

Morgan Village Neighborhood Strategic Plan



City of Camden

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Architecture • Planning











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Morgan Village Neighborhood Strategic Plan



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1.1 Local Planning

This Neighborhood Strategic Plan reflects a collaboration of government, residents, property owners and businesses to identify issues, formulate goals, generate alternative ways to achieve desired ends, and choose proper and good investments to realize a better future. It describes the study area, provides a brief description of neighborhood history, notes the current status of ongoing and proposed projects in and around the area, and



identifies problems and challenges the neighborhood is facing. The plan analyzes land use, zoning, transportation and identifies ongoing concerns such as crime, blighted housing, commercial areas, abandoned buildings and vacant lots. It documents the research and ideas which produce a strategy for development and redevelopment;

specifies challenges to confront, remedies to try, resources to use, and responsibilities to share.

With residents' input, the Morgan Village Neighborhood Strategic Plan promotes sound land uses, property rehabilitation, appropriate urban design and restores and enhances area housing, businesses, cultural amenities, and recreational opportunities. The Plan also promotes the permanent protection of open space, parks and natural features; access to a quality public education and the continued need for social, health, and wellness services.

Central to the neighborhood planning strategy is a working partnership among residents, the private sector and governmental agencies. Improved housing, businesses, recreation opportunities and other uses, developments and activities depend upon strong planning and partnerships. The neighborhood planning process helps contribute to and formulate the policies, plans and projects to restore





and enhance housing, commerce, services, and open space. By supporting initiatives that address area blight and development, this Plan will forge successful partnerships; guide public as well as private investments, and nurture the neighborhood's development well into the future. This Plan has been organized around the concept of identifying important neighborhood concerns (issues), establishing the future direction of the neighborhood (visions), identifying desired outcomes (goals), noting principles to follow (objectives) and ways to get there and specific actions (implementation strategies). These five (5) elements support one another. To work, the Plan and its process has to be:

- A. Flexible enough to provide community assistance, citizen outreach and neighborhood services.
- B. Issue-oriented, which recognizes priorities among neighborhood needs.
- C. Comprehensive in all development elements, such as housing, business, parks and open space, public services, economic development, safety, and traffic.

The Morgan Village neighborhood planning process addressed three (3) major functions: describing neighborhood development problems, defining a set of development issues, and designing effective solutions, through a procedure accomplished in the following six (6) steps:

- A. Collect Information – the best data available about the neighborhood and influences affecting it from the physical (land use) to social (community), from quantifiable (population) to a narrative (history).
- B. Define Problems – once data has been collected, the neighborhood planning group makes sense of it, pin pointing issues on which the Plan should focus, e.g. land use conflicts, housing and property abandonment, and social service needs. Specific problems are determined by judging the neighborhood's physical appearance and socioeconomic status and activity.



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- C. Set Goals – goal setting, e.g. designing development outcomes based on how the neighborhood should operate, is at the heart of this Neighborhood Strategic Plan. As it sets a direction for desired change, the selection of goals emerges from opinion surveys and neighborhood meetings to ensure those chosen goals represent the wishes of the entire neighborhood.
 - D. Devise Strategies – goals can be achieved through a variety of means or strategies. This flexibility guards the plan from being locked into a “make-it-or-break-it” situation, and broadens the levels of implementation and participation. In formulating strategies, the aim is to generate several solutions for each goal.
 - E. Design Plan Implementation – identified targets, resources and timing for implementation as necessary to produce the feasible future. There is a need to determine what actions should be taken, who will be involved, what resources are needed, and when they will be activated.
 - F. Monitor, Evaluate, and Update the Strategic Plan – this phase in the planning process entails keeping on top of implementation, deciding if the plan is still feasible, and updating it if and as necessary. No plan proceeds exactly as outlined, despite the best intentions. Thus, the planning process becomes an ongoing process to produce a better and more effective plan.

After implementation and evaluation, this process can repeat itself as often as needed to achieve success in the neighborhood.





1.2 Neighborhood Involvement

Neighborhood planning is intended to increase the neighborhood's ability to solve problems. For it to work well, neighborhood planning must involve residents in the investigation of facts, issues, options, and the shaping of decisions. In so doing, residents are often presented with unfamiliar and complex tasks. The role of planning professionals is to provide realistic guidance. This interaction between residents and professionals generally produces a rapport between the neighborhood and the City, building upon mutual respect and creating the basis for future cooperation.

At the invitation of the City of Camden Division of Planning, representatives of the residents, businesses and property owners in Morgan Village formed a local group to examine neighborhood improvement needs and to propose solutions. This group became known as a Citizen Task Force that was created to oversee and guide the development of this Neighborhood Strategic Plan. Members of the task force and neighborhood committees are identified in the Appendix to this plan.



Camden Division of Planning organized numerous meetings within the neighborhood that involved and included a cross section of property owners, residents, and representatives of local businesses.

The Citizen Task Force is a nucleus from which greater involvement of residents in the plan's monitoring and implementation is expected. Task force members were guided through three (3) stages of the planning process, as follows:

- A. Describe neighborhood development problems – list complaints, categorize problems by type (e.g. housing, commercial, social); prioritize their importance to residents; and explore why they are problems (who was harmed) verses equally legitimate wishes for a better future.



-
- B. Identify planning issues – form goals and objectives that address neighborhood problems and harness them into a policy framework for development and redevelopment.
 - C. Design effective solutions – detail remedies for problems, including short-term tactics and an overall strategy for implementation.

1.3 Location, Size and Area Boundaries

The Morgan Village neighborhood is located in a south Camden area known as Neighborhood Planning District #3 according to the adopted FutureCAMDEN Master Plan. The Morgan Village neighborhood is bounded by the Waterfront South neighborhood to the west, the Fairview neighborhood to the south, the Centerville neighborhood to the north and the Borough of Woodlynne to the east. The neighborhood contains approximately 272.88 acres or in other words measures 0.43 square miles in total size.





Existing physical features that define the edges of the neighborhood include a raised Interstate Highway Route 676 to the west - which serves as a substantial physical barrier between the Morgan Village neighborhood and the Waterfront South neighborhood; an active railroad bed to the north which separates Morgan Village from Centerville; Mt. Ephraim Avenue to the east including commercial land uses and zoning in Woodlynne Borough and a rather large Camden County park area to the south which includes the Newton Creek stream corridor. The neighborhood is confined and defined by these rather substantial existing physical features. Figure 1-A identifies all street names within the neighborhood and some surrounding physical features.

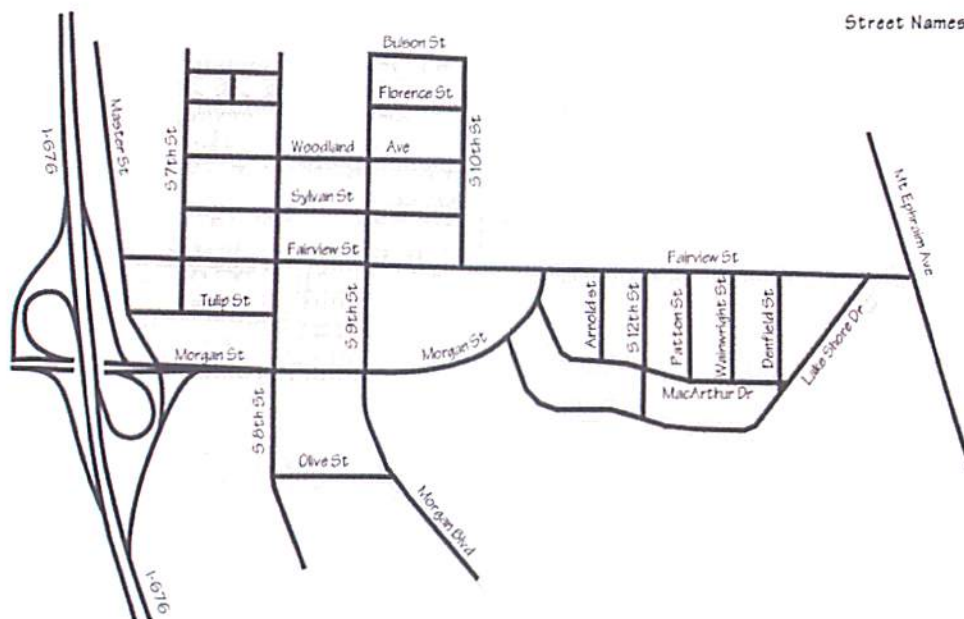


Figure 1-A



1.4 History

Until the late nineteenth century the southern portion of today's Camden was farmland. The land that is now Morgan Village was originally owned by Marmaduke Cooper, a wealthy farmer whose mansion, Pomona Hall, still stands in the Parkside neighborhood of Camden, and the Mickle family. After Cooper's death his land was divided among his heirs. Much of what is now modern day Morgan Village was the farm of Marmaduke Cope, whose wife, Lydia, was a granddaughter of Marmaduke Cooper. Other heirs owned the adjoining land bordering Mt. Ephraim Avenue.

An adjoining tract to the west was owned by Benjamin W. Mickle, a farmer. When he died his land was sold in two (2) parcels to a group of investors and Robert Johnson, an iron merchant from Philadelphia. In time, Johnson became the owner of both parcels, but was unable to develop the land prior to his death. The land was then acquired by Gilbert Bulson and other investors. Bulson conveyed the northern sixty acres to the Eighth Ward Land Association. This land adjoined the Cope farm (later the Tice Farm) to the east.



Prior to conveying the land, Bulson divided the property into blocks and lots, with lots facing those streets that ran east and west. Bulson Street, laid out against the Atlantic Railroad right-of-way, was the northern-most street and Fairview Street the southern street. Most of lots were 20 feet wide by 100 feet in length. The tracks of the West Jersey

Railroad (roughly the same right-of-way as today's Interstate Highway Route 676) formed the western boundary of the area.



By 1873, the lots were selling at a brisk price. Because the land was in Newton Township, a number of wood frame dwellings were erected on the lots. After an initial rush the sale of land slowed and the pace of development declined. The balance of the land Bulson acquired became embroiled in a legal tangle involving a number of unhappy investors. Edmund Brewer of Chews Landing ended up the owner of the property, but he was unable to do much with it.

By the late nineteenth century the parcels along Mt. Ephraim Avenue were owned by Henry G. Morse, a land speculator who had teamed up with Richard and Andrew Mellon of Pittsburgh, Pennsylvania, the famous steel magnates. Morse and the Mellons were acquiring the farmland in anticipation of erecting a steel mill on the site. Morse sold a piece of the Mt. Ephraim Avenue frontage to Joseph H. Tway, a shipwright, in June 1902. Tway had joined forces with the entrepreneur and political figure David Baird and businessman Joseph Morris in organizing the Tway Steel Forge and Machine Company. The forge provided ship parts to the newly established New York Shipbuilding Corporation and the Pusey Jones Shipbuilding Corporation in Gloucester City.



As the forge and ship yard grew, workers began taking up residence in the new neighborhood. Some Polish shipyard workers moved into the homes on "Sweet Potato Hill," an area near present day Morgan Boulevard and Farview Street. In time, Morgan Village became a diverse mix of many ethnic groups that inhabited the

City of Camden. In the area originally laid out by Bulson, building and loan associations, most notably Camden Building and Loan Association and Peoples Building and Loan Association, bought entire undeveloped blocks and built brick row housing to meet the demand for worker housing.



The advent of World War I brought further changes to the new emerging neighborhood. Government grants increased the size and production of both Camden Forge and the New York Ship Building Corporation as well. Camden Forge received a three million dollar government defense grant to retool so that it could provide forgings for much needed warships. Employment at the forge and ship yards rose precipitously.

The impact on Morgan Village was great. The federal Emergency Fleet Management Corporation developed Yorkship Village and built a number of houses on Morgan Boulevard to house workers employed at Camden Forge and the New York Ship Building companies. From this development the surrounding community was named Morgan Village. Following the war, Joseph Day auctioned off all the houses built by the federal government in both Yorkship Village and Morgan Village.

The demand for city services caused leaders of Haddon Township, in which both Morgan Village and Yorkship Village were located, to cede the two villages to the City of Camden in 1918. The annexation was finally completed in 1919 and the two communities became the Cities Fourteenth Ward.

In the post-World War I era the Mellons had apparently given up on their plan of erecting a steel mill in New Jersey. Their property was sold for further housing in the neighborhood. The property of Richard Mellon became a cluster of row houses in and around Lakeshore Drive. The land of his brother, Andrew Mellon, became the Crestfair and Canterbury Arms Apartments. The apartments were cinder block buildings with a brick veneer.

The last great industry to open in Morgan Village was the Suplee-Willis Jones Milk Company. The processing and bottling plant was built on the former Cope farmland. The company was eventually acquired by the Sealtest Company, who erected a new building on the site. The building and land are now the property of the Waste Management Company.

Morgan Village Camden, NJ



Morgan Village reached its population peak during World War II. This was driven largely by the dramatic expansion of the New York Ship Building Company. Employment at the New York Ship reached 33,000 during the war, including 3,000 female welders.

Chapter 1 Introduction

Following the war, Morgan Village, like much of Camden, went into a slow decline. Population loss led to a number of vacant structures appearing in the neighborhood. The City's loss of industry also hurt the local community. It became much more difficult for residents to find jobs that were once much more abundant in the City. In general, the income of city wage earners declined causing a corresponding decline in property maintenance.



1.5 People and Planning

Chapter 1 Introduction

This Morgan Village Neighborhood Strategic Plan has been prepared to specifically identify and address resident and worker concerns about the existing built and social environment that contributes to the make-up of the community.

The Plan is a bridge which connects with the FutureCAMDEN Master Plan via the preparation of an analysis and ultimately the creation of a redevelopment plan by identifying local issues, visions, goals, objectives and implementation strategies. Ultimately the Neighborhood Strategic Plan should be adopted by the City Planning Board as an amendment to the FutureCAMDEN Master Plan. Land development ordinances will need to be amended and created and adopted to foster growth, development, and rehabilitation in ways that reflect and balance the priorities of the neighborhood with Citywide concerns and initiatives.

The plan recognizes the positive and negative activities that are taking place within adjacent to the neighborhood. Positive impacts and results are expected from construction of a new County library and Hope 6 housing in Centerville and via new and improved public schools within the neighborhood. Truck traffic, noise, vandalism, poor housing conditions and vacant lots will continue to generate negative impacts within the neighborhood until each are positively addressed to the satisfaction of local residents and businesses.





1.6 How to Use This Plan

This plan should be used by neighborhood residents and others to keep track of improvement results within the neighborhood and to continually focus attention on the need to carry on with timely implementation. Specific activities have been identified as having a low, medium, and high priority.

The neighborhood should pursue each priority item in a manner which ultimately permits actions and results to be measured by the neighborhood, the City and others.

It is the neighborhood's belief that a "Planning Management System" be put into place to measure the effectiveness and success of neighborhood plan implementation. The management system basically consists of self-assessment of the current problems, which in turn results in goal setting and the measuring of improvements through the identification of neighborhood indicators. Neighborhood indicators are known as bits of information that results in a picture of what is happening at the "grass roots" local level. Indicators allow the neighborhood to measure the success of programs and projects and their overall direction.

This plan will likely be used by a variety of people, organizations, developers, and others to revitalize the Morgan Village neighborhood:

- A. *Citizen Task Force* and other community organizations, in deciding upon the physical, economic and social redevelopment of the neighborhood.
- B. *City of Camden*, through its various departments, in evaluating transportation, parks, health, education and recreation facilities and other capital projects, e.g. maintenance and replacement of infrastructure.
- C. *Camden Division of Planning, Camden Redevelopment Agency, State and Federal Agencies*, in the review of development proposals within or adjacent to the neighborhood.



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- D. *Developers* interested in construction projects in or near the area.
 - E. *Owners* interested in property improvement projects and area businesses assessing their role in terms of future expansion, relocating into the area, or marketing.
 - F. *Prospective residents* evaluating the character, stability, and safety of the neighborhood.

Ideally, residents and City officials and others will use this plan to jointly generate improvements. Attention to this plan should generate momentum from government and institutions to implement recommendations in a timely manner. Camden officials are provided with a basis for designing projects suited to the neighborhood's needs. Strategies can be spelled out, but events may force reconsideration of implementation responsibilities and relationships.

To realize full benefit, users of this plan should read through the entire document. Each revitalization target is presented with problem analysis, related goals, objectives, and several remedies. By offering an array of recommendations, the chances of attracting support and thus success, are increased. Policies clarify the purpose and foci of the plan's suggestions. Strategies express how goals and objectives can be achieved, and allow revitalization to be tailored to priorities over a period of time. Finally, this plan will assist in monitoring progress, as work to revitalize Morgan Village commences and continues well into the future. Although contact among residents, planners and implementation resources will not guarantee that efforts will always succeed, working in a vacuum promises failure.



2.1 General Population Characteristics

Chapter 2 Neighborhood Profile

Based upon the U.S. Census completed in 2000, the Morgan Village neighborhood contains a total population of 3,443 persons which is 735 less than the total of 4,178 persons who resided in the neighborhood in 1990. At this time people within the neighborhood reflect the following general characteristics:

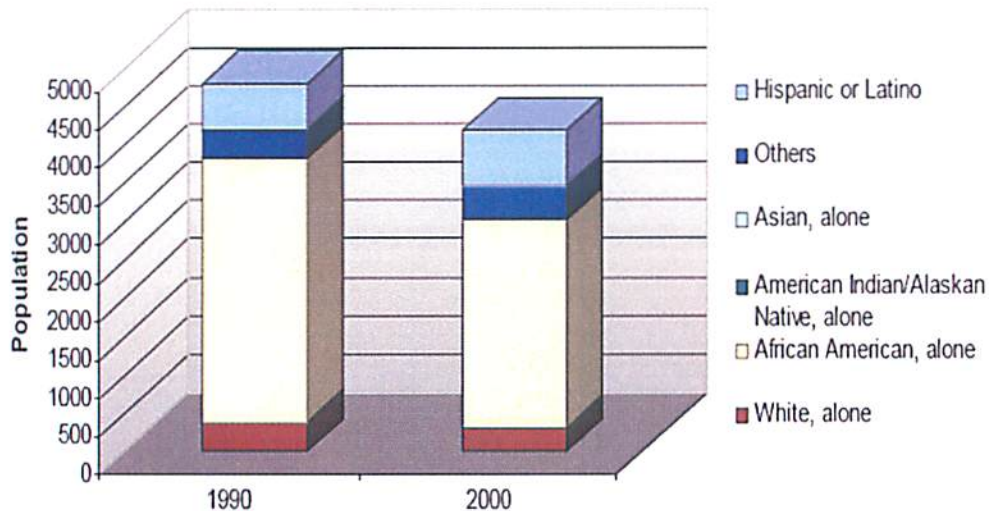
- A. Percentage of all persons living below the poverty level: 38.7% or 1,332 people.
- B. Average percent of children living below the poverty level: 44%.
- C. Average percent of households without cars: 42.3%.
- D. Average per capital household income: \$6,616.
- E. Number of residents 25 years of age or older with a high school diploma or equivalent: 514.
- F. Over three - quarters of the population is African American.
- G. The second largest population group is Hispanic or Latino at 21.1%.



2.2 Race Distribution

The population of Morgan Village is predominantly African American which was at 78.6 % of the total population in 2000 (See Figure 2-A). There was a 3.5 % reduction in the African American population from a total of 82.1% in 1990. The largest percentage drop in race was in the White population which went from 9% of the total population in 1990 to 8.4% in 2000 or a 23.3% reduction. The African American and White race categories account for 87% of the total population in the neighborhood. The largest category of race increase was in the Hispanic or Latino category which went from 599 persons in 1990 to 726 persons in 2000 for an increase of 21.1%.

Morgan Village Population by Race 1990, 2000



Source: National Neighborhood Indicators Database

Figure 2-A



2.3 Age Distribution

Even though the population of the Morgan Village neighborhood has decreased by 17.6% between 1990 and 2000, the age distribution of the population has not changed all that much (See Figure 2-B). The age distribution has been stable within all categories while overall population has decreased. The percentages of young, middle aged and older residents are about the same. The most striking characteristic of age distribution within Morgan Village as compared to the City is the larger and significant amount of residents under 18 years of age which accounted for 42% of the 2000 neighborhood population while in the City this number was only 34.6% for the same time period. A large young labor force exists in the neighborhood as is evidenced by the fact that 50.9% of the 2000 population is under 24 years of age.

Morgan Village	Population by Age					
	1990		2000		Change	
	Number	Percent	Number	Percent	Number	Percent
Morgan Village Total Population	4178	-----	3443	-----	-735	-17.6
Under 18 years of age	1782	42.7	1446	42	-336	-18.9
18-24 years of age	347	8.3	305	8.9	-42	-12.1
25-44 years of age	1139	27.3	909	26.4	-230	-20.2
45-64 years of age	666	15.9	574	16.7	-92	-13.8
65 years of age, and over	244	5.8	209	6.1	-35	-14.3

Source: National Neighborhood Indicators Database

Figure 2-B



2.4 Housing Status

The total number of housing units in the neighborhood went from 1400 in 1990 to 1235 in 2000 for an 11.8% reduction. This reduction was significantly larger than what the City experienced as a whole but when compared to the City the neighborhood has a greater percentage of units that are occupied and have complete kitchen facilities. Housing within the neighborhood reflects the following general characteristics:

- A. Average percent of vacant housing units: 12.8%.
- B. Average percent of owner occupied units: 42%.
- C. Average percent of renter occupied units: 58%.
- D. Average median housing value: \$42,000.

The neighborhood area located immediately to the north of Fairview Street has generally been labeled or found to be an area for housing "reclamation" because of the overall poor conditions that exist while areas directly to the south of Fairview Street have either been found to be "transitional" or in "distress".

The Crestbury and Lakeshore Apartment complexes account for 26 % of the total number of dwelling units in the neighborhood. Crestbury has a total of 240 units and Lakeshore has 80 units.



2.5 Employment by Industry

The work force in Morgan Village in 2000 (Civilians 16 years and over) is shown in Figure 2-C entitled: "Employment by Industry 2000". A review of the figures in this table indicates that most neighborhood employment is now located within the categories of education, health and social services; transportation and warehousing and utilities; and the retail trades.

Employment by Industry 2000 (Civilians 16 years and over)		
	Morgan Village	Camden City
Agriculture, forestry, fishing and hunting, and mining:	0	35
Agriculture, forestry, fishing and hunting	0	21
Mining	0	14
Construction	23	1079
Manufacturing	58	3480
Wholesale trade	33	993
Retail trade	80	2731
Transportation and warehousing, and utilities:	113	1073
Transportation and warehousing	113	997
Utilities	0	76
Information	0	529
Finance, insurance, real estate and rental and leasing:	21	1128
Finance and insurance	7	720
Real estate and rental and leasing	14	408
Prof., scientific, mgmt, admin. and waste mgmt services:	67	1958
Professional, scientific, and technical services	16	582
Management of companies and enterprises	0	10
Administrative and support and waste management services	51	1366
Educational, health and social services:	246	5735
Educational services	88	1887
Health care and social assistance	158	3888
Arts, entertainment, recreation, accommodation and food services:	61	1744
Arts, entertainment, and recreation	3	225
Accommodation and food services	58	1519
Other services (except public administration)	48	1310
Public administration	66	1200
Total	836	22973

Source: US Census

Figure 2-C



Chapter 2 Neighborhood Profile

Job opportunities must be expanded for neighborhood residents in the professional, scientific, management and administrative categories as well as finance, insurance and real estate and others to create a more well rounded job environment and to target jobs that result in more income for the individual and families. The skill and educational levels of area residents must be improved and increased to compete for a broader range of both local and regional jobs.

Major employers in the neighborhood include Waste Management and a number of businesses located within the Harris Terminal industrial complex, like SPI, Strober Lumber Company and Hydro East Incorporated.

Waste Management located its facilities within the neighborhood in 1986 and their long range desire is to remain at their present location. Waste Management services the Counties of Burlington, Camden, and Gloucester from their Morgan Village location with trash hauling trucks operating from the site over a 6 day work week; 22-24 hours a day. The Company employs 200 workers at their Morgan Vilage site. At any given time there are between 100 to 110 trucks parked on the site over night.

The Harris Terminal industrial complex is the largest non-residential complex in the neighborhood. Approximately 400 workers are located on this site. There are twelve (12) existing buildings. Some of the existing businesses are involved with ceiling tiles, coco beans, steel coils, fork lift repair and fence posts, and roofing and siding. About ¼ of the companies make use of existing rail service provided on the CSX Conrail line. Most trucks leave the complex before 6:00 AM from Monday thru Friday.

The Harris Terminal complex has experienced problems with vandalism. Security is extremely important. Five (5) years ago a 12,000 SF building was constructed on the complex site and there currently exists a 5 acre vacant parcel that can be built upon.



2.6 Crime Statistics

A review of the Figure 2-D entitled: “Camden City Arrests by Type and Neighborhood 2001” reveals that 15 of the 21 existing City neighborhoods realized a higher total percentage of crimes than in Morgan Village and 16 neighborhoods had greater amounts of reported total crimes. These statistics are encouraging when compared to other neighborhoods within the City, but they are not low enough or in any way acceptable to residents and employers.

It will be extremely difficult for the neighborhood to fully realize the improvements identified in this plan unless the levels of crime are significantly reduced so that all residents and workers within the neighborhood can feel safe going about the normal course of a day’s activities and events. People deserve to not only feel safe but to experience a safe environment in which to raise their children, go to shopping and work, and to live and worship as they see fit without fear.

Camden City Arrests by Type and Neighborhood 2001										
	Robbery	Assault	Burglary	Larceny Theft	Motor Vehicle Theft	Arson	Drugs	Total # Crimes by Neighborhood	Total Number of Crimes all Camden	Percent of total number of Crimes in Camden
Central Business District	13	3	15	82	11	0	6	130		3
Gateway	17	24	49	77	24	6	22	219		5.1
Lanning Square	33	24	35	98	46	2	20	256		6
Bergen Square	48	25	99	92	28	7	12	311		7.3
Central Waterfront	4	7	21	33	6	0	7	84		2
Cooper Grant	4	2	0	34	1	1	1	43		1
Cooper Poynt	9	11	16	19	11	4	10	80		1.9
Pyne Poynt	17	15	23	68	32	17	36	210		4.9
Cramer										
Hill/Pavonia	18	25	36	63	36	9	22	209		4.9
Biedeman	4	9	51	55	52	19	4	194		4.5
Dudley	21	17	59	66	49	11	24	247		5.8
Rosedale	19	27	48	60	52	3	15	224		5.2
Stockton	20	23	62	100	57	8	9	279		6.5
Marlton	33	42	66	138	50	13	65	407		9.5
Parkside	16	36	33	95	50	11	12	253		5.9
Whitman Park	25	34	84	99	50	9	21	322		7.5
Liberty Park	10	13	24	35	16	3	13	114		2.7
Centerville	20	18	25	46	22	4	10	145		3.4
Waterfront South	15	16	37	29	20	9	12	138		3.2
Morgan Village	11	28	19	39	20	1	8	126		3
Fairview	34	19	45	137	48	4	2	280		6.8
Camden City-wide	378	415	832	1381	670	147	327	4150	4270	97.2

Note: Due to confidentiality some arrests have been suppressed (i.e. rape), therefore arrests do not total 100%.

Source: Camden City Police Department

Figure 2-D



3.1 Existing Land Use

Existing land uses within the Morgan Village neighborhood basically reflects a residential character. There are numerous single family detached and attached dwelling units throughout the neighborhood with some institutional land uses like churches and schools.

Commercial and industrial land uses are basically located along Fairview Street. A large County-owned “open space” park area defines the border between the neighborhood and Fairview to the south.

The total neighborhood land area of 272.88 acres is roughly divided into the following existing land uses categories:

Single-Family, including detached and attached: 71.3 acres

Multi-Family: 23 acres

Institutional: 9.5 acres

Commercial: 5.5 acres

Industrial: 50 acres

Parks and Open Space: 96 acres

Roadways: 17.58 acres

Sixty-three percent (63%) of the lots in the neighborhood are classified as single family detached or 733 lots. Twelve percent (12%) of the existing detached units are vacant and eighty-eight percent (88%) are occupied. There are 366 vacant and/or otherwise occupied lots in the neighborhood of which fifty-eight percent (58%) are vacant.



3.2 Property Conditions

Property and building conditions in the neighborhood were surveyed by the City on October 31, 2005. Observed conditions were based upon the following standards:

- | | |
|------|--|
| Good | The property exterior appeared to be structurally sound and does not require extensive repairs. |
| Fair | Properties may require general maintenance or moderate repairs based on the City's property maintenance code and States uniform construction code. |
| Poor | Properties are clearly substandard or deteriorated. They require substantial repair, replacement, reconstruction and or significant alteration. |



There are a total of 1,155 separate lots within the neighborhood. Three hundred and sixty-six (366) are vacant or thirty-two percent (32%) of the total number of lots. Eighty percent (80%) of the vacant lots are either in poor or fair condition. The single family residential properties surveyed in the neighborhood total 773 lots or sixty-three (63%) of the total lots. Eighty-three percent (83%) of these single family residential lots are either in poor or fair condition. Properties in the remaining land use categories are largely in either fair or good condition with the exception that some commercial and one multi-family location (Lakeshore Apartments) is in poor condition.

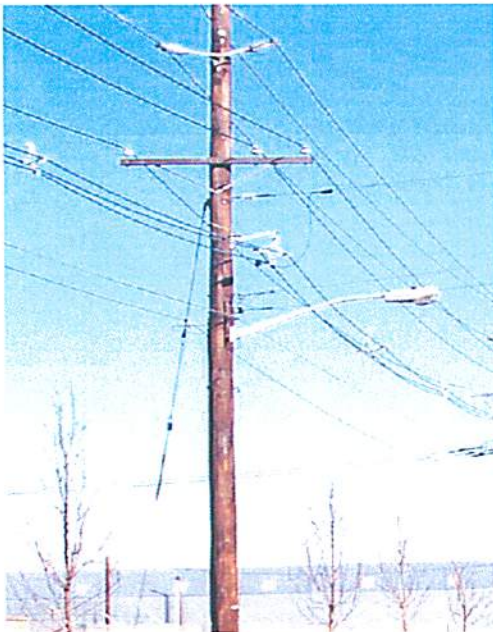


3.3 Street Lighting

Hundreds of free-standing street lights exist in the neighborhood. Most if not all of these lights are located on existing wooden poles. The light fixture is typically a cobra head design.

Large parts of the neighborhood have adequate coverage but there remain portions that have no lights or where lights do not function or are otherwise in a state of disrepair.

It is recommended that street lights be repaired and replaced as needed within the neighborhood to service all street intersections and crosswalk locations as well as mid-block and alley locations. New street lights should be added where needed to complete a system that promotes safety.





3.4 Roads, Sidewalks, & Mass Transportation

Six percent (6%) of the land mass within the neighborhood is comprised of roadways. All of the roadways extend through to connect with another roadway to form a grid pattern. There are no cul-de-sacs and/or stub streets.

The neighborhood is largely comprised of local streets that contain blocks of either housing or non-residential patterns of development. These local streets interconnect with each other and with major through streets. All local streets traditionally carry low volumes of traffic as compared to major streets.

Morgan Street which intersects with Fairview Street combines for its total length to be the major east-west roadway network that has an interchange with Interstate Highway Route 676 toward the west (Morgan Street) and extends or otherwise terminates at Mt. Ephraim Avenue to the east (Fairview Street). This important major roadway system provides vehicular access to all housing units in the neighborhood as well as vehicular access for existing commercial and industrial developments. Residents and workers within the neighborhood can access the region by using either or both the Route 676 Interchange and Mt. Ephraim Avenue via these two roadways.



Other important roadways include Morgan Blvd. and 9th Street. Morgan Blvd. extends into the neighborhood from the Fairview neighborhood located to the south and interconnects with Morgan Street and 9th Street. Ninth Street extends north from this intersection into the Centerville Neighborhood crossing over the CSX Conrail railroad tracks.



Chapter 3 Existing Conditions

A survey of the streets throughout the neighborhood concluded that the streets are in fair to poor condition. Many streets appear to be unimproved and have never been paved or initially improved with asphalt surfacing. Also, there are missing street signs and stop signs that need to be replaced.

Most street trees are unsightly and in poor health and do not provide for adequate shading. Many of these trees have overgrown roots that interfere with drainage and sewer lines. Also, some street trees have roots that have or are causing damage to sidewalks. Some street trees even have overgrown branches that block street lights and exposed wiring which raises safety concerns for the residents.

Sidewalks exist along most of the existing roadways. Sidewalks are a critically important physical feature in the neighborhood. They provide for a pleasant walking experience that substitutes for driving an automobile from place to place.



The neighborhood has a system of existing sidewalks that is largely in a state of disrepair. They are either cracked, negatively impacted by vegetation from tree limbs and root systems, and/or are missing in certain locations.

Of equal importance is the interface between the existing sidewalk system and street intersections and alley crossings. It remains extremely important to provide for visible and newly painted crosswalks and related signage at all intersections and to, in some cases, provide for brick paver and/or stamped asphalt crosswalks to emphasize major crossings. Handicapped ramps should also be installed as required.

Existing bus service into and out of the neighborhood is provided by New Jersey Transit in the form of Bus Route 450 with stops along Fairview Street that connects the Walter Rand Transportation Center (located in downtown Camden) with the Cherry Hill Mall and Bus Route 400 with stops along Mt. Ephraim Ave that connects Sicklerville with downtown Philadelphia at 6th and Race Streets.



4.1 Issues & Opportunities

This Neighborhood Strategic Plan reflects the vision and desire of the people who work and live within the neighborhood to seek positive changes that make a difference in their everyday lives. This plan addresses the negative issues that have plagued the neighborhood for too many years. Positive steps must be taken to immediately address issues such as meaningful local and accessible job growth, a safe and secure living and working environment that is free of crime, a neighborhood with far less trash and debris, good and stable housing, and attractive and adequate natural landscapes and buffers. The major challenge fostered by this plan is to implement many positive changes while at the same time respecting the rights of those who are living within the neighborhood.

The plan presents and identifies many opportunities for neighborhood change and improvement. It is the desire of the neighborhood that this Neighborhood Strategic Plan be adopted by the City Planning Board as an amendment to the FutureCAMDEN Master Plan and that the City's Land Development Ordinance also be changed to reflect the plan. Any neighborhood and/or other redevelopment plans should also reflect the findings, thoughts, and recommendations contained within this planning document.

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4.2 Existing Zoning

Zoning indicates the nature of permitted development on a street by street and block by block basis and regulates the location, size, and use of buildings. It outlines and defines what area land uses exist to some extent and how they should be in the future in relationship to the Future Camden Master Plan.

The existing pattern of zoning in the Morgan Village neighborhood reflects four (4) land use classifications: R-1 Residential; C-1 Commercial; I-1 Industrial; and M-R Manufacturing Residential. The largest and therefore the most predominant zone is the R-1 Residential which extends into the neighborhood from Centerville to the north and from Fairview to the south. The second largest zone is I-1 Industrial. This zone is located in both Centerville and Morgan Village; is serviced by an existing rail line and major roadways like Mt. Ephraim Avenue. The two (2) remaining and smallest zone districts are the C-1 and M-R. The C-1 zone is located next to Interstate Highway Route 676 and along Morgan Blvd. It exists to provide retail and personal service use opportunities for neighborhood residents and workers. The M-R zone is located along Mt. Ephraim Avenue and serves as a land use connection and transition between the I-1 zone and the existing C-4 zone which is located just to the south and outside the neighborhood.

The R-1 zone permits single-family dwellings of any type at a maximum density of approximately twenty-nine (29) dwelling units per acre; multifamily apartments at a maximum density of approximately fifty (50) dwelling units per acre; and any permitted uses, buildings and structures allowed in the R-1-A Residential zone. Additional permitted uses include municipal buildings; noncommercial parks, playgrounds or recreation areas; churches or houses of worship and public, private or parochial educational institutions.



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The C-1 zone permits retail sales and service activities to include theaters for cultural entertainment; restaurants; City operated buildings and facilities; grocery and food stores including bakeries; drugstores and pharmacies; newspaper, periodical, stationary and tobacco stores; banks; clothing and shoe stores; barber and beauty shops; tailor shops, dressmakers and shoe repair shops; dry cleaners and laundries; and radio and television services.

The M-R zone promotes large scale light manufacturing, heavy commercial and limited residential uses. Permitted uses include offices, warehouses, automobile and truck sales, shopping centers, lumber and building supply sales and storage, animal hospitals, nursing homes and residential health-care facilities, automobile body shop repair and painting shops.

The I-1 zone permits light manufacturing and/or wholesale and storage activities and/or heavy commercial storage uses including the fabricating, processing, assembling and handling of goods and products. Buildings and other structures and uses currently permitted in the C-4 zone are also permitted. Prohibited uses include residential uses, except for living quarters for caretakers or watchman.

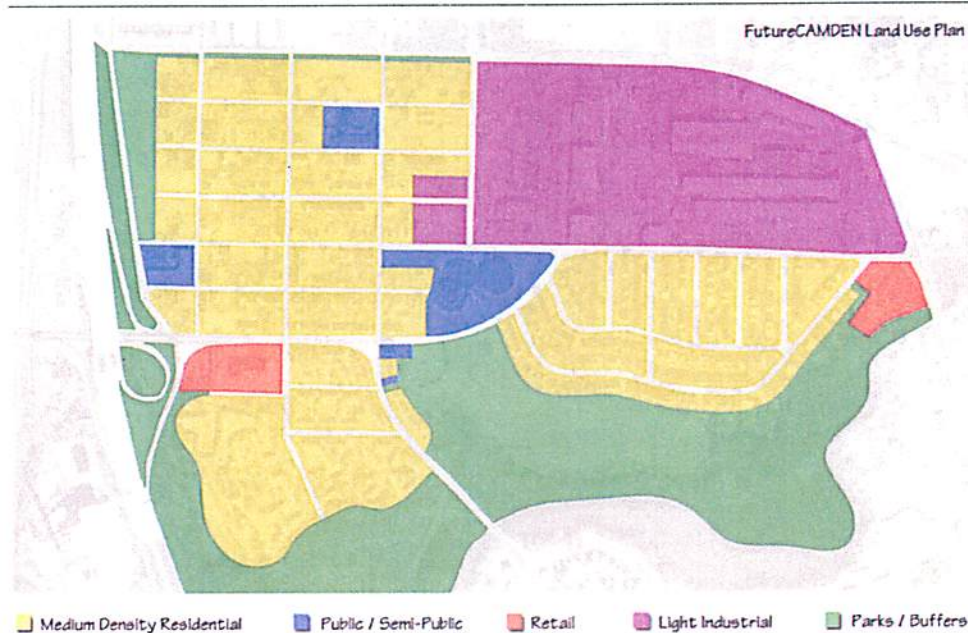


Figure 4-A

4.3 Master Plan

A. Existing Land Use Plan

1. Medium Density Residential. Areas primarily designated for single-family detached and semi-detached dwellings at a maximum density of between 10 to 15 dwelling units per gross acre. The height of existing dwelling units must be retained and the introduction of new dwelling units must reflect the maximum height of existing dwelling units.
2. Retail. Two(2) compact areas are designated primarily for retail stores, personal services, professional and medical offices, financial institutions, and eating places to serve City residents and the neighborhoods in which they are located. Also envisioned are mixed commercial-residential uses and high density residential uses.



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3. Light Industrial. Areas primarily designated for manufacturing, warehouse and distribution facilities, wholesale sales, fabricating and handling of goods and products. The Plan recommends that the City collaborate with Woodlynne Borough on joint business marketing programs for the adjoining commercial areas along Mt. Ephraim Avenue opposite the City's proposed "Enterprise Business Park". The Enterprise Business Park is a combination of the Waste Management and Harris Terminal industrial complex sites. Other areas proposed for light industrial development are located north of Morgan Street to the railroad tracks and west of 8th Street.
4. Public/Semi-Public. Areas primarily designated for public and private schools, community centers, fire and police and other similar facilities. Rebuild the H.B. Wilson Elementary School and build a new Morgan Village Junior High School with an attached community center. A new educational zone district should be created to include the H.B. Wilson Elementary School, the new Morgan Village Junior High School and day care facilities.
5. Parks, Recreation and Open Space. Establish a greenway system along the Newton Creek with areas primarily designated for active and passive indoor and outdoor recreation including basketball, swimming, group picnic areas and related recreational facilities. Refurbish and renovate existing parks. The Reverend Evers Park is designated State Green Acres Land and as such should not be substituted for other lands in the City.
6. Buffers. Create and reinforce a landscaped buffer corridor along Interstate Highway Route 676 and the CSX Conrail railroad tracks.



B. Housing

1. The Master Plan recommends that the entire Morgan Village neighborhood become a “potential neighborhood targeted improvement area” primarily for housing conservation. Housing conservation improvement actions would include systematic code enforcement complemented by technical assistance tailored to the financial means of a given property owner and/or resident.
2. The Master Plan contains a “Housing Improvement Plan” with three (3) improvement categories: housing conservation, housing rehabilitation and new housing sites. All three (3) exist within the Morgan Village neighborhood.
3. The Morgan Village neighborhood is targeted for housing rehabilitation north of Morgan Street and west of 10th Street and conservation treatment south of Fairview Street between the Morgan and Mt. Ephraim Avenue, and north of Newton Creek. New housing areas are shown adjacent to parks, near existing and/or proposed schools and other public facilities.
4. Targeted housing infill and rehabilitation opportunity areas are located south of Morgan Street.
5. The Master Plan identifies the opportunity for at least 50 new infill housing units and for the rehabilitation of 45 vacant units.





C. Neighborhood Gateways

1. Locate gateways along major streets to include signage, decorative lamps, pavement treatment and landscaping.
2. Group commercial property entrances to a common entrance driveway.
3. Interconnect internal parking lots to allow access to multiple businesses at a common entrance/exit driveway location.
4. Improve front yards with landscaping and attractive signage and pedestrian amenities.
5. Cluster commercial signs into a common signage element related to centralized building and driveway entrance locations.
6. Create pedestrian and bicycle pathways within front yard landscape setback areas to connect with building entrances.
7. Create a public transportation pick-up/drop-off zone at pedestrian sidewalk and/or pathway and vehicle entrance locations.
8. Develop the existing center lane along Mt. Ephraim Avenue into a landscaped island containing a combined left and U-turn slot which aligns itself with proposed common entrance drives to commercial properties.





D. Neighborhood Residential Development Patterns

1. Design attractive exteriors with distinctive elevations and front entrances which provide front doors and covered open porches facing the street for each house.
2. Create mid-block driveways on minor streets to access interior center block parking courts surrounded by housing or otherwise screened by landscaping and/or low architectural screen walls excluding the residential area located west of Mt. Ephraim Avenue and the Newton Creek.
3. Introduce mixed land use conversions and service commercial land uses at selected street corners.



E. Neighborhood Commercial Areas

1. Face retail front doors onto the public street.
2. Maintain a single store entrance image.
3. Provide off-street parking areas for shoppers' convenience either at the rear of the building or in special off-street small scale shoppers parking lots with heavy landscaping along street frontages.
4. Seek arrangements to share existing off-street parking with nearby public facilities and utilize vacant lots for shopper off-street parking so as not to demolish useful buildings to otherwise create more surface parking lots.



5. Group retail stores at intersections or at mid-block locations on both sides of the street to create a compact cluster of shops to promote pedestrian activity.



6. Maintain residential usage above retail/commercial first floors whenever and wherever feasible.
7. If necessary, provide for roll-down security screens and entranceway security lighting for after-business hour close-up of premises.

F. Streetscapes

1. Pedestrian walks on both sides of the street should be reinforced with street trees planted thirty (30) feet on center. Walks should be supported with pedestrian lighting and trash receptacles.
2. Banners and/or pennants with a neighborhood area logo should be installed at intersections comprising the compact commercial center to create a festive setting for shoppers and workers. Overhead wires should also be placed underground.
3. Prototype façade treatments should include consistent façade signage locations below the second floor.
4. Awnings along with a cohesive sign scheme should become a predominant element of building facades and especially for commercial buildings.





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5. Emphasize the continuity of worthy existing architectural building features in storefront rehabilitation and/or in new construction.
 6. Seek to place existing overhead wires underground or relocate aboveground behind buildings away from front facade areas.

G. Graffiti and Abandoned Buildings.

1. Enforce anti-graffiti ordinances to prevent or limit the defacing of vacant properties.
2. Regularly remove abandoned vehicles, tires, and debris from vacant lots.
3. Remove illegal fence-top razor wire along with sidewalk signs, rooftop signs, billboards and other distracting and unattractive features.
4. Install statues or plaques at or on public buildings and parks to give a sense of the neighborhood's history to current and new residents.

H. Non-Residential Land Use Conflicts

1. Create low-maintenance landscapes to buffer residential, commercial and industrial areas where side or rear yard areas are available for planting. In addition, small landscape accents should also be provided to buffer building masses.
2. Use vertical (columnar) type evergreen trees as a landscape buffer in a pattern designed for the typical streetscape and/or front yard setting.



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3. Create setback standards and buffer requirements for fences that allow landscape planting between property lines along the sidewalk and/or the fence. These setbacks can vary from 15 feet to 45 feet depending on lot size and scale of the building and/or the parking lot or land use that is being buffered or defined.

4. Buffer the front, side and rear yards of industrial and commercial properties from public road rights-of-way or a residential property line or building.

I. Preserving Architectural Heritage

1. Retain existing architectural features where feasible in the rehabilitation of older retail storefronts or residential buildings.
2. Create compatible streetscape improvements within the neighborhood which contains a collection of historic or period buildings by establishing or reinforcing pedestrian environments with landscaping, lighting, and other appropriate street furniture elements.
3. Introduce period design elements such as signage, logos and architectural features to establish a design theme and image for neighborhood public gathering spaces.
4. Create attractive pedestrian connections from parking areas or adjoining residential areas to public buildings, commercial centers and places of employment.





J. Project Activities

1. Develop landscaping, signage and neighborhood entry features at Morgan Boulevard, Mt. Ephraim Avenue and Fairview Street intersections.
2. Upgrade landscaping and signage at the commercial center located at Morgan Boulevard and 8th Street.
3. Create landscaped buffer and fence treatments along edges of the proposed Enterprise Industrial Business Park along Fairview Street and Mt. Ephraim Avenue.
4. Place overhead wires underground or relocate aboveground behind buildings away from front facade areas.



K. Transportation

1. A planned limited industrial access road should be constructed to serve the proposed planned Enterprise Industrial Business Park generally located at the corner of Mt. Ephraim Avenue and Fairview Street. A connection should also be made to the other planned limited industrial road serving the port and related industrial developments and the Morgan Street interchange with Interstate Highway Route 676. This industrial road should either parallel the railroad right-of-way that goes beneath the Interstate Highway Route 676 viaduct structure or be constructed on or next to the railroad right- of- way if it were ever to be abandoned.

A design review of the Morgan Street intersection with Broadway will also be required as part of this proposed industrial access road.



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2. A highway improvement corridor “beautification” improvement is proposed along Mt. Ephraim Avenue extending from Fairview Street to Olympia Road in the Fairview neighborhood. This improvement is proposed as a traffic calming City gateway improvement project to include a landscaped center median with turning lanes, street tree plantings, off-road bus pull-outs at intersections, and traffic striping and crosswalk modifications. The project terminus at Fairview Street is significant because of its dominant entrance/exit location into the neighborhood.
 3. This Strategic Plan supports the extension and development of existing passenger light rail and a train station stop within the Waterfront South Neighborhood.



5.1 Zoning & Land Use

A. Issues

1. Expand industrial and commercial land use opportunities.
2. Increase the number of local jobs.
3. Promote desirable neighborhood businesses.
4. Increase neighborhood collaboration with and between the Camden Board of Education and the City of Camden.
5. Plan for the proper use of vacant public school owned building and properties.
6. Limit undesirable neighborhood land uses and eliminate all conflicts between different land uses.
7. Promote the rehabilitation of existing dwelling units.
8. Reduce the number of vacant houses.
9. Lack of new compatible infill residential development on vacant lots.
10. Preserve open space areas and introduce quality recreational equipment.
11. Promote long range planning at existing industrial sites.
12. The Fairview and Centerville Neighborhood Strategic Plans should be acknowledged.
13. Ongoing support for current neighborhood projects.



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Vision**

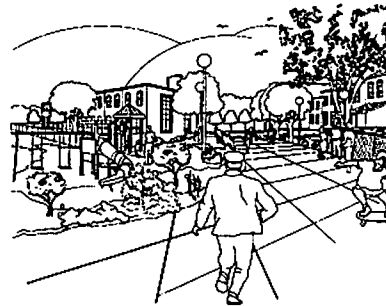
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14. **Revise the current Camden City Master Plan and land development ordinances, as necessary to reflect the findings of this Plan.**
 15. **Monitor the maintenance of the Newton Creek.**
 16. **Lack of a security and maintenance plan for the Reverend Evers Park.**

B. Vision

1. **Land use practices which accommodate neighborhood growth and protect the health, safety, and welfare of the neighborhood and create a desirable living and working environment.**
2. **Provide the opportunity for a variety of land uses which accommodate the diverse needs of residents, reinforce the residential character of the neighborhood, revise zoning to reflect present and proposed land uses and establish natural and/or man-made buffers between residential and nonresidential land uses.**

C. Goals

1. **Preserve current homeownership where appropriate while expanding industrial and commercial land uses to increase local job opportunities.**
2. **Enforce employability through job readiness training of adults and youths.**
3. **Increase job opportunities and expand the tax base in the neighborhood.**





**Chapter 5
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4. Ensure a quality education from early childhood through adulthood.
 5. Preserve valuable natural resources in the Neighborhood.
 6. Use land for new businesses that will create jobs and services for residents as well as increasing the City tax base.
 7. Keep tax rates at a reasonable low level.
 8. Improve the living conditions for current homeowners, and others.
 9. Eliminate and/or restrict blight in the neighborhood.
 10. Enlarge the affordable housing stock.
 11. Enhance the well being of all residents.
 12. Develop relationships that will benefit businesses and the entire neighborhood.
 13. Ensure that neighborhood themes are consistent.
 14. Generate resources for neighborhood projects including the new Morgan Village Junior High School.
 15. Ensure that the Morgan Village Neighborhood Strategic Plan is incorporated into the FutureCamden Master Plan.
 16. Preserve and protect the natural habitat in the wooded areas of the Reverend Evers Park.

D. Objectives

1. Limit industrial and commercial expansion only to vacant properties and on appropriately zoned sites with no encroachment into residential areas.



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2. Encourage the creation of a variety of jobs for residents.
3. Introduce new land uses, i.g., post office, WaWa, large tech companies, that create low impacts.
4. Collaborate together for better educational facilities (early childhood through grade 12) and introduce community/career programs.
5. Neighborhood input related to the use of vacant properties.
6. Prevent existing halfway house expansion and exclude new halfway houses, homeless shelters, soup kitchens, drug treatment facilities and other similar uses.
7. Give priority to current homeowners for housing rehabilitation assistance.
8. Rehabilitate existing vacant houses, when feasible.
9. Infill new single family moderate-income housing on vacant lots and deteriorated parcels, where appropriate.



10. Retain open space for neighborhood recreation (all of the Reverend Evers Park) and expand and upgrade recreational facilities as needed. The Reverend Evers Park should be designated State Green Acres Land and as such should not be substituted for other lands in the City.



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11. Address long-range planning associated with the existing industrial building complex and other non-residential sites.
 12. Be aware of and coordinate with the Waterfront South, Centerville and Fairview Neighborhood Strategic Plans as they impact the Morgan Village neighborhood.
 13. Support housing grants and loans, new school construction, and improvements to the Reverend Evers Park.
 14. Require that Camden City officials incorporate the consensus feeling of the Morgan Village residents as expressed in this plan.
 15. Clean and maintain the Newton Creek.

E. Implementation Strategies

1. Engage residents and research the impact of proposed commercial and industrial use of land on local residents before final approvals are granted by the City. Residents should be consulted by the City to accept and consider opinions and questions before final approvals are granted.
2. Amend the City Land Development Ordinance so that only appropriate vacant properties will be used for commercial and industrial purposes.
3. Advertise and educate residents prior to endorsing a developer or any development plan.
4. Collaborate with the City and Chamber of Commerce to ensure that high tech and environmentally safe industry is secured.
5. Engage public and private institutions for job training including training strategies identified in the Morgan Village Neighborhood Strategic Plan.



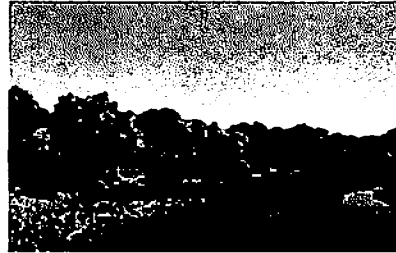
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6. Support active recruitment of new businesses using tax abatement incentives in exchange for hiring community residents for apprenticeship training.
 7. Create a small high school in Morgan Village, introduce a talent development curriculum to decrease the drop-out rate and institute career awareness programs that match youth and adults with area businesses.
 8. Utilize the existing resources in existing and rehabilitated school buildings, e.g., wired for computers.
 9. Prepare residents for 21st century high-tech jobs and increase the tax base so residents are not priced out of their homes.
 10. Prepare and implement a five (5) year plan that includes grants, low interest rate loans, and matching grants which will allow current homeowners to bring properties up to City codes resulting in a wealthier, healthier and attractive community.
 11. Increase City inspections with the community reserving the right to have an independent inspector review and evaluate findings and recommendations.
 12. Provide credit counseling and first time home buyer training when purchasing low and moderate income housing units.
 13. Use the current Community Center as storage space for recreational equipment and office space or demolish it to be replaced it with a new parking lot to be used by residents, shoppers and park patrons.
 14. Build a new community and recreational center attached to the new Morgan Village Junior High School.



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15. Create a five (5) year plan that includes jobs for residents, apprenticeship, training, and mentorships.
 16. Enhance and fund specific long range projects including neighborhood streetscapes and commercial and service centers.
 17. Encourage funding and expertise opportunities, from city, county, state, federal and private institutions.
 18. Collaborate with the appropriate Camden City departments to ensure that a subsequent Morgan Village Redevelopment Plan is consistent with the Morgan Village Neighborhood Strategic Plan and amend the City Land Development Ordinance and FutureCamden Master Plan.
 19. Engage expertise and funding to permanently maintain the Newton Creek and preserve Reverend Evers Park.





5.2 Wellness, Recreation, Education & Culture

**Chapter 5
Neighborhood
Vision**

A. Issues

1. Unsightly properties in need of minor and major repairs.
2. Residents are plagued by poor health, obesity and a poor self image.
3. Youths that drop out of high school contribute to violence.
4. Racial discrimination is still a problem.
5. The lack of a modern Community Center.
6. Better utilization of public school property.
7. No youth programs.

B. Visions

1. Ensure quality education for children and adults to develop character, self-esteem, civic/neighborhood pride and fitness for all residents and engage all age groups in comprehensive holistic nutrition, fitness, and health programs.
2. Successfully compete in the 21st Century high-tech based economy; enhance the employability/ job training of unemployed adults and neighborhood youth and develop and maintain collaboration with the Camden Board of Education and other public/ private institutions of learning.

C. Goals

1. Eliminate and/or reduce blight in the neighborhood.
2. Nurture the well being of all residents.



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3. Create talent development schools to build on individual strengths and character.
 4. Ensure equality services and facilities for everyone.
 5. Better use of existing community resources.
 6. Emphasize schools as being the center or focal point of the community.

D. Objectives

1. Some properties need minor repairs to accomplish neighborhood beautification, e.g. sidewalks and streets trees.
2. Provide health service and related educational programs.
3. Introduce meaningful and necessary educational opportunities for drop-outs including a talent school.
4. Provide "diversity programs" to combat racial discrimination.
5. Seek ways to maintain and upgrade existing facilities and services.
6. Development schools need to provide space for wellness, education, medical screening, fitness and educational programs to engage the entire neighborhood.



E. Implementation Strategies

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1. Secure expertise funding opportunities from public and private sources.
2. Encourage residents and businesses to improve their properties by using incentives, education, and through the timely, sensitive and comprehensive enforcement of local ordinances.
3. Relocate some businesses as necessary.
4. Engage all groups in comprehensive holistic nutrition fitness health care programs.
5. Drop-outs and adults in Morgan Village should engage in the same career curriculum as students.
6. Engage students from pre-school in talent development to avoid dropping out of high school.
7. Enhance tolerance of all ethnic groups including alternative life styles.
8. Require the City of Camden to include modern amenities in their facilities, e.g., air conditioning.
9. Build a 10,000 SF community space attached to new Morgan Village Junior High to include conference and office space, classrooms, a fitness room, and storage space.
10. Support and link with school curriculum for after school, evening and weekend internship career awareness development and post-graduation employment.
11. Provide for recreation and educational linkages for both the youth and adult populations.



5.3 Public Safety & Police Coordination

A. Issues

1. Lack of traffic controls causing safety concerns and violations.
2. Drugs use and distribution.
3. Noise caused by loud music and motor bikes.
4. Loitering & vagrancy.
5. Illegal car repair operations done on the streets.
6. Animal control problems.

B. Visions

1. Equitable and efficient provision of public services based upon available scarce resources.
2. Ensure the safety and well-being of residents and support and enhance the government sector's significant contribution to Morgan Village's economic base.

C. Goals

1. Improve health and safety.
2. Ensure the safety and well being of the residents.
3. Increase the effectiveness of enforcing current local laws and ordinances, chapter 418, property maintenance code of the City of Camden.



D. Objectives

1. Introduction of speed bumps and/or humps and the examination of alternative truck circulation routes.
2. Increase in police patrols, creation of a police substation, drug phone hotline and more neighborhood signage.
3. Adopt and enforce noise regulations.
4. Cite and fine violators.
5. Increase the presence of the City Animal Control Officer.

E. Implementation Strategies

1. Re-route trucks out of residential areas and generally slow down traffic as it moves through the neighborhood.
2. Require the City, State and Federal agencies to enforce existing laws/ordinances.
3. Enforce City Codes and Ordinances to ensure safety of residents.
4. Protect the stability of the neighborhood through proven safety records of entities that want to expand, relocate, or build in the area.
5. Increase youth/adult education and recreation programs.



5.4 Beautification & Environmental Protection

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A. Issues

1. Trash on vacant properties and in vacant houses.
2. Lack of information on trash procedures and pick up times.
3. Lack of desirable streetscapes.
4. Frequency of sewer cleaning.
5. The Newton Creek appears to be unkept and unsightly.
6. Test the Newton Creek for water quality.
7. The age and condition of street trees and in some instances their absence.
8. Unsightliness of overhead electrical wires.
9. Better monitoring of undesirable impacts associated with the existing nearby Trash to Steam Plant.
10. Domestic water quality.
11. Lack of street lighting in the neighborhood.
12. Unsightly grounds at the existing PSE&G facility.
13. The overall appearance of the neighborhood.
14. Some sidewalks and streets in disrepair.
15. Local flooding in some areas.
16. Lack of a screening process for new incoming industries.



B. Visions

1. Prevent loss of life and property from natural hazards such as flooding and erosion and preserve quality of water supply, air, and soil.
2. Combat blight in the neighborhood and protect the health and well-being of all residents and workers in the neighborhood.

C. Goals

1. Combat blight in the neighborhood and expand the tax base.
2. Upgrade residents' awareness of City services.
3. Create a physically pleasing and aesthetically appealing built environment within Morgan Village.
4. Control flooding, rodents and insects.
5. Use the Newton Creek as a valuable resource.
6. Enhance health and safety for all residents.
7. Improve safety conditions and aesthetics in the neighborhood.
8. Increase residents' quality of life.
9. Decrease unsafe conditions for residents.
10. Identify the cause and require building repairs where appropriate.
11. Require all industries to notify residents before moving in or expanding.
12. Protect the health and safety of all residents.



D. Objectives

1. Remove trash from vacant properties on a regular basis.
2. Establish a vacant properties maintenance program.
3. Distribute information concerning storage and pickup times and other related procedures for local solid waste and recycling.
4. Implement "corridor beautification" projects along major streets, e.g. Morgan Blvd., 7th, 8th, 9th and 10th Streets and at major neighborhood entrance/exit points.
5. Increase sewer cleaning to at least once every two (2) months.
6. Clean up the Newton Creek and regularly test the water quality.
7. Replace old, dead or dying street trees with new large street trees.
8. Relocate overhead wires underground along Fairview Street and from curb to house, where feasible.
9. Improve and increase environmental monitoring and reporting to and from the neighborhood to the City and others.
10. Monitor the existing water plant and quickly correct any problems.



11. Add and replace street lights and trim some street trees to increase lighting effectiveness.
12. Add new fencing and landscaping and institute better maintenance procedures along industrial property line edges.



13. Beautify neighborhood appearance through improved landscaping, signage, sidewalks and lighting.
14. Target specific sidewalks and streets in poor condition for repairs and continued maintenance.
15. Address flooding issues on local streets and within building.
16. Introduce an accountable environmental screening process.

E. Implementation Strategies

1. Require the City Department of Public Works, the Police Department and the Camden Board of Education to enforce existing ordinances.
2. Create welcome packets for new residents and remind existing residents of neighborhood opportunities.
3. Access funding from public and private sources for implementation including a "Main Street Project".
4. Require the Camden Sewer Department to clean and add grates to stop trash from entering the sewers.



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5. Require the appropriate agencies to test the Newton Creek and report findings every six (6) months to the neighborhood and the City.
 6. Seek public and private funding for the redevelopment of the land around the Newton Creek.
 7. Seek funding to assist residents with eliminating dead or dying trees.
 8. Secure funding from public and private entities to place overhead wires underground.
 9. Require the City Water Department to report existing water quality to residents. Ensure that quarterly test results and yearly evaluations are completed by an expert selected by the neighborhood.
 10. Require the City, PSE&G, and NJDOT to provide needed lighting.
 11. Contact PSE&G and require them to upgrade their property.
 12. Secure funding and expertise from public and private entities to revitalize the entire neighborhood.
 13. Ensure that the City improves the streets and helps residents secure funding for property repairs.
 14. Require the City Department of Capital Improvements to repair environmental problems and engage state and federal agencies to correct problems, if appropriate.
 15. Seek funding and expertise from public and private entities to secure a meaningful process and result.



5.5 Housing

A. Issues

1. Number of vacant units and lots.
2. Lack of issued code violations.
3. Housing speculators.
4. Need for replacement housing for residents.
5. Age and location of Lakeshore Apartments.
6. Tax impact on senior citizens.
7. Physical condition of both existing apartment complexes.
8. Lack of housing for seniors and the disabled.

B. Visions

1. Offer residents a choice of housing opportunities to fit individual lifestyle and economic preferences.
2. Promote new developments that are compatible with existing residential land use, ensure a stable supply of quality affordable rental housings, and protect current homeowners through tax abatement.

C. Goals

1. Ensure a stable supply of low and moderate income affordable housing.
2. Improve the quality of life of Morgan Village residents.
3. Protect current homeowners, new home buyers and renters.



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4. Displaced residents should have the first opportunity for new housing.
 5. Reduce unhealthy and unsafe living conditions.
 6. Protect current homeowners from being priced out of their neighborhood.
 7. Enhance living conditions.
 8. Provide for a new senior housing complex in Morgan Village.

D. Objectives

1. Reduce the number of vacant lots through in-fill residential development.
2. Increase code enforcement activity and compliance with City accountability.
3. Reduce housing speculation within the neighborhood.
4. Convert some apartments into single family detached housing and/or senior citizen units.
5. Stabilize taxes for the elderly while encouraging affordable housing.
6. Seek quality maintenance and/or rehabilitation of Crestbury and Lakeshore apartment complexes.



E. Implementation Strategies

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Neighborhood
Vision**

1. Ensure that residents make final decisions about the type of houses and educate residents through workshops.
2. New houses must blend in with the design features of older units.
3. Require the City Department of Code Enforcement to respond quickly and efficiently.
4. Require the City to inspect properties before selling or renting.
5. Trade old houses for new houses and explore tax abatement opportunities.
6. Require property owners to either rehabilitate or demolish their dilapidated units.
7. Engage appropriate City agencies needed to eliminate rodents and roaches and other pests.
8. Attract new homeowners and businesses to increase the tax base and ensure that all current homeowners' taxes are abated at no more than three percent (3%).
9. Ensure appropriate agencies and property owners provide for a healthy and safe living environment.
10. Research new housing types that will provide safety and security for the disabled and senior citizens.



5.6 Economic Development

A. Issues

1. Location of new development that does not create negative impacts.
2. Lack of access to job training.
3. Improved access to mass transit.
4. Lack of community stores and services.

B. Visions

1. Diversified economic base and continued economic growth which is compatible with and enhances the neighborhood's health, safety, welfare and environment.
2. Attract and support commercial and industrial development that strengthens Morgan Village's role as an important local center and assures stable long-term growth.
3. Expand the economic base through policy, planning and management assistance.

C. Goals

1. Expand business opportunities in the neighborhood.
2. Design job training to meet the needs of the current and future local job market.
3. Protect the health and safety of the residents.
4. Create neighborhood convenience centers to include retail and service businesses.
5. Provide entrepreneurial and small business opportunities.



D. Objectives

1. Developers must be limited to cleared sites only.
2. Job training must be a component of industrial and manufacturing facilities and other similar land uses.
3. Provide the neighborhood with good access to the existing mass transit system, e.g. bus frequent scheduling, and convenient routes.
4. Zone for new job generating land uses.

E. Implementation Strategies

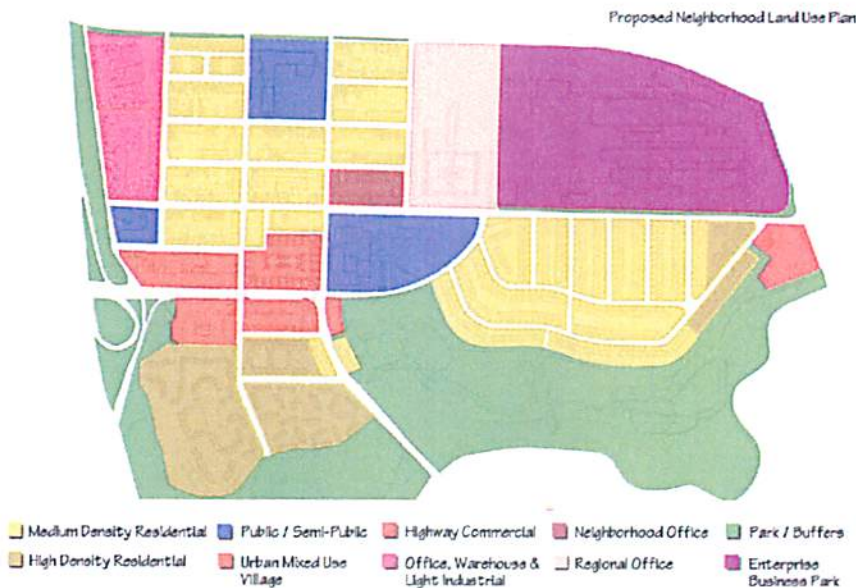
1. Involve local residents in the determination of where and what types of businesses and new houses will develop in the neighborhood.
2. Collaborate with existing training agencies and seek funding for training all age groups at Morgan Village Junior High School.
3. Allow Morgan Village residents to train and/or work on local redevelopment projects.
4. Encourage unified facade and street improvements.



6.1 Conceptual Land Use Plan

Chapter 6 Land Use

The proposed land use plan and vision for the neighborhood differs slightly from what is contained in the *FutureCamden Master Plan* (See Figure 6-A). The current adopted City Master Plan limits its vision to five (5) land use categories: retail, medium density residential, public/semi public, light industrial and parks/buffers. The Neighborhood Land Use philosophy continues to support the City Master Plan and remains primarily residential; but adds land use categories to grow job opportunities, expand the variety of housing types and choices for all ages and income levels, and promote convenient retail shopping and service experiences.



Community members support development activity that will generate tax rates and job opportunities. At the same time, community members are concerned about the prospect of rapidly rising property taxes, based on the likelihood that property assessments will grow as reinvestment activity takes place in the area. Because elderly residents and other community members will not be able to remain in their homes if property taxes rise too quickly, the establishment of a tax abatement or tax increase "buffer" is needed in order to enable lower - income residents to sustain their residency in the community.



It is recommended that the City Master Plan be amended to reflect the proposals presented herein. Specific recommendations to amend the City Master Plan Land Use Map and ultimately the Land Development Ordinance includes the following:

- A. Create a new Urban Mixed Use Village Zone District located along both sides of Morgan Street between the Route 676 interchange and the Morgan Street/9th Street intersection. This district should permit retail uses, personal services, professional offices and restaurants with residential flats located above non-residential uses, semi-detached units, townhouses, and multi-family dwellings. The Conceptual Land Use Plan envisions an 18,000 square foot commercial building, a 14,000 square foot multi-family residential building containing 39 senior citizen units, a 76 unit cluster of semi-detached for-sale dwelling units, and a series of 2-story mixed use commercial/residential buildings containing 23,600 square feet on the first floor and 15 dwelling units on the second upper floor. The plan shows enough on-street and off-street for this land use mixture.

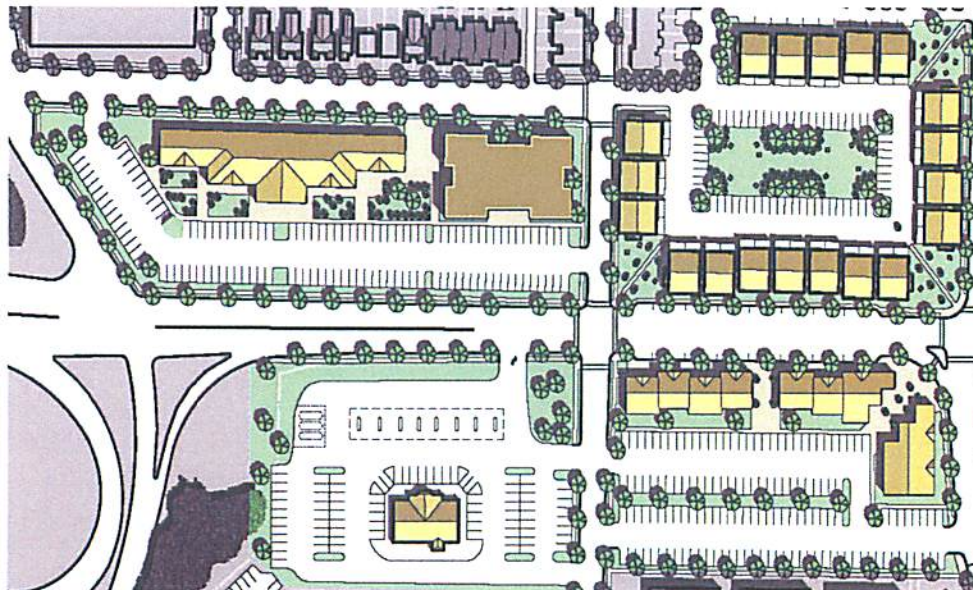


Figure 6-B

Morgan Village Camden, NJ



Chapter 6 Land Use

In addition to the use mix mentioned above, the district also promotes commercial redevelopment within the existing C-1 Commercial Zone District, Specifically, to permit highway oriented land uses, e.g. convenience stores and drive-in and drive-through establishments. The conceptual land use plan shows a typical 5,000 square foot convenience store building and site layout with gasoline pump islands. Design standards for development within this part of the Village zone would be compatible with other nearby and adjacent new developments.



- B. Create a new Office, Warehouse and Light Industrial Zone District bounded by 7th Street, Fairview Street, Master Street, and the railroad right-of-way. This self storage/flex industrial district should permit offices, light manufacturing, wholesale distribution centers and warehouses (including self-service storage), and research type land uses. The conceptual land use plan envisions a 41,000 square foot self-storage land use and a 61,000 square foot flex-warehouse type building. The conceptual land use plan orients vehicular access to these uses off of Master Street. Buildings, off-street parking and loading areas can all be screened from nearby houses with landscaping and/or attractive architectural walls. (See Figure 6-C)

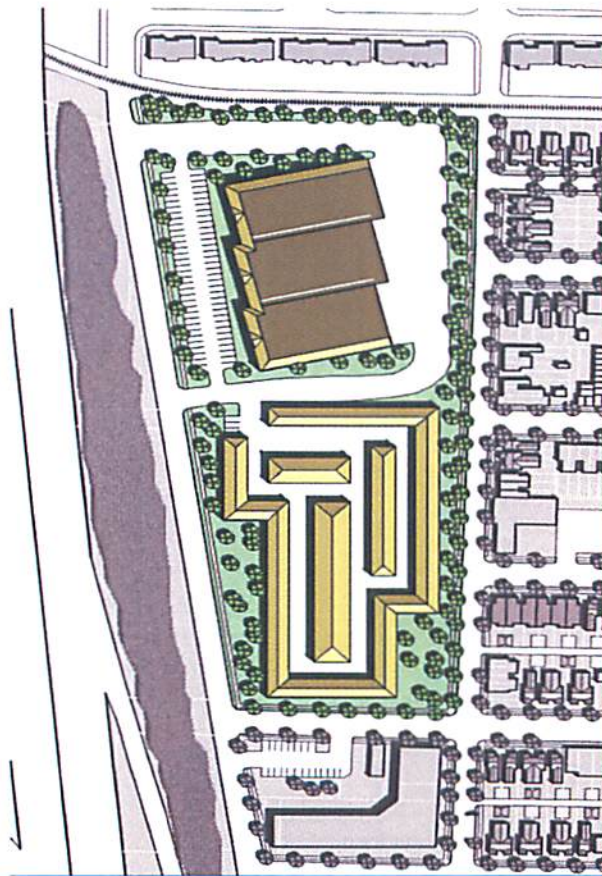


Figure 6-C



- C. Create a new Neighborhood Office Zone District for small office space to serve as a transitional land use between dwelling units and existing industrial development. The conceptual land use plan shows a 12,000 square foot office building complex arranged in way that creates a desirable and attractive street while screening off-street parking lots. This zone should be located at the northwest side of 10th and Fairview Streets.
- D. Waste Management has increased its work force to approximately 200 employees. It is anticipated that the Waste Management site will continue site improvements with the full screening of views along the 10th and Fairview Streets frontages. The site is included in the I-1 Industrial Zone.

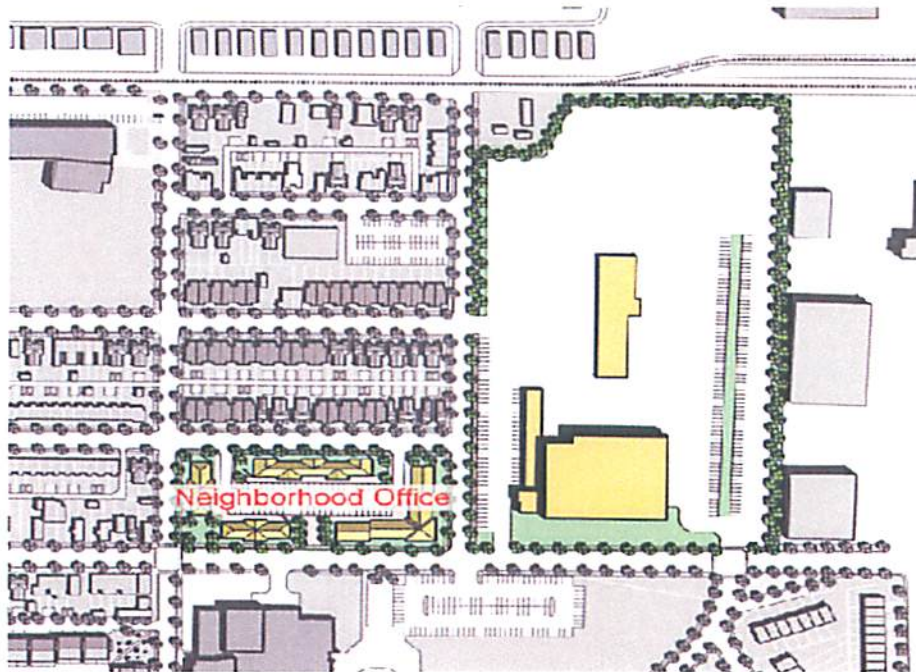


Figure 6-D



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- E. Create a new Enterprise Business Park Zone District to fully encompass the Harris Terminal industrial complex. This 50 acre complex contains approximately 320,000 square feet of development and 400 employees. A recommended floor area ratio of .30 for the entire site will permit a total maximum nonresidential buildout that approaches but does not exceed 653,400 square feet. This district would permit the kinds of uses that currently exist on the site. Development of vacant property within this complex at existing levels of development could yield up to 35,000 square feet of new development and 45 new employees. It is anticipated that the Harris Terminal site will screen the views along Mt. Ephraim Ave. and Fairview Street.
- F. Replace an existing M-R Manufacturing Residential Zone District with a new highway commercial district generally located at the intersection of Fairview Street and Mt. Ephraim Blvd. to specifically permit highway oriented land uses, e.g. convenience stores and drive-in and drive-through establishments.
- G. Create a High density Residential Zone District to that encompasses the existing Crestbury Apartment complex.
- H. Create a new Medium Density Residential Zone District that is divided into the following sub-zones:
1. A residential zone district that promotes the stabilization and improvement of the existing sub-neighborhood located west of Mt. Ephraim Ave. between Fairview Street and the Newton Creek stream corridor.
 2. A high density residential district to replace the existing R-1 Residential Zone District designation for the Lakeshore Apartment complex by reflecting its existing development layout and density as a conditional use while at the same time permitting alternative residential land use, e.g. single-family detached, semi-detached and townhouses and senior citizen housing, to promote stabilization and improvement of this area.



3. Amend the existing R-1 Residential Zone District located west of 10th street and north of Morgan Street to permit a land use mix of single-family detached, semi-detached and townhouses (See Figure 6-E).

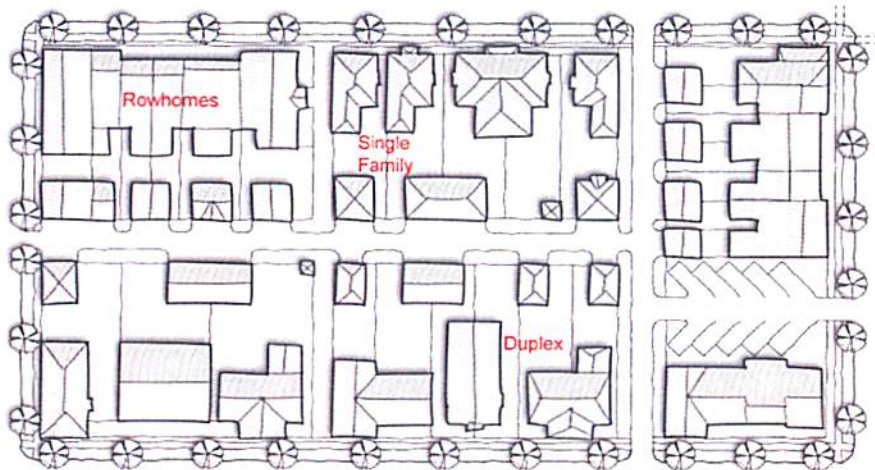


Figure 6-E

- I. Create a Park, Recreation and Open Space Zone District that establishes and preserves a permanent greenway system along the Newton Creek with areas primarily designated for active and passive indoor and outdoor recreation including basketball, swimming, group picnic areas and related recreational facilities. Include landscape buffers along Interstate Highway Route 676 and the CSX Conrail railroad tracks.
- J. Create a Public/Semi-Public Zone District for sites primarily designated for public and private schools, community centers, fire and police and other similar facilities.



Implementation of the neighborhood land use plan will result in the full build-out of approximately 1,000 dwelling units which accounts for the existing apartment units, new residential development in the proposed Urban Mixed-Use Village Zone District and new infill housing throughout the neighborhood's residential areas on somewhat larger minimum lot sizes to address the interior space needs of today's home buyers. The plan anticipates new non-residential growth in the form of approximately 200,000 square feet of office and industrial development and 46,600 square feet of commercial land uses. Non-residential growth could translate into well over 400 new jobs. A percentage of new housing units should be set aside for low income housing and some units should be provided for senior citizens.



7.1 Conceptual Neighborhood Site Plan

The Conceptual Neighborhood Site Plan (See Figure 7-A) was created to show how the neighborhood could be developed over the next 10-20 years to improve the housing stock, create new job opportunities, provide needed recreation, preserve natural features, buffer unsightly land use features and modernize public school facilities. The plan seeks to promote, support and foster a new and improved identity for neighborhood residents and workers. It provides a tangible vision into the future that can be supported yet is not so inflexible as to not allow or permit change when desired or required by the neighborhood. The plan is comprised of the following major interrelated and distinct features:

A. Reverend Evers Park

The existing park lies along the North Branch of the Newton Creek.

It is bordered on the west by 9th Street, on the south and east by the Newton Creek, and on the north by Morgan Boulevard and residential homes fronting onto Lakeshore Drive. A section of residences facing 9th Street also backs onto the park.

Community facilities that are near the park include a community center at Hunter Street and Morgan Boulevard, a firehouse at the corner of Morgan Boulevard and Morgan Street, and the Morgan Village Middle School, which lies directly across Morgan Boulevard from the park. The Cornerstone Bible Baptist Church is just across the Newton Creek along Morgan Boulevard.

The park landscape is characterized by a relatively large, flat open area on the western two-thirds of the site, and a large forested area along the creek to the east. Most of the existing park recreation facilities are in the open area. These include basketball courts in two sections, one with lights, a Little League field, and a baseball field, both with fencing and backstops. There are two sets of swings in poor condition, and no usable play equipment. A large stretch of community vegetable gardens follows the riparian buffer along the creek, and a very informal gathering area has been constructed by residents at a point overlooking the creek.



**Chapter 7
Neighborhood
Plan**

There are no park benches, paths, lighting or other park facilities within the park. The neighborhood improvement concept for the park reflects the Reverend Evers Park Master Plan which was instituted by the City to address current and long-term recreation facility needs and neighborhood goals.

The Park Master Plan was prepared in 2003 by The Delta Group, for the City of Camden, Division of Planning, Bureau of Parks and Open Space. The Plan benefited greatly from the participation of the community in the planning process. Morgan Village residents devoted over one year working with the consultant in the development of the park plan. The final plan includes four phases that are now underway. The entire park build-out and renovation will result in the following:

1. A west entry road plus some needed off-street parking.



2. Basketball court improvements and the introduction of two (2) tennis courts.
3. Rehabilitation of the Little League field.
4. Pathway system for pedestrians and bikes.
5. Provision for a golf "green", shuffleboard, and a spray pool.
6. Construction of a playground area, picnic area and a play meadow.
7. Construction of a football field with lighting, a concession stand, and drinking fountain.
8. A river access facility.
9. Construction of a multi-purpose field.



It is also important to improve visual access into the park from surrounding roadways to enhance safety and security by removing and/or trimming up trees and brush. The Reverend Evers Park is designated State Green Acres Land and as such should not be substituted for other lands in the City.

B. Urban Mixed-Use Village

The plan shows how a new mixed-use area could be developed along Morgan Street between Interstate Highway 676 and the intersection of Morgan Street and 9th Street with Morgan Blvd. This area should become the focal point of the neighborhood to include a mix of housing types for a variety of income levels; retail, office and personal services. The Plan identifies opportunities for some convenient on-street parking and the development of small scale parks known as mini-parks, plazas, and squares within the proposed Urban Mixed-Use Village Zone District.



Small scale parks promote the gathering of residents of all ages for a variety of activities. These areas should include pergolas, benches, and trash receptacles, ornamental fencing, sculptures, some bollard and up lighting plus generous amounts of landscaping.

Figure 7-B Illustrates a semi-detach 76 unit development named Morgan Commons that is part of the mixed-Use Village.



C. The Importance of Landscaping

The planting and care of the natural landscape is extremely important within an urban environment and setting such as Morgan Village. Plant materials function in many ways to contribute to the solving of environmental problems. For instance, plants can be used as architectural elements to define spaces; they can intercept solar radiation which in turn reduces the warming effects of the summer; winds can be intercepted, diverted, or reduced by the placement of plants; noise attenuation can be accomplished by introducing plants between the source (e.g. a highway) and the receiver (e.g. a house). Also, the use of plants interspersed throughout the neighborhood forms important visual components to enhance the appeal of the neighborhood, its buildings and to attract birds and other wildlife.



Specific recommendations to improve and upgrade the natural landscape in Morgan Village include the following:

1. Inventory all existing street trees to create a program whereby older trees are replaced, new trees planted, and all trees are adequately maintained in a healthy condition to create and reinforce tree-lined streets throughout the neighborhood to provide necessary and desirable shade and comfort and a more pleasant visual environment.

The following guidelines should be followed when planting street trees:

- a. Street trees should be situated to form as nearly as possible a straight and uniform line with the other street trees growing along the same street.



Chapter 7
Neighborhood
Plan

-
- b. Trees should be planted or set 30 to 40 feet apart where practical and should be sound, straight, and symmetrical.
 - c. Street trees should generally be planted between the sidewalk and the curb.
 - d. No tree should be planted nearer than 25 feet to an intersection or alley.
 - e. Every tree should be planted in a pit no smaller than 3 feet square filled with good top soil.
 - f. New trees should be watered weekly, especially during hot dry weather to prevent the trees from dying.
 - g. Trees should not be less than 4½ caliper (diameter) when planted.
 - h. Plant smaller trees under utility wires.
 - i. Keep street trees at least 10 feet from utility poles and at least 6 feet from water, sewer, and gas lines.
 - j. When a street tree is removed have the stump removed at the same time or have the stump cut as close to the ground as possible for reasons of safety and aesthetics.
 - k. Street trees should be trimmed around stop signs and other traffic regulatory signs.
 - l. Street tree guards should be used in situations where trees may be struck by vehicles.






-
2. Explore every opportunity to upgrade the landscape buffer along Interstate Highway Route 676 to include land areas within the existing interchanges. The Interstate Highway 676 buffer area should appear densely landscaped at all times and designed in such a manner that care and maintenance costs are minimized. These important well landscaped natural buffers will help to reduce noise and odor impacts experienced by those persons living and working in the neighborhood and they will also improve neighborhood appearance.

The following guidelines should be followed when landscaping within these buffer areas:

- a. Plant a variety of trees and shrubs within these buffer areas but primarily evergreens. By way of example, the following are acceptable: red maple and river birch trees; summersweet, compact inkberry holly, and Virginia sweet spire; eastern red cedar, Norway spruce and eastern white pine trees; and arrowwood viburnum.
 - b. Utilize a damp and/or a native short grass seed mixture in low lying areas and on some slope situations.
 - c. Plant a northeastern wildflower seed mixture in highly visible areas.
3. Insist upon quality landscape designs in each and every development project which will result in new or redeveloped properties within the neighborhood. Quality landscaping will improve the overall appearance of the neighborhood, will increase property values, and will ultimately contribute to a more desirable living and working environment and a place in which investment wants to take root.



The following guidelines should be followed when development landscape plans are prepared and implemented within the neighborhood:

- a. Landscaping should be required in those areas that are designated as setback and buffer areas, areas within parking lots, and areas not used for ingress, egress, parking, or storage, and areas subject to grading and re-contouring.
- 
- b. An overall landscape theme dealing with major design elements should be established. These elements should include setback and buffer areas along streets as well as adjacent to residential properties and parking lots and areas around buildings.
 - c. The design and development of landscaping should enhance the appearance of a site internally and from a distance, to include street trees and street side landscaping, provide for an integrated open space and pedestrian system with connections to surrounding properties, and provide buffering or transitions between land uses.
 - d. Landscaping should be designed and installed in accordance with professional standards and all landscape plans should be reviewed and approved by the City.
 - e. All landscaping, including lawn areas, trees and shrubbery, should be maintained in excellent condition at times by the property owner by cutting, trimming, feeding, watering a weeding.



-
- f. Landscaping should be installed upon the substantial completion of a building, weather permitting, and an underground irrigation system should be required in some areas.

The following guidelines should be followed when designing and installing buffers between incompatible land uses:

- a. Utilize the smallest space or amount of land necessary to create the screen that will block out views of the non-residential land use from surrounding residences and the traveling public.
- b. Include an 8 foot tall decorative wall and/or fence or both in combination.
- c. Walls and fences should be designed as integrated parts of the overall architectural and site design and should also reflect neighborhood design themes.
- d. All materials should be durable and finished in textures and colors complementary to the overall architectural design.
- e. Landscaping should be required in conjunction with fences and walls.
- f. Create a “green” landscaped buffer corridor along the railroad tracks.

D. Housing Improvement Strategy

The Plan to improve housing in the neighborhood involves conservation, rehabilitation, and new construction. Housing conservation is appropriate for structures throughout the neighborhood but it is specifically proposed as a strategy for neighborhood stabilization and conservation in that area of existing housing generally located between Enterprise Business Park to the north, the Reverend Evers Park to the south and bounded by Morgan Street to the west and Mr. Ephraim Blvd to the east.



This area contains 259 houses which includes the existing Lakeshore apartment complex.

It is recommended that a series of physical improvements be planned and implemented to upgrade the overall appearance of this residential community (See Figure 7-C). Specifically, all of the streetscapes should be enhanced by making the following improvements:

1. Implement a coordinated fence program throughout the community that contain open landscape, street trees and shrubs. The fencing should be located between the back edge of the public sidewalk system located along the street and be extended toward the house, creating a semi-private residential outdoor space between the street and the front of the house.
2. Install pedestrian scaled decorative light poles to better identify driveway locations for both the homeowner and visitor and to increase levels of community security.
3. The introduction of a common mail box location and house numbering philosophy.

The proposed improvements could certainly be modified. A raised brick wall could replace the three (3) foot tall decorative metal or wooden picket fence. The number of lights could also be reduced. But, it is important for the neighborhood to settle on a community streetscape improvement program that results in an upgraded visual environment for all existing residents.

It is recommended that a pilot program be implemented on a specific street chosen by the neighborhood. Funding for design and implementation should be secured from the City and/or others. Construction within the pilot project area should take place over a short and reasonable period of time.



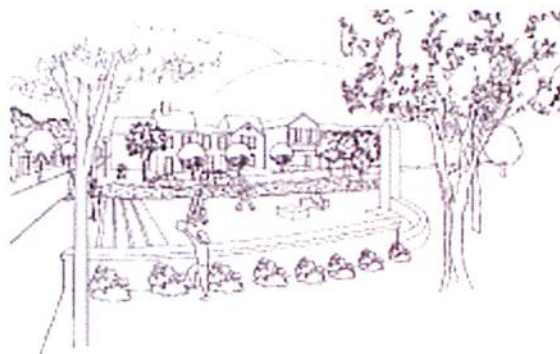
Housing rehabilitation and new construction is generally more appropriate in the remaining residential and mixed-use areas of the neighborhood (See Figure 7-D). Specifically, the Crestbury apartment complex should be rehabilitated.

E. New Public Schools

A significant aspect of the neighborhood plan is the construction of a new Morgan Village Middle School and the construction of a new elementary school. Both facilities are viewed by residents as being very important and vital focal points in the neighborhood for the purpose of providing a quality education, providing both indoor and outdoor recreational opportunities, permanent open space preservation in the form of outdoor green spaces, and social interaction in the form of a community center, having a formal and informal community gathering or meeting area(s), and providing space for adult education and training opportunities.

These schools are both within easy and safe walking distance from all parts of the neighborhood. There will be adequate off-street parking on each school site so as not to create on-street parking problems within the neighborhood and particularly in those areas immediately adjacent to the school sites. Sidewalks will be constructed and street trees will be planted along the edges of both properties.

Having these schools within the neighborhood will also necessarily require the designation of drug-free zones around each school. The combination of drug-free zones, crossing guards and crosswalks should result in the reduction of vehicular speed limits on local roadways to further support physical traffic calming efforts.





8.1 Urban Design Features

Important components of the Neighborhood Site Plan are known as “Urban Design Features”. These features support the proposed land use plan and the neighborhood site plan and include gateway signage, lighting, bike routes, and bike paths, sidewalks, nature trails, street trees, traffic calming and intersection improvements, bus shelters and stops and street furniture.

The Plan supports and promotes these specific special features but also recognizes that an overall design philosophy must be adhered to by the residents, developers and the City in order for positive change to occur. Urban design guidelines should be developed for all residential and non-residential projects that address the architectural appearance of buildings, streetscape improvements through landscaping and lighting, etc., buffering between non-compatible land uses and housing design that services the needs of all income groups.





A. Gateway Signage

The neighborhood plan proposes the establishment of certain visual gateway treatments to be constructed at key intersections and other locations for those entering and exiting the neighborhood. The definition of a gateway in this case is a physical form and/or structure, in combination with landscaping and lighting, that clearly let's the traveling public know where Morgan Village begins and ends. Examples of gateway treatments are shown on Figure 8-A.

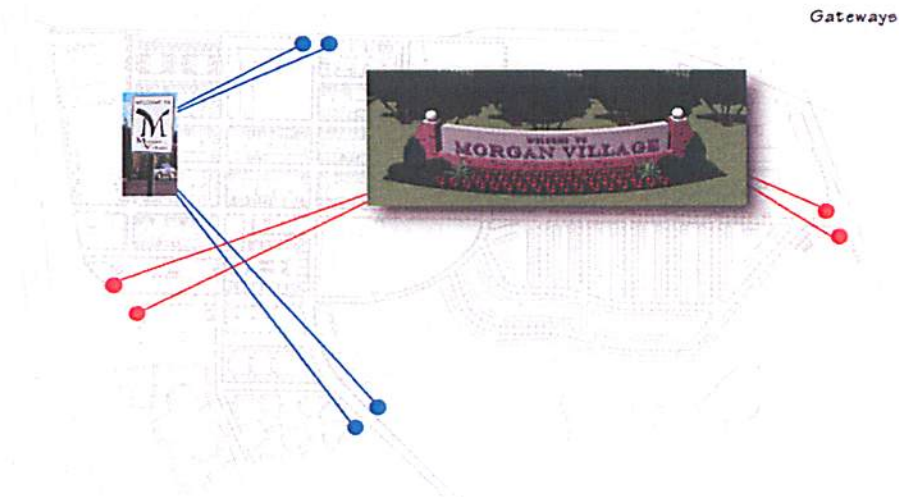


Figure 8-A



B. Lighting

The Plan entitled “Existing and Proposed Neighborhood Lighting” (Figure 8-B) was developed to address a specific concern of residents which is adequacy of lighting to promote safety during the early morning hours and at night. Different types of lights can be utilized to not only deal with street and sidewalk safety but also to accent building architecture. Specifically recommendations to improve and upgrade neighborhood lighting includes the following:

1. Parking lot and service area lighting should provided by fixtures designed to minimize glare to the street and adjacent properties. The type of fixture and color of lamping should be evaluated by the City for their compatibility with street lighting, building architecture and site characteristics.
2. Lighting for pedestrian sidewalks and/or plazas and sitting or gathering areas may include either cut-off or exposed light sources. The height and intensity of the light should be subdued and glare minimized.
3. Well designed lighting of building exteriors should be permitted provided that the lighting complements the architecture. Lighting should not draw inordinate attention to a building facade. All exterior lighting should have appropriate “cut-offs” so that the glare is prevented.
4. All lighting should be designed and installed to avoid off-site spillage and halo effects to the greatest extent possible and consistent with public safety.





5. Street lights should reflect a consistent design from street to street and intersection to intersection within the neighborhood.
6. Install decorative/historic lighting along all busy streets, e.g. Morgan Street, 8th ,9th and 10th Streets, Morgan Blvd., and Fairview Street.

Lighting should be the minimum required for safety and must be provided in the least intrusive manner. Basic traditional freestanding light fixtures should be required in parking lots and along streets and pedestrian pathways. The height of such light fixtures should be appropriate to its setting.

The light standards should have banners with the logo relating the neighborhood or hanging baskets attached to them adding color and movement to the streetscapes which will help to reinforce the character of the area.

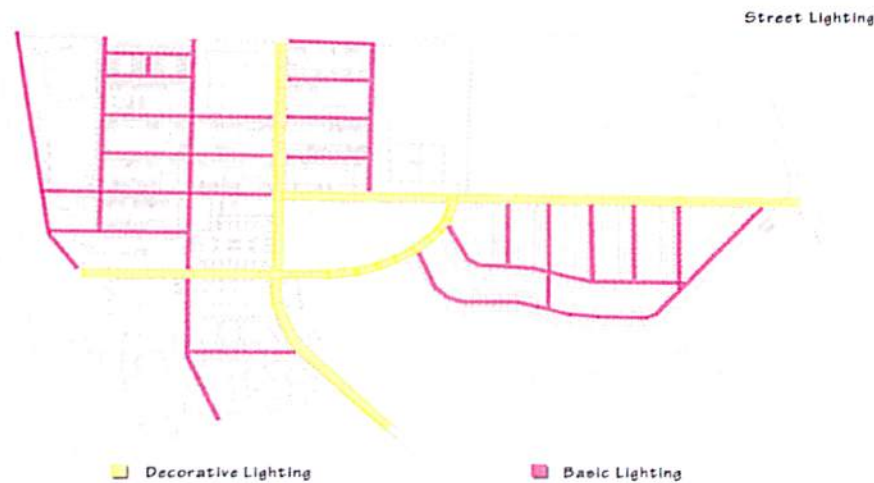


Figure 8-B



C. Bike Routes and Bike Paths

Bicycle routes are located on existing streets which are wide enough to accommodate bicycle movements without having to provide exclusive bicycle lanes with pavement markings, yellow striping, raised reflectors, or curbing. Bicycle routes should be located on low volume bicycle streets, streets with moderate traffic volumes and speeds and having a least fifteen (15) foot wide travel lane widths in each direction, or streets with high traffic volumes and speeds and having paved shoulders.

Important components of safe bicycle routes are grates and utility covers flush with the pavement surface, a smooth pavement free from irregularities (e.g. rumble strips), and adequate signage. Proper signage will alert motorist to the fact that certain streets will be used by bicyclist and that special care should be taken when traveling these roadways. The Manual on Uniform Traffic Control Devices should be used for signage design and replacement. All bike compatible streets and bike routes should be periodically inspected to insure the debris is being picked up and removed from the area.



Bike paths are proposed to be located within the Reverend Evers Park (Figure 8-C). They will connect one end of the park with the other, interconnect with sidewalks, bike routes and roadways and extend into areas of development .

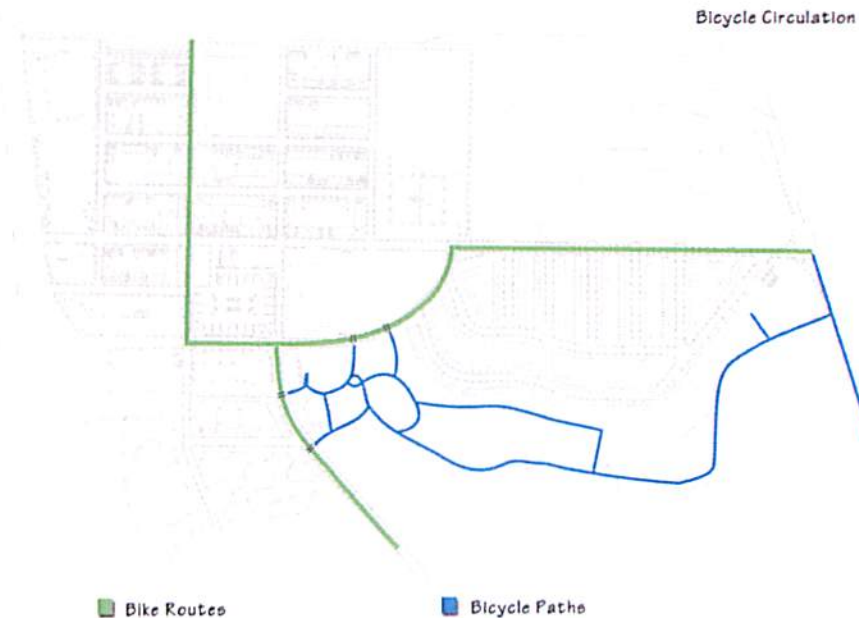


Figure 8-C

Bike paths should have gentle gradients. They should generally not exceed a grade of three (3) percent, except for short distances. Greater grades than five (5) percent are undesirable and should be avoided. The width of a bike path can vary up to eight (8) feet depending on topography and its location within the City, but in any case, should not be less than six (6) feet to accommodate two-way traffic and emergency, maintenance, and service vehicles. Additional width should be provided if a significant number of pedestrians will also be using the bike path. Bike paths should be constructed having a minimum four (4) inch base of quarry blend 3/4" stone over and approved subgrade and a two (2) inch FABC-2 surface course.

Where bike paths intersect a street, the curbing (where applicable) should be ramped for smooth, uninterrupted access to the street grade. Bike paths should also be free of hazards to cyclist, e.g. parallel bar drainage grates, insufficient sight clearance at points of intersection or insufficient lateral or vertical clearance or radii of curvature.



D. Nature Trails

Nature trails should be about three (3) to four (4) feet wide for pedestrian use only. The path may be as wide as eight (8) feet if necessary, but under no circumstances less than 1' 6". The trail width should be determined by the amount and intensity of use as well as by topography and vegetation. If the trail is narrow, occasional passing areas must be provided at places with gentle slopes.

Vegetation should be removed up to seven (7) feet for vertical clearance along a trail. The color and type of material chosen for surfacing, whether grass (dense fescue turf), woodchips, fine gravel, packed earth, etc., should be compatible with the environment through which the trail passes. The surfacing material must not create unacceptable run-off or erosion problems. In order to provide directional information in an unobtrusive way, it is recommended that a series of cedar bollards be utilized two (2) feet in height, placed at various entry points and forks in the trail system (Figure 8-D).



Figure 8-D



E. Sidewalks

The neighborhood already has an extensive network of existing sidewalks that link residential and non-residential areas together. Proposed sidewalks will expand the existing system to permit even more pedestrian and bicycle movement.

The entire neighborhood should be provided with at least 4 foot wide concrete sidewalks along all street frontages. Street trees should generally be located between the street and curb line and the sidewalk and both should be within the public right-of-way.

Sidewalks provide for safe pedestrian movement. In residential areas sidewalks are used by children for playing and as a way to get to school and to parks. Adults use sidewalks as a way to get to neighbors, activity centers in the community, and for exercise. Sidewalks should be 4 inches thick, except at driveway crossings where the thickness should be increased to 6 inches. Handicapped ramps should be provided at intersections driveways.





Figure 8-E presents a comprehensive sidewalk program for the entire neighborhood. It places sidewalks into categories of heavy, medium, and lite use. Heavy use sidewalks should typically be 8-10 feet wide of either scored concrete or brick pavers. Medium use sidewalks should be at least 5 feet wide and lite use sidewalks at 4 feet in width.

Special ground texture treatment should be required for major pedestrian crossings in streets and elsewhere, as appropriate, to include brick and/or other suitable material. One possibility would be to utilize stamped colored concrete to improve pedestrian safety and awareness.



Figure 8-E



F. Street Trees and Buffers

The plan purposes the planting of street trees along all streets at between 30 to 40 feet on center so as to create a canopy affect over the street (Figure 8-F). Many of the existing trees are either older or need to be replaced, some locations along a given street have no street trees and in some cases existing trees need to be trimmed. A street tree design philosophy should be developed for the entire neighborhood that involves the identification and planting of certain kinds of trees that will not create problems with the sidewalks and/or curbing.

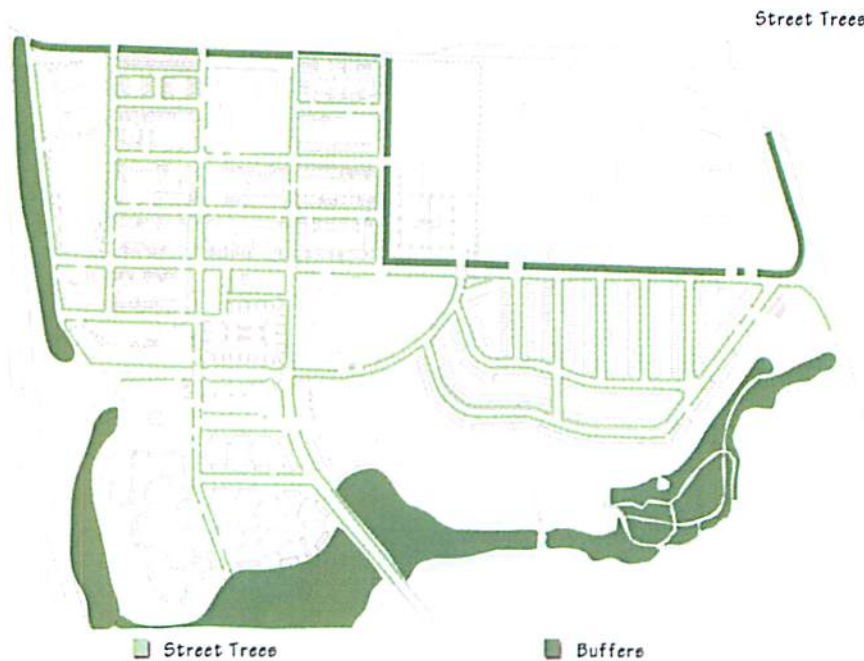


Figure 8-F



A street tree program will accomplish several things:

- A strong alley of trees unifies the street frontages, which includes buildings facades and sidewalks.
- Trees create a strong vertical element in a predominantly horizontal area and create an overhead plane, contributing to a more intimate pedestrian scale.
- Sunlight through the leaves of the trees creates a strong play of light and shadow lending itself to a more enjoyable atmosphere.
- Street trees provide a more pedestrian friendly environment during the hot summer months.
- Trees placed at regular intervals can create a rhythm and pace to the streetscape.

The plan also proposes three (3) landscape buffer areas. The first exits and is located along Interstate Highway 676 which needs to be further landscaped with evergreen trees to strengthen the existing buffer. This reinforced buffer area must look attractive to assist in the mitigation of noise impacts.

The second buffer area is located along the property lines of the industrial land uses known as the Enterprise Business Park. This buffer requires a setback of at least 15 feet to include a security fence and heavy landscaping to screen out views of on site activities. This will result in a pleasant visual setting or streetscape for the neighborhood and a secure environment for the businesses.

The third and last buffer area is located along existing railroad tracks.



G. Traffic Calming/Improvement Plan

The plan (Figure 8-G) recommends that the segment of roadway known as Morgan Street/Fairview Street between Interstate 676 and Mt. Ephraim Ave should address the following objectives:

1. To optimize safety on the roadway for pedestrians.
2. To optimize safety on the roadway for bicyclist and encourage alternative transportation usage.
3. To provide safe and useful locations for bus stops to promote alternative transportation.
4. To create a safer and more appealing entrance and exit from the roadway while maintaining adequate vehicle capacity along the roadway.
5. To insure that local motoring residents have adequate and safe access onto the roadway from adjacent residential areas.

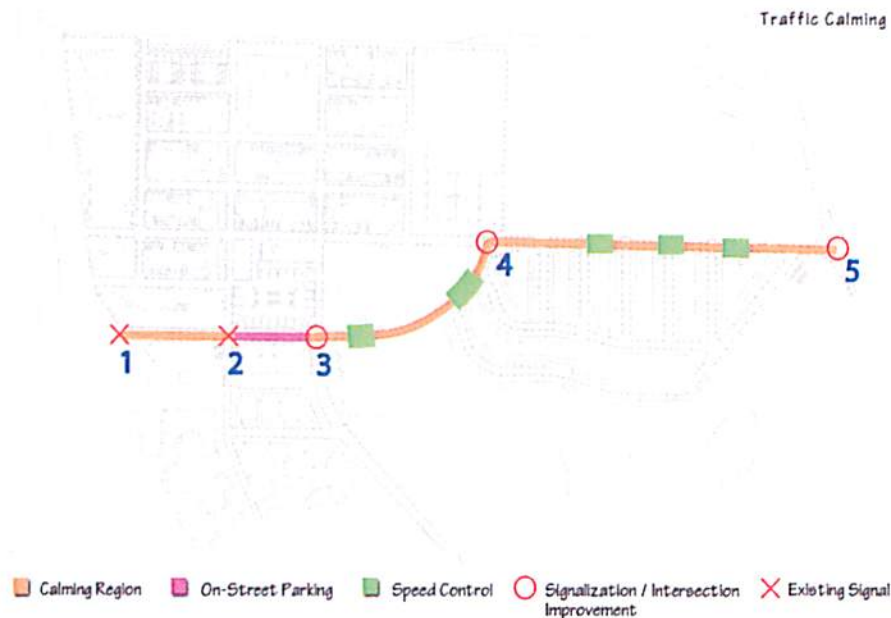


Figure 8-G



The plan purpose that certain intersections be examined for improvement and upgrade. The City should investigate their current design so as to possibly incorporate new elements, e.g. signalization, turning lanes, better lighting and crosswalks, and landscaped curbed medians with pedestrian refuge (Figure 8-G & Figure 8-H). Other improvements associated with intersections are:

1. Roadway striped or designed for bicycle compatibility.
2. Restripe and narrow travel lanes to provide shoulders.
3. Installation of pedestrian signals and raised pedestrian crossings.
4. Provide a bus stop shelter.
5. Provide sidewalk connection to the intersection.
6. Interconnect signals installed along a stretch of roadway to provide for a traffic speed progression.

The plan proposes the use of speed humps/bumps at key locations throughout the neighborhood to slow vehicle traffic speeds. Humps and/or bumps are typically installed on streets before and after intersection locations. An approaching vehicle is warned of their presence by signage and striping on and before installation. They are designed to have a gradual rise as the vehicle travels over them. Their use is one form of traffic calming that will make it safer and more pleasant to travel through the neighborhood. Trucks are primary targets of this necessary traffic improvement.

Speed humps/bumps installations are typically 12 feet in length and 3 inches in height, with an elliptical cross section. Identifying "BUMP" pavement markings should be located 50 feet prior to the speed hump. Advisory signage consisting of "BUMP" signs should be located approximately 100 feet prior to the speed hump.



Raised crosswalk installations are to be 12 feet in length and three inches in height, with a six foot level crossing area. The crossing area is typically textured pavement or pavement blocks. Regulatory signage consisting of “Yield to Pedestrians in Crosswalk” signs located adjacent to the crossing in each direction are recommended. Advisory signage consisting of “BUMP” signs should be located approximately 50 feet prior to the crosswalk.



H. Bus Stops/Shelters

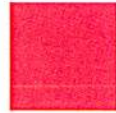
Establishing NJ Transit bus stops requires approval from the NJ DOT. Generally the City and NJ Transit together identify the most appropriate location for bus stops. Once the proposed bus stop location is identified, the City is required to pass a resolution officially designating the bus stop. The NJDOT reviews the proposed bus stop location and approves or denies it. If bus shelters are desired, NJ Transit must be contacted because they are responsible for funding and providing bus shelters on their routes.

The plan recommends that bus stops be defined with appropriate signage and that some bus shelters be added that are attractively designed and reflect the following design considerations:

1. A special design to reflect an overall neighborhood design theme.
2. Trash receptacle and newspaper stand.
3. Handicapped accessibility.
4. Landscaping.
5. Bike rack.
6. Bus route and neighborhood handouts.



Figure 8-1



I. Street Furniture

The plan purposes the use of street furniture especially in the Urban Mixed-Uses Village Zone District and the C-1 Commercial Zone District. Street furniture includes items like waste receptacles, newspaper stands, drinking fountains, bike racks, kiosks, decorative fountains, clock towers, planters, and artwork. Some of these items would be appropriate to utilize in other parts of the neighborhood but not in large quantities. They should be liberally installed in the mixed-use area of the neighborhood.

Examples of street furniture are shown. Paying for and installing these features will be the responsibility of either developers and/or the City as it seeks to redevelop the neighborhood. Landscaping details such as gates, walls, and benches should be integrated into the overall neighborhood design.





The next step related to implementation of this Plan is to set out realistic and simple work programs that can be followed by the City, investors, neighborhood residents and property owners. The work program should be a guide for all interested parties to follow to facilitate and properly coordinate the complete upgrading and restoration of the neighborhood. The overriding goal of this document is to set into simultaneous motion many efforts to improve the neighborhood for all who live and work in the area.

The following major activities are recommended:

1. City Planning Board adoption of the Morgan Village Neighborhood Strategic Plan as a City Master Plan amendment.
2. The City prepare a Redevelopment Plan for Morgan Village utilizing as its basis the adopted strategic plan and focusing on the proposed mixed-use area of the neighborhood.
3. Amending the City's Land Development Ordinance to reflect the recommendations of both the strategic plan and the redevelopment plan. It is the intent of the strategic plan that the neighborhood remain primarily residential. Any proposed uses should serve the resident population and the city.
4. Supporting the timely construction of the new Middle School and the construction of a new elementary school.
5. Implementation of the first phase improvements in the Reverend Evers Park to include a spray pool area, playground equipment, little league field restoration, basketball court restoration, and picnic area with seating.
6. Work with the Harris Terminal industrial complex and the Waste Management sites to implement a comprehensive landscape and fencing buffer program along all property line roadways edges.



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7. Design and fully implement a streetscape improvement program along Morgan Street and Fairview Street between Interstate Highway Route 676 and Mt. Ephraim Avenue.
 8. Aggressively seek out developers that would be willing to implement the land use recommendations for the new office, Warehouse and Light Industrial Zone, the new Urban Mixed-Use Village Zone, and the new Neighborhood Office Zone.
 9. Make residential developers aware of the infill housing opportunities available throughout the neighborhood and that a mix of single-family detached and attached dwelling units is being encouraged.
 10. Initiate a housing conservative program that will result in the upgrading of many existing homes and thus contribute to neighborhood stabilization.
 11. The Morgan Village Circle CDC should be designated to monitor and manage all projects related to plan implementation including development projects and the selection of developers whose projects affect the neighborhood in anyway.
 - a. It is further understood that any individual resident of Morgan Village that requests to be included in the monitoring process must be granted such inclusion during any stage of said process.
 - b. That appropriate steps be taken to ensure that all Morgan Village residents are given sufficient notice of and opportunity to give input into the monitoring process on a continuous basis. This participation should be mandatory prior to any final decision being made on a major development or other planning initiative in Morgan Village.



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12. The Morgan Village Circle CDC should provide information and service resources for conservation and development activity within the neighborhood.
 13. Combine educational and recreational youth and adult programs in the Reverend Evers Park and Morgan Village Junior High School and the attached new community center space.
 14. Seek funding to carry out implantation of the neighborhood plan and monitoring of the plan.
 15. Continue to collaborate with City agencies, the Board of Education and all local business.
 16. Ensure that any resident that is displaced receives the first opportunity to relocate back into the neighborhood.
 17. Ensure that all funding for any displaced resident(s) is fair.
 18. Create incentives for City and Board of Education workers to move into Morgan Village.
 19. The Reverend Evers Park will remain a park. No portions of the park land area will be taken away and used for any purpose other than for park improvements and related activities.
 20. New housing should generally be located on the same lot sizes that exist within the neighborhood. Houses should be no taller than 40 feet with minimum standards such as 1 1/2 baths, dens, sunrooms, porches, 3 bedrooms and off-street parking.



Community Meetings to Discuss the Neighborhood Plan:

**Chapter 10
Appendix**

1. Monday, January 31, 2005 at the H.B. Wilson School.
2. Monday, May 16, 2005 at the H.B. Wilson School.
3. Monday, July 11, 2005 at the Community Center .
4. Monday, August 22, 2005 at the Community Center.
5. Monday, September 26, 2005 at the Community Center.
6. Thursday, June 21, 2007 at the Morgan Village Middle School.
7. Tuesday, September 25, 2007 at the Morgan Village Middle School.
8. Thursday, November 1, 2007 at the Morgan Village Middle School.

**Community Subcommittee Meetings to Discuss the
Neighborhood Plan:**

1. Monday, June 20, 2005 at the Community Center.
2. Monday, July 18, 2005 at the Community Center.
3. Monday, September 12, 2005 at the Community Center.
4. Monday, September 19, 2005 at the Community Center.
5. Monday, January 23, 2006 at the Community Center.
6. Monday, February 6, 2006 at the Community Center.
7. Thursday, April 26, 2007 at the Morgan Village Middle School.
8. Thursday, May 17, 2007 at the Morgan Village Middle School.



Morgan Village Neighborhood Plan Committees (Continued)

**Chapter 10
Appendix**

Public Safety and Police Coordination

Margie Coles
Caesar Chandler
Susan Dunbar Bey
Edward Fuller
Pat Scott
Charles Davis
M.A. McLean
Calvin Crow
Virginia Huff

Neighborhood Beautification and Environmental Controls

Denise Lewis
Luther Coleman
Linda Royal
Calvin Crow
Rodney Davis
Cathy Dunbar
Esther Gross
Herta Coleman
Neva Taylor

Housing and Code Enforcement

Susan Dunbar Bey	Maryanne Green
Annease Jones	Louise Harris
Sharlyn Morgan	Shellie English
James Morgan	Elma Toegan
Edward Fuller	Gertrude Williams
Aline Green	
Robin Mims	
Denise Lewis	
Delores Fisher	
Dolores Hazzard	
Calvin Crow	
M.A. McLean	
Myrna A. Cooper	
Esther Gross	
Laura Moses	
Dianna Curtis	
Sylvia Spearman	



Morgan Village Neighborhood Plan Committees (Continued)

**Chapter 10
Appendix**

Recreation, Education, Culture, and Wellness

Caesar Chandler
Cathy Dunbar
Robin Mims
Aline Green
Susan Dunbar Bey
Marcia Martin
Margie Coles
Esther Gross
Delores Fisher
Dolores Hazzard
Barbara Pease
Calvin Crow
Elma Toegan
Willie Johnson
Luz Alicia
Edna Sauders
Linda Royal
Maryanne Green
Sylvia Spearman
Dianna Curtis
Sally Moses
Pearl Shyness
Barbara McFadden
Bernice Thompson
Laura Moses
Ralph Sanders
Linda Sanders

Morgan Village Community Survey

Directions: Please complete all questions. Those questions with a * are to be answered by individuals living in single homes, row houses or apartments. You, as the person completing the survey, must answer all other questions based upon what you see. Please include address your address or lot and block number.



Homeownership/Rental

1. Do you own your home? 11 Yes 3 No
2. How long have you owned your home? 29 Years 8 Months
(Average)
3. Do you rent your home? 4 Yes 8 No
4. How long have you rented your home? 6 Years 6 Months
(Average)
5. Is this a single home 4; rowhouse 8; or apartment 1
6. Please rate the following Camden City services in Morgan Village:

Mark one response for each one

- A. Police 1 Very Good 7 Good 5 Bad __ Very Bad __
- B. Fire 2 Very Good 9 Good __ Bad __ Very Bad __
- C. Ambulance 1 Very Good 10 Good 2 Bad __ Very Bad __
- D. Transport 2 Very Good 7 Good 2 Bad __ Very Bad __
- E. Sanitation 2 Very Good 7 Good 2 Bad __ Very Bad __
- F. Recreation 1 Very Good 1 Good 5 Bad 4 Very Bad __

7. If you have children, what concerns you most about raising them in Morgan Village?

- None.
- Yes. Nothing for them to do.
- Very good neighborhood watches over our children.
- No children.
- No children.
- Drugs and crime.
- No children.
- The air quality and violence.



8. Please list three things you like/feel good about in your neighborhood:

Things have changed. I like my yards.
Church presence in the neighborhood.
Strong family support.
Good lighting.
Clean playgrounds.
Location.
Cohesiveness of neighbors on my block.
Ongoing efforts to make things better.
Treelined streets.
Replacing sidewalks and curbs.
Small neighborhood. You get to know your neighbors.
More recreation.
Crime watch.
More police in area.
Easy access to roads out of the area.
Supermarket in area.
Sidewalks installed on Fairview Street.
Access to highway and shopping malls.
Access to medical facilities.
Concerned neighbors.
Clean-up crew.
Friendly, quiet, and together.
Nice neighbors.

9. Please list three things you dislike/worry about in your neighborhood.

Broke windows.
Destroying the yards.
Robbery at least 6 times a year.
No insurance.
Drugs (6).
Violence.
Childrens future (2).
Cars Stolen
Dirty and trashy backyards.
Cars parked in driveways between houses.
Lack of supervised recreation for children.
Dirty, not clean.



Cars parked on lots.
Abandoned houses.
Selling drugs on corners.
Crime (3).
Air pollution.
Trash (2).
Property maintenance.
Police not coming.
Violence getting worse.
Children out all hours of the night.
Parents.
Abandoned cars.
Noise.

10. What are three things that are most needed in Morgan Village?

More policing, including foot patrols (4).
Neighbors getting together.
Neighborhood recreation center (2).
Youth involvement.
Police presence and protection (2).
Supervised recreation for children.
Clean up trashy areas.
No parking signs in driveways.
Street light at corner of Fairview and Deerfield Streets.
Brighter lights along the streets at corners (2).
More lighting (3).
More recreation for adults and children (2).
Code enforcement, i.e. noise and illegally parked cars, etc.
Strong parents.

11. Do you plan to stay in Morgan Village, or do you want to move?

10 Stay
2 Move Away

12. Would you be willing to get involved in efforts to improve Morgan Village?

12 Yes
1 No

Morgan Village Camden, NJ



Chapter 10 Appendix

Morgan Village Development Costs
2007 Costs (Based on RS Means SF Costs - 3rd Qtr. Data)

	Bldg. Area (SF)	Bldg. Cost	Site Cost	Totals
Urban Village				
Retail	18,000	\$ 1,900,000		
Multi-Family Residential	14,000	\$ 2,600,000		
Mixed-Use Retail w/ (15) 2nd Flr. Apts.	23,600	\$ 3,600,000		
Convenience Store w/ Gas Station	5,000	\$ 1,000,000		
Sub-Total		\$ 9,100,000		
Site Improvement Costs			\$ 2,730,000	
Total				\$ 11,830,000
Office-Warehouse				
Self Storage Warehouse	41,000	\$ 4,700,000		
Flex Office	61,000	\$ 5,300,000		
Sub-Total		\$ 10,000,000		
Site Improvement Costs			\$ 3,000,000	
Total				\$ 13,000,000
Office				
Neighborhood Office	12,000	\$ 2,000,000		
Sub-Total		\$ 2,000,000		
Site Improvement Costs			\$ 600,000	
Total				\$ 2,600,000
Industrial				
Light Industrial / Factory	35,000	\$ 3,700,000		
Sub-Total		\$ 3,700,000		
Site Improvement Costs			\$ 1,110,000	
Total				\$ 4,810,000
Residential				
Village Semi-Detached (\$ 180,000 ea.)	76 Units	\$ 13,680,000		
Single & Townhouse (\$ 170,000 ea. Avg.)	190 Units	\$ 32,300,000		
Sub-Total		\$ 45,980,000		
Site Improvement Costs			\$ 13,794,000	
Total				\$ 59,774,000
Public Improvements				\$ 6,000,000
GRAND TOTAL				\$ 98,014,000