden, & State of New Jersey	900 units at \$200,000 = \$180 million	NRTC, NJHMFA, NJDCA, FHLBNY, TRF, Balanced Housing, Home Express, City of Camden, and other lending institutions	
▶ 3.7 - Infill: Strategically Invest in New Housing on Distressed Blocks.	Development	2010	Camden Lutheran Housing / Lutheran Social Ministries / Fair Share Housing	182 units at \$200,000 = \$46,400,000**	NRTC / NJHMFA / Federal Home Loan Bank NY / The Reinvestment Fund / DCA Balanced Housing Program / Private equity	
3.8 - Create a Plan for the Redevelopment of Northgate I.	Planning	2012	SOW / Cooper's Ferry / Fair Share Housing	\$75,000	Wachovia Regional Foundation / City of Camden	
3.9 - Grow North Camden's Residential Community Toward the River.	Development	2012-	Cooper's Ferry / SOW / City of Camden	To be determined for environmental remediation, acquisition and development	City of Camden / Cooper's Ferry / NJDEP / Private Developers	
3.10 - Mix Market-Rate Development with Affordable Housing to Build a Mixed-Income Community Along the River.	Advocacy / Policy	2014-2028	Cooper's Ferry / SOW	2,820 units at ~\$300,000 (long-term) = \$846 million	--	
3.11 - Advocate for Balanced Growth to Achieve an Equitable and Economically Diverse Neighborhood.	Advocacy / Policy	2012-	Cooper's Ferry / SOW	--	--	
3.12 - Develop New Senior Housing and Enable Residents to Age in Place.	Development	2016	Camden Lutheran Housing / Lutheran Social Ministries / Fair Share Housing / Respond Inc. / State Street Housing Corporation / The Ingerman Group	\$15,000,000	NRTC / NJHMFA / LIHTC / Federal Home Loan Bank NY / The Reinvestment Fund / Private equity / HUD 202 / Balanced Housing / Home Express	
3.13 - Draft a Community Benefits Agreement.	Community Organizing, Development	2010	SOW / Cooper's Ferry / Camden Lutheran Housing	--	--	

* North Camden housing providers include: Camden Lutheran Housing, Lutheran Social Ministries, State Street Housing Corporation, Fair Share Housing Development, Inc., Volunteers of America, and My Brother's Keeper

** This amount is included in the estimated cost for Recommendation 3.6, not in addition to.

4. Economic Development						
	Recommendation	Action Type(s)*	Timeframe	Responsibility / Partners	Estimated Cost	Potential Source of Funds
	4.1 - Hire a Market Analyst to Evaluate North Camden's Market Potential.	Next Step	2008	SOW / CFDA	\$40,000	CFDA / Foundation Support / City of Camden
	4.2 - Development Projects in North Camden Should Employ Local Contractors and Labor.	Advocacy / Policy, Local Institution Initiative, Development	2008-	Development, Planning & Policy Committee	--	--
▶	4.3 - Complete the Respond Job Training Center.	Advocacy / Policy	2008	Respond	\$4.2 million	Respond / NJEDA / USED A / Camden Empowerment Zone Corporation / NJ Dept. of Children / Foundation grants
▶	4.4 - Build Upon Existing Job Placement Programs for Teens and Young Adults.	Community Organizing, Local Institution Initiative	2008-	SOW / Respond / Hopeworks / Youth Council / Camden County WIB	--	--
	4.5 - Actively Market Vacant Commercial Space.	Advocacy / Policy	2009-	Development, Planning & Policy Committee	\$2,000 annually to collect / produce information	Cooperative Assistance Business Corp. / SOW
▶	4.6 - Develop the Proposed Supermarket at 7th and Linden.	Local Institution Initiative, Development	2012	Development, Planning & Policy Committee / City of Camden	\$15,000,000	NRTC / NJEDA / Camden Empowerment Zone Corporation / City of Camden / Camden County / DRPA / Camden Gateway Urban Renewal
	4.7 - Develop the Book Bindery Site.	Development	2009	Imagine Charter School	\$12,000,000	Imagine Charter School / NRTC
	4.8 - Form a Partnership with Rutgers and Connect to the Campus.	Development, Capital Improvements to the Public Arena	2010-	Economic Development Committee / Rutgers-Camden / Cooper's Ferry / DRPA	To be determined	Rutgers-Camden / City of Camden / DRPA
	4.9 - Rezone to Welcome New Commercial and Mixed Use Development.	Advocacy / Policy, Development	2009	Development, Planning & Policy Committee / City of Camden	--	--
	4.10 - Achieve Commercial and Economic Development through Waterfront Redevelopment.	Development	2012-	Development, Planning & Policy Committee	--	--

5. Open Space and Recreation						
	Recommendation	Action Type(s)*	Timeframe	Responsibility / Partners	Estimated Cost	Potential Source of Funds
▶	5.1 - Endorse the North Camden Waterfront Park Plan and Push for its Full Implementation.	Advocacy / Policy, Capital Improvements to the Public Arena	2008	Cooper's Ferry / SOW	--	--
▶	5.2 - Reclaim Northgate Park.	Community Organizing, Capital Improvements to the Public Arena	2009	SOW / Fair Share Housing / COLT / Hopeworks	\$1,200,000 + \$250,000 annually	NJDEP / City of Camden / Private donations
▶	5.3 - Improve Pyne Poynt Park - Use It, Don't Abuse It.	Capital Improvements to the Public Arena	2010	Camden County / City of Camden / SOW	\$1 - 2 million	Camden County / City of Camden / NJDEP
▶	5.4 - Open the North Camden Community Center to the Community.	Capital Improvements to the Public Arena (plus Operating Costs)	2012	Camden County / City of Camden / SOW	\$1,525,000	Camden County / City of Camden / NJDEP / NRTC
	5.5 - Carve Out a Central Meeting Place.	Development	2012	SOW / Fair Share Housing	\$250,000	NRTC / Private Sector
	5.6 - Forge Strong Connections with the New Kroc Community Center.	Advocacy / Policy, Capital Improvements to the Public Arena	2010	SOW / Salvation Army / City of Camden	\$25,000 for van service / \$50,000 for signage & lighting	NRTC / Salvation Army
	5.7 - Capitalize on Local Heritage.	Capital Improvements to the Public Arena	2016	Camden Historic Preservation Commission / NJDEP / Cooper's Ferry	\$1,730,000 (\$630,000 for renovations to the Benjamin and Joseph Cooper houses / \$1,100,000 for Main Street improvements)	NJDEP / Camden County / Foundation grants / NRTC / Historic Tax Credits
▶	5.8 - Plant Trees in Partnership with the New Jersey Tree Foundation, the City of Camden, and the Department of Transportation.	Capital Improvements to the Public Arena	2009-	SOW / COLT / Shade Tree Advisory Board of Camden, Respond Inc., Camden Towne Civic Association, Cooper Lanning Civic Association, Camden Neighborhood Renaissance	\$50,000 annually for 50 trees	Tree Foundation / NRTC / NJDOT / City of Camden / Shade Tree Advisory Board
	5.9 - Mobilize the Neighborhood's Green Thumbs.	Community Organizing, Capital Improvements to the Public Arena	2009	SOW / COLT / Respond Inc.	\$25,000 for targeted plantings	NRTC / Shade Tree Advisory Board / Tree Foundation / Camden City Garden Club

6. Circulation and Infrastructure						
	Recommendation	Action Type(s)*	Timeframe	Responsibility / Partners	Estimated Cost	Potential Source of Funds
▶	6.1 - Calm Traffic to Improve Pedestrian and Bicycle Safety in North Camden.	Capital Improvements to the Public Arena	2009-	Development, Planning & Policy Committee / City of Camden	\$750,000	Federal Highway Administration / NJDOT / TE Funds (DVRPC) / City of Camden
	6.2 - Petition New Jersey Transit to Install Bus Shelters.	Advocacy / Policy	2010	Development, Planning & Policy Committee	--	NJ Transit / Federal Transit Authority
	6.3 - Change Key Two-Way Streets to One-Way	Advocacy / Policy / Planning	2009	Development, Planning & Policy Committee	\$100,000 for traffic study	NJDOT
	6.4 - Change Linden Street to Two-Way Traffic between 7th and Penn Streets.	Advocacy / Policy / Planning	2009			
	6.5 - Poynt to North Camden.	Capital Improvements to the Public Arena	2012	Development, Planning & Policy Committee	\$150,000 for design and implementation	NRTC / NJDOT / DVRPC / City of Camden
▶	6.6 - Focus on 7th Street as the Main Gateway to North Camden.	Capital Improvements to the Public Arena	2009-	Development, Planning & Policy Committee / Fair Share Housing / NJDOT / Camden County	\$500,000 for design and implementation	Federal Highway Administration / NJDOT / TE Funds (DVRPC) / NRTC / Camden County
	6.7 - Re-pave and Re-construct Streets in Conjunction with New Development and Streetscape Improvements.	Capital Improvements to the Public Arena	2009-	Development, Planning & Policy Committee / Camden County	\$2,400,000 phase 1	City of Camden / NJDOT / Camden County
	6.8 - Sensitively Accommodate Parking in the Community.	Local Institution Initiative, Development, Capital Improvements to the Public Arena	2009-	Development, Planning & Policy Committee / Camden County WIB / City of Camden	--	--

7. Community Organizing for Implementation						
	Recommendation	Action Type(s)*	Timeframe	Responsibility / Partners	Estimated Cost	Potential Source of Funds
▶	7.1 - Enhance Save Our Waterfront's Presence in North Camden.	Community Organizing	2008	SOW	\$30,000 for web presence / office space	Wachovia Regional Foundation / Foundation support / Grants
▶	7.2 - Build Capacity / Grow SOW's Staff.	Community Organizing, Local Institution Initiative	2008-2010	SOW	\$100,000 for salaries	Wachovia Regional Foundation / Foundation support / Grants
▶	7.3 - Transform the Steering Committee into an Implementation Committee.	Next Step	2008	SOW	--	--
	7.4 - Focus on Board Member Recruitment.	Community Organizing, Local Institution Initiative	2008-	SOW	--	--
	7.5 - Advocate for Positive Press Coverage of Positive Neighborhood Change.	Community Organizing	2008-	Marketing Committee / Cooper's Ferry	--	--
▶	7.6 - Submit the Plan for Approval and Prepare the Neighborhood Revitalization Tax Credit Application.	Next Step	2008	Camden Lutheran Housing / SOW	--	--

VII Appendix

North Camden Waterfront Park Plan

WRT..... -

Riverfront State Prison Site Reuse Study Excerpts

Clarke Caton Hintz A3

North Camden Neighborhood Plan Design Guidelines

Interface Studio A7

North Camden Neighborhood Plan Acronym Glossary

Interface Studio A13

North Camden Neighborhood Plan Community Needs Survey

Interface Studio, CHPlanning, Save Our Waterfront A15

North Camden Neighborhood Plan Community Needs Survey Results

Tabulated by CAMConnect A22



NORTH CAMDEN WATERFRONT PARK PLAN CAMDEN

Cooper's Ferry Development Association
Save our Waterfront
and WRT
April 2008

The North Camden Waterfront Park was completed with contributions from the individuals, organizations, and public sector entities listed below. Special thanks go out to these individuals, organizations, and entities.

The William Penn Foundation provided the generous financial support for the conceptual design of the waterfront park.

S.T. Hudson Engineers Inc. provided invaluable feedback backed by decades of experience with the marine structures on the North Camden waterfront.

Clarence Bagwell, State Street Housing Corporation and Respond, Inc.
Ed Bonette, Camden Youth Soccer Club
Margaret "Peg" Bucci, Lutheran Social Ministries of New Jersey
Major Paul Cain, The Salvation Army
Betsy Clifford, Camden Lutheran Housing, Inc.
Tom Corcoran, Cooper's Ferry Development Association (CFDA)
Sister Helen Cole, Guadalupe Family Services
John Donahue, R.C. Molina School
Caren Fishman, Camden County Parks
Angel Fuentes, City of Camden City Council
Antoinette Green
Jenny Greenberg, Cooper's Ferry Development Association
Oscar Hernandez, My Brother's Keeper
Teresa Hoke
Pastor Margaret Herz-Lane, Grace Lutheran Church
Patrick Keenan, Hopeworks North Camden
Tamara Jefferson, City of Camden Bureau of Parks and Open Spaces
Jerry Jerome, Camden Youth Soccer Club
Jean Kehner
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Delia Lugo, Holy Name Parish
Robert McGee, Creating Opportunities for Life Together (COLT)

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Wilbert Mitchell, Respond, Inc.
Daneen Morris, Camden Greenways, Inc.
Sister Jean Mouch, Medical Missionary Sisters
Joe Myers, Cooper's Ferry Development Association
Peter O'Connor, Fair Share Housing Development Corporation
Angel Osorio, Camden Youth Soccer Club
Evelyn Pagan, R.C. Molina School
Sam Plaza, Cuts and Curls
Veronica Polo, Save Our Waterfront (SOW)
Monna Provost, Camden Youth Soccer Club
Father Jeff Putthoff, Hopeworks N Camden
Tyrone Richard, Pyne Poynt School
Anne Sadler, Pyne Poynt Marine Services and Respond, Inc.
Rodney Sadler, Pyne Poynt Marine Services and Save Our Waterfront (SOW)
Fran Salinas, Camden Lutheran Housing, Inc.
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Ed Williams, City of Camden Department of Development and Planning
Gina Williams-Deas, Volunteers of America
James Wynn, Volunteers of America
Lee Zandstra, Lutheran Social Ministries of New Jersey

All who volunteered their time and opinions in surveys, interviews, focus groups, and public meetings.



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Executive Summary

The community of North Camden has an extremely valuable resource in its backyard. The two and a half-mile stretch of waterfront that wraps the neighborhood on three sides is a cultural, economic, and ecological asset. The transformation of this once-bustling industrial area into a revitalized waterfront park will help to transform the future of North Camden.

In conjunction with the planning process for the core neighborhood and new waterfront development properties, a second plan in North Camden has been underway: the North Camden Waterfront Park. Cooper's Ferry Development Association (CFDA), the private non-profit corporation charged with creating and implementing a comprehensive revitalization plan for the central waterfront, has been working on a planning process for the future waterfront park with Save Our Waterfront, Camden Greenways, Camden County Parks, Camden City, and neighborhood stakeholders. CFDA engaged the engineering services of Hudson Engineers to provide an analysis of the waterfront's edge conditions and environmental issues. Wallace Roberts & Todd, LLC (WRT), an interdisciplinary design firm in Philadelphia, was selected to create a conceptual design for a new contiguous waterfront park along North Camden that will extend Wiggins Waterfront Promenade under the Ben Franklin Bridge, continuing along the Delaware River and around the back channel to the Cooper River connecting with the city's greenways. The cost of this study was primarily paid for by a grant that CFDA received for this purpose from the William Penn Foundation.

The waterfront was core to Camden's establishment and development as the city's strategic location along the Delaware River attracted settlers and supported industry. While industry once represented the city's livelihood, industrial uses and the Riverfront State Prison's construction isolated North Camden from one of its greatest assets: the Delaware River. Governor Corzine's 2006 prison relocation announcement presented the opportunity to envision a waterfront park and mix of uses.

WRT worked with project stakeholders, the community and neighborhood consultant Interface Studio to identify the proposed waterfront park area and development edge as well as the proposed road network. It is the plan's intent to bring the highest level of support to achieve residents' visions for their waterfront park. By providing analysis and recommendations, residents are provided with the necessary tools to achieve their vision. Plan elements include analysis of existing conditions, opportunities and constraints, waterfront development principles and strategies, project precedents and conceptual illustrations, a land use framework, an access and circulation framework, park programming, design guidelines, an implementation phasing strategy, and cost estimates.



Community input was a primary driver of waterfront park programming. Preferences were assessed through public meetings and surveys. A broad range of passive and active, youth, family and senior, destination, and community programs were indicated as preferential, and were incorporated into the overall plan.

The community engagement process enabled residents and plan partners to develop six overarching plan objectives, which guided the North Camden Waterfront Park Plan's conception. The objectives developed by residents and plan partners are:

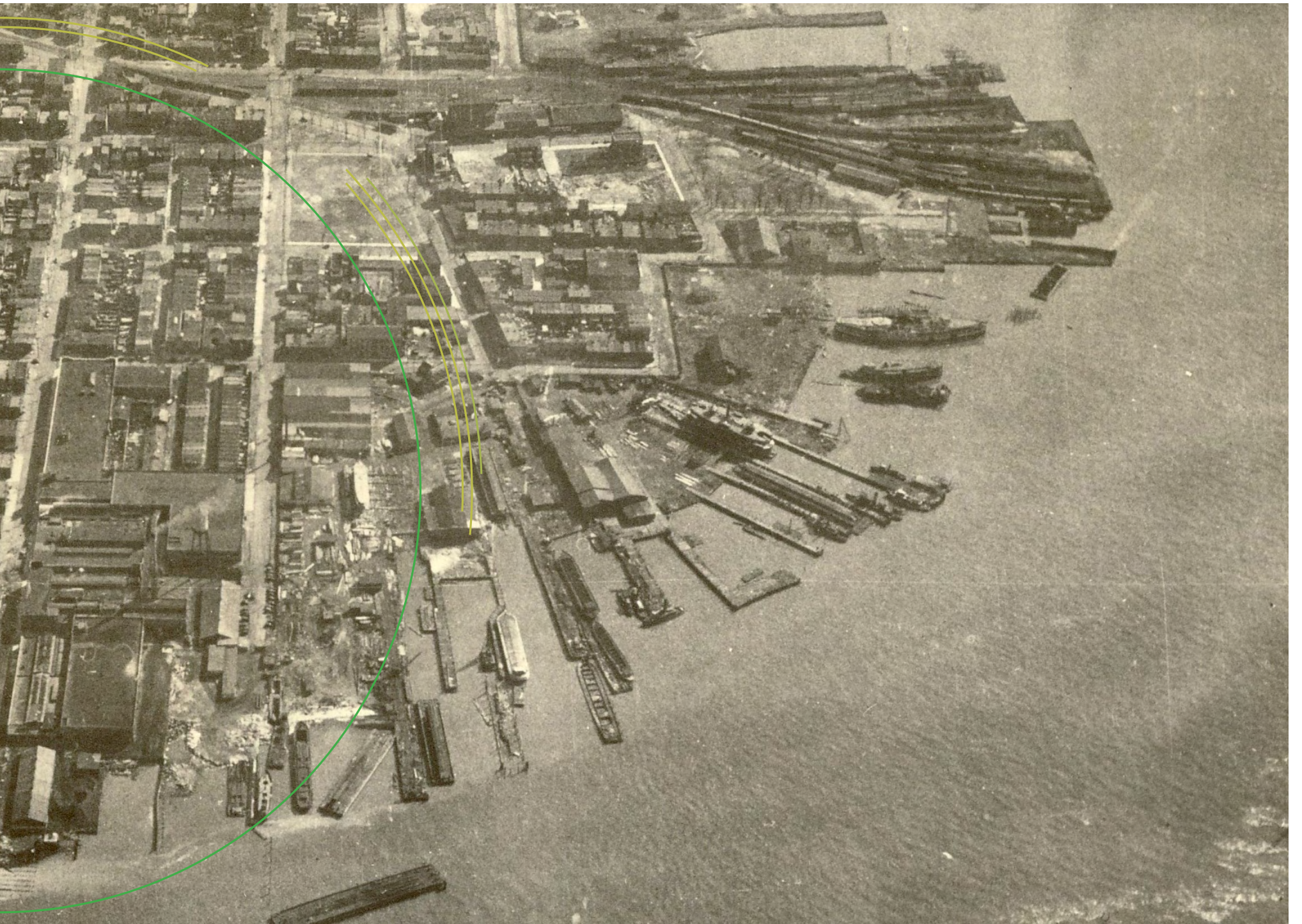
1. Enhance the visual impact of the river.
2. Provide continuous public access to the waterfront.
3. Connect the neighborhood to the river.
4. Create a pioneering environmental education asset.
5. Provide access to recreation.
6. Respect North Camden's maritime roots.





BACKGROUND AND OBJECTIVES





**THE PLAN
RECALLS NORTH CAMDEN'S
RICH AND DIVERSE
MARITIME
HISTORY**





Early History of the North Camden Waterfront

The history of the waterfront's rise to great prosperity and eventual decline can be traced back to 1681, when William Cooper settled near the mouth of Deer Creek, later to be named Cooper's Creek. Cooper named his estate Pyne Poynt after the majestic pine trees that grew there. Less than 100 years later, his great grandson, Jacob, laid out 40 acres of streets and lots, naming his town after the Earl of Camden.

Early growth in the late 17th century in Camden is attributed to ferry operations accommodating trade from West Jersey to Philadelphia's growing population. Camden's earliest structures were built around ferry sites, with taverns, hotels, and "pleasure gardens" catering to the ferry industry. These ferry locations include: Cooper Street, Cooper's Point, Market Street (West Jersey Ferry), and Federal/Ferry Street. Built in 1734, the Benjamin Cooper House is of particular historical importance, as it is the only remaining ferry tavern in North Camden. During the British occupation of Philadelphia (1777-78), Lt. Col. Abercrombie used the Cooper House as his headquarters.

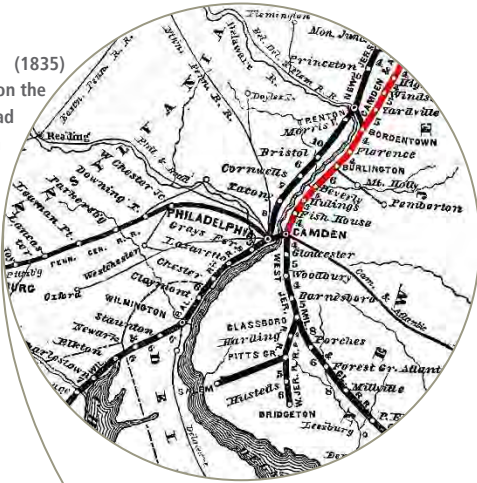
1750 1775 1800 1825 1850 1875
RIVER AND LAND INDUSTRIES: AGRICULTURE, FERRY, RAILROADS, SHIPBUILDING, INDUSTRIAL SETTLEMENT



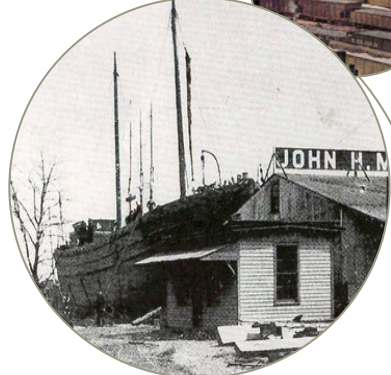
(undated)
Joseph Cooper House



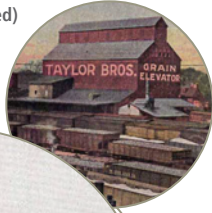
(1734)
Benjamin Cooper House
is built. Today, it is the only
remaining ferry tavern
in North Camden



(1835)
Service began on the
Camden and Amboy Railroad
marking an increase in
population and commerce



(1876)
Mathis Shipyard Opens



(undated)
Taylor Brothers Grain
Elevator and Warehouse
at Cooper's Point



(undated)
Early growth in Camden is
attributed to ferry operations
accommodating trade from
West Jersey to Philadelphia's
growing population

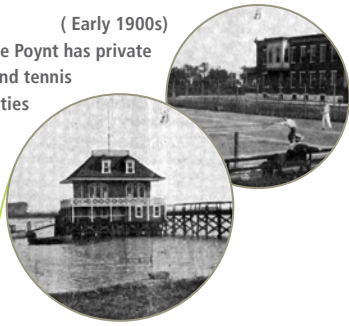


(1828)
The settlements merged
into a single municipality
and were incorporated
into a city



(1890)
Cooper's Point

(Early 1900s)
Pyne Poynt has private boating and tennis facilities



(1925)
Pyne Poynt becomes a city park and a place of beauty



(WWII Era)
The Shipping Industry boosts Camden's failing economy



(1990)
Save Our Waterfront founded to advocate for the community's interest on the waterfront and the community as a whole



(1985)
Riverfront State Prison opens



PARKS AND OPEN SPACE

1900

1925

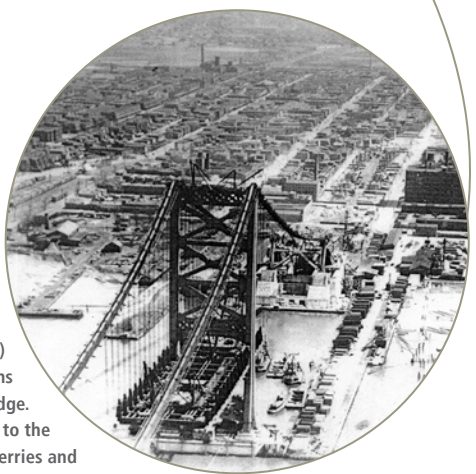
1950

1975

2000

2025

(1923)
Construction begins on Ben Franklin Bridge. The bridge contributes to the decline of river ferries and isolates North Camden



(2005)
The Riverfront Prison Reuse Study is developed and sparks current North Camden planning efforts



The Industrial Waterfront

In 1835, service began on the Camden and Amboy Railroad, and the railroad came to replace waterways as the region's transportation network. The railroad's establishment also marked an increase in Camden's population and commerce. During the mid-19th century, railroads connected smaller towns to Camden, bolstering the city's ferry industry. By 1881, Camden was linked to Philadelphia, Trenton, New York, and Atlantic coast towns by six railroad companies. By the end of the 19th century, the Pennsylvania Railroad had consolidated most local lines, thereby dominating shore and inland traffic. The company-owned ferry lines and riverfront lands in Camden, determined rights of way, rerouted streets, and selected locations for factories. The Pennsylvania Railroad was the primary driver of development and expansion of Camden during the end of the 19th century.

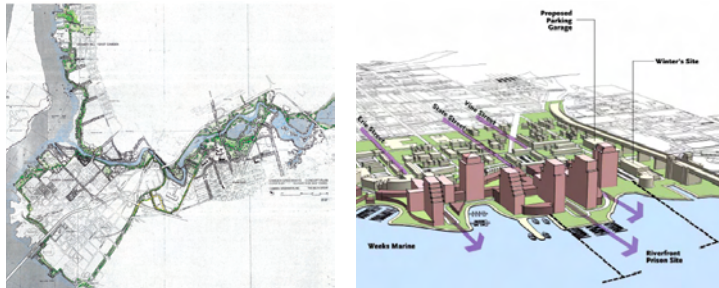
The North Camden waterfront flourished during the Industrial Revolution. In 1876, the Cooper site became home to the Mathis Ship Yard, which developed into a widely-respected business known for their yachts and ships built for the Navy and Coast Guard. The site would gain worldwide attention in the 1930s, when Sir Hubert Wilkin's attempted submarine voyage to the North Pole began at Mathis Ship Yard, where the "Nautilus" was converted for the expedition.

North Camden became the home for several other industries besides shipbuilding, and these major employers spawned increased settlement in the neighborhood. In fact, by 1920, nearly every spot of land except for Pyne Poynt was developed. The John R. Evans Company, a leather manufacturer, had a factory located at 2nd and Erie Streets. Knox Gelatin had factories along the waterfront by 4th and Erie Streets, and provided hundreds of jobs through the first half of the 20th century.

Through the mid-1920s, Camden's economy flourished, driven by successful local industries and the thriving population. In 1923, the Board of Commissioners embarked on an initiative to expand and beautify Pyne Poynt Park which had, until then, been used mostly for private activities—with the exception of the former Cooper house, which served as a library. The improvements to the park were extensive: new lighting, walkways, trees and shrubs, a drinking fountain, tennis courts, a playground, baseball diamonds, a gazebo, a swimming pool, and a wading pool were all installed. The site was regraded with a retaining wall installed along the higher elevations at the south end, and "comfort stations" were built with public restrooms.

Construction of the Benjamin Franklin Bridge in 1923 altered the course of Camden's development. With easy road access to Philadelphia from New Jersey, the ferries shut down and industry began to recede. During WWII, ship building boosted Camden's economy, but by the 1950s residents and businesses began leaving Camden for the growing suburbs.

Reclaiming the Waterfront



The decaying industrial fabric of the waterfront, once central to the daily lives of residents and to the economic well-being of the city, came to separate residents from the waterfront. The last vestiges of significant employment-supporting industries disappeared by the 1970s: the Evans Company factory was destroyed by fire in 1971 and Knox Gelatin shut down its North Camden operations after corporate restructuring. The waterfront has since come to house Riverfront State Prison, Weeks Marine dredging operations, and various other abandoned and underutilized land uses.

In 1990, the State of New Jersey attempted to construct a second prison in the neighborhood, and this led to a grass-roots effort by the neighborhood residents and stakeholders to fight off the prison and create a new non-profit community organization called Save Our Waterfront. The effort led to the *North Camden Neighborhood Plan*, in which residents asserted that once the prison construction plan was defeated, they would also resist trash-to-steam plants, sewage treatment facilities, and landfills. They advocated for waterfront parks, affordable high and low-rise housing, a human services cluster with daycare, a health clinic, college, transportation center, police substation, and small commercial center.

In 1995, the Delta Group prepared the *North Camden Waterfront Park Conceptual Planning* report, which followed up the neighborhood plan. The report stressed the importance of preserving open space along the river, developing opportunities for recreation and public access to this open space, enhancing environmental resources, and insuring safety and security for park users. The following year, the Camden Greenways Concept Plan was published, and in North Camden, Delaware Avenue served as the study's western boundary. The Prison area was not considered part of the greenway.

In 2005, the Delaware River Port Authority (DRPA) commissioned Clarke Caton Hintz to conceptualize the Riverfront Prison Reuse Study. This study explored development opportunities along the waterfront parcels and their relationship with the neighborhood. The Clarke Caton study was the first report advocating that there were better waterfront uses than a prison. It was instrumental in initiating discussions between the state and plan funders to develop current planning efforts.

In December 2006, the Courier-Post reported Governor Corzine was considering relocating the Riverfront Prison to open up the site for waterfront access to take advantage of the prime real estate the prison occupies. The following May, the Courier-Post published an article stating that the formal decision had been made by the State to relocate the prison and that planning as to how and where to relocate the prison was underway. Corzine's decision to relocate the prison creates a key opportunity for this Waterfront Park Plan. The relocation provides an opportunity to establish a direct connection to Wiggins Park, and more importantly, connections between the North Camden neighborhood and the Delaware River.

Far left:

Image from the DRPA-commissioned 1995 Riverfront State Prison Reuse Study drawn by Clarke Caton Hintz.

Left:

1996 Camden Greenways Concept Plan drawn by the Delta Group; updated in 2007.

Waterfront Park Plan Background

Governor Corzine's 2007 announcement of his intention to relocate Riverfront State Prison spurred reconsideration of the North Camden waterfront's potential by neighborhood stakeholders.

Starting in March 2007, with funding from the William Penn Foundation, Cooper's Ferry Development Association (CFDA) has worked with neighborhood stakeholders and city representatives to develop a community-based vision for a new waterfront park in North Camden. The support and encouragement from the William Penn Foundation has been invaluable throughout the plan process. CFDA's project partners have included the City of Camden, the Camden Redevelopment Agency and community organizations such as Camden Lutheran Housing Inc., Respond Inc., Fair Share Housing Inc., State Street Housing, Camden Greenway Inc., Save Our Waterfront, Camden County Parks, and others. The waterfront park is envisioned to extend along the Delaware River from Wiggins Park to the Cooper River back channel.

During the summer of 2007, CFDA undertook initial investigations of the study area. CFDA, with the assistance of S.T. Hudson Engineers, developed a property ownership survey, wetlands delineation (both freshwater and tidal), preliminary identification of sub-aquatic vegetation, and an evaluation of riparian edge conditions. At the same time, CFDA and the project partners undertook an RFP process to select a qualified park planning/landscape architecture firm to develop the waterfront park plan. The winning proposal was from the nationally-renowned firm of Wallace Roberts & Todd, LLC (WRT). Coincidentally, WRT's Philadelphia office developed the initial design for Wiggins Waterfront Promenade Park in 1979 in the city of Camden's downtown waterfront.

During the same period, Save Our Waterfront engaged Interface Studios to develop the North Camden Neighborhood Plan, which has studied the core neighborhood and the adjacent waterfront parcels. Planning for the core neighborhood, waterfront parcels, and the waterfront park have all been developed in parallel. Building upon the work completed for the 1993 Neighborhood Plan and the 1995 Waterfront Park Conceptual Master Plan, both efforts entailed extensive assessment of existing conditions and a series of stakeholder interviews, stakeholder workshops, and community meetings and surveys. Many events were conducted collaboratively to ensure coordination, while a few were conducted independently in order to bring focus to specific issues. The ultimate goal of these two planning studies will be the creation of a single unified plan for both the core community of North Camden as well as its waterfront. The plan will connect the neighborhood to the river, and create a new park amenity with active and passive recreational opportunities for the entire community. At the same time, new development opportunities on vacant land adjacent to the planned park will strengthen the core community and extend it outward to meet the water.

The Community Engagement Process

The waterfront park civic engagement process included three major elements: community meetings, surveys, and stakeholder workshops:

Two design workshops with stakeholders were held. The first was held on October 17, 2007 to determine park planning issues and objectives, determine the waterfront park planning area, and brainstorm planning strategies. The second workshop was held on January 27, 2007 to review programming survey results and coordinate programming throughout the park.

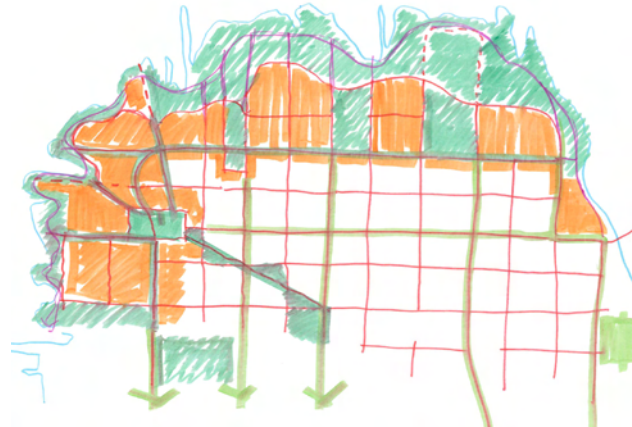
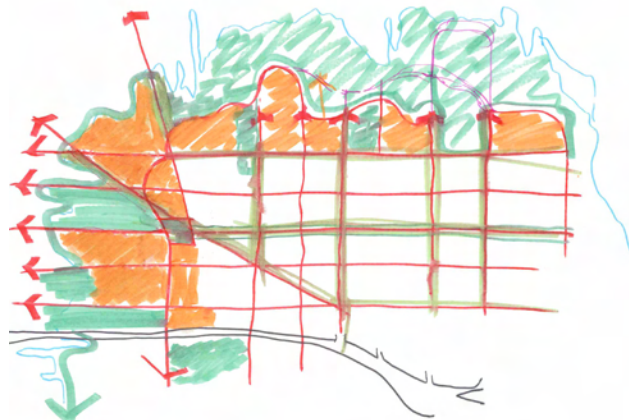
Three community meetings helped to identify the waterfront park issues most important to residents, to develop plan objectives, to review plan concepts, and to make sure that the plan reflects the visions of the community. Each meeting was held in a different public facility, in different areas of the neighborhood as follows:

November 28, 2007 – Northgate II

December 20, 2007 – Pyne Poynt School

January 17, 2008 – R.C. Molina School

April 17, 2008 - Camden Lutheran Housing



Left:

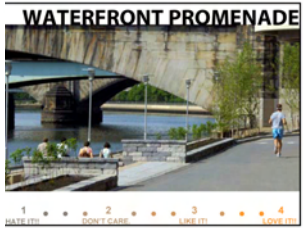
Stakeholder Workshops

Two sketches from the October 17, 2007 design workshop explore park development scenarios.

Top:

Community Meetings

Stakeholders and community members met regularly to review the progress of the plan and provide feedback.



Programming Surveys

An easy-to-read graphic survey asked residents to prioritize 39 park activities.

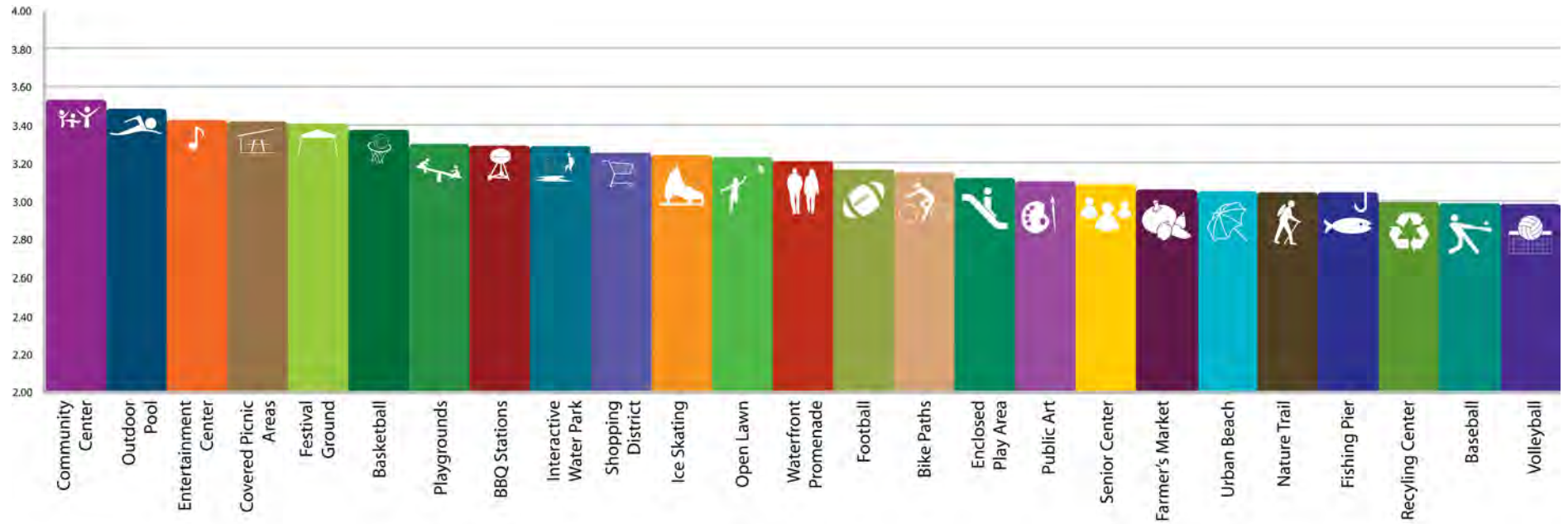
Programming Surveys

With the help of Veronica Polo (Save Our Waterfront), Father Jeff Putthoff (Hopeworks N Camden), and Tyrone Richard (Pyne Poynt School), surveys representing a wide range of possible park programs were distributed at the initial project meetings and at public facilities including Northgate II, Pyne Poynt School, and the RC Molina School, Hopeworks and the North Camden Community Center. Approximately, 144 responses were received and community preferences were analyzed.

Three waterfront park stakeholder meetings were conducted in which stakeholders reviewed analyses, vetted plan objectives, tested the proposed park edge delineation and road network, analyzed park programming, and critiqued plan concepts. These meetings were held on December 13, 2007, January 10, 2008, and February 14, 2008.

It must be noted that the plan concepts represent best current understandings of the site, but that in certain key areas, such as the area immediate proximate to the Ben Franklin Bridge or the area north of Pyne Poynt Park, easement locations may be susceptible to change and may need to be reconsidered nearer to implementation.

Survey Results
 The top 25 prioritized activities are shown.





Waterfront Park Objectives

Residents and plan partners worked together to develop six overarching plan objectives to guide the development of the waterfront park.

It is striking how similar the community objectives are to those outlined in the Delta Group's 1995 plan for the waterfront.

Shared objectives include protection of environmental resources, provision of recreation, and the creation of community connections to the waterfront.



1 PROVIDE CONTINUOUS PUBLIC ACCESS TO THE WATERFRONT.

Repeatedly, residents expressed the importance of developing continuous public access along the water's edge, from the promenade at the Ben Franklin Bridge to the woodland trails along the Cooper River. Residents stressed that the waterfront trail must not be broken by private development or private recreation. The character of the waterfront trail may vary significantly depending upon programmatic or environmental adjacencies, but physical continuity may not.

2 CONNECT THE NEIGHBORHOOD TO THE RIVER.

As important to the community as access along the river is access to the waterfront park from the neighborhoods. A proposed regular grid of streets would provide the framework for basic connectivity; significant enhancements to key streets will help to ensure access. Possible enhancements include traffic calming such as lane narrowing, pedestrian friendly lighting and furnishings, extensive tree plantings, and accessibility features. Many of the proposed streetscapes are designated as "green streets." Definitions of green streets can vary considerably. For this plan, they are tree-lined streets that encourage pedestrian use and that manage rainfall by employing certain design elements in the right-of-way. Converting an existing street to a green street can require adding swales, pervious pavement, vegetated strips, tree canopy, curb bumpouts, and medians with infiltration beds.

3 RESPECT NORTH CAMDEN'S MARITIME ROOTS.

Many of the project stakeholders are conversant with historic maritime activities along the North Camden waterfront and are powerful advocates for re-engaging its maritime roots through boating activities. Possible activities include tie-ups for visiting boats along existing bulkheads and piers; a small private marina; a ferry or water-taxi stop; a small public boat launch; paddle craft use along the back channel; and existing boat marina north of Pyne Poynt School.

4

ENHANCE THE VISUAL IMPACT OF THE WATERFRONT.

The visual accessibility of the North Camden waterfront, from the heavily-used Ben Franklin Bridge and from the Philadelphia banks of the Delaware, provides an opportunity to signify the rebirth of the waterfront and to draw interest in the area. The North Camden waterfront can also be seen from the Center City to Port Richmond reach of the Philadelphia shoreline. And, as the North Camden waterfront promenade and boardwalk elements are developed, the visual connection to the southern Camden waterfront will become more apparent. The high degree of visibility is an asset that will help attract notice to changes and developments along the waterfront. As amenities accrue, the site's high visibility should help to draw visitors and possible investment interest.

Ways of capitalizing upon the site's visibility include: showcasing development progress, inventive displays, and historical artifacts. There are also opportunities for promoting the maritime character of the waterfront, by featuring ships and, if feasible, boating slips. The Camden water tower is a significant visual feature near the waterfront, and may be useful at key moments during the waterfront's transformation, in drawing attention to the landscape below the water tower.

The visual power of the waterfront greening should not be underestimated. Properly framing its transformation to an inviting and rejuvenated landscape should be a consideration in the phasing of implementation.





5

CREATE A PIONEERING ENVIRONMENTAL EDUCATION ASSET.

Implementation of the many proposed tidal wetlands, upland stormwater management strategies, and green streets would comprise an extensive green infrastructure network along the North Camden waterfront park. In combination with existing assets such as the Camden's Adventure Aquarium and teen training programs, this area could become a pioneering environmental education asset for the region. One example of the existing network of educational programs that could have a significant programming role along the waterfront is the C.A.U.S.E (Community and Urban Science Enrichment) conducted by the NJ Academy of Aquatic Sciences at the Adventure Aquarium. The C.A.U.S.E program strives to gain greater participation of minorities in science and education employment, and provides science education to underserved youth from kindergarten through high school.

6

PROVIDE ACCESS TO RECREATION.

Access to recreation can bring tremendous benefits in terms of community health and cohesion. The principle of access does not only include the provision of physical resources such as parkland, playing fields and courts, playgrounds, swimming pools, and the amenities the neighborhood seeks. Access also entails creating an attractive, safe, "walkable" context that encourages community members to reach the waterfront and parks. It includes providing—through recreation centers, schools, and park centers—tools and skills for using the resources to the fullest. And programming is critical to access. Without robust programming that appeals to a range of interests and age groups, parkland lies fallow and access has not been achieved.



EXISTING CONDITIONS





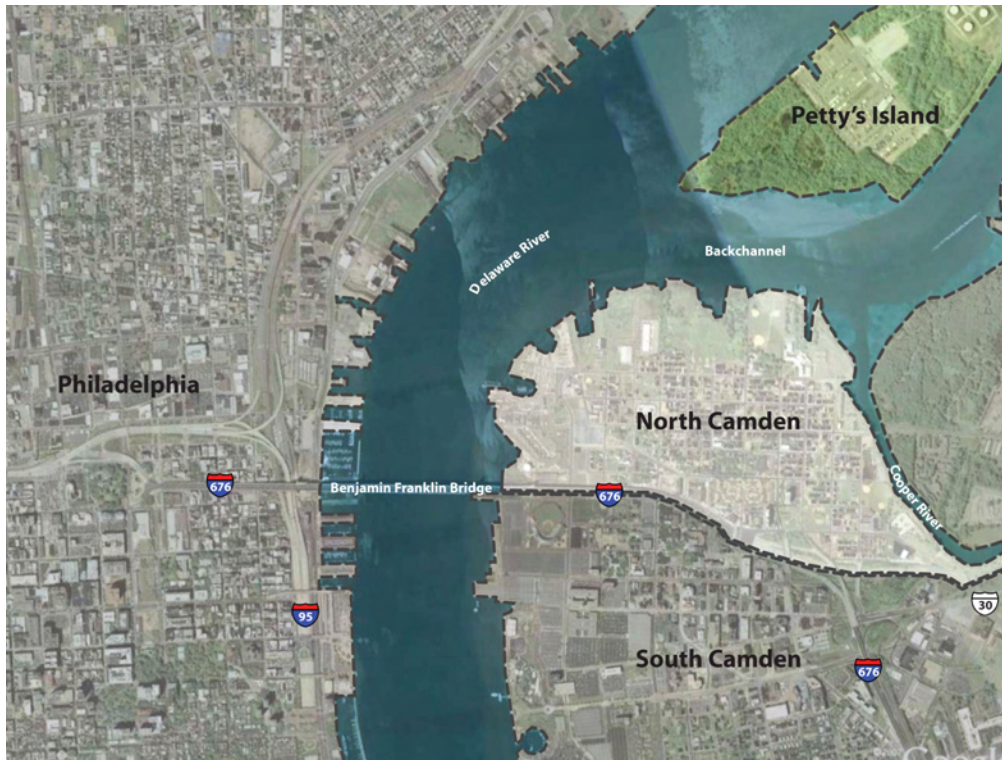
**THE WATERFRONT
PROVIDES A UNIQUE
OPPORTUNITY
FOR RECREATION AND
DEVELOPMENT**





Regional Context

North Camden lies along the Delaware River, just North of the Ben Franklin Bridge, and directly across the river from one of the most desirable neighborhoods in Philadelphia. On the New Jersey side, affluent suburbs ring Camden, thriving in their proximity to Philadelphia. As traffic flows over the Ben Franklin Bridge, North Camden is highly visible, with the distinctive water tower and soon to be removed prison in the foreground. But the majority of roadway traffic flowing to the bridge flows past North Camden, leaving little positive imprint.



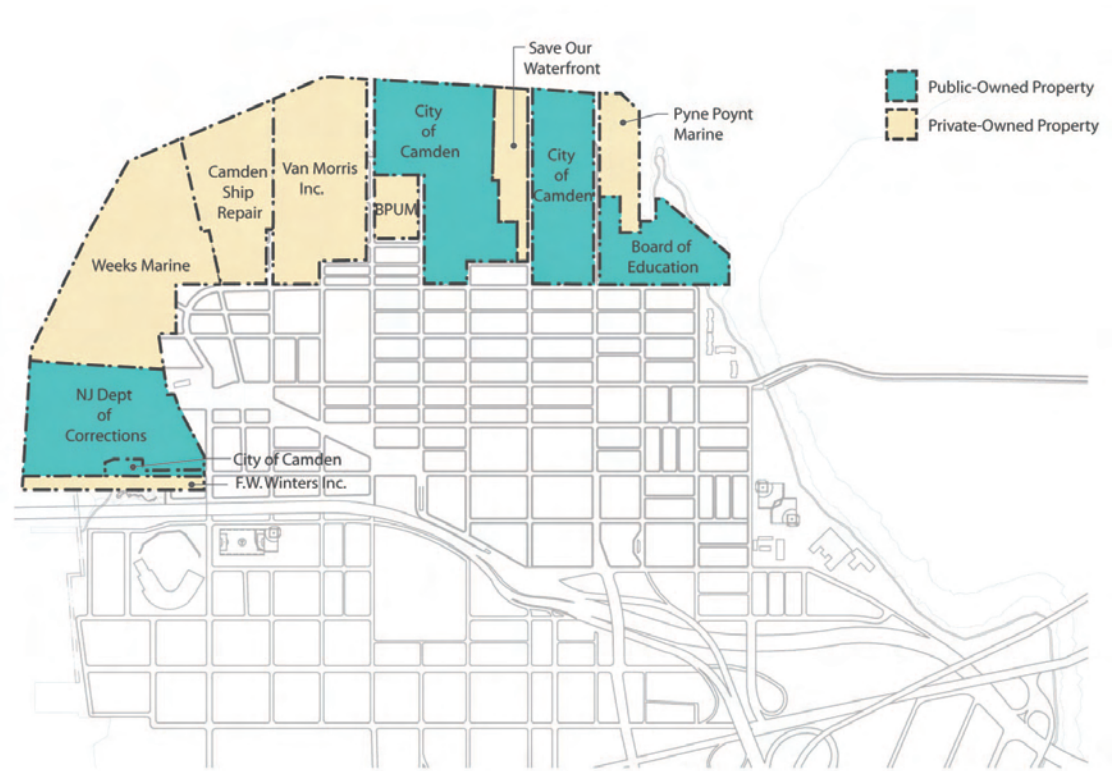
Opportunities and Constraints

In the context of the Philadelphia region, the North Camden waterfront provides a unique opportunity for waterfront recreation and development. No large scale roadway infrastructure or industry separates the neighborhood from the Delaware River. The area of land between the river and existing buildings is generous, both wide and long. The North Camden waterfront provides a variety of compelling views of Philadelphia, the Ben Franklin Bridge, Petty's Island and its woods, and the river itself. There are significant opportunities for environmental enhancement and the creation of valuable habitat.

With its proximity to Philadelphia, regional transportation access, and major institutions like Rutgers University, one of the waterfront park site's greatest attributes is its location. Strategically developed, the North Camden waterfront park has the potential to help transform the future of Camden—to attract new residents, to provide a higher quality of life for existing residents, to complement existing waterfront development, and to change the image of the city.

Opportunity: Ownership

Fortunately, a significant portion—approximately 40%—of potential waterfront park land is in public ownership. Public owners include the Department of Corrections, the City of Camden, and the Board of Education. All public land owners have been involved in the waterfront park planning process and have contributed to the development of plan proposals. The majority of privately-owned property is in the northwestern portion of the waterfront. Property owners for the western sites have been open to discussions concerning public access and changes in land use.



Opportunity: Views

There are four major clusters of view types along the North Camden waterfront, each extremely different from one another and potentially attractive to different development mixes.



1 Views of Center City Philadelphia and the Benjamin Franklin Bridge from the area directly north of the baseball stadium. These are the most urban views, highlighting the proximity of Camden to Philadelphia.



2 Views of the North Philadelphia waterfront from Weeks Marine and Camden Ship Repair. At a bend in the shoreline, this area provides expansive views to the north and south along the river.



3 Views of the back channel and Petty's Island from the northernmost face of the waterfront. These views are surprisingly serene, almost rural in aspect.



4 Views of Cooper River from its banks. The relatively narrow dimensions of the river provide intimate views of its banks and overhanging vegetation.

Opportunity: Existing Parks and Trails



Currently, there is only one existing park along the North Camden waterfront. Pyne Point Park is a large, 12-acre park immediately adjacent to Pyne Point Elementary School. At its southern end is a small city-maintained recreation center and outdoor swimming pool. The large central lawn area is used for field sports. Residents express concern over safety of the park and vandalism, blaming insufficient surveillance (due to lack of development at its margins). There is also concern about insufficient parking at the park.

Camden Lutheran Housing Inc. has been successful in implementing a section of Camden Greenways trail along the Cooper River stretch of the North Camden waterfront. Camden Greenways, Inc. and their project partners seek to extend the waterfront trail, creating a continuous amenity along the entire Camden waterfront park.



From left:

Waterfront Access

The only public access to the river is at the north end of Pyne Point Park where safety and security are an issue.

Camden Greenways

The only built section of trail in North Camden runs behind a residential development and is currently gated at both ends.



Opportunity: Historic Structures

The morphology of the North Camden waterfront reveals its maritime past. Piers, bulkeaded riparian edges, and the scale of the waterfront parcels all speak of maritime uses. Known waterfront structures of historical importance include the remnants of the Joseph Cooper House and the Benjamin Cooper House. As an early 18th-century ferry tavern and a Revolutionary War headquarters for the British Army, the Benjamin Cooper House is of particular historical significance.

There are two existing pier structures whose locations offer incredible opportunity for future recreational piers. The southernmost of the two is a low deck structure, supported by piles. The pier shows no engineering conflicts for such reuse, although the wooden piers, timber decking, and earthen fill zone may need reconstruction. The second pier, though it may need to be rebuilt, would offer a unique experience of being out on the water as well as access to prime fishing waters.



From Left:

Joseph Cooper House

The oldest known extant structure in Camden is in Pyne Poynt Park, though only the exterior brick walls still stand.

Benjamin Cooper House

The only remaining ferry tavern in Camden is currently used as a business office.

Existing Piers

The existing marine structures in North Camden have potential for reuse as recreational amenities.

Opportunity: Healthy Tidal Wetlands

In the context of the region, wetlands are an extremely valuable natural resource because of their ability to naturally filter pollutants and provide habitat for wildlife. In preparation for this plan, S.T. Hudson Engineers, Inc. conducted a visual assessment of the waterfront edge conditions, which included investigating the presence and condition of upland and tidal wetlands. Hudson's initial investigations around the neighborhood's waterfront properties found few upland freshwater wetland areas. Those mapped are likely of low quality; however, a complete wetland delineation is required to positively classify these areas.

Throughout the waterfront, Hudson's investigations found that there are few tidal wetland areas. While the areas are relatively sporadic along the northern edge of the waterfront property, there was one area of moderate concentration northeast of Pyne Poynt School and near the mouth of Cooper River. This concentrated area will be preserved and serve as intertidal habitat. In a few other locations, there are shallow, protected mudflats that present a great opportunity for additional tidal wetland establishment and enhancement that could create a uniquely rich habitat for the region.

In the area just north of the Benjamin Franklin Bridge, for example, heavy tidal scouring prevents establishment of tidal wetlands. Protection from currents in the form of a boardwalk could prevent such scouring. The protected edge, which is currently rip-rap, could return to a naturalized state, and the zone between the edge and the boardwalk would be protected from scouring tides and begin to support wetland vegetation. The existing bathymetry of the area is approximately +1 above mean low water, and poor quality sediment lines the intertidal zone. Soil with high organic content may be applied in order to support high quality habitat.



Left:

Healthy tidal wetlands along the backchannel mudflats and at the Cooper River delta are a valuable environmental asset.

Constraint: Brownfields

The New Jersey Department of Environmental Protection's (NJDEP) has established a brownfield development area (BDA) designation along the waterfront properties at the northern edge of the North Camden Neighborhood. This is a new state program where NJDEP works with selected communities affected by multiple brownfields to design and implement remediation and reuse plans for these properties simultaneously. The North Camden BDA has identified approximately 80 acres of potential contamination along North Camden's waterfront. The BDA designation recognizes the potential of these sites and supports remediation and reuse. In the absence of a comprehensive brownfields assessment, it is prudent to assume that the great majority of North Camden's waterfront has a history of industrial use that has made some impact on soil quality. Although remediation is required, existing assessments of sites along the waterfront do not yet indicate need for massive topographic changes or fill modifications.



Constraint: Topography and Flood Zones



Very generally, the topography along the North Camden waterfront is at its lowest near the Ben Franklin Bridge and rises upward toward the confluence of the Cooper and Delaware Rivers. The majority of the waterfront study area is within the 100 and 500-year floodplain, with the exception of lower Pyne Poynt Park and the area east of Pyne Poynt Elementary School. Given potential flooding conditions, the use of landscape-based strategies such as the creation of wetlands and “green streets” with bioswales and pervious paving to manage stormwater are important considerations in the future development of the waterfront park.



Above left:

Stormwater Management

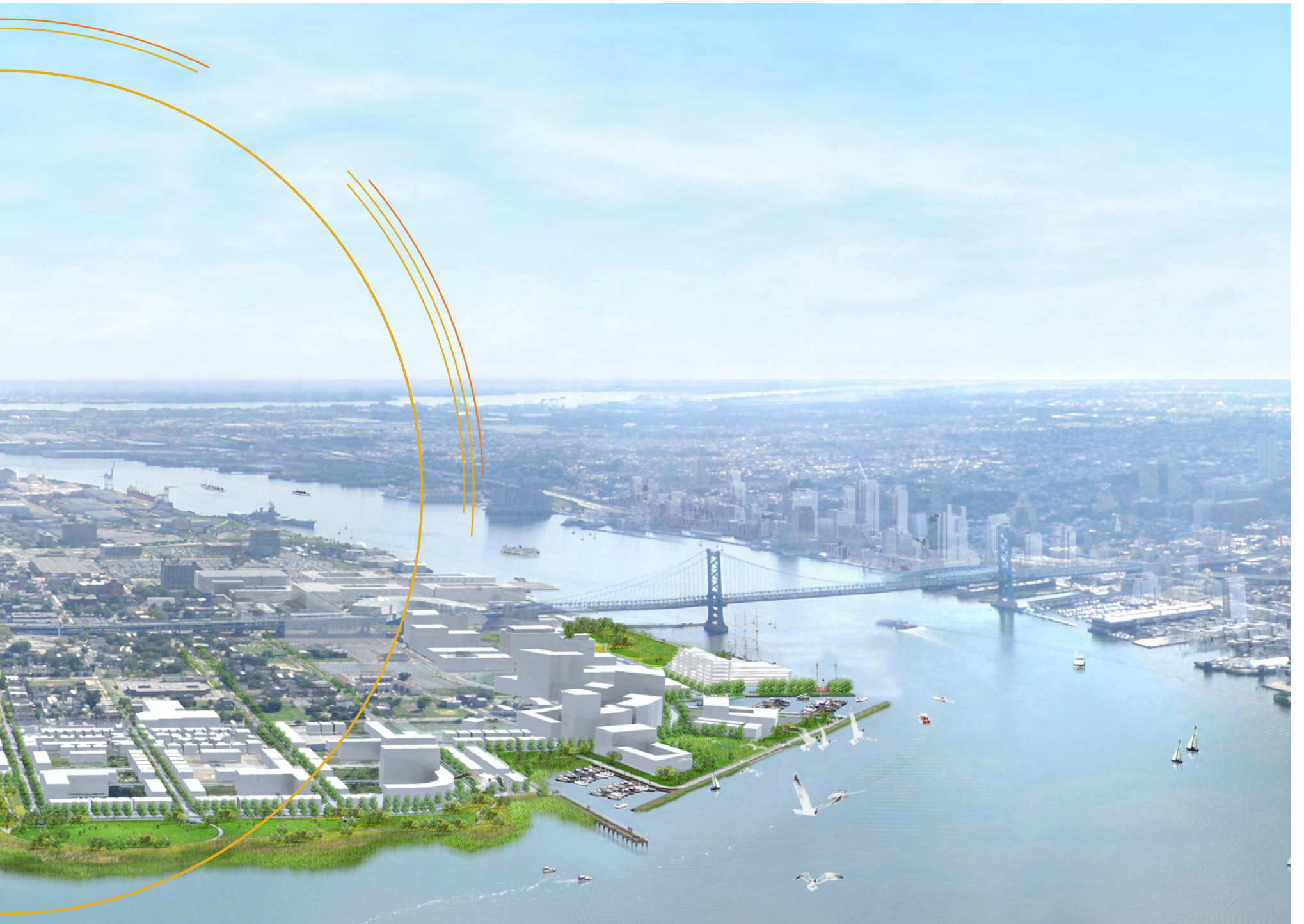
The majority of the Waterfront Park lies within the 100-year flood zone. Landscapes that manage stormwater like the ones shown here help to minimize flooding.



WATERFRONT PARK

DEVELOPMENT PROGRAMMING AND STRATEGIES





**THE PARK WILL
HELP TRANSFORM
CAMDEN'S
ECONOMIC FUTURE**





Park Planning

When implemented, the waterfront park will: increase recreational opportunities for residents; provide the amenity framework for future development and investment; create unique environmental resources; and connect the core neighborhood to one of its greatest assets. Over the past few decades, as waterfront industry in the US has receded, waterfront parks have begun to supplant industrial infrastructure. These parks have helped to transform the economic future of cities throughout the world and the region. There is no one formula for successful waterfront development or park planning. It must come from the place and stakeholders, and it must be created through integration of environmental, economic, and social values in order to be sustainable. Waterfronts from New York, Vancouver, Chicago, and Milwaukee to Red Bank, NJ all offer examples of successful waterfront development and important lessons for the future.

WRT, S.T.Hudson Engineers, Inc., and the staff of CFDA collaborated closely to identify environmental and technical issues related to the waterfront park area. Opportunities and constraints associated with those environmental and technical conditions, along with community input, helped to inform the approach to park programming and waterfront park development strategies.

Land Use Framework



Right:

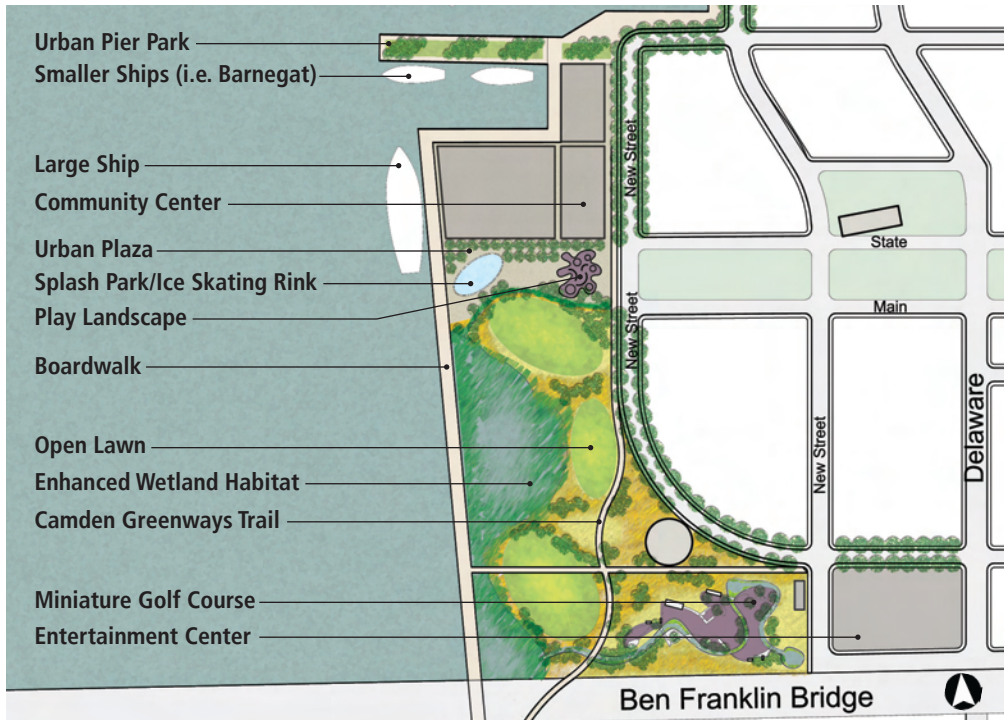
A view looking east from the present prison site into the North Camden neighborhood, at State Street

Development of the Land Use Framework allowed for testing of preferred park programs against potential land uses as well as the specific environmental conditions and technical issues of each waterfront site. The mix of proposed waterfront land uses and the conditions along the waterfront allowed for characterization of four major sub-areas: Urban Waterfront, The Bend, Backchannel Waterfront, and Pyne Poynt.

A narrative “stroll” along the envisioned North Camden waterfront park allows a glimpse into proposed features and activities for each of those sub-areas:



Urban Waterfront Park



Promenading north past Campbell's Field baseball stadium and under the Ben Franklin Bridge, the lush landscape of North Camden's urban waterfront park is revealed. The esplanade becomes a boardwalk that extends over the water, with the river lapping on the left and a sheltered wetland cove to the right. Further east, the park has a lively miniature golf area and entertainment center, which are popular attractions for students and families.

Beyond the wide expanses of verdant wetlands, sunny lawns, and shady tree groves to the east are thriving new developments. Businesses, including sidewalk cafes, line the river road. Above the businesses, apartment balconies overflow with gardens and social life.

The Urban Waterfront Park area is framed to the north by a cluster of destinations that give distinctive definition to the waterfront. People flow between the community center, the storefronts, the esplanade, and the expansive public plaza at the base of the multi-use complex. The plaza is also the terminus of a three-block linear park connecting the core neighborhood to the waterfront. This gathering space at the confluence of the promenade and the neighborhood parks is alive with activity: visitors cool themselves by the splash fountains that become an ice-skating zone in the winter; children climb on an imaginative play landscape; everywhere people sit and watch the activity in the plaza and on the water. Neighborhood children work on the deck of the tall ship moored at the bulkhead, learning skills necessary for sailing and caring for ships. The Urban Pier will be the western most publicly-accessible point in North Camden and offer panoramic views of the Ben Franklin Bridge and North Philadelphia.



Large ships reflect the maritime history of a place in Baltimore, MD.



Splash parks enhance the aquatic experience of a waterfront in Malmo, Sweden.



Lawn along the waterfront provides a safe place for gathering and play in Brooklyn, NY.

Existing Conditions



The Bend



Continuing along the promenade, the Bend possesses a unique maritime character and historic significance, being the former grounds of the Mathis Shipyard. Private marinas flank a large public park area with enhanced wetland habitat at its center. Large residential buildings embrace each marina basin, looking over the river and the marinas. The wetland helps to hold back and filter water from streets and adjacent buildings. On this walk, its graceful visual character leaves a strong impression.

The public pier elements lead one out along the water and along each basin, and ultimately out onto the long fishing pier, lined with anglers of all ages. The marinas have brought great value to the adjacent residential units, drawing new residents who want to work, live, and play on the river. The marina developers have obviously understood that the prevailing northwesterly winds could have affected construction and operation of the marinas. The marina developers used “cut-off walls” to calm turbulence and prevent winds from carrying garbage into the protected area, while allowing the tides to come in through slats or pipes. (Only private sector marinas are viable here, as private development can support the associated construction and operation costs on a smaller scale than a public marina requires).



From left:

Vancouver, Canada

The public esplanade and bicycle trail runs adjacent to residential development.

Portland, Oregon

This is an example of the juxtaposition of mixed-use development, a public esplanade, and a private marina.

Existing Conditions



Backchannel Waterfront Park



Proceeding east along the waterfront promenade, views of Philadelphia are behind and almost surprisingly pastoral views arise ahead. Petty's Island and the Delaware backchannel lie to the north, no development in sight. The largest stretch of park by far lies ahead, dotted with picnic pavilions and tables, groves of arching trees, grass and rush-laced wetland pools, and families grilling and relaxing. Trail runners, walkers, and bicyclists weave through the park, enjoying a regular circuit of exercise. The new and existing residential area across the river road is lower in scale than the preceding new development. Its windows and entries are oriented toward the park, providing easy visual access from within the homes. All along the park edge one sees a rejuvenated neighborhood, its fabric at the edge restitched and vibrant with family life.



From far left:

Battery Park City, NY

Unprogrammed open space accommodates both passive and active recreation.

Picnic Areas

Shade trees provide a cool space for small gatherings.

Vancouver, Canada

Interpretive signage explains the wetland ecosystem on a nature trail.



Existing Conditions



Pyne Poynt



Just beyond the Backchannel Park is a wholly-restored Pyne Poynt Park. A large multi-use playing field is flanked by bleachers; the community center and its pool and play ground have been completely rehabilitated, serving children of all ages. All these facilities and new baseball/softball fields and basketball courts help to support programs at adjacent Pyne Poynt School. In the summer evenings when parents come for continuing education classes at the community center, caretakers watch their children playing in the playground and the community center landscape. North of Pyne Poynt Park there may be potential for a small recreational boat launch. Further discussion of this opportunity can be found on page 47.



Skirting just north of Pyne Poynt School, the waterfront park trail continues on into a beautiful upland habitat area, covered in a lacy tree canopy and intercut with nature trails. These nature trails take one to the edge of the Cooper River and the large area of enhanced wetlands. Almost a different world from the Urban Waterfront Park, this area is a special educational resource, full of school groups and youth environmental education groups. Special signage and learning platforms make this area a living classroom, ready for regular classes and and impromptu events.

- Multi-Use Sports Field
- Safety Station/Concessions/Public Restrooms
- Open Lawn with Picnic Tables
- Public Dock/Small Craft Launch



Existing Conditions



Opposite page, from left:

The Camden Youth Soccer Club uses the Pyne Poynt fields for games on Saturday mornings during the Spring and Fall.

Picnic pavilions allow for large family and community gatherings outside.

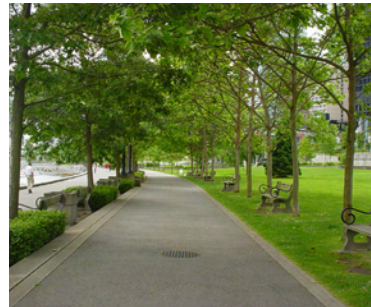
ACCESS AND CIRCULATION FRAMEWORK

Esplanade

A public pedestrian esplanade that lines the western edge of the waterfront park contributes to the plan goal of continuous public access as identified by the community and stakeholders. The esplanade would be a continuation of the esplanade south of the bridge, and will provide residents and visitors with a direct connection to the water as well as panoramic views of the Ben Franklin Bridge, North Philadelphia, and far up the Delaware River. At times a boardwalk, in other locations a landborne promenade, it continues seaward of the enhanced tidal wetland area, connects with the bulkhead at the Weeks Marine site, flanks the urban pier, and continues around The Bend to the fishing pier.

Camden Greenways Trail

The Camden Greenways Plan details an extensive continuous trail network connecting open space along the Delaware River, Cooper River, and Newton Creek. The North Camden Waterfront Park will encompass a large portion of the Camden Greenway Trail. The proposed trail connects to existing segments at the Camden waterfront esplanade just south of the Ben Franklin Bridge and at Flanders Avenue at the southeast edge corner of the neighborhood. It also connects to an existing section along the Cooper River just north of the South Street bridge. The proposed trail system was designed with feedback from Camden Greenways board members and with consideration to their design guidelines. New analysis work investigating environmental and edge conditions informed the proposed trail guidelines. A key consideration in planning was appropriate separation of from residential uses. When the trail is parallel to the street network, appropriate separation from the sidewalk allows the trail to take advantage of street lighting.



Left and center:

Schuylkill River Park, Philadelphia

The immediate popularity of the Schuylkill River Trail demonstrates a strong demand in the region for riverfront access and recreation.

Right:

Vancouver Waterfront

The continuous esplanade provides multiple user groups with separate paths along the waterfront.

Street Grid Extension

The proposed street grid is aligned with the existing street pattern, to support vehicular and pedestrian connectivity to the waterfront park from the neighborhoods. Certain streets are specified as “green streets” to encourage pedestrian flow, as well as to convey surface stormwater from the neighborhood to designated stormwater management areas in the waterfront park.



Vancouver, BC

A park becomes an extension of surrounding pedestrian circulation and is designed to collect stormwater from the adjacent neighborhood.

Siskiyou Green Street

In Seattle, WA, stormwater management is incorporated into street design to collect water from surrounding development.

Park Programming

Community input was a primary driver of waterfront park programming. Community preferences were assessed in two ways—through public meetings and community surveys. A broad range of passive and active; youth, family, and senior; and destination and community programs were indicated. Consistently, a new community center and outdoor pool were the two leading preferences. Interestingly, these elements remained priorities even after the proximity of future and existing facilities was pointed out. Several stakeholders advised that the preference of residents to recreate in close proximity to their homes should be considered in programming North Camden parks.

The desired programs allow for clustering of mutually supportive activities. Proposed program clusterings, in no order, include:



Social gathering space with picnic pavilions, barbeques, play areas, and tot lots are proposed throughout the Backchannel Park and Pyne Point Park's northern edge.



Commercial recreation developed adjacent to the existing baseball stadium could offer a deeper complement of activities for baseball stadium audiences, and could include an indoor entertainment center with sports-related entertainment such as mini-golf and batting cages. The parkland—adjacent to the stadium, the entertainment center, and Rutgers playing fields—could be a community green supporting both informal games and programmed recreation.

Active recreation supporting community play and school recreation with multipurpose fields, baseball fields, swimming, basketball, play area, open lawn, and nature trail are particularly focused near Pyne Poynt School, in Pyne Poynt Park, and surrounding area.



Pier parks constructed on existing piers that currently require rehabilitation. These park areas would be largely passive parks with lawns, shade structures, public art, fishing, and sandy beach areas. Two pier areas are proposed. The Urban Pier at the existing Weeks Marine Pier would support public passive recreation and boat tie-ups. Mooring of historic ships, when possible, along Urban Pier would help to reestablish North Camden's maritime roots and enhance visual impact. The Fishing Pier extends far out into the river, providing views up and down the Delaware River and of the backchannel. It would allow fishermen access to deeper water for better fishing.





Attraction zone with entertainment center, community center, splash park/ice rink area, festival ground, and temporary events such as farmer's markets and community celebrations are proposed within the Urban Waterfront Park area.

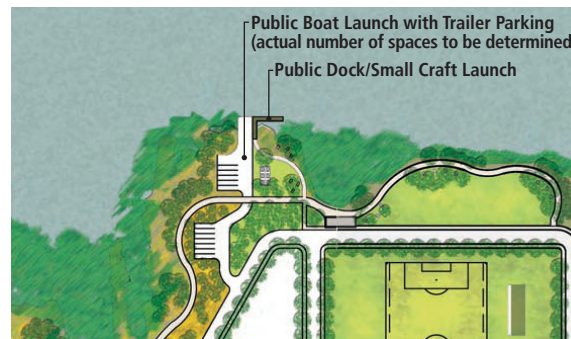


Fishing and boardwalk areas that allow strolling, fishing, and nature-watching are proposed throughout the Urban Waterfront Park and the Bend.

Woodlands accommodating a variety of nature trails and free play; kept relatively free of under-story vegetation to allow for visual access and safety are proposed for parts of the Backchannel Waterfront Park and Pyne Poynt.

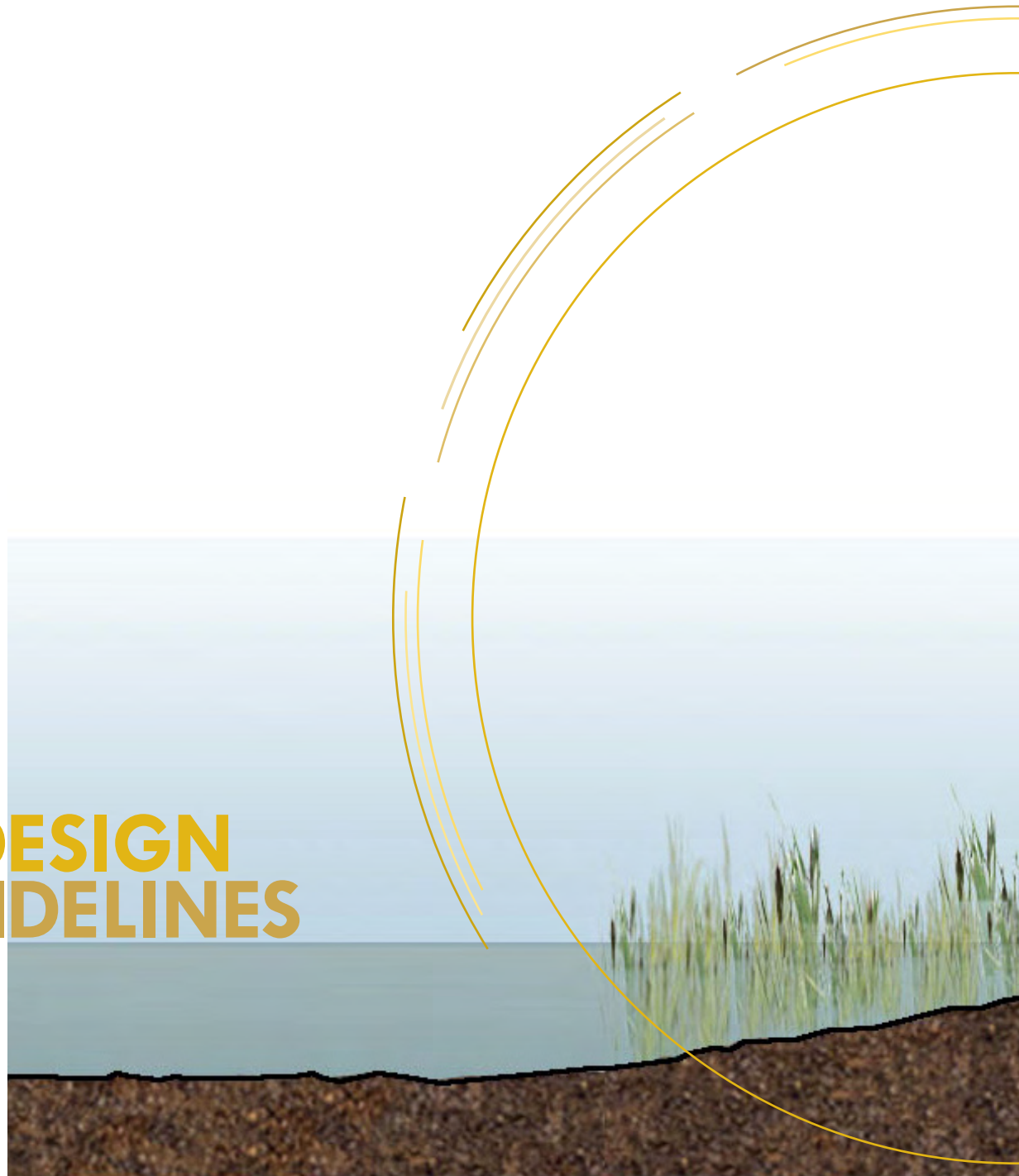


A boat launch along the backchannel has been discussed, but additional survey information about the riverbed profile, its bathymetry, is necessary to determine if any area along the backchannel is appropriate for a boat launch. If a boat launch is designed, appropriate parking for trailers would be required in order to avoid parking conflicts.



4

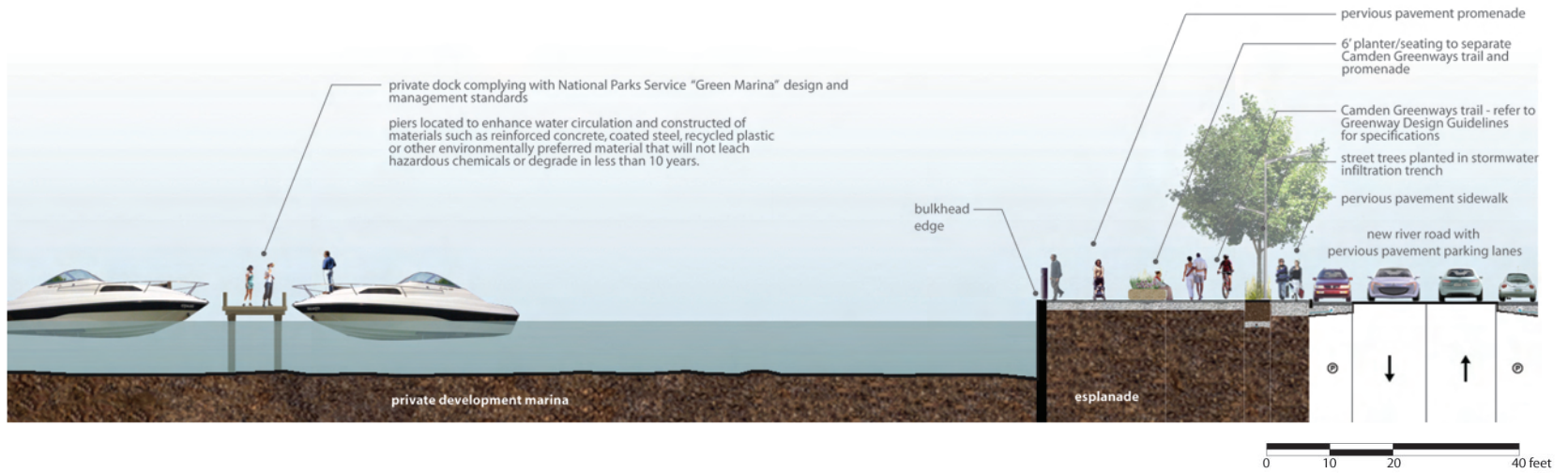
**DESIGN
GUIDELINES**





Edge Condition Design Guidelines

A. Bulkhead Edge at Private Marina



B. Wetland Edge at Private Marina



A.



B.



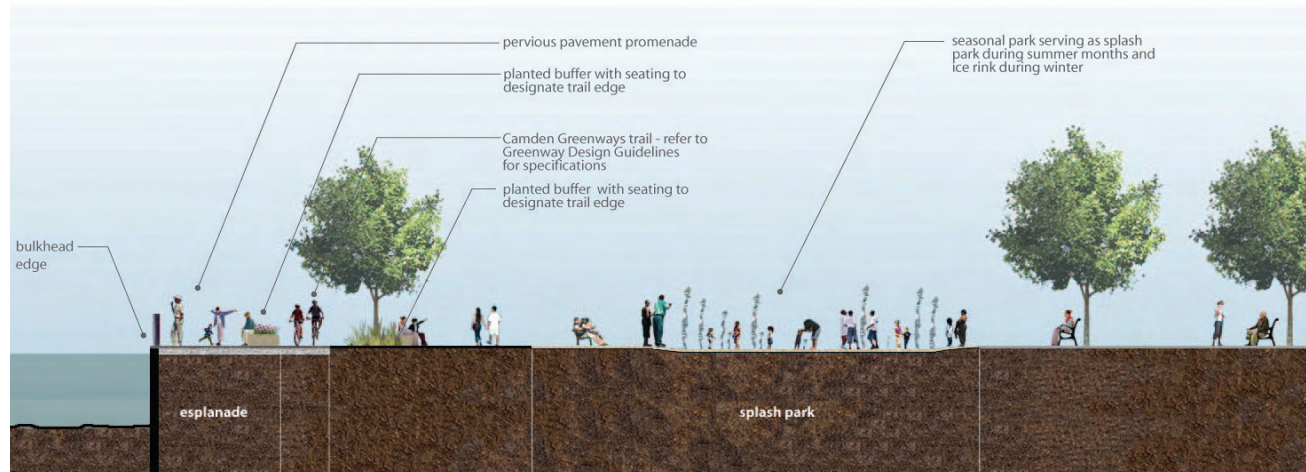
Wetlands Boardwalk Edge

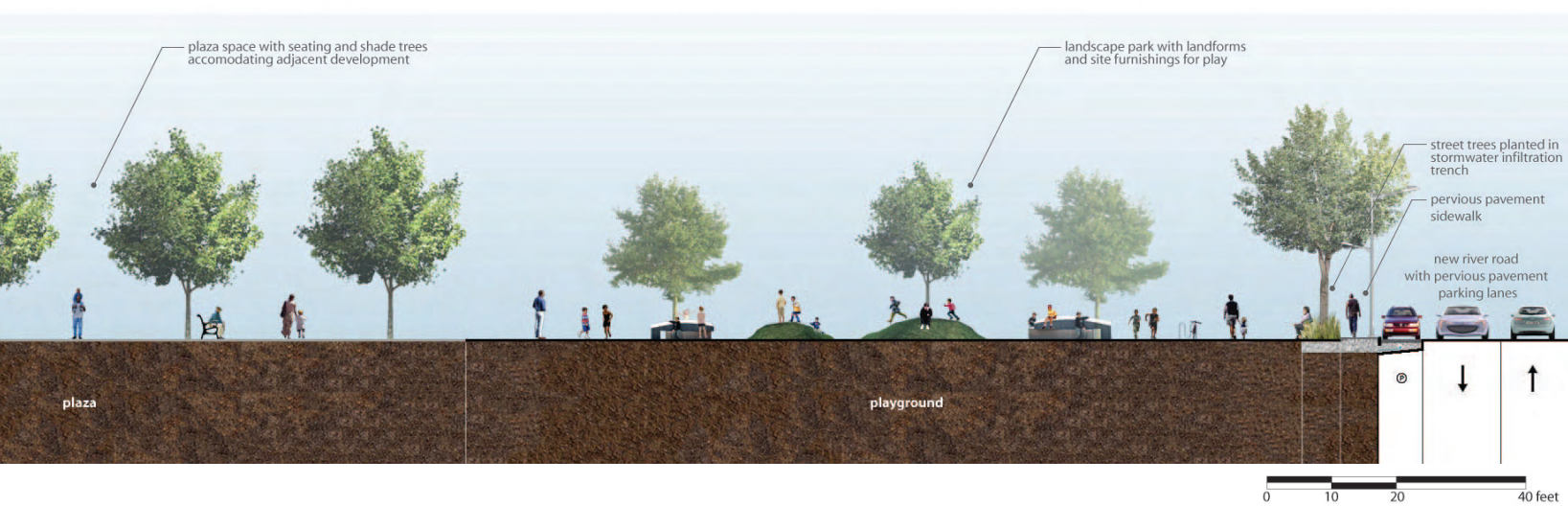
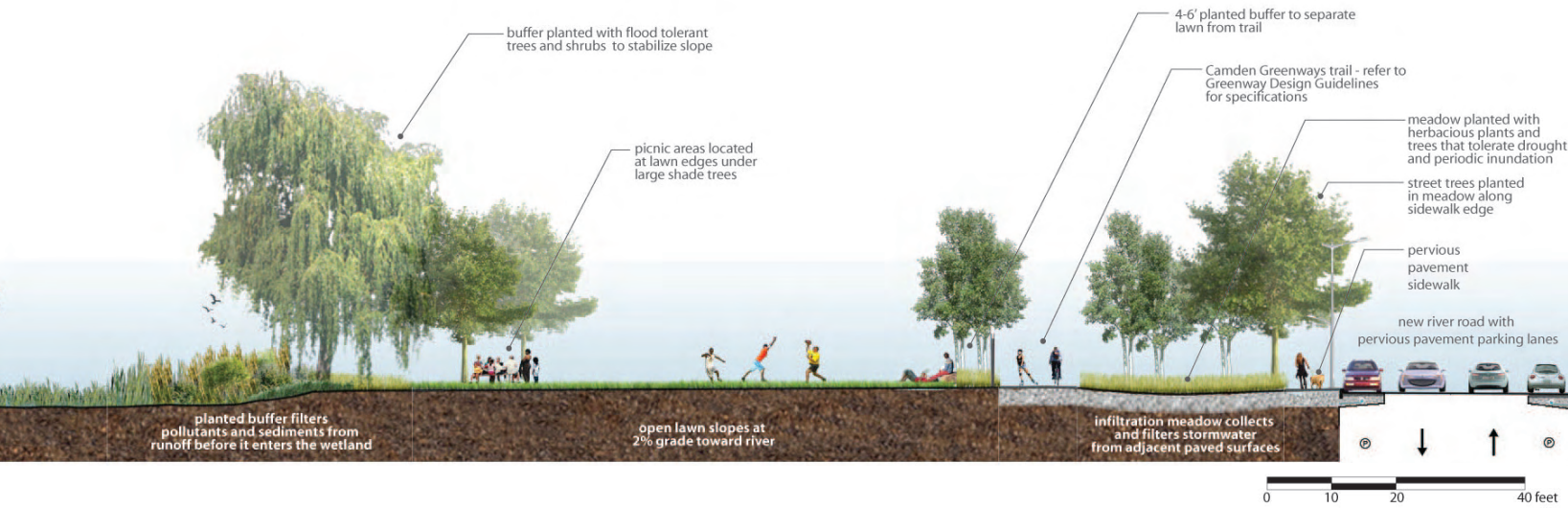
A continuous pier-supported boardwalk is proposed along the waterfront just north of the Benjamin Franklin Bridge. Currently, tidal scouring prevents the establishment of tidal vegetation, leaving denuded mudflats. With the protection of the boardwalk, enhanced intertidal habitat will become possible providing aesthetic, recreational,



Attraction Zone

A major attraction zone is envisioned at the waterfront terminus of the linear park bounded by State and Main Streets. This attraction zone has the potential to serve visitors coming from the southern waterfront and residents accessing it through neighborhood green streets and parks. A complement of indoor and outdoor, passive and active, and all-seasons recreation is envisioned.





Waterfront Edge at Backchannel Park

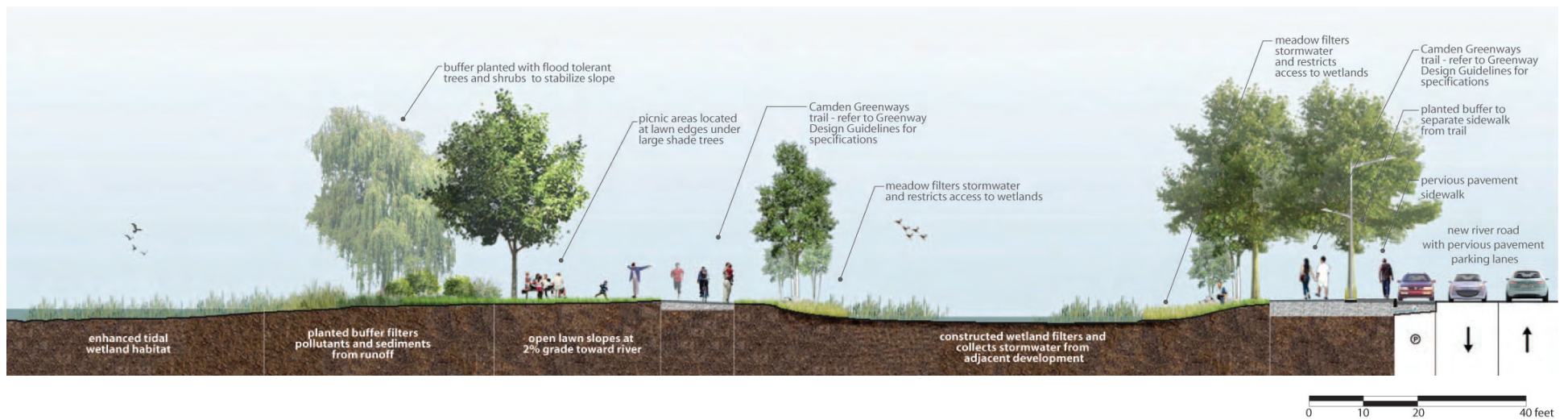
Tidal action along the backchannel is relatively calm, and intertidal habitat along the extensive waterfront edge has great potential for enhancement.



Waterfront Edge at Pyne Poynt Park

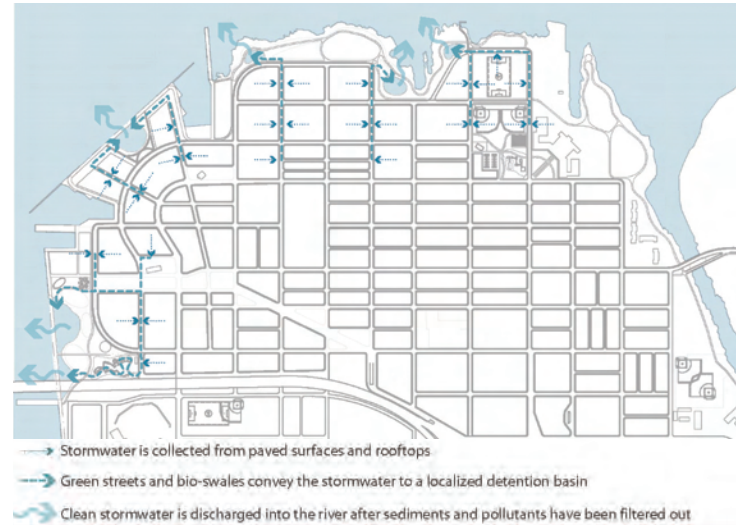
Pyne Poynt is envisioned as the center of active recreation along the waterfront park. Framed by the waterfront trail and wetland edge, it is a strong complement to the park's habitat areas.





Wetland Design Guidelines

The Waterfront Plan relies heavily on the use of wetlands to manage stormwater from any proposed adjacent development, as illustrated in the diagram below. The preceding answers to frequently asked questions will help residents and stakeholders to better understand the role of wetlands in the natural and urban environment.



What Are Wetlands?

A wetland can be thought of as a shallow, planted depression in the ground that collects and filters rain that runs off streets and buildings. There are two types of wetlands proposed in this project—freshwater wetlands and tidal wetlands.

- Tidal wetlands are those areas along the waterfront subjected to the ebb and flow of the Delaware River. There are areas along the backchannel that currently have healthy tidal wetlands, and other areas where the conditions seem favorable for planting new tidal wetlands. In the areas where the current is too strong for new plants to take hold, such as the area just north of the Ben Franklin Bridge, a wave attenuating boardwalk structure is proposed to allow for the planting of new tidal wetlands. This will enhance existing mudflats and provide stormwater management.
- Freshwater wetlands are on land and can take many forms, from a large pond to a small rain garden. These collect stormwater from adjacent development and retain it for a period of time to allow for sediments and pollutants to be filtered out through the underlying soils.

Right:

Wetlands can be valuable educational and recreational amenities if designed to engage and inform.

Why Do We Need Them?

Wetlands offer many benefits. They:

- reduce or eliminate the need for expensive infrastructure to manage stormwater.
- reduce flooding because they provide excess water with a place to go.
- provide habitat for small mammals, birds, fish, and insects; this is important because a biologically-diverse environment is less prone to pests like mosquitoes.
- filter pollutants—this means that the wetland plants actually clean the water, which promotes a healthier environment for everyone.
- beautify the landscape.
- provide a recreation resource.
- fulfill stormwater management requirements.





Will They Collect Trash?

Probably no more than any other landscape planting. The amount of trash that accumulates in a park relates to a number of factors, including design and maintenance.

Will They Attract Mosquitoes?

Healthy wetlands will typically reduce the number of mosquitoes because they provide the ideal habitat for mosquito predators like dragonflies, damselflies, water striders, diving beetles, and others. Because mosquito eggs can lie dormant for up to a year when dry and then hatch when an area is flooded, wetlands are better at reducing mosquitoes than "dry ponds" that are flooded during rain events and then dry up.

What Do They Look Like When Incorporated Into A Park System?

As you can see from the attached photos, a wetland's appearance is only limited by the designer's imagination. There are dozens of factors to consider when designing a wetland, and the primary factor is that it supports and enhances its surrounding context. The goal of wetland design is not necessarily to transform wetlands into park space, but to incorporate wetlands and/or stormwater Best Management Practices into the park program in various ways:



Bioswales through urban parks collect, filter, and convey stormwater from streets to enhanced tidal wetland areas.



Enhanced tidal wetland areas, combined with passive and active recreation, can create a pioneering environmental education asset opportunities. These types of projects can be strategic first phase investments.



Stormwater Management wetlands, such as those proposed along the Backchannel Park, can store stormwater for new development and provide recreation opportunities.



Green Streets can collect stormwater from new development and convey it to the stormwater management wetlands and bioswales.



Stormwater Best Management Practices (BMPs) should be incorporated into every design element in the waterfront park.

Wetlands Maintenance

The proposed waterfront park landscape contains several enhanced and constructed wetland habitats, and concern has been raised over any specialized maintenance requirements. The wetlands that are proposed for North Camden Waterfront Park are shallow marsh areas intended to treat urban stormwater. They often incorporate small permanent pools and extended detention storage to achieve full water quality volume. Depending on the complexity of the design of the wetlands and the role they may play in stormwater management of the park, routine maintenance requirements can vary. Generally maintenance of wetlands includes permanent pool elevations, clogging issues, pipes, vegetation management, dredging and muck removal, maintenance access, mechanical components, and nuisance issues.

Permanent Pools: these are designed within wetland areas to provide stability for the water surface elevations between storm events. They provide aquatic habitat, water quality enhancement, and visual aesthetics. Pools that drop too low or rise too high are an indication that there may be a problem with the weir elevation or a leak in the embankment. Wetlands should be inspected regularly to monitor that permanent pool elevation remain generally constant.

Clogging

Clogging of weirs or low flow orifices is one of the most common and frequent maintenance issues with wetlands. Clogging occurs when debris or sediment accumulates at the weir opening, blocking the flow of water. Although a somewhat frequent maintenance issue, it is one that is generally easily addressed through monitoring the weir and removal of any clogging.

Pipes

Wetland design often requires the incorporation of pipes and risers to convey stormwater safely at a controlled rate. Many pipe maintenance issues can be minimized through proper design and construction. Other issues—including vandalism, corrosion fatigue, UV deterioration, freezing, and abrasion—are normal wear and tear that need to be addressed occasionally through the life-cycle of the wetland.

Vegetation Management

Management of vegetation within a wetland sustains the vegetation as designed and prevents the unwanted growth of invasive plant species. It is probably the most frequent maintenance activity of wetlands. There are three primary plant types used in wetland design.

Native Grasses

These are used primarily to stabilize the wetland construction. They are relatively easy to maintain and require a scheduled program of cutting and trimming. Native grasses do not generally need weekly cutting.

Wetland Plantings

Native wetland plants promote biological uptake of pollutants. Though natural propagation of these plants is desirable, harvesting and control of aquatics such as cattails and Phragmites is required.

Trees and Forested Areas

Trees are planted for aesthetics, stabilization, and micro-climate control. They should be monitored to minimize the debris from them that may clog weirs.

Dredging and Muck Removal

Sediment accumulates in wetlands by design and eventually requires removal to maintain the efficiency of the wetland. Intervals for removal of sediment vary and may include soil from lawns, litter from yard waste, sand from snow sanding operations, leaf litter, atmospheric deposition, construction sediments, erosion from upstream conveyances, and others. The proper design of the wetlands will incorporate features that will facilitate the ease of trapping and removing sediment.

Access

Access to and through the wetland needs to be maintained for inspection and maintenance activities.

Mechanical Components

Depending on the complexity of the wetland design, they can incorporate a few simple mechanical components including valves, gates, pumps, etc. These components should be inspected annually and repaired as necessary.

Nuisance Issues

The main nuisance issues associated with wetlands include:

Burrows and Dens

Rodents can damage wetland structures through burrowing or dam building. Animal burrows can deteriorate the structural integrity of dams, embankments, and slopes. Beaver dam building in wetland areas can reduce live storage area. Management options for rodents include live trapping/relocating dam and lodge removal, and the use of beaver baffles, a device designed to keep the beaver from entering their den.

Waterfowl

Geese and ducks may become undesirable in wetlands. Waterfowl in large masses can eat available grasses and emergent plants. The best way to discourage geese and ducks from inhabiting wetlands is to design them with limited large contiguous open water areas and open short grass areas favored by waterfowl.

Mosquitoes

Healthy wetlands are not breeding grounds for mosquito populations. In fact, healthy wetlands will typically reduce the number of mosquitoes because they provide ideal habitat for mosquito predators like dragonflies, damselflies, water striders, diving beetles, and others.

*Resource: Stormwater Pond and Wetland Maintenance Guidebook
Center for Watershed Protection, Ellicott City, MD, September, 2004*



Sustainability Guidelines

A revitalized waterfront park has the potential to contribute to North Camden's economic and environmental sustainability and to residents' quality of life. Enhanced quality of life, greater access to resources, and a cleaner environment help to address equity issues borne by the community. In the design, implementation, and stewardship of the North Camden waterfront, there is significant potential to achieve economic, equity, and environmental benefits. The following three sustainability agendas outline that potential.

Equity Agenda

The Equity Agenda seeks to guide investment in the North Camden waterfront park to create enriching environments that improve access, health, and opportunities.

Access	Recreation	Safety	Health	Stewardship & Education
				
<ul style="list-style-type: none"> • Provide physical and visual access to waterfront park by expanding the existing street grid. • Provide a continuous waterfront promenade to ensure public access to the entire waterfront. • Enhance all circulation networks including bicycle, bus, pedestrian, vehicular, NJ Transit, NJ Department of Transportation, Camden Greenways, and boating. • Install clear, easy-to-read signage throughout the waterfront park to aide wayfinding for residents and visitors. 	<ul style="list-style-type: none"> • Ensure a variety of recreational opportunities and distinct park destinations throughout the waterfront park. • Value thoughtful and inclusive recreational programming along the waterfront park as a critical factor in the park's ultimate success. • Promote connectivity of North Camden recreation with larger networks, including trails, water transportation, sports organizations, and recreation providers. • Promote park programming that ensures a lot of use throughout the day to enhance community health and safety. 	<ul style="list-style-type: none"> • Incorporate principles of Crime Prevention through Environmental Design (CPTED): natural surveillance, natural access control, and natural territorial enforcement. • Frame new development to embrace parkland to providing "eyes on the park" for surveillance. • Selectively clear vegetation for visual access and locate seating and gathering areas to avoid isolation. • Locate lighting and police kiosks through the park. • Promote intensive park programming to ensure a continuously-populated environment. 	<ul style="list-style-type: none"> • Create expansive fields, safe trails, and programs to promote physical activity. • Create an extensive alternative-transportation network to encourage walking and biking and to reduce automobile emissions. • Mitigate poor water quality by implementing stormwater best management practices to filter pollutant discharges. • Mitigate brownfields through remediation and improve air quality with natural filters including trees and park vegetation. 	<ul style="list-style-type: none"> • Create exceptional wetland habitats and education programs, providing pioneering environmental education assets. • Provide history and environmental education and stewardship programs for children of all ages. • Enhance the existing network of partnerships for environmental stewardship and education. • Use the park design and construction processes to educate and train residents on landscape construction and management.

Environmental Agenda

The Environmental Agenda sets a path for environmental healing along the North Camden waterfront park, outlining ways to manage stormwater, restore habitats, and encourage water activities and stewardship.

Energy



- Implement renewable energy infrastructure where feasible to meet park energy needs.
- Minimize energy requirements through design strategies such as the clustering of energy-dependent programming.
- Employ energy efficient maintenance procedures, such as using non-motorized equipment (rakes instead of leaf-blowers) and using photovoltaics to charge motorized equipment.
- Develop planting palettes that minimize mowing and place plants to assist with thermal control.

Habitat



- Increase biodiversity and limit the spread of invasive plants by specifying only native plants such as red maples (*Acer rubrum*) and sycamores (*Platanus occidentalis*) for the park landscape.
- Create a variety of ecological habitats such as wetlands, meadows, and woodlands to encourage species biodiversity.
- Maintain a landscape management plan that controls invasive plant species.

Water Quality



- Employ Low Impact Development (LID) techniques throughout the park to manage stormwater.
- Apply best practices for controlling pollutants associated with vessel operation, repair, maintenance, and storage with maritime recreation.
- Create and maintain bio-engineered riparian edges to stabilize the soil and encourage stormwater filtration.
- Use only chemical-free fertilizers, herbicides, and pesticides on the waterfront park landscape.

Remediation



- Investigate a variety of remediation techniques for brownfields and select strategies that optimize landscape use and development value.
- Prior to park development, stabilize land to prevent further contamination.
- Enforce penalties for dumping on park land.

Stewardship & Education



- Provide programs and opportunities that educate park visitors about the environmental features the park.
- Promote environmental stewardship through community participation in park-maintenance activities.
- Develop a wide and deep network of partnerships for park-based education and stewardship.

Economic Agenda

The Economic Agenda promotes sustainable economic development, encouraging opportunities to live, work, play, and learn along the waterfront park.

Attractions



- Create recreational and cultural destinations along the waterfront park to attract regional visitors and residents.
- Capitalize on the park's existing assets, such as its views and proximity to Philadelphia, to hold large-scale events.
- Build upon the landscape character of the waterfront to create a regionally unique waterfront—connected to the water and to its neighborhood.

Development & Growth



- Create service and retail employment opportunities within mixed-use development lining the park; outreach and teaching opportunities with the educational and cultural centers, and construction and maintenance opportunities at the public park facilities.
- Create a development framework that encourages mixed-use and affordable housing.
- Support investment through an amenity base of safe, excellent park environments, programming, and maintenance.

Amenities



- Revitalize the waterfront landscape, providing a variety of amenities, to support development programs.
- Focus on maintenance to convey a positive image of the neighborhood.
- Provide a range of park programs to enhance visitor and resident experience of the place.

Capacity



- Capitalize on growth opportunities to build capacity for local organizations.
- Foster partnerships between private and public sector to develop and maintain programs for the waterfront park; for example, the Cooper Grant Neighborhood Association partners with Rutgers to facilitate movie screenings, block parties, and youth activities.
- Engage investors and market experts in the planning and design of the waterfront park.

Stewardship & Education



- Work with waterfront developers to anticipate necessary job training and potential training partnerships.
- Use the park design and construction processes to educate and train residents on landscape construction and management.
- Focus on state-of-the-art sustainable approaches and materials for park development and maintenance, to provide a forum for marketable knowledge acquisition.

Pyne Poynt Nature Park

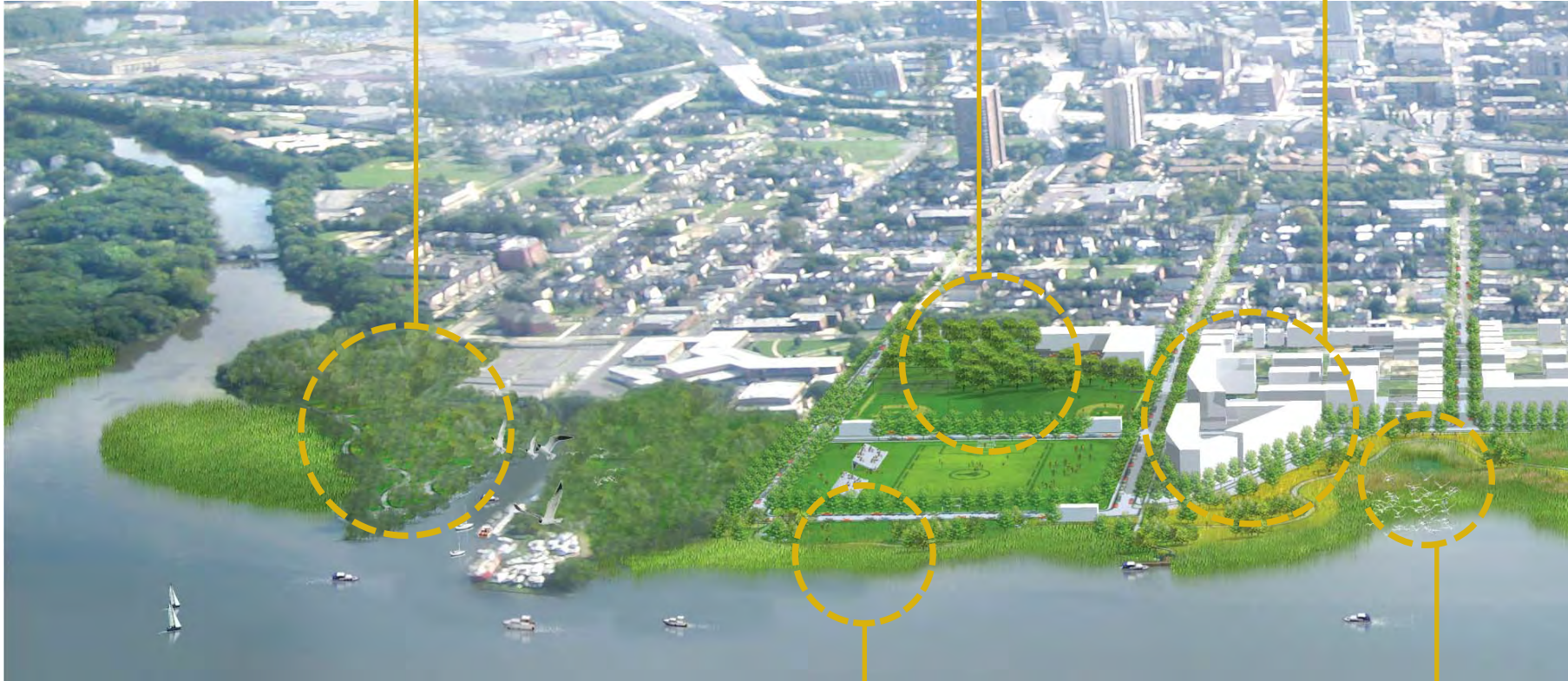
- Equity** Trails provide access to a regionally-unique woodland landscape.
- Environment** Restored upland habitat encourages biodiversity and provides environmentally-valuable tree cover.
- Economy** Nature trails provide educational opportunities for children of all ages, supporting schools, youth corps, and other youth groups.

Pyne Poynt Park Enhancements

- Equity** Lighting and police kiosks are located throughout the park to improve safety.
- Environment** New roads and parking areas create opportunity to implement stormwater best management practices.
- Economy** The broad range of park programs and the high standard of design and maintenance creates a level of amenity able to support adjacent development programs.

Waterfront Development

- Equity** Development embraces parkland to provide "eyes on the park" for safety.
- Environment** Private investment supports brownfield remediation for a cleaner healthier neighborhood.
- Economy** Early phase waterfront development projects provide immediate job and training opportunities.



Pyne Poynt Waterfront

- Equity** Open lawn and picnic areas provide passive recreation opportunities on the waterfront.
- Environment** The enhanced wetland areas along the river stabilize the edge and allow parkgoers to safely experience freshwater tidal wetland ecology.
- Economy** Capitalizing on bucolic views of Petty's Island, this early-phase project attracts regional visitors and residents.

Stormwater Management Wetlands

- Equity** Wetlands improve water quality and help to prevent flooding.
- Environment** Wetlands create habitat, filter pollutants, encourage biodiversity, and enhance the visual quality of the landscape.
- Economy** Partner with developers to fulfill stormwater management requirements while providing a park amenity.

Enhanced Tidal Wetlands

- Equity** Exceptional wetland habitat provides a pioneering environmental education asset.
- Environment** Wetlands collect and filter stormwater before it is discharged into the river.
- Economy** Enhanced wetlands create attractive views to support adjacent development.

Mixed-Use Development

- Equity** A community center within proposed mixed-use development is a strongly desired neighborhood amenity.
- Environment** New development all along the waterfront may model best green practices in design and construction. Building elements may manage stormwater and greywater and provide for some energy needs.
- Economy** Parkside mixed-use development provides jobs and creates a destination within the park.

Visual Impact

- Equity** The park design recalls Camden's rich maritime history, promoting individual stewardship.
- Economy** Large ships like the Barnagat moored along the edge become landmarks when viewed from Philadelphia and the Ben Franklin Bridge.



Backchannel Park

- Equity** Expansive fields and safe trails promote physical activity.
- Environment** Varieties of ecological habitats are created in the Backchannel Park including tidal wetlands, riparian zones, meadows, open fields, and woodlands.
- Economy** This recreational destination on the Camden Greenways trail system will attract visitors and residents.

Boat Slips

- Equity** Slips allow for access to the North Camden waterfront park via boat.
- Environment** New marine facilities provide the opportunity to apply green marina and boating best practices.
- Economy** Supported by adjacent development, the amenity attracts visitors and creates a unique sense of place.

Fishing Pier

- Equity** New pier extends into deep water affording unique viewsheds and fishing opportunities.
- Economy** Building over the existing pier structure saves time and money through the permitting process.

Waterfront Esplanade

- Equity** The generous pathway provides continuous public access to the waterfront, allowing for strolling, biking, sitting, and fishing.
- Economy** The public esplanade is an amenity that supports development programs.

Plant Selection Guidelines

Native, non-invasive plant species should be specified in all landscaped areas of the waterfront park. Native plants are those that naturally occur within the local area. Typically, native species require less maintenance and are more resistant to drought and disease than exotic species. Because they do not have the invasive tendencies of many exotic species, they encourage biodiversity and premium wildlife habitat. They are often more aesthetically pleasing and can help to provide a sense of place for the region. There are thousands of native plant species to choose from, and lists can be obtained from the Native Plants Society of New Jersey (www.npsnj.com).

Parking Area Guidelines

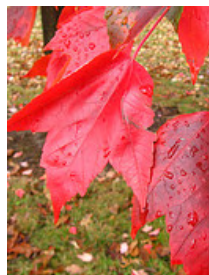
Local zoning outlines parking requirements for building uses, and therefore adjacent development projects will need to address provision of parking within their project boundaries. No specific standards control the quantity of parking for parkland. Through public-private partnership agreements, parking targets for the waterfront park should be established and incorporated into the waterfront development parcels, tucked inside building envelopes. Additional on-street parking spaces will be made available upon the construction of new roads. The number of spaces per block will vary depending on other parking restrictions like bus stops and hydrants. It's possible that approximately 20 spaces per block, or a total of 800 additional on-street parking spaces, will be made available in the neighborhood, assuming that all new roads have two-sided parking. The proposed community center parking lot and any additional surface parking should employ green parking lot guidelines.

Boat Launch Guidelines

As a general reference, one lane of a boat launch will accommodate approximately 50 launchings and 50 retrievals per day, tides permitting. Where only one lane is possible, it should be about 20 feet wide. In order to assess the necessary length of the ramp, note that the top elevations of the ramp should be at least 2 feet above the highest expected water level and the bottom elevation should be at least 3 feet below the lowest expected water level for which the ramp is expected to operate. The ramp grade should be uniform and be between 12.5% and 15%. A parking area with spaces large enough to accommodate cars with trailers attached should be provided near the boat launch with a minimum of ten parking spaces.



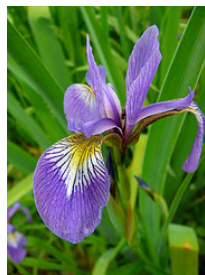
Amelanchier canadensis - shadblow



Acer rubrum - red maple



Salix discolor - pussy willow



Iris versicolor - blue flag



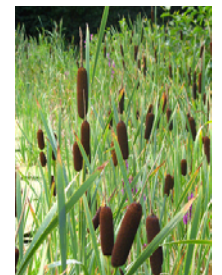
Clethra alnifolia - sweet pepperbush



Betula nigra - river birch



Aronia arbutifolia - red chokeberry



Typha latifolia - broadleaf cattail

Camden Greenways Trail Design Guidelines



The Camden Greenways Plan and Design Guidelines, published by Camden Greenways, Inc., represent an excellent, collaborative effort conducted by Camden Greenways, Inc. and its partners, prior to Governor Corzine's announcement of the Waterfront Prison relocation. The plan outlines a comprehensive network of trails for Camden that connect to the larger regional trail system and provides detailed design guidelines for the implementation of those trails. The removal of the prison provides a new opportunity for a continuous waterfront trail that was not a feasible consideration during Camden Greenways planning. Camden Greenways' proposed trail network and this plan's waterfront trail plan are highly complementary proposals, enhanced by the new possibilities for the waterfront.

The trail delineated in the Waterfront Plan complies with the optimum widths and buffer areas outlined in the Greenway Design Guidelines, allowing for emergency vehicular access and adequate space for regrading. Where possible, a wider trail corridor should be provided for better visibility and safety. Signage, seating, landscaping, and site furnishings should adhere to the standards set forth in the Greenway Design Guidelines.

As a general rule, the trail should be lighted in urban areas where adjacent land use supports night-time activities, and should remain unlit in more secluded areas to discourage night-time use. To ensure continuous access at night, an additional road-side trail has been delineated that takes advantage of street lighting. Trail surfaces can be asphalt, porous asphalt, or a crushed aggregate, and should be determined based on adjacent land use, stormwater plans, and projected use.

In order to provide a greater sense of public safety and security along the Camden Greenway, trail design should follow the basic principles of Crime Prevention Through Environmental Design (CPTED): natural surveillance, natural access control, and natural territorial reinforcement. These principles require continued physical site maintenance that show personal or group ownership in order to be effective.

*For more specific trail design guidelines, please refer to the **Camden Greenway Memorandum of Understanding Greenway Design Guidelines.***

Opposite page:

A small sampling of the many native plants for wet places in New Jersey.

Left:

1996 Camden Greenways Concept Plan drawn by Delta group updated in 2007

5

IMPLEMENTATION: PHASING AND COST ESTIMATES





**EARLY DEVELOPMENT
WILL CREATE PROJECTS THAT
BRING LONG TERM VALUE**





Coordinating Investments

Implementation of the North Camden waterfront park will most certainly need to be phased over time. The challenge of phasing will be to create an iterative cycle of mutually-supportive public and private investment. Coordination of management and investment strategies—including types of investments, design, timing, funding, and partnerships—by public entities, non-profit partners, and private developers will be necessary.

The neighborhood plan proposes a first phase on Delaware Avenue and early phases (neighborhood plan phases one and two) adjacent to Pyne Poynt Park on land owned by Save Our Waterfront (SOW) and the City of Camden. Housing investment around Pyne Poynt Park may be feasible early on only if Pyne Poynt Park and the SOW-owned land to the west is improved. Pyne Poynt Park will be a key waterfront amenity in the future and the concern of early development will be to create projects that bring long-term value.

Phasing



The North Camden Neighborhood Plan recommends the Pyne Point Park area as a first-phase investment area. In addition to that area, the Camden Riverfront State Prison site will be attractive for first-phase development, due to its proximity to existing waterfront development and its views to Center City Philadelphia. The prison site is also close to anchors such as Campbell's Field and Rutgers University; Pyne Point Park is adjacent to Pyne Point School.

Important first-phase actions should include the securing of public easements and stabilization of certain waterfront parcels, including publicly-owned land in the back channel. Stabilization is a relatively low-cost action involving clearing sites of trash and brush, selectively removing vegetation to open views to the river, planting low-maintenance ground cover, and potentially installing temporary and aesthetically-pleasing security fencing. These measures will improve the safety of the waterfront park and provide an immediate open space amenity to the neighborhood, as the land could be opened and enjoyed by the public for community events.

Implementation Costs

Preliminary, order of magnitude cost estimates have been prepared for the entire length of the waterfront park by park section, including the trail south of State Street Bridge, and are included in the appendix of this report. These preliminary numbers are based upon approximate areas and unit costs for the various park components, including wetland restorations, trails, walkways, fields, piers, plazas, etc. More detailed cost and feasibility studies will be necessary prior to any implementation.

Public/private partnerships will be necessary for waterfront park implementation. There are many models for delineating design, implementation, and maintenance responsibilities between public and private partners. Regardless of the agreement model, specific design guidelines, a clear regulatory framework, and extensive partnership building with developers will be important to successful implementation of the waterfront park. Development of signature features such as fountains, splash areas, and the pier parks are ideal recipients for private sponsorship, with potential naming rights and programming tie-ins. Other amenities, such as the possible mini-golf area or small marinas, would necessarily be developed through private initiatives.

Rehabilitation of existing pier structures for recreational use represents a high percentage of the overall estimated costs. Given the scale of the pier elements and their high unit costs, they are unlikely first-phase elements. Their implementation in future phases will occur as levels of investment and use begin to justify pier conversion.

For the Urban Waterfront Park area, the low-end implementation cost for the possible publicly funded area is \$4,457,000.

For The Bend, the low-end implementation cost for the possible publicly-funded area is \$1,175,000.

For the Backchannel Waterfront Park, the low-end implementation cost for the possible publicly-funded area is \$3,120,000.

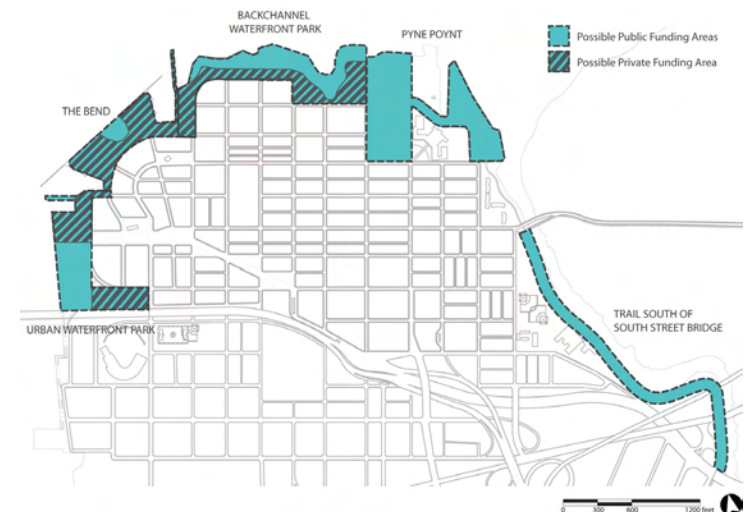
For Pyne Poynt Park Phase I, the low-end implementation cost for the possible publicly-funded area is \$1,557,000.

For Pyne Poynt Park Phase II, the low-end implementation cost for the possible publicly-funded area is \$1,825,000

For the trail south of the South St. Bridge, the low-end implementation cost for the possible publicly-funded area is \$900,000.

For greater detail on possible private contribution areas and on the range of possible costs for all areas, please see the appendix.

The estimates provided in this plan do not include any possible contamination abatement or mitigation. More detailed cost and feasibility assessments will be necessary prior to any implementation of public elements.



Funding Options

Several funding options exist for funding the waterfront park. The range of funding partners will need to include public entities, private companies, foundations, and non-profit organizations. Throughout development of funding strategies, it will be valuable to recognize the mutually-supportive role of investments within the neighborhood and along the waterfront. The waterfront is one of the key economically generative opportunity areas in North Camden.

One of these sources, the New Jersey Department of Environmental Protection's Green Acres program, provides matching grants for park development. Green Acres' mission is to achieve, in partnership with others, a system of interconnected open spaces, whose protection will preserve and enhance New Jersey's natural environment and its historic, scenic, and recreational resources for public use and enjoyment. One of Green Acres' programs offers local governments and non-profits financial assistance in developing public space. Green Acres provides low-interest (2%) loans and grants to municipal and county governments to acquire open space and develop outdoor recreation facilities.

Over 80,000 acres have been protected and hundreds of recreation development projects throughout the state have been financed through Green Acres' Local and Nonprofit funding program. Green Acres also provides matching grants to non-profit organizations to acquire land for public recreation and conservation purposes. Examples of the Green Acres program are visible throughout Camden, where generous support has benefited parks such as Rutgers Athletic Fields, Wiggins Waterfront Park, Johnson Park in Cooper Grant, Yorkship Square in the Fairview neighborhood, and the Aquarium Fountain Park adjacent to the Adventure Aquarium.

Other potential sources include: The Delaware River Port Authority (who funded South Camden's Millenium Park and recent phases of Wiggins Waterfront Promenade); Camden County and its Open Space Commission; and Rails to Trails Conservancy (RTC).



Left:

Examples of projects around Camden that benefitted from the Green Acres Program.

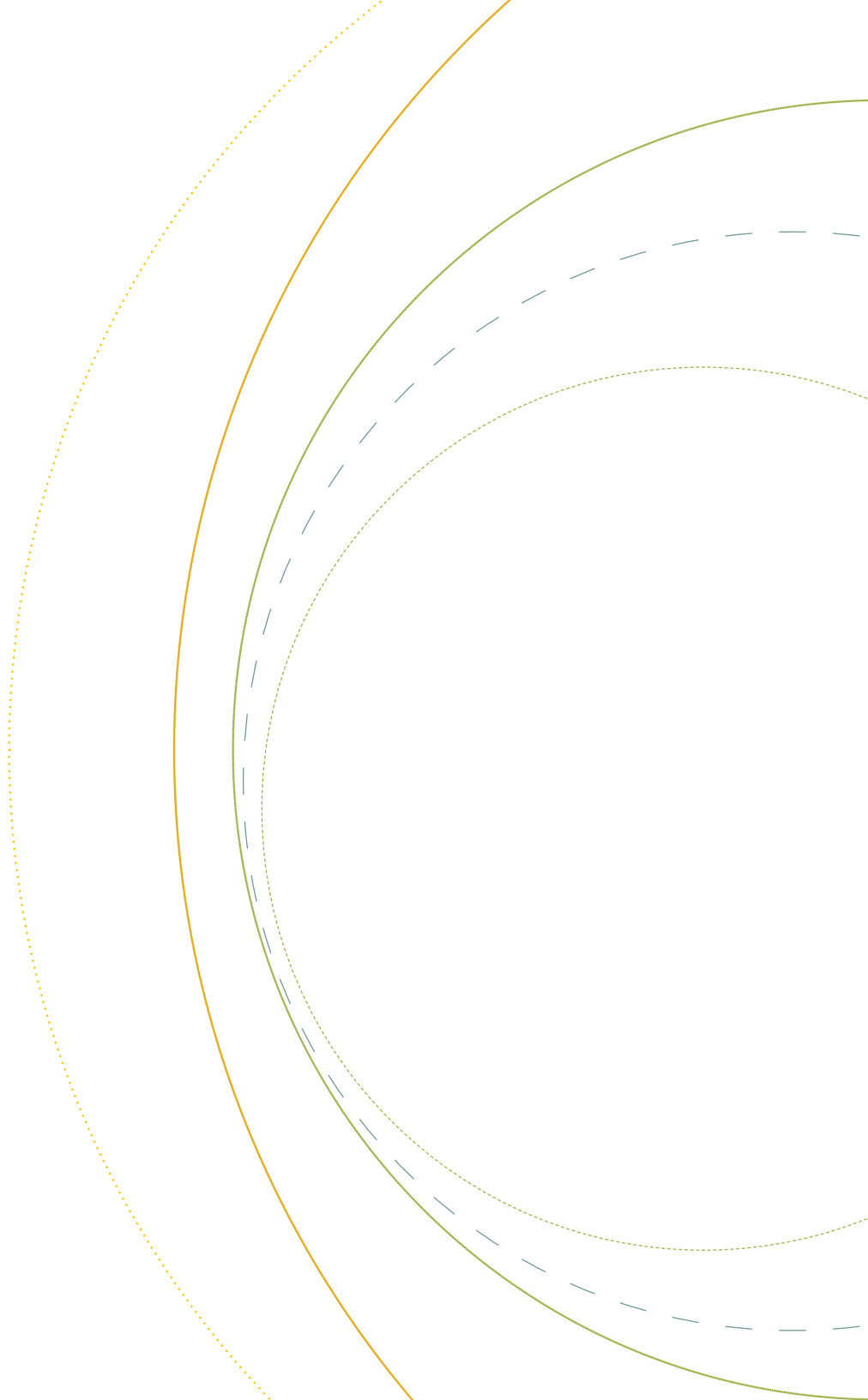
Another possible key source for design and implementation funds may be private developers, partnering with public and non-profit organizations to develop the waterfront. Surely, some elements, such as the marinas, will be wholly private in funding and implementation. The exact ratios of and specific allocations of financial responsibility cannot be determined at this stage of planning, but it is anticipated that the public contribution for implementation will be somewhere around one-third of the overall cost, with the remaining two-thirds coming from private sector sources. For waterfront areas, a proven model for private developer contributions is toward the implementation of waterfront promenades, using design standards designated by a public or non-profit entity. In such cases, public money may be spent on adjacent, “soft” park areas and habitat restoration projects.

Local examples of private sponsorship include Steiner + Associates’ contribution toward the fountain park next to the Adventure Aquarium, Rutgers University’s provision of in-kind services for the restoration of the historic Johnson Park in the Cooper Grant Neighborhood, and the wide array of private contributors to Schuylkill Banks in Philadelphia, including the William Penn Foundation, the University of Pennsylvania, Brandywine Realty Trust, PNC Bank, and Sunoco, among many others.

Ownership and Maintenance of Waterfront Parkland

Prior to implementation of any parkland or park features, ownership and maintenance agreements will need to be in place. Responsibilities for and concepts for park programming should also be clear during the detailed design phases of work, in order to ensure compatibility between park design, use, and stewardship.

With the proven success of previous waterfront development in Camden, the capacity and commitment of the Camden waterfront partners is clear. Camden County Parks may continue to be the primary landowner of the waterfront parkland, and may possibly be responsible for coordination of maintenance. But, private investors creating development adjacent to the waterfront park may be able to take on financial commitments for implementation and maintenance of specific stretches or elements of the waterfront park. Or, a non-profit organization may become funded through public and private funding and become responsible for park maintenance. In all areas, public/private partnerships will need to be explored in order to gain the highest level of support and activity within the waterfront park.





Appendix

- I Cost Estimate Details
- II Shoreline Photographs
- III Programming Survey Results

First-Phase Cost Estimates



Urban Waterfront Park

Phase I. Urban Waterfront Park	Public Investment						Private Investment					
	Quantity		Unit Cost		Total Cost		Quantity		Unit Cost		Total Cost	
			Low	High	Low	High			Low	High		
A. Wiggins Park Extension												
20' Wide Boardwalk Section A	8,000	SF	\$175	\$225	\$1,400,000	\$1,800,000	0	SF	\$175	\$225	\$0	\$0
Greenway Trail	1,000	LF	\$200	\$250	\$200,000	\$250,000	0	LF	\$200	\$250	\$0	\$0
Subtotal South Camden Connection					\$1,600,000	\$2,050,000					\$0	\$0
B. 20' Wide Boardwalk Section B	10,000	SF	\$175	\$225	\$1,750,000	\$2,250,000	0	SF	\$175	\$225	\$0	\$0
C. Wetland enhancement												
enhanced wetland	104,000	SF	\$8	\$10	\$832,000	\$1,040,000	0	SF	\$8	\$10	\$0	\$0
edge improvements	1,100	LF	\$250	\$2,500	\$275,000	\$2,750,000	0	LF	\$250	\$2,500	\$0	\$0
Subtotal Wetland Enhancement					\$1,107,000	\$3,790,000					\$0	\$0
D. Greenways Trail	2,500	LF	\$200	\$250	\$500,000	\$625,000	0	LF	\$200	\$250	\$0	\$0
E. New Park	148,000	SF	\$4	\$6	\$518,000	\$888,000	0	SF	\$4	\$6	\$0	\$0
F. Urban Plaza	0	SF	\$20	\$40	\$0	\$0	34,000	SF	\$20	\$40	\$680,000	\$1,360,000
G. Esplanade	0	SF	\$12	\$15	\$0	\$0	55,000	SF	\$12	\$15	\$660,000	\$825,000
Total Urban Waterfront Park					\$4,457,000	\$8,090,000					\$1,340,000	\$2,185,000



Backchannel Phase I

Phase I. Cleaning & Securing Backchannel Area	Public Investment						Private Investment					
	Quantity		Unit Cost		Total Cost		Quantity		Unit Cost		Total Cost	
			Low	High	Low	High			Low	High		
selective clearing, fine grading, and seeding	23.5	Acres	\$42,000	\$47,000	\$987,000	\$1,104,500	0	Acres	\$42,000	\$47,000	\$0	\$0
Install 7' security fence around inland perimeter	3,900	LF	\$45	\$55	\$175,500	\$214,500	0	LF	\$45	\$55	\$0	\$0
					\$1,162,500	\$1,319,000					\$0	\$0

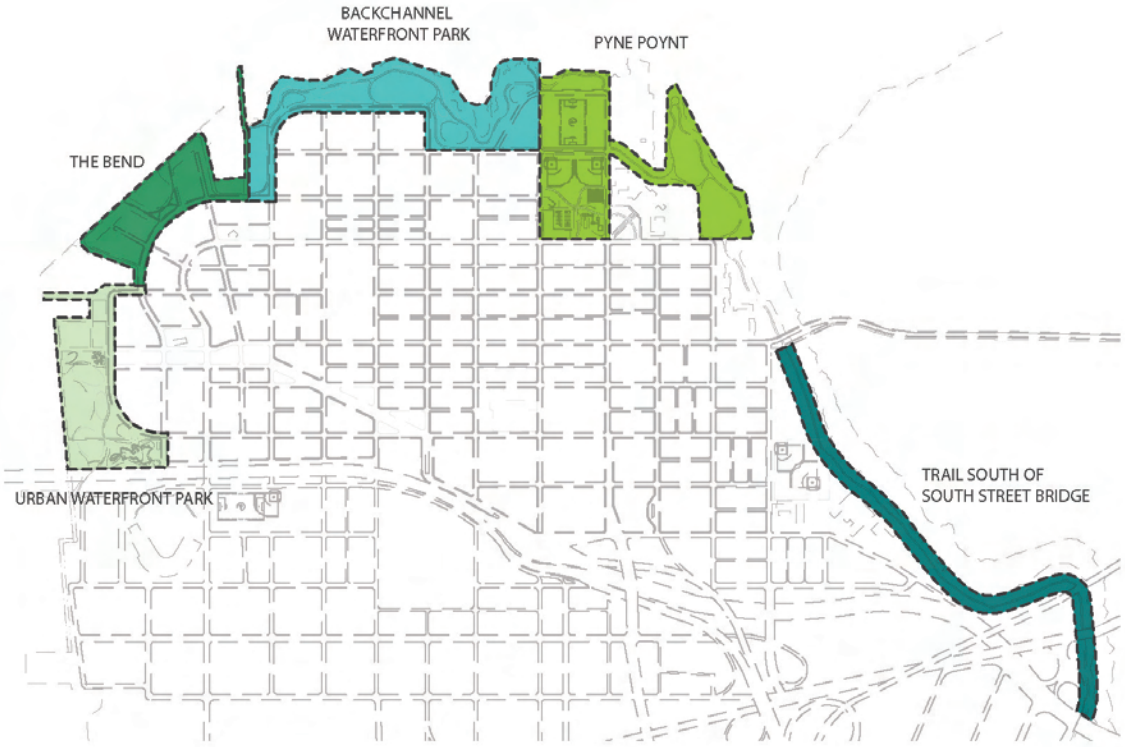
Phase I. Pyne Poynt Park Breakout	Public Investment						Private Investment					
	Quantity		Unit Cost		Total Cost		Quantity		Unit Cost		Total Cost	
			Low	High	Low	High			Low	High		
A. Roadway Improvements												
Construct New Road	480	LF	\$300	\$500	\$144,000	\$240,000	0	LF	\$300	\$500	\$0	\$0
Install Street Trees	160	Ea	\$1,000	\$1,250	\$160,000	\$200,000	0	Ea	\$1,000	\$1,250	\$0	\$0
Subtotal Roadway Improvements					\$304,000	\$440,000					\$0	\$0
B. Community Center Improvements												
New Construction	0	SF	\$150	\$200	\$0	\$0	5,000	SF	\$150	\$200	\$750,000	\$1,000,000
Renovation	0	SF	\$200	\$225	\$0	\$0	10,000	SF	\$200	\$225	\$2,000,000	\$2,250,000
New Parking	0	SF	\$3	\$5	\$0	\$0	26,000	SF	\$3	\$5	\$78,000	\$130,000
Subtotal Community Center Improvements					\$0	\$0					\$2,828,000	\$3,380,000
C. Restore Historic Building												
Renovate Joseph Cooper House	0	SF	\$200	\$225	\$0	\$0	1,300	SF	\$200	\$225	\$260,000	\$292,500
New Playground	0	Unit	\$75,000	\$100,000	\$0	\$0	1		\$75,000	\$100,000	\$75,000	\$100,000
New Walkways	0	LF	\$25	\$30	\$0	\$0	1,100	LF	\$25	\$30	\$27,500	\$33,000
New Landscape	0	Acres	\$50,000	\$65,000	\$0	\$0	2	Acres	\$50,000	\$65,000	\$120,000	\$156,000
Subtotal Historic Building					\$0	\$0					\$482,500	\$581,500
D. Ballfield Improvements												
Resurface BB Courts	2	Ea	\$25,000	\$35,000	\$50,000	\$70,000	0	Ea	\$25,000	\$35,000	\$0	\$0
Construct New Baseball Fields	2	Ea	\$50,000	\$75,000	\$100,000	\$150,000	0	Ea	\$50,000	\$75,000	\$0	\$0
Subtotal Baseball/Basketball Improvements					\$150,000	\$220,000					\$0	\$0
E. North Recreation Improvements												
Soccer Field	1	Ea	\$100,000	\$150,000	\$100,000	\$150,000	0	Ea	\$100,000	\$150,000	\$0	\$0
Soccer Stands	1	Ea	\$50,000	\$100,000	\$50,000	\$100,000	0	Ea	\$50,000	\$100,000	\$0	\$0
Surrounding Park	3	Acres	\$10,000	\$15,000	\$30,000	\$45,000	0	Acres	\$10,000	\$15,000	\$0	\$0
Subtotal North Recreation Improvements					\$180,000	\$295,000					\$0	\$0
F. Waterfront Park												
Greenway Trail	650	LF	\$200	\$250	\$130,000	\$162,500	0	LF	\$200	\$250	\$0	\$0
Park Improvements	150,000	SF	\$3	\$5	\$450,000	\$750,000	0	SF	\$3	\$5	\$0	\$0
Edge Improvements	1,100	LF	\$250	\$400	\$275,000	\$440,000	0	LF	\$250	\$400	\$0	\$0
Picnic Pavilion	1	Ea	\$35,000	\$80,000	\$35,000	\$80,000	0	Ea	\$35,000	\$80,000	\$0	\$0
Picnic Tables	20	Ea	\$400	\$800	\$8,000	\$16,000	0	Ea	\$400	\$800	\$0	\$0
Pier	1	LS	\$25,000	\$50,000	\$25,000	\$50,000	0	LS	\$25,000	\$50,000	\$0	\$0
Subtotal Waterfront Park					\$923,000	\$1,498,500					\$0	\$0
Total Pyne Poynt Park					\$1,557,000	\$2,453,500					\$3,310,500	\$3,961,500



Pyne Poynt Phase I

Note: The estimates provided in this plan do not include any possible contamination abatement or mitigation. They also do not include soft costs such as fees associated with design, permitting, land acquisition, etc. Costs assume a clean site. More detailed cost and feasibility assessments will be necessary prior to any implementation of public elements.

Future-Phase Cost Estimates



The Bend	Public Investment						Private Investment					
	Quantity	Unit Cost		Total Cost		Quantity	Unit Cost		Total Cost			
		Low	High	Low	High		Low	High	Low	High		
High Quality Park	0 SF	\$12	\$15	\$0	\$0	132,000 SF	\$12	\$15	\$1,584,000	\$1,980,000		
Wetlands	50,000 SF	\$8	\$10	\$400,000	\$500,000	0 SF	\$8	\$10	\$0	\$0		
River Road Street Trees	0 TREES	\$1,000	\$6	\$0	\$0	75 TREES	\$1,000	\$6	\$75,000	\$450		
Trail	800 LF	\$200	\$250	\$160,000	\$200,000	0 LF	\$200	\$250	\$0	\$0		
Edge Improvements	580 LF	\$250	\$2,500	\$145,000	\$1,450,000	0 LF	\$250	\$2,500	\$0	\$0		
Pier Structures	6,000 SF	\$175	\$225	\$1,050,000	\$1,350,000	6,000 SF	\$175	\$225	\$1,050,000	\$1,350,000		
Total				\$1,755,000	\$3,500,000				\$2,709,000	\$3,330,450		

Backchannel Waterfront Park	Public Investment						Private Investment					
	Quantity	Unit Cost		Total Cost		Quantity	Unit Cost		Total Cost			
		Low	High	Low	High		Low	High	Low	High		
Wetlands	0 SF	\$8	\$10	\$0	\$0	53,000 SF	\$8.00	\$10	\$424,000	\$530,000		
Passive/General Park	300,000 SF	\$4	\$6	\$1,050,000	\$1,800,000	300,000 SF	\$3.50	\$6	\$1,050,000	\$1,800,000		
River Road Street Trees	0 TREES	\$1,000	\$1,250	\$0	\$0	174 TREES	\$1,000	\$1,250	\$174,000	\$217,500		
Trail	6,600 LF	\$200	\$250	\$1,320,000	\$1,650,000	0 LF	\$200	\$250	\$0	\$0		
Edge Improvements	3,000 LF	\$250	\$350	\$750,000	\$1,050,000	0 LF	\$250	\$2,500	\$0	\$0		
Total				\$3,120,000	\$4,500,000				\$1,648,000	\$2,547,500		

Pyne Poynt Phase II	Public Investment						Private Investment					
	Quantity	Unit Cost		Total Cost		Quantity	Unit Cost		Total Cost			
		Low	High	Low	High		Low	High	Low	High		
Passive/General Park	350,000 SF	\$4.00	\$6	\$1,400,000	\$2,100,000	0 SF	\$3.50	\$3.50	\$0	\$0		
Trail	3,000 LF	\$200	\$250	\$600,000	\$750,000	0 LF	\$200	\$200	\$0	\$0		
Total				\$2,000,000	\$2,850,000				\$0	\$0		

Trail South of South St. Bridge	Public Investment						Private Investment					
	Quantity	Unit Cost		Total Cost		Quantity	Unit Cost		Total Cost			
		Low	High	Low	High		Low	High	Low	High		
Trail	4,500 LF	\$200	\$250	\$900,000	\$1,125,000	0 LF	\$200	\$200	\$0	\$0		
Total				\$900,000	\$1,125,000				\$0	\$0		

Entire Waterfront Park	Public Investment						Private Investment					
	Quantity	Unit Cost	Unit Cost	Total Cost	Total Cost	Quantity	Unit Cost	Unit Cost	Total Cost	Total Cost		
Total				\$14,951,500	\$23,837,500				\$9,007,500	\$12,024,450		

Shoreline Photographs of the North Camden Waterfront

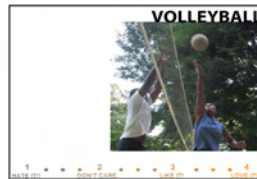
Right:

Selected images from the
Photographic survey by
S.T. Hudson Engineers, Inc.
Photographs were taken at a time
of low tide on August 15, 2007.





Programming Survey

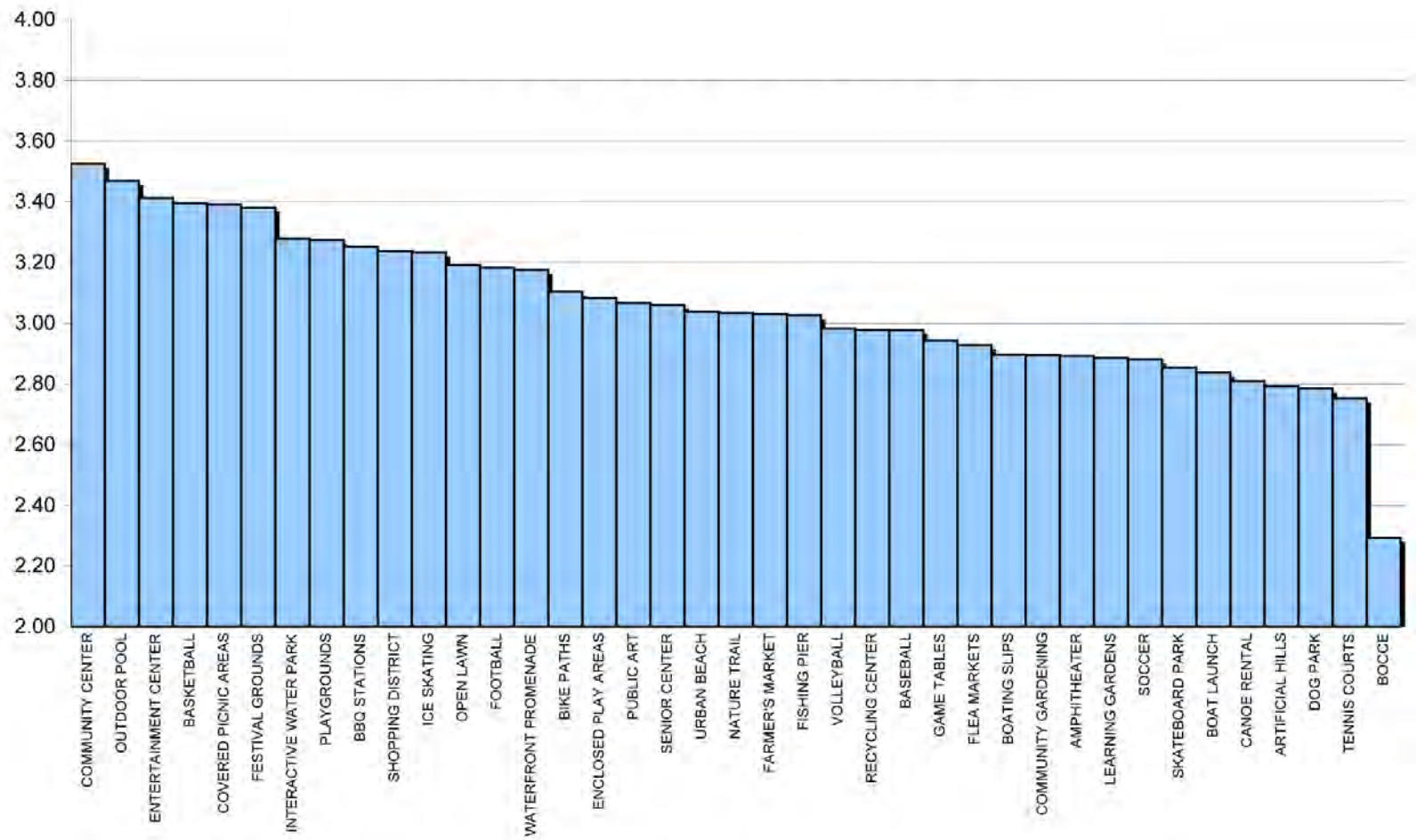




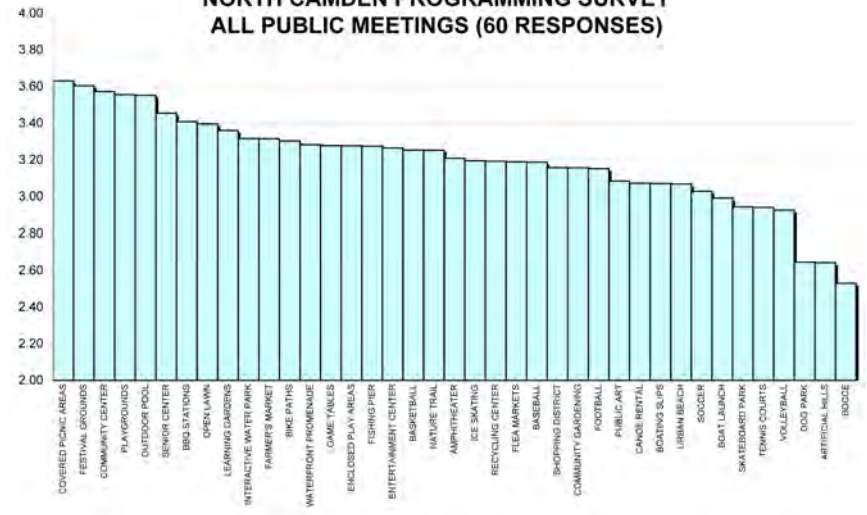
OTHER PARK ACTIVITIES
PLEASE WRITE IN OTHER PARK ACTIVITIES FOR NORTH GARDEN



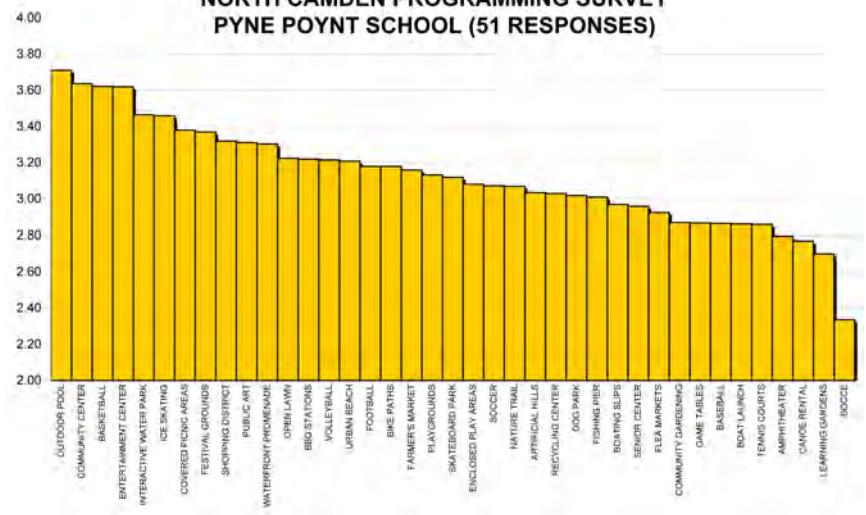
Programming Survey Results Based on 144 Responses



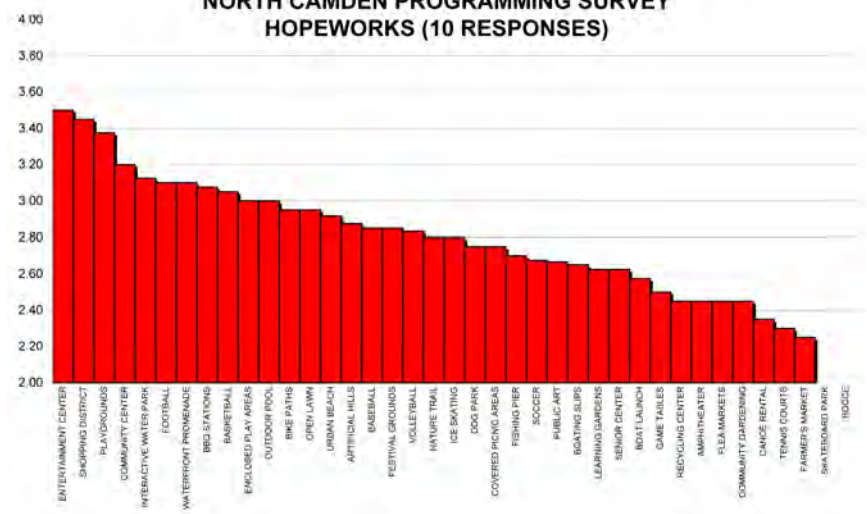
**NORTH CAMDEN PROGRAMMING SURVEY
ALL PUBLIC MEETINGS (60 RESPONSES)**



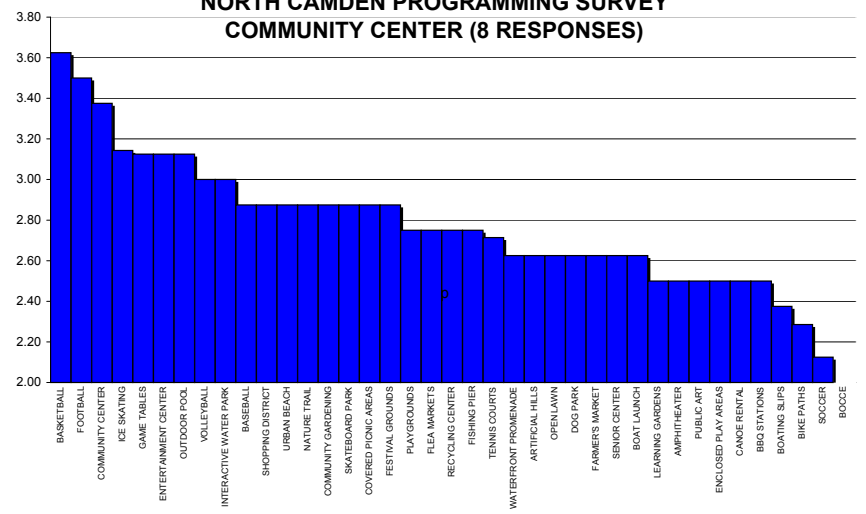
**NORTH CAMDEN PROGRAMMING SURVEY
PYNE POYNT SCHOOL (51 RESPONSES)**



**NORTH CAMDEN PROGRAMMING SURVEY
HOPEWORKS (10 RESPONSES)**

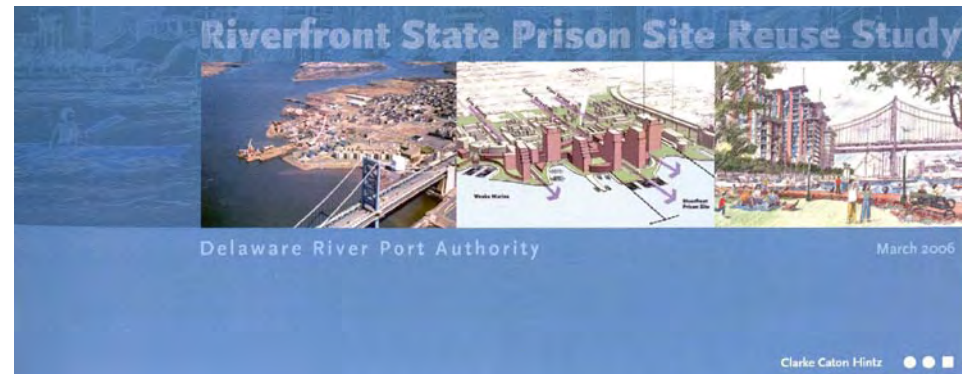


**NORTH CAMDEN PROGRAMMING SURVEY
COMMUNITY CENTER (8 RESPONSES)**



Riverfront State Prison Site Reuse Study Excerpts

Clarke Caton Hintz



Acknowledgements



Delaware River Port Authority

John J. Matheussen, Chief Executive Officer
Robert Gross, Deputy Chief Executive Officer
Jeffrey L. Nash, Vice Chairman
David G. Murphy, Special Projects Engineer

Save Our Waterfront

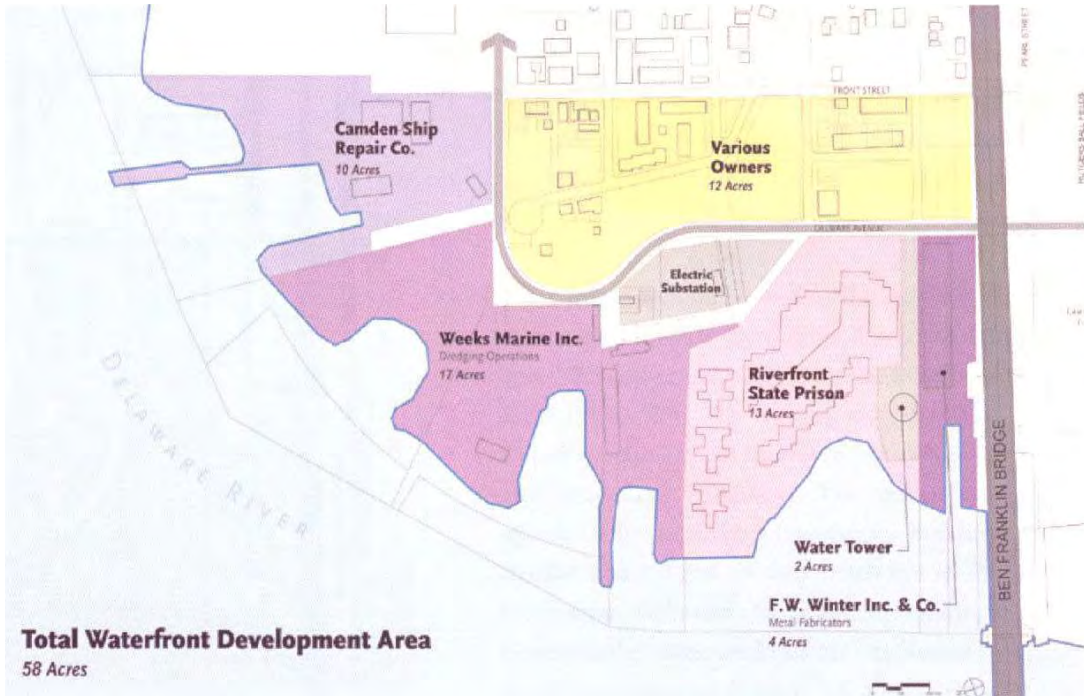
Cooper's Ferry Development Association

Based on the premise that the prison would be closed and relocated, the Riverfront State Prison Site Reuse Study commissioned by the Delaware River Port Authority (DRPA) and completed by Clarke Caton Hintz in March 2006 invited a new way of thinking about North Camden's waterfront, and thus laid the groundwork for the North Camden Neighborhood Plan and Waterfront Park Plan. The following pages include several of the Study's most significant graphics.

Contact SOW to obtain a full copy of the Study.

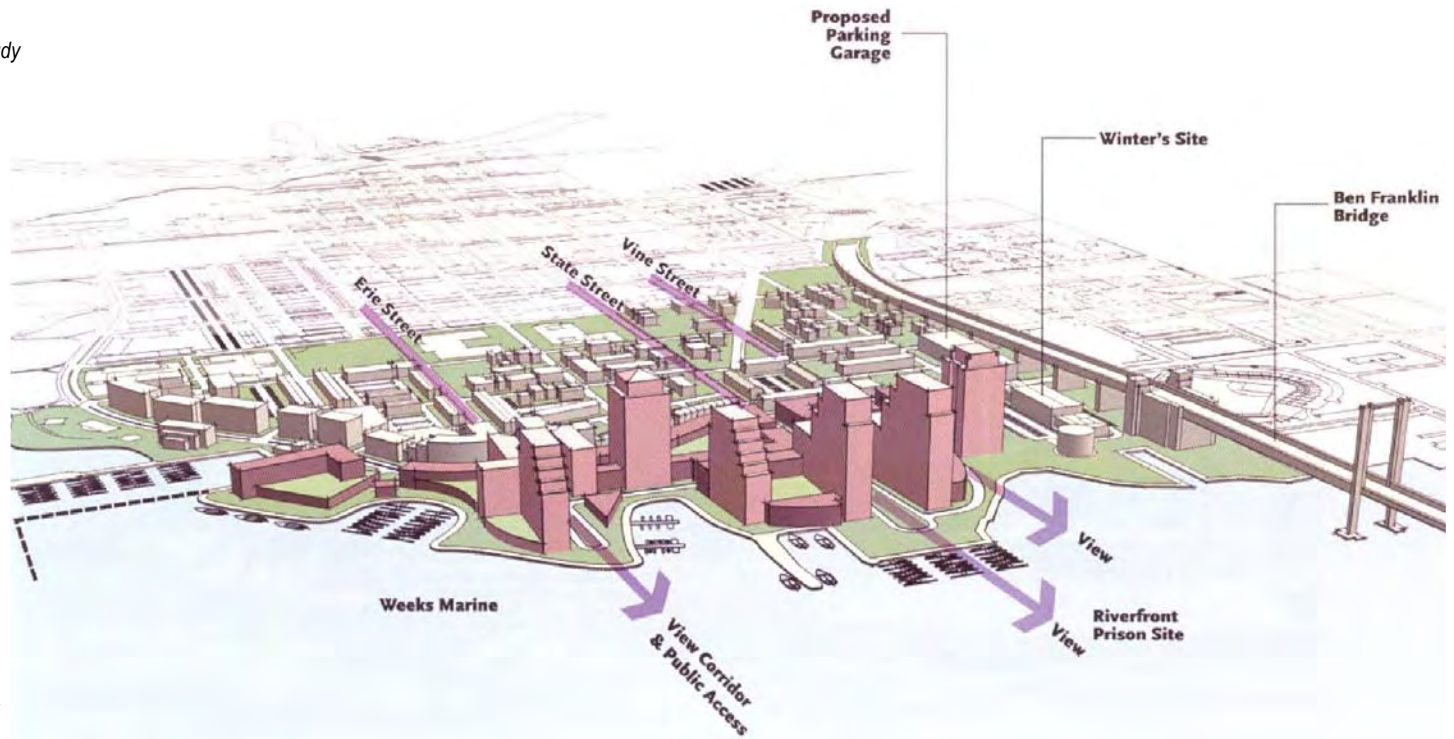
Prepared By:
Clarke Caton Hintz





Property Ownership

Source: Riverfront State Prison Site Reuse Study
Image: Clarke Caton Hintz



Full Build-Out Conceptual Plan

Source: Riverfront State Prison Site Reuse Study
Image: Clarke Caton Hintz



Rendering of View from the Delaware towards the Prison Site
Source: Riverfront State Prison Site Reuse Study
Image: Clarke Caton Hintz



Rendering of View looking south from Weeks Marine Site
Source: Riverfront State Prison Site Reuse Study
Image: Clarke Caton Hintz



Rendering of New Interior North-South Street
Source: Riverfront State Prison Site Reuse Study
Image: Clarke Caton Hintz



This comprehensive neighborhood plan identifies a number of inter-related recommendations and objectives for new development in the core community and within the waterfront development area. The design and/or development guidelines outlined below are intended to support and reinforce the recommendations contained within the body of this document. Each guideline emerged from discussions with concerned community stakeholders, and each reflects the North Camden neighborhood's position for guiding new growth.

Some of the design and development guidelines apply to the Neighborhood Core, some apply to the Waterfront Development Area, and some apply to the Overall Area. The guidelines are divided into seven sections by topic:

- I. **Basic Expectations**
- II. **Building Design**
- III. **Urban Site Design Issues**
- IV. **Sustainable Development**
- V. **Parking and Traffic**
- VI. **Signage**
- VII. **Lighting**

I. **Basic Expectations**

Neighborhood Core

North Camden's original residential fabric was dense and compact, consisting of small homes on small lots – too small to comfortably meet the modern-day needs of local families. As North Camden rebuilds, investment should occur strategically, focusing on major corridors and adopting a less dense pattern of development that affords more indoor and outdoor living space for each household. Reflecting the objectives of Recommendations 3.1, 3.6, and 3.7 all reinvestment within the existing neighborhood core should seek to accomplish the following:

- Preserve existing owner-occupied structures, target vacant and underutilized land instead for redevelopment;
- Concentrate new investment on major streets;
- Build to the property line with parking in the rear to reinforce the neighborhood's urban character;
- Utilize the small alleyway streets for a mixture of rear yards, side yards, and parking, depending on existing block conditions; and
- Take better advantage of the side yard program to amass larger yards for existing owners.
- Place an emphasis on developing affordable homeownership units. To accomplish the stated owner-occupancy goal of 50% in the neighborhood core, 80% of new development will need to be targeted toward homeowners.

Waterfront Development Area

Flowing from the community's vision, there are a number of basic expectations to which every development within the waterfront development area must adhere. These are the community's ground rules for new development:

- Respect the water – Ensure public waterfront access and, where applicable, design for that use.
- Respect the neighbors – Continued coordination with Save Our Waterfront, immediate neighbors and other neighborhood groups (if applicable) is a must through all phases of the project.
- Create or retain view corridors – Views of the River, the Ben Franklin Bridge, the Philadelphia Skyline, and Petty's Island should be at a



premium. Existing views are to be protected, framed, and enhanced with clear and attractive sightlines to the water.

- Design for excellence – The cities and citizens of both Camden and Philadelphia and their Delaware Riverfront communities envision a world-class waterfront with world-class architecture. Every project along North Camden’s waterfront must reflect the community’s desire for design excellence and significantly enhance the look and feel of the waterfront. This includes high quality materials, no historic mimicry, and sensitive placement of mechanical rooms and services.
- Protect structures of historic significance – New construction should not involve the demolition of any heritage building that adds value to the waterfront’s character and can be salvaged. Where possible, these structures should be integrated into final designs.
- Build for diversity – All projects over 50 units shall include at least 10 percent set aside for affordable³⁵ units, defined as up to 80 percent of the City’s median household income. Twenty percent of the waterfront development area’s total build out should target middle-income buyers earning between 80 and 120 percent of the City’s median household income. Incentives to provide additional affordable units include density / height bonuses of up to 125% in height.

In accordance with equitable development goals, all projects in the neighborhood core and waterfront area should seek to include a percentage of minority/women/disabled/locally-owned contractors. For more information on local hiring practices, see Recommendation 4.1.

³⁵ “Affordable,” for the purposes of this project, is defined as a monthly payment (rent or mortgage) that is less than or equal to 28 percent of the monthly income of someone earning 80 percent of the City’s most recently reported median household income, according to the U.S. Census Bureau. Housing for “middle-income” buyers, for the purposes of this project, should target households earning between 80 and 120 percent of the City’s most recently reported median household income, according to the U.S. Census Bureau and should cost less than or equal two 28% of the household’s monthly income.

II. Building Design

Neighborhood Core

Developers interested in building in North Camden should respect the architectural context of the neighborhood, which is inclusive of a variety of styles, colors, materials, and site designs. Save Our Waterfront seeks to encourage excellence in the design of new projects and rehabilitations of existing structures. The following design approaches should be observed:

- Adopt context sensitive site and building design that enhances the local environment;
- Use quality materials that add value to the community as a whole;
- Maximize natural light through the use of adequate and attractive windows, and the use of only above-grade space for occupancy;
- Integrate green building techniques and low impact development as described in Recommendation 3.6 and Section V below;
- Ensure that front facades activate the sidewalk – for commercial uses, this includes active storefronts at the ground level; for residential uses, this involves usable space living space on the ground level; and
- Encourage the preservation of historic features, where appropriate. Contrived historical references, however, should be avoided.

Waterfront Development Area

Within the waterfront development area, how tall is too tall? Opinions vary greatly. From the more controlled low- and mid-rise approaches to high-rise developments, the common ingredient is density. Chicago and Vancouver follow this model closely with high-rise structures adjacent to or along the water. The same is true of the proposed Brooklyn Bridge Park, which maximizes height and density in the limited zones not designated as open space.

The potential for mid- and high-rise waterfront development tall enough to mirror the developments proposed across the River along Philadelphia’s riverfront, will likely reach toward the vertical boundaries of North Camden currently capped by the Northgate towers. As described in Recommendation 3.9, height and density within the waterfront development area should vary to blur any distinction between the existing community and the waterfront. Higher densities should be concentrated in structures between 5 and 15 stories located where the prison is currently located and extending north around Delaware Avenue’s curve. Along the back channel, development should be of neighborhood-scale (3 or 4 stories) with some 5 story structures to punctuate the skyline, creating seamless transition along north-south streets between the existing neighborhood and the River.

These heights are provisional and can be extended if additional commitments are made to funding public space, providing additional affordable housing or exceeding other expectations described in these guidelines. The following additional height and bulk expectations must be considered when designing in the district, so as to protect and restore views of the River, the Ben Franklin Bridge, and the Philadelphia skyline:

- Buildings should be designed perpendicular to the water's edge so as not to block views or create a psychological barrier between the neighborhood core and the waterfront;
- A minimum of 70 feet shall be retained between towers over 40 feet in height;
- Smaller footprints are preferred – additional height will be considered if towers are designed to taper, minimizing bulk above 40 feet;
- Larger building masses should be avoided, broken instead into multiple forms; and
- Building heights should step down to the waterfront trail and along the perpendicular green linkages.

III. Urban Site Design Issues

Save Our Waterfront recognizes that urban spaces present a specific set of challenges in redevelopment. The following guidelines are designed to set forth the expectations of Save Our Waterfront as they relate to urban site design. Recognizing the importance (and uniqueness) of State Street and Main Street, these guidelines are split into two categories: site design guidelines that pertain to all developments in the overall area, and guidelines specific to State Street and Main Street.

Overall Area

- Locate pedestrian-oriented uses on the ground floor of buildings and provide pedestrian amenities to activate public spaces.
- Construct building(s) with no setback from major streets. “Hold the corner” of buildings at intersections by building to the property line.
- Utilize landscaping, rather than walls and fences, to create semi-public/private buffers for service entrances.
- Parking should be located in the rear of properties where possible. No new curbscuts should be allowed on streets with existing on-street parking.
- Avoid large, blank walls covering any portion of new development. A minimum of 15% should be transparent on all surfaces. Alternative approaches including landscaping or murals must be approved by the North Camden Development, Planning, and Policy Committee.

- Design locations for light fixtures, trash cans, signage, and other necessities should be part of the initial building concept.
- Refrain from locating transformers and other above-grade utility structures along the parks, the waterfront trail or perpendicular connections to the River; and
- Promote mixed-use commercial and residential districts in areas identified by the Proposed Land Use Map (page 137) - clustered just north of the Ben Franklin Bridge where the prison currently stands, between Front and 2nd overlooking the waterfront park, and at the northwest corner of Pyne Poynt Park overlooking the park - by providing a minimum first floor height of 18 feet to accommodate a wide range of ground floor uses.

State Street and Main Street

- Focus commercial development within the neighborhood core along State and Main Streets. State and Main should be lined with active, visually interesting uses, including retail, storefront offices, residential entryways, and other public uses;
- Promote mixed-use along State and Main by providing a minimum first floor height of 18 feet to accommodate a wide range of ground floor uses;
- Ensure that all retail is neighborhood serving and high quality;
- Refrain from building surface or structured parking lots that front on State or Main;
- Refrain from locating above-grade utility structures along State or Main;
- Ensure that 75% of ground floor facades are transparent for all developments except new townhouses;
- Ensure that ground floor glazing is 100% transparent, allowing clear views into and out of buildings;
- For storefronts that require security grates, encourage grates that permit sight lines in and out of the store and allow light to pass through;
- Irregular corners along Main Street should be considered for publicly accessible open spaces that serve as active edges.
- Encourage new commercial developments to install a water spout on the front of the property for daily sidewalk cleaning and plant watering; and
- Integrate exterior lighting such that it does not negatively impact adjacent uses.

IV. Sustainable Development

Overall Area

It is Save Our Waterfront's policy to promote sustainable building techniques (those supported by the U.S. Green Building Council) and Low Impact Development (LID) in the North Camden community in all levels of development and redevelopment both within the neighborhood core and the waterfront development area as described briefly in Recommendation 3.6 and in greater depth below.

For projects that exceed the recommendations below, the North Camden Development, Planning, and Policy Committee is willing to allow higher density, zoning adjustments, or other changes as determined by the merits of each project. In addition, projects that are LEED (Leadership in Energy and Environmental Design) certified may be eligible for exemption from other requirements, as agreed upon by the community.

1. Low Impact Development (LID)

To compensate for the environmental and infrastructural strain caused by new development, Save Our Waterfront encourages developers to implement at least one of the Low Impact Development techniques described below in the construction of their projects or to contribute to LID endeavors elsewhere in the neighborhood of comparable size and environmental value. LID strategies minimize the proportion of precipitation that is converted to surface runoff by maximizing the water volume that evaporates or infiltrates.

LID development techniques include:

- **Green Roofs** – The soil and plants in green roofs detain, absorb, and filter precipitation, reducing the annual volume of roof runoff. Extensive green roofs contain several inches of soil and hardy, self-sustaining plants, and may be added to many existing roofs. Intensive green roofs are full-fledged rooftop gardens;
- **Permeable Pavements** – Permeable asphalt, concrete, and paving blocks allow runoff to infiltrate into the underlying sub-base and soil;
- **Tree Box Filters** – Located below grade, tree box filters provide “bioretention in a box” along road curbs, integrating the water quality benefits of bioretention into ultra-urban settings;
- **Vegetated Swales** – Shallow vegetated swales simultaneously serve as drainage, infiltration, and storage devices; and
- **Dry Wells / Infiltration Trenches** – Dry wells are aggregate-filled pits that promote infiltration into the surrounding soil. Infiltration trenches are similar in function, but filled with sand or soil.

2. Energy Efficiency

The development of energy efficient homes and buildings in the North Camden neighborhood is a high priority for Save Our Waterfront and the residents of North Camden.

As part of our commitment to energy efficient development, no project involving new construction or complete rehabilitation shall have the support of Save Our Waterfront without the following:

- All of the following mechanical items / appliances in the building *must* receive the “Energy Star” designation by the U.S. Department of Energy: refrigerators, stoves, cooktops, ranges, ovens, dishwashers, microwaves, washing machines, clothes dryers, and water heaters.³⁶

In addition to the above requirement, any one (1) of the recommendations below must also be met:

- “Energy Star” designation for heating / cooling systems;
- “Energy Star” compliant windows and exterior doors throughout;
- Low-flow toilets, faucets and showerheads throughout the project; or
- Solar panels, wind uses, or other forms of on-site renewable energy that provide at least 5 percent of the projected annual energy consumption to the project.³⁷

Along the waterfront, developments should reduce on-site heat gains by minimizing dark-colored surface areas, such as black asphalt. Acceptable alternatives include the use of concrete paving, unit paving systems, light-colored asphalt product using limestone aggregates or colored sealants, and increasing areas of landscape and ground cover.

³⁶ Solar powered water heaters are exempt from this requirement.

³⁷ Both the City and Federal governments provide tax incentives for solar panel installation. Contact a tax professional for details regarding the latest incentives.

3. Neighborhood Greening

Save Our Waterfront realizes green space is at a premium in the urban North Camden neighborhood. Therefore, to obtain SOW support for any new construction or rehabilitation project, the project must be in compliance with the following requirements:

- The open space zoning requirements specified in Ordinance No. MC-2289 for residential zoning must be 100% permeable. Parking will not be accepted as open space unless the driveway is constructed of permeable materials and a minimum of a third of the space is planted, green space. For permeable parking to be accepted as open space, it must also be in full compliance with the Parking and Traffic guidelines listed in Section V.
- Although commercial and industrial zoning districts require in some cases no open space, Save Our Waterfront encourages at least 20 percent permeable space in cases where pre-existing structures do not represent a full build out. Flexibility should be granted to developers who suggest alternative methods for reducing stormwater runoff.
- Save Our Waterfront and the North Camden Development, Planning, and Policy Committee should promote the incorporation of vegetated swales, permeable paving and other stormwater management tools for the design of public spaces. Parks, streetscapes, and other public spaces should exceed the greening and stormwater runoff management ideals described above.
- Along the waterfront, buildings should minimize adverse microclimate effects through tree plantings, awnings and other design elements.

4. LEED Certification

The U.S. Green Building Council is responsible for maintaining the LEED program, which stands for Leadership in Energy and Environmental Design.

More information about the LEED program and the necessary forms to begin the certification process can be found at the U.S. Green Building Council's website, www.usgbc.org.

Save Our Waterfront considers LEED certification to be the highest level of urban design excellence, and as such is prepared to support all bonuses necessary to make a LEED projects financially feasible.

V. Parking and Traffic

Overall Area

In recognition of the limited supply of on-street parking in the North Camden neighborhood and the level of vehicle ownership in the area, Save Our Waterfront endorses the following guidelines regarding parking and traffic issues:

- All construction must meet the minimum requirements established in the City code for applicable parking and traffic issues;
- Parking should always be located to the rear of the lot when possible. Placement of parking on the front side of a lot is undesirable;
- Curb cuts usually take away one to one and one half on-street parking spaces to provide off-street parking. Designs involving curb cuts will not be supported by Save Our Waterfront unless there is no existing on-street parking at the location of the curb cut. Even in these cases, placement of parking structures or spaces on the front of the lot is still seen as undesirable;
- To the maximum extent possible, refrain from locating vehicular entrances to parking garages and building service areas along primary streets running perpendicular to the waterfront;
- All loading and unloading of trucks and service vehicles must be done in a non-disruptive fashion. An agreement must be tailored between each business and the surrounding community and should address the days and times that loading may occur, agreements not to obstruct traffic during the course of loading activities, and any other site-sensitive issues;
- Along the waterfront, SOW should promote shared parking by advocating for reduced parking minimums for mixed-use developments;
- Along the waterfront, ensure that all above ground parking structures are enclosed within at least 25 feet of active uses. Parking should not be visible from main pedestrian corridors;
- Refrain from building surface or structured parking lots adjacent to the riverfront; and
- Parking lots should not be enclosed by cyclone fencing. Wrought iron fencing is preferred.

For information on parking related issues, see Recommendation 6.8.

VI. Signage

Overall Area

Like the buildings and uses they mark or advertise, signs contribute to the look and feel of the built environment. The design for all signage should be thoughtful, creative, and held to a standard of excellence, just as that of the structures themselves.

- Follow the model established by Cooper's Ferry Development Association for signage in downtown Camden, and develop a detailed set of design guidelines for all signage in North Camden to be approved by the City. All future signs adorning commercial and institutional uses and signs to be placed in the public right-of-way must adhere to these signage design guidelines.

The signage design guidelines should consider the following concepts:

- No billboards or off premise signs are permitted in the waterfront development area;
- Signs that flash, blink, rotate, or move by mechanical means are not permitted;
- Floodlighting or illuminated signs must be shielded so that the light source is not visible from any point off the lot on which the sign stands;
- The temporary display of signs, banners, or flags advertising special events or activities is permitted. However, should the display be planned for more than one month, signage review and approval by the North Camden Development, Planning, and Policy Committee should be sought;
- Signs placed in positions that might cause danger or otherwise interfere with the free flow of pedestrian traffic on the sidewalk or waterfront path are not permitted;
- A sign should not project above the roof of the structure to which it is affixed or project more than 2 feet from the façade of the building;
- Signage on buildings should not be located at a height which exceeds the established height limits; and
- All signs within the study area shall be part of the overall total design scheme and in keeping with the architectural character of each project.

VII. Lighting

Overall Area

Lighting for each project requires careful design to ensure that the light produced functions to brighten intended areas, and intended areas only. Proposed projects should:

- Ensure that the ground level of buildings and associated outdoor spaces are well lit at night;
- Integrate exterior lighting such that it does not negatively impact adjacent uses; and
- Minimize site light pollution by using fixtures that conceal the light source and contain the light to within the property and sidewalk boundaries.

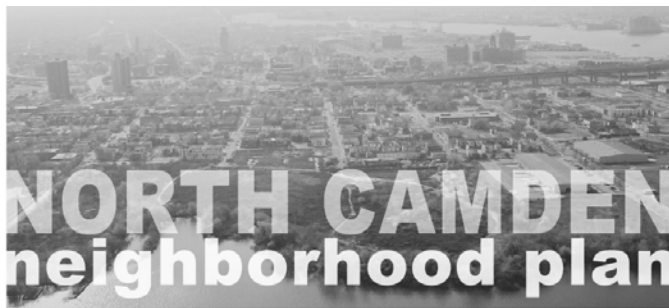
North Camden Neighborhood Plan Acronym Glossary

AMI – Area Median Income	EPA – Environmental Protection Agency	NJHMFA – New Jersey Housing and Mortgage Finance Agency
ATV – All Terrain Vehicle	ESL – English as a Second Language	NJT – New Jersey Transit
BDA – Brownfields Development Area	FEMA – Federal Emergency Management Agency	NRTC – Neighborhood Revitalization Tax Credit
blog – abbreviation for web log	FHLBYNY – Federal Home Loan Bank of New York	NJTF – New Jersey Tree Foundation
BPUM – Black Peoples Unity Movement	GED – General Educational Development Tests	OEO – Camden County Council on Economic Opportunity
CCLSJ – Camden Center for Law and Social Justice	GFS – Guadalupe Family Services	PATCO – Port Authority Transit Corporation
CCOP – Camden Churches Organized for People	HACC – Housing Authority of the City of Camden	PHS – Pennsylvania Horticultural Society
CBA – Community Benefits Agreement	HDSRF – Hazardous Discharge Site Remediation Fund	PLA – Project Labor Agreement
CBAC – Cooperative Business Assistance Corporation	HUD – U.S. Department of Housing and Urban Development	PMSA – Primary Metropolitan Statistical Area
CCTV – Closed Circuit Television	LED – Light Emitting Diode	RFP – Request For Proposals
CFDA – Cooper’s Ferry Development Association	LEED – Leadership in Energy and Environmental Design	SOUL – Save Our Urban Land
CHIP – Camden Home Improvement Program	LID – Low Impact Development	SOW – Save Our Waterfront
CI/IMP – Camden Capital Improvement and Infrastructure Master Plan	LSM – Lutheran Social Ministries	SRTS – Safe Routes to School
CLHI – Camden Lutheran Housing, Inc.	MBK – My Brother’s Keeper	TRF – The Reinvestment Fund
COAH – Council of Affordable Housing	MRERA – Municipal Rehabilitation and Economic Recovery Act	USEDA – United States Economic Development Administration
COLT – Creating Opportunities for Life Together	NJDCA – New Jersey Department of Community Affairs	VOA – Volunteers of America
CRA – Camden Redevelopment Agency	NJDEP – New Jersey Department of Environmental Protection	WIB – Workforce Investment Board
CSO – Combined Sewer Outfall	NJDOC – New Jersey Department of Corrections	WRT – Wallace Roberts and Todd, LLC
DCCB – District Council Collaborative Board	NJDOT – New Jersey Department of Transportation	
DRPA – Delaware River Port Authority	NJEDA – New Jersey Economic Development Authority	
DVRPC – Delaware Valley Regional Planning Commission	NJMED – New Jersey Minority Educational Development	



North Camden Neighborhood Plan Community Needs Survey: English Version

Interface Studio, CHPlanning, Save Our Waterfront



COMMUNITY SURVEY: tell us what you think

Thank you for filling out this survey. Your answers will help us develop a plan to revitalize North Camden. **This is your plan, and your opinions matter.**

Please answer **all** questions.

Please return this survey by mail or in person to Veronica, Wilbert, or Oscar by Friday, **November 2nd**.

Veronica Polo (or Fran Salinas)
Save Our Waterfront
(at Cooper Waterfront Homes)
800 Galindez Court
Camden NJ 08102

Wilbert Mitchell
Respond, Inc.
532 State Street
Camden NJ 08102

Oscar Hernandez
My Brother's Keeper
502 State Street
Camden NJ 08102

TELL US ABOUT YOURSELF

These questions will help us better understand the people who live in North Camden. Your answers will be kept confidential.

What languages do you speak?

English _____
Spanish _____
Other _____

If other, what language?

How old are you?

18 – 24 _____
25 – 44 _____
45 – 64 _____
65 or older _____

Are you a:

Homeowner _____
Renter _____
Business Owner _____

What block and street do you live or work on? (example: 600 Block of State Street)

How long have you lived in North Camden?

Less than 2 years _____
2 to 5 years _____
6 to 10 years _____
11 to 15 years _____
16 to 20 years _____
Over 20 years _____

Where did you move from?

Elsewhere in Camden _____
Neighborhood _____
Elsewhere in New Jersey _____
Where _____
Somewhere else _____
Where _____

Why did you move to North Camden?

Affordable housing _____
Close to job _____
Family / friends _____
Close to church _____
Other _____
Please explain: _____

How long do you plan on staying here?

Less than 6 months _____
6 months to 1 year _____
1 to 3 years _____
3 to 5 years _____
5 to 10 years _____
Over 10 years _____

TELL US ABOUT YOUR QUALITY OF LIFE

These questions will help us understand what you like and dislike about North Camden in order of importance. Please choose your top three choices (3) by writing a 1, 2, or 3 next to those choices.

What three things do you like most about living in North Camden? (1 is most valuable)

Close to downtown _____
Friends / family _____
Public transit _____
Variety of stores _____
Good housing _____
Church _____
Close to waterfront _____
Other _____

Please describe: _____

Do you belong to a community group?

Yes _____ No _____
Name: _____

What group is most helpful to you?

What are your three biggest concerns about North Camden? (1 is greatest concern)

Cleaning / Trash _____
Drugs _____
Safety / Crime _____
Vacant housing _____
Lack of Trees & Parks _____
Noise _____
Public transit _____
Need for stores _____
Need for recreation _____
Racial tensions _____
Other _____

Please describe: _____

Do you vote?

Always _____
Sometimes _____
Never _____

TELL US ABOUT HOUSING

What is your monthly rent / mortgage?

- Section 8 _____
- Less than \$200 _____
- \$200 - \$300 _____
- \$300 - \$400 _____
- \$400 - \$500 _____
- \$500 - \$600 _____
- \$600 - \$700 _____
- \$700 - \$800 _____
- \$800 - \$900 _____
- \$900 - \$1,000 _____
- More than \$1,000 _____

How would you describe the condition of your house?

- Good _____
- Needs some work _____
- Needs a lot of work _____

How would you describe the condition of housing on your block?

- Good _____
- Needs some work _____
- Needs a lot of work _____

What are the three biggest needs for housing?

Choose your top three choices (3) by writing a 1, 2, or 3 next to those items you desire. (1 is the greatest need)

- Improved code enforcement _____
- Improved management of rental units _____
- Rehab of existing buildings _____
- Demolition of abandoned buildings _____
- More affordable housing _____
- More homeownership _____
- More rental housing _____
- More senior housing _____
- Other _____

Please describe: _____

TELL US ABOUT SHOPPING & SERVICES

Do you shop in North Camden?

- Yes _____
- No _____

Are you able to buy items you need in North Camden?

- Yes _____
- No _____
- Some _____

Where do you shop outside of North Camden?

- Elsewhere in Camden _____
- Elsewhere in New Jersey _____
- Philadelphia _____
- Somewhere else _____

Please tell us where: _____

What items / services do you need to leave the neighborhood to buy?

- Food _____
- Prescriptions _____
- Banking _____
- Clothing _____
- Shoes _____
- Electronics _____
- Other _____

Please describe: _____

How would you like to see local services and shopping improved?

For the next three questions, please choose your top three choices (3) by writing a 1, 2, or 3 next to those items you desire. (1 is the most important)

- Active Business Association _____
- Storefront improvements _____
- Street cleaning / trash pickup _____
- More kinds of businesses _____
- Improved postal service _____
- Street / sidewalk improvements _____
- Other _____

Please describe: _____

What stores would you like to see more of?

- Barbershops / beauty salons _____
- Supermarkets _____
- Clothing stores _____
- Drug stores _____
- Other _____

Please describe: _____

What services most need to be added or improved in the community?

- Job training / referrals _____
- Day care _____
- Health care _____
- Self-help / counseling _____
- Teen / youth programs _____
- Other _____

Please describe: _____

TELL US ABOUT PARKS & RECREATION

How often do you use the following parks:

	Often	Occasionally	Rarely	Never
Northgate Park				
Pyne Poynt Park				
School Playgrounds				
Other				

If you never use parks, is there a specific reason?

How could existing parks be made better?

Please indicate your top three choices (3) by writing a 1, 2, or 3 next to those items you desire. (1 indicated the greatest need)

- Lighting _____
- Improved safety _____
- Gardens _____
- Playgrounds _____
- Community Centers _____
- Senior Center _____
- Street trees _____
- Public Art _____
- Other _____

Please describe: _____

If new parks are created along the Delaware and Cooper Rivers in North Camden, what would you like the parks to include?

Please rank your top 5 choices. (1 is your top choice)

- Open Field Area / Lawn _____
- Natural Landscape / Meadow _____
- Trails for walking, biking, jogging _____
- Basketball Courts _____
- Baseball Fields _____
- Soccer Fields _____
- Tennis Courts _____
- Playgrounds _____
- Dog Park _____
- Swimming Pool _____
- Restrooms _____
- Marina/Boat Launch _____
- Canoe and Kayak Rentals _____
- Fishing Area _____
- Skate Park _____
- Community Gardening _____
- Picnic and BBQ area _____
- Covered picnic area _____
- Nature Education Program _____
- Outdoor Theater _____
- Community / Senior Center _____
- Security Station _____
- Activities Information Desk _____
- Game Area _____
- (chess, horse shoes, etc.) _____

IN THE FUTURE...

Would you be willing to help improve North Camden?

Yes ___ No ___

Would you like to be contacted about upcoming meetings or ways you can get involved?

Yes ___ No ___

If yes, please provide the following information:

Name:

Address:

Telephone:

E-mail:

What other things would you like to see in future parks?

Who do you think of as a community leader who should be involved in planning for North Camden's future?

Thank you!

THANK YOU FOR PARTICIPATING!

To hear more about the North Camden planning process, make sure to attend the upcoming North Camden community meeting:

Thursday October 18th at 6:30 PM
Northgate II Community Room, 500 N. 7th Street

QUESTIONS? Contact Veronica Polo at Save Our Waterfront
email: sow.camden@gmail.com
phone: 609-502-6048

Please use the back of this page if you would like to add anything else.

North Camden Neighborhood Plan Community Needs Survey: Spanish Version

Interface Studio, CHPlanning, Save Our Waterfront



ENCUESTA SOBRE SU COMUNIDAD: díganos lo que piensa

Gracias por rellenar esta encuesta. Sus respuestas nos ayudarán a desarrollar un plan para la mejora del norte de Camden. **Usted también forma parte de este plan y sus respuestas son importantes.**

Por favor, conteste a **todas** las preguntas. Nos puede devolver la encuesta a través del correo o entregarlo directamente a Veronica, Wilbert o Oscar, antes del **2 de Noviembre** del 2007.

Veronica Polo (o Fran Salinas)
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Díganos sobre **USTED MISMO**

Estas preguntas nos ayudarán a entender a la gente que vive en el norte de Camden. Sus respuestas serán confidenciales.

¿Cuántos idiomas habla?

Inglés _____
Español _____
Otro idioma _____
Cual? _____

Usted:

¿Es dueño / a de su casa? _____
¿Alquila o arrienda su casa? _____
¿Es dueño / a de un negocio? _____

¿Cuántos años tienes?

18 - 24 _____
25 - 44 _____
45 - 64 _____
65 o más _____

¿En qué bloque y calle vive o trabaja usted? (Por ejemplo, entre la sexta y la séptima en la Calle State)

¿Cuánto tiempo lleva viviendo en el norte de Camden?

Menos de 2 años _____
De 2 a 5 años _____
De 6 a 10 años _____
De 11 a 15 años _____
De 16 a 20 años _____
Más de 20 años _____

¿Por qué se mudó usted al Norte de Camden?

Casas baratas _____
Cercanía al trabajo _____
Familia / amigos _____
Cercanía a su iglesia _____
Otra razón _____
Por favor explique la razón: _____

¿Dónde vivía usted antes de mudarse a Camden?

En otra parte de Camden _____
Qué barrio? _____
En otra parte de Nueva Jersey _____
Qué parte? _____
En otro sitio _____
Dónde? _____

¿Cuánto tiempo piensa estar en el norte de Camden?

Menos de 6 meses _____
De 6 meses a 1 año _____
De 1 año a 3 años _____
De 3 a 5 años _____
De 5 a 10 años _____
Más de 10 años _____

Díganos sobre su **CALIDAD DE VIDA**

Estas respuestas nos ayudarán a entender lo que le gusta y lo que no le gusta del Norte de Camden por orden de importancia. Por favor, elija tres opciones y enumérelas con 1, 2 ó 3 según corresponda.

¿Cuáles son las tres cosas que más le gustan del Norte de Camden? (el 1 corresponde a la respuesta de mayor importancia)

Cerca del centro _____
Familia / amigos _____
Transporte público _____
Variedad de tiendas _____
Buenas casas _____
Iglesias _____
Cerca del agua _____
Otra razón _____
Por favor, explique la razón: _____

¿Pertenece a algún grupo comunitario?

Si _____ No _____
Nombre: _____

¿Qué grupo le ha ayudado más?

¿Cuáles son las tres cosas que más le preocupan del Norte de Camden? (el 1 corresponde a la respuesta de mayor importancia)

Limpieza / basura _____
Drogas _____
Crimen _____
Casas vacías _____
Falta de árboles y parques _____
Ruido _____
Transporte público _____
Necesidad de tiendas _____
Falta de zonas de ocio _____
Tensiones raciales _____
Otra razón _____
Por favor, explique la razón: _____

¿Vota usted?

Siempre _____
De vez en cuando _____
Nunca _____

Díganos sobre **LAS VIVIENDAS**

¿Cuánto paga de alquiler/hipoteca mensual?

- Section 8 (Sección 8) _____
- Menos de \$200 _____
- Entre \$200 y \$300 _____
- Entre \$300 y \$400 _____
- Entre \$400 y \$500 _____
- Entre \$500 y \$600 _____
- Entre \$600 y \$700 _____
- Entre \$700 y \$800 _____
- Entre \$800 y \$900 _____
- Entre \$900 y \$1,000 _____
- Más de \$1,000 _____

¿Cómo describiría el estado de su casa?

- Bueno _____
- Necesita trabajo _____
- Necesita mucho trabajo _____

¿Cómo describiría el estado de las de su bloque?

- Bueno _____
- Necesita trabajo _____
- Necesita mucho trabajo _____

¿Cuáles son las mayores necesidades de la vivienda? Por favor escriba 1, 2, 3 al lado de las respuestas seleccionadas por orden de importancia. (el 1 corresponde a la respuesta de mayor importancia)

- Mejora del código de vivienda _____
- Mejora de la gerencia de los apartamentos en renta _____
- Reforma de edificios existentes _____
- Demolición de edificios desocupados _____
- Vivienda más barata _____
- Más oportunidades para comprar una vivienda _____
- Más oportunidades para alquilar (arrendar) una vivienda _____
- Más viviendas para los ancianos _____
- Otras _____
- Cuáles? _____

Díganos sobre **COMPRAS Y SERVICIOS**

¿Hace las compras en el norte de Camden?

- Si _____ No _____

¿Puede usted comprar los artículos que necesita?

- Si _____ No _____
- De vez en cuando _____

¿Dónde hace las compras fuera del norte de Camden?

- En otras partes de Camden _____
- En otras partes de Nueva Jersey _____
- En Filadelfia _____
- Otro sitio _____
- Cuéntanos: _____

¿Qué artículos/servicios necesita buscar fuera del vecindario?

- Alimentos _____
- Recetas médicas _____
- Servicios bancarios _____
- Ropa _____
- Zapatos _____
- Aparatos electrónicos _____
- Otras cosas _____
- Cuales? _____

¿Cómo le gustaría ver mejoras en los servicios locales? Por favor escriba 1, 2, 3, al lado de las respuestas seleccionadas por orden de importancia. (el 1 corresponde a la respuesta de mayor importancia)

- Asociación activa de negocios _____
- Mejora de escaparates _____
- Limpieza/recolección de basura _____
- Mayor variedad de negocios _____
- Mejora del servicio postal _____
- Mejora de las calle y aceras _____
- Algo más _____
- Por favor descríballo: _____

¿Qué tiendas se necesitan más?

- Salones de belleza _____
- Supermercados _____
- Tiendas de ropa _____
- Farmacias _____
- Algo más _____
- Por favor descríballo: _____

¿Qué servicios necesitan crecer o ser añadidos?

- Entrenamiento / recomendaciones de trabajo _____
- Guardería _____
- Servicios médicos _____
- Ayuda personal / asesoramiento _____
- Programas para jóvenes y adolescentes _____
- Otros _____
- Por favor descríballo: _____

Díganos sobre sus **PARQUES Y ZONAS DE OCIO**

¿Cuántas veces utiliza los parques siguientes?

	A menudo	De vez en cuando	Raramente	Nunca
Northgate Park				
Pyne Poynt Park				
Patios de la escuela				
Otro parque				

Si usted nunca utiliza los parques, ¿hay alguna razón específica?

¿Cómo se podían mejorar los parques existentes?

Por favor escriba 1, 2, 3, al lado de las respuestas seleccionadas por orden de importancia. (el 1 corresponde a la respuesta de mayor importancia)

- Iluminación _____
- Mejora de la seguridad _____
- Jardines _____
- Zona de juegos para niños _____
- Centros de la comunidad _____
- Centros para los mayores de edad _____
- Árboles en las calles _____
- Arte público _____
- Otro _____
- Por favor descríballo: _____

Si se crean nuevos parques a lo largo de los ríos Delaware y Cooper, ¿qué querría ver incluido?

Por favor elija las 5 respuestas más importantes, valorándolas del 1 al 5. (el 1 corresponde a la respuesta de mayor importancia)

- Campos de césped _____
- Paisaje natural / pradera _____
- Senderos para caminar, correr, ir en bicicleta _____
- Canchas de baloncesto _____
- Campos de béisbol _____
- Campos del fútbol _____
- Campos de tenis _____
- Zona de juegos infantiles _____
- Parques para perros _____
- Piscinas _____
- Baños _____
- Entradas de barcos / marina _____
- Alquileres de canoas y kayaks _____
- Zona pesquera _____
- Parque monopatín (skateboard) _____
- Cultivo de huertos por la comunidad _____
- Área de picnic y barbacoa _____
- Área cubierta para comidas campestres _____
- Programa de educación en la naturaleza _____
- Anfiteatro _____
- Comunidad/centro de mayores _____
- Estación de seguridad _____
- Sitio central para información de actividades _____
- Área del juegos de mesa (ajedrez, damas, baraja...) _____

¿Cuales otras cosas quisiera ver en los futuros parques?

EN EL FUTURO...

¿Estaría usted dispuesto a ayudar a mejorar el norte de Camden?

Si ___ No ___

¿Quiere mantenerse informado sobre futuras reuniones y formas de involucrarse?

Si ___ No ___

Si la respuesta es afirmativa, por favor complete los siguientes datos:

Nombre:

Dirección:

Teléfono:

E-mail:

¿En quien piensa como líder dentro de su comunidad, que pudiera involucrarse en el proceso de planificación?

¡Muchas gracias!

¡GRACIAS POR SU PARTICIPACIÓN!

¡Asiste a nuestra reunión comunitaria!

El jueves, 18 de octubre a las 6:30 PM, en espacio de la comunidad del edificio Northgate II, localizada en la 500 N. 7th Street.

Para más información, contacte con Veronica Polo

llamando al teléfono 609-502-6048 o

escribiendo a la siguiente dirección de e-mail sow.camden@gmail.com

Por favor utilice la parte trasera para añadir opiniones.

North Camden Neighborhood Plan Community Needs Survey Results

Tabulated by CAMConnect

DEMOGRAPHICS

Language		
English only	77	71%
Spanish only	10	9%
English and Spanish	21	19%
Other	0	
TOTAL	108	

Age		
Under 18	12	11%
18-24	10	9%
25-44	30	27%
45-64	35	32%
65+	19	17%
Blank	5	5%
TOTAL	111	

Homeowner / Renter		
Homeowner	26	30%
Renter	57	65%
Business Owner	2	2%
Homeowner / Business Owner	3	3%
TOTAL	88	

How long have you lived in North Camden?		
Less than 2 years	7	6%
2 to 5 years	16	14%
6 to 10 years	14	13%
11 to 15 years	10	9%
16 to 20 years	7	6%
Over 20 years	42	38%
Work in Camden / not a resident	4	4%
Blank	11	10%
TOTAL	111	

Why did you move to North Camden?			
Affordable housing	35	34%	
Close to job	10	10%	
Family / friends	28	27%	
Close to church	9	9%	
Other	22	21%	
	<i>Rutgers</i>	2	2%
	<i>Born here / parent</i>	7	7%
TOTAL	104		

Where did you move from?		
Elsewhere in Camden	36	53%
Elsewhere in NJ	12	18%
Somewhere else	17	25%
Multiple answers	3	4%
TOTAL	68	

How long do you plan on staying?		% of Total	% Answered
Less than 6 months	1	1%	1%
6 months to 1 year	6	5%	7%
1 to 3 years	11	10%	13%
3 to 5 years	10	9%	12%
5 to 10 years	13	12%	15%
Over 10 years	39	35%	46%
Unsure	5	5%	6%
Blank	26	23%	
TOTAL	111		

QUALITY OF LIFE

What three things do you like most about living in North Camden?						Overall Total	% Share
Ranking: first, second, third choice, or one of three (999)	1	2	3	999			
Close to downtown	10	3	5	27		45	19%
Friends / family	14	4	4	37		59	24%
Public transit	6	8	3	17		34	14%
Variety of stores	3	1	2	9		15	6%
Good housing	1	1	4	13		19	8%
Church	3	4	3	21		31	13%
Close to waterfront	3	6	2	17		28	12%
Other	4	0	0	8		12	5%
					Total	243	100%

Do you belong to a community group?		
Yes	31	28%
No	61	55%
blank	19	17%
TOTAL	111	

Name:

Church	9
Hopeworks	5
COLT	4
Multiple	2
Other	6

What are your three biggest concerns about North Camden?						Overall Total	% Share
Ranking: first, second, third choice, or one of three (999)	1	2	3	999			
Cleaning / trash	7	7	6	42		62	15%
Drugs	26	9	6	54		95	23%
Safety / crime	17	5	7	45		74	18%
Vacant housing	4	8	5	32		49	12%
Lack of trees / parks	3	3	2	16		24	6%
Noise		3	5	14		22	5%
Public transit	1			8		9	2%
Need for stores	2	1	4	24		31	7%
Need for recreation	4	1	4	23		32	8%
Racial tensions	2	2		6		10	2%
Other	1		1	7		9	2%
					Total	417	100%

Do you vote?		
Always	58	59%
Sometimes	19	19%
Never	21	21%
TOTAL	98	

HOUSING

What is your monthly rent / mortgage?	Homeowners	Renters	Total (BOTH)	% Share Total	Homeowners	Renters
Section 8	3	1	4	5%	10%	2%
Less than \$200	2	13	15	17%	7%	23%
\$200 - \$300	1	7	8	9%	3%	12%
\$300 - \$400	1	2	3	3%	3%	4%
\$400 - \$500	1	6	7	8%	3%	11%
\$500 - \$600	1	11	12	14%	3%	19%
\$600 - \$700	1	3	4	5%	3%	5%
\$700 - \$800	1	6	7	8%	3%	11%
\$800 - \$900	1	2	3	3%	3%	4%
More than \$1000	1	1	2	2%	3%	2%
Paid off	2	0	2	2%	7%	0%
None	0	1	1	1%	0%	2%
Blank	14	4	18	21%	48%	7%
TOTAL	29	57	86			

How would you describe the condition of your house?	Homeowners	Renters	Total (BOTH)	% Share Total	Homeowners	Renters
Good	13	30	43	50%	45%	53%
Needs some work	13	14	27	31%	45%	25%
Needs a lot of work	0	5	5	6%	0%	9%
Blank	3	8	11	13%	10%	14%
TOTAL	29	57	86			

How would you describe the condition of housing on your block?							
	Homeowners	Renters	Total (BOTH)	% Share Total		Homeowners	Renters
Good	11	22	33	38%		38%	39%
Needs some work	12	18	30	35%		41%	32%
Needs a lot of work	3	7	10	12%		10%	12%
Blank	3	10	13	15%		10%	18%
TOTAL	29	57	86				

What are the three biggest needs for housing?							
Homeowners							
Ranking: first, second, third choice, or one of three (999)	1	2	3	999		Overall Total	% Share
Improved code enforcement	4	1	1	1		7	9%
Improved management of rental units	1	0	1	3		5	6%
Rehab of existing buildings	4	3	7	3		17	22%
Demolition of abandoned buildings	5	3	2	6		16	20%
More affordable housing	2	2	1	6		11	14%
More homeownership	0	1	1	5		7	9%
More rental housing	0	1	0	3		4	5%
More senior housing	0	2	3	7		12	15%
					Total	79	100%
Renters							
Ranking: first, second, third choice, or one of three (999)	1	2	3	999		Overall Total	% Share
Improved code enforcement	4	1	1	9		15	10%
Improved management of rental units	5	1	2	10		18	12%
Rehab of existing buildings	3	8	2	12		25	17%
Demolition of abandoned buildings	3	5	1	8		17	11%
More affordable housing	6	5	1	13		25	17%
More homeownership	4	1	4	10		19	13%
More rental housing	1	2	2	10		15	10%
More senior housing	3	0	5	6		14	9%
					Total	148	100%

SHOPPING

Do you shop in North Camden?		% of Total	% Answered
Yes	50	45%	47%
No	56	50%	53%
blank	5	5%	
TOTAL	111		

Are you able to buy items you need in North Camden?		% of Total	% Answered
Yes	17	15%	16%
Some	45	41%	43%
No	42	38%	4%
blank	7	6%	
TOTAL	111		

Where do you shop outside of North Camden?			
Elsewhere in Camden	51	31%	
Elsewhere in NJ	74	46%	
Philadelphia	35	22%	
Somewhere else	2	1%	
TOTAL	162		

What items / services do you need to leave the neighborhood to buy?			
Food	76	20%	
Prescriptions	23	6%	
Banking	56	15%	
Clothing	82	22%	
Shoes	68	18%	
Electronics	59	16%	
Other	10	3%	
	<i>Everything</i>	8	2%
TOTAL	374		

How would you like to see local services and shopping improved?					Overall Total	% Share
Ranking: first, second, third choice, or one of three (999)	1	2	3	999		
Active business association	7	7	13	17	44	16%
Storefront improvements	4	6	8	15	33	12%
Street cleaning / trash pickup	20	15	4	28	67	24%
More kinds of businesses	17	12	6	20	55	20%
Improved postal service	2	6	5	12	25	9%
Street / sidewalk improvements	9	12	13	22	56	20%
Total					280	100%

What stores would you like to see more of?		
Barbershops / beauty salons	25	12%
Supermarkets	80	40%
Clothing stores	58	29%
Drug stores	23	11%
Other	15	7%
<i>Laundromat</i>	4	2%
<i>Restaurant / diner</i>	2	1%
<i>Wawa</i>	2	1%
<i>Blank</i>	7	3%
TOTAL	201	

What services most need to be added or improved in the community?		
Job training / referrals	71	29%
Day care	23	9%
Health care	43	18%
Self-help / counseling	37	15%
Teen / youth programs	64	26%
Other	5	2%
TOTAL	243	

PARKS

How often do you use the following parks?	Often	Occasionally	Rarely	Never
Northgate Park	11	7	17	36
Pyne Poynt Park	7	10	15	35
School Playgrounds	5	5	8	45
Other	3	3	2	12
TOTAL	26	25	42	128

	Often/Occasionally		Rarely/Never	
Northgate Park	18	9%	53	26%
Pyne Poynt Park	17	8%	50	25%
School Playgrounds	10	5%	53	26%
Other	6	3%	14	7%
TOTAL: 201	51		170	

If you never use parks, is there a specific reason? (open-ended)		
Drugs & crime	18	62%
No need	6	21%
Unclean	5	17%
TOTAL	29	

How could existing parks be made better?						
Ranking: first, second, third choice, or one of three (999)	1	2	3	999	Overall Total	% Share
Lighting	10	10	9	28	57	17%
Improved safety	30	7	8	34	79	23%
Gardens	1	7	3	22	33	10%
Playgrounds	8	11	7	30	56	16%
Community centers	8	4	13	22	47	14%
Senior Center	3	1	5	19	28	8%
Street trees	1	1	2	12	16	5%
Public art	1	2	3	10	16	5%
Other	3	1	3	6	13	4%
Total					345	100%

If new parks are created along the Delaware and Cooper Rivers in North Camden, what would you like the parks to include?					Overall Total	% Share
Ranking: first, second, third choice, or one of three (999)	1	2	3	999		
Open Field Area / Lawn	4	2	4	21	31	5%
Natural Landscape / Meadow	2	3	2	11	18	3%
Trails for walking, biking, jogging	14	4	1	27	46	7%
Basketball courts	7	4	4	28	43	7%
Baseball fields	3	2	2	16	23	4%
Soccer fields	1	1	0	12	14	2%
Tennis courts	1	0	0	16	17	3%
Playgrounds	8	3	4	28	43	7%
Dog Park	3	2	1	11	17	3%
Swimming Pool	2	6	3	22	33	5%
Restrooms	7	5	3	29	44	7%
Marina / Boat Launch	1	1	0	11	13	2%
Canoe and Kayak Rentals	2	0	0	5	7	1%
Fishing Area	2	1	1	13	17	3%
Skate Park	3	1	2	14	20	3%
Community Gardening	1	1	2	13	17	3%
Picnic & BBQ Area	2	5	5	34	46	7%
Covered picnic area	3	0	3	13	19	3%
Nature Education Program	1	1	3	11	16	3%
Outdoor Theater	6	0	3	17	26	4%
Community / Senior Center	3	3	0	22	28	5%
Security Station	13	2	4	22	41	7%
Activities Information Desk	1	0	0	15	16	3%
Game Area	1	5	0	21	27	4%
Total					622	100%

FUTURE

Would you be willing to help improve North Camden?		% of Total	% Answered
Yes	80	72%	91%
No	7	6%	8%
Maybe	1	1%	1%
Blank	23	21%	
TOTAL	111		

Should we contact you about meetings or ways to get involved?		% of Total	% Answered
Yes	57	51%	70%
No	24	22%	30%
Blank	30	27%	
TOTAL	111		

