

VISION

Improved and well maintained parks and recreational facilities in each neighborhood are located within easy walking distance. There are well landscaped open spaces for neighborhood residents' gathering, socializing and gardening, and places where children and teenagers can safely play.

A system of trails and pathways within a naturalized "greenway" that follows the City's river shoreline allows residents to safely walk between neighborhoods and gain access to parks, the downtown riverwalk, activity centers and natural areas.

A cleaner and more healthful neighborhood environment has been created where vacant lots have been transformed into community gardens, recreational spaces or new housing. The City's aging water supply and sewer system has been modernized to complement neighborhood and economic revitalization initiatives.

The Master Plan outlines the following six goals for achieving the above vision for maintaining and improving the environment:

- **Pursue clean-up of known areas containing environmental issues.**
- **Develop and maintain a diversified City-wide open space network.**
- **Establish a Camden greenway system.**
- **Promote the "greening" of major transportation facilities, industrial corridors and municipal buildings.**
- **Improve Camden's water supply and waste water treatment systems and promote regional watershed management of water resources.**
- **Encourage comprehensive and responsible solid waste management.**

Maintaining and Improving the Environment

OVERVIEW

Existing parks within the City have suffered from deferred maintenance due to lack of funding resources, yet a growing, younger population spurs increased community willingness to improve and maintain green spaces. There is a need to refurbish and reestablish a well-managed system of parks and open spaces, greenways along river corridors, and landscaped and naturalized areas throughout Camden. An open space network also serves important environmental purposes such as cleaning the air, protecting water quality, preventing erosion and flood damage and providing relief during the hot summer.

An aging infrastructure needs upgrading and replacement in certain areas to advance economic and residential development initiatives. Solid waste management and recycling reflect on maintaining a clean environment in the City.

Environmental and conservation issues and recommendations to upgrade open space and recreational facility needs of the City are discussed in this chapter. A review of infrastructure conditions (water, sewer and storm drainage facilities) is undertaken and proposals toward creating an improved solid waste and recycling program within Camden are advanced.

RECOMMENDATIONS

Goal One: Pursue clean-up of known areas containing environmental issues.

Strategies

1. *Monitor and enforce clean-up and remediation of known contaminated sites.*

Environmental Protection and Conservation

Availability of parks, open space, and other recreational areas significantly improves the quality of life for City residents. This issue is inextricably bound to environmental protection and conservation, as most of the sites potentially adaptable for recreational use beyond present park areas consist of former industrial parcels or fall within environmentally sensitive areas.

The map entitled *Environmental Clean-Up Sites* located in Chapter V shows areas with known or suspected environmental problems including underground storage tanks, Superfund sites, Brownfields sites, and hazardous waste landfills. These sites are generally reviewed below.

In addition to the clean-up of the environmentally contaminated sites described below, better enforcement of clean air regulations is required to eliminate malodorous and known polluting industrial facilities.

– Underground Storage Tanks

The New Jersey Bureau of Underground Storage Tanks (NJ BUST) maintains a list of all institutions within the State which use or have underground storage tanks on their site. The bureau requires each organization to answer a survey every three (3) years to have their tank system registered as compliant. All non-compliant systems are not allowed to operate.

– Superfund Sites

In 1980, the U.S. Congress enacted the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), commonly known as the Superfund Act in response to the dangers of uncontrolled and/or abandoned contaminated sites. The U.S. Environmental Protection Agency (EPA) conducts and oversees the clean-up of Camden's only Superfund site, the Welsbach/General Gas Mantle. The site clean-up is being publicly funded.

– Brownfields Sites

Recent State-enacted Brownfields legislation provides for flexible clean-up standards, decreased liability, tax relief, and State-sponsored financial assistance to entice businesses to remediate and redevelop Brownfields sites. The benefit of Brownfields laws are twofold - as well as cleaning up environmentally hazardous sites, businesses are attracted to locate in urban areas instead of developing industrial sites in rural regions.

Treatment actions related to recycling Brownfields sites into productive economic uses are discussed further in Chapter V of this Master Plan. A table in Appendix V describes the conditions of the State-funded Brownfields sites in Camden. In addition to the sites listed,

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approximately sixty (60) sites in Camden are known to be contaminated and could possibly receive Brownfields funding.

– Landfills

The only hazardous waste landfill in the City of Camden is the Harrison Avenue Landfill, located just east of where the Cooper River flows into the Delaware River. The area, previously marshlands, was utilized as the City landfill for household, industrial, and construction waste from 1952 to 1970 when it was officially closed. The eighty (80) acre site was the subject of environmental studies in the early 1980's and significant contamination was found.

The Harrison Avenue Landfill is believed to be the main contributor of polluted groundwater to the Cape May aquifer and in smaller part to the Farrington aquifer. Water contamination is increased by the thousands of gallons of water which have been pumped into the site to extinguish recurrent fires.

Three (3) areas of the landfill site which are considered environmentally sensitive are the freshwater wetlands north of the State Street bridge over the Cooper River, the reed marsh wetlands to the north end of the site along the Delaware River, and Waterlily beds which stabilize the river bottom running the length of the Delaware's low tide zone.

A pending environmental study of the land fill site to be coordinated by the Cramer Hill Neighborhood Advisory Council will re-examine the potential range of land uses that could be developed on the property. The inclusion of a recreational and open space component with public access to the waterfront is to be part of any potential mixed use development on the land fill site.

Goal Two: Develop and maintain a diversified City-wide open space network.

Strategies

1. *Consolidate existing park and open space inventories.*

Background

The City faces the dual challenge of not only having to provide open space and recreational opportunities but also to rehabilitate and maintain existing

facilities. Since the City does not own many of the recreational areas and open spaces located within its boundary, maintenance and improvement of existing parks is further complicated.

The City is also faced with an increasing percentage of an under-18 age group who rely on local neighborhood recreational facilities within walking distances of their homes. Virtually all parks in Camden need some form of rehabilitation to bring them into compliance with the Americans with Disabilities Act (ADA) and to restore aged and unsafe play equipment, with the notable exception of newer facilities.

Years of poor maintenance have left parks in a very deteriorated condition. In addition, many neighborhoods either lack adequate recreation facilities or have a poor distribution of facilities.

Since 1991, the City Department of Community Services, which carries the greatest responsibility for recreation programming and the development and maintenance of City parks and open space, has been successful in coordinating collaborative efforts with community organizations, various institutions and the County. This has led to some improvements including monitoring of park use to improve public safety, stepped up maintenance of facilities and training of its maintenance crews in irrigation design and installation.

Recreation Participation

Participation in recreational activities varies by age group. The location, type, and design of parks and programs should reflect major age groups' particular behavioral patterns, social needs, and physical capabilities.

The 2000 median age of the population of Camden was 27.2 years. Since 1990, there has been a slight decline in the proportion of the population that is under 18 (0.9%), an increase in the 18 to 44 age group (1.3%), an increase in the 45 to 64 age group (2.1%) and a decline in the 65 and over age group (1.2%). However, fifty-five percent of the total population ranges from ages 5 to 44 years, constituting a 30% increase in potential park users since 1980.

The following age groupings and recreational interests are typically found in communities like Camden:

- The pre-school age (0-4) requires supervision; needs are normally satisfied around the home. Self play is most common, although

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children between 3-5 can benefit in terms of basic learning and coordination from pre-school programs.

- The early grade school years (5-9) are progressively more independent and the range of free movement is generally limited to the immediate neighborhood. However, most recreational activity still takes place near the home. Play in groups is increasingly evident. Recreational programs can help bring out basic learning, athletic, and creative skills at this age. Most team sports begin at about 6 years of age for such sports as soccer and T-Ball.
- The middle school years (10-14) are the focus of most youth recreation programs. Organized team sports and group activities are common, as is unorganized group play. Developing physical and mental capabilities requires testing, challenge, and expression. This age is fertile for a wide variety of recreational experiences and activities.
- Late teenage years (15-19) retain a need for athletic competition, though there is a transition to individual sports and away from group or team competition. Recreational programs should emphasize social contact, creative expression in the vocational arts, individual sports and hobbies.
- Adult years (20-59) are occupied by education, vocation training, military service, a job, a family, and a home. Compared to other age group the amount of time available for leisure activities is less. Individual sports and family-oriented recreational pursuits predominate. Recreational programs should provide for these as well as social contact, hobbies, and physical exercise.
- Older years (over 60) are characterized by abundant leisure time which can be used for a variety of passive recreational activities, hobbies, and social gatherings.



Components of Park and Recreation Facilities

Different levels of recreation activity geared towards varied population ages evident through the 2000 Census suggests the need for maintaining the City's variety of park areas. These would range from very small mini-parks, which serve a special part of a neighborhood oriented toward younger children or the elderly, to a community park which would serve the entire City and contain a variety of specialized recreation facilities.

Park facilities in Camden can be classified in three separate categories: the Mini-Park, the Neighborhood Park, and the Community Park. Identifying existing facilities in these categories permits comparison with appropriate recreation standards and criteria. Other larger types of parks such as metropolitan and regional open space preserves can also be provided in the City.

- Mini-Park (MP)

Mini-parks are small lot areas containing specialized facilities that serve a concentrated or limited population within a neighborhood. "Vest-pocket" parks is another term that is used to describe a mini-park.

Activities are usually oriented toward children, but can also provide complete recreational experiences for the elderly. Mini-parks are now found on existing school playgrounds and small lots scattered throughout the City.

The service area for a mini-park is about to ¼ miles, depending on residential density. They should normally be sited so that users from a 4-block radius can walk to it without crossing a major street. The desirable size is ¼ to ½ acres and the recommended total amount is 0.25 to 0.50 acres per 1,000 population.

- Neighborhood Park (NP)

The neighborhood park is defined as an area for intense recreational activities such as field games, court games, crafts, playground apparatus, skating, picnicking, and wading or spray pools. These parks are to serve an area ¼- to ½-mile in radius



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with a population of up to 5,000 people. The recommended size is 15 acres minimum, with 1 to 2 acres per 1,000 population. Actual park size is dependent on location and adjacent residential density. Johnson Park and Alberta Woods clearly fit the description of a neighborhood park.

– Community Park (CP)

The community park is envisioned as an area of diverse environmental quality which may include areas of intense recreational activity, such as athletic complexes and large swimming pools, together with ballfields and various court games. Also it may be an area of natural beauty for more passive outdoor recreation such as walking, viewing, sitting, and picnicking. The recommended standard for community parks is 4-5 acres per 1,000 population. Pyne Poynt Park, which is a 15.2-acre facility, fits the description of a community park.

– Community Center (CC)

A community center is a structure devoted primarily or exclusively to a diversified program of community recreation activities. It is important because it makes possible a continuous year-round program. The total lot area requirements depend on the extent of activity to be housed in the facility but typically range from ¼-acre to 1 acre+ in size. Each facility is usually between 10,000 and 20,000 square feet or more and they serve a neighborhood population of about 10,000 persons.



Community centers may be combined with park areas and contain other community services. Access is by foot, public transportation and automobile within 5 minutes traveling time.

Where existing community centers cannot be upgraded to contemporary standards, selecting an alternate site location for new construction or an existing building for conversion should be guided by the standards contained in the Chapter VII Appendix.

- Open Space and Conservation Areas

Designated open space and conservation areas have sensitive environmental features within the City either publicly or privately owned, like floodplains, ponds, treed open space corridors, and steep slopes.



Limited recreational amenities and environmental educational activities can be provided in these areas. Other forms of development should be prohibited.

Federally designated and generalized wetland areas are shown on the map entitled *Federal Wetland Areas*. These

wetland areas, while presenting some constraints on development, offer conservation opportunities for integration with park areas as attractive habitat for wildlife. Potential expansion of these sites could serve as mitigation for loss of habitat elsewhere.

The State DEP regulates wetlands in the City. The State wetlands mapping generally follows the federal wetland areas but is somewhat generous in other areas. Detailed wetland investigations and mapping of a particular site often results in somewhat smaller areas.

The 100-year floodplain, as delineated by the Federal Emergency Management Agency (FEMA) is shown on the map entitled *Floodplains*. Again, areas subject to flooding not only represent a constraint on some types of development, but also represent an opportunity to enhance recreational activities and open space.

Future development involving floodplain areas will need to recognize established 100-year flood levels for purposes of setting building elevations and roadway grades to ensure the public welfare. Placement of non-residential buildings, location of open space areas and site grading, placement of fill, and stormwater management systems will need to follow NJDEP and federal design standards for development within fringe areas of designated floodplains.

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- Special Use Areas

Special use areas include schools, public squares or plazas in the downtown and neighborhood commercial areas, public libraries, City Hall and other public buildings and houses of worship.

Existing Park and Recreation Facility Inventory

- Park Facilities

The parks and recreation inventory for the City of Camden has undergone change and development over the past decade. There are a total of forty-eight (48) dedicated park sites covering 296.83 acres of land in the City. Also, four (4) of the City's eight (8) community centers are located within park settings. A summary breakdown of the existing parks is provided below. A detailed inventory of existing parks is contained in the Chapter VII Appendix.

- City-Owned Mini-Parks.

There are fifteen (15) mini-parks totaling 4.26 acres. Developed during the early seventies, virtually all of these mini-parks are in a state of dilapidated abandonment and are now sites that require clean-up and rehabilitation. About two-thirds of the mini-parks exist in Planning District #1 with the remaining one-third located in Planning District #3.



- Neighborhood Parks.

There are twenty-six (26) neighborhood parks totaling 95.46 acres located throughout the City. This includes two (2) parks associated with local cemeteries and Board of Education property - Camden High School athletic field and Northeast School Park - which are available for public use. About 42% of these neighborhood parks are located



in Planning District #3 with the balance generally distributed amongst the other two districts. A detailed inventory of neighborhood parks is contained in the Chapter VII Appendix.

- Community Parks. There are seven (7) of these parks with 197.11 acres either owned by or on lease to the Camden County Division of Parks & Recreation. These parks are generally distributed between the three planning districts. A detailed inventory of community parks is contained in the Chapter VII Appendix.

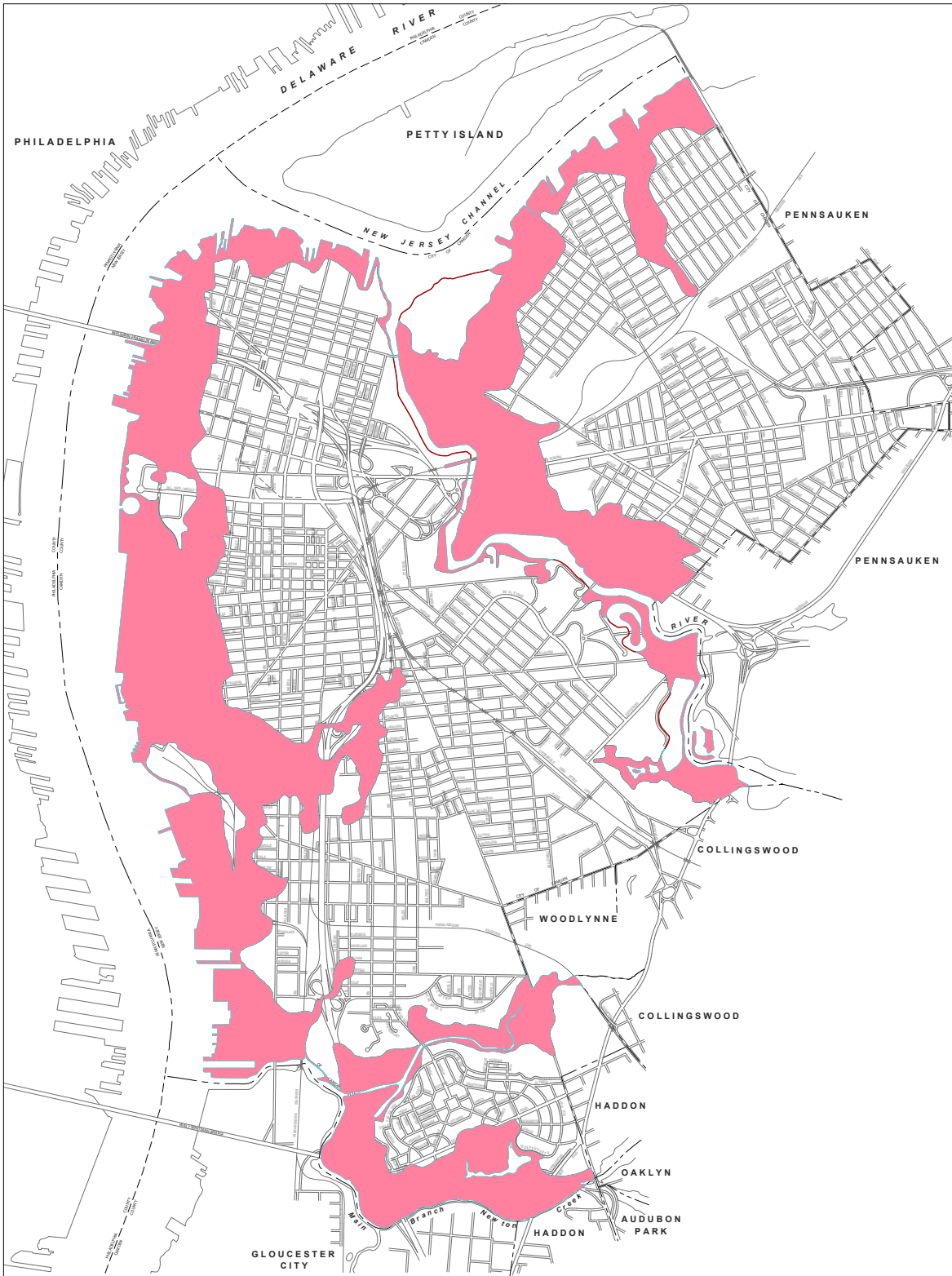
- Special Facilities. A number of special activity areas have been developed in the past several years. These include a number of lighted ballfields and two museums. The existing museums include Pomona Hall which houses the Camden County Historical Society's collection, and the Walt Whitman House maintained by the State of New Jersey and around which the Common Place Park is proposed to be developed. A special museum commemorating the USS New Jersey Battleship is currently being developed at the waterfront.

- Recreation Programs

Recreation programs available to City residents vary from year round sports to a number of cultural activities.

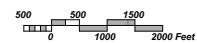
The Department of Health and Human Services coordinates efforts with other agencies and community groups to avoid duplication of services and enhance better channeling of available funds for recreational activities. Some of these initiatives are detailed below:

- Bell Atlantic (Verizon) chose Camden to serve as the pilot City for the establishment of an "Information Super Highway" in a program that resulted in the installation of computer terminals at all of the City's community centers linked to a central communication center within the Department of Community Services.
- The Office of Aging conducts many trips for senior citizens each year to nearby resorts and attractions. In addition, they sponsor free parties on special holidays. Bus transportation from every neighborhood of the City transports the elderly to all special events.



LEGEND

100 Year Floodplain



FLOODPLAIN








City of Camden Master Plan

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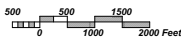


LEGEND

National Wetlands Inventory - United States Department of the Interior

- | | | |
|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
|  Riverine Tidal Open Water |  Lacustrine Limnetic Open Water |  Palustrine Forested Wetland, Broad-leaf Deciduous |
|  Riverine Tidal Flat |  Palustrine Emergent/ Scrub-Shrub Wetland, Broad-leaf Deciduous |  Palustrine Open Water |
| |  Palustrine Emergent Wetland | |

FEDERAL WETLANDS



City of Camden Master Plan

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Maintaining and Improving the Environment

- The Camden City Library provides a limited recreational program consisting of weekly story readings and a State-funded outreach program for very young children. Occasionally, after-school films on a range of topics are shown.
- The private sector sponsors a number of recreational services and programs. Other major national corporations sponsor tennis and track competitions.
- The Camden City YMCA offers several recreational opportunities for all ages and a smattering of cultural activities at its Center City facility.
- Through the efforts of several concerned citizen groups many recreational programs for neighborhood youths are in place such as Little League, Pop Warner team football, martial arts, and boxing.
- Many of Camden's houses of worship conduct community events such as bus trips, picnics and bazaars and have an active community attendance.
- The Hispanic Youth Organization of the Delaware Valley, headquartered in Camden, sponsors limited programs of sports and ballet in the evenings and summer which provides a means of funneling energy into organized activity.
- The Parkside Youth Center renovation activities at Park Boulevard and Belleview Avenue solidify this long-standing community facility in the Parkside neighborhood.

In order to sustain and make these programs more effective, the current level of maintenance and staffing at several City parks and community centers must be improved upon. Also to be considered is the need to provide more diverse facilities for senior citizens and facilitate as much interactive participation by the handicapped as possible - particularly at all parks and community centers slated for rehabilitation.

2. Create an Open Space and Recreation Plan.

Park and Recreation Facility Criteria

Park and recreation facility criteria have been developed to gauge the size and location of new parks and to determine the amount of additional park acreage and the number of recreation facilities that will be needed to adequately service Camden's existing and projected future population.

■ Park Criteria

Park planning criteria is summarized in the table below. It is important to note that park improvements per "service area" can be achieved only under optimal conditions. Practicality constraints such as roadways and traffic, natural features, and developed areas can dramatically alter the park's actual service area. "Ideal site size" refers to the area needed to develop a full range of park facilities and activities at one location. Under "acres of park land per 1,000 population", it is important to realize that community parks are typically designed to also serve neighborhood park needs.

Park Planning Criteria			
Type	Service Area	Ideal Site Size	Acres of Parkland Per 1,000 Population
Mini-park	1/8-1/4 mile	1/4-1/2 acre	0.25-0.50 acres
Neighborhood park	1/4-1/2 mile	5-20 acres	1-2 acres
Community Park	1-2 miles	10-100 acres	4-5 acres

■ Recreation Facility Criteria

The Open Space and Recreation Plan not only results in defining where and how much park land should be acquired, but also establishes how park land should be developed. Recreation facility planning criteria listed below is useful in identifying park facility needs based upon existing and anticipated City population growth. The "activity" column lists all of the known major recreational categories which the City might seek to provide. The "persons per facility - general standard" column was used to determine the actual number of activities the City should be providing as compared to what exists today. More detailed criteria for the design of recreational facilities is contained in Appendix VII.

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Recreation Facility Planning Criteria	
Activity	Persons/Facility General Standard
Baseball	5,000
Football	20,000
Soccer	10,000
Softball	5,000
Basketball	5,000
Handball	5,000
Volleyball	5,000
Spray Pool	10,000
Swimming Pool	20,000
Golf	50,000
Picnic Areas	6,000
Tennis Courts	2,000
Community Centers	10,000

Park Land and Facility Needs

In assessing recreation needs and the evaluation of available land and facilities in light of national and regional standards, provides a broad frame of reference. Such an evaluation, using the standards of the National Recreation & Parks Association (NRPA) and the Delaware Valley Regional Planning Commission (DVRPC), was conducted. Also, by way of comparison, Camden's available public open space park acreage was compared to selected municipalities.

There are about 297 acres of public open space park areas within the City. This equates to about 3.4 acres per 1,000 persons utilizing 1990 City-wide population totals. As noted in the table entitled "Public Open Space Acreage in Selected Municipalities", Camden's open space area is below that found in other local cities with the exception of the City of Newark.

	Public Open Space Acreage in Selected Municipalities			
	1990 Population	Average Population per Square Mile	Public Open Space Acreage	Public Open Space per 1,000 People
Camden	87,492	9,472	297	3.4
Philadelphia	1,585,577	11,659	10,300	6.5
Jersey City	228,537	17,313	900	3.9
Newark	275,221	11,420	789	2.9
Trenton	88,675	11,045	354	4.0

Current Needs - Year 2000

Based upon the park and facility criteria established in this plan, it becomes apparent that Camden must not only begin to aggressively develop its existing park land, but also acquire new acreage. As indicated on the table entitled "Park Land Needs", the current amount of park acreage in the City is inadequate based upon the existing 2000 population of 79,904 persons. Today, the City is experiencing a 26-acre deficit in mini-park acreage, a 24-acre deficit in neighborhood park acreage, and a 162-acre deficit in community park acreage.

These standards also provide a geographic service area dimension. In some cases existing park areas are not located to provide adequate service coverage in specific neighborhoods. Because of the developed nature of the City it will be difficult to approach the ideal service area standard. As a more practical approach, individual neighborhood areas would look toward converting available vacant lots into mini-parks close to concentrations of residents' homes and developing cooperative after-hours use of public school recreation areas.



Open Space and Recreation Facilities
Existing and Needed Based on Future Population of 100,000

FACILITY	# OF UNITS PER POPULATION	# OF UNITS REQUIRED PER POPULATION	# OF UNITS PROVIDED	UNITS NEEDED
Baseball Fields	1 per 5,000	20	12	8
Football Fields	1 per 20,000	5	10	0
Soccer Fields	1 per 10,000	10	2	8
Softball Fields	1 per 5,000	20	15	5
Basketball Courts	1 per 5,000	20	39	0
Handball/Paddleball	1 per 5,000	20	5	15
Volleyball Courts	1 per 5,000	20	6	14
Spray Pool	1 per 10,000	10	12	0
Swimming Pools	1 per 20,000	5	2	3
Golf Course (18-hole std)	1 per 50,000	2	0	2
Group Picnic Area	1 per 6,000	17	24	0
Tennis Courts	1 per 2,000	50	29	21
Community Center	1 per 10,000	10	9	1

The standards included in this table were derived from the National Recreation & Parks Association and Delaware Valley Regional Planning Commission. The number of units provided include all facilities within the City.

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A more detailed evaluation, in particular, types of recreational facilities, was also conducted using NRPA and DVRPC standards. The table above entitled "Open Space and Recreation Facilities" identifies major existing and recreational facilities in Camden as compared with the number of facilities prescribed through the NRPA and DVRPC standards. The City's present and future needs are summarized in the last column of both tables which identifies an ongoing and increasing requirement for the following major facilities: tennis courts, volleyball courts, soccer fields, softball fields, golf courses, swimming pools, and handball courts.

It should be noted that park acreage and facility totals in these tables have not included Camden Board of Education Parks nor those of Rutgers University. The recreational portion of public schools and the university was not included in the analysis because they are not normally open for general public use. While the Board of Education provides some after-school and summer programming for children, the activities have more educational than recreational objectives.

Future Needs

Accommodating the Master Plan goal of achieving a 100,000 population base will require additional open space and park land. Using the same criteria as established for determining current needs, the table entitled "Parkland Needs" outlines the additional acreage needed by park land type to serve a 100,000 population level. As the table indicates, the deficits from current conditions would increase to 33 acres for additional mini-parks, 55 acres for neighborhood parks and 253 acres for a community park.

Park Land Needs
City of Camden

TYPE OF PARK AND IDEAL SIZE	ACRES/POPULATION STANDARD	SERVICE AREA	EXISTING PARKS	ADDITIONAL ACREAGE NEEDED (Year 2000)	ADDITIONAL ACREAGE NEEDED (Future Population)	TYPICAL FACILITIES
Mini-park (1/4-1/2 acre)	0.25-0.5 acres/1,000 people	1/4-1/2 mile	4.26 acres	26 acres	33 acres	Tot lot, pre-school activities, benches, court games and landscape treatment
Neighborhood park (5-20 acres)	1-2 acres/1,000 people	1/2-1 mile	95.46 acres	24 acres	55 acres	Playground apparatus, picnicking, field sports and informal and court games
Community park (10-100 acres)	4-5 acres/1,000 people	1-2 miles	197.11 acres	162 acres	253 acres	Ballfields, walking and sitting areas, swimming pool, tennis and passive recreation

The standards included in this table were derived from the National Recreation & Parks Association and Delaware Valley Regional Planning Commission. The acreage figures include all public parks within the City. Additional acreage needed average estimate. Preliminary 2000 Census population of 79,904 persons. Future population goal at 100,000 persons.

Similarly, the table entitled "Recreational Facilities Needs" projects the required additional facilities needed to support the future population goal. The projections of additional facilities needed are in addition to existing facilities.

In some cases, size and extent of service area may suggest additional facilities beyond the minimum number derived from the application of general standards as indicated on the attached charts. For example, community centers vary in scale and level of service activities provided which can warrant additional centers.

Recreational Facilities Needs
City of Camden, New Jersey

FACILITY	# OF UNITS PER POPULATION	# OF UNITS REQUIRED PER POPULATION	# OF UNITS PROVIDED	ADDITIONAL UNITS NEEDED (Year 2000)	ADDITIONAL UNITS NEEDED (Future Population)
Baseball Fields	1 per 5,000	16	12	4	8
Football Fields	1 per 20,000	4	10	0	0
Soccer Fields	1 per 10,000	8	2	6	8
Softball Fields	1 per 5,000	16	15	1	5
Basketball Courts	1 per 5,000	16	39	0	0
Handball/Paddleball	1 per 5,000	16	5	11	15
Volleyball Courts	1 per 5,000	16	6	10	14
Spray Pool	1 per 10,000	8	12	0	0
Swimming Pools	1 per 20,000	4	2	2	3
Golf Course (18-hole std)	1 per 50,000	2	0	2	2
Group Picnic Area	1 per 6,000	13	24	0	0
Tennis Courts	1 per 2,000	40	29	11	21
Community Center	1 per 10,000	9	9	0	1

The standards included in this table were derived from the National Recreation & Parks Association and Delaware Valley Regional Planning Commission. The number of units provided include all public facilities within the City. Additional units needed based on future population goal of 100,000 persons.

Park and Open Space Plan Recommendations

The components of the proposed Park and Open Space Plan involve the following:

- Neighborhood open spaces
- Downtown and neighborhood commercial corridors
- Greenways and special areas
- Transportation and industrial corridors
- Public buildings

The map entitled *Open Space and Recreation* generally identifies the major open space components of the plan which are described below. A summary of specific park and open space recommendations for each neighborhood area by planning district is contained in the project activity charts located at the end of this chapter.

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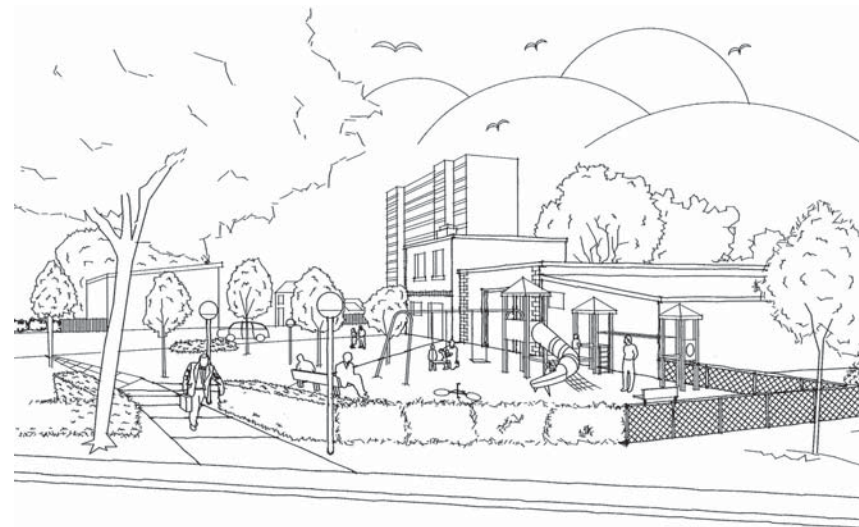
Priority should be given to those park improvements that support the proposed targeted neighborhood and housing improvement initiatives targeted for the initial five-year action plan to begin the implementation of the Master Plan. As subsequent neighborhoods are targeted for comprehensive improvement actions the corresponding park and open space recommendations for those neighborhoods should be advanced.



- **Neighborhood Open Spaces**

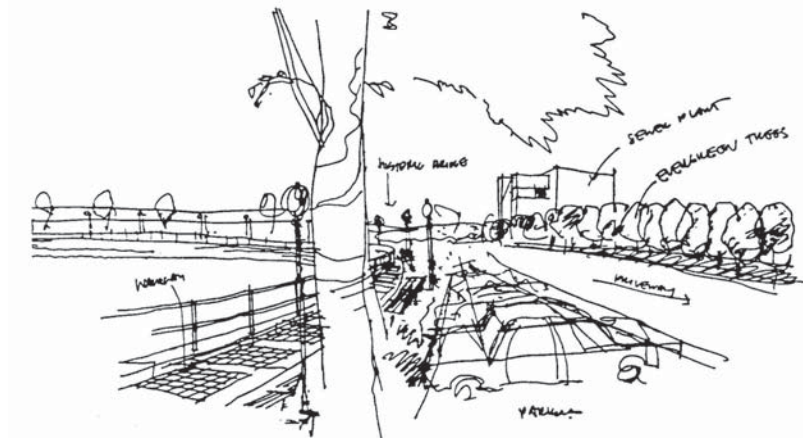
These neighborhood open spaces include mini-parks, neighborhood parks and community parks including community gardens.

- **Mini-Parks.** While technically there is the need for additional mini-parks, the creation of new mini-parks should be deferred until the existing parks are rehabilitated and made useable. As housing improvement projects are advanced the opportunity for the creation of additional mini-park areas should be explored as part of or adjacent to these redevelopment areas.



- **Neighborhood and Community Parks.** With respect to neighborhood and community parks, the need for additional acreage needs to be balanced against the availability of vacant lots in neighborhoods where such facilities are lacking. Priority should be given to upgrading existing neighborhood park areas to provide useable active recreational fields, basketball backboards, baseball diamonds and playgrounds. These existing parks should also be made handicap accessible where needed. New parks should only be considered if specific neighborhood recreational needs cannot be accommodated within an existing park or in conjunction with a major housing redevelopment or neighborhood improvement initiative.

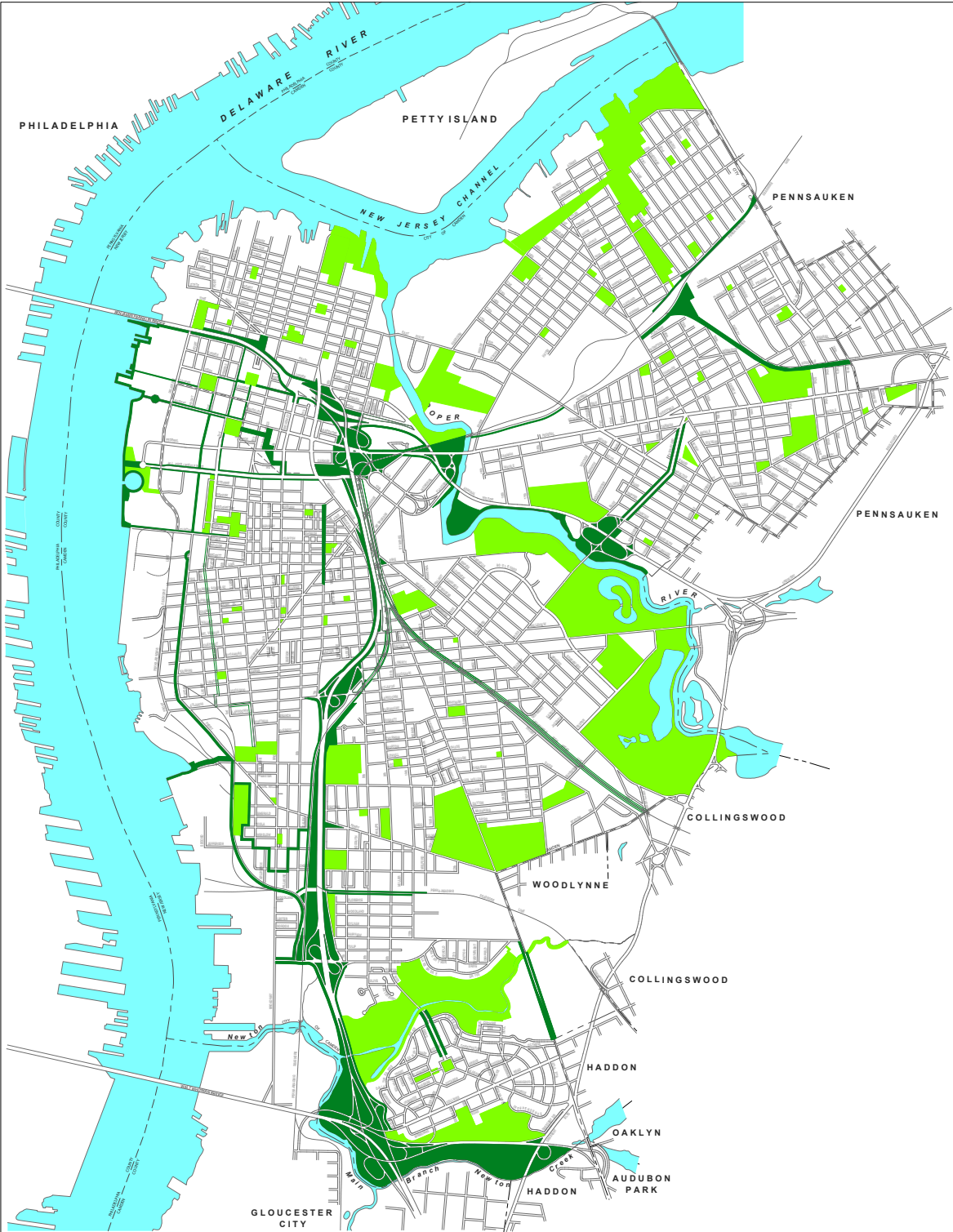
To the extent that there are vacant lots adjacent to existing park areas these should be considered for consolidation with the existing park. In this fashion, additional acreage will be added to the open space inventory as it becomes available.



Proposed waterfront park. Rendering courtesy of Waterfront South Planning Project

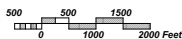
- **Sharing Public School Recreation Areas.** The creation of neighborhood school parks is an alternative to be explored in collaboration with the Board of Education. The grounds surrounding most Camden schools offer the greatest potential for increasing parks and green open space in each neighborhood.

Efforts to locate small park areas in conjunction with the school modernization program should be initiated. These smaller park areas should also be used to provide after-school recreation activities that are easily accessible to residential areas. This will



LEGEND

- Green Corridors
- Parks and Recreation & Open Space



**OPEN SPACE
AND RECREATION**

**City of Camden
Master Plan**

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Maintaining and Improving the Environment

enable the creation of landscaped open spaces, with playgrounds, gardens, playfields and gathering places to serve the entire neighborhood. A form of inter-local service agreement the City and Board of Education can resolve the issue of public liability, insurance and maintenance oftentimes associated with jointly-used recreational facilities adjacent to new and rehabilitated school sites.

- Community Gardens. Community gardens provide a recreational opportunity different from those recreational features associated with traditional parks and playgrounds. Community gardens offer a way for neighbors to come together and improve their



community by beautifying what in many cases are unsightly vacant lots.

Neighborhood associations in collaboration with the City should identify vacant lots suitable for the creation of such

gardens. Technical assistance should be provided by community associations and the City to spur the continued creation of community gardens throughout the neighborhoods.

In order to preserve community gardens and smaller open space areas improved by resident groups, an open space land trust should be formed. City-owned property and tax delinquent vacant land suitable for recreation and open space should be transferred to the locally-based land trust.

The land trust is not a substitution for City government improving parks and increasing the open space inventory, but rather it would fill the gap by helping community groups create and sustain open space projects in their neighborhoods that do not fall within the purview of the City. In addition, in order to ensure community safety at parks and playgrounds, community policing efforts need to be expanded in combination with neighborhood organizations to increase park patrols. Additional lighting needs to be installed at actively used parks throughout the City.

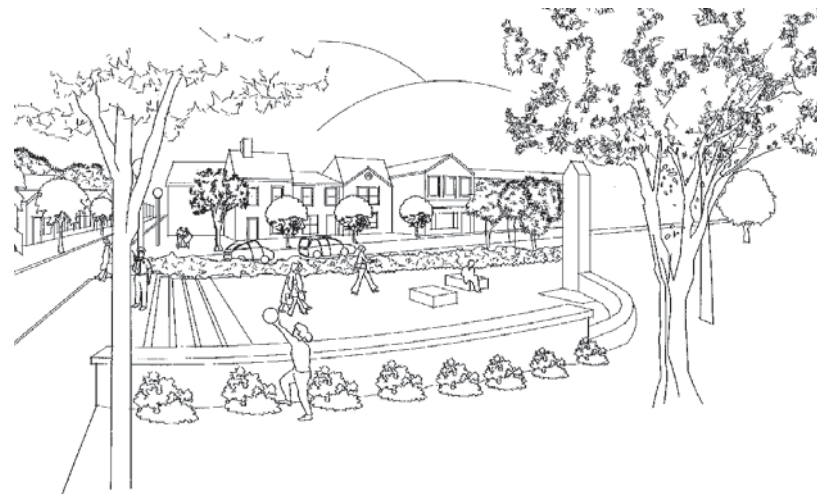
- Downtown and Neighborhood Commercial Corridors

Inviting open space plazas and squares should be created in the Central Business District with pleasant landscaping, seating and other amenities. This would include development of the proposed Whitehall Square and Broadway Plaza and landscape upgrades and pedestrian amenity



improvements to Roosevelt Plaza at the proposed government center and Johnson Park in Cooper-Grant. In addition, provide for special streetscape improvements on prominent streets to create pedestrian connections from the downtown to open space areas in the waterfront and university districts.

Develop mini-plaza areas within the various neighborhood commercial corridors to attract more pedestrian traffic to these local shopping districts. Improved street lighting, along with banners, landscaping and signage with the name of the neighborhood area should be part of such plaza areas.



- Greenways and Special Areas

- Greenway. Continue to create a greenway system to provide a continuous recreation and open space system along the City's

Maintaining and Improving the Environment

principal river shorelines, linking existing City and County parks with other future shoreline open spaces, eventually connecting to the downtown pedestrian riverwalk and related development activities. The greenway can provide recreation activities that are not currently available to Camden's residents in the form of hiking, jogging and biking trails.

The greenway system can also preserve significant wetlands and natural areas that remain within the City which primarily lie along major watercourses - Cooper River, Newton Creek, and areas north of Von Neida Park along the Delaware River back channel. The greenway program is described further in a later section of this chapter.

Create greenway pedestrian links to the Delaware River from the Waterfront South neighborhood generally parallel to Jackson Street and from the Bergen Square/Lanning Square neighborhoods generally parallel to Clinton Street with a connection to Washington Park. This would provide nearby waterfront access opportunity to these otherwise industrially separated neighborhoods from the waterfront.



WATERFRONT HOUSING AND GREENWAY

- Special Areas. Preserve environmental features along the river shoreline of the former Harrison Avenue land fill site. Public access to this area is also recommended.

Develop a City recreational complex at the intersection of 17th Street and Admiral Wilson Boulevard. As proposed by the City,

the complex is to include a roller skating rink, bowling alleys, basketball courts and gymnasium along with outdoor picnic areas. Longer range planning efforts should consider the potential for recreational activities that are limited or non-existent in the City such as indoor exercise facilities and an ice skating rink.

Rehabilitation of the two existing swimming pool facilities, one at 8th Street and Thurman Park and the other at Pyne Poynt Park is recommended. In addition, expansion of spray pool facilities at neighborhood parks should be continued with priority given to those parks in the vicinity of neighborhood housing improvement efforts.



Modernization of existing community centers into mixed-use recreation and neighborhood/cultural centers that continue to provide City residents referral and informational services along with a variety of cultural and recreational activities for both youth and seniors is proposed. The major emphasis should be on physically improving existing centers to accommodate additional services and recreational activities to provide more opportunities for year-round, all-weather and after-school indoor recreation and community involvement. Where in-place modernization is not practical, existing centers should be replaced. An additional center should also be created to serve the Whitman Park area. Annual street festival events adjacent to these community centers should be programmed to generate neighborhood pride and social interaction.

The Board of Education will be rebuilding certain schools which will result in surplus school facilities that could be converted into community centers should they be located in neighborhoods where expanding an existing community center is not feasible. The concept of expanding community centers as mixed-use facilities to serve as community anchors for neighborhood revitalization is further described in Chapter IV of the Master Plan.

Maintaining and Improving the Environment

- Transportation and Industrial Corridors

Establish extensive landscape buffering along major highway corridors and where practical install such amenities for pedestrians and bicyclists as pathways and trails that connect to existing park lands and the greenway. Incorporate landscape design standards into all City street and highway improvement and maintenance programs.



LIGHT RAIL CORRIDOR
CRAMER HILL

- Public Buildings

Attractively landscape City-owned facilities. These spaces enhance City neighborhoods by screening parking and service areas, and provide passive outdoor recreational space where practical for employees, visitors and nearby residents. Ensure that useable public open space is an integral part of all new municipal development programs.

3. *Pursue collaborative efforts to program, maintain and manage recreational facilities.*

An intergovernmental management structure involving the City, the Camden Housing Authority, the Board of Education and the Camden County Division of Parks and Recreation for the programming, development and maintenance of recreational City parks and open spaces should be created. It should be expanded to include park conservancies, friends groups, business sponsors and community-based volunteer organizations.

Residents and neighborhood associations should continue to be included in the detailed planning for improvements to park areas within their neighborhood areas. With an increased feeling of pride and ownership, better care and reduced vandalism of local park areas should result.

In collaboration with the Rutgers University Agricultural Division, selected City-owned lots should be identified for community tree nurseries. This could evolve into an urban forestry job-training venture for local residents by producing City-wide tree planting and maintenance programs.

Inter-local forms of shared recreational services should be continued. By way of example, the incorporation of spray pool and tot lot play areas within Housing Authority redevelopment and improvement projects should be pursued. An agreement with the Board of Education on the use of indoor gymnasium space for winter recreation programming and the provision of swimming education that could provide trained life guards for City pools should be established. Community-oriented instructional swim programs using Rutgers University facilities should continue to be pursued.

The “Multi-Year Recovery Report” supports the inter-local organizational sharing of the management and administration of the City’s recreational activities and programs. This same type of collaboration should be applied to the maintenance and modernization of recreational facilities. For example, the location of a County maintenance facility within Camden to centralize upkeep services on County-owned parks should be shared with the City. This would allow for more efficient ongoing maintenance activities on City-owned parks and provide opportunities for job training and the employment of residents. In addition, contracting with the County for the provision of routine maintenance of City parks may prove more cost effective.

Goal Three: Establish a Camden greenway system.

Strategies

1. *Develop a linear greenway network along river corridors.*

Greenways are corridors of open land along the City’s principal river shorelines. They provide natural connections for people between neighborhoods, parks, and other open spaces. They also provide connections to regional trail systems linking City residents to outlying natural areas and to larger regional County park facilities east of U.S. Route 130.

Maintaining and Improving the Environment



The intent of the greenways plan is to enhance and protect the environment and aesthetic quality of the river shorelines, to create a continuous open space system wherever possible, provide for public access to the water and to promote the economic development of adjacent properties.

The “Camden Greenways Plan” adopted by the City of Camden forms the conceptual basis for developing a continuous greenway corridor along the Cooper River, the Delaware River in North Camden to the downtown waterfront river walk, the Delaware River back channel in East Camden to 36th Street and the Newton Creek. The Greenways Plan was adopted in two sections. The first section adopted in 1997 covered the Cooper River, the portion of the Delaware River in North Camden and the back channel in Cramer Hill. The second section covered the Newton Creek and was adopted in 1999.



The conceptual open space plan contained in the Camden Greenways Plan provides the framework for future refinements in establishing the greenway system, primary bike trail link, potential waterfront access points, connections to existing parks and regional public open space systems. The open space plan also indicates possible public parking locations to facilitate public access to the greenway.

The challenge for implementing the greenway program along the City’s waterways is one of balancing new development on adjacent properties to allow for a variety of uses while providing for public access to the shoreline and enhancing the environmental and aesthetic quality of the entire system. The resulting greenway may not be completely “green”—that is, natural in character—but can contain landscaped walkways or pathways that pass through developed areas along public street right-of-way to provide links to more natural greenway sections along principal waterways.

Collaboration is recommended with governmental agencies, businesses, schools, community organizations, national foundations and institutions to develop a 9.5-mile pedestrian and bike trail system within the greenway, portions of which already exist. Pedestrian connections from the greenway trail system to the downtown waterfront development areas and its river walk as well as to neighborhood parks and open spaces in relatively close proximity to the greenway network are also recommended.



This proposed trail network will provide a bicycle transportation system to link neighborhoods with local employment centers, the downtown and its waterfront center, transit stops and community facilities. An environmental and ecology educational park within the greenway along the Cramer Hill shoreline in Von Neida Park as well as in other areas where resident interests support such activity should be explored.

The majority of the proposed greenway is located on lands owned by a variety of public agencies. Cross easements, lease agreements or other legal instruments should be pursued to provide for the continuity of public access along these lands.

Where the greenway crosses private lands cooperative planning initiatives will be necessary to insure continuity of the greenway. Such initiatives could include acquiring through negotiation recreational access easements, encouraging donations to a land trust, or outright public acquisition of key vacant greenway parcels. Where new development or redevelopment is proposed along a waterway containing the greenway, cooperative planning and design efforts should be pursued during the municipal approval process to achieve both economic objectives as well as public access to the waterfront.

A non-profit organization known as Camden Greenways, Inc. is involved in the implementation phase of the Greenways Plan. The Camden Greenways organization is developing a priority listing of potential key acquisition parcels for subsequent inclusion in the greenways network.

Funds for acquisition of open parcels along the greenway corridor for permanent preservation should be sought from the State’s Green Acres

Maintaining and Improving the Environment

program, the Federal TEA-1 program, the Camden County Open Space, Farmland, Recreation and Historic Preservation Fund as well as from businesses and private foundations.

Goal Four: Promote the “greening” of major transportation facilities, industrial corridors and municipal buildings.

Strategies

1. Create green spaces along major highway, transit and industrial corridors.

Landscaping, as part of new public works projects and retrofitting landscaping along selected roadway and transit gateway approaches into the City within the public right-of-way is recommended. This will upgrade the City’s image from the perspective of those passing through the City on a daily basis as one of civic pride and care for the environment.

The landscape improvement effort recently completed along the Admiral Wilson Boulevard should be replicated within new redevelopment projects



about major roadways in the City. While the Master Plan suggests that commercial open space redevelopment be considered along Admiral Wilson Boulevard, it is intended that such redevelopment be tightly clustered. This would permit ample open spaces to remain along the boulevard and significant vistas across Cooper

River to be protected from new building encroachments. Views toward Camden High School, City Hall and other local landmarks should guide the preservation of these open space vista corridors.

Existing boulevards such as Baird Boulevard, Collings Road, Yorkship Road, Park Boulevard and 7th Street also provide continuous corridors of open space in neighborhoods. Some intersect with the proposed greenway. These landscape median roadways should be made more accessible for pedestrians and bicyclists by adding pedestrian crosswalks at intersections, internal paths and improved landscaping. Where feasible, pathway connections to the greenway system should be incorporated as part of road right-of way improvements. By way of example, a pathway connection

between the foot of Flanders Avenue overpass and the river bank within the public right-of-way is recommended.

Tree plantings and landscaping in embankment slopes and in patches of vacant land as well as in vacant easements should be initiated along major highways and rail transit facilities. The appearance of main neighborhood gateway streets also requires improved street tree maintenance and regular replanting.



Street trees live in a harsh environment being subject to salt exposure, vehicle damage, exhaust emissions and soil compaction. Street tree improvements should be undertaken in partnerships with community groups, schools, businesses and County, State and federal agencies.

Landscaping on vacant lands along industrial streets and in selected locations designated for outdoor recreational space development for use by employees and local residents in existing industrial districts and proposed industrial parks is recommended. Enhancement of the industrial physical environment through improvements such as landscaping and attractive streetscape, signage and gateway entry treatments can create a more marketable image for potential employers and provide a safer, more healthful environment for employees. Vacating and blending little used streets into an industrial campus can create space for additional landscaping and employee amenities.

Landscaping and attractive fencing to screen parking, loading and outdoor storage areas should be encouraged. Landscape screens and buffers between industrial areas and adjacent residential neighborhoods coupled with the removal of abandoned debris, graffiti and other highly visible environmental eyesores will upgrade the appearance of industrial corridors.



Maintaining and Improving the Environment

It is recommended that the installation of new off-premise commercial billboards along the Admiral Wilson Boulevard be discouraged in light of its significance as a gateway to Southern New Jersey and the recent aesthetic improvements that have been completed along this roadway. To be consistent with the aesthetic landscaping improvements proposed along other major transportation corridors it is further suggested that controls to allow new billboards along these other roadways also be examined. On-premise signage abutting these corridors should be limited in size and location to preserve significant vistas from these corridors.

2. *Attractively landscape open spaces at municipal buildings and other public facilities.*

Few municipal and public buildings provide landscaping on the open spaces surrounding them. At a minimum, all public buildings and their grounds would benefit from improved maintenance. Going one step further and providing landscaping, the City's green "infrastructure" would be significantly improved.

Since public buildings can be attractive focal points for neighborhoods and special community events they should be attractively landscaped and maintained. Where space permits, small plazas and courtyards, recreational areas along with shaded siting and gathering areas should be developed on municipal sites. Such spaces could be designed and programmed in collaboration with active neighborhood groups and public agencies. Outdoor public art could also be installed at municipal sites.

Goal Five: Improve Camden's water supply and waste water treatment systems and promote regional watershed management of water resources.

Strategies

1. *Continue to upgrade the City's water treatment and distribution system.*

Water Supply Network

The principal water supply wells, treatment points, and main elements of the water distribution network are generally depicted on the map entitled *Water Supply*.

The City of Camden derives its water supply from two independent sources: a private water supply transportation and distribution network and a series of municipal well fields. The New Jersey American Water Commission owns,

operates, and maintains a water transmission and distribution network which provides water to the area of the City located east of the Cooper River. The municipal potable water wells, treatment facilities, and pipeline transportation and distribution grid supplies water to the remainder of Camden.

The three municipal water well fields are Park Boulevard in Camden, Fisher Point located just south of the Betsy Ross Bridge in Pennsauken, and Delaire near the Tacony-Palmyra Bridge, also in Pennsauken. The Fisher Point supply facility has been taken out of service due to concerns of contamination. City-owned water treatment facilities adjacent to the remaining two fields process raw water and deliver it through 30" and 36" water transmission mains. Three standpipes equipped with pumping stations maintain a maximum pressure of 35 psi throughout the distribution grid.

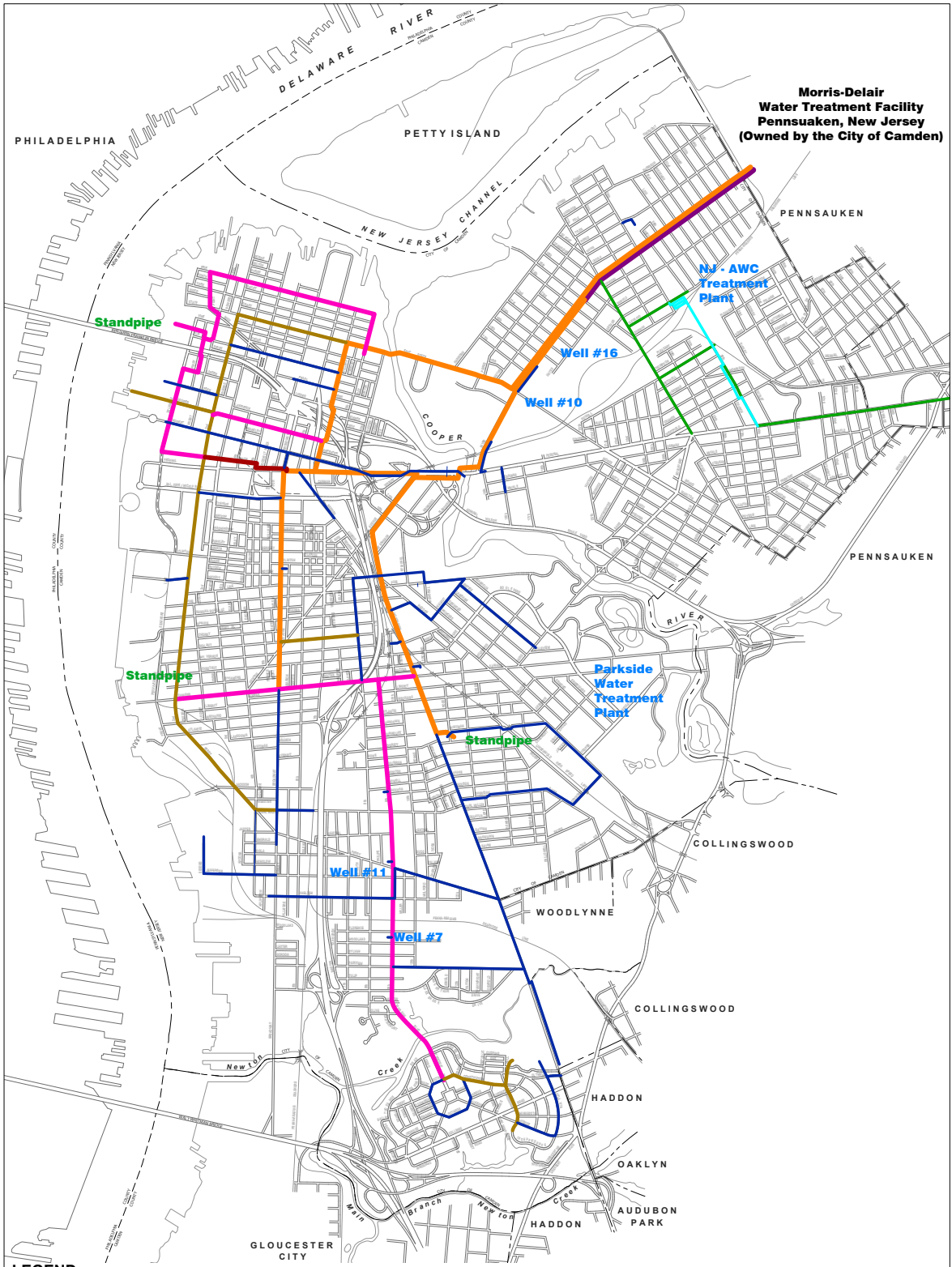
The City-owned properties in Pennsauken are included within the Township's proposed waterfront redevelopment plan. The Fischer Point site is part of a future mixed-use development area while the Delaire site is part of future recreational open space use. In both instances wellhead protection measures should be incorporated as part of future redevelopment planning in order to ensure long term water quality from this City water source.

Water System Improvements

Although the water supply system has the ability to provide all foreseeable quantities of water, service is occasionally interrupted by failures in the aged, deteriorated lines, some of which are over a century old. Significant upgrades which created the present water supply system occurred primarily between World War I and around 1960. Since this period of time most modifications have been routine maintenance to the system. To date, funding for capital improvements to the distribution system are limited and focused on maintaining the system in its present condition.











Based on a systematic assessment of the system, a priority action plan to achieve upgrades in support of economic and residential revitalization projects outlined in other chapters of this Master Plan should be pursued.

The following major water system improvements have been identified in support of economic and residential improvement strategies proposed in the Master Plan. As part of ongoing economic and housing improvement projects, existing undersized service lines should be replaced at the time of the neighborhood improvement program.



**Morris-Delair
Water Treatment Facility
Pennsauken, New Jersey
(Owned by the City of Camden)**

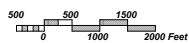
LEGEND

Main Distribution Grid	New Jersey - American Water Company	City of Camden - Main Supply Lines
24" 	16" 	36" 
20" 	12" 	30" 
16" 		Standpipe 
12" 		Water Well 

WATER SUPPLY SYSTEM

City of Camden Master Plan

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



Maintaining and Improving the Environment

- Conduct engineering evaluation of water distribution system in the vicinity of Penn and 2nd Streets.
- Upgrade main supply line in East State Street and its interconnections with the Elm Street and Erie Street supply network.
- Upgrade Broadway and 2nd Street main distribution lines.
- Upgrade main supply line in Newton Avenue.
- Initiate maintenance repairs to the River Avenue main water line.
- Initiate maintenance and repairs to the 27th Street main distribution line.
- In cooperation with the NJ American Water Company undertake maintenance repairs to the Federal Street and 30th Street main distribution network.
- Upgrade and repair the Broadway and 4th Street main distribution network. Loop the Broadway water main network.
- Finish maintenance repairs to the 8th Street distribution line together with the Ferry Avenue/Clinton Street network.
- Continue systematic maintenance repairs to the Morgan Boulevard, Octagon Road and Atlantic Avenue main water lines.
- Upgrade and repair the Whitman Park, Haddon Avenue and Sheridan Street main distribution network.
- Maintain and repair the Empire Avenue, Walnut Street and Haddon Avenue main distribution network and its connection to the Mt. Ephraim Avenue truck line.
- Construct new treatment facility at the site of the existing Puchack Run Water Treatment Plant.
- Rehabilitate the Morris Delaire Water Treatment Plant and initiate well repairs.

- Redevelop and construct new supply wells as required by the City's water allocation permit.
- Continue cleaning and relining 30" water mains.

Collaboration with regional agencies and the State DEP regarding the management of watershed areas supplying the City water supply system is recommended.

2. *Improve stormwater management and correct local flooding conditions.*

Improvements

Improving Existing Flooding Conditions

The Department of Public Works has identified the following major flood prone areas within the City:

- *River Avenue between 29th and 30th Streets:* This area floods frequently because undersized sewers near Baldwin's Run overflow during heavy storms. A localized retention basin has been proposed to alleviate this problem.
- *Kaighns Avenue:* The Kaighns Avenue sewer line has been partially blocked in the vicinity of 10th Street, and runoff from heavy storms often exceeds its capacity. The construction of a relief stormwater sewer to bypass the existing constrained section of the combined sewer line needs to be evaluated in relation to a partial reconstruction of the existing line to correct its capacity constraint.
- *34th Street at Westfield Avenue:* Surface runoff from this area overloads sewer inlets on Westfield Avenue. Part of the periodic flooding condition arises from the lack of adequate maintenance of inlet structures along Westfield Avenue. However, the combined storm and sewer system in this vicinity is undersized and cannot handle the runoff volume surcharge that occurs in high frequency storm events. Collaboration is required with Pennsauken Township to devise a comprehensive regional solution for the spot flooding areas in the Baldwin's Run drainage basin that affects Westfield Avenue and its cross streets in the vicinity of the City and Township municipal boundaries.

Maintaining and Improving the Environment

- *Admiral Wilson Boulevard:* This roadway from 16th Street to Bank Street experiences chronic flooding of its cartway whenever the Cooper River spills over its banks. Spot improvements are not an effective solution to this periodic flooding problem that occurs during major storm events at this location.

Collaboration with the Army Corps of Engineers, the County and the NJDEP is required to evaluate the feasibility of erecting a flood control dam where the Cooper River intersects with the back channel of the Delaware River. In the alternative, dredging and stabilizing the Cooper River channel approach to Admiral Wilson Boulevard from the State Street Bridge along with installing a widened box culvert crossing structure of Cooper River should be evaluated.

These types of improvements are geared toward increasing the capacity of the Cooper River channel to carry additional floodwater volume. The river channel east of the Admiral Wilson Boulevard crossing will also need to be evaluated for similar improvements.

- *7th and Linden Streets:* The area around 7th and Linden Streets experiences periodic flooding problems. While further investigation is required, it appears that cleaning and repair of the inlet structures and their connection to the sewer line would provide some relief during low frequency storms. An engineering evaluation of a broader tributary area is needed to evolve a comprehensive solution to this periodic flooding condition.

Improving Stormwater Management

Through the City's development review process, ensuring clean City streams, major river corridors, and the protection of floodplains/wetland areas to reduce the potential for additional flooding conditions can be achieved. Site design standards related to stormwater discharge and management of industrial process waste can be incorporated into performance standards to assist new development to comply with federal, State and local requirements.

Reduction of stormwater pollution through storm drain and floodplain maintenance, street cleaning and repair of the storm drain system in the City is also recommended. The City's stormwater management regulations should be updated by the City Engineer to ensure that redevelopment

projects adhere to water quality and stormwater runoff control criteria to reduce downstream pollution and potential flooding incidences.

Collaboration with State and other agencies including adjoining municipalities is required to address overall watershed management issues. By instituting best practice management techniques, future downstream flooding and potential water pollution issues can be avoided. Incorporation of regional stormwater management concepts as part of the recommended greenways network should be evaluated as a regional initiative.

3. *Upgrade the City's sewer collection system.*

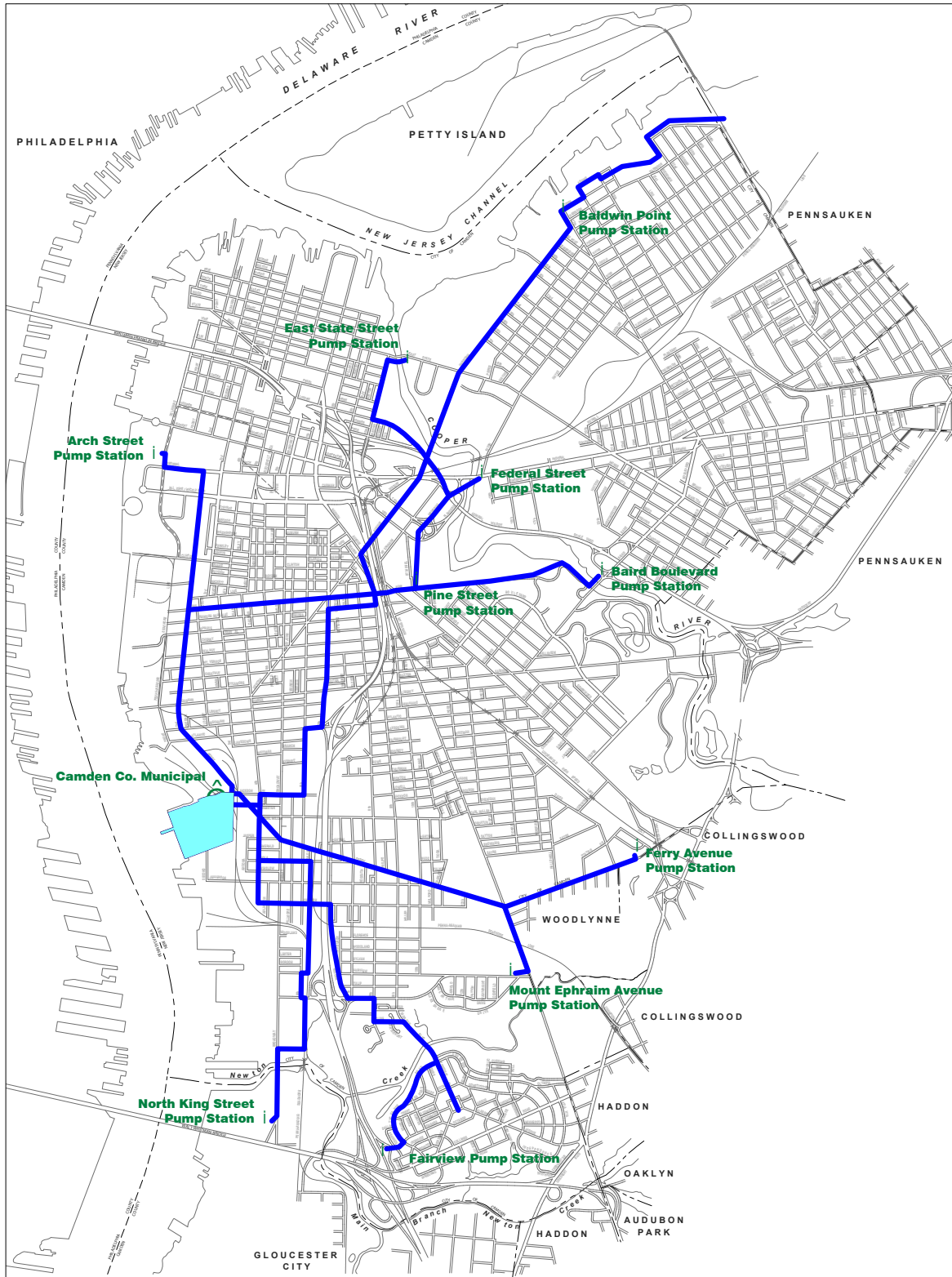
Existing Sewer Network

The Camden sewage collection system is a Combined Sewage Outfall (CSO) network consisting of 8 pumping stations and 29 regulator chambers collecting into six (6) intercept pipelines which flow to the CCMUA wastewater treatment plant. The CSO system utilizes the same sewer lines to carry both sanitary sewage and stormwater runoff. The regulator chambers bypass a portion of the mixed flow into the Delaware River during any major storm when incoming flow exceeds the capacity of the treatment plant. The regulators then discharge that portion of raw sewage and stormwater directly into the Delaware River.


The major sewage collection and treatment system is depicted on the map entitled *Wastewater Treatment System*. The Camden County Municipal Utilities Authority (CCMUA) Wastewater Treatment Plant (Delaware #1 WPCF) collects and processes all sanitary sewage generated by Camden County, as well as the storm runoff from the City of Camden.

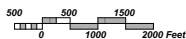
State and federal regulatory agencies have continually discussed with the City the need to stop the unregulated discharge of sewage into waterways by updating the sewer system to separate storm and sanitary flows. However, the retrofit would require laying new sewer lines to achieve such separation throughout all of Camden, at a prohibitive cost.

A continuation of improving the treatment process, upgrading sections of the collection system and reconstructing portions of the system as a separated sanitary and stormwater collection facility are recommended. These initiatives would, over time, establish acceptable levels of water quality discharge. These initiatives include the following:



LEGEND

- Pumping Stations i
- Sewerage Interceptor Network 
- Camden Co. Municipal Utilities Authority 



WASTEWATER TREATMENT SYSTEM

City of Camden Master Plan

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Lamney & Giorgio - Urban Design Consultants

Maintaining and Improving the Environment

- Efforts that emphasize improving the quality of the discharged effluent by maceration and concurrently limiting the frequency of discharge events by ensuring that the chambers are functioning properly should be instituted. This requires establishing a rigorous inspection and maintenance program of the existing network with cooperation and funding assistance from the NJDEP.
- In addition, charcoal filters and other best practices to dilute the strong odors that emanate from the treatment plant should be explored. Such odors affect the overall quality of life in the Waterfront South neighborhood and limit full use and enjoyment of recreational areas adjacent to the plant.
- The following major sewer system improvements have been identified in support of economic and residential improvement programs that are proposed in the Master Plan. Various undersized and older sewer collection lines should be replaced as part of a neighborhood improvement program.

The thrust of the sewer improvement program should be oriented toward repair and maintaining the major truck line collection system. As part of proposed redevelopment projects the separation of sewer and stormwater collection systems should also be pursued in collaboration with the Camden County Municipal Utility Authority.

- Reline the 72" sewer truck line in Front Street.
- Evaluate the East State Street sewer line maintenance and main interceptor line along 10th Street for infiltration and deterioration.
- Replace the sewer collection lines in 4th Street in selected locations.
- Upgrade the Arch Street pump station and the 2nd Street sewer interceptor line.
- Continue the separation of the storm sewer and sanitary sewer systems as part of ongoing waterfront redevelopment projects.
- Continue maintenance and upgrades to the 7th Street and Pine Street sewer interceptor lines.

- Continue maintenance and repairs to the Baldwin Point sewer pump station including the Harrison Avenue main interceptor line.
- Initiate maintenance repairs to the Federal Street sewer pump station.
- Reline the 48" sewer truck line in Division Street.
- Initiate maintenance repairs to the Ferry Avenue and Mt. Ephraim Avenue sewer mains including the Mt. Ephraim Avenue pump station.
- Initiate maintenance repairs and an upgrade of the Fairview Street pump station along with the Morgan Boulevard and Tuckahoe Road interceptor lines.
- Initiate maintenance repairs to the Baird Boulevard sewer pump station along with Pine Street main interceptor line.
- Rehabilitate and/or replace manholes and catch basins in selected areas to reduce stormwater infiltration into the treatment system. Rehabilitate the Morris-Delaire sludge lagoons.
- Complete the combined sewer overflow study mandated by the Clean Water Act administered by the NJDEP to evaluate areas where combined sewers can be reconstructed to separate sanitary sewer from stormwater collection in selected areas of the City.

Goal Six: Encourage comprehensive and responsible solid waste management.

Strategies

1. *Improve the solid waste collection system and develop a City-wide Recycling Plan.*

Existing Solid Waste and Recycling Programs

The City of Camden provides scheduled solid waste trash collection and disposal services for all single-family residents, public housing units, and for approximately 80% of the small commercial businesses located along all

Maintaining and Improving the Environment

business corridors. It has been involved in providing such services since 1985.

Residential refuse is collected twice a week, while commercial waste is collected along major business corridors daily.

Of the solid waste collected, 90% is disposed of at the Camden County incinerator and the remaining 10% is deposited at the Pennsauken landfill. The department utilizes a private waste hauling firm to perform the above functions.

As required by a recent court ruling, collection of refuse from private multi-residence facilities and from commercial facilities not located along the business corridors is being evaluated by the City. The lack of adequate funding for both the collection and disposal of solid waste presents a serious financial challenge.

A 2001 legislative bill has been adopted that will allow all municipalities to phase in the collection of garbage removal from multi-family buildings and complexes over a five-year period. The City will need to decide if the mandated collection service will be provided directly or if it will be more cost effective to reimburse multi-family owners for their costs of garbage collection.

The City also provides scheduled curbside collection of recycled materials. Recycled materials that are collected include bundled newsprint and co-mingled waste including plastic, glass, and cardboard. Collection service for recycled materials includes both single-family residences and small commercial businesses at the rate of once a week. Currently, major commercial and industrial waste is not collected by the City; each private entity which generates a trash stream must individually make private arrangements to properly dispose of it.

In addition to scheduled collection of solid waste and recycled materials, the department also schedules the curbside collection of household appliances once a month, and leaf and mulch collection on an as-needed basis.

The map entitled *Solid Waste Management Plan* shows the location of private recycling facilities, as well as the City's current residential collection schedule for recyclable materials. The City of Camden is home to the Camden Resource Recovery Facility and eleven (11) private recycling facilities that service southern New Jersey communities. Four of these facilities accept industrial solid waste in the forms of asphalt, asphalt

shingles, block, brick, concrete and wood. The remaining seven (7) accept residential solid waste in the forms of paper, plastic, metal and glass. The following table is keyed to the map exhibit.

CITY OF CAMDEN PRIVATE RECYCLING FACILITIES

Map Key

1. Delaware River Recycling, Inc. (B)
2. W. Hargrove Recycling Co. (B)
3. State Metal Industries (A)
4. S. Yaffa Sons (A)
5. R. Fanelle's & Sons (A)
6. Camden Asphalt and Concrete (B)
7. Camden Recycling, Inc. (B)
8. Kendzierski Brothers (A)
9. American Wood Recyclers, Inc. (A)
10. FCR Camden (A)
11. Commercial Recycling, Inc. (A)

(A) - may accept paper, plastic, metal, glass

(B) - may accept asphalt, asphalt shingles, block, brick, concrete, wood

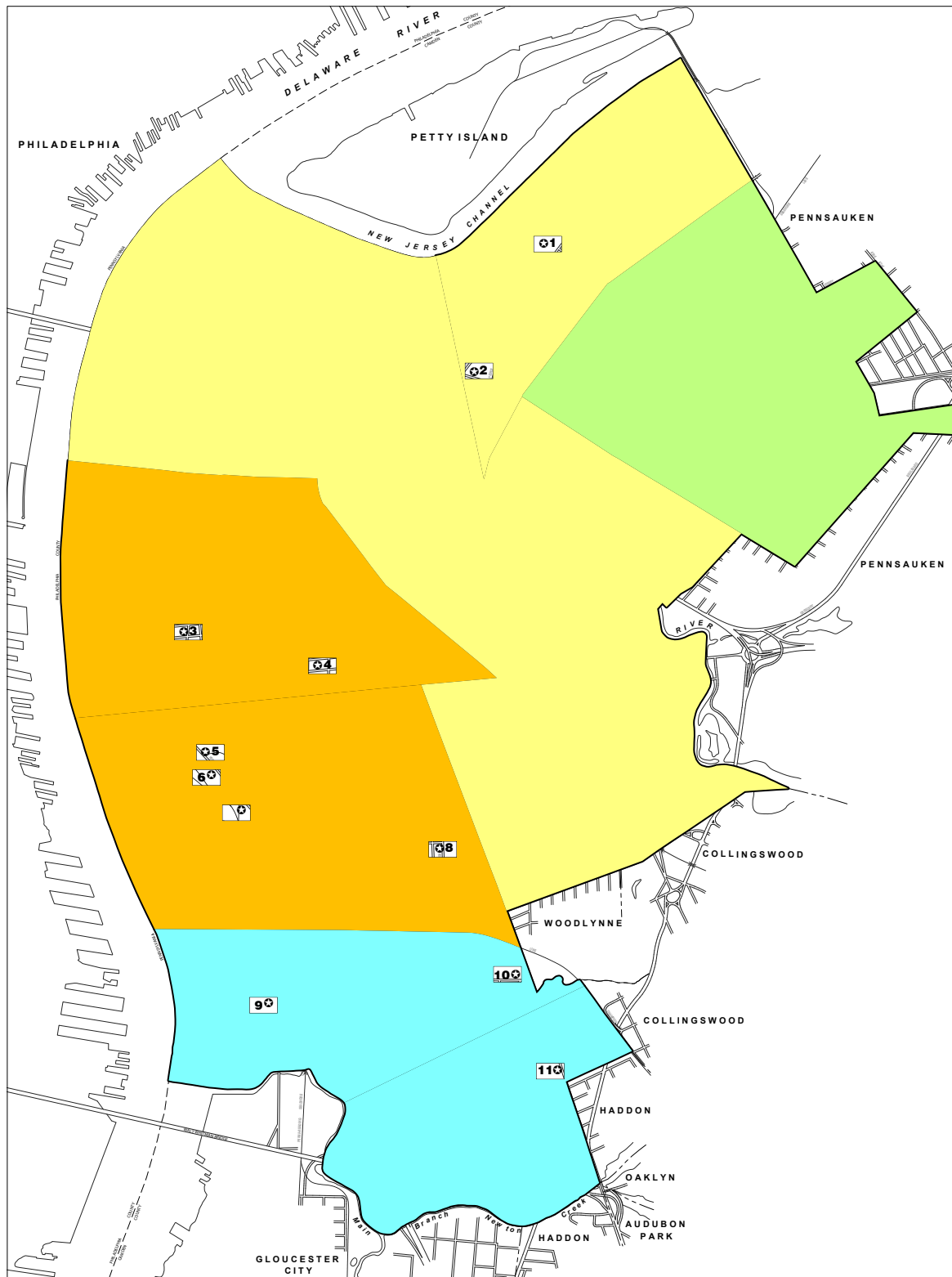
As discussed in Chapter IV of the Master Plan, future land use proposals envision the relocation of some of the above recycling facilities to make way for neighborhood redevelopment initiatives. For those firms that are not located within a future development area, screening, buffering and landscaping techniques are recommended along the perimeters of the recycling facilities to reduce their negative effects on neighboring properties.

The Department of Public Works maintains a staff of 89 employees with an aging fleet of various waste collection vehicles. Many of the vehicles have exceeded their intended life, making repairs and upkeep expensive. Since 1985 the department has alternately performed garbage and recycling collection with either department-owned equipment and resources or has outsourced the services to a third party. Due to disproportional high cost of maintaining an aged vehicle fleet, coupled with the shift towards third-party collection operations, the competition for City funds for a vehicle replacement program has become a significant challenge to the department.

Recommendations for Improving Solid Waste and Recycling Programs

■ Solid Waste

With respect to solid waste collection the operational cost and efficiency of continuing third-party contracting versus providing such services through City staff requires further evaluation. In light of the

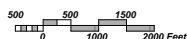


LEGEND

- Monday Collection
- Tuesday Collection
- Wednesday Collection
- Thursday Collection

Recycling Centers - 5

- | | |
|-----------------------------------|----------------------------------|
| 1. Delaware River Recycling, Inc. | 7. Commercial Recycling, Inc. |
| 2. W. Hargrove Recycling Co. | 8. Kendzierski Brothers |
| 3. State Metal Industries | 9. American Wood Recyclers, Inc. |
| 4. S. Yafta Sons | 10. FCR Camden |
| 5. R. Fanelle's Sons | 11. Camden Recycling, Inc. |
| 6. Camden Asphalt & Concrete | |



SOLID WASTE MANAGEMENT PLAN

City of Camden Master Plan

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

Maintaining and Improving the Environment

need to modernize the City's vehicle collection fleet using outside contractors at least for the short term appears prudent.

Proposed neighborhood improvement strategies rely on the City maintaining a consistent schedule of trash pick-up and service. In the long term it could be more efficient and service could be improved if the solid waste collection system were provided directly by the City. Alternatively, in collaboration with adjacent municipalities and the County, opportunities for joint or inter-local provision of collection services should be investigated. The shared services REDI State grant program could supply funding for such an evaluation.

The "Multi-Year Recovery Plan" recommends that the City charge for the collection of trash from commercial enterprises and the Housing Authority or discontinue this service allowing local businesses and the Authority to privately contract for such service. It would be to the City's advantage to continue this service for a fee in light of proposed economic initiatives in both the CBD and neighborhood commercial corridors that rely in part on improving the overall image of these commercial areas. This is also relevant to the planned re-modernization and redevelopment of public housing projects into mixed income and mixed-use neighborhoods.

Clearly, adequate and consistent trash collection is an important component to ensure successful revitalization of these areas. Fees that would be derived from commercial establishments and the Housing Authority could be used for operational improvements and service enhancements in the overall trash collection system of the City.

In addition, the City should augment basic solid waste collection with aggressive enforcement aimed at illegal and random dumping of trash in parks, abandoned industrial and residential structures, and vacant lots. Continued efforts to expand systematic street sweeping and street tree trimming as part of neighborhood clean-up initiatives should be accelerated, particularly in those neighborhoods targeted for comprehensive improvements.

■ Recycling

With respect to the City's recycling program, it is recommended that the program meet the State-wide goals for recycling. The State goal is to recycle 65% of its total waste stream with 50% for municipal waste.

A recommended strategy for achieving this goal is to concentrate on four segments of the waste stream: (1) municipal waste; (2) yard waste; (3) scrap steel (about 15% of total waste); and (4) construction/demolition debris. The more successful recycling programs in the County are those which have an active municipal pick-up program supported by a coordinated volunteer effort. In order to achieve this recycling goal for the City a combination of activities are suggested:

- Consider having recycling collections coincide with trash pick-up days within each collection neighborhood area to make it easy for residents to recycle. Indicate periodically through bilingual flyers how to separate a household's waste stream for recycling purposes.
- Continue to seek donations from corporations and foundations along with County Improvement Authority and State grant funds to provide free recycling containers for residents. A recent grant has allowed the City to purchase 20,000 recycling containers which will help in increasing resident awareness of the City's recycling program.
- Educate residents on the health benefits of maintaining a clean environment in their neighborhoods. Expand recycling awareness and environmental education in collaboration with the County Recycling Coordinator.
- Coordinate recycling activities with local businesses, hospitals, community centers, faith-based and educational institutions in collaboration with the County's recycling coordinator. Use the County's business recycling handbook and related promotional materials along with City information in order to maximize recycling results within the City.
- Sponsor additional neighborhood-wide clean-up days within each neighborhood in collaboration with community organizations and citizen groups. Tie these clean-up days with traditional Spring and Earth Day activities to gain maximum publicity and resident awareness that recycling makes good sense for a healthier environment and reduces trash disposal costs which benefits the taxpayer.

Maintaining and Improving the Environment

- Amend the City's Zoning Ordinance to require any application for residential development containing 50 or more dwelling units, any multi-family development containing more than 25 dwelling units, or any commercial or industrial development that contains more than 1,000 square feet to include plans for the collection and disposal of recyclable materials.
- Collaborate with the existing recycling facilities and the County on devising self-help and awareness activities for expanding recycling options within the City.

Maintaining and Improving the Environment

The following charts highlight the Master Plan proposed physical project activities for parks, open space, greenway and utility improvements. Additional project activities may result as collaborative efforts with neighborhood organizations evolve in the implementation of the Master Plan. The recommended project activities are organized according to neighborhoods comprising each neighborhood planning district.

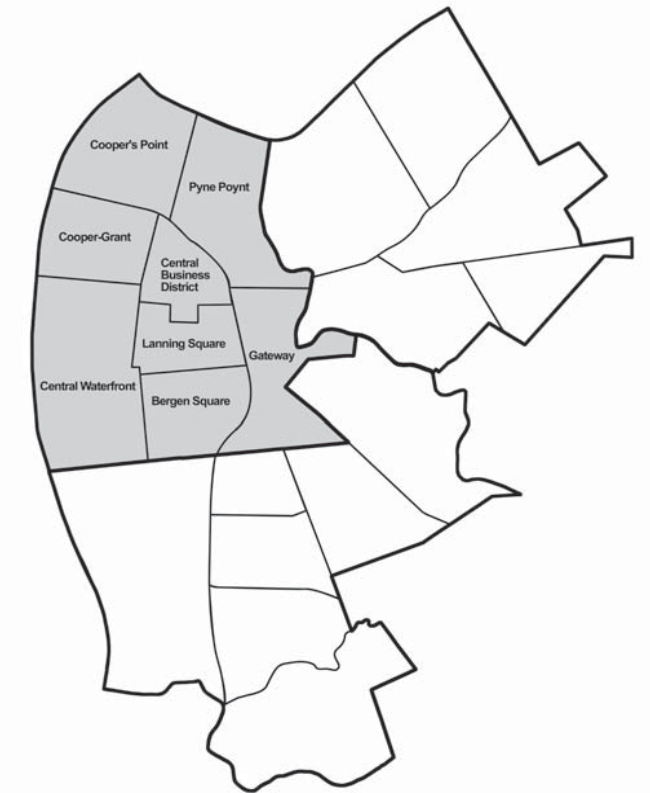
NPD #1

Location	Recommended Project Activities
North Camden	<ul style="list-style-type: none"> - Create additional neighborhood parks at 200 block of Erie Street and Bailey Street; 600 block of Grant Street; 600 block of Willard Street and Linwood Street; Point and Elm Streets adjacent proposed greenway connection. - Upgrade and rehabilitate existing parks with priority treatment to those located adjacent to new infill or rehab housing projects. - Refurbish Pyne Poynt Park. - Establish greenway park network along waterfront to extend the Cooper River Park to an open space connection with the riverwalk south of the Benjamin Franklin Bridge. - Create corridor streetscape improvements in Main Street commercial district. - Pursue engineering evaluation of the East State Street, Elm, Erie, Front and 8th Streets water main distribution lines. Upgrade local distribution lines as part of new development or rehab projects. - Evaluate East State Street sewer line maintenance program and main interceptor line along 10th Street for infiltration and deterioration. Upgrade local collector lines as part of new development projects. - Correct periodic street flooding in the vicinity of 7th and Linden Streets. - Reline 72" sewer truck line in Front Street to support industrial development. - Replace sewer collection lines in 4th Street in selected locations.
Central Waterfront, Cooper-Grant and CBD	<ul style="list-style-type: none"> - Extend the greenway corridor in North Camden to link to existing riverwalk with connections to Wiggins Waterfront Park and the USS New Jersey reception center. - Refurbish Johnson Park in Cooper-Grant (Front and Cooper Streets), upgrade Roosevelt Plaza at City Hall. - Create Whitehall public square in CBD (Market and 3rd Streets) and Broadway Plaza opposite the Transportation Center. - Landscape improvements at Bridge Plaza and Broadway, along Benjamin Franklin Bridge abutments and major roads/interchanges with I-676 and Admiral Wilson Boulevard. - Add basketball court and upgrade children's garden at North Front Street. - Conduct engineering evaluation of Penn Street and 2nd Street water distribution mains. Upgrade local street water line system as part of redevelopment or rehab projects and port development. - Continue aggressive maintenance of Arch Street pump station and 2nd Street sewer interceptor line. - Continue separation of storm sewer and sanitary sewer systems as part of new waterfront and CBD redevelopment projects including port development.

Location	Recommended Project Activities
Bergen Square and Lanning Square	<ul style="list-style-type: none"> - Refurbish park at 4th and Washington Streets and the park at 7th and Clinton Streets in Lanning Square. - Upgrade and rehab existing parks with priority treatment to those located adjacent to new infill or rehab housing projects. - Upgrade vacant lot open space into neighborhood parks on South 3rd Street (between Walnut and Spruce Streets), on 7th Street (between Walnut and Mt. Vernon Streets) and Cherry Street between 7th and 8th Streets. - Upgrade landscape boulevard along South 7th Street (between Benson and Pine Streets). - Create two pedestrian plazas along Broadway at Pine Street and at Walnut Street to complement commercial and housing development proposals. - Conduct engineering evaluation of 2nd Street and Broadway water main distribution lines. Upgrade local street water lines as part of individual redevelopment and rehab projects. - Continue maintenance and upgrades to the 7th Street and Pine Street sewer interceptor lines. Repair local street sewer collection system as part of redevelopment and rehab projects.
Gateway	<ul style="list-style-type: none"> - Create greenway network along the Cooper River and upgrade the park and open space area in the vicinity of Pine Street and Wildwood Avenue. - Upgrade park area at Sycamore and Louis Streets. - Continue maintenance of Pine Street pump station along with Newton Avenue and Memorial Avenue main sewer lines. Rebuild local water supply network as part of industrial park development program. - Evaluate engineering options for upgrades to Newton Avenue main water supply line. Rebuild local water distribution network to accommodate industrial development program. - Create separate stormwater collection system as part of redevelopment projects.

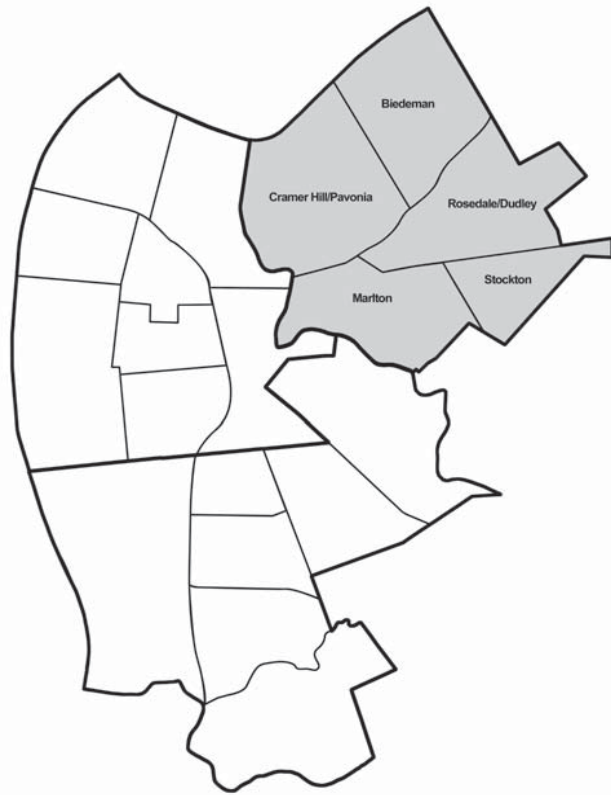
Project Activities

NEIGHBORHOOD PLANNING DISTRICT #1



Project Activities

NEIGHBORHOOD PLANNING DISTRICT #2



NPD #2

Location	Recommended Project Activities
Cramer Hill	<ul style="list-style-type: none"> - Refurbish recreational areas within Von Neida Park and modernize existing center or develop new community center within the park. - Develop small pocket parks at 32nd Street and Hayes Avenue opposite the Sharp School, 31st Street and Hayes Avenue opposite the Charter School, 33rd Street and Pierce Avenue, 32nd Street and Pierce Avenue. - Incorporate recreation, open space and public access to the waterfront as part of a proposed mixed-use redevelopment of the Harrison Avenue former landfill site. - Refurbish 22nd Street and Harrison Avenue park and Veteran's Park at 26th Street and Hayes Avenue. - Establish greenway along waterfront to link Von Neida Park and the proposed Harrison Avenue golf course to Cooper River/linear parkway corridor. Develop environment study center as part of greenway. - Create pedestrian plazas in the River Avenue commercial districts in the vicinity of 27th Street and Bergen Avenue. - Make landscape improvements along rail line between 28th and 36th Streets. - Continue aggressive maintenance of the River Avenue main water line distribution system. Repair or rebuild local water lines as part of development and rehab projects. - Continue systematic maintenance and repairs to the Baldwin Point sewer pump station including the Harrison Avenue main interceptor line. - Implement a retention basin system to correct the flooding on River Avenue between 29th and 30th Streets. Require separation of sewer and drainage lines as part of new development projects.
Marlton	<ul style="list-style-type: none"> - Develop City-wide recreational complex fronting on Admiral Wilson Boulevard between 17th and Bank Streets. - Complete landscape beautification efforts along Admiral Wilson Boulevard to enhance open space and greenway plan along Cooper River. - Upgrade pedestrian plaza in the Federal Street commercial district in the vicinity of Westfield Avenue. - Refurbish Martin Luther King/Mickle Boulevard and Eutaw Avenue playground. - Create new park at 28th and Bank Streets as part of Camden Housing Authority Hope VI redevelopment. - Refurbish existing smaller park areas with priority given for those adjacent to new housing or rehab projects. - Upgrade or repair local water line distribution system as part of the proposed new industrial park development along the Federal Street corridor in the vicinity of 17th Street. - Aggressively maintain the Federal Street sewer pump station. Rebuild sewer collection network as part of the proposed industrial park development along the Federal Street corridor. - Examine engineering alternatives to further correct periodic flooding of Admiral Wilson Boulevard.

Location	Recommended Project Activities
Stockton	<ul style="list-style-type: none"> - Refurbish Alberta Woods Park at 30th and Fremont Streets. - Expand neighborhood residents' accessibility to recreational areas at Woodrow Wilson High School. - Create small park at 36th and Fremont Streets. - Create pedestrian plaza in the Federal Street commercial district in the vicinity of 36th Street. - Maintain and repair 27th Street main water distribution line. - Repair local street sewer collection network as part of rehab projects. - Repair and maintain storm drain network.
Rosedale/Dudley	<ul style="list-style-type: none"> - Refurbish Dudley Grange Park and expand Angel Perez Community Center located within the park. - Refurbish Rosedale Commons Park at Pleasant and 31st Streets; Ralph Williams Memorial Park at 28th and Howell Streets. - Refurbish existing smaller park areas with priority given to those adjacent to new housing or rehab projects. - Create pedestrian plaza in the Westfield Avenue commercial district in the vicinity of 33rd Street. - Create a new park at the end of greenway (28th and Pleasant Streets area) link to Dudley Grange along former Rosedale trolley line right-of-way. - Initiate landscape improvements along rail line corridor between 27th Street and proposed new park west of Lemuel Avenue. - In cooperation with N.J. American Water Company evaluate maintenance needs of the Federal and 30th Streets water main distribution system. - Upgrade or rebuild local sewer line collection system as part of redevelopment and rehab projects. - Cooperate with Pennsauken Township to resolve stormwater flooding in the 34th Street and Westfield Avenue area. Require separate storm drain lines as part of redevelopment projects.

Project Activities

NEIGHBORHOOD PLANNING DISTRICT #3

NPD #3

Location	Recommended Project Activities
Waterfront South	<ul style="list-style-type: none"> - Renovate Broadway Park north of Jefferson Avenue. - Refurbish South Camden Park west of 4th Street between Van Hook Street and Winslow Avenue. - Create new park or commons at 4th Street and north of Jackson Street. - Create tree-lined esplanade along Jackson Street to link new 4th Street/Jackson Street park to waterfront access overlook park at Delaware River. - Refurbish existing smaller park areas and create smaller playgrounds and tot lots as part of housing redevelopment and rehab initiatives. - Initiate landscape improvements along I-676 between Morgan Boulevard and Atlantic Avenue interchanges. - Aggressively maintain and repair main sewer interceptor lines in Ferry Avenue and the 4th Street network. - Evaluate upgrades required for the main water line distribution network in Broadway and in the 4th Street network. - Separate storm line collection system in redevelopment and major rehab projects, particularly in the port district. - Reline 48" sewer truck line in Division Street to support industrial development.
Liberty Park	<ul style="list-style-type: none"> - Refurbish Thurman Park at 8th and Van Hook Streets. - Create new park at Jackson and 9th Streets. - Landscape improvements along I-676 between Van Hook Street and the Atlantic Avenue interchange. - Maintain main water line distribution in 8th Street. - Repair local street water and sewer lines as part of redevelopment and rehab projects.
Centerville	<ul style="list-style-type: none"> - Refurbish Staley Park (7th Street and Chelton Avenue) and Elijah Perry Park (9th Street and Ferry Avenue). - Create new park at 8th and Central Streets. - Landscape improvements along I-676 between Van Hook Street and rail line. - Refurbish Butler Dempsey Park at Ferry Avenue and Charles Street. - Continue maintenance of main water line distribution located in 8th Street. - Repair local street water and sewer line distribution network as part of redevelopments and rehab projects.
Morgan Village	<ul style="list-style-type: none"> - Refurbish specialty recreational facilities within Reverend Evers Park at Morgan Boulevard and Lake Shore Drive. - Establish greenway park network along Newton Creek. - Continue maintenance and repair of main water line distribution system in 8th Street together with the Ferry Avenue/Chelton Avenue network. - Rebuild or repair local water and sewer lines as part of redevelopment projects. - Aggressively maintain Ferry Avenue and Mt. Ephraim Avenue sewer mains including the Mt. Ephraim Avenue pump station.

Location	Recommended Project Activities
Fairview	<ul style="list-style-type: none"> - Establish greenway park network along Newton Creek and main branch of Newton Creek with pathway connections to Mae Schultz Memorial Park. - Refurbish specialty recreational facilities within Mae Schultz Memorial Park. - Refurbish Yorkship Square paved walkways and sitting areas. - Upgrade landscaping along Yorkship entry roadway as well as in commons area at Sumter Street. - Aggressively maintain and upgrade Fairview pump station and the Morgan boulevard and Tuckahoe Road sewer interceptor lines. - Continue systematic maintenance of the Morgan boulevard water line main along with the Octagon and Atlanta lines.
Whitman Park	<ul style="list-style-type: none"> - Refurbish Whitman Park (Hallowell and Sayers Streets) and Whitman Square (Whitman and Louis Streets). - Create mini-park at Jackson and Morris Streets. - Create pedestrian plaza in Mt. Ephraim Avenue commercial district in the vicinity of Jackson Street. - Establish green corridor landscape buffer along PATCO line. - Continue systematic maintenance and repair of the Whitman Street, Haddon Avenue, Sheridan Street main water network. - Aggressively maintain and repair the Ferry Avenue sewer pump station along with the Ferry Avenue sewer main interceptor line.
Parkside	<ul style="list-style-type: none"> - Establish greenway park network along Cooper River with pedestrian path connections to Camden High School and other public facilities located north of Park Boulevard. - Expand resident accessibility to recreational facilities at Camden High School. - Refurbish Farnham Park (Baird Boulevard and Kaighns Avenue). - Create pedestrian plaza in Haddon Avenue commercial district in the vicinity of Kaighns Avenue. - Maintain and repair the Baird Boulevard sewer pump station along with the Pine Street main interceptor line. - Continue to systematically maintain and repair the Empire and Walnut Street, Haddon Avenue to Mt. Ephraim main water line supply system.



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VISION

A reliable and accessible circulation network provides Camden residents with easy and convenient commuting to jobs and personal, business and recreational activities. Public transportation and a light rail system that now travels the length of the City provides comprehensive service for all residents with direct connections to the surrounding metropolitan area, reinforcing Camden's role as a regional service center.

The City's streets and bridges are well maintained through routine street sweeping, pothole repair, street reconstruction and resurfacing. Every major bus stop has a shelter and adequate lighting. Mini-buses get residents, the elderly and the City's youth to recreation, education, medical services and activity centers.

A series of road improvements coupled with truck route signage has substantially reduced or eliminated truck traffic through neighborhoods. An efficient system of freight movement from an expanded port and new industrial job centers to the interstate highway network supports the continuing growth of the City and region's economy.

Pedestrians and bicyclists find the City's network of new and repaired sidewalks, bike routes and greenway trails inviting and safe as they provide another way to reach major parks as well as friends and neighbors who live nearby.

The Master Plan outlines the following six goals for achieving the above vision for integrating Camden's transportation network:

- **Develop a comprehensive Transportation Plan that integrates all modes of travel.**
- **Improve public transit linking residents to jobs, shopping, community facilities and recreational activities.**
- **Maintain and improve Camden's system of roadways and bridges.**
- **Develop a comprehensive parking strategy for the CBD and neighborhood commercial corridors.**
- **Promote and maintain pedestrian and bicycle networks within the downtown, the waterfront area and in neighborhoods.**
- **Improve the port facilities and freight movement transportation systems.**

Integrating Camden's Transportation Network

OVERVIEW

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

Since the City's road network is essentially built out, maintaining and selectively improving Camden's system of roadways and bridges to provide for safe and efficient movement of people, goods and services is emphasized over major new roadway construction.

A strategy to accomplish this management approach includes targeting road surfacing and reconstruction funds to support neighborhood and economic development projects. In selected locations modest new roadway improvements are recommended to complement downtown and neighborhood revitalization programs.

A comprehensive Transportation Plan that integrates all modes of travel with each other and with the region's transportation network is described in the following sections. Also contained in chart format at the end of this chapter is a highlight of the key project improvement proposals related to each neighborhood planning district.

RECOMMENDATIONS

Goal One: Develop a comprehensive Transportation Plan that integrates all modes of travel.

Strategies

1. *Establish a City road classification system consistent with regional transportation planning criteria.*

In order to establish priorities for improvements to the City's transportation and transit network that support economic and neighborhood improvements initiatives, collaboration with the DRPA, DVRPC as well as the NJDOT and NJT is required. At a regional level this will require partnerships with transportation agencies and local municipalities in Camden County in order

to integrate land use and all modes of transportation planning. Such actions are needed to foster growth and revitalization in the City consistent with the "Smart Growth" policies advanced by the State Plan.

To enable a constructive dialogue to occur in this regard, an understanding of the City's transportation network and the establishment of a road classification system consistent with higher transportation agency planning criteria is required. Following is a discussion of the current travel patterns and the existing circulation system of roadways within Camden.

Travel Patterns

According to the DVRPC's "Journey-to-Work Trends" report dated March 1994, approximately 39 percent of the work trips taken by the 26,000 employed residents of the City who do not work at home are to destinations within the City of Camden, and another 12 percent go to work in adjacent Pennsauken Township. Other important destinations include Philadelphia and Cherry Hill Township, each attracting about 10 percent of Camden's resident workers. Atlantic, Burlington and Gloucester Counties attract some 18% of the City's work force with limited percentages of workers dispersed to job centers in nearby New Jersey Counties. Altogether 72 percent work in Camden County, and only 3 percent commute to jobs outside the nine-County DVRPC region.

Use of public transportation for commutation is relatively high (18%). Destinations that attract higher than average use include Atlantic City (69%), Philadelphia (39%), Haddon Township (26%), and Cherry Hill Township (23%). New rail service initiated in 1989, combined with good bus service, has boosted ridership to Atlantic City; and the Lindenwold Line provides connections to work sites in Philadelphia and Camden County. Transit use falls markedly for destinations outside the Philadelphia-Atlantic City corridor. Approximately 21 percent of Camden's residents who also work in Camden walk to work.

Commutation patterns to jobs in the City of Camden are more dispersed than the trips originating in the City. Only about 27 percent of the work trips to Camden start from Camden. Other localities sending workers include Philadelphia (7%), Cherry Hill Township (6%), and Pennsauken Township



Integrating Camden's Transportation Network

(4%). About 63 percent of the City's employees come from Camden County, and only 3 percent live outside the region.

Employees working in Camden make less use of public transportation than do rident workers, but it is still significant at an overall rate of 10 percent. Greatest use was made by the residents of Philadelphia (24%), Haddon Township (17%), Camden (15%), and Lindenwold (15%).

Roadway Classification Systems

The roadway classification system within the City of Camden can be examined from either a jurisdictional or functional perspective. In the former case, public roadways are the responsibility of either the federal government, NJDOT, Camden County, or the City. In the latter case, the use of a roadway can be classified by the current federal highway administration classification system as either an urban principal arterial, urban minor arterial, urban collector or local street. For either classification scheme, the categories do not necessarily reflect the current and anticipated needs or use of the roadway system. These classifications are important in coordinating regional highway connections and in securing improvement funds from higher governmental agencies. The breakdown of roadways by jurisdiction is depicted on the map entitled *Access System*. This shows the allocation of roadways by each jurisdiction as follows:

- **Interstate Highways** - I-76 is a limited access highway which crosses along the southern edge of the City and over the Walt Whitman Bridge to Philadelphia while I-676 is a limited access highway that is oriented in a north and south direction. I-76 intersects with I-676 near the main branch of the Newton Creek and I-676 has interchanges at Morgan Boulevard, Atlantic Avenue, and in the City's Central Business District.
- **State Highways** - The NJDOT is responsible for key roadways within the City, including U.S. Route 30 and U.S. Route 130, I-76, and I-676. Limited segments of N.J. Route 42 and N.J. Route 168 are also in Camden.
- **County Routes** - The major roadways within the City that are under the jurisdiction of Camden County include Federal Street, Westfield Avenue, Haddon Avenue, Mt. Ephraim Avenue, Kaighns Avenue, Ferry Avenue, and Broadway. Other County routes are designated on the map exhibit.

- **City Streets** - The majority of the remaining roadway system is the responsibility of the City. This includes local access roads as well as other routes such as Atlantic Avenue, Morgan Boulevard, Park Boulevard, Harrison Avenue, and Cooper Street, which function similarly to County roadways. That is, they serve local access and some regional travel demands.

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

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

Integrating Camden's Transportation Network

Within each level of responsibility are a variety of roadway types and functional uses. However, the general hierarchy of roadways is that the highest types are State and the lowest are local.

The roads in the City can be classified into four categories: urban principal arterial, urban minor arterial, urban collector and local streets including alleys. This classification reflects the type of function each particular road has or is intended to have in the overall transportation network. The definition of these categories are as follows:

- Urban Principal Arterial - The main function of this road is to transport regional traffic, characterized by high volumes, extended destinations or substantial numbers of commercial vehicles. Serves County-wide and inter-County travel as well as major activity centers and through movements. In addition, these roads carry significant intra-County travel such as between the Central Business District and outlying residential areas. Roadways include I-76, I-676, Route 30 and Route 130, and small portions of Haddon Avenue (County Route 56) and Mt. Ephraim Avenue (County Route 605).
- Urban Minor Arterial - A road which runs between and connects to urban principal arterial roads or links major traffic generators with the arterial network. This type of arterial tends to have a higher percentage of trucks than urban collectors or local streets. Interconnects and augments the principal arterial system. Carries trips of moderate length; places more emphasis on land access than principal arterials, and carries less traffic. Roadways generally include existing County route segments and some local streets like Atlantic Avenue, Morgan Boulevard, and Cooper Street.
- Urban Collector - This type of road also runs between arterial roads but is characterized primarily by lower volumes and residential traffic. Because of lower volumes and non-commercial characteristics, urban collectors may be designed with lesser right-of-way widths and road surface-bearing capacities. Provides both land access and traffic circulation within residential neighborhoods and commercial and industrial areas. The collector system collects and distributes trips from arterials to their ultimate destination. Conversely, they collect traffic from local streets and channel it to the arterial system. Roadways would include portions of 36th Street (County Route 611) and County Route 739 and all of Highland Avenue (County Route 662).

- Local Streets - Identified as residential, cul-de-sac, or other City streets which join other streets at one or more points and provide direct access to properties abutting both sides of the street. Primarily permits direct access to abutting land uses and connections to higher classification routes; carries low traffic volumes.
- Alleys - A minor service road that provides a secondary means of access to lots and not intended for general circulation.

The most common designation within the City's circulation network is the urban minor collector arterial which is the second highest level available. This designation covers a wide range of roadway types and jurisdictional responsibilities.

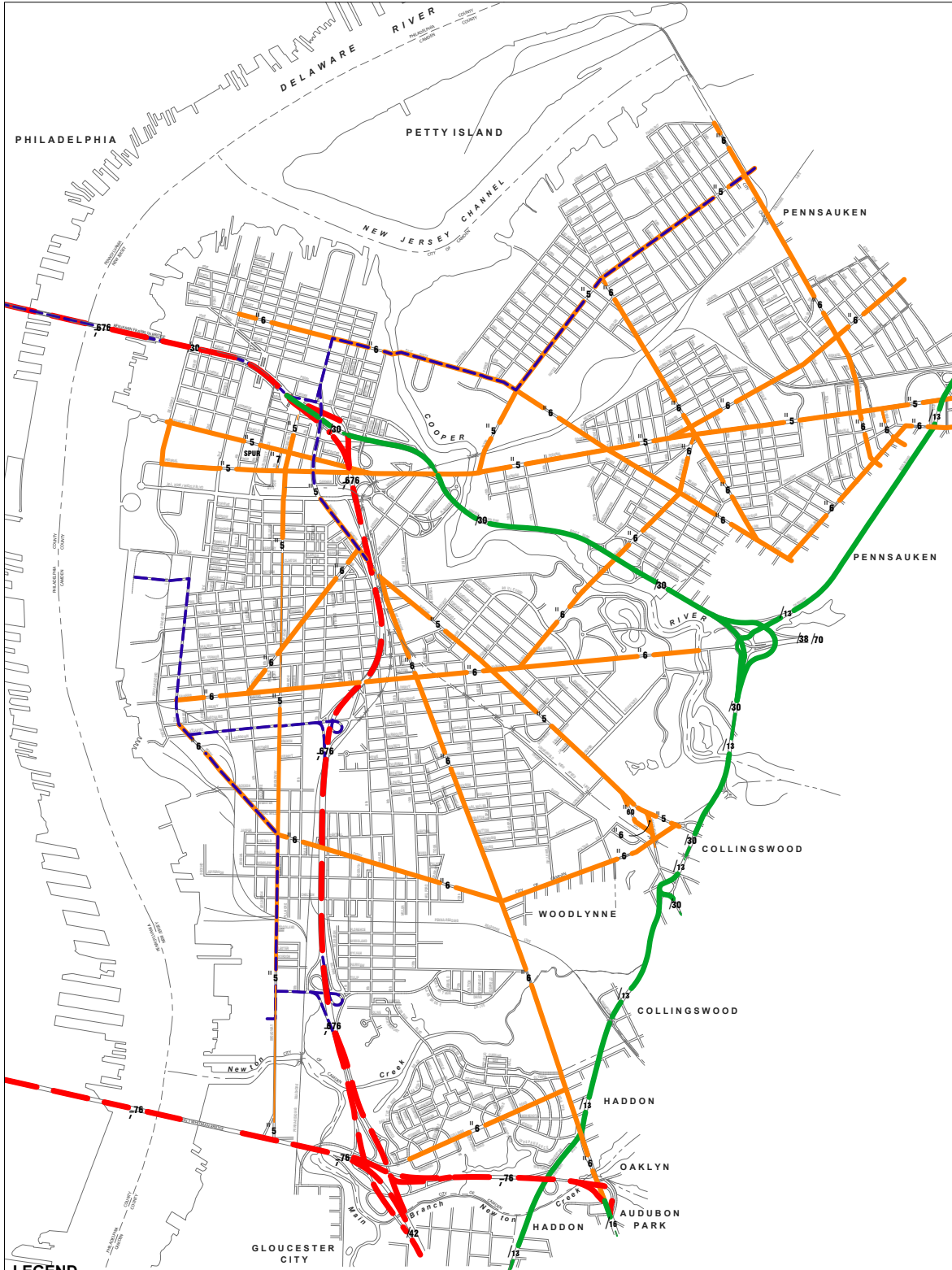
While not indicated on the access map exhibit, alleys in the City are reflective of an older urban area access plan. They are primarily intended to service garages that are placed at the rear of a residential property which has a narrow lot width. The narrow lot width oftentimes precludes access to a garage from the main street frontage of a residence. In commercial situations, alleys service a useful function of allowing rear yard service and deliveries to occur without impeding main traffic flow along the frontage of a parcel.

Maintenance of alleys in older residential neighborhoods is an important factor in maintaining neighborhood safety and appearance. These rear service alleys have tended to contribute to blighting factors since they become forgotten places to dispose of trash, wrecked automobiles and other debris. In newer forms of small lot residential development the alley has resurfaced as an urban design technique to enable the creation of a landscaped and pedestrian-friendly streetscape devoid of garage curb cuts and parked driveway aprons.

Major Roadway Conditions

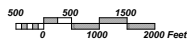
Brief descriptions of the existing conditions of several arterial roadways are given below. These routes were selected because of their importance in providing overall City mobility and regional connections.

Other County routes included within the current DVRPC Transportation Improvement Plan (TIP) are highlighted.



LEGEND

.76 Interstate Highway	
/30 State Highway	
"6 County Route	
Existing Truck Routes	



ACCESS SYSTEM

City of Camden Master Plan

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Integrating Camden's Transportation Network

- County Road 543: River Avenue - This two-lane road runs parallel to the Delaware River and posts speed limits varying between 35 and 40 mph. Due to industrial land use and the Harrison Avenue landfill, there is considerable truck movement in the northern section of this route. The DVRPC, in their December 1997 Highway Circulation Plan, recommended that the turning radii be increased from the present 25 feet to 45 feet at intersections which experience heavy truck traffic.

Commercial and industrial activity in the southern section of the corridor has been on a steady decline over the past few years. Residential structures in the area have also deteriorated. On-street parking is permitted in the residential and commercial areas.

Truck traffic through these residential areas should be discouraged. The Cramer Hill neighborhood plan recommends that River Avenue not be upgraded to accommodate through truck traffic.

The at-grade crossing with the Conrail line at the Pavonia railyard creates frequent blockage on River Avenue throughout the day, decreasing the effectiveness of this route as an arterial roadway.

- County Road 551: Broadway - This two-lane road carries traffic north-south through the heart of Camden's CBD. On-street metered parking is available.

Because of the developed nature of commercial properties along the frontage of Broadway within the CBD, traffic improvements to this roadway and others in the downtown are limited to operational management techniques to improve peak hour traffic flows. These operational techniques can involve the installation of a combined thru and left-turn lane at congested intersections, timing of traffic signals to allocate more green time to major movements versus cross street movements, and the creation of limited "no parking" zones on selected street segments in order to create more turning lane capacity at critical intersections.

Such traffic operational improvements should be the subject of a detailed traffic engineering evaluation in order to arrive at a set of techniques that are tailored to key areas around existing and future development generators of activity that are proposed within the Master Plan.

- County Road 561: Haddon Avenue - Between Market Street and U.S. Route 130 this corridor consists of one travel lane and one parking lane in each direction. Adjacent land use is predominantly strip commercial, with residential uses scattered throughout.

On-street parking is permitted intermittently in this section. Some locations prohibit parking during peak business hours, others have metered parking.

There are 16 signalized intersections in just over 2.5 miles of this section. These signals are not interconnected. There are locations within this section where several closely spaced traffic signals should be interconnected.

- County Road 605: Mount Ephraim Avenue - This road carries one travel lane in each direction through a business district area. Metered parking is permitted on both sides of the road. Interconnection of the traffic signals would help the progression of traffic flow through this corridor.



The classification of County routes together with a brief description of roadway characteristics are summarized on the table entitled "County Highway Classifications". All proposed functional classification changes are taken from the Delaware Valley Regional Planning Commission (DVRPC) Highway Circulation Plan dated December 1997.

Access levels for State roads range from limited access highways to roads with access restricted only by safety concerns. State highways in Camden which are under NJDOT jurisdiction are U.S. Route 30 (Admiral Wilson Boulevard), U.S. Route 130, I-76, and I-676. U.S. Route 30 and U.S. Route 130 are roadway segments which are also governed by NJDOT's State Management Access Code. The basic intent of the code is to preserve the traffic carrying capacity of such roadways and to preclude multiple access curb cuts.

Integrating Camden's Transportation Network

Goal Two: Upgrade public transit linking residents to jobs, shopping, community facilities and recreational activities.

Strategies

1. Upgrade public transit systems.

Collaboration with transportation agencies and the South Jersey Regional Transportation Council, area businesses, and private shuttle bus operators is needed to upgrade public transit service to City residents. Reverse commute and welfare-to-work transit and bus scheduling alternatives are needed. Inter-neighborhood jitney service enabling access to established public transit routes as well as the emerging light rail transit system to be constructed is recommended.

The proposed light rail transit system through the CBD can be used to offset parking demand and avoid traffic congestion as development and redevelopment within the waterfront area proceeds. Reduced fare zones within the downtown for bus, light rail and PATCO stops should be studied to encourage greater transit use in this area.

The soon to be completed light rail system that links East Camden to the downtown should be extended in the future to stops within the Waterfront South proposed industrial development and port expansion areas. The use of an expanded light rail system to improve job accessibility for City residents to major employment centers existing and proposed for the future is recommended.



Making transit more inviting and convenient in order to increase ridership is also suggested. This involves simplifying bus routes so that they feed and connect to the major existing transit stops and future planned light rail stations. Modernization of the City Hall and Broadway PATCO rail stops in the downtown should be implemented. PATCO should make the Ferry Avenue and City Hall stations ADA accessible, including the installation of elevators. Improved graphics and up-to-date service information should be posted at all stops and stations with easier access to routing and scheduling information also provided.

The Delaware River tramway project when completed is an attractive transit alternative connection between Camden and Philadelphia. Also, the proposed expansion of ferry service between Camden's waterfront and Penn's Landing in Philadelphia augments transit options to the City.

Existing Transit Network

Public Transit

Camden's principal existing and planned public transit systems are depicted on the map entitled *Public Transit System*. Camden's existing public transportation infrastructure can be described as an extensive transit network mainly orienting the City of Camden to Philadelphia with access to



adjoining suburban municipalities along major roadway and fixed rail corridors. It is designed as a radial network converging on downtown Camden.

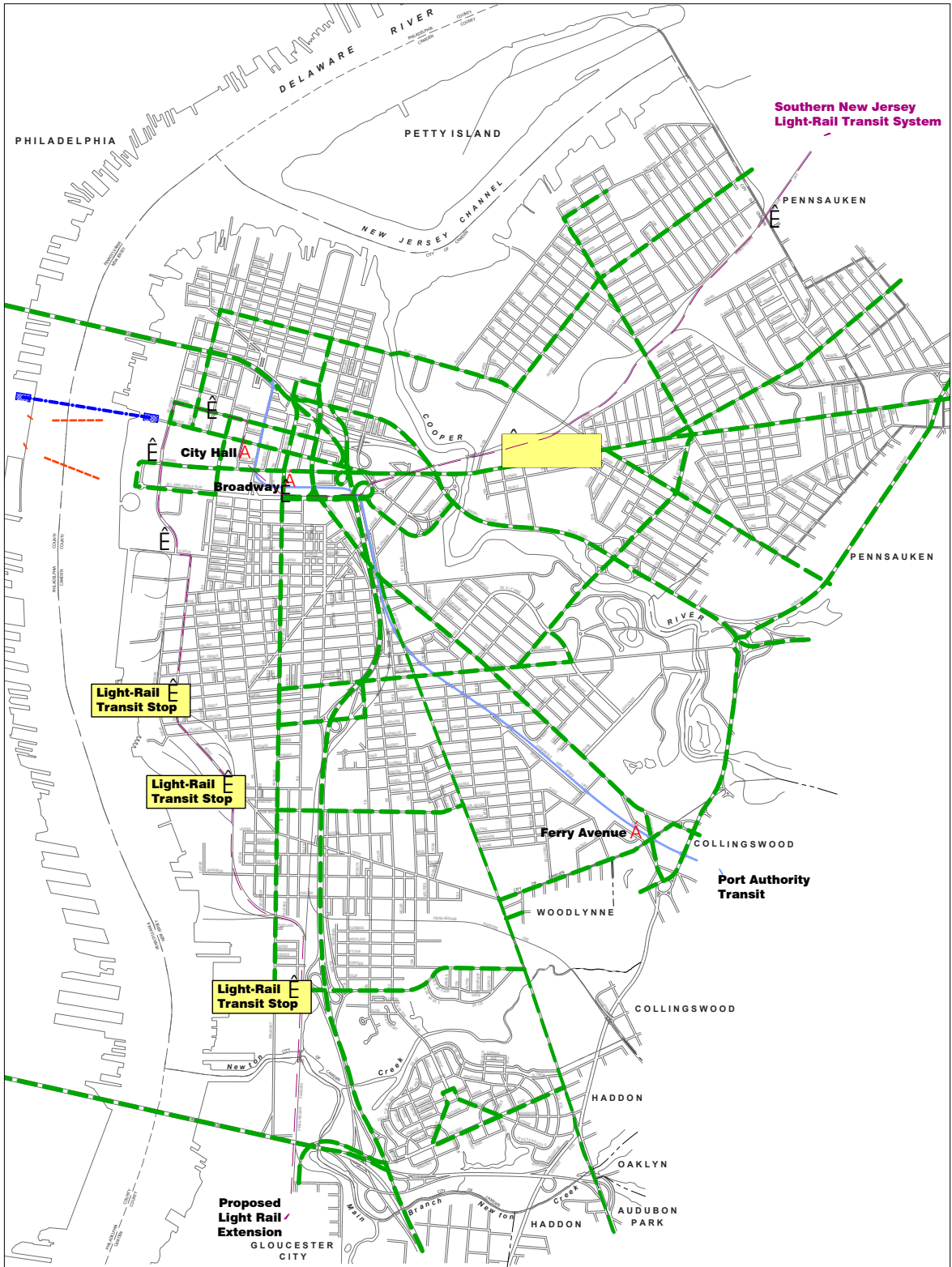
The network is composed of New Jersey Transit buses and the Walter Rand Transportation Center allowing interconnection with the PATCO rail system.

The Transportation Center provides an interface between some 30 NJT bus routes (serving Camden County and suburban southern New Jersey, Philadelphia and South Jersey's seashore), the PATCO high speed line (operating between Lindenwold and Center City Philadelphia) and Camden's CBD.

Rail

The PATCO high-speed rail service line runs between Lindenwold, NJ and the City of Philadelphia extending for a total of 14.2 miles. The line operates 24 hours a day, 7 days a week, 365 days a year. According to the December 1997 Camden County Public Transportation Plan, the entire PATCO system carries over 40,000 trips per weekday.

Stations in Camden are located at Ferry Avenue, Broadway at the Walter Rand Transportation Center (which also functions as a bus transfer point), and City Hall which is closed nights, weekends, and holidays. All of the New



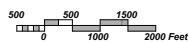
LEGEND

Main NJ Transit Bus Routes		PATCO Rail Lines	
NJ Transit Light Rail Lines		PATCO Rail Stations	
NJ Transit Light Rail Stations		Delaware River Aerial Tram	
Proposed Light Rail Station		RiverLink Ferry Service	

PUBLIC TRANSIT SYSTEM

City of Camden Master Plan

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Integrating Camden's Transportation Network

Jersey stations outside of the Camden Central Business District have adjacent parking lots.



Increasing suburban development has put additional parking demands on existing parking lots that service main high speed rail stations. The municipalities of Camden, Collingswood, Haddon and Haddonfield have filed for a Smart Growth grant to coordinate transportation and redevelopment planning options at train stations in their respective communities.

A "Transit Village" mixed-use redevelopment of the Ferry Avenue station together with structured parking is recommended as part of the Master Plan. The DRPA is also completing a parking needs assessment of the Ferry Avenue station. These collective planning efforts should be coordinated in order to advance the Transit Village recommendations for the Whitman Park section of the City.

Air

The Philadelphia Airport, an international airport located less than a half-hour away from Camden, services the City's passenger and air freight transportation needs. There are several feeder airports located in the South Jersey region that provide varying degrees of service connection to the Philadelphia airport.

Bus

NJ Transit provides public bus service to the City of Camden and surrounding municipalities. City service is currently available via twenty-five (25) routes. A listing of these routes is contained in Appendix VIII.



The location of these fixed routes is generally outlined on the map entitled *Public Transit System*. The routes serve not only areas

within the City but also connect to important destinations in surrounding areas such as the Cherry Hill and Echelon Malls, various park and ride facilities, and the City of Philadelphia. In addition to public bus transportation, Camden County social service agencies provide special needs transportation and a few local businesses operate their own shuttles from the Transportation Center.

Formal bus stops in Camden are located at the corner of Cooper Street and Broadway, Federal Street and 7th Street, in front of the Cooper Medical Center, and at the Walter Rand Transportation Center located at the intersection of Martin Luther King/Mickle Boulevard and Broadway. Passengers in other locations around the City typically flag down buses along their routes or wait to be picked up at a stop identified with a sign.

Establishing additional NJ Transit bus stops requires approval by the NJDOT. Generally, the municipality and NJ Transit identify the most appropriate location for bus stops. Additional stops or relocation of existing stops needs to be coordinated with NJT in order to improve transit accessibility to recommended areas of economic job centers in the Waterfront South, North Camden, Gateway, Morgan Village, Cramer Hill, and Marlton neighborhoods.

It is also recommended that a bus shelter design with special graphics be used throughout the City. Coordination with NJT is required since they fund and help locate new stops and bus shelters where appropriate.



Although Camden has a well-developed mass transportation system, it does not fully serve the transportation needs of the City's commuters, residents and business establishments. For many City residents, particularly those who are transit dependent, commuting to and from jobs in suburban communities is difficult. The job commute is hampered by longer headway times between buses in non-peak hours, finding transportation to and from a PATCO station or bus stop to home or the job site, especially nights and weekends. In addition, the more remote and scattered suburban employment locations are not served by existing lines which tend to follow fixed routes radiating outward along major highway corridors.

Greater use of demand response bus systems from the Transportation Center and more special needs transit services within areas of high

Integrating Camden's Transportation Network

concentrations of low income, the elderly, and/or the handicapped should continue to be explored by NJT.

Improving Transit Accessibility

Recommendations to improve transit accessibility include the following techniques, some of which are also contained within recent studies undertaken by the DVRPC (1998) and included within the Camden County Community Transportation Plan (1998).

- Reevaluate commute schedules.

NJT should reevaluate the scheduling and routing of its existing fixed route service to address the reverse commute needs of City residents who travel outside of the City for work. Incremental adjustments in fixed route service should be instituted by the NJT based on observed City resident ridership patterns.



Current suggested short term route adjustments include:

- Extend the hours of service provided by Routes 452 and 453 from 7:00PM to 11:00PM.
- Create fixed routes, regularly scheduled downtown to waterfront circulator bus route. Combine Route 452 and 461 (AquaLink) to serve existing and future employment, institutional, educational and recreational trip generators.
- Increase the number of buses from Camden to Philadelphia during the day.
- Extend the hours of fixed route buses that service Campbell Soup and immediate industrial and office areas to accommodate residents working at these facilities.

- Create flexible shuttle services.

A program of more flexible fixed route shuttle services is required. These would accommodate trip origins and destinations not suitable for fixed route bus service.

Such flexible service would provide transit coverage during service days and hours when traditional bus service is not available. Shuttle services that feed the PATCO stations would address City residents' access issues to suburban job centers.

Flexible services should be redesigned to provide for coordinated transfers at designated locations in order to maximize the existing transit system. This type of service would also address resident concerns of safety where a passenger must walk several blocks late at night from the bus stop to their home.

- Establish a workplace dial-a-ride program.

Institute the County's workplace dial-a-ride "safety net" and "security net" service program. This is a demand-responsive program for work related trips that provides a feeder mini-bus or van service from a convenient home location to the nearest fixed route transfer point.



In San Diego, a Department of Labor funded program developed a partnership using neighborhood lunch vans to transport people to a hub containing a community-based resource center and a child care center. From there the Red Cross used its own vans to take individuals to places of employment or training. At the end of the work shift, the steps were reversed. This type of program could be established with County participation in Camden.

Also, create a "transitional" dial-a-ride para-transit service for those residents involved in a job search or job training activities. These would be limited service arranged by appointment with a program operator or welfare office in the case of welfare-to-work clients.

Integrating Camden's Transportation Network

- Light rail system improvements.

A new public rail transportation system known as the Southern New Jersey Light Rail Transit System is underway as part of the DVRPC TIP for FY 2002-2004. This light rail project, which runs 34 miles from Trenton to Camden, provides four (4) station stops in Camden and services the Walter Rand Transportation Center, educational, institutional and employment centers in the downtown and entertainment facilities along the Delaware riverfront. The line is expected to be in service by the year 2004.

There are a series of additional light rail transit improvements recommended that would complement various economic and neighborhood improvement initiatives advanced by the Master Plan. These proposals are indicated on the map entitled *Public Transit System* and include the following:

- Light rail extensions.

Extension of the light rail system from its proposed terminus at the E-Center to Morgan Boulevard would improve accessibility for Camden residents to jobs to be created from the proposed port expansion activities and future industrial development centers recommended in the Waterfront South neighborhood. The proposed line should parallel the proposed industrial boulevard collector roadway which is recommended to follow an abandoned rail right-of-way.



In the long term future, NJT has already proposed a light rail extension from the E-Center terminus to Gloucester County as part of a Year 2025 program. The South

Camden portion is a limited piece of this long range light rail line expansion and should be accelerated as a first phase project. It should be coordinated with the shorter term economic development program proposed for South Camden.

- Additional stops.

Three additional transit stops are also suggested along with the proposed light rail extension route. These proposed stops are in the vicinity of Kaighns Avenue, Jackson Street and Morgan Boulevard.

A proposed additional stop in the vicinity of 17th and Federal Streets is also recommended. This additional stop would be tied into the proposed industrial development job center proposed for this location. The proposed stop would also service existing industrial jobs located adjacent to the Pavonia railyards and the expanded mixed-use commercial center advanced in the vicinity of State Street and River Avenue.

Delaware River Tram

The Delaware River Port Authority is in the final development phase of the Philadelphia-Camden tramway project, with construction scheduled to begin in the 2002-2004 time period. The tram consists of a suspension cable system having a 1,900-foot center span which runs from two thirty-foot high towers on either side of the Delaware River. Eight (8) detachable passenger gondolas will run all summer season, transporting a maximum capacity of 2,500 passengers per hour.

Delaware River Ferry

Passenger ferry service is proposed to be provided between Camden and Philadelphia via a new Camden Ferry Pier to be located north of the Aquarium opposite the proposed train station. The existing water taxi service opposite the Aquarium would also remain in service. Since its inception, the Delaware River Ferry has carried more than 2 million passengers. With the train and improved ferry links in place, the Camden and Philadelphia waterfronts will be united as a regional tourist, cultural and educational destination.



Integrating Camden's Transportation Network

Goal Three: Maintain and improve Camden's system of roadways and bridges.

Strategies

1. *Improve the City's road network and its connections to the regional transportation system.*

Based on the transportation improvement program recommended by the Master Plan, the City can seek increased NJDOT and transit agency funding for road, bridge and transit transportation improvements that support economic and residential revitalization projects. New development that increases traffic congestion above acceptable levels should be required to pay a pro-rata share of the transportation system upgrades necessary to support such development.

City resources for general road maintenance and reconstruction as well as bridge improvements can then be targeted to complement and leverage transportation funding received for such improvements. Beyond emergency situations, other road repair needs should be based on a prioritized annual road maintenance schedule that supports neighborhood stabilization and revitalization efforts.

Truck traffic routing through the City to ease traffic congestion and reduce unnecessary truck traffic through residential neighborhoods is also advanced by the proposed Transportation Plan in conjunction with industrial development programs within each neighborhood planning district.

Recommended Circulation Improvements

Planned general transportation improvements include upgrading waterfront access for commercial redevelopment and recreational needs, improving access to the CBD, upgrading neighborhood collector streets, identifying truck routes to the existing and emerging industrial centers, and repairing streets which have experienced a deterioration in their pavement conditions, especially those with heavy bus and truck traffic.

■ Major Roadway Infrastructure Improvements

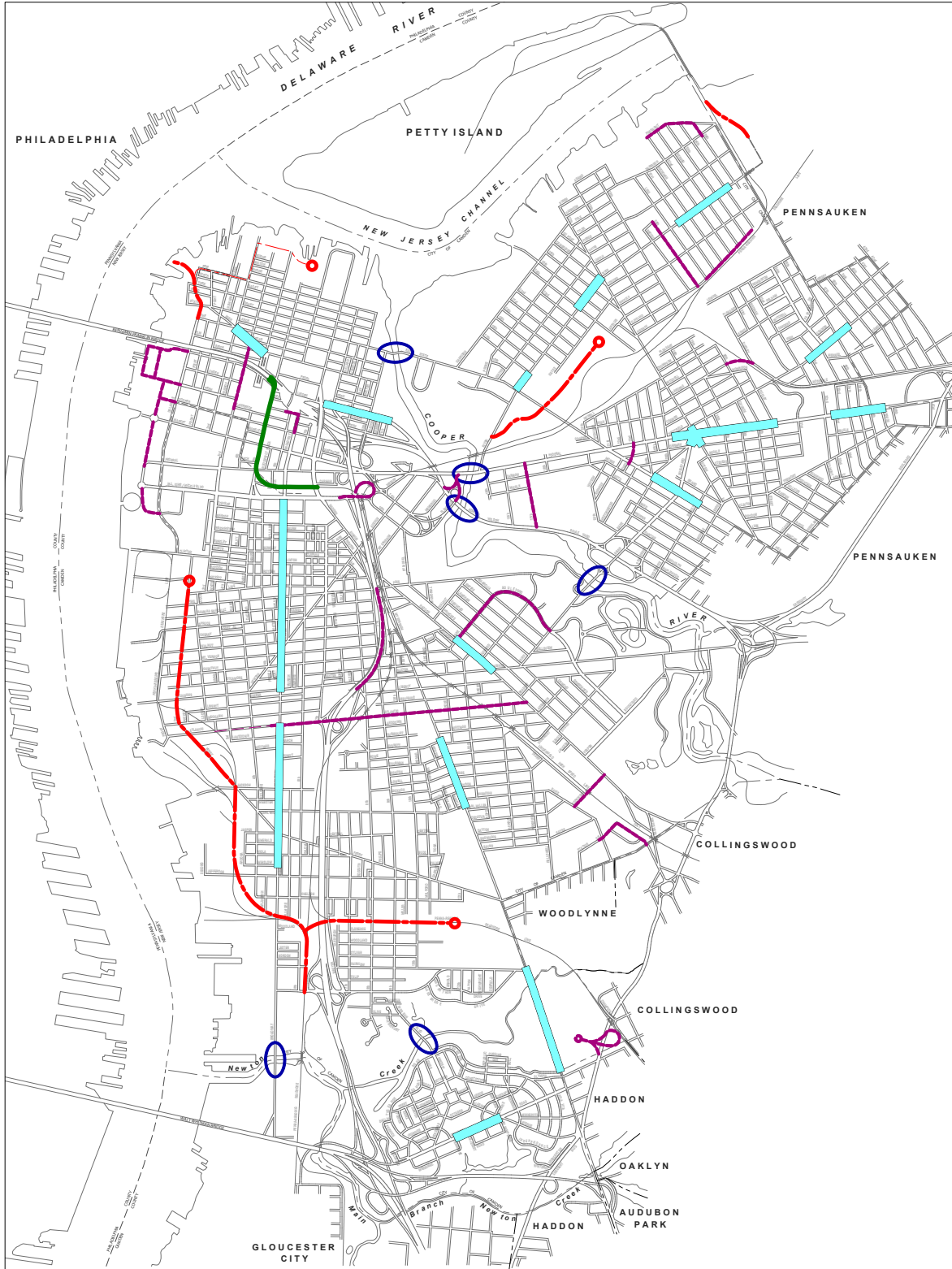
The City's Circulation Plan Element provides for a local and regional highway network which meets the City's transportation needs based on its Land Use Plan. It is comprised of a variety of road types from urban

principal arterials such as I-676, to local streets, to urban collectors such as 36th Street.

Described below are the various road improvement proposals generally illustrated on the map entitled *Roadway Improvements*. These proposals are made in recognition of future traffic volumes potentially possible from the various land use proposals contained in this Master Plan. These improvements are intended to supplement existing roadways or intersections, and to provide alternative routes for local and regional traffic flow. Key proposals by major type of improvement are as follows:

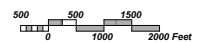
New Roads, Street Upgrades

- A collector limited industrial access boulevard should be constructed to serve the Camden port and adjacent industrial areas. This road should extend from the vicinity of Morgan Boulevard and the I-676 interchange along the abandoned rail right-of-way to the Beckett Terminal area. The intended effect is to service existing and proposed industrial and port uses with truck traffic directed to the Morgan Boulevard and Atlantic Avenue interchanges of I-676. This would deter indiscriminate truck traffic from using local City streets in abutting residential neighborhoods to gain access to waterfront industrial areas.
- Delaware Avenue should be extended north from Vine Street to the intersection of 2nd and Erie Streets and further extended to end in a cul-de-sac before 6th Street. This roadway improvement would provide truck access to the industrial park planned for the area north of Erie Street.
- Upgrade 3rd Street connection between the proposed Main Street improvement project in North Camden and Cooper Street at Rutgers University.
- The Cooper's Ferry Development Association (CFDA) is collaborating with the City to extend Riverside Drive into the northern and southern portions of the Camden waterfront. This work should occur in three phases. Phase I will feature the extension of the road from Federal Street to Market Street and Phase II from Market Street to Penn Street. Phase III will be a short section which runs south of Martin Luther King/Mickle Boulevard to just above the E-Center. In addition, new roads to



LEGEND

- | | | | |
|----------------------|-------------------------------------------------------------------------------------|-------------------------|-------------------------------------------------------------------------------------|
| Bridge Improvement |  | Roadway Improvement |  |
| Corridor Improvement |  | Underground Improvement |  |
| Industrial Access |  | | |



ROADWAY IMPROVEMENTS

City of Camden Master Plan

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

Integrating Camden's Transportation Network

improve connections to the downtown include extensions of Cooper, Penn and Pearl Streets to the waterfront street system.

- A planned limited industrial access road should be constructed to serve the proposed planned light industrial Enterprise Business Park generally located at the corner of Mt. Ephraim Avenue and Morgan Boulevard. A connection should also be made to the other planned limited industrial road serving the port and related industrial developments and the Morgan Boulevard interchange with I-676. This industrial road can parallel a railroad right-of-way that goes beneath the I-676 viaduct structure. A review of the Morgan Boulevard intersection with Broadway will also be needed as part of the proposed industrial access road.
- Roadway improvements necessary to support the proposed “Transit Village” mixed-use development at the Ferry Avenue PATCO station involving realignment of Station Drive and upgrades to Ferry Avenue.
- Cul-de-sac 16th Street at its existing intersection with Admiral Wilson Boulevard to accommodate a proposed information center included as part of the boulevard’s beautification program and proposed recreational improvements in the area. Upgrade 17th Street as a significant access corridor to the Federal Street proposed industrial-office center and a proposed NJT light rail transit stop.
- Construct a planned limited industrial access road beginning at River Avenue, extending under East State Street and ending in a cul-de-sac just below 24th Street. This roadway is intended to service the proposed mixed corridor and light industrial areas in the vicinity of State Street and River Avenue. It also would remove heavy truck traffic away from residential areas in Cramer Hill.
- Reconstruct Farragut Avenue from 32nd Street to 35th Street to provide improved vehicular access to adjacent and nearby residential properties.
- Realign the truck access road to Petty’s Island at 36th Street into an existing Pennsauken industrial park access road (onto 37th Street) to divert truck traffic away from the intersection of River Avenue and 36th Street and residential areas in East Camden.

Trucks would then head east to access U.S. Route 130 or other regional highways.

- Reconstruct Cleveland Avenue between Lois Avenue and 34th Street to provide improved vehicular access to adjacent and nearby residential properties.
- Extend Sewell Street to Federal Street as part of the Westfield Acres Hope VI redevelopment program. This would improve access to the residential area as well as proposed public uses in the general area.
- Extend Saunders Street to Rosedale Avenue to integrate the McGuire Gardens Hope VI redevelopment program with the adjacent neighborhood.
- Upgrade Atlantic Avenue between Ferry Avenue and I-676 to provide improved access into and out of the proposed mixed corridor and port related development areas.
- Upgrade City traffic signal network to improve traffic flow during peak hour movements.
- Reconstruct 30th Street north from Cleveland Avenue to Von Neida Park to improve accessibility to recreational facilities.
- Undertake intersection improvements at Federal Street, Baird Boulevard and 27th Street.
- Road improvements to Copewood Street from Davis Street to Haddon Avenue to improve access to the medical support development uses are proposed for this area.

Highway Ramp Improvements

- Construct a fly-over ramp and associated intersection improvements on U.S. Route 130 to provide direct highway access to the planned regional retail center proposed for Fairview area east of Mt. Ephraim Avenue. This improvement would complement the proposed corridor improvement recommended for Mt. Ephraim Avenue in the vicinity of the proposed commercial development area.

Integrating Camden's Transportation Network

- Initiate I-676 ramp improvements in the vicinity of Martin Luther King/Mickle Boulevard and the new Federal Street/Flanders Avenue access ramps to be constructed by the NJDOT. The Martin Luther King/Mickle Boulevard additional exit ramp lane, together with the new left-turn lane on Martin Luther King/Mickle Boulevard westbound to widen the access ramp and the proposed widening of I-676 to accommodate an additional ramp access lane, would improve access to the CBD and downtown waterfront area.



Waterfront event generated traffic and its impact on the I-676 ramp capacity at Martin Luther King/Mickle Boulevard requires additional review by the NJDOT in light of ongoing development proposals for the CBD and the waterfront areas. Increased use of public transit and redirection of event traffic via the Atlantic Avenue interchange to Broadway and then to Martin Luther King/Mickle Boulevard are possible alternatives to be evaluated.

- Rehab ramp to improve capacity of I-676 over the Newton Creek.
- Upgrade the capacity of the ramp overpass at the Federal Street and Flanders Avenue exit from Admiral Wilson Boulevard to improve access to existing and proposed industrial office development in the Gateway area.

Streetscape Improvements

- A highway corridor "beautification" improvement is proposed along Mt. Ephraim Avenue extending from Morgan Boulevard to Olympia Road in Fairview. 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-offs at intersections, and traffic striping and crosswalk modifications. In addition, improvements to existing landscaped median streets to include Baird Boulevard, Yorkship Road, and 7th Street between Benson Street and Pine

Street are proposed to support proposed development and rehab projects.

- Commercial corridor street improvements involving new street lighting and identity banners, street repairs and resurfacing, pedestrian crosswalks, street tree installation or replacement and sidewalk repairs/reconstruction are proposed for the following areas:

- ▶ Main Street area in North Camden including 3rd Street connection to Cooper Street.
- ▶ Three sections along River Avenue generally east of State Street, west of 27th Street, and east of 36th Street.
- ▶ Westfield Avenue west of 37th Street.
- ▶ Federal Street west of 36th Street and as a continuation of the Federal Street/Westfield Avenue plaza improvements east and west of 27th Street.
- ▶ Marlton Pike vicinity of the Baird Boulevard intersection.
- ▶ Haddon Avenue vicinity of Park Boulevard.
- ▶ Mt. Ephraim Avenue vicinity of Jackson Street.
- ▶ Collings Road vicinity of New Jersey Road.
- ▶ Two sections of Broadway, between Kaighns Avenue and Martin Luther King/Mickle Boulevard as well as between Atlantic Avenue and Winslow Avenue.



- The State of New Jersey has recently completed the first phase of a corridor improvement plan along the Admiral Wilson Boulevard. Improvements to date have removed decaying buildings and unsightly billboards on the south side of the roadway, provided landscaping along roadway edges and within

Integrating Camden's Transportation Network

vacant lots and created pedestrian trails as part of a greenway along the Cooper River. The upgrading of pedestrian bridges and the construction of an information center on the north side of the boulevard is planned.

- Reconstruct Broadway gateway entrance to include street trees and new lighting from the Benjamin Franklin Bridge toll plaza to Cooper Street.
- Upgrade and landscape the 3rd Street connection from Cooper Street to Main Street in North Camden to improve access to the proposed commercial service and housing development envisioned as part of the Main Street redevelopment program.
- Streetscape improvements to include street trees, lighting and sidewalks and activity signage on Martin Luther King/Mickle Boulevard, Federal Street, Market Street, Cooper Street, Broadway, and Haddon Avenue in the CBD; 3rd Street to 6th Street in the core area of the CBD; and the local street network in Cooper-Grant.

Bridge Improvements

- Initiate reconstruction or replacement of two bridges located over the Cooper River at East State Street (CR601) and Federal Street (CR537). The Federal Street bridge has been scheduled to be reconstructed FY 2002-2004 in the DVRPC Transportation Improvement Program.
- Reconstruct the Morgan Boulevard bridge over the north branch of Newton Creek, the Broadway bridge of Newton Creek in South Camden, and the Baird Boulevard bridge over the Cooper River.



Collaboration with the DVRPC and NJDOT is required to implement the identified projects with the least impact on City taxpayers. This can be accomplished by placing the above projects eligible for funding on the DVRPC Transportation Improvement Program (TIP).

Other actions include encouraging the State of New Jersey to undertake necessary projects like the I-676 ramp improvements and bridge upgrades by working with the County to have the roadways under their jurisdiction improved in a timely manner, and by having developers within the City undertake or contribute toward roadway infrastructure improvements as part of redevelopment projects.

Some implementation options could take the form of specific Transportation Improvement District or negotiated impact fees as is permissible by State planning laws. Roads under City jurisdiction that require improvement beyond normal maintenance will require further engineering assessments for inclusion within the City's Capital Improvement Program.

■ Truck Routes

- Existing Routes. Major existing truck routes to and from port terminals and industrial centers are identified below:
 - ▶ Beckett Street Terminal (inbound and outbound identical) - 2nd Street to Atlantic Avenue to I-676; approximately 200 trucks per day.
 - ▶ Broadway-Beckett Street Transfer (inbound and outbound identical) - 2nd Street to Ferry Avenue to Broadway; approximately 400 trucks per day.
 - ▶ Broadway Terminal (inbound and outbound identical) - Broadway to Morgan Boulevard to I-676; approximately 200 trucks per day.
 - ▶ Crowley American Transport (inbound and outbound identical) - River Avenue to East State Street to 7th Street to the Benjamin Franklin Bridge or Martin Luther King/Mickle Boulevard to I-676 South; approximately 240 trucks per day.
 - ▶ Signage upgrades are underway on many of these existing routes. As a general policy guide, efforts should be made to redirect truck traffic away from major residential areas.
- Truck Route Improvements. New truck routes envisioned in the Master Plan could replace some of the existing routes. Collaboration with the County and State highway agencies is

Integrating Camden's Transportation Network

required since some of the existing and proposed routes involve other than City streets.

Coordination with these higher agencies is also required to devise specific truck routings and an overall signage scheme to allow for enforcement of future truck routes. Major new routes proposed to accommodate recommended industrial development areas include:

- ▶ Planned industrial boulevard to serve existing and proposed industrial uses in the Waterfront South areas including the port facilities.
- ▶ Extension of Delaware Avenue to Erie Street and associated industrial waterfront access road in North Camden.
- ▶ Realignment of the Petty's Island bridge access road in the vicinity of 36th Street and Harrison Avenue to connect into an adjacent Pennsauken industrial area road network to redirect truck traffic away from River Avenue.
- ▶ Planned industrial collector street from River Avenue south of East State Street ending in a cul-de-sac west of 24th Street.
- ▶ Planned industrial collector street to service the proposed Enterprise Business Park between Fairview Street and Ferry Avenue.
- ▶ Upgrades to 17th Street to accommodate planned industrial area in the Federal Street and River Avenue area.

A Comprehensive Signage Plan should be developed to direct both visitors and truck traffic from major highways to destinations along the waterfront and into the Camden CBD.

■ Road Repair System

Many streets carrying heavy traffic from public buses and industrial trucking have severely deteriorated in recent years. While these repairs obviously must be handled as top priority, it is recommended that the City implement a scheduled road upkeep program to maintain

heavily traveled roads, preventing them from reaching a point where they are no longer navigable and more costly to repair.



Based on a detailed engineering evaluation, a systematic road maintenance program should be prepared. Priority projects should be included within the City's Capital Improvement Program and continually updated.

It is also recommended that the City collaborate with Camden County in the preparation of a systematic road repair, maintenance and reconstruction schedule since many of the major collector roadways in the City are within the jurisdiction of the

County. In this fashion the City can coordinate its annual street repair and reconstruction program with road improvements contemplated by the County. Adjustments in the County's street project priorities can also be made so that a comprehensive treatment of a neighborhood street network will be achieved.

Goal Four: Develop a comprehensive parking strategy for the CBD and neighborhood commercial corridors.

Strategies

1. *Establish a comprehensive CBD Parking Plan.*

A combination of new parking garage construction, improved management of curbside and surface lot spaces, improved pedestrian systems and marketing of increased transit ridership options form the basis for the CBD Parking Plan.

Existing CBD Parking

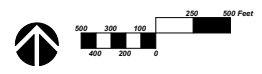
Existing parking in the downtown includes both public and private facilities. The City of Camden's Parking Authority operates fourteen (14) parking lots and garages in the Central Business District. They contain approximately 8,644 parking spaces of which 87% are located in at-grade surface lots and the remainder or 13% are located in multi-level parking garages.

PARKING

Central Business District

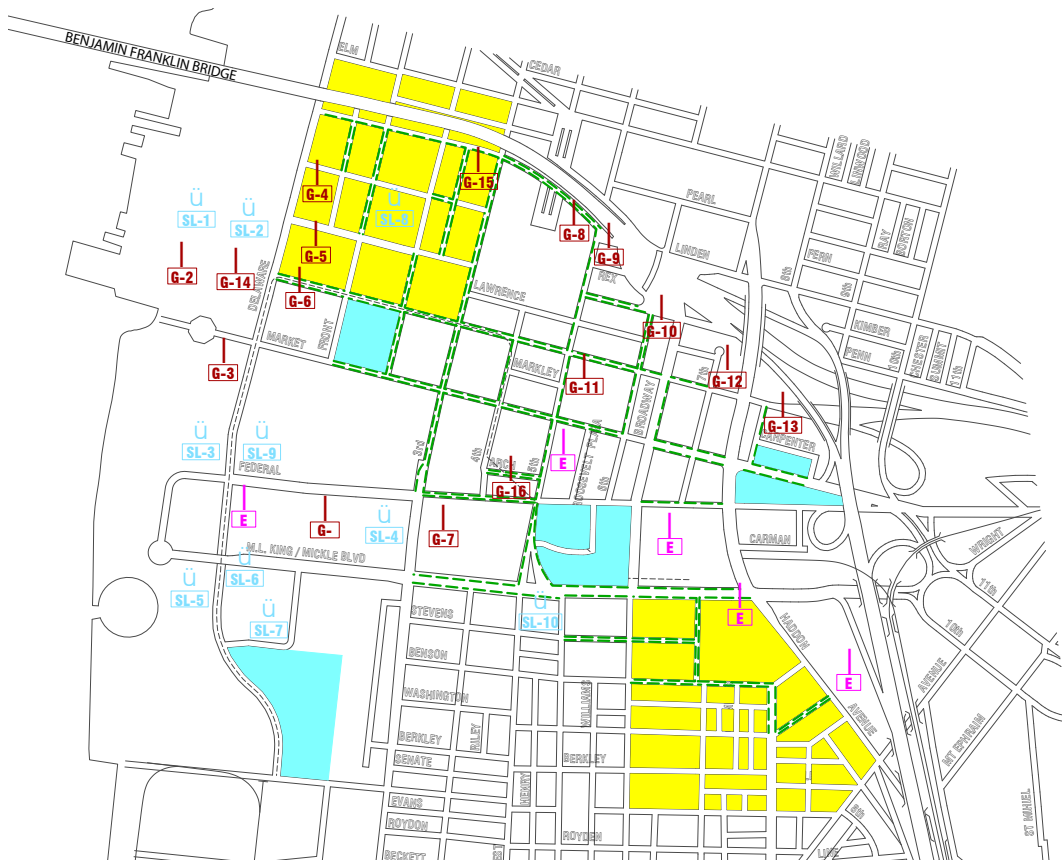
LEGEND

- Daily / Monthly Fee Surface Parking
- Metered Street Parking
- Residential Permit Parking
- Proposed Surface Parking Lot(s)
- Proposed Parking Garage(s)
- Existing Parking Garage(s)



City of Camden Master Plan

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The location of these existing parking lots and garages along with metered on-street parking and areas with residential parking restrictions are generally depicted on the map entitled *Parking - Central Business District*. A listing of the proposed parking facilities shown on the Parking Plan exhibit is included in Appendix VIII.

Proposed CBD Parking Plan

The introduction of mixed land uses as proposed in the CBD plan coupled with increased public transit in the downtown enables less parking to be developed to service these uses. A total of some 7,800 public parking spaces or a 10% reduction from what exists today is proposed for the CBD.

Different land uses have different peak period parking demands, thereby allowing one parking space to serve multiple uses. The CBD employee and visitor parking needs are better served by the proposed distribution of new parking facilities shown on the Parking Plan exhibit.

The Parking Plan anticipates that 75% of the proposed spaces would be located in multi-level garages while 25% are to remain in surface lots. The significant switch in emphasis from surface lot parking to multi-level garages is necessary to accommodate new commercial, office, and residential development in the downtown on what is considered a valuable and scarce resource - the land on which surface parking is now located. New garages will also permit a mix of uses on the ground floor to further generate and support expanded development opportunities in the downtown.



Even though the parking program continues to show 1,200 surface parking lot spaces at the Tweeter Center, it would be desirable to consolidate all or a majority of these spaces into a parking garage(s) and to then utilize the newly created area for market-rate residential land uses to complement downtown business development. Achieving a 24-hour CBD would also be advanced by adding more residential uses adjacent to the downtown.

Collaboration is required between the Parking Authority, the Cooper's Ferry Development Association, the universities and Cooper Medical Center to develop operational guidelines where shared parking arrangements can be

created to maximize use of underutilized spaces during various time periods. This could result in additional revenue opportunities for each participating entity. In addition, as the waterfront development program evolves, special consideration for parking management coordination including shuttle bus parking arrangements associated with major events is required.

2. *Develop convenient shopper parking areas within commercial corridors.*

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

Where parking exists in the front of an existing retail store, increased landscaping between the sidewalk and paved parking area to upgrade the center's appearance and market appeal from the main commercial street is recommended.

Small scale off-street parking areas adjacent to retail areas should be developed where vacant lots exist. The concept behind these infill parking areas is to utilize vacant lots visible from a main thoroughfare as off-street parking areas for a retail district. These areas would provide safe and convenient parking within a commercial corridor. Landscaping, street lighting and appropriate street furniture should be provided to integrate parking into the overall design scheme for a retail center.

Goal Five: Promote and maintain pedestrian and bicycle networks within the downtown, the waterfront area and in neighborhoods.

Strategies

1. *Create a pedestrian network linking the CBD with the waterfront.*

Public perception of the downtown's safety and as a result its market appeal for visitors, new business and residential development will increase with greater pedestrian presence. Adequate lighting, directional signage, street furniture and pleasant landscaping to complement a pedestrian precinct is recommended. The specific techniques to achieving a pedestrian precinct are described in the CBD Design Plan contained in the Master Plan.

Integrating Camden's Transportation Network



Making it convenient to walk to major facilities in the City lessens future traffic congestion and creates a safer environment. City agencies should repair major sidewalk systems and enhance street lighting along main collector streets to encourage greater pedestrian movement. Also, increasing police foot patrols and community policing efforts along

these streets will result in safer walking corridors within each neighborhood planning district. Priority for establishing walkway system improvements should be based on neighborhood stabilization and revitalization plans.

A conceptual pedestrian walkway scheme for the CBD is indicated diagrammatically on the map entitled *CBD Pedestrian Network*. The plan shows street tree placement along major pedestrian streets and pedestrian paths to create a network of pleasant walkways that connect downtown activity centers, parking areas, existing and proposed parks and plazas, and the waterfront. Pedestrian connections to the Transportation Center and PATCO stops as well as light rail stops provide for convenient access from the public transit system to the various precincts of the CBD.

A CBD Streetscape Design Plan prepared by Killinger-Alberto/The Delta Group for the CFDA has proposed improvements for key downtown streets that are part of the proposed pedestrian network. As indicated in selected illustrations from this study, prototypical improvement designs for Haddon Avenue and Federal Street establish a design vocabulary for the proposed downtown pedestrian system.

2. *Improve sidewalk and bicycle systems.*

Pedestrian and Bicycle Network Improvements

A comprehensive pedestrian and bicycle network will provide City residents, visitors and workers with safe and convenient connections between their homes or places of nearby employment and points of interest and activity, such as the community center, post office, neighborhood shopping areas, nearby employment centers, local parks and schools, and scenic areas. The implementation of this alternate circulation system will also help to alleviate some of the safety and traffic congestion problems on local roadways.

The plan is intended to guide municipal review boards in ensuring that the areas designated for pedestrian paths and/or bikeways are reserved and used for that purpose as part of future redevelopment plans.

Proposed pedestrian and bicycle paths along with bike routes are generally indicated on the map entitled *Pedestrian and Bicycle Circulation*. These proposed paths are described below:

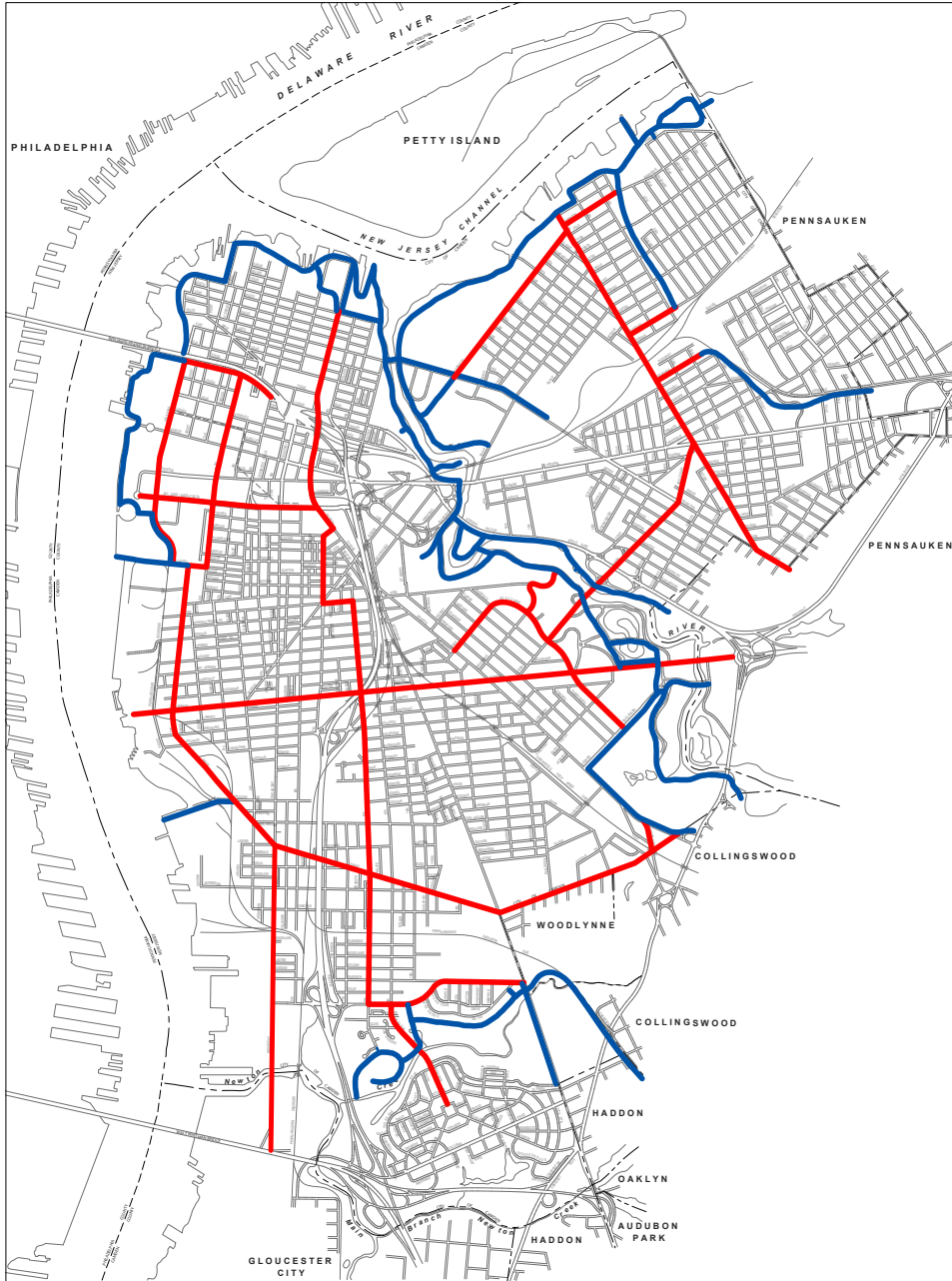
- Bicycle Paths - Bike paths are designed to accommodate both pedestrians and bicyclists. Such pathways are generally proposed instead of sidewalks in redevelopment areas, adjacent to or within utility rights-of-way, in major community parks and in the greenway.

The design and engineering standards for bike paths in the City, as much as possible, should be in accordance with the New Jersey Department of Transportation Bicycle Compatible Roadways and Bikeways Planning and Design Guidelines (NJDOT bikeway standards).

In collaboration with the County and the NJDOT specific pedestrian and bikepath routes should be finalized based on the recommended routes indicated on the map exhibit. In general these routes include:

- Harrison Avenue to the Von Neida Park proposed bike route and 27th Street in the Cramer Hill neighborhood.
- Continuation of the 27th Street system to Marlton Pike, Baird Boulevard and its connection to the Cooper River greenway, Thompson Street and its connection to the proposed Rosedale Avenue bike route in the Rosedale/Dudley, Stockton and Marlton neighborhoods.
- Continuation of the Baird Boulevard system to Park Boulevard, including Park Boulevard and its connection to the greenway proposed bike route along the Cooper River in the Parkside neighborhood.





LEGEND

Pedestrian and Bicycle Paths
Bike Routes



**PEDESTRIAN AND
BICYCLE CIRCULATION**

**City of Camden
Master Plan**

Lenz, Mueller & Associates - Planning Consultants
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Integrating Camden's Transportation Network

- 7th Street and its connection to the Delaware River greenway proposed bike route in North Camden.
- Continuation of the 7th Street system to connect with the Martin Luther King/Mickle Boulevard system which provides further connections to 3rd Street and Delaware Avenue in the downtown and Cooper-Grant neighborhoods.
- Continuation of the 3rd Street and 7th Street systems to the Kaighns Avenue route in the Bergen Square and Lanning Square neighborhoods which is interconnected along Kaighns Avenue through the Gateway neighborhood.
- Ferry Avenue with connections to lower Broadway, 8th Street and Morgan Boulevard in the Waterfront South, Liberty Park and Centerville neighborhoods.
- Continuation of the Morgan Boulevard system to Fairview Street at Yorkship Square with connection to the Newton Creek greenway proposed bike route.

Bike parking facilities should be considered at various stopping points along a pathway for security and weather protection. For example, shopping centers and employment centers should have adequate bicycle parking facilities that are conveniently located near building entrances or other highly visible areas that are self-policing.

- **Bicycle Routes** - Bike routes are located on existing roadways which are either wide enough to safely accommodate bicyclists without having to provide exclusive bicycle lanes (i.e. shared-roadway condition) or roadways with specially designated and appropriately identified bike lanes along both sides of the roadway.

Generally speaking, the proposed bikeway plan seeks to utilize existing roadways for bike routes (whether shared roadway or with bike lanes) where such roadways are bicycle compatible per NJDOT bikeway standards. However, where a bike route is not the appropriate option due to incompatibility of the roadway for safe bicycle usage and other factors, an off-road bike and pedestrian path is recommended, preferably as part of the proposed greenway network.

As with bike paths, the design and engineering standards for designated bike routes, as much as possible, shall be in accordance

with the NJDOT bikeway standards. For example, designated bike lanes along roadways shall have a minimum width of five (5) feet where the roadway is curbed or four (4) feet where no curbs exist. Generally, bike routes within the greenway should measure at least eight (8) feet in width and include a bituminous surface material.

Important components of safe bicycle routes are bicycle-friendly grates and utility covers flush with the pavement surface, a smooth pavement surface free from irregularities (i.e. rumble strips), and adequate signage. Proper signage is essential to alert motorists to the fact that certain roadways will be used by bicyclists and that special care should be taken when traveling these roadways.

For the bike routes proposed within the greenway and other natural spaces, accessories such as park benches, trash receptacles, and rest areas with restroom facilities and water fountains should be considered along bicycle and pedestrian trails.

- **Sidewalks** - The City already has an extensive network of existing sidewalks that link residential, community facilities and non-residential areas. Repair of existing walkways together with new sidewalk extensions should be undertaken as part of neighborhood improvement projects. As part of proposed new school construction, sidewalk and neighborhood school main access walkway repairs should be instituted.



Since schools, community facilities and services and local business areas are relatively close by in different neighborhood areas,

improved sidewalks will 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 at least 5 feet wide, which is adequate for 2 pedestrians or 1 pedestrian and 1 bicyclist. In areas where the roads are too narrow for bicycles to share use of the roadway with motorists or where an off-road bike path is not feasible, sidewalks will inevitably be used by bicyclists; especially by children and less experienced bicyclists. Even though it is not recommended that sidewalks be used

Integrating Camden's Transportation Network

in this manner, the sharing of sidewalks by bicycles can be done when pedestrian or bicycle traffic is very light.

To improve the quality of the proposed pathways system, it is important to provide supplemental or accessory facilities. Handicapped ramps should be provided at intersections and driveways. These facilities will make the pathways and designations along the pathways more enjoyable, thus encouraging their greater use.

Implementing Pedestrian and Bicycle Pathway Improvements.

Initially the City should amend its zoning, subdivision and site plan review ordinances to encourage the development of pedestrian and bicycle pathways as part of new development projects by adding new definitions for pedestrian and bikeway facilities, specifying bicycle parking requirements for new development and redevelopment projects, providing bicycle parking facilities design standards, and identifying the NJDOT Bicycle Compatible Roadways and Bikeways Planning and Design Guidelines as the principal standards for bikeway facilities.

Developers of new development or redevelopment projects should be required to construct on-tract and possibly off-tract pathways as a condition of site plan or subdivision approval.

Upgrading existing sidewalks should be accomplished through the City Capital Improvement Program. Funds obtained through County, State and federal programs such as the State DOT Transportation Enhancement Program (TEA-21 Program) are available to supplement City resources for sidewalk improvement programs.

In order to communicate the existence of a planned bikeway system in the City and to demonstrate early progress in the implementation of the bikeway plan, an effort should be made to quickly move ahead with the implementation of those portions of the proposed system that can be achieved without significant expense or effort. For example, one task that should be considered for early action is the posting of "bike route" signs along those roadways proposed as bike routes that already comply with NJDOT bikeway standards.

Goal Six: Improve port facilities and related freight movement transportation systems.

Strategies

1. *Coordinate planning efforts with the DRPA and the South Jersey Port Corporation to improve freight movement into and out of the port related industrial district and onto I-676.*

In order to advance the economic land use proposals suggested for the port related industrial area, major access improvements from the Beckett and Broadway port terminals to interchange locations with I-676 are needed. The proposed new industrial access road that traverses the port related industrial district located in the Waterfront South and Bergen Square/Lanning Square neighborhoods will enable more efficient distribution of bulk goods between the two existing port terminals. This will increase port capability and accelerate spin-off job growth opportunities associated with processing activities generated by added shipping business.

An industrial collector access roadway servicing both port terminals and the adjacent proposed industrial development areas would provide improved access to the Morgan Boulevard and Atlantic Avenue interchanges with I-676. The proposed collector road would allow for competitive trucking service on an interstate and regional basis in that more efficient movement of goods can be accommodated. In addition, time sensitive and perishable goods transport requiring airborne freight connections from the City's port terminals and proposed industrial areas to the Philadelphia Airport can be achieved.

The City should coordinate its proposed industrial land use proposals for the Waterfront South area with the South Jersey Port Corporation (SJPC) and the Delaware River Port Authority. These agencies should undertake major upgrades to the Port of Camden's berth, cargo handling equipment and related facilities to accommodate the new generation of larger cargo ships seeking access to the Philadelphia/Camden port centers. This will require dredging of the shipping channels as proposed by the DRPA to facilitate increased ship traffic to both the Camden port and Philadelphia port facilities.

New capital investments in the port's infrastructure including access road improvements should be undertaken by the DRPA and the SJPC. Surplus land-to-port operations should be released for private industrial development. Such improvements will assist the City in the marketing of adjacent proposed industrial areas to create new jobs and generate added tax revenue income for the City.

Integrating Camden's Transportation Network

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

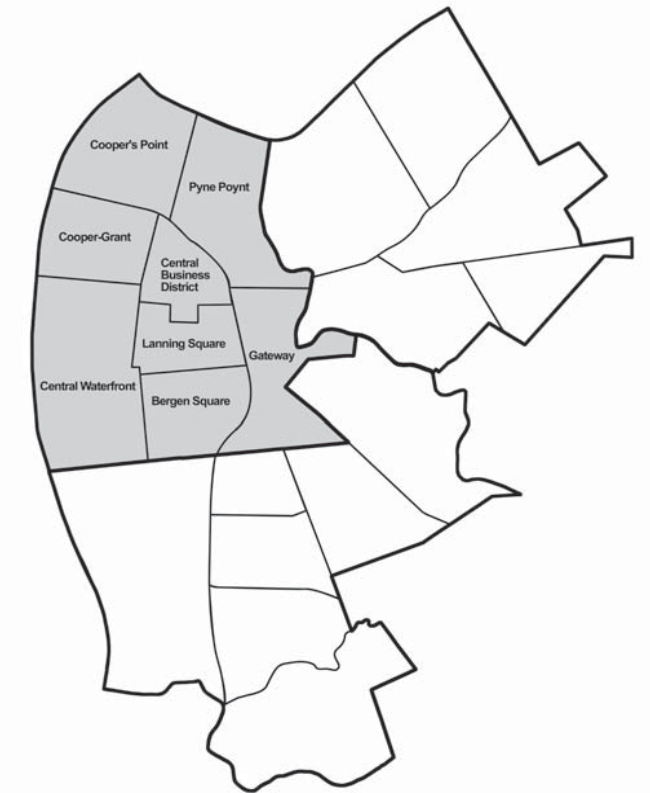
NPD #1

Location	Recommended Project Activities
North Camden	<ul style="list-style-type: none"> - Extend Delaware Avenue from Vine Street to Erie Street to service proposed industrial areas north of Erie Street. - Reconstruct East State Street bridge. - Resurface and repair local streets as part of development and rehab projects; repair other streets that serve as local collectors of traffic (e.g. East State Street, Erie Street and Elm Street). - Initiate street beautification improvements along Main Street between 2nd Street and 4th Street in support of Main Street redevelopment program. - Add bus route connection to proposed light rail transit at Rutgers University station and Broadway station. - Create pedestrian/bike path route within the greenway to Delaware Avenue and connect to 7th Street to improve access to activity centers, shopping and employment areas. - Change existing traffic light signal timing to allow for easier pedestrian crossing at Northgate II and investigate adding a pedestrian crossing light at this location.
CBD, Cooper-Grant, Central Waterfront	<ul style="list-style-type: none"> - Complete CBD waterfront access system by extending Riverside Drive from Federal Street to Penn Street including connections to adjacent streets. - Undertake I-676 ramp improvements at Martin Luther King/Mickle Boulevard to improve access to CBD and waterfront attractions. - Resurface and repair local streets in Cooper-Grant area. - Initiate streetscape improvements along Cooper, Market and Federal Streets. - Construct new industrial access road along 2nd Street originating at the Morgan Boulevard interchange with I-676 to service Beckett Terminal and proposed industrial areas. - Reconfigure and reconstruct gateway entrance to the CBD from the Benjamin Franklin Bridge toll plaza to Cooper Street. - Upgrade and landscape 3rd Street connection to proposed Main Street commercial center in North Camden. - Construct light rail system with connection to the Transportation Center. - Upgrade City Hall and Broadway PATCO stops. - Construct Delaware River aerial tramway to Philadelphia. - Improve bus routings and service from Transportation Center to major employment centers in adjacent municipalities. - Institute demand response bus systems (jitney style service) from Transportation Center to handle special transit needs of City elderly. - Develop CBD comprehensive parking plan. - Incorporate pedestrian/bike route along waterfront promenade, Martin Luther King/Mickle Boulevard, Delaware Avenue.

Location	Recommended Project Activities
Bergen Square/ Lanning Square	<ul style="list-style-type: none"> - Resurface and repair local street network as part of redevelopment and rehab projects. - Initiate corridor beautification improvements to Broadway from Martin Luther King/Mickle Boulevard to Kaighns Avenue. - Undertake streetscape improvements to the 7th Street landscape median between Benson and Pine Streets. - Make intersection improvements at Broadway and Newton Avenue. - Continue bike route plan along 3rd Street to new port industrial access roadway and 7th Street to 8th Street to link activity centers and employment areas.
Gateway	<ul style="list-style-type: none"> - Reconstruct Federal Street bridge over the Cooper River. - Construct ramp widening improvements to the Federal Street and Flanders Avenue exit at Admiral Wilson Boulevard. - Repair and resurface Atlantic Avenue with a road capacity upgrade at the approach to the I-676 interchange. - Continue pedestrian/bike path with proposed greenway located along Cooper River.

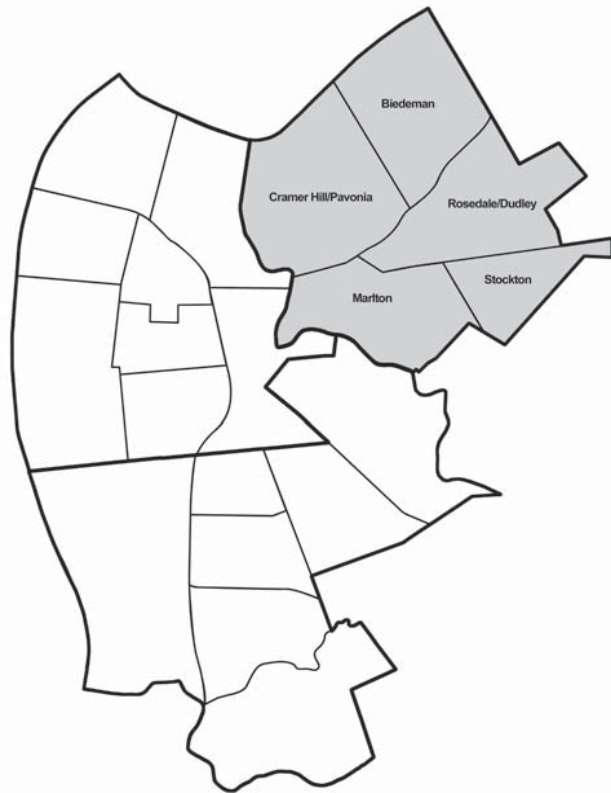
Project Activities

NEIGHBORHOOD PLANNING DISTRICT #1



Project Activities

NEIGHBORHOOD PLANNING DISTRICT #2



NPD #2

Location	Recommended Project Activities
Cramer Hill	<ul style="list-style-type: none"> - Reconstruct Cleveland Avenue between Lois Avenue and 34th Street and Farragut Avenue from 32nd to 35th Streets. - Reconstruct 30th Street from Cleveland Avenue into Von Neida Park. - Realign truck access road to Petty's Island at 36th Street to divert truck traffic away from River Avenue through an existing Pennsauken industrial area. - Construct industrial collector access road from River Avenue under East State Street ending in cul-de-sac west of 24th Street. - Resurface and repair local street network as part of development and rehab projects. - Undertake corridor beautification improvements in support of compact retail centers on River Avenue (State Street to 18th Street; 23rd Street to 27th Street and 31st Street to 34th Street). - Construct new light rail station north of Federal Street to service existing industries and proposed industrial-office center located around 17th and Federal Streets. - Add bus route to service proposed light rail stop from adjoining neighborhoods. - Create pedestrian/bike path within greenway along riverfront with connections to Von Neida Park. Interconnect bike routes along Harrison Avenue and 27th Street.
Rosedale/Dudley	<ul style="list-style-type: none"> - Extend Saunders Street to Rosedale Avenue. - Resurface and repair local streets in conjunction with development and rehab projects. - Undertake corridor beautification improvements in support of the compact retail center on Westfield Avenue (33rd to 36th Streets). - Create a pedestrian/bike path along former rail right-of-way to connect Dudley Grange Park to the 27th Street bike route.
Stockton	<ul style="list-style-type: none"> - Undertake corridor beautification improvements along Federal Street at proposed compact retail centers east of 27th Street to 30th Street and between 33rd and 38th Streets. - Initiate intersection improvements at Federal Street, Baird Boulevard and 27th Street intersection. - Continue bike route along 27th Street to provide access to activity centers, and the greenway.
Marilton	<ul style="list-style-type: none"> - Reconstruct 17th Street as upgraded access road to proposed industrial-office development, future light rail stop north of Federal Street and the planned City recreational complex. - Reconstruct bridges located over the Cooper River at Federal Street and Admiral Wilson Boulevard. - Extension of Sewell Street to 23rd Street at Federal Street. - Complete landscape and corridor improvements along Admiral Wilson Boulevard. - Initiate corridor beautification improvements on Marilton Pike (Bank to Benson Streets). - Upgrade Baird Boulevard landscape median as gateway entrance into Marilton and East Camden. - Continue pedestrian/bike path within greenway along Cooper River with connection to bike route along Baird Boulevard to 27th Street.

Project Activities

NEIGHBORHOOD PLANNING DISTRICT #3

NPD #3

Location	Recommended Project Activities
Waterfront South	<ul style="list-style-type: none"> - Upgrade Atlantic Avenue between Ferry Avenue and I-676 to improve access to proposed mixed-use development along roadway. - Construct new industrial access roadway from Morgan Boulevard interchange at I-676 to serve port and adjacent proposed industrial development areas. - Resurface and repair local streets within the historic district in conjunction with development and rehab projects. - Undertake corridor beautification improvements along Broadway from Atlantic Avenue to Jefferson Avenue. - Add bus service routes to connect from Broadway into port employment areas. As port and adjacent industrial areas grow extend light rail service with future stops at Morgan Boulevard, Atlantic Avenue and Spruce Street. - Designate Ferry Avenue and Broadway as bike routes to interconnect activity centers with residential neighborhoods.
Liberty Park	<ul style="list-style-type: none"> - Resurface and repair Atlantic Avenue from I-676 to Mt. Ephraim Avenue. - Initiate corridor beautification improvements in support of compact retail center on Haddon Avenue between Everett and Van Hook Streets. - Resurface and repair local streets in conjunction with new development and rehab.
Centerville	<ul style="list-style-type: none"> - Resurface and repair local streets in conjunction with new development and rehab. - Designate Kaighns Avenue as a bike route to interconnect neighborhoods to job centers and the Cooper River greenway. - Install speed bumps or pavement material changes to slow traffic near schools, including one at 10th Street and J.A. Nimmo Square.
Morgan Village	<ul style="list-style-type: none"> - Construct an industrial collector road to service proposed Enterprise Business Park. Roadway to follow rail right-of-way from 10th Street to connect with the proposed port industrial collector roadway west of I-676. - Resurface and repair local streets in conjunction with new development and rehab. - Provide bus route connection from Mt. Ephraim Avenue into proposed Enterprise Business Park at Fairview Street and 10th Street. - Designate 8th Street and Morgan Boulevard as bike routes to interconnect activity centers, job centers and parks.

Location	Recommended Project Activities
Fairview	<ul style="list-style-type: none"> - Reconstruct Morgan Boulevard bridge over the north branch of Newton Creek. - Construct streetscape corridor improvements along Mt. Ephraim Avenue from Morgan Boulevard to Olympia Road. - Construct fly-over ramp and related improvements on U.S. Route 130 to provide direct access to proposed regional retail center. - Resurface and repair Collings Road (I-676 to Mt. Ephraim Avenue). - Initiate corridor beautification improvements in support of compact retail center on Collings Road between New Hampshire Road and Tennessee Road. - Upgrade Yorkshp Road landscape median as gateway entrance to Fairview. - Repair and resurface local streets in conjunction with new development and rehab. - Designate Yorkshp Road as a bike route connecting to the proposed Newton Creek greenway and Yorkshp Square.
Whitman Park	<ul style="list-style-type: none"> - Continue resurfacing and repair of Atlantic Avenue from Mt. Ephraim Avenue to Haddon Avenue. - Initiate realignment of Station Drive and upgrades to Ferry Avenue to support proposed mixed-use Transit Village development at the PATCO Ferry Avenue station. - Undertake access improvements to Copewood Street between Haddon Avenue and Davis Street to support proposed medical services district. - Continue Ferry Avenue as designated bike route providing connections to the PATCO Ferry Avenue station and proposed Transit Village as well as to the Cooper River greenway.
Parkside	<ul style="list-style-type: none"> - Repair and resurface Park Boulevard from Haddon Avenue to Baird Boulevard. - Undertake corridor beautification improvements along Haddon Avenue between Walnut and Euclid Streets. - Reconstruct Baird Boulevard bridge over the Cooper River. - Extend greenway along Cooper River with interconnections to educational facilities and the proposed bike routes along Park Boulevard, Baird Boulevard and Kaighns Avenue.



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VISION

People of all ages are working together in harmony to address the physical, cultural and spiritual needs of youth, families and seniors. Community centers have been refurbished and expanded into multi-use community anchors where recreational activities, social services counseling, day care and elder care, job training, and related human services are provided.

Health care facilities accessible by improved public transportation provide comprehensive services focused on education, prevention and treatment for all residents. Faith-based organizations are part of an improved social services network that provides assistance to the elderly, the poor and other needy residents.

Antiquated and obsolete schools have been replaced by new or rehabilitated public schools fully equipped with state-of-the-art facilities. All residents have access to a quality education and educational opportunities in a safe environment supported by family, peers and community, leading to a better quality of life.

People feel safe and are safe. Neighborhood organizations work in partnership with the police to ensure streets are drug-free. Community policing efforts and neighborhood foot patrols increase daily interaction between residents and police. Fire fighting facilities have been modernized and fire prevention education increased.

The Master Plan outlines the following four goals for achieving the above vision of improving public facilities, education and safety:

- **Enhance public facilities as community anchors to strengthen neighborhood improvement efforts.**
- **Integrate basic human and social services within neighborhood planning initiatives.**
- **Modernize public schools and decentralize educational programming to reestablish the neighborhood school's role as a center for community educational, cultural and social experiences.**
- **Enhance the effectiveness of police and fire protection.**

Achieving Improved Public Facilities, Education and Safety

OVERVIEW

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

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

Collaborative partnerships between social service providers and community organizations is necessary so that social service needs of residents are addressed as part of neighborhood improvement plans.

The major recommendations for improving major public facilities and integrating basic social service needs into facility and programming refinements are summarized below.

RECOMMENDATIONS

Goal One: Enhance public facilities as community anchors to strengthen neighborhood improvement efforts.

To enhance neighborhood revitalization efforts key public facilities need improvement. Incorporated as part of these improvements should be refinements to the basic human and social services delivery network operating in the City.

Strategies

1. *Improve community center conditions, programs and services and identify sites for new facilities in underserved areas.*

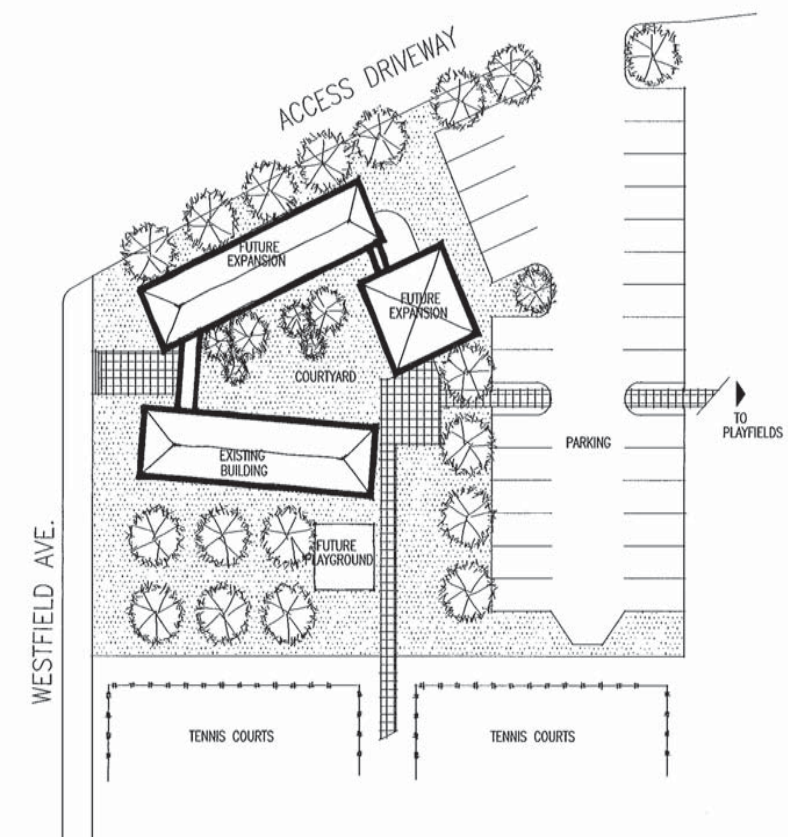
Currently many of the public and semi-public facilities that are in operation within the City are individually based and separately operated. Responsibility for the quality of community services provided and for the maintenance and improvement of existing facilities varies based on the type of service facility and which jurisdictional agency is responsible for its operation. For example,

while police and fire services are dependent on operations of City departments and agencies, health care and social services are generally provided through County or non-profit organizations.

The major community facilities where community services, child care and elderly services as well as health care and social services are provided within the City are depicted on the map entitled *Community Services*.

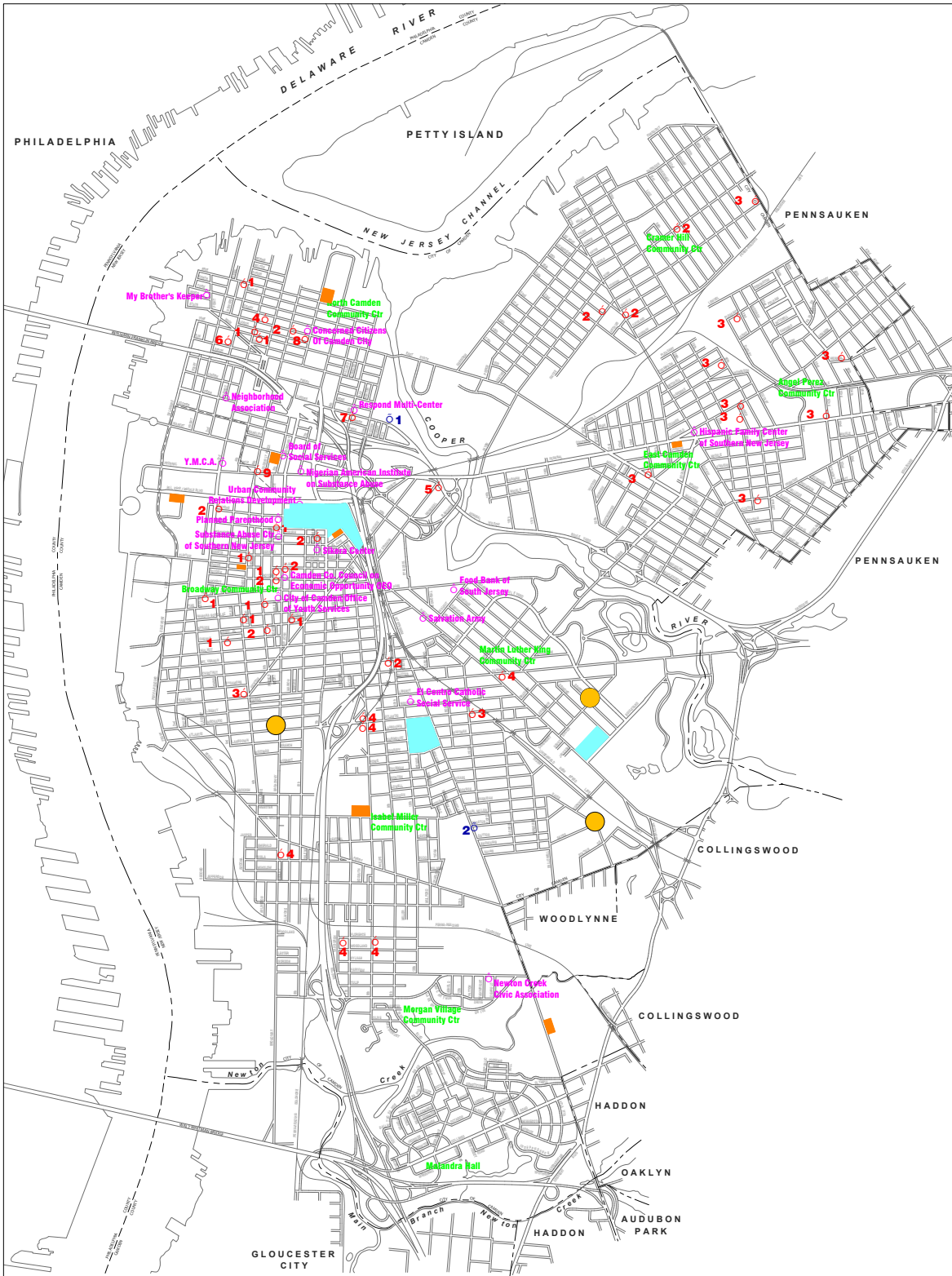
Community Center Improvements

Because of the scarcity of public funds to upgrade and modernize existing public facilities providing community services the concept of consolidating where feasible existing services into mixed-use neighborhood-wide community centers is recommended. Existing community centers can serve as mixed-use centers if they can be feasibly modernized to accommodate consolidated functions relocated from other locations.



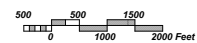
Angel Perez Community Center

The pending modernization of the existing public school facilities will result in some of the current school buildings being closed or replaced. Former school facilities could be recycled and given new life as either housing,



LEGEND

Day Care Facility	3 ○	Community Center	Malandra Hall	Proposed Community Center	●
Elderly Care Facility	○ 1	Hospital	[Light Blue Box]		
Social Services	○ Salvation Army	Health Clinic	[Orange Box]		



COMMUNITY SERVICES

City of Camden Master Plan

*Lenz, Mueller & Associates - Planning Consultants
S.T. Hudson Engineers, Inc. - Engineering Consultants
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Achieving Improved Public Facilities, Education and Safety

community centers, health care or social service centers or some combination of these uses depending on the former school buildings' size and physical condition.

New community center facilities are also recommended for certain underserved neighborhood areas. The following chart entitled "Proposed Improvements - Camden Community Centers" identifies existing and proposed community centers and highlights the general type of improvement recommended.

In most cases, existing community centers will need to be physically upgraded to accommodate their proposed expanded role as the center of community services. Where existing facilities can not be expanded the future availability of former school buildings may be a logical choice for the creation of a new replacement community center. In any event, a detailed analysis of building conditions and identification for multi-uses desired for each center in collaboration with neighborhood associations should be undertaken in order to implement the proposed mixed-use community service concept.



Uses such as recreation, child care, health care and social services referrals, senior programs, job counseling and a branch library or related cultural activities (music and art) and related retail activities (coffee and other refreshments) can be centered in this proposed model for a community center. The basic social needs of teaching life skills to young parents and dealing with childhood development issues or addressing needs of elderly residents can be made available in such centers. Computer technologies within such mixed-use facilities should also be provided.



PEREZ COMMUNITY CENTER

Establishing after-school recreational and indoor activities for children as a deterrent to juvenile delinquency and criminal influence can be developed as well. The planned Parkside Boys and Girls Club (Parkside Youth Center) funded by a philanthropist and former resident will offer children more after-school activities to complement community center programs.

Proposed Improvements Camden Community Centers

<u>Facility</u>	<u>Location</u>	<u>Recommended Improvements</u>
<u>NPD #1 Area</u>		
1. North Camden Center	6th and Erie Streets (North Camden)	Renovate.
2. Broadway Center	Broadway and Line Streets (Bergen, Lanning Square)	Renovate or relocate upgraded facility proposed in vicinity of 5th and Spruce Streets.
3. Martin Luther King Center	Haddon Avenue and Sycamore Street (Gateway)	Renovate.
<u>NPD #2 Area</u>		
1. Cramer Hill Center	Reeves Avenue (Cramer Hill)	Expand and renovate or build new facility in Von Neida Park.
2. Angel Perez Center	Westfield Avenue - Dudley Grange Park (Rosedale/Dudley)	Expand and renovate.
3. East Camden Center	East State Street and Sewell Street (Marlton)	Renovate.
<u>NPD #3 Area</u>		
1. Proposed Facility	Broadway and Jackson Street (vicinity Waterfront South)	New facility.
2. Isabel Miller Center	8th and Van Hook Streets (Liberty State Park)	Renovate.
3. Proposed Facility	Davis Street and Sayre Avenue (Whitman Park)	New facility.
4. Proposed Facility	Euclid Street and Park Boulevard (vicinity Parkside)	Conversion of former Hatch School or renovation of Pomona Hall.
5. Morgan Village Center	Morgan Boulevard and 9th Street (Morgan Village) - possible collaboration with Cultural Arts Recreation Center proposed by Volunteers of America organization.	Renovate.
6. Malandra Hall	New Jersey Road and Merrimac Street (Fairview)	Renovate.

Achieving Improved Public Facilities, Education and Safety

Collaborative partnerships are needed between the City, residents, various community service providers, and County, State and federal agencies in order to develop the scope of community center programs required to be responsive to resident needs. Community residents should be provided with employment opportunities at these expanded community centers.

Improvement and program costs can be financed through a combination of sources. These sources would include foundations, governmental agencies, non-profits, businesses and lending institutions.



It is also possible that a modest rental income can be derived from retail operators and social service agency providers who would lease space in a new or renovated community center facility. This rental income could help to offset annual operating and maintenance costs or be used to enhance programming activities at the

center. Residents could also be hired to operate and maintain the expanded facilities as way to instill a sense of community and pride with the services they would be providing.

The social benefits to be derived from the creation of an expanded community center service model will augment the physical revitalization efforts that are proposed for various neighborhoods within the City.

Joint use of the proposed modernized school facilities for community center functions was recommended by the Multi-Year Recovery Plan. To the extent that additional school funding and physical space can be provided to accomplish improved community center services it should be pursued. Depending on which schools and how many can be enlarged to accommodate these community service activities the proposed number of modernized or new community centers can be adjusted accordingly.

Role of Faith-Based Organizations

Faith-based organizations play an important role in the life of Camden residents. They are located in every neighborhood and range from elaborate edifices to simple storefronts. These houses of worship are helping people cope with problems related to poverty, social and urban distress. Numerous

religious institutions are involved in providing services to the elderly, the poor and other needy residents.

The general patterns and locations of current houses of worship within the City are depicted on the map entitled *Houses of Worship*. The number of these facilities are approximate since social service organizations and houses of worship tend to replicate some services.



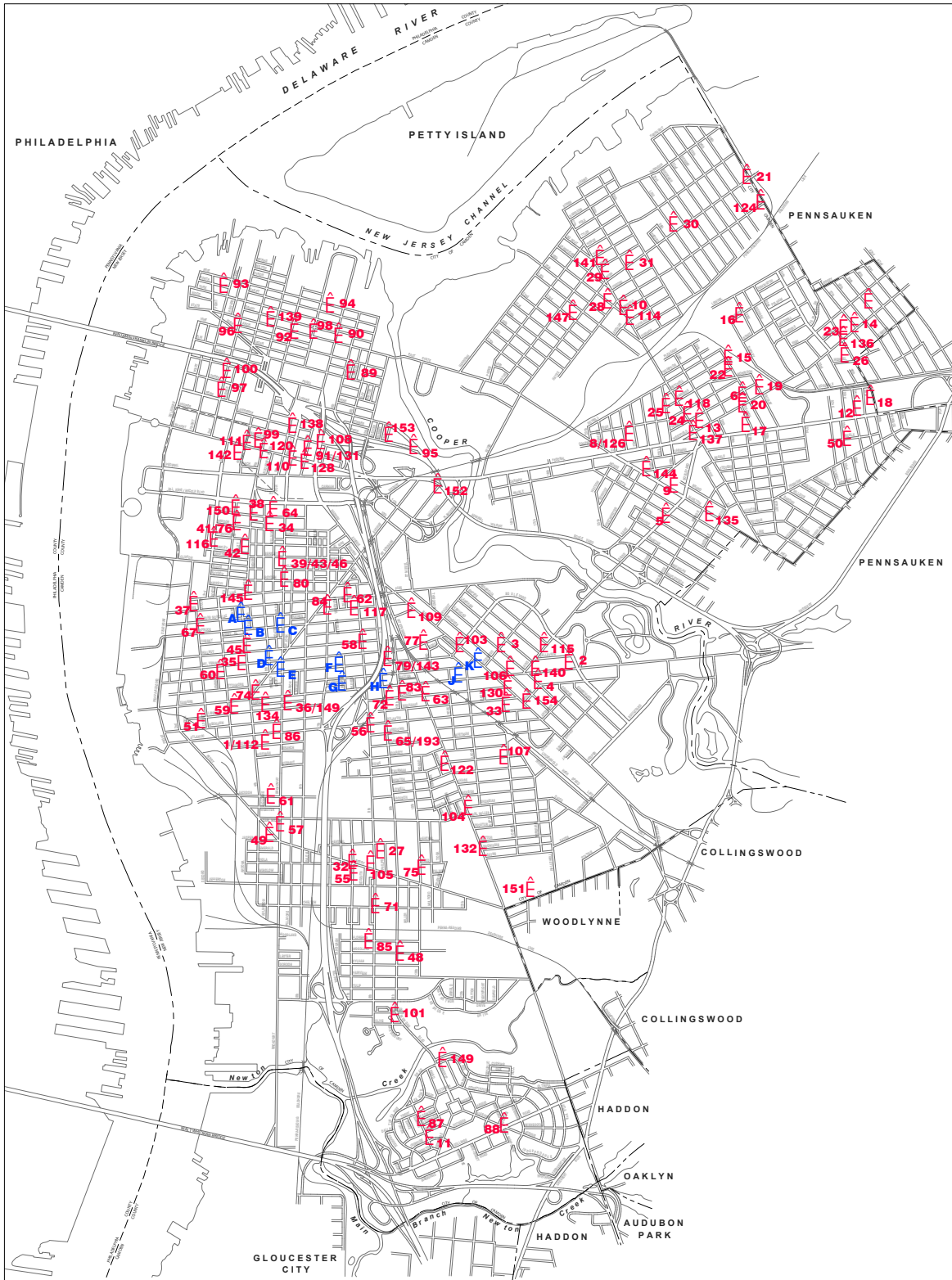
It is recommended that collaboration between the City, neighborhood development organizations and social service agencies be continued and expanded with faith-based organizations as community plans and improvement projects are prepared for various neighborhoods. Stabilizing and revitalizing neighborhoods is strengthened when physical and human development approaches are integrated to achieve an improved community.

2. Modernize the City's public library system.

The City of Camden has five free public libraries which are located on the map entitled *Educational Services*. Four private organizations provide their own libraries to the public. The existing libraries depicted on the *Educational Services* map exhibit are noted in the following table.

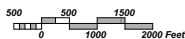
LIBRARIES IN CAMDEN

Map Site #	Public Facilities	Location
1	Main Library	418 Federal Street
2	Cooper Library	6th and Erie Streets
3	Fairview Library	1503 Collings Road
4	Isabel Miller Library	8th and Van Hook Streets
5	Martin Luther King Center Library	1151 Haddon Avenue
<i>Private Facilities</i>		
6	Camden County Historical Society Library	Park Blvd and Euclid Street
7	Paul Robeson Library / Rutgers Law Library	300 North 4th Street
8	Reuben L. Sharp Health Science Library	1 Cooper Plaza
9	Coriell Research Library	410 Haddon Avenue



LEGEND

- House of Worship (Singular) 58E
- Houses of Worship (Multiple) fE



HOUSES OF WORSHIP

**City of Camden
Master Plan**

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Achieving Improved Public Facilities, Education and Safety

Proposed Facility Improvements

Two new 15,000 square foot library facilities are proposed by the County. One is suggested at State Street and River Avenue (Map Site #1) and another is recommended at 9th Street and Ferry Avenue (Map Site #4). Tentative plans for the closing of the Isabel Miller Library at 8th and Van Hook Streets suggest relocating this library to a new site at State Street and River Avenue. In the long term a new branch service library, possibly as part of an upgraded A. Perez Community Center or as a separate facility is proposed for the Rosedale/Dudley area of East Camden (Map Site #2).

The County would finance the construction of these new facilities. The City would make land available for construction and confirm that the proposed sites are environmentally sound. It has yet to be decided whether the libraries will become City property or part of the Camden County library system.

The suggested closing and relocating of the Main Library at 418 Federal Street to East Camden should not be pursued. Within the CBD additional office and residential activity is being proposed which will dramatically increase both the daytime and evening population residing downtown. These future population increases translate into greater business and resident demand for a centrally located library facility.



While interim improvements to the existing Main Library are in order, a new downtown multi-media center of knowledge and information should be pursued as part of the CBD revitalization program (Map Site #3). A new Main Library facility could be integrated as an anchor tenant within proposed downtown office space.

The various academic institutions in the City should be engaged to assist in the planning and programming of such a central library facility.

In addition to the proposed new library facilities, the remaining existing facilities should also be upgraded as determined by the City's Library Commission in collaboration with neighborhood organizations and residents. As previously suggested, the proposed expansion or renovations to existing community centers could contain a satellite library function that is electronically linked to the major City and County library facilities. This will

allow for basic access to library resources at convenient locations close to where residents and school-age children live.

It is also recommended that branch library operating schedules be adjusted to reflect neighborhood resident needs. Expansion of evening adult and child reading, career-oriented workshops, and educational leisure/entertainment programs to be developed in conjunction with other service providers should be incorporated into the public library system. These activities should be provided to the extent that they do not duplicate services proposed in the expanded community centers.

Goal Two: Integrate basic human and social services within neighborhood planning initiatives.

Strategies

1. Improve health care access.

Improvement in the health care delivery system, particularly to those in greatest need, will require increased outreach and education to improve resident accessibility to existing local health services and facilities. Major health issues identified by residents during various outreach efforts conducted as part of the Master Plan process include:

Major Health Care Issues	
• Comprehensive health services and referral network for adults and young children.	• Medication and prescription drugs information.
• Illness and injury prevention information.	• Assistance with medical form filings and benefits counseling.
• Birth control, prenatal and child care counseling.	• Improved transportation for seniors and the disabled to reach health care services.
• Elderly care.	• Substance abuse counseling, treatment and prevention.
• Immunization and awareness/education about infectious diseases.	• Nutrition information.
• Better preventive medicine education to improve wellness and health screening.	• Housekeeping, better sanitation services.
• Health and mental care options information.	

The Camden County Department of Health and Human Services provides health services to all municipalities in the County with a large percentage of these services directed to City residents. There are four County-operated regional health clinics located within the City that provide health care services.

Achieving Improved Public Facilities, Education and Safety

There are also five CamCare medical clinics located in the City. CamCare is a government funded health organization that provides low cost health service. The County and CamCare clinics are identified on the map entitled *Community Services*.

In order to comprehensively address the public health needs of City residents, a collaborative planning effort was initiated in 1995 by City and County health and human services agencies, City-based hospitals, and social service providers. This forum documented the dimensions of the City's public health care needs and recommended potential actions to address these needs. A "Community-Institutional Proposal" resulted which outlined a framework for coordinating and integrating health and social service activities to more effectively improve current health care services available to residents.

The State of New Jersey's Department of Health has approved in concept the framework proposed. Many of the initial organizations that helped develop the 1995 proposal reconvened a planning conference in the summer of 2000 to reaffirm their commitment to improving health care, human and social services for City residents.



Recommendations were advanced as part of a report entitled "Building Sustainable Healthcare Collaborative Networks". Central to this report and a concept endorsed by the Master Plan is the need to continue coordinated and collaborative efforts between various health care and social service providers within the City and to empower people to achieve access to health care services through increased information and illness prevention education.

Some of the key health care proposals that are being addressed by the health and social service providers in partnership with neighborhood organizations in the City include:

- Increasing neighborhood-based primary care availability including the recruitment of minority/ethnic physicians.

- Establishing a coordinated health care information and outreach network with emphasis on illness and disease prevention, wellness and mental health education that is culturally sensitive to residents.
- Enhancing the existing referral system between health, social and human service providers leading toward a one-stop system for residents to gain improved health care access.

Schools, libraries, houses of worship, health centers, welfare offices and community organizations should be better utilized in this coordination effort to improve information dissemination and referral capabilities for residents.

2. Improve access to the existing human and social services delivery network.

The opportunity exists to better manage the planning for and provision of human services among government, community-based and non-profit organizations, institutions and other service providers already operating within the City. This will entail the ongoing identification of resident needs and issues, compiling of resource inventories, making referrals, and recommending adjustments to existing programs to better respond to identified social service issues. This integrated approach is endorsed in the "Community-Institutional Proposal" described above.

Involving residents through the Neighborhood Advisory Councils in social services planning and implementation is another way to ensure early identification of unmet service needs and to help produce more self-reliant neighborhoods. Social service needs that have been identified through public outreach efforts of the Master Plan generally include:

Major Social Services Issues	
● Providing resource inventories and information on how to access social services through local community and faith-based organizations, welfare and employment agencies and public schools.	● Crisis intervention social workers at schools to assist at-risk children and their families.
● "Welfare to work" recipient information on available human and social service resources and transitional benefits available.	● Teen pregnancy support.
● Substance abuse treatment and counseling.	● Establishing family centers for single-parent and family care.
● Juvenile drug rehabilitation and therapeutic treatment for infants and young children who have been drug exposed.	● Community service support for senior citizens.
● Day care services for infants, pre-schoolers and school-aged children.	● Counseling service to address social needs of neighborhood adolescents.

Achieving Improved Public Facilities, Education and Safety

Accessibility to social services is paramount to ensuring an effective delivery program. The proposed improvements and creation of mixed-use community centers within the City would serve as close-by sites for residents to access needed referrals and social services. Various non-profits, educational and health care institutions that already contribute to the social services programs of the City could coordinate their activities through these centers where it is practical to do so.

Continuation of mobile health vans from City-based hospitals in addition to other agency efforts to bring primary care to underserved neighborhoods is a model to be expanded to increase health care accessibility. School-based clinics to address health care needs of children should be expanded to junior high and elementary schools as part of the pending school modernization program in the City.



Concentrating on health, medical insurance, child care, substance abuse and domestic abuse social services activities will also improve the stated needs of “welfare to work” recipients.

The Multi-Year Recovery Plan suggests that a “one-stop” shopping approach for the delivery of social services be established. This is consistent with the objectives of the Community-Institutional health care planning network proposals previously described. In some instances, creating a one-stop scheme would require the transfer of certain health and human service functions now provided by the City to the County. As part of such transfer, the creation of a Community Liaison Office within the City is suggested to provide local input and planning for the direction of social services to community residents.

So long as the quality of services and ease of accessibility to residents can be assured such a collaborative effort between the respective City and County Health and Human Services Departments would appear to have merit and should be further explored. Where such services are transferred to the County, the referral and



dissemination of information on the availability of social services and how to access these services should follow the recommendations contained in the recent Health Care Collaborative Network proposal.

Goal Three: Modernize public school facilities and decentralize educational programming to reestablish the neighborhood school’s role as a center for community, educational and social experiences.

Strategies

1. *Capitalize on new State funding to upgrade the City’s public schools and educational methods.*

Important rulings in recent years by the New Jersey Supreme Court known as the Abbott vs. Burke (“Abbott”) case requires modernizing of public school facilities in certain designated school districts in order to assure a child’s constitutional right to receive a “thorough and efficient” public education.

State funding required to comply with the Abbott case was authorized in 2000. This creates a new initiative to help cover the modernization costs of



the City’s public school system. It also represents an opportunity not only to upgrade the quality of education and school facilities but also provides a powerful tool in advancing neighborhood revitalization efforts.

With a growing school-age population base, improved school facilities can

become another community anchor around which housing improvements should be focused. Upgraded school facilities can also be used to expand their traditional educational role.

Decentralize Educational Programming

Decentralization of educational programming to the local school unit involving greater participation of parents presents a new opportunity for advancing related social, cultural and economic initiatives related to ensuring the success of neighborhood revitalization efforts. In this regard, an “executive order” signed by the Governor in May 2000 has created a council to advise on educational system changes needed to improve education for children in the State’s poorest school districts.

Achieving Improved Public Facilities, Education and Safety

The council will also establish an “Abbott Leadership Academy” that will help train School Board members, principals, teachers, State officials and parents on how to implement educational reforms. School-based “management teams” made up of parents and teachers will ultimately help establish programs with educators to better manage the local school resources.

Expanding Camden Schools’ Teaching Role

Parental role models can be reinforced for younger children as the “new” modernized school unit offers programs in after-hours and weekend use of school facilities for continuing education and recreational activities. Recommended programs should include adult and school-to-work job training with specialized instruction in business technologies, health and human services, and industrial/engineering technologies. The “job readiness” skills of City residents require attention in order to establish a foundation for effective job training programs.

In connection with individual schools and community-based organizations basic training programs to improve “worker soft skills” such as punctuality, personal appearance, working as part of a team environment, completing tasks on time, self-determination and motivation should be devised. The improved neighborhood school facilities should be used as the base for such training efforts.



Of equal importance is keeping more of the City’s youth in school to complete a basic high school education. Reducing the school drop-out rate and increasing the graduation rate requires emphasis on parenting and family counseling services. It also requires enforcing truancy regulations on both child and parent.

Training parents to help with children’s homework, remedial tutoring in the basic “R’s” (reading, writing and arithmetic) including language literacy programs, and child and teen care recreational services are also important components of a comprehensive strategy to increase public school graduation rates. For those students who have dropped out or are at risk of dropping out, a stronger network of alternative school programs is needed.

Improving basic literacy skills to a functional level of reading and writing should be the end objective of these various programs. This could include

engaging the academic institutions located within the City in establishing evening and Saturday tutor programs for basic literacy improvement. This should include a training center to upgrade parents’ skills in understanding school homework assignments in order to guide children’s study habits. “Reading clubs” could be established as part of after-school programs where senior citizens, neighborhood volunteers and others provide reading instruction for persons of all ages.

These recommended alternative educational programs are centered about improved school facilities that can be designed as a “one-stop” strategy for delivering social and cultural services, as well as job training services to neighborhood residents. Coordination will be required with the programming of social and cultural services that are proposed for expanded community centers in the City to avoid duplication of such activities. Collaboration of planning efforts with parochial schools and charter schools is also recommended in order to similarly advance neighborhood revitalization efforts.

School Facility Improvements



The Camden Board of Education has evaluated its current school facilities in order to properly deliver the innovative educational programs required under the court-ordered Abbott school reforms. With the assistance of school consultants it issued a Five-Year Facilities Management Plan to the NJ Department of Education in May of 1999 outlining

the various facility improvements required within the school district. Other reports were also prepared outlining suggested changes in the administration and structuring of educational programs.

The Educational Facilities Construction and Financing Act signed into law during the latter part of 2000 establishes the financing resources for the construction of improved school facilities within Abbott school districts throughout the State. The Board of Education facility Master Plan is summarized below.

Although the district’s enrollments have declined over the past 10 years, much of the current instruction in the district occurs in inadequate or

Achieving Improved Public Facilities, Education and Safety

undersized classrooms. Renovation and additions have been proposed for all existing facilities to meet education adequacy requirements, new grade structures and future enrollment projections.

Replacement schools have been proposed where existing sites limit building expansion necessary to meet contemporary educational adequacy. New schools have been proposed to relieve congestion and reduce class sizes. Both new and replacement schools will require land acquisition.

Proposed school facility improvements, and school organizational structure recommendations are currently under review by the School Board. These recommendations are outlined in the chart entitled "Proposed Camden Board of Education School Organization and Facility Improvements".



Along with the physical improvements to each school, the School Board has proposed to standardize the grade levels taught in each school. All high schools will

teach tenth through twelfth grades, all junior high schools will teach grades seven through nine, and elementary schools will teach pre-kindergarten through sixth grades.

Other Schools in Camden

Educational Services Map #

(1)	Holy Name	5th and Vine Streets
(2)	Juvenile Resource Center	315 Cooper Street
(3)	St. Anthony's	2824 River Avenue
(4)	St. Bartholomew	1725 Park Boulevard
(5)	St. Joan of Arc (closed 2000)	1400 Collings Road
(6)	St. Joseph's	29th Street and Westfield Avenue
(7)	Leap Academy (Charter School)	7th and Cooper Streets
(8)	Sacred Heart	Jasper and 4th Streets

Special Academic Education Facility

(1)	Ambassador (Hebrew/Biblical Greek)	114 North 7th Street
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Note: *While private and other schools may close and new charter schools open, the above listing should be viewed as a facility resource that can be used for community educational programs.*

Proposed Camden Board of Education School Facility Improvements

<i>High Schools</i>	<i>Jr.High Schools</i>	<i>Elementary Schools</i>	<i>Proposed Improvements</i>
Woodrow Wilson HS			Renovate
	E.Camden		Renovate
		Catto Opp.	New building
		Cramer	Renovate
		McGraw	Renovate
		Dudley	New building
		Davis	Renovate
	Veterans		Renovate
		Washington	New building
		Sharp	Renovate
	Pyne Poynt		Renovate
		Cooper'sPt.	Renovate
		R.C. Molina	Renovate
		Powell	New building
Camden HS			Renovate
	Morgan Village		Renovate
		H.B. Wilson	New building
		RilettaCream	Renovate
		Yorkship	Renovate
		New ES #2	New building
	New Jr. High #1		New building
		Bonsall	Renovate
		Sumner	Renovate
		New ES #1	New building
	Hatch		Renovate
		Parkside	New building
		Forest Hill	Renovate
	New Jr.High #2		New building
		Wiggins	Renovate
		Lanning Square	Renovate
		Broadway	New building
		Whittier	Renovate
Fetters Alt. HS			To be determined
Riggs AEC			Renovate
Brimm Medical Arts			Renovate
	South Camden		To be determined
New Technical HS			New building
New Pref. Arts HS			New building
Other			
New District Tech			To be determined

Achieving Improved Public Facilities, Education and Safety

There are also private, parochial and charter schools operating within the City. A Leap University High Charter School is proposed at 6th and Cooper Streets.

Existing facilities are noted above in the chart entitled Other Schools in Camden for informational purposes since planning for their site needs and related activities is not part of the City's Master Plan effort. In addition, there are private and parochial schools situated outside of the City that provide an educational resource for Camden residents. In any event, collaboration with these special schools should occur in sharing special programming and enrichment programs.

Proposed New Public School Sites

Existing and proposed new facilities are generally indicated on the map entitled *Educational Services*. A collaborative process between the Camden Board of Education, the City and neighborhood organizations in the detailed planning for new school sites and their integration with adjacent neighborhood improvement plans is underway.

Suggested recommendations for generalized new school sites are summarized in the table entitled "Proposed New School Sites - Neighborhood Planning Districts". These proposed generalized locations should guide the discussion for refinement and finalization of new site selections. Through further collaboration with the School Board, residents and neighborhood organizations, alternate sites may be discovered.

A recent amendment to the Educational Facilities Construction and Financing Act (18A:7G-1 et seq.) provides for planning board review of a long range school facilities plan and specific school site capital improvement projects. This review process allows for a continued dialogue in selecting school sites.

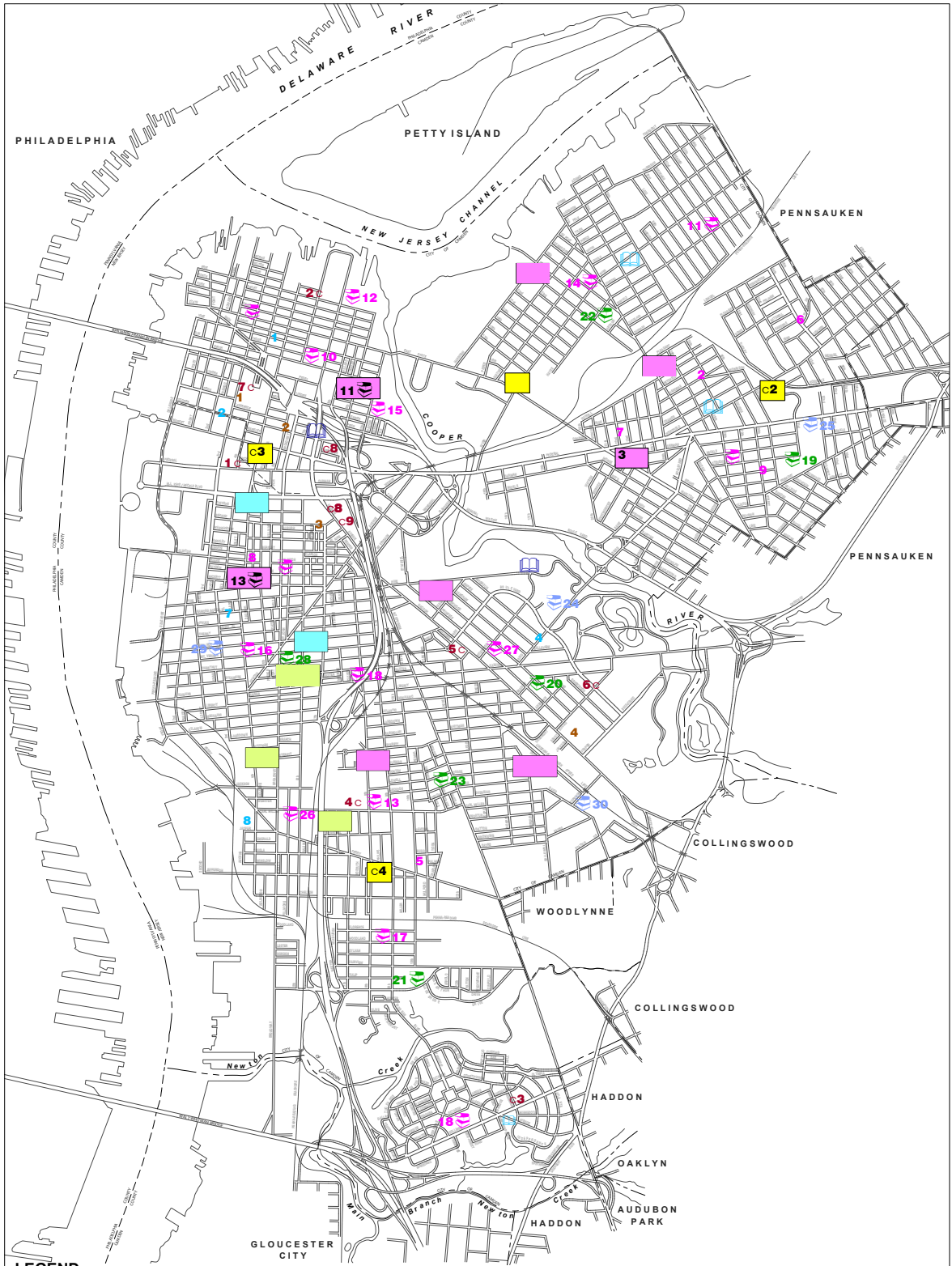


Proposed New School Sites - Neighborhood Planning Districts

Schools	Educational Services Map #	General Location
Planning District #1		
1. Powell ES	(11)	North Camden - rebuild in place
2. Feters Alternative HS	(6)	Bergen Square - Mt. Vernon Street, Walnut Street between 6th and 7th Streets
3. S. Camden JHS	(12)	Bergen Square - Chestnut Street, Mt. Vernon Street between Broadway and 6th Street
4. New Performing Arts HS	(5)	Lanning Square - Martin Luther King/Mickle Boulevard between West Street and Broadway
5. Broadway ES	(13)	Lanning Square - Broadway and Royden Street
Planning District #2		
1. Washington ES	(1)	Cramer Hill - Harrison Avenue between 24th and 25th Streets; optional site E.State Street and Harrison Avenue
2. Dudley ES	(3)	Marlton - Marlton Pike between Sewell Street Extension and 24th Street; optional site 18 th and Washington Streets
3. Catto Opp. Center	(2)	Rosedale/Dudley - Howell Street between 27th and 28th Streets
Planning District #3		
1. New ES #1	(8)	Liberty and Thurman Streets, Everett Street between 8th and 9th Streets; optional site 8 th and Burton Streets
2. New ES #2	(10)	Whitman Park - Jackson and Pershing Streets
3. New JHS #1	(9)	Centerville - Van Hook Street, Central Avenue between Master and 7th Streets
4. New JHS #2	(7)	Waterfront South - Whitman Avenue between 4 th Street and Broadway
5. Parkside ES	(4)	Parkside - Walnut Street opposite Princess Avenue to Langham Avenue

School Siting Criteria

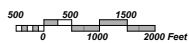
The proposed location of new public school facilities is based on the criteria outlined below. It should be noted that in urban situations more traditional suburban models of larger school site acreage and location criteria do not apply. The operational characteristics of an existing school district and the constraints imposed by the realities of an urban condition result in establishing practical standards that are in character with existing neighborhood development patterns.



LEGEND

Existing College / University	3	Private School		Proposed Elementary School	
Elementary School	2	Special-Academics School		Junior High School	
Junior High School		Library		Special-Academics School	
High School				Library	

EDUCATIONAL



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Achieving Improved Public Facilities, Education and Safety

On-Site Location

1. Renovation and expansion of existing schools should remain on-site if land is available to accommodate building needs.
2. Off-site adjacent locations to existing school sites to accommodate school parking and recreational needs should be considered to allow for on-site expansion and renovation of existing school sites capable of being renovated.
3. Temporary trailers for continuation of school programs should be used while demolition and on-site reconstruction takes place.



2. School building heights should be taller than one story but within a maximum three-story height in order to reinforce the existing neighborhood character.

The concept of integrating certain high school level educational activities within vacant buildings located in the CBD should be explored. For example, vocational training on electronic systems, culinary arts, library sciences or the performing arts might be good candidates for such downtown locations because of the availability of transit access and the potential for student co-op employment opportunities in nearby businesses and institutions engaged in similar activities.



New Sites

1. When on-site reconstruction is not feasible, then new sites should not use existing parks or recreational areas. Ideally, vacant lots within clustered locations can be assembled to accommodate the new school building program.
2. Minor street closings that do not affect neighborhood traffic flow should be considered as part of a site assemblage.
3. Where limited acquisition and demolition of existing properties is necessary, then care should be taken to provide adequate notice and relocation assistance for affected residents or businesses.
4. Location of special schools in waterfront or downtown district or in commercial corridors should be avoided unless such future school facility is integrated within a building that will provide a direct tax benefit to the City.

Site Area, Building Heights

1. Site areas will vary depending on a particular school rebuilding program. As a general rule, a minimum city block area is suggested with variations related to existing conditions and building design requirements.

Goal Four: Enhance the effectiveness of police and fire protection.

Strategies

1. *Locate police, fire and emergency medical services to adequately service residents and the business community.*

Due to the changing profile of the City, the current siting and functionality of both the police and fire department facilities are not optimal to provide efficient services.

Specific facilities have been identified by the police and fire departments as candidates for relocation or replacement to provide more effective coverage. The proposed new or renovated facilities outlined in this chapter would support neighborhood revitalization programs and serve to increase the public's awareness of improved public safety services.



Police Facilities

The police department is currently headquartered in the Police Administration Building located at 800 Federal Street in the Central Business District. The department operates four police sub-stations, one located in each of the City's four police districts. It also maintains a mounted police unit and five

Achieving Improved Public Facilities, Education and Safety

additional police mini-stations sited throughout various locations within the City. The Police Administration Building and the sub-stations are operated 24 hours a day, while the mini-stations remain unstaffed and are utilized upon demand. A further description of existing police facilities is located in the Chapter IX Appendix.

The following table “Police Department Facilities” provides an overview of current police protection facilities and proposed improvements by neighborhood planning district.

Police Department Facilities		
Existing Facility	Neighborhood Planning District Location	Proposed Improvements
1st District Sub-Station	North Camden	Build new sub-station at 5th and Erie Streets.
1st District Mini-Station	Lanning Square	Upgrade to permanent sub-station.
2nd District Sub-Station	Fairview, Morgan Village	--
2nd District Mini-Station	Fairview	Renovate.
3rd District Sub-Station	Cramer Hill	Replace with new permanent station.
3rd District Mini-Station	Rosedale/Dudley, Marlton, Stockton	Renovate or replace with new facility.
4th District Sub-Station	Parkside, Gateway	Replace with new permanent station.
Police Administration Building	Central Business District	--
Mounted Unit	Rosedale/Dudley (Dudley Grange Park)	--
Mini-Station - Crime Prevention Unit	Rosedale/Dudley	Renovate.
Mini-Station - Crime Prevention Unit	Marlton	Renovate or replace with new facility.
Proposed	Whitman Park	Establish mini-station in the vicinity of Louis and Thurman Streets.
Proposed	Centerville	Establish mini-station in the vicinity of Ferry Avenue and 9th Street.
Proposed	Waterfront South	Reestablish mini-station in the vicinity of Broadway and Van Hook Street.

Proposed Police Facilities Improvements

The map entitled *Public Safety* locates existing and proposed new police facilities. The following police facility improvements are recommended:

- a. Police sub-stations and mini-stations should be located to decrease response times, increase availability of patrols, and expand community policing efforts. Current sub-stations that exist are recommended to be replaced by permanent facilities.

- b. A new police sub-station is proposed for North Camden at 5th and Erie Streets. The current functions at the mini-station located at 7th and State Streets would then be relocated into the proposed Erie Street station.



- c. The department’s use of modular trailer units prohibits decentralized arrest processing and stocking with guns. To alleviate this problem, it is suggested that in addition to the proposed North Camden replacement facility, the remaining existing modular structures be replaced with conventionally constructed secure buildings at or near the present locations. These include the Third and Fourth District sub-station facilities.

- d. Renovate the Third District mini-station if feasible, or replace it with a modern facility at or near the present location in Cramer Hill.

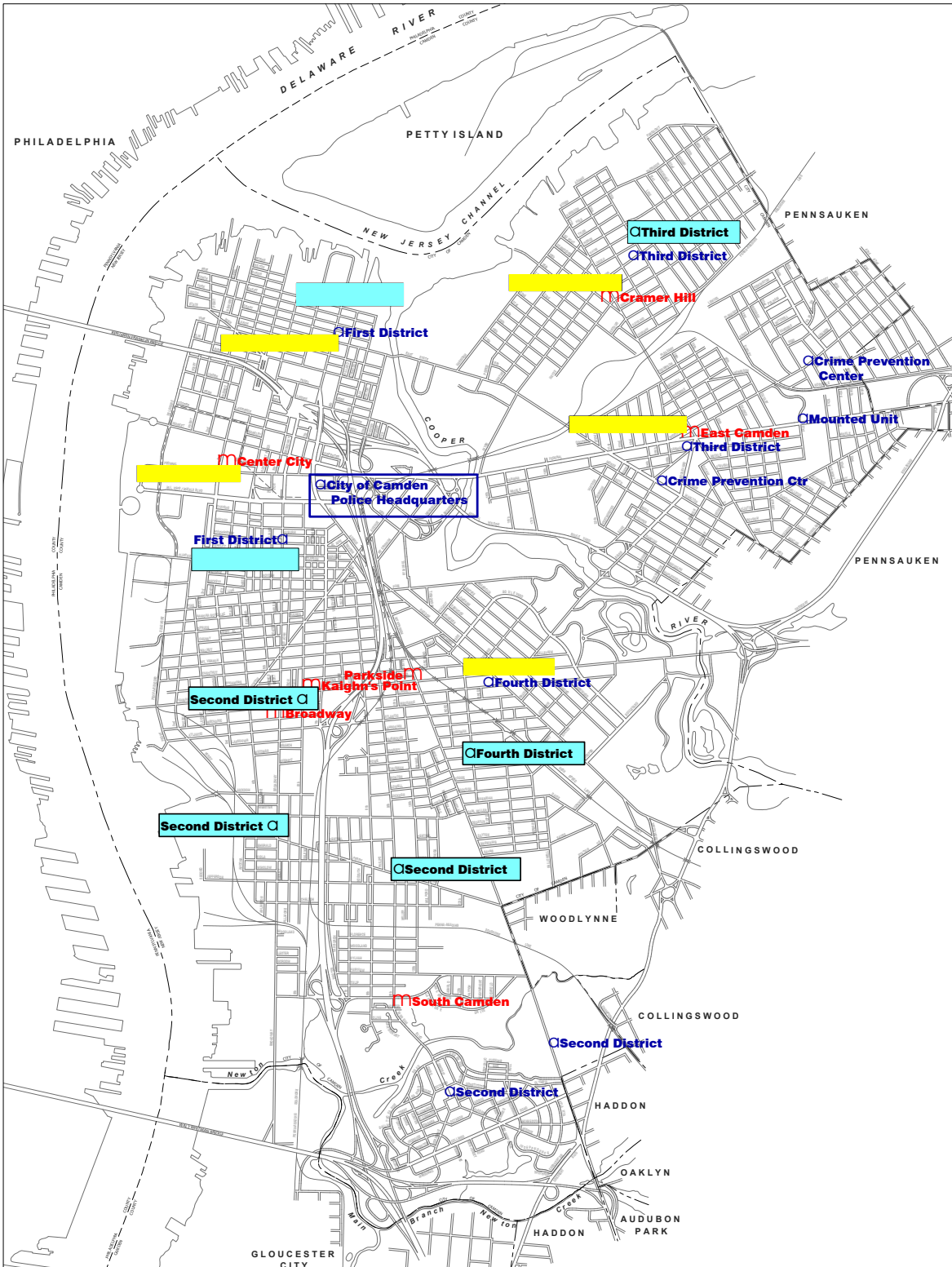


- e. Renovate or relocate to improved facilities the mini-station crime prevention units at 33rd Street and Marlton Pike near Bank Street (Marlton neighborhood). Establish a new unit in the vicinity of Louis and Thurman Streets (Whitman Park neighborhood).

- f. Renovate space for a mini-station in the vicinity of Ferry Avenue and 9th Street (Morgan Village neighborhood).

- g. Reestablish a mini-station in the vicinity of Broadway and Van Hook Street (Waterfront South neighborhood).

In addition to these facility improvements, it is recommended that the extent of foot patrols and presence of uniformed police officers that operate from each police station be increased within the neighborhoods. This will require rearranging the coverage areas and scheduling of increased foot patrols with mobile patrols to target high incidence areas requiring greater police surveillance.



LEGEND

Existing Police Stations	○ First District
Existing Fire Stations	M Broadway
Proposed Police Stations	○ First District
Proposed Fire Stations	■



PUBLIC SAFETY

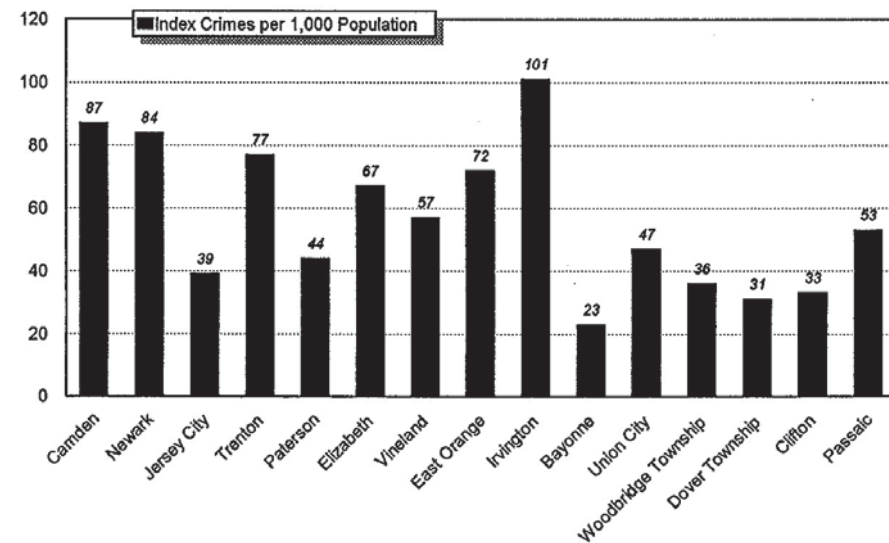
City of Camden Master Plan

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

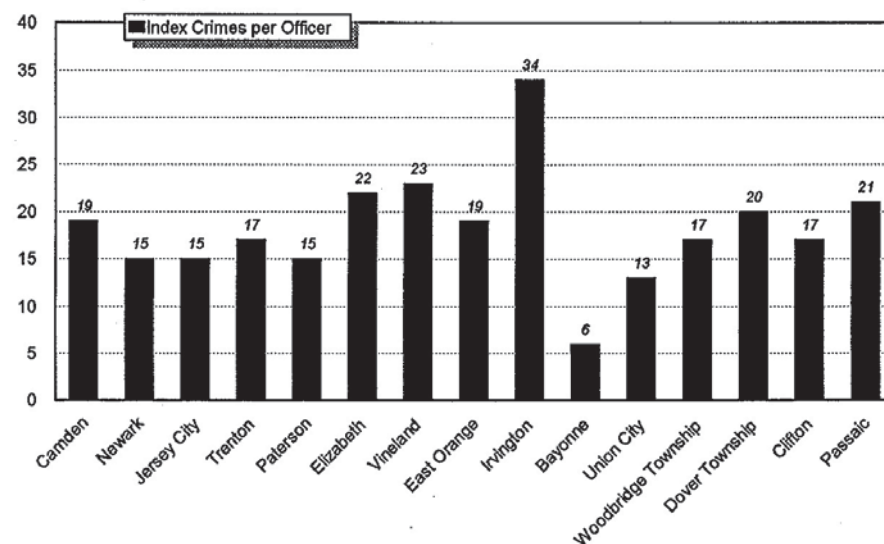
Achieving Improved Public Facilities, Education and Safety

Police Operations

According to the 1999 Uniform Crime Report, Camden had 87 crimes per 1,000 population, down from 101 in 1998. The chart below compares crimes per thousand population in 1999 for New Jersey's fifteen urban areas. Preliminary data for 2000 indicates a continuation of the trend towards a reduction in criminal incidents for the City.



The number of index crimes per police officer in Camden has decreased steadily since 1994 and the City no longer has the highest crime index of New Jersey's urban areas. In 1999, there were approximately 19 crimes per officer. By 1999, this ratio represented an overall reduction of 18% in crime from 1998 figures.



The department has expanded its capacity to record and map the incidence of crime in the City. This has allowed deploying of personnel and creating prevention strategies to address "hot spots" of criminal activity. A comparison of crimes per officer in fifteen urban cities is shown in the chart above.

With the appointment of a new Police Chief in 1998 and ongoing supervision through the County Prosecutor's Office since then, the police department has implemented several new measures to ensure quality of life reinforcement and creation of collaborative partnerships with community residents and organizations to improve public safety. Key initiatives underway are highlighted as follows:

- a. A new anti-crime patrol provides rapid response and enforces quality of life issues throughout the City. Walking beats and added police presence in high crime areas has helped reduce crime incidents. Stepped up community policing efforts are underway.
- b. The police department has taken measures designed to reduce false alarms, domestic violence, and illegal drug sales.
- c. The vice unit, responsible for halting illegal drug operations has been quadrupled in size to systematically close down street corner drug ventures and to stop the influx of drugs into the City.
- d. The department has enhanced its working relationship with the County, State, and federal law enforcement agencies to combat serious crimes throughout the City.
- e. The police department is an integral part of the FBI Murder Task Force program, the High Intensity Drug Trafficking Area program, as well as a joint DEA-Camden Task Force ("Operation Sunburst") which is focused on eliminating illegal drug activity in the City.
- f. Inter-local agreements with the Camden City Board of Education has enhanced visible police presence in area schools to foster positive role models.
- g. The Multi-Agency Life Line (MALL) program where early intervention with at-risk individuals involves community-oriented policing with a problem solving philosophy, social services and educational agency collaboration has been reestablished and expanded.

Achieving Improved Public Facilities, Education and Safety

In addition, a series of new police department management initiatives recommended in the “Multi-Year Recovery Plan” is under review by the department for future implementation. These management initiatives could result in operating cost efficiencies and improved public safety operations.

Community Policing Strategy

Resident concerns about the effectiveness of community policing efforts underway should be examined in a collaborative effort between the police department and the neighborhood associations most active in improving safety in their neighborhoods.

A possible administrative model for improving community policing used successfully by other urban areas is to consider decentralizing this operation within each of the police districts. Each community policing district unit would be headed by a captain.

Officers would be permanently assigned to specific beats, working closely with a Citizen-Police Advisory Council organized for the district. To the extent that there is an active Neighborhood Advisory Council in existence for the area it should interact with the police unit assigned to its area.

The concept is that officers, supervisors and residents will get to know each other and cooperate in a constructive partnership to solve and head off problems rather than reacting to problems. Some of this type of planning has commenced within the department, yet more needs to be done.

Inter-Agency Public Safety Coordination

Besides the City’s police force there are other agencies that provide public safety services within the City. Increased coordination of response to criminal activity incidents amongst these agencies and the City’s police department can improve service to residents and businesses. The County’s prosecutors office can continue to be instrumental in the planning for such inter-agency coordination.



For example, the County Park police patrol the Delaware riverfront and County parks. The Rutgers University security police patrol the areas in the downtown adjacent to the university. There are security personnel at each of the major hospitals and medical centers. The PATCO system have uniformed police to service the mass transit system in the City. Other City businesses and institutions maintain supplemental security to reduce vandalism and ensure a basic level of safety for customers, workers and owners.

In addition, expanded coordination with adjoining municipal police departments is recommended. While currently in operation on selected assignments, intra-municipal police assistance should be further expanded to address high incidence criminal activity since such activity is not confined to City boundaries. Additional funding for police operations would be possible through shared inter-local service agreements with neighboring municipalities and County entities by pursuing such shared policing efforts.

Firehouse Facilities

The fire department is currently headquartered in the Fire Administration Building located at 3rd and Federal Streets located in the Central Business District. The department operates six firehouses with an organizational strength of eleven companies. The City currently maintains three ladder companies, seven engine companies and one rescue company housed across six facilities. The department also maintains two fire rescue units.



All but two of the six existing firehouse facilities are considered by the fire department to be either structurally deficient and/or functionally obsolete in meeting requirements of current fire service operations. Many of the existing facilities are either approaching or have exceeded 100 years of age.

Due to the change in fire fighting apparatus and the need for additional equipment, additional space and building configuration necessitates significant changes in existing building design to accommodate contemporary operations. The following table “Fire Department Facilities” provides a summary of current fire protection facilities and proposed improvements by neighborhood planning district.

Achieving Improved Public Facilities, Education and Safety

Fire Department Facilities		
Existing Facility	Neighborhood Planning District Location	Proposed Improvements
Fire Administration Headquarters and Firehouse 3rd and Federal Streets.	Central Business District	Renovate firehouse; repairs to Administration Building.
Firehouse at 27th Street and Hayes Avenue.	Cramer Hill	Construct new firehouse in the vicinity of 27th Street and River Avenue.
--	North Camden	Construct new firehouse at 7th and State Streets.
Firehouse at Mount Ephraim and Kaighns Avenues.	Parkside/Gateway	Construct new firehouse in the vicinity of Haddon and Kaighns Avenues.
Firehouse at Broadway and Mechanic Street.	Bergen Square	--
Firehouse at Kaighns Avenue and 7th Street.	Bergen Square	Phase out.
Firehouse at 9th and Morgan Streets.	Morgan Village	Renovate.
Firehouse at Federal and 27th Streets.	Rosedale/Dudley, Mariton, Stockton	Construct new firehouse in the vicinity of 27th and Federal Streets.

Proposed Fire Facilities Improvements

Firehouse facilities should be located to allow efficient response times, and should consider the effects of: street layouts; traffic density and patterns; response routes, barriers, and hazards; perimeter facilities; and adjoining response areas. Such fire prevention facilities are located within the City to provide appropriate fire safety coverage of both residential, commercial and industrial districts.



Four new firehouses should be erected and two firehouses renovated. Construction and renovation of these facilities would complement the organizational strength needed to allow the department to meet current and future fire safety needs of the City.

Potential site locations for proposed new facilities have not been finalized

as these would require environmental and engineering feasibility review. General vicinity locations are recommended in recognition of current fire department service coverage areas throughout the City.

The following firehouse facilities improvements are recommended. The map entitled *Public Safety* indicates the locations of both existing and proposed fire station facilities.

- a. The location of the present Fire Administration Headquarters at 3rd and Federal Streets is well suited to meet the existing and future requirements of the department as an administration office and firehouse. The building was constructed in October 1978. However, the facility is identified by the occupants as requiring remedial repairs to the roof, heating and air conditioning system and doors. Refurbishing of the interior building finishes is also suggested. Renovate the firehouse at 3rd and Federal Streets.
- b. The existing firehouse at North 27th Street and Hayes Avenue is well located. However, the building was constructed in 1913 and is structurally deficient and functionally obsolete. The structure is in poor condition and needs major repairs to the foundation, kitchen, and termite damage. Replacement of this facility is recommended.
- c. Construct a new firehouse facility at 7th and State Streets to serve the North Camden area.
- d. Construct a new firehouse in the vicinity of Haddon and Kaighns Avenues to serve the South Camden area.
- e. Construct a new firehouse in the vicinity of 27th and Federal Streets to serve the East Camden area.
- f. Construct a new firehouse in the vicinity of 27th Street and River Avenue to serve the Cramer Hill area.
- g. Renovate the existing firehouse located at 9th and Morgan Streets serving the South Camden area.



Proposed Fire Equipment Improvements

The existing fleet of equipment, both first line and reserve, remain in critical need of near term replacement. The department proposes to replace the entire fleet of sixteen pieces of fire apparatus within a five-year period beginning in the fiscal year 2001. The five-year replacement schedule will be

Achieving Improved Public Facilities, Education and Safety

financed over a ten-year lease with ownership occurring at the end of the tenth year. After the twelfth year of this replacement program the five-year replacement program with a ten-year finance cycle will begin anew.

Fire Prevention Education Programs

Integral to the addition of firehouse facility improvements and equipment replacement, an enhanced fire prevention program should be conducted to address the prevention of both vacant and occupied building fires.



The 25% annual incident rate of fires in unoccupied buildings could partly be abated by an educational program in which the residents help the City identify and secure vacant properties, thus preventing opportunities for arson. However, the 75% annual incident rate of fires occurring in occupied buildings (about 500 structural fires) is believed to be caused by a variety of factors.

In neighborhoods where the majority of occupied building fires occur these factors include: deferred repairs to heating and electrical services in violation of code standards; unsound housekeeping practices such as using candles to cut down on utility costs; and, resorting to dangerous alternative heating methods in lieu of conventional heating sources.

The City's predominant fire problem involves accidental or unintentional fires in occupied buildings. Occupied buildings of deficient condition caused by pervasive poverty pose a direct threat to public safety.

Within the context of other neighborhood and economic improvement efforts aimed at reducing poverty levels within the City, the following techniques for increasing fire safety and prevention education and training are recommended:

- For occupied structures
 - Focus on the dangers of unsafe household storage and smoking in bed, the proper use and maintenance of fire extinguishers and smoke detectors, the appropriate use of portable heaters and the development of home escape plans.

- Disseminate fire safety and prevention information through community and tenant organizations in collaboration with local fire companies.
- Fund the installation of defective batteries where needed in smoke detectors and provide fire detectors where lacking.

- For vacant structures

- Expedite the re-use of recently vacated homes, particularly in neighborhoods experiencing first-time housing abandonment.
- Improve reporting system of vacant building identification. Establish a vacant building "hotline" to intensify early identification efforts of recent vacant buildings.
- Properly secure and monitor vacant buildings to prevent the opportunity for arson to occur.

Other Fire Safety Operational Changes

A series of management and operational improvements have been suggested in the "Multi-Year Recovery Plan" that are under review by the fire department for future implementation. Suggestions regarding a further review of additional department downsizing should recognize that the Master Plan seeks to reverse the City's declining population and economic base through a series of revitalization strategies.

For the short term, the department should be stabilized and organized around an operational program that can respond to existing neighborhood service needs. Where new redevelopment and neighborhood improvements are targeted for action in the next five years priority should be given to fire station upgrades that would support such improvement initiatives.

Achieving Improved Public Facilities, Education and Safety

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

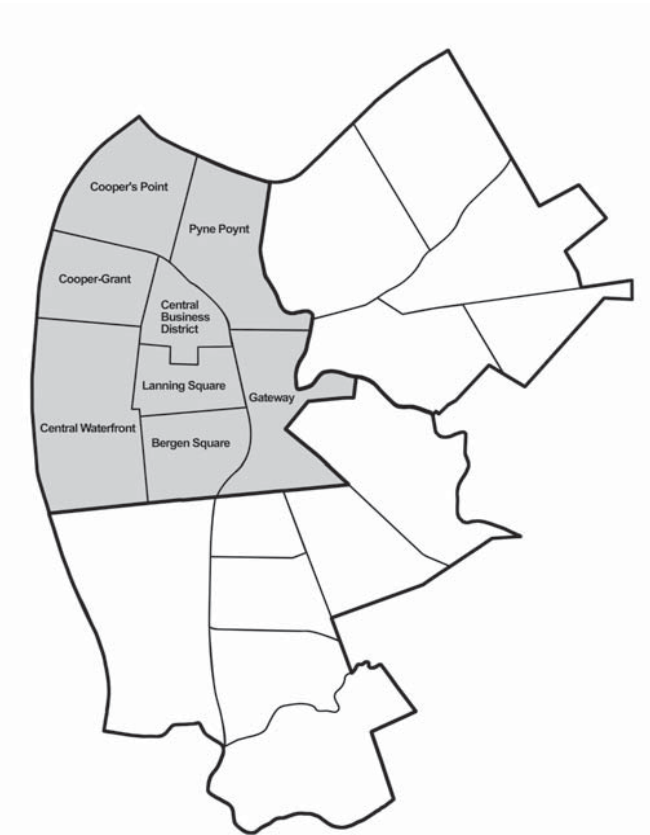
NPD #1

<i>Location</i>	<i>Recommended Project Activities</i>
North Camden	<ul style="list-style-type: none"> - Renovate North Camden Community Center. - Modernize Cooper Library facilities. - Replace and rebuild Powell Elementary School. - Renovate Pyne Poynt Junior High School, Cooper's Point and R.C. Molina Elementary Schools. - Construct new police sub-station at 5th and Erie Streets. - Construct permanent fire station at 7th and State Streets. - Establish Youth Activities Center (vicinity of 6th and State Streets or include as part of renovated community center). - Renovate Childcare Center to accommodate increased services (vicinity of 6th and Erie Streets or include as part of renovated community center).
CBD, Cooper-Grant, Central Waterfront	<ul style="list-style-type: none"> - Keep the Main Library in the CBD and renovate its facilities in the short term. Construct a new facility as part of future mixed-use office development near City Hall. - Continue inter-loan and public access programs in the Paul Robeson Library at Rutgers University. - Build new Performing Arts High School (vicinity of Martin Luther King/Mickle Boulevard west of Broadway). - Renovate police headquarters building systems at Federal Street and Haddon Avenue. - Renovate headquarters and fire station at 3rd and Federal Streets.

<i>Location</i>	<i>Recommended Project Activities</i>
Bergen Square/ Lanning Square	<ul style="list-style-type: none"> - Convert former Broadway Library to cultural arts center (Broadway and Line Street). - Renovate Broadway Community Center in Bergen Square at 5th and Spruce Streets to a multi-purpose center. - Continue inter-loan and public access programs in the Coriell Research Library and Reuben Shary Health Science Library in Cooper Hospital. - Renovate Lanning Square, Whittier and Wiggins Elementary Schools. - Build new Fetters Alternative High School (vicinity of Mt. Vernon and 6th Streets). - Build new South Camden Junior High School (vicinity of Chestnut Street and Broadway). - Build new Broadway Elementary School (vicinity of Broadway and Royden Street). - Upgrade police mini-station to permanent sub-station at Broadway and Washington Street. - Maintain new firehouse at Broadway and Mechanic Street. - Build new police sub-station in the vicinity of Kaighns Avenue and 7th Street.
Gateway	<ul style="list-style-type: none"> - Renovate Martin Luther King Community Center plus library (Haddon Avenue and Sycamore Street). - Renovate Challenge Square School to New Technology High School. - Construct new firehouse in the vicinity of Haddon and Kaighns Avenues. - Renovate police sub-station at Kaighns Avenue near Haddon Avenue if feasible or construct new facility.

Project Activities

**NEIGHBORHOOD
PLANNING DISTRICT #1**



Project Activities

NEIGHBORHOOD PLANNING DISTRICT #2



NPD #2

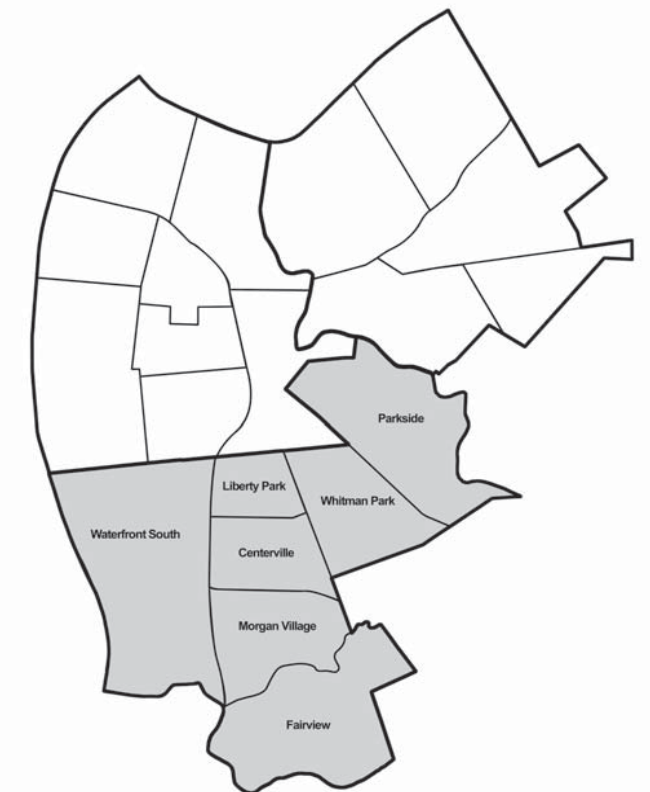
Location	Recommended Project Activities
Cramer Hill	<ul style="list-style-type: none"> - Build new library (State Street and River Avenue). - Expand and renovate or build new Cramer Hill community center in Von Neida Park. - Build new Washington elementary school (vicinity of Harrison Avenue and 24th Street); optional site East State Street and Harrison Avenue; convert existing school for community uses. - Support OEO proposed Head Start Center (17th Street and Pierce Avenue). - Renovate Veterans Junior High School and Sharp Elementary School. - Construct permanent police sub-station in the vicinity of River Avenue and 29th Street. - Construct new firehouse in the vicinity of 27th Street and River Avenue.
Rosedale/Dudley	<ul style="list-style-type: none"> - Renovate and expand Angel Perez Community Center. - Renovate Davis Elementary School. - Build new Dudley Elementary School (vicinity of Sewell Street and Marilton Pike); optional site 18th and Washington Streets. - Build new elementary school (Catto replacement at Howell and 27th Streets). - Renovate police mini-station at 27th and Federal Streets if feasible or construct new facility. - Renovate mini-station crime prevention unit at Westfield Avenue and 33rd Street. - Maintain mounted police unit facility in Dudley-Grange Park. - Construct new firehouse in the vicinity of 27th and Federal Streets.
Stockton	<ul style="list-style-type: none"> - Renovate Cramer and McGraw Elementary Schools. - Renovate Woodrow Wilson High School. - Renovate East Camden Junior High School. - Renovate and expand Angel Perez Community Center. - Restore library service as part of expanded community center. - Increase police presence at proposed 27th and Federal Streets upgraded mini-station.
Marilton	<ul style="list-style-type: none"> - Renovate East Camden Community Center. - Build new elementary school (Dudley replacement in the vicinity of Sewell Street Extension and Marilton Pike). - Renovate if feasible or replace with new mini-station crime prevention unit at Marilton Pike near Bank Street.

Project Activities

NEIGHBORHOOD PLANNING DISTRICT #3

NPD #3

Location	Recommended Project Activities
Waterfront South	<ul style="list-style-type: none"> - Build new community center (Broadway and Jackson Street vicinity). - Build new Junior High School #2 (Whitman Avenue and Broadway vicinity). - Establish police mini-station (vicinity Broadway and Van Hook Street). - Establish skills training center (vicinity of 6th and Viola Streets or include with new community center).
Liberty Park	<ul style="list-style-type: none"> - Renovate Isabel Miller Community Center. - Renovate Isabel Miller Library (8th and Van Hook Streets). - Build new Elementary School #1 (vicinity of Everett and 8th Streets); optional site 8th and Burton Streets. - Renovate Bonsall and Sumner Elementary Schools.
Centerville	<ul style="list-style-type: none"> - Build new Junior High School #1 (vicinity of Van Hook and 7th Streets). - Renovate Riletta Cream Elementary School. - Establish police mini-station - Ferry Avenue and 9th Street vicinity.
Morgan Village	<ul style="list-style-type: none"> - Renovate Morgan Village Community Center. Possible collaboration with Volunteers of America proposed Cultural Arts and Recreation Center. - Renovate Morgan Village Junior High School. - Rebuild H.B. Wilson Elementary School (Florence and 9th Streets). - Renovate fire station at 9th and Morgan Streets.
Fairview	<ul style="list-style-type: none"> - Renovate Malandra Hall Community Center. - Upgrade Fairview Library. - Renovate Yorkship Elementary School. - Renovate police mini-station at Yorkship Square. - Maintain police sub-station at Mt. Ephraim Avenue south of Fairview Street.
Whitman Park	<ul style="list-style-type: none"> - Build community center (vicinity of Davis Street and Sayre Avenue) and endorse the United Neighbors of Whitman Park, Inc. proposed Chase Street community center project. - Build new Elementary School #2 (vicinity of Jackson and Pershing Streets). - Renovate Brimm Medical Arts High School. - Establish police mini-station in the vicinity of Louis and Thurman Streets.
Parkside	<ul style="list-style-type: none"> - Renovate Pomona Hall (Euclid Street and Park Boulevard) to include community services or build new community center (possible renovation of former Hatch School). - Complete planned Parkside Youth Center (vicinity of Park Boulevard and Bellevue Avenue). - Build new Parkside Elementary School (vicinity of Walnut Street and Princess Avenue). - Renovate Hatch Junior High School. - Renovate Camden High School. - Renovate Forest Hill Elementary School. - Build new Technical High School (vicinity of Pine Street and Wildwood Avenue). - Build new Riggs Adult Education Center.



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