



# CONNECTING COMMUNITIES

A NEIGHBORHOOD ACTION PLAN FOR  
COOPER-GRANT/CENTRAL WATERFRONT

PREPARED BY: **INTERFACE STUDIO LLC**  
FOR: COOPER'S FERRY PARTNERSHIP  
AND THE COOPER-GRANT NEIGHBORHOOD ASSOCIATION

CITY OF CAMDEN, NJ  
JULY 2015





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# EXECUTIVE SUMMARY

# INTRODUCTION

## PURPOSE OF THE PLAN

Cooper-Grant/Central Waterfront (CGCW) is made up of very distinct and somewhat isolated components –downtown employers, waterfront attractions, institutional campuses, a port and industrial district, and residential neighborhoods tucked in between. Downtown Camden and the waterfront have benefited from planning and investment over the years, with a focus on building regional destinations that attract visitors, workers, and students. Waterfront visitors top

3 million annually, while on a daily basis over 20,000 employees and students can be found in downtown campus buildings and offices. However, this has not yet translated to a lively downtown where a concentration of people live and go out to shops and restaurants.

In September 2013, Cooper's Ferry Partnership, Cooper-Grant Neighborhood Association, and Rutgers University-Camden applied for a Wells Fargo

Regional Foundation Neighborhood Planning grant, recognizing that community-driven neighborhood planning was needed to expand on the strengths of Cooper-Grant/Central Waterfront to support a mixed-use downtown that is more active and connected.

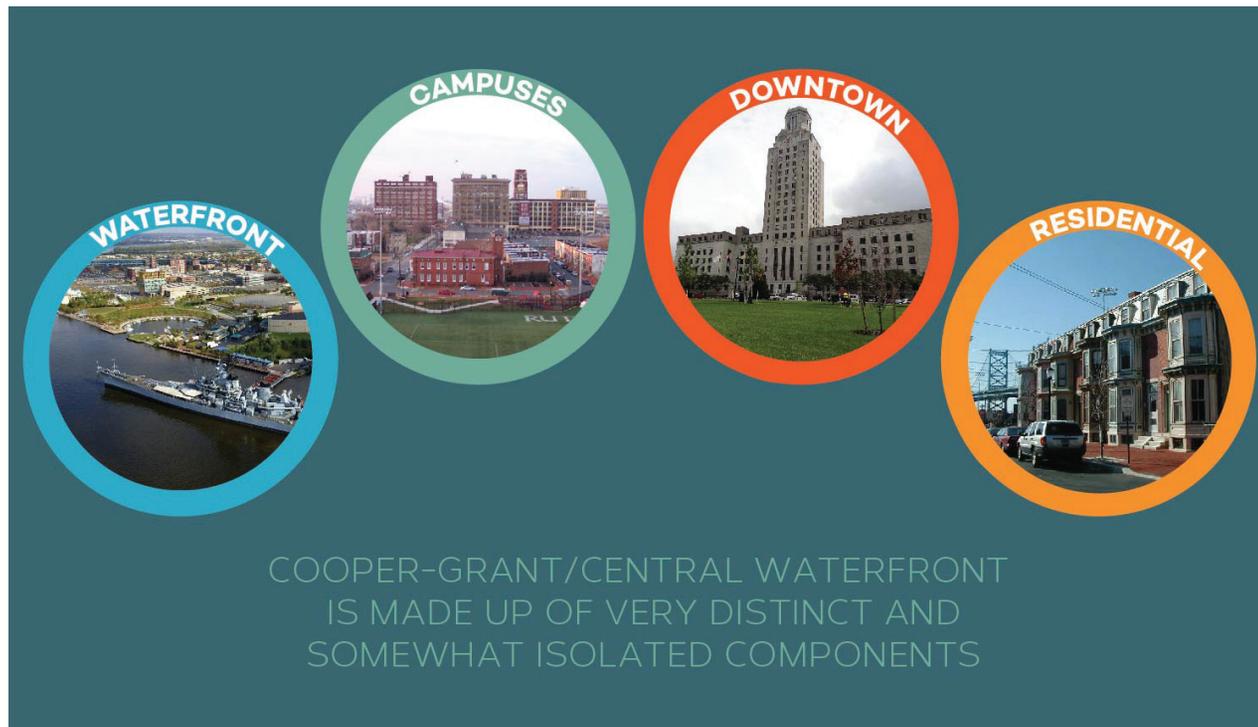
The purpose of this plan is to generate a resident-driven and stakeholder-supported plan for neighborhood revitalization that improves resident quality of life and is tied to the improvements slated for downtown and the City of Camden as a whole. This neighborhood plan also connects various previous planning efforts and is a critical step in the City of Camden's development of a neighborhood redevelopment plan, as part of the City Master Plan.

**“WITHOUT SUCCESS IN THE NEIGHBORHOODS, DOWNTOWN WILL NOT SUCCEED.”**

-PUBLIC OFFICIAL

## STUDY AREA

The Cooper-Grant/Central Waterfront study area corresponds to census tract 6103 and a portion of census tract 6104. It extends from the Ben Franklin Bridge and I-676 to Martin Luther King Boulevard, then runs south along 3rd Street to Atlantic Avenue. It includes the residential areas of Cooper-Grant, the Victor, Riverview and Mickle Towers, Royal Court and Atlantic.



Components of Cooper-Grant/Central Waterfront

## PLANNING CONTEXT

Big changes have been afoot in the City of Camden, especially in the downtown and waterfront areas. The transition to a County police force has received positive feedback across the board. The attraction of new companies and the growing strength of education and health care sectors provide new economic drivers. Between 2010 and 2013, anchor, educational and health care institutions invested over \$500 million in the new Cooper Medical School of Rowan University, the MD Anderson Cancer Center at Cooper Hospital, the Rutgers graduate student dorms, housing, and green space. The impending arrival of new companies - including the 76ers, Lockheed Martin, and Subaru - along with planned institutional growth are poised to bring more people downtown. The Downtown Institutional Plan estimates an additional 2000 students could be living on or near campus in the next few years, creating the potential for 60,000 square feet of commercial space and 1,000 units of residential development. This plan aims to include the voices and vision of residents in this transformative change, so that the revitalization of neighborhoods is part and parcel of the revitalization of the City of Camden.



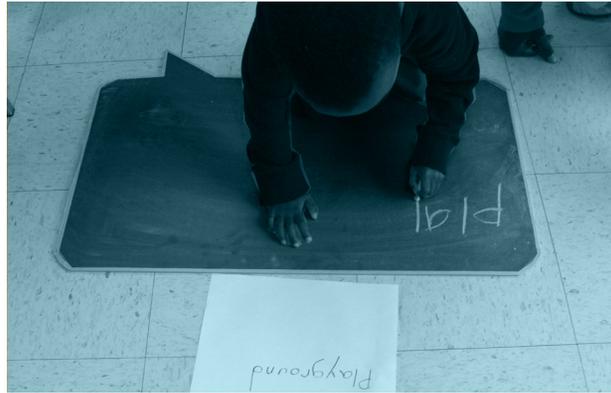
Study area and census tracts.

## COOPER-GRANT/ CENTRAL WATERFRONT

- STUDY AREA
- CENSUS TRACT
- RESIDENTIAL AREA



Pop-up event “Big Idea” activity



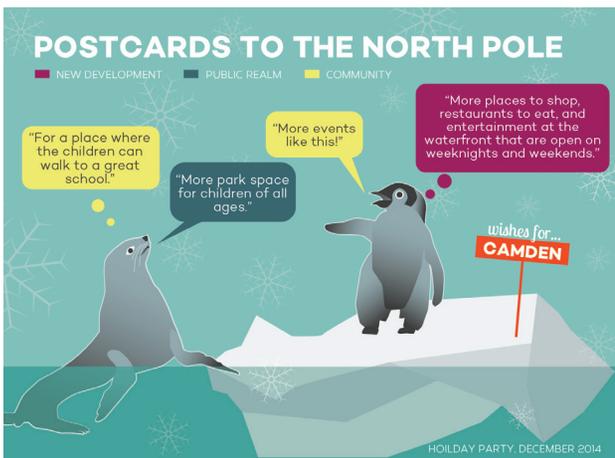
## PLANNING PROCESS

The planning process was designed to be both data-driven and people-driven. It involved:

- 1) COMMUNITY OUTREACH AND ENGAGEMENT to listen and learn about the neighborhood from those who know it best, and
- 2) DATA COLLECTION to paint a picture of the assets and challenges facing Cooper-Grant/Central Waterfront.

Quotes and images from the outreach process are included throughout the report.

Priorities chosen by residents are indicated by an arrow (→).



Holiday Event December 10, 2015 “Postcards to the North Pole” activity



Public Forum April 30, 2015 “Tell us what your priorities are” activity



# VISION

## DEFINING COOPER-GRANT/CENTRAL WATERFRONT

Over the course of the planning process, neighborhood residents and stakeholders shared their concerns and ideas, collectively creating their vision for the future of Cooper-Grant/Central Waterfront. This vision statement reflects what the community wants Cooper-Grant/Central Waterfront to be:

### VISION

#### WHAT WE WANT COOPER-GRANT/ CENTRAL WATERFRONT TO BE

**A COHESIVE PLACE**

with an urban fabric that is both physical and social

**ACTIVE AND CONNECTED**

easy to get around with things to do and a mix of uses

**A REGIONAL DESTINATION**

for arts and entertainment, employment and education

**A GREAT PLACE TO LIVE**

that is comfortable, convenient, affordable, safe and healthy

**MULTICULTURAL AND MULTIGENERATIONAL**

attractive for students, workers, singles, families and retirees

To achieve this vision, the plan has been divided into four recommendation areas that incorporate the vision, an overview of existing conditions and key issues, objectives, and recommendations.

### RECOMMENDATIONS

#### HOW WE GET THERE



# ECONOMIC DEVELOPMENT

## RECOMMENDATIONS

This section provides recommendations to support economic development in the city that contributes to a cohesive community and meets the needs of Camden's diverse population, to create a place that is a regional destination, active, connected, and attractive to students, workers, singles, families, and retirees.

### OBJECTIVE 1:

LEVERAGE ANCHORS TO ENLIVEN DOWNTOWN THROUGH EVENTS, ARTS, AND FOCUSED COMMERCIAL DEVELOPMENT

#### 1.1

WORK WITH ANCHOR INSTITUTIONS TO MARKET DOWNTOWN CAMDEN TO STUDENTS, FACULTY, AND EMPLOYEES

#### → 1.2

USE ARTS AND EVENTS TO ACTIVATE SPACES AND LINK DESTINATIONS YEAR-ROUND

#### → 1.3

ENCOURAGE MOBILE FOOD PURVEYORS OF FRESH AND PREPARED FOODS WHERE FOOT TRAFFIC IS HIGH

#### → 1.4

RECRUIT BUSINESSES WITH CROSS-OVER APPEAL FOR STUDENTS, RESIDENTS AND EMPLOYEES IN TARGETED LOCATIONS

#### 1.5

PROMOTE MARKET, COOPER, AND 5<sup>TH</sup> STREETS AS COMMERCIAL CORRIDORS AND PROVIDE VARIED DEVELOPMENT AT THE WATERFRONT (LONG-TERM STRATEGY)

#### 1.6

ENCOURAGE CURRENT AND FUTURE ANCHORS TO DESIGN WITH ACTIVE STREET FRONTAGE THAT GENERATES FOOT TRAFFIC

### OBJECTIVE 2:

BUILD OPPORTUNITIES FOR LOCAL EMPLOYMENT

#### → 1.7

CONSIDER BENEFITS AGREEMENT FOR LOCAL JOBS AND TRAINING FOR LOCAL PROJECTS

#### 1.8

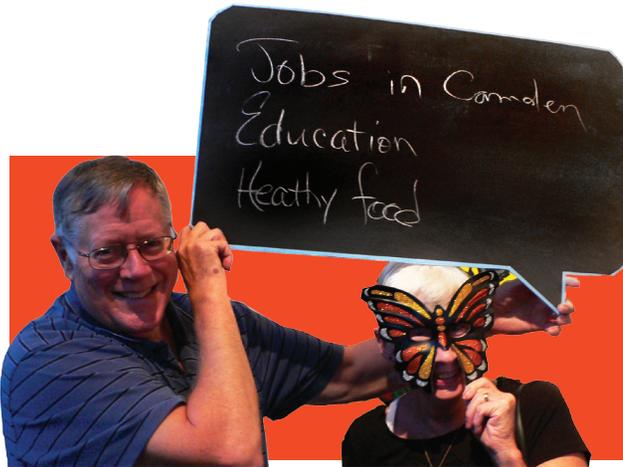
ENCOURAGE CURRENT AND FUTURE ANCHORS TO ENGAGE IN LOCAL PROCUREMENT FOR GOODS AND SERVICES

#### 1.9

KEEP INCUBATOR BUSINESSES IN CAMDEN

#### → 1.10

CONNECT RESIDENTS TO EXISTING WORKFORCE TRAINING AND SMALL BUSINESS SUPPORT

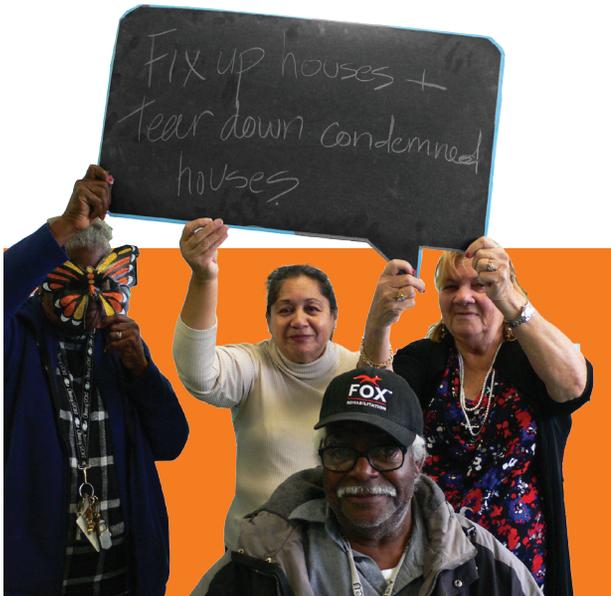




# HEALTHY NEIGHBORHOODS

## RECOMMENDATIONS

This section addresses how to improve Cooper-Grant/Central Waterfront through community building, access to services, safety, and housing to achieve a vision for a place that is comfortable, convenient, safe, and healthy: not just a great place to visit but a great place to live.



### **OBJECTIVE 1:** BUILD STRONG COMMUNITY CONNECTIONS

**2.1** BUILD COMMUNITY CAPACITY THROUGH GRASSROOTS ORGANIZING

**2.2** PLAN CROSS-OVER EVENTS WHERE DIFFERENT COMMUNITIES CAN COME TOGETHER

**2.3** IMPROVE COMMUNITY COMMUNICATION

### **OBJECTIVE 2:** PROMOTE HEALTHY LIVING BY IMPROVING ACCESS TO SERVICES, HEALTHY FOOD, AND SAFE PHYSICAL ACTIVITY

**2.4** CONSIDER NEW PROGRAMS TO FILL SERVICE GAPS

**2.5** IMPROVE ACCESS TO FRESH FOOD BY SUPPORTING THE HEALTHY CORNER STORE INITIATIVE, MOBILE PRODUCE CART, AND FARMERS MARKET

**2.6** CREATE OPPORTUNITIES FOR HEALTHY GROUP ACTIVITIES

### **OBJECTIVE 3:** IMPROVE NEIGHBORHOOD APPEARANCE AND SAFETY

→ **2.7** FORM NEIGHBORHOOD COMMITTEES TO CLEAN, GREEN, AND REPORT QUALITY OF LIFE AND SAFETY CONDITIONS

**2.8** STRENGTHEN RELATIONSHIP BETWEEN PUBLIC SAFETY OFFICIALS AND THE COMMUNITY

**2.9** STRENGTHEN COMMUNITY SAFETY THROUGH GRASSROOTS ACTIONS



**CLEAN NEIGHBORHOODS**  
CAMPAIGN FOR CLEAN NEIGHBORHOODS AND FORM BEAUTIFICATION COMMITTEES



**SAFETY**  
EXTEND RUTGERS SECURITY TO COVER COOPER-GRANT  
STRENGTHEN COMMUNITY POLICING  
IMPROVE LIGHTING IN THE NEIGHBORHOODS



**QUALITY OF LIFE CONDITIONS**  
REPORT CONDITIONS THAT IMPACT QUALITY OF LIFE AND SAFETY

**OBJECTIVE 4:**

CREATE AN AFFORDABLE AND DIVERSE RANGE OF HOUSING OPTIONS

**2.10** STABILIZE HOUSING THROUGHOUT THE STUDY AREA

**2.11** IMPROVE STUDENT RENTALS IN COOPER-GRANT

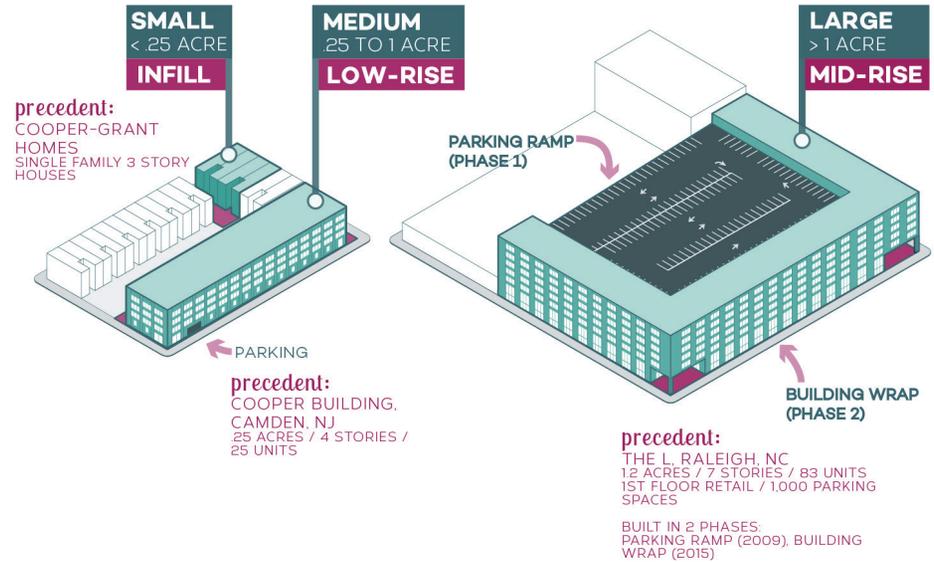
**2.12** SHIELD RESIDENTS FROM NOISE AND NUISANCE ASSOCIATED WITH WATERFRONT EVENTS

→ **2.13** DEVELOP VARIED MIXED-INCOME HOUSING IN COOPER-GRANT AND DOWNTOWN

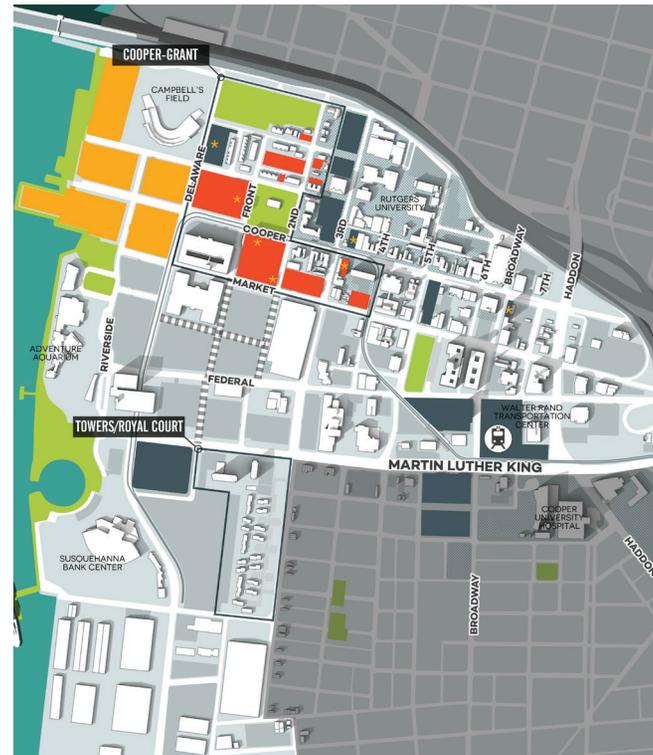
**2.14** ENCOURAGE HISTORIC PRESERVATION AND ADAPTIVE REUSE

**2.15** TARGET HOUSING MARKETING CAMPAIGN TO STUDENTS, EMPTY NESTERS, AND EMPLOYEES

**“IT CAN’T BE A CITY WITHOUT PEOPLE LIVING IN IT.”**  
-RESIDENT



Housing Typologies



**RESIDENTIAL & MIXED USE DEVELOPMENT PHASES**

- ▬▬▬ NEW ROAD
- \* RENOVATE EXISTING BUILDING
- PHASE 1
- PHASE 2
- OTHER NON-RESIDENTIAL SITES IDENTIFIED FOR NEAR TERM DEVELOPMENT

Map of residential & mixed-use development phases

# RESILIENCY AND OPEN SPACE

## RECOMMENDATIONS

This section addresses how to create an active and healthy environment through flood mitigation measures, public realm improvements, upgrades to the industrial district, and new opportunities for active recreation in the study area.



### OBJECTIVE 1

IMPROVE STORMWATER MANAGEMENT TO PROTECT RESIDENTS AND BUSINESSES FROM FLOODING AND IMPROVE WATER QUALITY

#### 3.1

CONDUCT FLOOD STUDY TO WEIGH FLOOD RESILIENCE MEASURES AND INSTALL SITE-SPECIFIC MEASURES THAT ADDRESS CAUSES OF FLOODING

#### 3.2

COMPLETE NFIP COMMUNITY RATING SYSTEM APPLICATION TO REDUCE FLOOD INSURANCE RATES

### OBJECTIVE 2

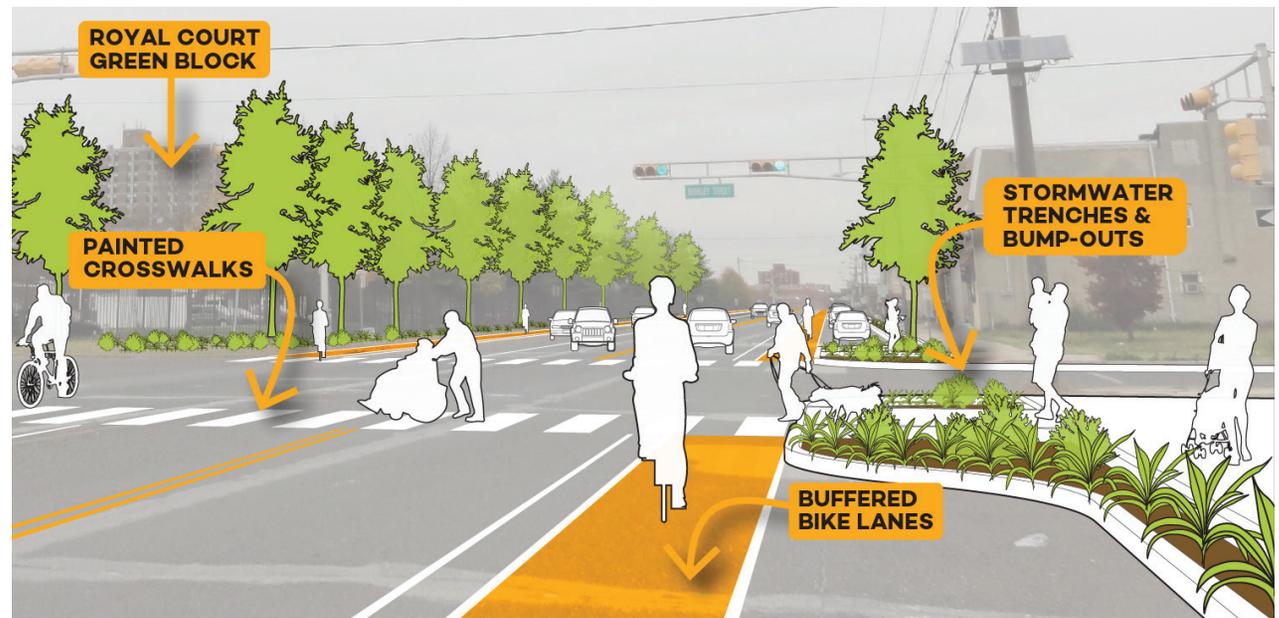
MITIGATE THE ENVIRONMENTAL IMPACT OF THE INDUSTRIAL DISTRICT

#### 3.3

REDUCE TRUCK EMISSIONS AND NOISE THROUGH TRAFFIC MANAGEMENT AND ANTI-IDLING MEASURES

#### 3.4

ESTABLISH VEGETATIVE BUFFERS BETWEEN RESIDENTIAL AND INDUSTRIAL LAND TO IMPROVE AIR QUALITY AND REMEDIATE CONTAMINATED SOIL



Proposed pilot green street on 3rd Street.

### OBJECTIVE 3

PROVIDE HIGH QUALITY OPEN SPACE AND RECREATION

#### 3.5

IMPROVE QUALITY OF EXISTING PARKS THROUGH BETTER MAINTENANCE AND MANAGEMENT

#### → 3.6

CREATE MORE ACTIVE RECREATION OPPORTUNITIES AND EXPAND PARK PROGRAMMING

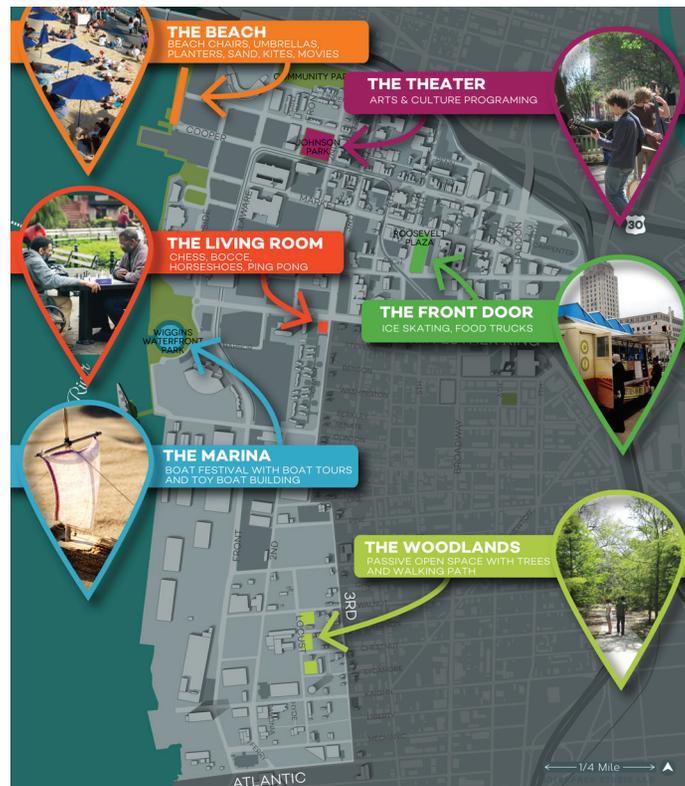
#### 3.7

CONNECT GREENWAY SYSTEM WITH PHOENIX PARK

**“DURING ONE OF THE FLOODS LAST YEAR THERE WAS A BOAT GETTING PEOPLE OFF OF DELAWARE.”**  
-PUBLIC OFFICIAL



Proposed shelterbelt along Locust Street



Map of park programming

## ACTIVATE THE PARKS THROUGH PROGRAMMING

# CIRCULATION

## RECOMMENDATIONS

The Circulation recommendations aim to support an active downtown by creating safe streets for all modes of transportation and a street network that connects communities to downtown, the waterfront, and each other.

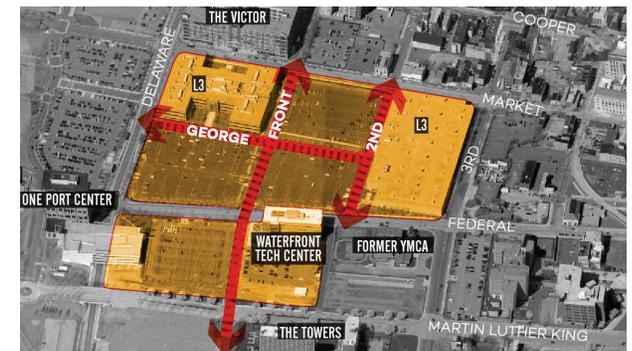


### **OBJECTIVE 1:** PROMOTE WALKING, BIKING AND TRANSIT USE

- 4.1**  
LAUNCH PEDESTRIAN AND BICYCLE SAFETY CAMPAIGN
- 4.2**  
ENSURE ALL PEDESTRIAN SIGNALS ARE CONSISTENT
- 4.3**  
IMPROVE WALKABILITY AND SIDEWALK CONDITIONS
- 4.4**  
CONTINUE TO REVITALIZE SAFE CORRIDORS & SAFE HAVENS AND RECRUIT COMMUNITY-BASED PARTNERS
- 4.5**  
IMPROVE ACCESS TO TRANSIT
- 4.6**  
CREATE A SHUTTLE BUS TO CONNECT DOWNTOWN DESTINATIONS
- 4.7**  
EXPAND THE BIKE NETWORK
- 4.8**  
INSTALL BIKE RACKS ON COMMERCIAL STREETS, AT INSTITUTIONS AND BUSINESSES, AND AT TRANSPORTATION HUBS

### **OBJECTIVE 2:** CONNECT NEIGHBORHOODS TO DOWNTOWN AND THE WATERFRONT

- 4.9**  
MAKE MARTIN LUTHER KING BOULEVARD SAFER FOR PEDESTRIANS
- **4.10**  
MAKE MARKET STREET A PEDESTRIAN-FRIENDLY MAIN COMMERCIAL CORRIDOR
- 4.11**  
EXTEND FRONT AND 2<sup>ND</sup> STREETS BETWEEN MARKET STREET AND MARTIN LUTHER KING BOULEVARD
- 4.12**  
IMPROVE 3<sup>RD</sup> STREET AS A COMPLETE STREET
- 4.13**  
IMPROVE KAIGHN AVE AS A COMPLETE STREET



Proposed extension of Front and Second Streets

### OBJECTIVE 3:

MANAGE PARKING TO SUPPORT ACTIVE DOWNTOWN AND WATERFRONT DEVELOPMENT

#### 4.14

ELIMINATE PARKING MINIMUMS FOR NEW DEVELOPMENT

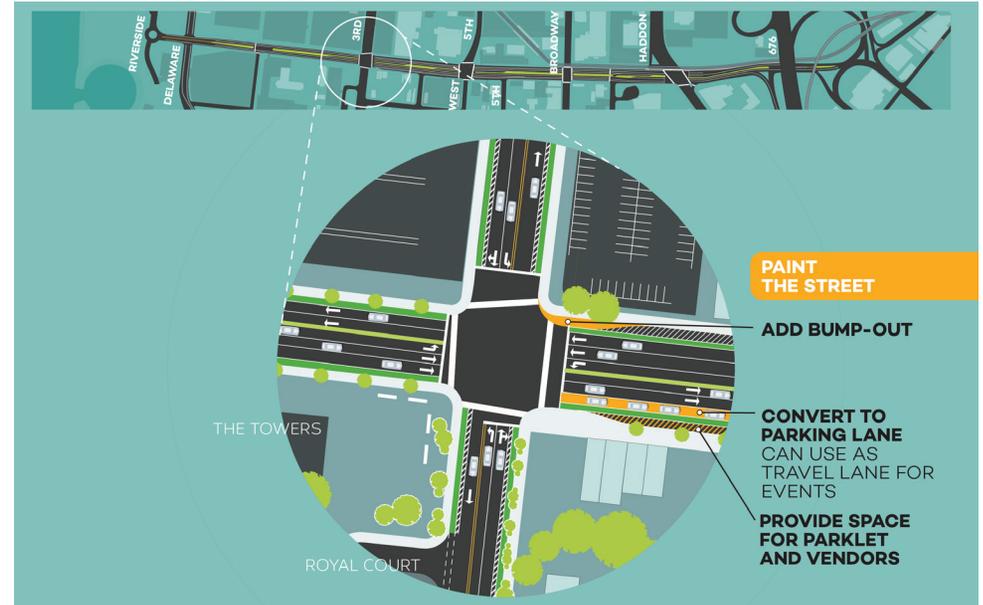
#### 4.15

DISALLOW NEW PARKING AS A SOLE USE AND NEW SURFACE LOTS AS A PERMITTED USE DOWNTOWN AND ON THE WATERFRONT

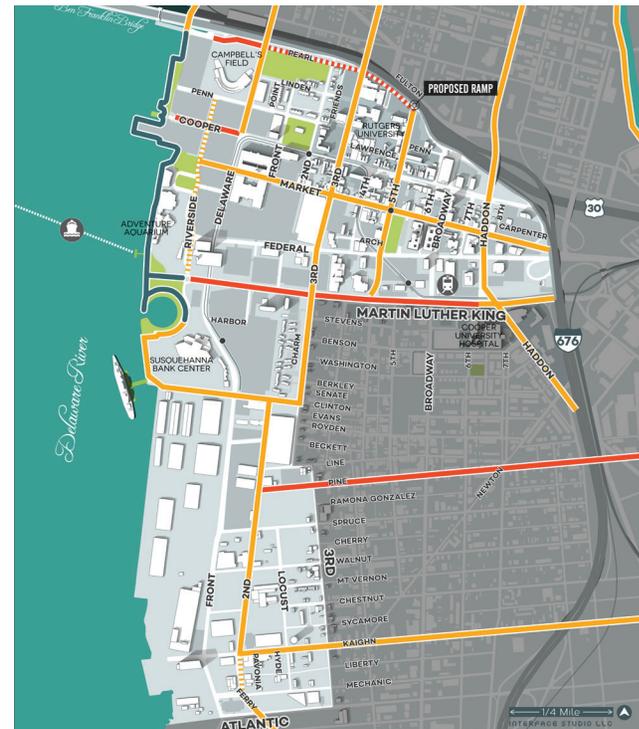
#### → 4.16

PRIORITIZE MIXED-USE STRUCTURED PARKING

**“CONSTRUCT ADDITIONAL PARKING GARAGES AND LANDSCAPE! GET RID OF FLAT PARKING LOT SURFACE.”**  
-RESIDENT



Proposed improvements to Martin Luther King Boulevard



Map of proposed bike network

### BIKE NETWORK



1

# INTRODUCTION



## COOPER-GRANT/CENTRAL WATERFRONT STUDY AREA

The Cooper-Grant/Central Waterfront (CGCW) study area consists of census tract 6103 and a portion of census tract 6104, and includes the residential areas of Cooper-Grant, the Victor, Riverview and Mickle Towers, Royal Court, and the Atlantic area. The study area is bounded to the north by the Ben Franklin Bridge and I-676. The southern boundary follows Martin Luther King Boulevard, then runs south along 3rd Street to Atlantic Avenue. The Delaware River forms the western boundary.

Cooper-Grant/Central Waterfront is a diverse neighborhood made up of very distinct and somewhat isolated components that include downtown employers, waterfront attractions, institutional campuses, a port and industrial district, and residential areas tucked in between. Downtown Camden and the waterfront are regional destinations that attract

visitors, workers, and students, but this has not yet translated to a lively downtown where a concentration of people live and go out to shops and restaurants.

Recognizing the need for community-driven neighborhood planning to expand on the strengths of Cooper-Grant/Central Waterfront and support a mixed-use downtown, Cooper's Ferry Partnership, Cooper-Grant Neighborhood Association, and Rutgers University-Camden applied for a Wells Fargo Regional Foundation Neighborhood Planning grant September 2013.

This plan is a resident-driven and stakeholder-supported plan for neighborhood revitalization that aims to tie resident quality of life to the improvements slated for downtown and the City of Camden as a whole.

# COOPER-GRANT/ CENTRAL WATERFRONT



- STUDY AREA
- CENSUS TRACT
- RESIDENTIAL AREA

FIGURE 1: STUDY AREA

# CONTEXT

## INDUSTRY AND URBAN CONTEXT

Camden was once a thriving center for industry, shopping, and entertainment. Home to iconic brands such as RCA Victor and Campbell's Soup, Camden was the site of many historic inventions and firsts: the first radio and television broadcast, the first mass-produced television set, sonar, and walkie-talkies. In the 1930s, RCA Victor employed over 13,000 people and created a strong middle class. In the latter half of the 20<sup>th</sup> century, de-industrialization and population decline hit Camden hard, as it did urban centers across the country. Poverty, crime, and abandonment settled in to once-thriving neighborhoods. In the climate of high poverty and crime, new developments were designed

to keep the city out by turning inward. The design of the L-3 Communications campus, which picked up the RCA mantle, is an example.

Over the last century, changes in the urban fabric have also been dramatic. What once were pedestrian-scale walkable blocks, now have been combined into mega-blocks. The residential fabric of the downtown has given way to corporate and institutional campuses and parking. The once bustling commercial corridors of Market Street, Federal Street, and Kaighn Avenue are now broken up and partly vacant. South of Clinton Street, formerly residential blocks have become



Camden Waterfront c. 1930

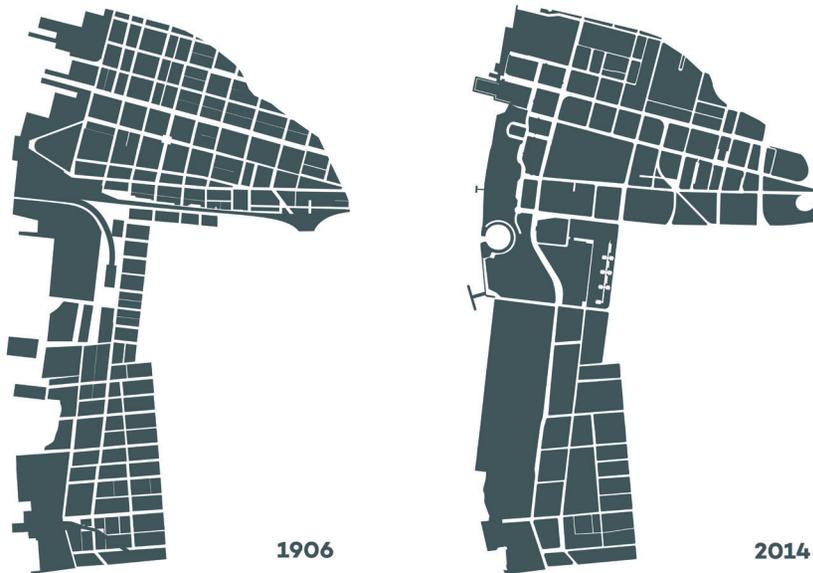
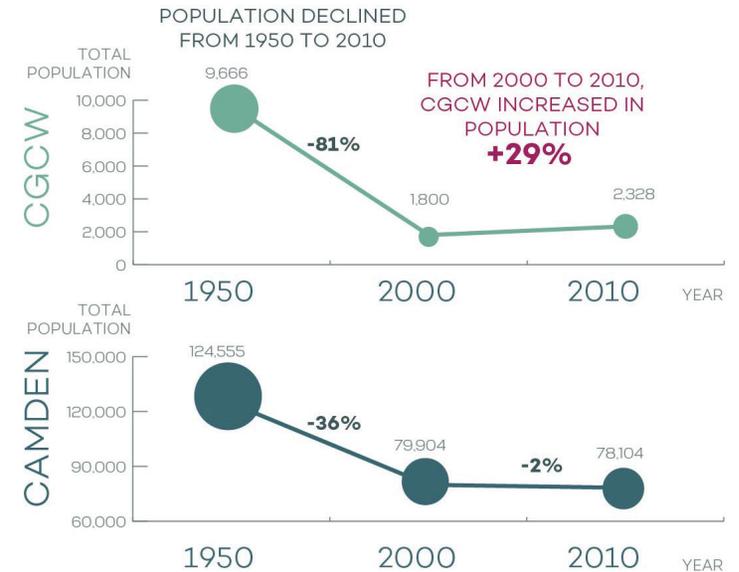
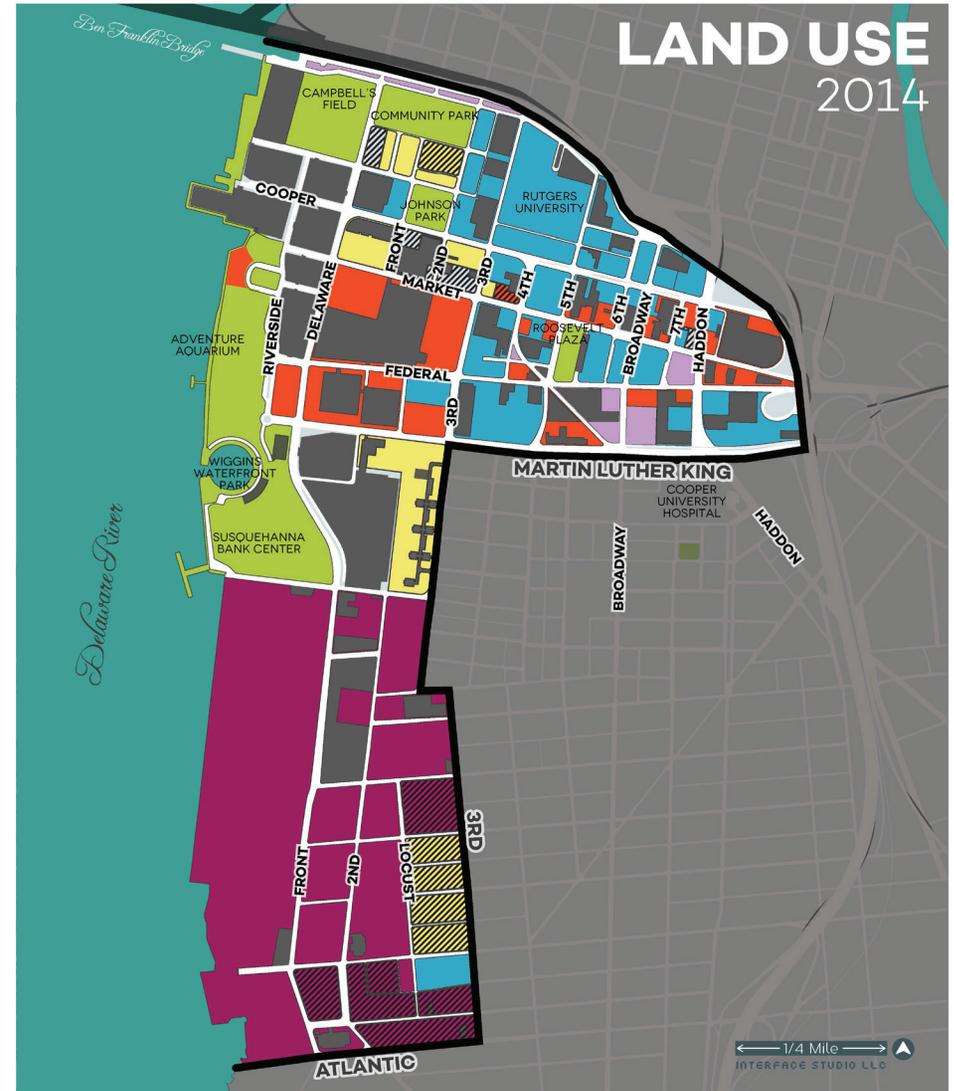
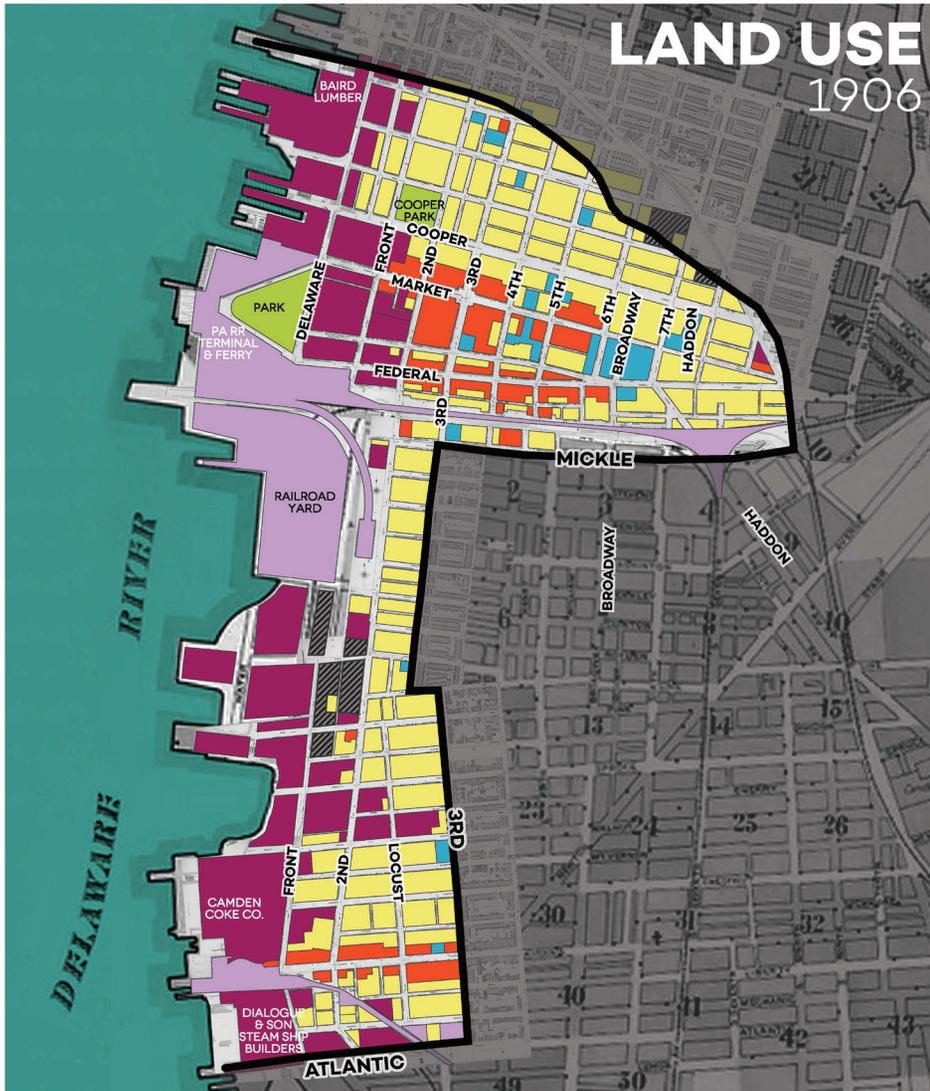


FIGURE 2: BLOCK STRUCTURE THEN AND NOW: 1906 & 2014



Source: US Census 1950, 2000, 2010 (Social Explorer)

FIGURE 3: POPULATION TRENDS



- INDUSTRIAL
- INSTITUTIONAL
- COMMERCIAL
- TRANSPORTATION & UTILITY

- RESIDENTIAL
- OPEN SPACE/WATERFRONT
- PARKING
- VACANT OR SEMI-VACANT

FIGURE 4: LAND USE THEN AND NOW: 1906 & 2014

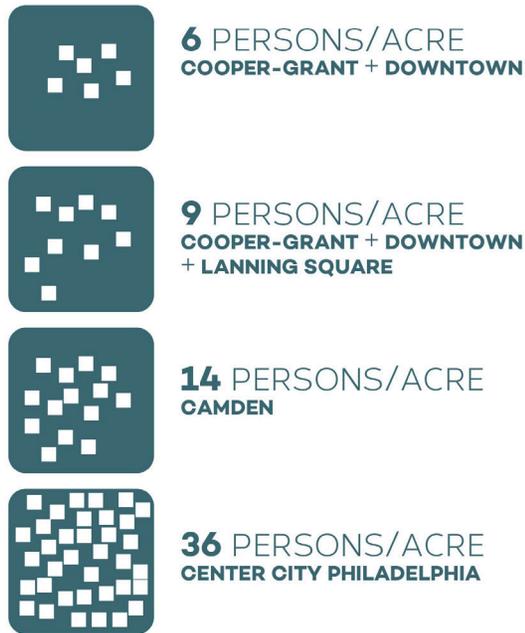


FIGURE 5: POPULATION DENSITY

CURRENTLY WE DON'T HAVE THE POPULATION DENSITY NEEDED TO SUPPORT THE SERVICES AND AMENITIES OF A VIBRANT DOWNTOWN

industrial, with only a small pocket of houses remaining amidst high vacancy. One of the most dramatic changes is the transformation of the former rail terminal and industry along the waterfront, north of Clinton Street, into Camden's waterfront destinations. These too are isolated, however, from the rest of the city.

### POPULATION TRENDS AND DENSITY

Years of depopulation in the once-vibrant industrial center have left Camden's downtown with a density of only 6 persons per acre. From 1950 to 2000, the City of Camden lost over a third of its population. Population loss in Cooper-Grant/Central Waterfront was particularly sharp, seeing an 81% decrease over the same period (comparing population of 1950 combined census tracts CJo011 and CJo013 with population of 2000 combined census tracts 6006 and 6005). Since 2000, however, population loss in the city has slowed dramatically. Cooper-Grant/Central Waterfront (2010 census tract 6103) has seen the highest growth in recent years, with a 29% increase in population – a higher growth rate than the city, county, and country.

According to the 2010 Census, Cooper-Grant/Central Waterfront had a population of 2,328 people, mostly residing in non-family households, group quarters or households without children. The low proportion of residents in family households can be attributed to the presence of students (27%) and seniors over 65 (13%), with children under 18 making up a relatively small segment of the population (9% in the study area compared with 31% citywide). With only 46% of the population in the labor force, median income is low, at \$15,227 compared with \$71,637 in the state of NJ. The poverty rate in the study area is 32%, slightly lower than the city as a whole, but the poverty rate is higher (52%) among seniors over 65. CGCW has higher levels of educational attainment than the city.<sup>1</sup>

OUT OF 2,328 PEOPLE

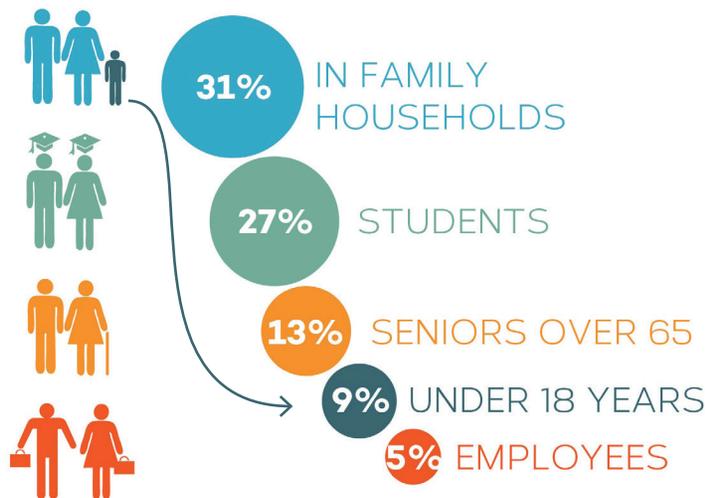
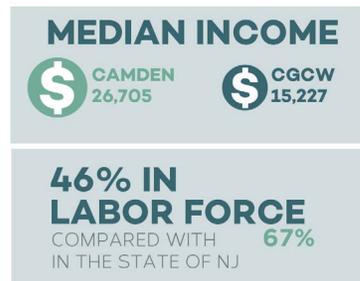


FIGURE 6: POPULATION CHARACTERISTICS

MEDIAN INCOME IS LOW & MANY RESIDENTS ARE NOT IN LABOR FORCE



<sup>1</sup> US Census 2010 and American Community Survey 2011 five-year estimate



Historic photos of Downtown Camden

[See Appendix for more detailed demographic information.]

## GOING FORWARD

Big changes have been afoot in the City of Camden, especially in the downtown and waterfront areas. The transition to a County police force has received positive feedback across the board. The attraction of new companies and the growing strength of the education and health care sectors provide new economic drivers. Between 2010 and 2013, anchor, educational and health care institutions invested over \$500 million in the new Cooper Medical School of Rowan University, the MD Anderson Cancer Center at Cooper Hospital, the Rutgers graduate student dorms, housing, and green space. The impending arrival of new companies - including the 76ers, Lockheed Martin, and Subaru - along with planned institutional growth are poised to bring more people downtown. The Downtown Institutional Plan estimates an additional 2,000 students could be living on or near campus in the next few years, creating the potential for 60,000 square feet of commercial space and 1,000 units of residential development. This neighborhood plan aims to include the voices and vision of residents in this transformative change, so that the revitalization of communities is part and parcel of the revitalization of the City of Camden.



Recent projects, clockwise from top right: Rutgers Graduate dorms, Rutgers Early Learning Research Center, Market Fair Apartments, Cooper Medical School of Rowan University



# PROJECTS

## RECENT AND PROPOSED

### RECENTLY COMPLETED

- 1 Rutgers University Graduate Dorms
- 2 Market Fair Senior Housing
- 3 Cooper Medical School of Rowan University
- 4 Rowan University Campus Expansion
- 5 MD Anderson Cancer Center
- 6 Cooper Plaza Housing
- 7 Barnes and Noble
- 8 Rutgers Early Learning Research Academy

### IN-PROGRESS

- 9 Leap Charter High School
- 10 Cooper Village
- 11 Kipp Charter School
- 12 76ers Practice Facility
- 13 300 North Delaware
- 14 Broadway Associates 2010 LLC  
Rehabilitation of 175 units affordable housing  
(multiple sites in Bergen and Lanning Square)

### PLANNED

- 15 Radio Lofts
- 16 Lockheed Martin/Cooper Health at L-3 Campus
- 17 Rutgers Nursing and Science Building
- 18 Walter Rand Transportation Ctr
- 19 Campbell Soup Gateway District
- 20 Health Sciences and Academic Building
- 21 Pierre Building Renovation

FIGURE 7: RECENT AND PROPOSED PROJECTS

## PLANNING CONTEXT

The 1985 New Jersey State Planning Act mandates coordinated planning between state and local governments to ensure planning and implementation activities reinforce and complement prior efforts. This plan is consistent with state, regional, county and local plans and supports the key goals of the State Planning Act to revitalize urban centers, to provide adequate and affordable housing in reasonable proximity to job centers, and to conserve resources and protect the environment by planning for growth in compact forms served by transportation infrastructure. This plan is consistent with and supports the goals and priorities of the following plans:

### CAMDEN COUNTY MASTER PLAN 2014

Adopted in 2014, the Camden County Master Plan includes a land use element, highway element, bicycling and multi-use trails element, and an open space and farmland preservation element. The Neighborhood Plan is in alignment with the County Master Plan policy goals in general and specifically those that bear directly on the study area, as follows:

- Support and promote the vitality and revitalization of the City of Camden which is the Metropolitan Core and a Priority Growth Investment Area;
- Leverage education, business, institutional uses and regional attractions to spur a regional mixed-use hub in downtown Camden;
- Encourage active transit corridors by clustering growth, development, and a vibrant mix of uses within a walkable distance of transit stations;

- Support the vitality of neighborhood main streets as anchors of the local community. Market Street and Broadway south of Market are identified within the study area;
- Harness the economic and cultural potential of the County's signature destination parks, riverfronts, and open spaces.

Additionally, the Neighborhood Plan is consistent with the goals of the other elements of the County Plan, specifically: the highway element which calls for improved mobility, safety, and accessibility for all travelers using the County Route network; the bicycling and multi-use trails element which calls for enhanced mobility, safety, and accessibility through increased opportunities for people to walk and bike to local destinations such as schools, parks, shopping destinations, transit, and employment centers; the open space and conservation element which calls for establishing greenways to connect open space.

### DOWNTOWN INSTITUTIONAL PLAN 2013

The Downtown Institutional Plan (DIP) was prepared for Cooper's Ferry Partnership and guides the future growth of downtown institutions and major employers, and geographically connects them to create a unified campus downtown. The DIP is the product of a partnership between downtown institutions, the City of Camden, and Cooper's Ferry Partnership. It overlaps with the study area of this Neighborhood Plan north of Clinton Street. The Neighborhood Plan fully complements the Downtown Institutional Plan and incorporates specific recommendations including the following:

- Improve transit by redesigning the Walter Rand Transportation Center and adding new transit stations and lines;
- Create a downtown shuttle bus;
- Improve circulation by converting one-way streets to two-way and extending Front and Second streets to Martin Luther King Boulevard;
- Provide parking in structured parking garages;
- Connect the Camden Greenway.

### CONNECTIONS 2040 PLAN FOR GREATER PHILADELPHIA 2013

Adopted in July 2013, Connections 2040 is the Delaware Valley Regional Planning Commission's (DVRPC) long-range plan for the future of the 9-county Greater Philadelphia region, which includes Camden County. The Plan's vision for the region is that of a more sustainable future where existing communities are invigorated and compact and mixed-use development encourages alternative forms of transportation and reduces energy demands while preserving open space. The Connections Plan identifies the region's Metropolitan Center as Center City and University City in Philadelphia and Camden's central business district. Camden is also identified as a Core City. The study area from the Ben Franklin Bridge and I-676 to Clinton Street fall within the Metropolitan Center, where the plan recommends investing in compact, mixed-use development, existing infrastructure, and revitalizing neighborhoods. The Neighborhood Plan is in alignment with this regional vision expressed through its four key principles:

# WHY PLAN?

A LOT HAS BEEN HAPPENING WITH PLANS FOR WATERFRONT DEVELOPMENT, INSTITUTIONAL CAMPUSES AND DOWNTOWN



FIGURE 8: WHY PLAN?

- Manage growth and development while protecting our natural resources;
- Create thriving communities where we can live, work, and play;
- Build a resilient, prosperous economy with greater opportunities for all;
- Establish a modern and diverse transportation system that serves all users.

#### COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2012

The Comprehensive Economic Development Strategy was prepared for the City of Camden to create a vision for future economic growth and bring all development projects, particularly those of the FutureCAMDEN City of Camden Master Plan, under one plan. The city is divided into 8 economic development districts of which the downtown district fully overlaps with the study area of this Neighborhood Plan and the waterfront south district fully contains the Central Waterfront portion of the study area. This Neighborhood Plan is consistent with the Comprehensive Economic Development Strategy and the recommendations that pertain to the Cooper-Grant/Central Waterfront study area including:

- Continue mixed land use development containing commercial, office, and medium/high density residential uses in the downtown area;
- Create new private industrial development in the port-related industrial area, upgrade port facilities, and buffer the edge of the port-related industrial area from residential neighborhoods;

- Re-align 3rd Street to connect between Martin Luther King Boulevard and Atlantic Avenue.

#### FINDING SPACE: BALANCING PARKING NEEDS AND URBAN VITALITY IN THE CITY OF CAMDEN 2011

The Delaware Valley Regional Planning Commission prepared this plan for Camden County and the City of Camden to assess parking needs in five neighborhoods of Camden in preparation for new development. The five neighborhoods include Downtown, Cooper Lanning, Central Waterfront, North Camden, and Gateway, which also covers the area of this Neighborhood Plan. The recommendations of this Neighborhood Plan support the goals of the parking strategy to increase the quality of the parking environment, the pedestrian experience and safety, and foster development and smart growth principles.

#### NEW JERSEY'S LONG-RANGE TRANSPORTATION PLAN URBAN TRANSPORTATION SUPPLEMENT FOR THE CITY OF CAMDEN 2008

The New Jersey Department of Transportation and NJ Transit are required by state law to prepare and submit an Urban Transportation Supplement to the state's Long-Range Transportation Plan for the state's seven largest cities of which Camden is one. This Neighborhood Plan is consistent with the recommendations of the Urban Transportation Supplement to improve transportation choice, reduce congestion and pollution, promote smart growth land use patterns, and address parking needs.

#### NORTH CAMDEN NEIGHBORHOOD AND WATERFRONT PARK PLAN 2007

The Neighborhood Plan grew from the decision to relocate the Riverfront State Prison and the need to update the neighborhood plan. Save Our Waterfront organized the effort to focus on redeveloping the waterfront and strengthening the core of the neighborhood. In conjunction with this process, Cooper's Ferry Development Association along with local stakeholders developed a Waterfront Park Plan to provide continuous public access to the waterfront and connect the neighborhood to the River.

#### DOWNTOWN CAMDEN REDEVELOPMENT PLAN 2004

The City's Redevelopment Plan, developed by a coalition of government, private and non-profit interests with significant stakeholder input, presents proposals for redevelopment investment. The Redevelopment Plan builds from the success of waterfront development and the educational and health care investment. The purpose of the Redevelopment Plan is to retain existing businesses, residents, and institutions while attracting a critical mass of new businesses, housing, and institutions. The completed recommendations from the Redevelopment Plan have had a direct impact on the study area and this Neighborhood Plan is consistent with the ongoing redevelopment strategy including:

- Revitalize existing commercial corridors and attract new retail, services, and restaurants;
- Build and rehabilitate housing in Cooper-Grant, including new student housing;
- Improve streets, sidewalks, and lighting

- Improve circulation, public transit facilities, and traffic calming, and build parking garages.

#### DOWNTOWN CAMDEN STRATEGIC DEVELOPMENT PLAN 2004

The Downtown Camden Strategic Development Plan is a comprehensive redevelopment and urban design strategy to guide future development and attract private development in the central business district of Camden. The plan was commissioned by NJ Transit, DVRPC, the Greater Camden Partnership and the Camden Redevelopment Agency. The plan's focus on downtown covers most of the study area of this Neighborhood Plan except for the industrial district and residential neighborhood south of Martin Luther King Boulevard. Its major recommendations support the key principles of building on existing resources and emphasizing public environments. The recommendations that bear directly on the study area of this Neighborhood Plan and that have been considered include: focusing new development on major east-west streets; providing well distributed, shared parking facilities; and revitalizing retail downtown on Market Street.

#### FUTURECAMDEN, CITY OF CAMDEN MASTER PLAN 2002

FutureCAMDEN is the comprehensive, long-range plan for the growth of the City of Camden. The 2012 Comprehensive Economic Development Strategy includes all development projects from the FutureCAMDEN plan in its updated document. This Neighborhood Plan is consistent with the goals of both the FutureCAMDEN plan and the Comprehensive Economic Development Strategy, and its recommendations support the following goals:

- Retaining and attracting middle-income households;
- Improving the appearance of neighborhoods and building capacity;
- Creating a mixed-use 24-hour downtown, with job-generating businesses and opportunities for residents;
- Upgrading stormwater management and greening of industrial corridors;
- Integrating all modes of travel and promoting pedestrian and bicycle networks.

#### NEW JERSEY STATE DEVELOPMENT AND REDEVELOPMENT PLAN 2001

The 2001 State Development and Redevelopment Plan is undergoing revision with a draft plan and state investment map developed in 2012 for adoption. The State Development and Redevelopment Plan sets forth the vision for the future of the state and strategies for achieving the goals of the State Planning Act. The City of Camden is designated an Urban Center in a Metropolitan Planning Area designated for growth. This Neighborhood Plan supports the policy objectives of the State Development and Redevelopment Plan, and its recommendations specifically address:

- Promote development in the Core that strengthens its existing diversified and compact nature;
- Provide a full range of housing choices through new construction, adaptive reuse, and preserving and rehabilitating existing housing stock;
- Promote economic development through infill development and public/private partnerships, job training and business retention and attraction;

- Enhance transportation systems that serve and capitalize on high-density settlement patterns;
- Use open space to reinforce neighborhood and community identity and improve air quality;
- Encourage redevelopment that enhances public safety, encourages pedestrian activity, and reduces dependency on the automobile.

Additionally the following plans and studies were consulted to gain an understanding of the study area conditions over time and inform the recommendations of this plan:

- Multi-Jurisdictional Mitigation Plan for the Counties of Camden, Cumberland, Gloucester, and Salem - Preliminary Municipal Appendix for the City of Camden (2014)
- City of Camden Access Study, (DVRPC, 2012)
- City of Camden Downtown/Riverfront Traffic Circulation and Management Study (NJDOT, 2005)
- South Jersey Freight Transportation & Economic Development Assessment (NJDOT, 2010)
- New Jersey Environmental Justice Alliance Toxic Air Reduction Policy (NJEJA, 2009)



December 10, 2014 holiday event



## PLANNING PROCESS

The planning process was designed to be both data-driven and people-driven. It involved:

- 1) **COMMUNITY OUTREACH AND ENGAGEMENT** to listen and learn about the neighborhood from those who know it best, and
- 2) **DATA COLLECTION** to paint a picture of the assets and challenges facing Cooper-Grant/Central Waterfront.

Quotes and images from the outreach process are included throughout the report.

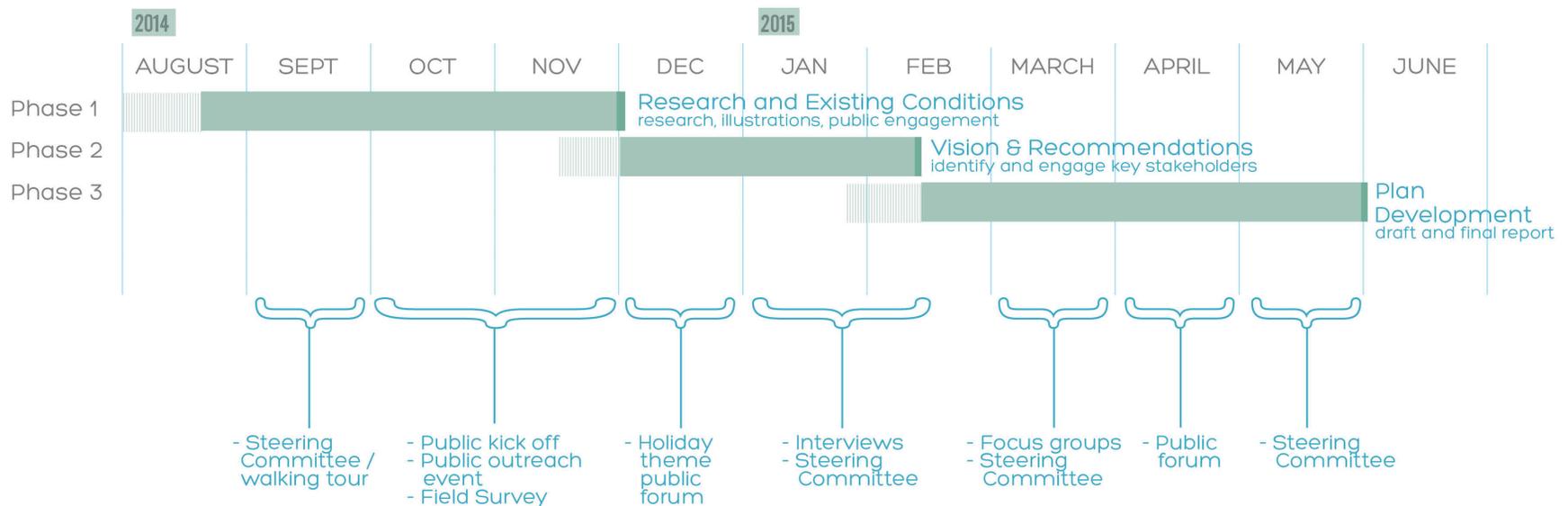


FIGURE 9: PLANNING SCHEDULE

# COMMUNITY OUTREACH AND ENGAGEMENT

## STEERING COMMITTEE

The Steering Committee convened at key points in the process to guide the project. The Steering Committee is comprised of local residents, community leaders, public officials, and institutional and business representatives.

- September 24, 2014 kick-off and neighborhood tours
- February 11, 2015 to review findings from existing conditions and community input and provide feedback
- March 26, 2015 to review preliminary recommendations and provide feedback
- May 27, 2015 to review the draft plan and provide feedback

## RESIDENT SURVEY

268 residents from across the entire study area were surveyed about their perceptions and concerns.

## INTERVIEWS

Twelve confidential one-on-one interviews were conducted with a sample of residents, service providers, public officials, community leaders, and business owners.

## FOCUS GROUPS

Three focus groups brought together representatives from stakeholder groups to discuss the following themes: housing, health and services, and students.



Steering Committee neighborhood tour

## PLEASE TELL US ABOUT YOURSELF:

### Where do you live?

- COOPER GRANT/DOWNTOWN
- RIVERVIEW OR MICKLE TOWER
- ROYAL COURT
- OTHER, please specify: \_\_\_\_\_

### Where do you go....?



FOR GROCERIES?



TO WORK?



TO MEET FRIENDS FOR AN EVENING OUT?



TO SHOP?

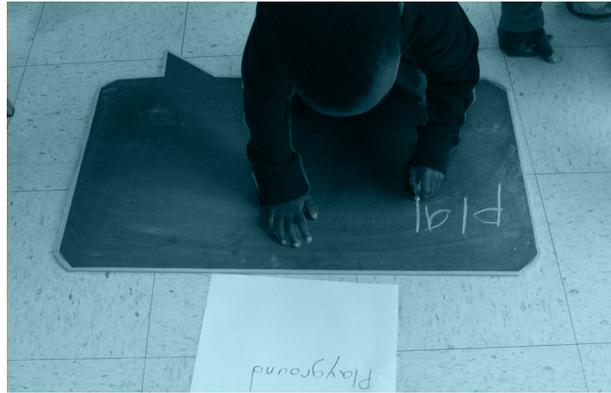


TO EXERCISE?

FIGURE 10: POP-UP SURVEY



Pop-up event "Big Idea" activity



## PUBLIC EVENTS

A variety of public events were designed to encourage residents to participate according to their differing needs and schedules.

- POP-UP EVENTS

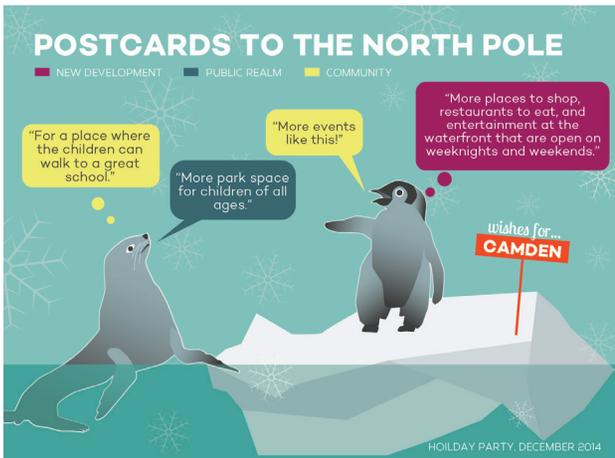
were held in October 2014 at the Mickle and Riverview Towers, Royal Court and at locations in Cooper-Grant during the Third Thursday Art Crawl that introduced people to the plan and elicited 118 responses to a short survey of where residents spend money and go out. Almost 70 people shared their "Big Idea" for the future of the area in a photo.

- HOLIDAY EVENT

Over 92 residents attended a holiday event at Adventure Aquarium on December 10, 2014 that provided a review of the existing conditions analysis and mapping and visioning activities. The event was an open forum that lasted from the late afternoon into the evening, allowing residents to drop in when convenient for them. A free shuttle was provided with pick up locations throughout the study area.

- PUBLIC FORUM

A final forum was held April 30, 2015 at Royal Court Community Center and attended by 38 residents. This meeting presented the preliminary recommendations and asked residents to weigh in and prioritize them. For those who could not attend the meeting, the preliminary recommendations presentation was also made available online and in hard copy, with online and hard copy feedback options that mirrored those in the meeting. A total of 43 responses were collected from the hard copy and online feedback options.



Holiday Event December 10, 2014 "Postcards to the North Pole" activity



Public Forum April 30, 2015 "Tell us what your priorities are" activity



Cooper-Grant/Central Waterfront  
**BIG IDEA**

What's your **big idea?**  
 ¿Cuál es tu **gran idea?**

we asked about your "big idea" for the future of the community and here's what you had to say ...

fix houses/demo roads  
**stores** good neighbors family friendly  
 art public health dog parks education  
 rightlife sidewalks transit safety  
 traffic control for events jobs community engagement  
**parks** lights things to do  
 bike rack fitness center updated CG website  
**better infrastructure**



FIGURE 11: POP-UP EVENT "BIG IDEA" SUMMARY



## YOU BE THE PLANNER

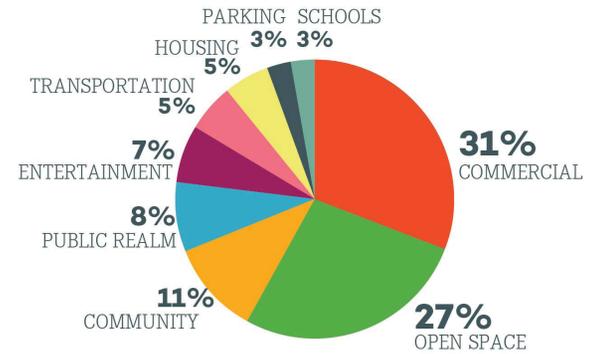
- 1  
"COMMUNITY GARDEN."
- 2  
"FRONT TO 4TH CONCENTRATE COMMERCIAL ACTIVITY."
- 3  
"COMMUNITY CENTER."
- 4  
"CONSTRUCT ADDITIONAL PARKING GARAGES AND LANDSCAPE! GET RID OF FLAT PARKING LOT SURFACES."
- 5  
"DRIVE-IN MOVIES."
- 6  
"MORE FISH IN RIVER - BASS ETC. - AND A PLACE TO TAKE OUT KAYAKS - A DOCK!"
- 7  
"IMPROVE BIKE LANE CONNECTIONS IN AND OUT OF NEIGHBORHOOD AREA."
- 8  
"ELEVATOR ACCESS TO PATCO/NEW STATION."

FIGURE 12: COLLABORATIVE MAP QUOTES



# YOU BE THE PLANNER

we mapped  
**74 IDEAS:**



- **COMMERCIAL (23)**  
retail, food markets, restaurants
- **OPEN SPACE (20)**  
gardens, playgrounds, athletics, water
- **COMMUNITY (8)**  
community center, youth, artist space
- **PUBLIC REALM (6)**  
health, safety, maintenance, enforcement
- **ENTERTAINMENT (5)**  
movie theater, skating, arts
- **TRANSPORTATION (4)**  
bikes, public transit
- **HOUSING (4)**
- **PARKING (2)**
- **SCHOOLS (2)**

**FIGURE 13:** COLLABORATIVE MAP BREAKDOWN BY CATEGORY



## DATA COLLECTION

Data collection included two main components:

### DEMOGRAPHIC RESEARCH

To understand the socio-economic characteristics and trends of Cooper-Grant/Central Waterfront, the planning team collected data on population, race, income, housing, and other aspects of the community using census data and parcel data provided by the City of Camden. [For full demographic profile see Appendix pages 1-14]

### PHYSICAL SURVEY

To understand the physical characteristics of Cooper-Grant/Central Waterfront, the planning team conducted a parcel-by-parcel survey of the every property, recording land use and condition, and made observations regarding housing, businesses, parks, roads, and maintenance. [See Appendix pages 19-22]

## PLAN PHASES

The planning process was overseen by the Steering Committee and consisted of three phases:

### 1 LEARNING ABOUT THE NEIGHBORHOOD: RESEARCH AND ANALYSIS OF EXISTING CONDITIONS

During this phase, the planning team collected data and documented existing conditions through:

- A GIS parcel-by-parcel mapping of land use, building condition and vacancy;
- An analysis of the physical environment, including the commercial and retail mix, the quality of open space, local circulation, transit and pedestrian/bicycling amenities;
- Census research to evaluate demographic and socio-economic change over time;
- A review of historic maps and planning documents whose boundaries overlap with the study area;
- A public outreach initiative to provide an overview of the existing conditions and obtain resident and stakeholder input;
- An analysis of the information collected to identify opportunities and challenges.

## **2 CREATING A VISION AND DEVELOPING PRELIMINARY RECOMMENDATIONS**

During the second phase of the process, the planning team developed preliminary recommendations in response to the research findings and community input collected in Phase I. This phase included:

- Compiling best practices and precedents from the region and beyond to determine relevant types of successful planning strategies;
- Developing a vision and objectives based on public input;
- Creating preliminary recommendations for achieving the vision and objectives;
- Presenting the preliminary recommendations to the community for feedback and prioritization.

## **3 DEVELOPING THE FINAL PLAN**

This last phase involved refining the recommendations based on input from the Steering Committee and the community and organizing the components from all the plan phases, along with an implementation strategy, into this report. The City of Camden, Cooper's Ferry Partnership, Cooper-Grant Neighborhood Association, Rutgers University-Camden, their partners, and all interested community members will then assume responsibility for submitting this plan for adoption and implementation.



# 2 VISION & RECOMMENDATIONS

# VISION

## DEFINING COOPER-GRANT/CENTRAL WATERFRONT

Over the course of the planning process, neighborhood residents and stakeholders shared their concerns and ideas, collectively creating their vision for the future of Cooper-Grant/Central Waterfront. This vision statement reflects what the community wants Cooper-Grant/Central Waterfront to be:

### VISION

#### WHAT WE WANT COOPER-GRANT/ CENTRAL WATERFRONT TO BE

**A COHESIVE PLACE**

with an urban fabric that is both physical and social

**ACTIVE AND CONNECTED**

easy to get around with things to do and a mix of uses

**A REGIONAL DESTINATION**

for arts and entertainment, employment and education

**A GREAT PLACE TO LIVE**

that is comfortable, convenient, affordable, safe and healthy

**MULTICULTURAL AND MULTIGENERATIONAL**

attractive for students, workers, singles, families and retirees

To achieve this vision, the plan has been divided into four recommendation areas that incorporate the vision, an overview of existing conditions and key issues, objectives, and recommendations.

### RECOMMENDATIONS

#### HOW WE GET THERE







# ECONOMIC DEVELOPMENT

## OBJECTIVES

1. LEVERAGE ANCHORS TO ENLIVEN DOWNTOWN THROUGH EVENTS, ARTS, AND FOCUSED COMMERCIAL DEVELOPMENT
2. BUILD OPPORTUNITIES FOR LOCAL EMPLOYMENT
3. UPGRADE THE INDUSTRIAL-PORT DISTRICT WITH USES MORE SUITABLE FOR WATERFRONT, RESIDENTIAL AND DOWNTOWN PROXIMITY

## WHY IS THIS IMPORTANT?

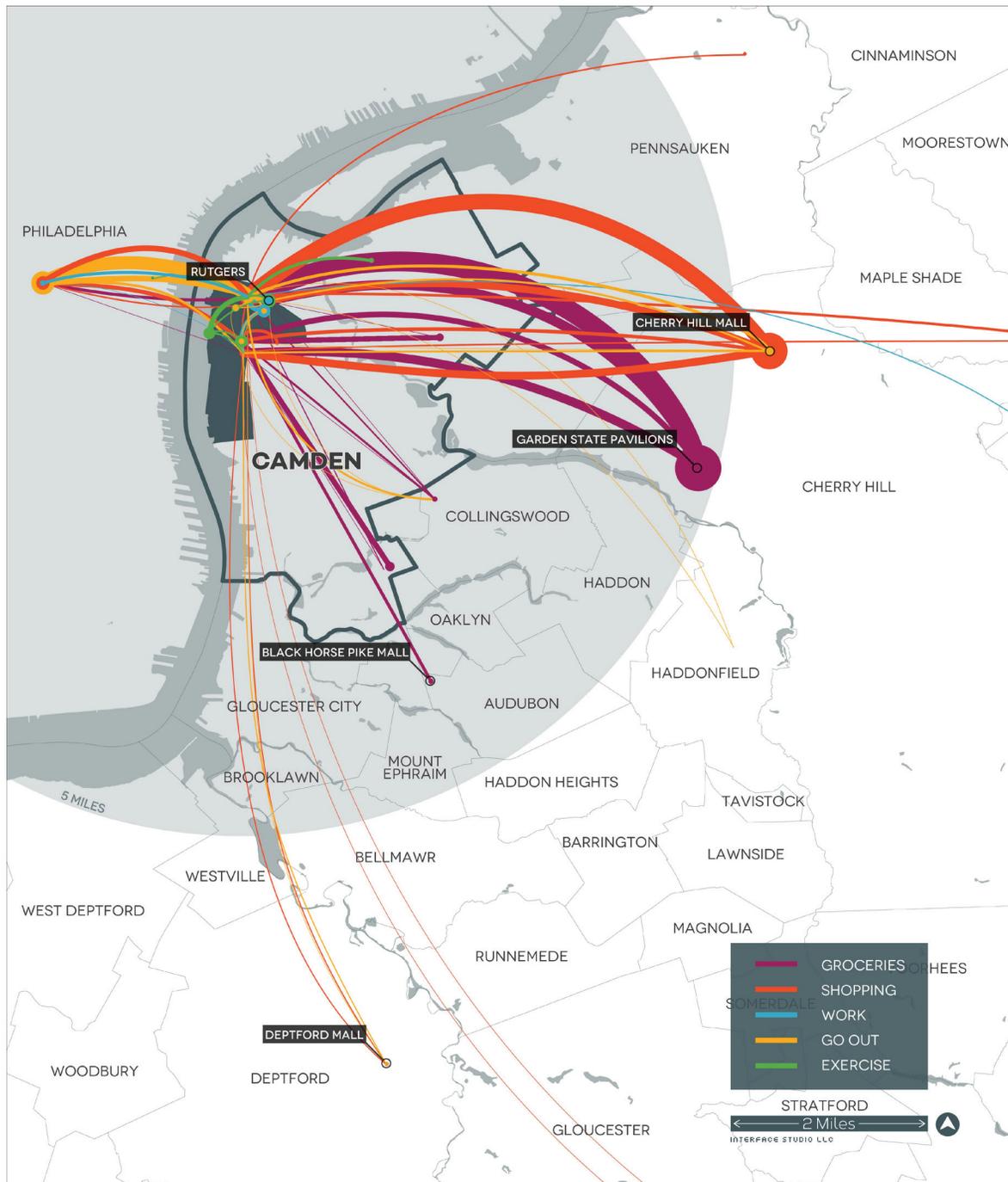
Camden is a regional destination for the arts and entertainment, employment, and education, but development and activity is unevenly distributed. There are seasonal shifts in population with students and event attendees, which creates intense fluctuations for business owners. While over 10,000 people work downtown, not enough leave their offices to generate consistent foot traffic.

In our public outreach, residents and stakeholders frequently pointed to the need for more amenities and things to do. Asked to assign quality of life ratings to various neighborhood characteristics, residents gave the variety of goods and services a 2.9 out of 5, the lowest score of all items rated. Residents overwhelmingly travel outside Camden for groceries, shopping, and entertainment, mostly to Philadelphia, Cherry Hill Mall, and the Garden State Pavilions.

Priorities chosen by residents are indicated by an arrow (→).



FIGURE 14: SUCCESS MEASURES SURVEY RESULTS (2014) - AMENITIES

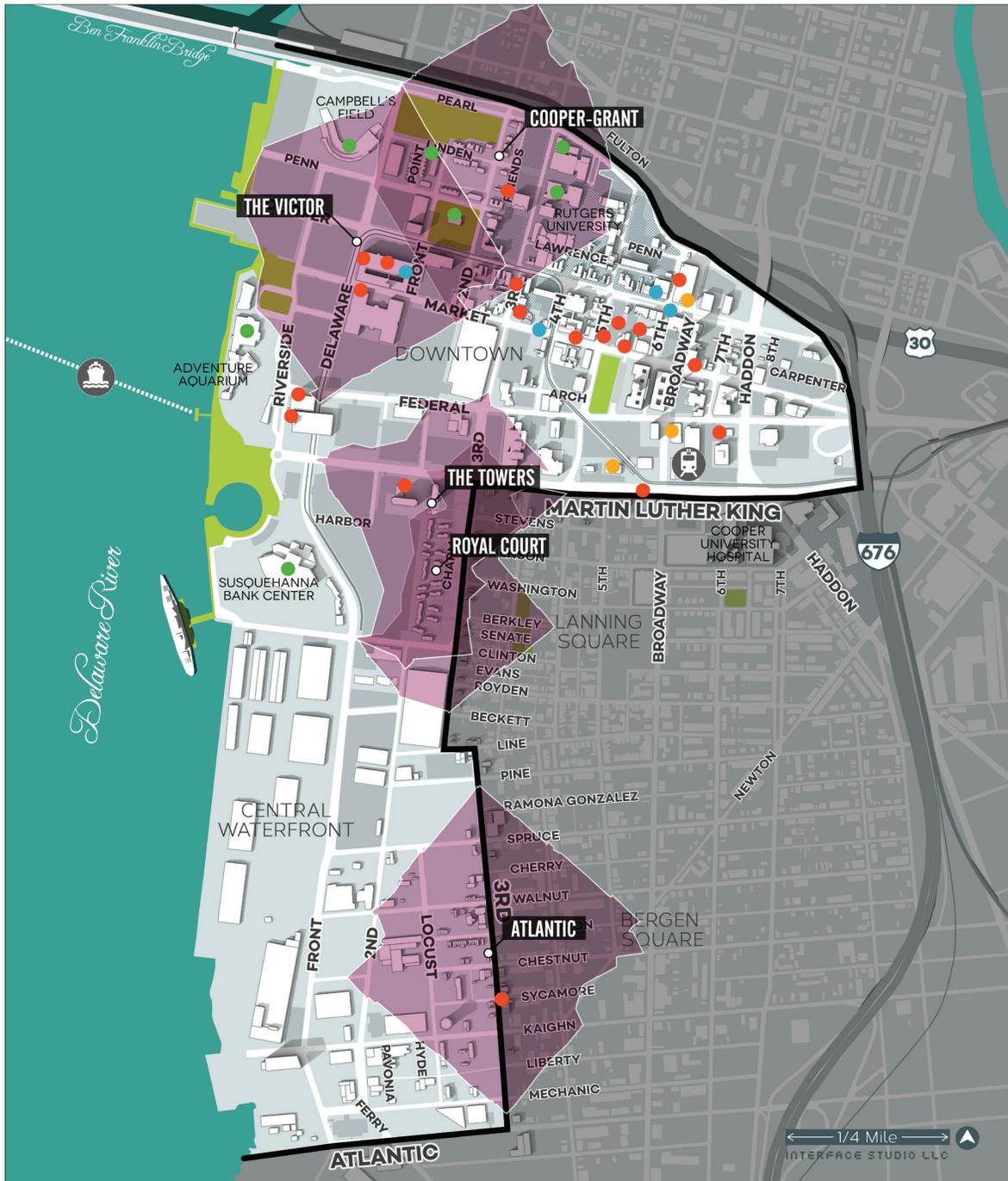


**FIGURE 15: POP-UP SURVEY RESULTS (2014) - MAP OF TRAVEL TO AMENITIES**

Our walkshed analysis revealed that residents of Mickle and Riverview Towers, Royal Court and 3rd Street near Atlantic have very few amenities within a 5-minute walk. Cooper-Grant and the Victor are slightly more connected but options are limited.

It is a classic chicken or egg problem: people complain that there are not enough businesses and businesses complain that there are not enough people.

This section provides recommendations to support economic development in the city that will contribute to a cohesive community and meet the needs of Camden’s diverse population, to create a place that is a regional destination, active, connected, and attractive to students, workers, singles, families, and retirees.



## WALKING DISTANCE TO AMENITIES

walking distance

1/4 MILE - 5 MINUTES

amenities

- FOOD (19)
- RETAIL (3)
- ARTS & ENTERTAINMENT (7)
- SERVICES (4)

FIGURE 16: MAP OF WALKING DISTANCE TO AMENITIES

## RECOMMENDATIONS:

### OBJECTIVE 1

#### LEVERAGE ANCHORS TO ENLIVEN DOWNTOWN THROUGH EVENTS, ARTS, AND FOCUSED COMMERCIAL DEVELOPMENT

According to the 2014 Downtown Institutional Plan (DIP), there is demand for more retail options but, in its current formation, the existing 85,000 SF of downtown retail is not supported. The accompanying market study by U3 Ventures concluded that the downtown must increase the capture of employees and students who currently choose to eat, shop, and live elsewhere. Only 1% of the approximately 10,000 downtown employees live downtown and only 8% of students live downtown. Based on a high-growth high-capture scenario, the U3 market study estimated that Downtown Camden could support over 60,000 SF of additional retail and over 1,000 new housing units in the DIP study area that includes Lanning Square and the Campbell's Gateway District. The following recommendations help harness latent demand by encouraging students, faculty, and employees to spend time downtown and using interim events and activities to build a market for new businesses to open downtown.

**“BIG FACILITIES LIKE L3 AND CAMPBELL'S - THEY ALL HAVE CAFETERIAS INSIDE. RUTGERS IS ON ITS OWN ISLAND.”**  
-BUSINESS OWNER

### 1.1

#### WORK WITH ANCHOR INSTITUTIONS TO MARKET DOWNTOWN CAMDEN TO STUDENTS, FACULTY, AND EMPLOYEES

Many people work, go to school and visit Downtown Camden, but this has not precipitated a robust mix of retail options. Camden's major institutions and corporations are mostly inward-looking campuses with their own cafeterias. Cooper's Ferry Partnership should work with anchor employers and institutions to promote local businesses and events, and get people to walk around downtown. The Latin American Economic Development Association's Dine Around Friday initiative has brought students out for special Friday events at Camden restaurants and could be the basis for a local dining campaign marketing specials and happy hours to employees to entice them to stay after work. In addition, small businesses downtown should band together to market and cross-promote events, especially to the employee base. Ideas to promote downtown include:

- Offer a downtown orientation packet to employees to acquaint them with local amenities and activities;
- Organize employee lunch and happy hour events;
- Distribute a Downtown Dining Coupon that advertises restaurants and offers discounts for multiple visits;
- Partner with health organizations and businesses to organize a walk challenge for employee health that logs daily miles walked.

### →1.2

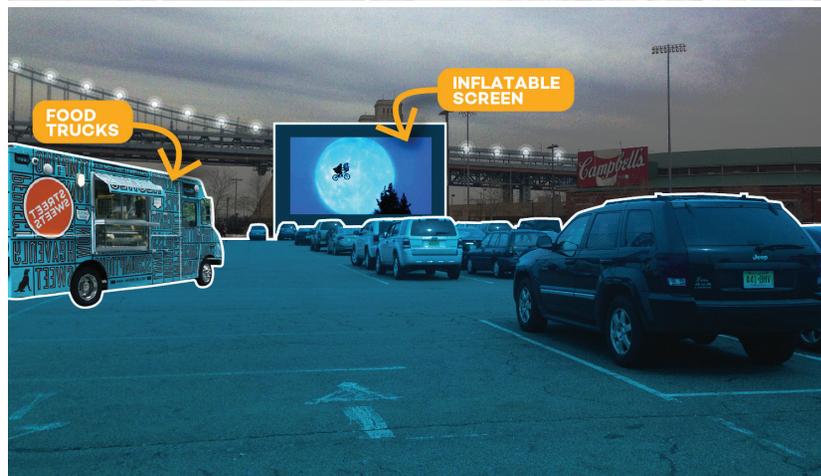
#### USE ARTS AND EVENTS TO ACTIVATE SPACES AND LINK DESTINATIONS YEAR-ROUND

Large parking lots, vacant storefronts, and blank facades create dead space between downtown and waterfront destinations. While these sites will eventually be developed, more activity and foot traffic now are needed to create the environment for new businesses. This plan proposes activating the waterfront, Roosevelt Plaza, Market Street, and other public spaces through event programming and cross-promotion with other events and businesses that could include:

- Hosting interim events in vacant storefronts along Market Street to connect Art Crawl destinations and launching an arts festival;
- Working with property owners to transform blank facades, such as the L-3 wall on Market Street, with public art;
- Developing more weekend events to draw residents and visitors to businesses;
- Activating waterfront space in a way that distinguishes it from and complements Philadelphia's waterfront. Ideas from our public outreach include drive-in movies, ice skating, a pop-up beach and a beer garden. [See also Resiliency and Open Space Recommendation 3.6]

→ **1.3**  
 ENCOURAGE MOBILE  
 FOOD PURVEYORS OF  
 FRESH AND PREPARED  
 FOODS WHERE FOOT  
 TRAFFIC IS HIGH

DVRPC's 2012 Cultivating Camden study recommended launching a "Fresh Carts initiative" to increase access to healthy foods and support local entrepreneurs, modeled after Get Healthy Philly's Healthy Carts pilot program that offers fresh produce, water, 100% juice, and smoothies in low-income Philadelphia neighborhoods. Food trucks offering prepared and fresh foods should be located in areas where foot traffic is high that are accessible to multiple neighborhoods. Sites to consider include: the Rutgers campus, Roosevelt Plaza, and near the Walter Rand Transportation Center.

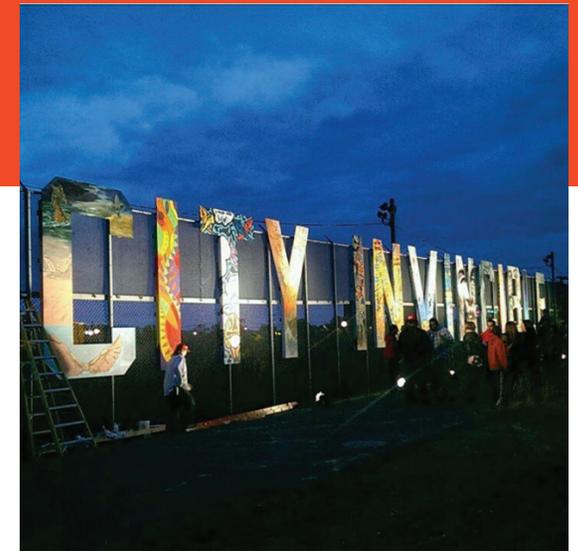


**FIGURE 17:** EXAMPLES OF  
 DOWNTOWN AND WATERFRONT  
 ACTIVITIES

**PRECEDENT:**

**CONNECT THE LOTS**

With the support of a 2-year Kresge Foundation grant (2014-2015), the Connect the Lots program has made strides in placemaking efforts in and around Downtown Camden, through a series of public arts festivals and pop-up events. In 2014, events in public spaces included the design and construction of a skate park in North Camden, which was created by Philadelphia's Public Workshop and community participants, and a Camden Night Gardens community meal in Northgate Park that included the creation of a giant community table cloth by artist Kathryn Sclavi and neighborhood residents.



→1.4

RECRUIT BUSINESSES WITH CROSS-OVER APPEAL FOR STUDENTS, RESIDENTS AND EMPLOYEES IN TARGETED LOCATIONS

Given the limited market in Camden, the first phase of commercial development should be concentrated in targeted locations to draw people from local institutions, businesses and residential areas. Cooper's Ferry Partnership and local institutions should actively recruit businesses that appeal to students, residents and workers. Target areas, selected based on ownership, vacancy, developer interest and proximity, include the following:

Market Street from 2<sup>nd</sup> to 4<sup>th</sup> street: This section of Market Street is critical to stretching the activity around City Hall towards Cooper-Grant and the waterfront. Development should start with the block between 2<sup>nd</sup> and 3<sup>rd</sup> streets, where there are renovated storefronts ready for occupation.

Corners on Cooper Street: Cooper Street is primarily composed of institutional users like Rutgers University, Camden County College, Rowan University, and LEAP Academy, though a few businesses have cropped up in recent years including Barnes and Noble at 6<sup>th</sup> and Cooper and 7-Eleven and Subway in the new graduate dorm at 4<sup>th</sup> and Cooper. A push for commercial development dubbed "Corners on Cooper" will continue this momentum and create stepping stones of activity to pull people along the street. Businesses for students should also have cross-over appeal to others, and should have frontage on the street.

Some commercial corner sites are already moving forward. The school district has posted a request for qualifications for the 8-story Board of Education building at Cooper and Front Streets, a key location between the university campuses, the Cooper-Grant neighborhood, and the waterfront. Other corners to target are Cooper intersections at Delaware, 3<sup>rd</sup>, and 5<sup>th</sup> Streets, where existing parking lots could be developed as commercial space or mixed-use parking structures with ground floor retail.

300 North Delaware: One block north of Cooper Street, this 47,000-square-foot historic brick warehouse will be redeveloped as office, arts, and retail space.

**1.5**  
PROMOTE MARKET, COOPER, AND 5<sup>TH</sup> STREETS AS COMMERCIAL CORRIDORS AND PROVIDE VARIED DEVELOPMENT AT THE WATERFRONT (LONG-TERM STRATEGY)

Once a central commercial corridor through downtown, Market Street today has pockets of vacant buildings with a concentration of businesses between 6<sup>th</sup> Street and 4<sup>th</sup> street near City Hall. Focusing commercial development from 4<sup>th</sup> to Front Streets will create a continuous walkable shopping street from City Hall to waterfront destinations, with the goal of restoring Market Street as Downtown Camden's main commercial street. To accomplish this vision of a continuous retail street, the DC Vibrant Retail Streets Toolkit recommends that fewer than ten percent of the storefronts should be used for non-

retail purposes. Therefore, development on Market Street should have active retail frontage and no new parking should be allowed to have frontage on the street. [See also Circulation Recommendation 4.14] Along the waterfront, the City should promote more varied development that is complementary to nearby businesses, including food establishments that extend visits to entertainment and attractions.

The universities and city partners should create a "college town" of businesses and common areas along Cooper Street and 5<sup>th</sup> Street connecting the main campus area to other drivers of foot traffic: the PATCO City Hall Station, the new Rutgers Nursing School, Roosevelt Plaza, and Walter Rand Transportation Center. As described in the Downtown Institutional Plan, the new Rutgers Nursing and Science Building and the potential new Rutgers Business School will help anchor the "college town" commercial area and contain ground floor retail to activate walking corridors downtown that connect the Rutgers, Rowan, and Cooper campuses.

**"THE MAIN ISSUE IS THAT WE HAVE DESTINATION PLACES WITH INTENSE PARKING REQUIREMENTS. WE CAN'T CONTINUE TO DEVELOP EVENT-DRIVEN DESTINATIONS. WE HAVE TO DEVELOP COMMUNITY."  
-RESIDENT**

# COMMERCIAL DEVELOPMENT

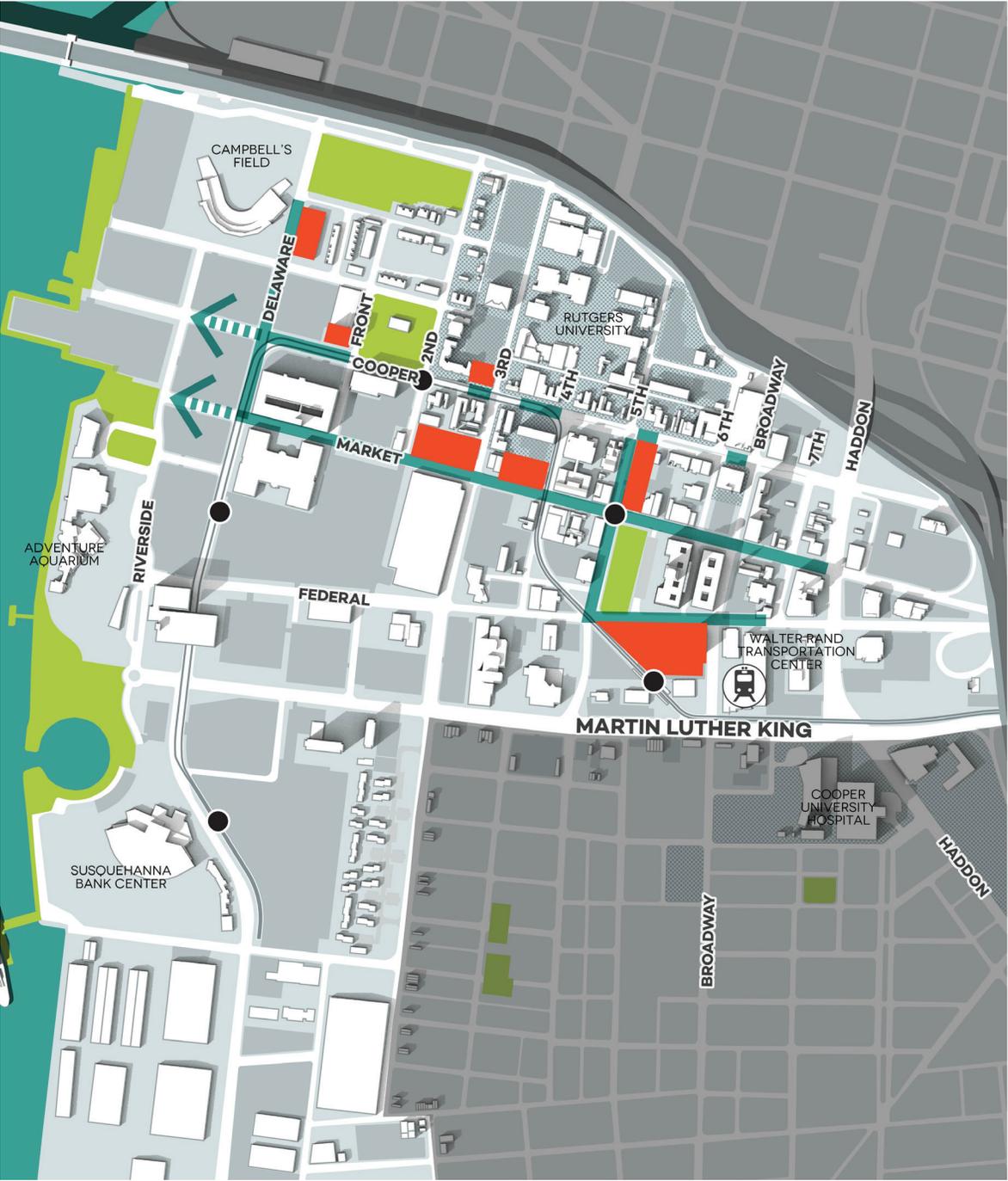


FIGURE 18: MAP OF COMMERCIAL DEVELOPMENT

## 1.6 ENCOURAGE CURRENT AND FUTURE ANCHORS TO DESIGN WITH ACTIVE STREET FRONTAGE THAT GENERATES FOOT TRAFFIC

Downtown has a number of large blank facades, megablocks, and disconnected streets, which discourage students and employees from walking around and spending money locally. Recently, the City has successfully attracted major corporations, including Holtec, Subaru, the 76ers, and Lockheed Martin, to locate in Camden. Residents and stakeholders have stated concerns that the new developments will continue the pattern of cloistered design and policy. Instead, it is recommended that new development follow best practices for increasing walkability. Designs should blend in with the existing context and include active frontage, ground-floor uses, street-level windows, well-defined crosswalks, and streetscape elements such as street trees, street lamps, way-finding signage, and street furniture. Cooper's Ferry Partnership and the City should work to develop a toolkit for designing for walkability.

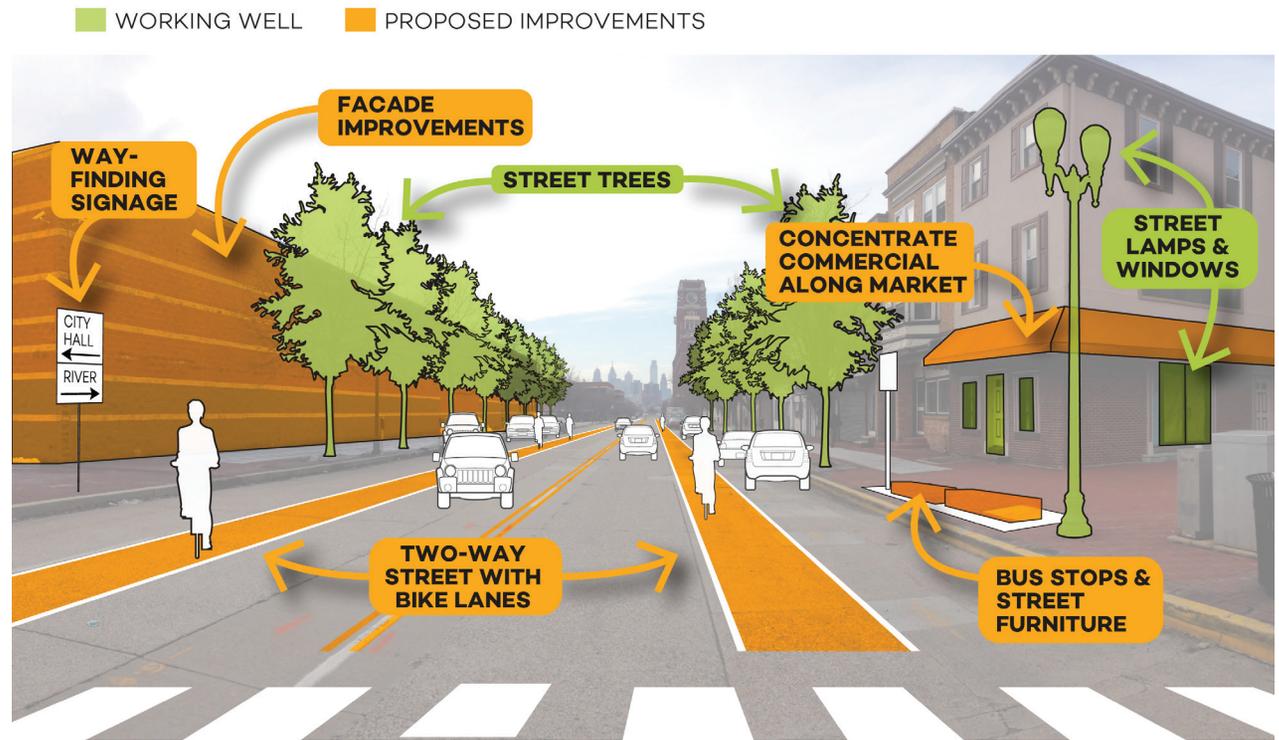


FIGURE 19: PROPOSED MARKET STREET IMPROVEMENTS

## OBJECTIVE 2

### BUILD OPPORTUNITIES FOR LOCAL EMPLOYMENT

Of more than 30,000 jobs in the city, only 14% are held by Camden residents.<sup>1</sup> The unemployment rate in the city is almost double that of the county, ranging between 11.7% and 14.6% in 2014, according to the Bureau of Labor Statistics, and the American Community Survey estimates 38% of city residents live in poverty. These statistics indicate that many workers do not receive a living wage and must rely on subsidies from the government and non-profit organizations to make ends meet. According to MIT's Living Wage Calculator, a living wage in Camden is \$20.80 per hour for a family of 1 adult and 1 child, or \$43,257 per year. For 1 adult (no children) the wage is \$10.02 per hour or \$20,844 per year.

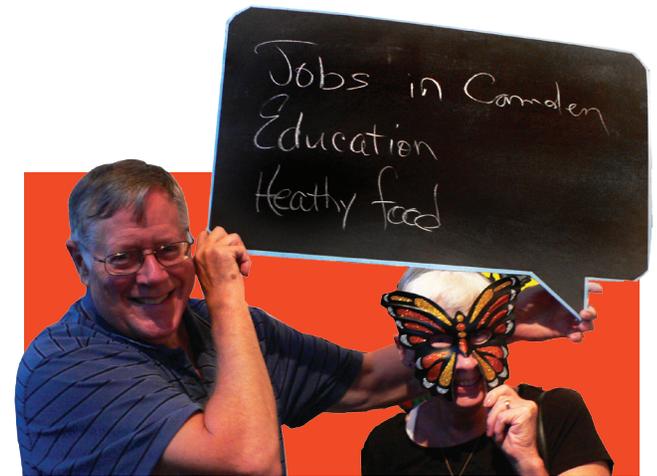
Recent incentive programs in New Jersey aim to increase jobs and economic growth across the state. The New Jersey Economic Opportunity Act of 2013 (EOA) created a number of incentive programs to expand growth and job-creation across the state. The Economic Redevelopment and Growth Program (ERG), the state's developer incentive program, provides a grant of up to 40% of the total project costs for a term of up to 20 years. The Grow New Jersey Assistance Program (Grow NJ) provides yearly tax credits for each job created in industrial, commercial, and office projects. Both programs have been expanded and will sunset July 1, 2019. A number of recent developments have taken advantage of these subsidies, including the Philadelphia 76ers, Holtec International, and Lockheed Martin.

<sup>1</sup> 2011, OntheMap, Longitudinal Employer-Household Dynamics

Critics of the incentive programs argue that they do little to benefit residents and small businesses. In an analysis of 2009 property tax revenues, CamConnect found that the city captures only 1.7% of its property value through a combination of property taxes and Payment in Lieu of Tax (PILOT), while 39% of all land in Camden is tax-exempt. While additional jobs are coming into the city, many of these are relocations of existing employees and the new jobs created may not help Camden residents. For example, the median wage of jobs at the new Holtec International plant is \$86,265, far above the median household income in Camden of \$26,705, meaning new jobs will likely be beyond the skill sets of the majority of workers.<sup>2</sup> In an effort to capitalize on economic activity resulting from the EOA of 2013, the City recently announced a customized job training program for Camden residents. The program will focus on workforce development in partnership with local companies and aims to encourage them to hire and retain local residents. The goal of this plan is to harness economic growth to greatly increase the percentage of Camden residents working in the city.

The recommendations that follow aim to link the effort to attract businesses to Camden with economic growth at the local level, through support of local business and the creation of living wage jobs.

<sup>2</sup> July 12, 2014, "With \$260M tax break, Holtec would make major reactor parts in Camden." [http://articles.philly.com/2014-07-12/news/51397828\\_1\\_tax-credits-state-officials-nuclear-fuel](http://articles.philly.com/2014-07-12/news/51397828_1_tax-credits-state-officials-nuclear-fuel)



## PRECEDENT:

### KINGSBRIDGE ARMORY COMMUNITY BENEFITS AGREEMENT

BRONX, NY



In 2013, the Kingsbridge Armory Redevelopment Alliance (KARA), a coalition of community organizations, entered a Community Benefits Agreement (CBA) for the development of an ice sports center in the Bronx. The agreement includes a living wage payment requirement for all workers within the project, a requirement that 25% of the construction workers be targeted workers, and that 51% of non-construction workers be local workers with first priority given to underemployed residents of the adjacent neighborhood. The CBA also makes provisions for community access to the facilities.

<http://www.forworkingfamilies.org/page/policy-tools-community-benefits-agreements-and-policies-effect>

#### →1.7

#### CONSIDER BENEFITS AGREEMENT FOR LOCAL JOBS AND TRAINING FOR LOCAL PROJECTS

The City should require that large subsidized projects involve the community in decisions through a Community Benefits Agreement (CBA), to ensure the creation of long-term living wage jobs and quality-of-life protections, such as on-site child care and affordable housing creation. Detroit is exploring a community benefits agreements ordinance, which would require that projects investing over \$15 million or seeking \$300,000 in subsidies create legally binding agreements with the local community.<sup>3</sup>

The Davis-Bacon Act requires that federally funded or assisted construction projects pay the “prevailing wage,” which varies based on the type of work but must be at least \$10.10 per hour in Camden. A CBA can establish a similar provision for subsidized projects. A CBA can also be used to ensure that construction projects use local procurement of materials, contract local small businesses, and develop vocational training programs that link with local high schools and existing job training programs. CBAs can benefit developers by creating goodwill within the community and increasing local patronage and support. [See also Economic Development Recommendation 1.8]

<sup>3</sup> March 10, 2015. “Detroit is Taking the Lead in the Community Benefits Movement.” <http://nextcity.org/daily/entry/detroit-community-benefits-agreement>

#### 1.8

#### ENCOURAGE ANCHORS TO ENGAGE IN LOCAL PROCUREMENT FOR GOODS AND SERVICES

Universities and corporations in Downtown Camden should use their substantial purchasing power to support local businesses, particularly those owned by minorities and women. Anchor institutions around the country, including the Henry Ford Health System, Syracuse University, and the University of Pennsylvania, have established local procurement goals. In 2010, Rutgers-Camden pledged to double its purchasing from Camden businesses over the following five years. Cooper’s Ferry Partnership is working with the Camden Urban Empowerment Zone on its Go Local Go Camden campaign, to encourage other anchor institutions to participate in local sourcing.

#### 1.9

#### KEEP INCUBATOR BUSINESSES IN CAMDEN

The Camden CoLab at the Waterfront Technology Center opened in 2014 and provides co-working and business incubation space for 29 companies. The CoLab’s predecessor, the Rutgers Camden Business Incubator, has been in operation for over 8 years and has graduated 19 companies into bigger spaces. To encourage local economic development, the City and Cooper’s Ferry Partnership should work with the CoLab to assess the space and infrastructure needs of current and graduated companies in order to plan for their next stage of growth and find or develop spaces within the city that can accommodate them.

→ **1.10**

**CONNECT RESIDENTS TO EXISTING  
WORKFORCE TRAINING AND SMALL  
BUSINESS SUPPORT**

Opportunities to connect residents to job training and career development programs should be expanded and improved. A prevailing concern among residents and stakeholders is that the local workforce is not trained for the types of jobs that are being recruited into Camden. From 2003 to 2005, \$1.5 million was spent on job training with little expansion of jobs or wages.<sup>4</sup> Job training programs face a number of challenges that include limited advertising of resources, a lack of internet and low computer literacy among target populations, and a lack of follow-through by the participants. The City should establish a centralized local one-stop storefront and website for job readiness counseling, small business assistance, workforce training, and GED programs.

A number of workforce and training programs exist in Camden including Respond Inc.'s Sayre New Worker Job Development Center and the Latin American Economic Development Association's Entrepreneurial Development Training Program.

The state also recently established the Ron Green Job Training Program to prepare workers for jobs associated with new development. A \$500,000 grant will start the Phase 1 partnership between Camden County Community College and 4 local companies – EMR/Camden Iron & Metal, Plastics Consulting and Manufacturing, PriceRite, and Comarco – the first two of which are located in or near the study area. Phase 2 of the training program will include a free apprenticeship pathway to work with the construction union and during Phase 3 the State Department of Labor will design programs tailored to specific businesses.

These existing initiatives can be expanded upon and strengthened with vocational training at the high school level and a focus on assisting local entrepreneurs to start up small businesses that leverage the incoming companies through the EOA.

<sup>4</sup> July 10, 2005. "A Disconnect on Camden Jobs."  
[http://articles.philly.com/2005-07-10/news/25432495\\_1\\_](http://articles.philly.com/2005-07-10/news/25432495_1_business-skills-basic-skills-program-camden-residents)  
[business-skills-basic-skills-program-camden-residents](http://articles.philly.com/2005-07-10/news/25432495_1_business-skills-basic-skills-program-camden-residents)

**PRECEDENT:**

**UNIVERSITY OF  
PENNSYLVANIA**

As the largest private employer in Philadelphia and the second largest in Pennsylvania, the University of Pennsylvania has committed to using its purchasing power to encourage local business and job growth through the Economic Inclusion initiative of the Penn Compact. Through its Purchasing Services initiative to pursue local procurement, Penn directed 12% of its purchasing dollars to local community businesses and 10% to local minority- and women-owned businesses during the last fiscal year. The University has also established the Lucien E. Blackwell Apprenticeship program to train local residents in trades such as carpentry, electrical work, painting, cement and brick masonry, and steam fitting. The University works to place apprentices on crews for its construction sites.

<http://www.purchasing.upenn.edu/social/economic-inclusion-at-penn.php>

<http://www.upenn.edu/almanac/volumes/v54/n02/apprenticeship.html>



**OBJECTIVE 3:**  
UPGRADE THE INDUSTRIAL-PORT DISTRICT WITH USES MORE SUITABLE FOR WATERFRONT, RESIDENTIAL AND DOWNTOWN PROXIMITY

Camden’s Waterfront South and Central Waterfront communities have co-existed with industry since the 19th century. At its peak employment during World War II, the New York Shipbuilding and Drydock Company employed 30,000 people. The South Jersey Port Corporation (SJPC) was formed in 1968 after the closing of the New York Ship Building Corporation and today includes Beckett Street Terminal, Broadway Terminal, Broadway Produce Terminal, the Port of Salem, and the newly opened Paulsboro Terminal. The port within the study area, Beckett Street Terminal, specializes in wood products, steel products, cocoa beans, furnace slag, salt, containers, recycled metals, and dry bulk cargoes. SJPC notes that Beckett Street Terminal is the main terminal in need of improvements in order to encourage job growth. Planned improvements include: repairing the piers, deepening of the shipping channels, extension of cranes, and a new mobile crane. A major proposed project is the restoration of Berth 1. SJPC is pursuing new markets for the Port of Camden

that include winter steel and grain when the Great Lakes are not navigable, consolidated scrap for interior mills, and a global recycling terminal.<sup>5</sup> A Delaware River Deepening Project is underway to dredge the existing 40 foot Delaware River federal navigation channel to 45 feet from Philadelphia Harbor and Beckett Street Terminal to the Delaware Bay, a distance of 102.5 miles. The dredging, targeted for completion on 2017, will accommodate modern cargo vessels.

Today, the industrial area continues to provide jobs to residents, but the public health impacts to surrounding communities cannot be ignored. The 2005 Camden Waterfront South Air Toxics Pilot Project identified ten facilities of concern for pollution, four of which are in or on the border of the study area. The recommendations that follow aim to upgrade the industrial area to include efficient facilities and sustainable practices, as well as attract new light industrial uses more suitable for proximity to residential areas.

Port and industrial district.

<sup>5</sup> South Jersey Freight & Economic Development Assessment, 2010

## 1.11

### DEVELOP EFFICIENT AND ENVIRONMENTALLY FRIENDLY PORT AND INDUSTRIAL OPERATIONS BY ENFORCING SAFETY STANDARDS AND ENCOURAGING EFFICIENCY AND ZERO WASTE PRACTICES

Work with South Jersey Port Corporation to develop efficient and environmentally friendly port operations, by creating an eco-industrial port with characteristics including: multi-modal facilities, zero-emissions/closed loop manufacturing, waste/by-product synergy, sustainable products and manufacturing practices, shared technologies/expertise and equipment, reclaimed brownfields, and landscape/recreational uses. The goal is to create cleaner, safer, and greener operations within the port and industrial district. This means holding industrial businesses to environmental standards that limit pollution and emissions and finding opportunities to work towards zero emissions and waste. The G-P Gypsum plant, which has been identified as having a significant impact for pollutants

and fine particulate matter, should be encouraged to upgrade their facility or relocate. The Central Waterfront port and industrial district can move forward in efficiency and zero waste practices by assessing for opportunities in energy cascading, co-generation and alternative energy, resource recovery, and matching by-products to potential users. Possible waste products for re-use include: burlap bags, pallets, cashew nut shell liquid (used in the manufacture of friction-resistant components such as brake and clutch linings<sup>6</sup>), foundry sand, metal recycling residue and intermediate bulk container (IBC) totes.

<sup>6</sup> <http://www.epa.gov/hpv/pubs/summaries/casntliq/c13793tp.pdf>

## PRECEDENT:

### FOUNDRY SAND REUSE

The Pennsylvania, Michigan and Tennessee Departments of Transportation allow the use of recycled foundry sand in hot mix asphalt (HMA) at up to 20% of the mixture, replacing conventional aggregate. Ordinarily, foundry sand is sent to a landfill after foundries can no longer use it. This byproduct has also been used to make soil amendments in agricultural application, reducing the need for virgin sand.

<http://isddc.dot.gov/OLPFiles/FHWA/011435.pdf>,  
<http://bps-hub.org/2011/09/13/foundry-sand-to-soil-amendments/>

### EUROPEAN METAL RECYCLING LTD

The Camden Iron and Metal facility located at Atlantic Avenue and S. Front Street, was purchased in 2007 by European Metal Recycling Ltd. (EMR) and has been upgraded with a modern shredder enclosed by walls, with emissions controls, and a “smart” water system to eliminate dust. The company has committed to social responsibility regarding energy efficiency, local jobs/procurement, safe standards, minimizing emissions & traffic impact on community, zero waste, appearance, and maintenance of site. EMR is working towards becoming a zero waste company. Through a research venture named Innovative Environmental Solutions (IES), the company aims to turn leftover residue from the shredding process into electricity using a non-incineration pyrolysis process.

## PRECEDENT:

### ALMONO BROWNFIELD

PITTSBURGH, PA

This former steel manufacture complex was the site of GTECH's Bioenergy Garden reclamation model. The 178-acre site was planted with switchgrass, sunflowers, and over 500 poplar hybrids. Due to contamination, the area needed to be de-commissioned of asbestos, petroleum, PCB removal, and other environmental hazards. Despite these environmental challenges, the site occupied prime riverfront property adjacent to the community of Hazelwood. The project's use of phytoremediation both cleaned the soil and was a visible symbol of change in the neighborhood. It also launched GTECH's sunflower seed packet business.



<https://gtechstrategies.org/what-is-gtech/subpage3/>



### CAMDEN COUNTY MUNICIPAL AUTHORITY (CCMUA) SOLAR CENTER

In July, 2012 the CCMUA Solar Center was commissioned as a 1.8 Megawatt solar energy system comprised of more than 7,200 solar panels spanning seven acres of open tanks. The innovative design includes a canopy mounting system standing 8-9 feet tall, designed to resist corrosion. Under a Power Purchase Agreement,

the CCMUA faced no capital expenditures, and will not be responsible for any operations and maintenance costs. The CCMUA's only financial responsibility is to pay a monthly solar energy bill that is fixed at grid-discounted prices for 15 years. The CCMUA estimates it will save several million dollars in energy costs over that time frame.

#### 1.12

### DEMONSTRATE A COMMITMENT TO SUSTAINABILITY IN THE INDUSTRIAL DISTRICT

The industrial district contains large swathes of “slack space” that includes vacant land, underutilized parking lots, and storage areas. These areas provide an opportunity to install uses that demonstrate a commitment to sustainability, increase the productivity of the land, and manage stormwater. The plan recommends implementing multi-functional Stormwater Best Management Practices (BMPs) and exploring interim uses for slack industrial space that could provide some financial benefit to properties in a market with low absorption. Interim uses to be considered include:

- Plant species optimized for phytoremediation and biofuels. Phytoremediation is the process of planting specific species to absorb heavy metals, which are then harvested and disposed of. “Hyper-accumulators” for lead include: Indian mustard, scented geranium, corn, pumpkins, sunflowers, pennycress, amaranth, and nettles. Poplar trees are hyper-accumulators for benzene. [See also Open Space and Resiliency Recommendation 3.4]
- Explore leasing space on top of large-floorplate facilities, parking lots or vacant lots for solar panel arrays. Solar Arrays are a revenue generating option for brownfield sites as ground mounted arrays do not require soil penetration. [See also Economic Development Recommendation 1.11]



FIGURE 20: MAP OF INDUSTRIAL USES AND SLACK SPACE

## PRECEDENT:

### BRIGHTFARMS GREENHOUSE FARMS BUCKS COUNTY, PA

BrightFarms designs, builds, and operates greenhouse farms at or near supermarkets, reducing costs and distance traveled from the produce supply chain. BrightFarms uses a long-term purchase agreement model, similar to those used in the solar power industry, creating long-term purchase agreements with supermarkets to build and operate greenhouse farms at no cost to the retailer. The result is an efficient, low-cost system that provides fresh, local produce to supermarkets. Their Bucks County, PA greenhouse farm is a 56,000-square-foot facility that produces lettuces and herbs year round, which it sells through a Produce Purchase Agreement to McCaffrey's independent grocery stores.

[http://brightfarms.com/s/#!/about\\_us/our\\_history](http://brightfarms.com/s/#!/about_us/our_history)



#### **1.13** RECRUIT CLEAN, GREEN BUSINESSES

Cooper's Ferry Partnership should work with partners at SJPC to recruit businesses with a low environmental impact, as outlined in the 2006 New Jersey Environmental Justice Task Force Action Plan recommendation for Camden's Waterfront South. This will transition the district towards cleaner, greener industry and can start by building on the existing food processing manufacturers along Kaighn Avenue. Commercial greenhouse farms are a complementary use well suited to the area and support the DVRPC Cultivating Camden recommendation of establishing commercial-scale urban farming in the city. Typically \$8-10 million projects require only 1-acre sites and flooding and soil remediation are less of an issue with greenhouse farms. Camden is well situated to access the northeast corridor and is an attractive option especially as sites in Philadelphia are becoming harder to acquire.

#### **1.14** PROMOTE KAIGHN AVENUE AS A LIGHT INDUSTRIAL TRANSITION BETWEEN RESIDENTIAL AND PORT & HEAVY INDUSTRIAL

Partners in the industrial district should recruit light industry, food processing, and showroom/warehousing uses along Kaighn Avenue, building on the existing food processing businesses and home goods showrooms. As the site of the Neighborhood Center, a non-profit community organization, Kaighn Avenue would benefit from low-impact businesses and industries that are in harmony with the presence of children and families. DVRPC's Cultivating Camden Study recommends developing a satellite location for the Rutgers Food Innovation Center, a business incubation and economic development accelerator for food businesses that provides business and technology expertise, market research, product development, and workforce training. Kaighn Avenue should be considered as a potential location for such a center to reach low-income and minority entrepreneurs and cross-pollinate with the services of The Neighborhood Center, the food processing businesses, and potential commercial urban farming businesses.



Vacant and underutilized land on Kaighn Avenue.



FIGURE 21: KAIGHN AVENUE OPPORTUNITIES



# HEALTHY NEIGHBORHOODS

## OBJECTIVES

1. BUILD STRONG COMMUNITY CONNECTIONS
2. PROMOTE HEALTHY LIVING BY IMPROVING ACCESS TO SERVICES, HEALTHY FOOD, AND SAFE PHYSICAL ACTIVITY
3. IMPROVE NEIGHBORHOOD APPEARANCE AND SAFETY
4. CREATE AN AFFORDABLE AND DIVERSE RANGE OF HOUSING OPTIONS

## WHY IS THIS IMPORTANT?

Camden should be a cohesive place with an urban fabric that is both physically and socially connected. The 2014 resident survey revealed that overall there is a strong sense of community within most of the neighborhoods: 81% of residents surveyed would continue to live in the community if given the choice. Even more (87%) would recommend it as a good place to live, although it varied by neighborhood and lifestage: only 55% of the residents living in around 3rd

Street near Atlantic recommended their neighborhood and only 53% recommended the neighborhood for families with children. Of those who rent, 54% said they would not buy a home in the neighborhood, many citing crime, safety, or personal financial situation as the reason why. Feelings about the community varied greatly by area, but optimism about the future was seen across the study area: 71% of respondents felt that the community will improve in the next three years.

This section addresses how to improve Cooper-Grant/Central Waterfront through community building, access to services, safety, and housing to achieve a vision for a place that is comfortable, convenient, safe, and healthy: not just a great place to visit but a great place to live.

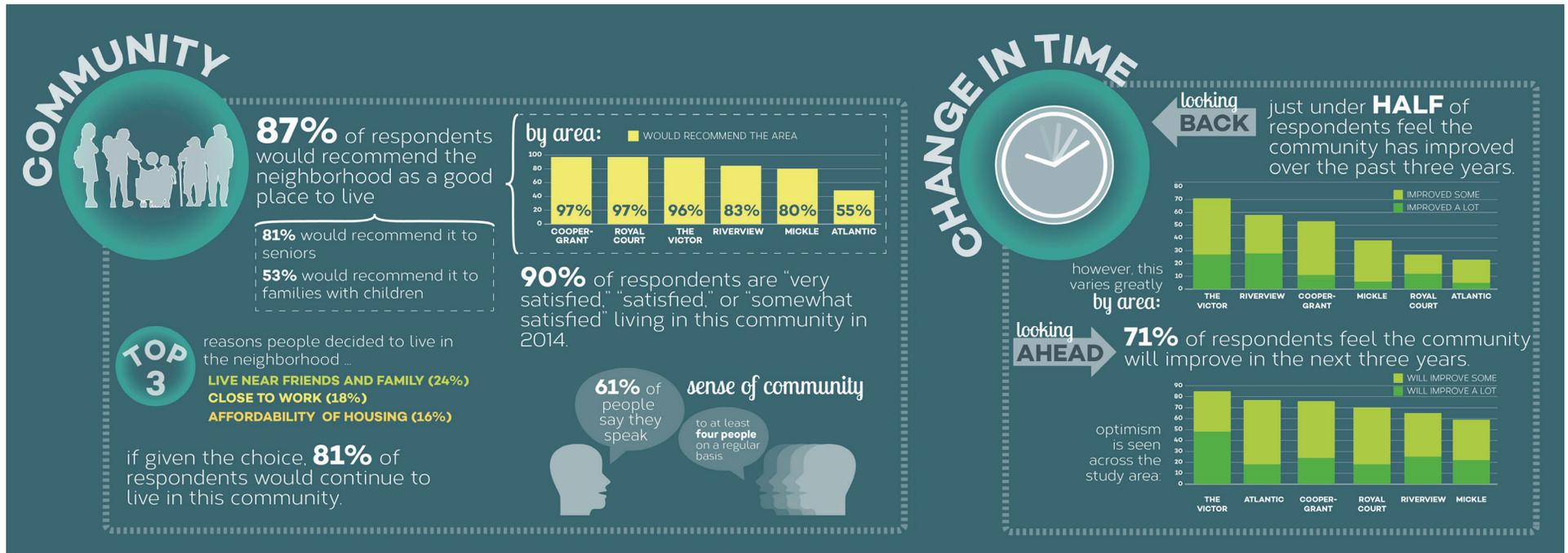


FIGURE 22: SUCCESS MEASURES SURVEY RESULTS (2014) - COMMUNITY AND CHANGE IN TIME

## RECOMMENDATIONS



### **OBJECTIVE 1:** BUILD STRONG COMMUNITY CONNECTIONS

The study area is composed of multiple communities with varying levels of capacity. The Cooper-Grant Neighborhood Association (CGNA) is an active community group that provides a forum to discuss neighborhood issues, sponsors improvement projects, holds events, liaises with city agencies, supports housing preservation, and enhances safety. Other resident groups in the study area include the Royal Court Homeowners Association and resident associations at Mickle and Riverview Towers. The following recommendations aim to strengthen existing community groups and build additional capacity and cooperation:

### **2.1** BUILD COMMUNITY CAPACITY THROUGH GRASSROOTS ORGANIZING

Building capacity within each community and across the study area is crucial to neighborhood revitalization and the implementation of this plan. There are three main avenues of organizing that can be considered:

- Conduct issues-based community organizing to rally residents around matters that are important to them, such as: vacancy, greening, and safety [See also Healthy Neighborhoods Recommendation 2.7]
- Create common community space for CGNA meetings and events.
- Develop a family support and parents' network to share information and plan family events. The network can include online platforms (listserv, Facebook, Yahoo group) and in-person gatherings (coffee club, happy hour) to organize and promote activities such as:
  - Playgroup
  - Babysitting co-op
  - Clothing and toy swap
  - School advocacy, fundraising, book and supply drive
  - Adopt-a-playground program.

### **2.2** PLAN CROSS-OVER EVENTS WHERE DIFFERENT COMMUNITIES CAN COME TOGETHER

The communities of Cooper-Grant/Central Waterfront are distinct and separate but could benefit from opportunities to join forces, breaking down barriers so that they can work together on neighborhood revitalization where their concerns overlap. Cross-over events such as the following can help neighbors come together and build community:

- Bring arts and culture out into the community and public spaces including parks, churches, and community centers; [See also Resiliency and Open Space Recommendation 3.6 and Economic Development Recommendation 1.2]
- Throw an “inter-generational block party” to bring together residents of Royal Court and Mickle and Riverview Towers;
- Hold events that target both Cooper-Grant residents and Rutgers students and employees.

## 2.3 IMPROVE COMMUNITY COMMUNICATION

Developing a strategy to improve community communication will keep residents informed about what is happening in their community, allow them to access existing resources, and benefit local businesses. Residents Cooper-Grant/Central Waterfront use different communication channels with some still relying on more off-line traditional methods. The following actions are recommended to ensure everyone has access to information:

- Promote neighborhood events through multiple outlets:
  - Update the Cooper-Grant website regularly and offer e-newsletters.
  - Set up a phone tree, flyers, and bulletin board updates for Mickle and Riverview Towers and Atlantic residents.
  - Update Royal Court residents through monthly flyer inserts in Homeowner's Association communications.
- Increase awareness of existing healthy living programs:
  - Market programs at the Camden County Library, the Neighborhood Center, Sayres Job Training Center and Rutgers Co-op at Walt Whitman Center.
  - Strengthen link with service providers through regular open house events and/or fairs.



### ISSUES-BASED ORGANIZING

VACANCY,  
GREENING,  
SAFETY



### EVENTS

PROMOTE INTER-  
NEIGHBORHOOD EVENTS  
AND FAIRS



### COMMUNITY COMMUNICATION

SHARE INFORMATION  
ACROSS  
NEIGHBORHOODS



### FAMILY SUPPORT NETWORK

TO SHARE INFO AND  
PLAN EVENTS





## OBJECTIVE 2

### PROMOTE HEALTHY LIVING BY IMPROVING ACCESS TO SERVICES, HEALTHY FOOD, AND SAFE PHYSICAL ACTIVITY

According to recent assessments, Camden County faces a number of key community health issues: access to health care, mental health and substance abuse, chronic health conditions (diabetes, heart disease and cancer) and obesity.<sup>1</sup> Camden also faces major challenges in terms of nutrition and food access. According to the US Department of Agriculture, Camden is one of the worst 9 “Food Deserts” in America. The city has a 40% child obesity rate, with 44% of families living below federal poverty rate and a high proportion of children reliant on free and reduced cost school meals that are not healthy.

Within the study area there are pockets of residents that face barriers to accessing health services. Camden Coalition of Healthcare Providers formed in 2002 to address fragmentation and inefficiencies in the healthcare system. The coalition’s director, physician Dr. Jeff Brenner, mapped Camden hospital data to locate “hotspots” where there is a concentration of “super-utilizers” - users who generate high healthcare costs. These hotspots, including one at Riverview and Mickle Towers, pinpoint places where patients face barriers to efficient care that can include financial burdens, lack of transportation, and lack of support services. The data revealed that almost half of Camden’s residents visit a hospital or emergency room each year, often for minor issues like colds and viral

<sup>1</sup> Camden County Community Health Needs Assessment, Holleran Consulting, 2013

infections, and that 90% of hospital costs are generated by 20% of patients. Starting in 2012, the coalition launched Link2Care, an initiative to connect patients to primary care and other coordinated services within 7 days of discharge from the hospital. Early results show that participants presented a 46% reduction in average hospital admissions in the six months after enrollment.<sup>2</sup>

There have been many efforts over the past few years to expand healthy food options, with varying rates of success. The Robert Wood Johnson Foundation’s New Jersey Partnership for Healthy Kids aims to reverse the childhood obesity epidemic. Partners include the YMCA, Campbell Soup Company, the United Way, and Cooper Hospital. The Food Trust’s Healthy Corner Store Initiative has aimed to improve the nutritional quality of foods available at urban corner stores in low income neighborhoods. Philadelphia’s Greensgrow Farm operated a Camden Mobile Food Market in 2011 with multiple locations around the city, but it was not sustained. Camden City Garden Club (CCGC), which operates the Camden Children’s Garden, opened a food truck using a similar model and has operated Camden’s Fresh Mobile Market since spring 2013. Produce for the Mobile Market is grown at The Garden Club’s urban farm on 3rd and Beckett Streets and at

<sup>2</sup> <http://www.rwjf.org/en/about-rwjf/newsroom/newsroom-content/2014/02/improving-management-of-health-care-superutilizers.html> and CFP Report 2012



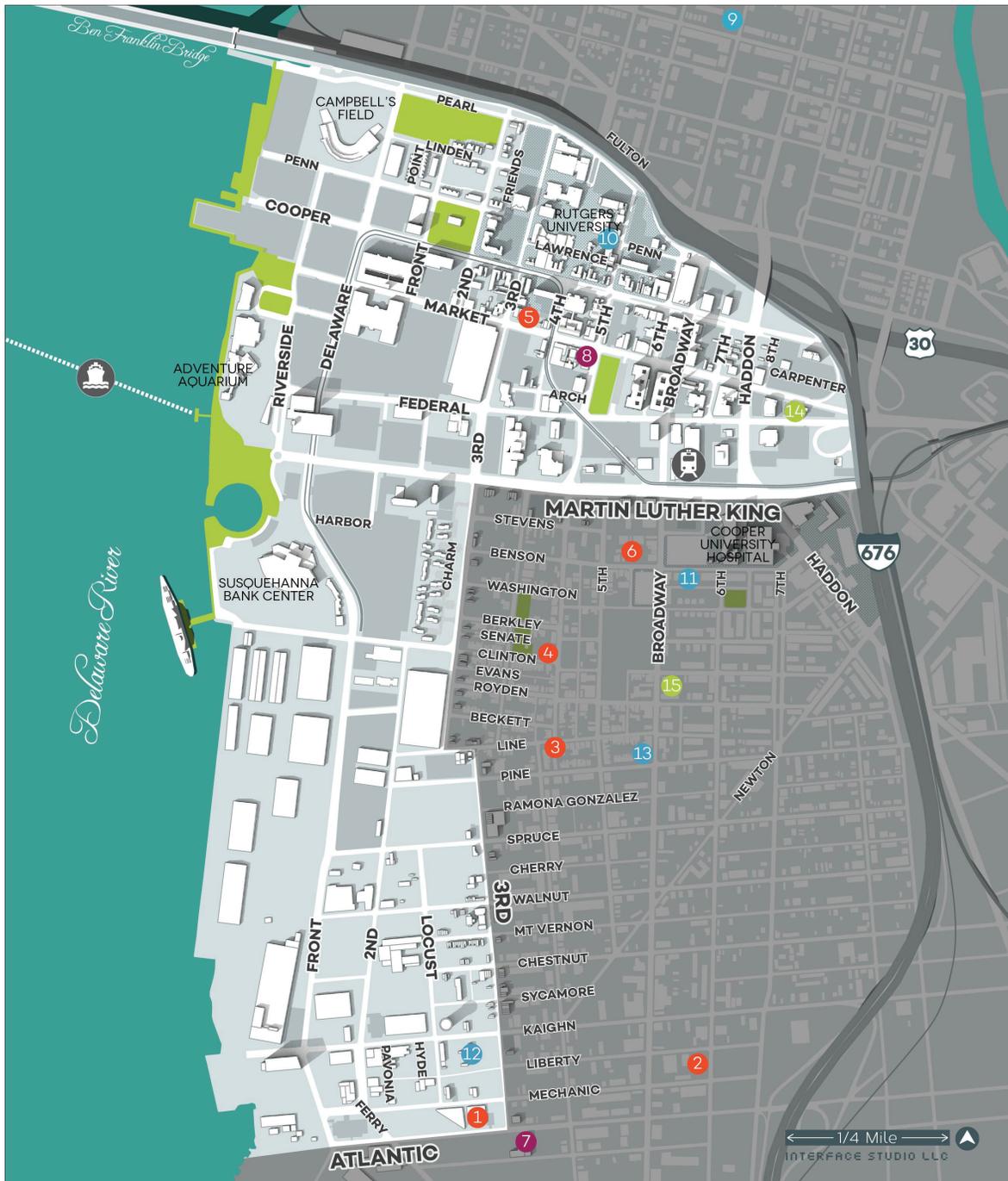


FIGURE 23: MAP OF SERVICES

# SERVICES

## HOMELESS SHELTERS & SERVICES

- 1 Wright "Vision of Hope" Center (VOA)
- 2 Joseph's House
- 3 Anna Sample Family Shelter (VOA)
- 4 Project HOPE Bergen Lanning Health Center
- 5 Camden County Women's Center
- 6 New Visions Community Services

## DRUG & ALCOHOL REHABILITATION

- 7 James Whitaker LCADC
- 8 Camden Treatment Associates

## MULTISERVICE (YOUTH/FAMILY)

- 9 Respond, Inc.
- 10 Camden County Library Nilsa I. Cruz-Perez Downtown Branch
- 11 Center for Family Services
- 12 Neighborhood Center
- 13 Office of Youth Services - Clinical Unit and Administration

## HEALTH SERVICES

- 14 CAMCare Gateway Health Center
- 15 Camden Community Health Center Saturday Clinic

## PRECEDENT:

### FINANCIAL EMPOWERMENT CENTERS

Financial Empowerment Centers offer free, professional one-on-one financial counseling to help residents with money management, budgeting, reducing debt, establishing and improving credit, accessing banking services, and building savings. Philadelphia was among five cities chosen in 2013 to replicate the Financial Empowerment Center model started in New York City. The Cities for Financial Empowerment Fund has also awarded in-kind technical assistance grants to cities.

<http://www.cfefund.org/info/our-projects#financial-empowerment-center-replication-initiative>

### LOCAL SUPPORT INITIATIVE CORPORATION

The Local Support Initiative Corporation's Financial Opportunity Centers help low-to-moderate income individuals change their financial behavior to build assets through employment and career planning assistance, financial education and coaching, and access to income supports.

<http://www.lisc.org/section/ourwork/national/family/foc/>



#### FOOD

IMPROVE ACCESS TO HEALTHY FOOD



#### COMMUNITY SPACE

EXPLORE OPPORTUNITIES TO SHARE FACILITIES & SERVICES

Duffield's Farm in Sewell, NJ. Over the years the Garden Club has evolved to include many additional programs: Community Gardening and Greening, Grow Lab, and the Community Youth Employment Program. In May 2015, Garden State Discovery Museum and the City of Camden partnered to plant a 2-acre garden adjacent to the Neighborhood Center in the study area. In 2014, Camden's first new supermarket in 30 years opened, a PriceRite on Mt Ephraim Avenue and a new Shop Rite supermarket is planned for 2016 at Admiral Wilson Blvd as part of a mixed-use development.

The following recommendations aim to remove barriers to healthy living.

#### 2.4

#### CONSIDER NEW PROGRAMS TO FILL SERVICE GAPS

The Promise Neighborhood Family Success Center in Lanning Square and The Neighborhood Center in the study area provide family-centered programs and information, but there is a need within the study area for services related to poverty, jobs, rehabilitation and re-entry. About a third of all residents and over half of seniors over 65 are living below the poverty level. Many residents lack the education and skill sets to qualify for available jobs. As the county seat, the City of Camden hosts the Camden County Corrections Facility and is a magnet for those seeking services for rehabilitation and recovery. The following actions to fill service area gaps should be considered:

- Create an anti-poverty program with financial and homeownership counseling to build assets;
- Provide additional adult literacy and job readiness resources;
- Provide targeted re-entry programs. Through the public outreach process, participants identified the need for work programs and recovery services geared towards addiction, literacy, employment, and housing for young adults, particularly those that have been incarcerated.



## SERVICES

INCREASE MARKETING OF EXISTING SERVICES AND DEVELOP NEW PROGRAMS

### 2.5

IMPROVE ACCESS TO FRESH FOOD BY SUPPORTING THE HEALTHY CORNER STORE INITIATIVE, MOBILE PRODUCE CART, AND FARMERS MARKET

Despite some recent gains, many residents found that the quality of available food still needs improvement. Through the public outreach process, residents and stakeholders remarked that existing corner stores participating in the Healthy Corner Store initiative and the new supermarket lack good quality produce and products are near expiration. Access to fresh food should be expanded through the following actions:

- Promote the neighborhood grocery delivery program;
- Refresh inventory, signage, and marketing for Healthy Corner Stores;
- Reboot mobile food cart/fresh market and link to service providers potentially through the FreshRx program, which works with healthcare providers to provide a “prescription” for healthy eating and vouchers for healthy food. [See also Economic Development Recommendation 1.3]



## HEALTHY ACTIVITIES

EXERCISE AND SPORTS, COOKING, AND GARDENING

### 2.6

CREATE OPPORTUNITIES FOR HEALTHY GROUP ACTIVITIES

Chronic health conditions require changes in everyday habits to encourage healthy living. During our outreach, residents expressed the need for more healthy activities and opportunities to come together. Group activities provide motivation and support for individuals trying to make a change in lifestyle, whether it’s eating better, exercising, or socializing. Ideas for group activities include:

- Walking, running, biking, and sports clubs;
- Gardening club;
- Cooking and nutrition workshops at the Neighborhood Center, Mickle and Riverview Towers, and Royal Court.

## PRECEDENT: FARM TO FAMILIES PROGRAM PHILADELPHIA, PA



The Farm to Families program (spearheaded by St. Christopher’s Foundation for Children in partnership with SHARE and other community-based organizations) facilitates the purchase of weekly boxes of fruit, vegetables, meat and eggs from local farms at discounted rates for distribution in North Philadelphia. The program also provides nutrition education, food budgeting, and cooking demonstrations aligned with the weekly boxes. Farm to Families partners with local health care providers through the FreshRX program, providing a “prescription for healthy eating.” Boxes cost \$10 to \$15 per week and are purchased with cash, credit, or SNAP benefits.

<http://sharefoodprogram.org/programs/farm-to-families/>



### OBJECTIVE 3

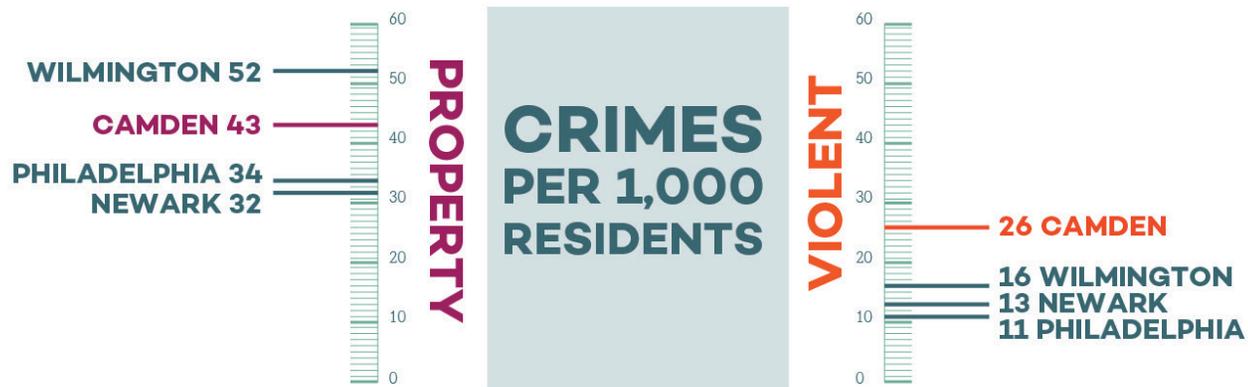
#### IMPROVE NEIGHBORHOOD APPEARANCE AND SAFETY

Since the Camden County Metro Police took over from the disbanded city police force in 2013, there have been a number of public safety improvements. Since the force added 161 officers, response time to emergency calls went down to 4.4 minutes from more than 60 minutes, and the overall crime index dropped by 15%.<sup>3</sup> Following a community policing model, the department began situating officers in specific neighborhoods where they will walk the beat and build local relationships. In a recent territorial dispute between rival gangs, the police diffused tensions in the neighborhood by hiring an ice cream truck to give away ice cream to the community in tandem with increasing the presence of uniformed officers. The police have also invested in a number of new technologies including a network of rotating cameras, gunshot-sensitive microphones, surveillance towers and automatic license plate readers. The surveillance system includes a virtual neighborhood watch called “iCan” - Interactive Community Alert Network. This online platform provides footage to residents from the department’s CCTV cameras and includes a chat feature for communication between officers and community members.

While residents spoke highly of the new police force, the resident survey results show that safety in the community is still a concern. Residents gave safety a rating of “fair” but also indicated that it has been improving. These recommendations build on the positive changes and strengthen community efforts to increase safety.



<sup>3</sup> “Camden Turns Around With New Police Force,” NYTimes, August 31, 2014



Sources: 2013 FBI Crime Reports And 2013 Neighborhood Scout Data, Camden, NJ

**FIGURE 25:** CRIME COMPARISON WITH OTHER CITIES (2013)



**FIGURE 24:** CHANGE IN CRIME SINCE 2013



### **CLEAN NEIGHBORHOODS**

CAMPAIGN FOR CLEAN NEIGHBORHOODS AND FORM BEAUTIFICATION COMMITTEES



### **QUALITY OF LIFE CONDITIONS**

REPORT CONDITIONS THAT IMPACT QUALITY OF LIFE AND SAFETY



### **SAFETY**

EXTEND RUTGERS SECURITY TO COVER COOPER-GRANT  
STRENGTHEN COMMUNITY POLICING  
IMPROVE LIGHTING IN THE NEIGHBORHOODS

### **→2.7**

**FORM NEIGHBORHOOD COMMITTEES TO CLEAN, GREEN, AND REPORT QUALITY OF LIFE AND SAFETY CONDITIONS**

Public realm conditions vary greatly by neighborhood. While parts of downtown, Cooper-Grant, and the waterfront are clean and maintained, other areas have quality of life and safety concerns. None of the residents in the Atlantic area near 3rd Street rated the physical conditions in their neighborhood positively. Vacant properties outnumber occupied properties in this part of the study area, with accompanying issues of deterioration and dumping that affect appearance as well as real and perceived safety. Neighborhood committees can implement physical improvements to the neighborhood and also encourage residents to report conditions that affect their quality of life. [See also Healthy Neighborhoods Recommendation 2.9 and Resiliency and Open Space Recommendation 3.5]

- Continue neighborhood clean-ups in Cooper-Grant and expand throughout the area;
- Form neighborhood beautification committees;
- Encourage residents to report conditions that affect quality of life and safety:
  - Educate residents about code enforcement and how to report violations;
  - Develop a factsheet for distribution in each neighborhood;
  - Designate a neighborhood point person to help direct reporting.

## 2.8

### STRENGTHEN RELATIONSHIP BETWEEN PUBLIC SAFETY OFFICIALS AND THE COMMUNITY

Throughout the planning process, participants said that the new police department has been doing an excellent job and that safety had improved over the past 3 years. Still, many felt that there is room for improvement. 30% of respondents named safety as one of their least favorite things about living in the community. Of the renters surveyed, many cited crime or safety as a reason they would not purchase a home in the neighborhood. Camden has one of the highest crime rates in the country for both property crimes (43 crimes per 1000 residents) and violent crimes (26 crimes per 1000 residents).<sup>4</sup> Existing patrols in addition to the Camden County Police include Rutgers Police and Camden Special Services District “Yellow Jacket” ambassadors. Several steps can be taken to strengthen the relationship between safety officials and the community and enhance communication:

- Hold regular update meetings with police;
- Use online forum or Twitter to provide real-time information;
- Expand Eye in the Sky network and encourage businesses to participate;
- Educate residents on “iCan” — Interactive Community Alert Network;
- Ensure Rutgers police expand presence in Cooper-Grant with growing student population.

## 2.9

### STRENGTHEN COMMUNITY SAFETY THROUGH GRASSROOTS ACTIONS

As the police continue to improve safety citywide, community policing efforts can empower residents and create immediate visible results. These grassroots actions include:

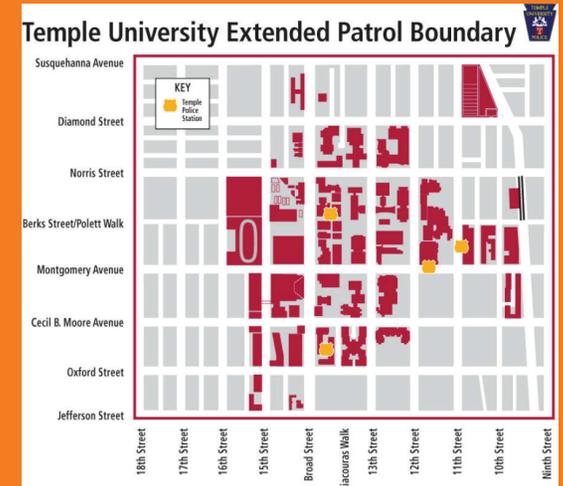
- Prune trees and overgrowth that block lighting;
- Create a residential lighting program to:
  - Encourage residents to turn on porch lights,
  - Distribute dawn-to-dusk porch lights,
  - Report street light outages;
- Form neighborhood watch groups to share information about safety;
- Educate the community on Crime Prevention Through Environmental Design (CPTED) and personal safety.

[See also Healthy Neighborhoods Recommendation 2.7 and Resiliency and Open Space Recommendation 3.5]

## PRECEDENT:

### TEMPLE UNIVERSITY

PHILADELPHIA, PA

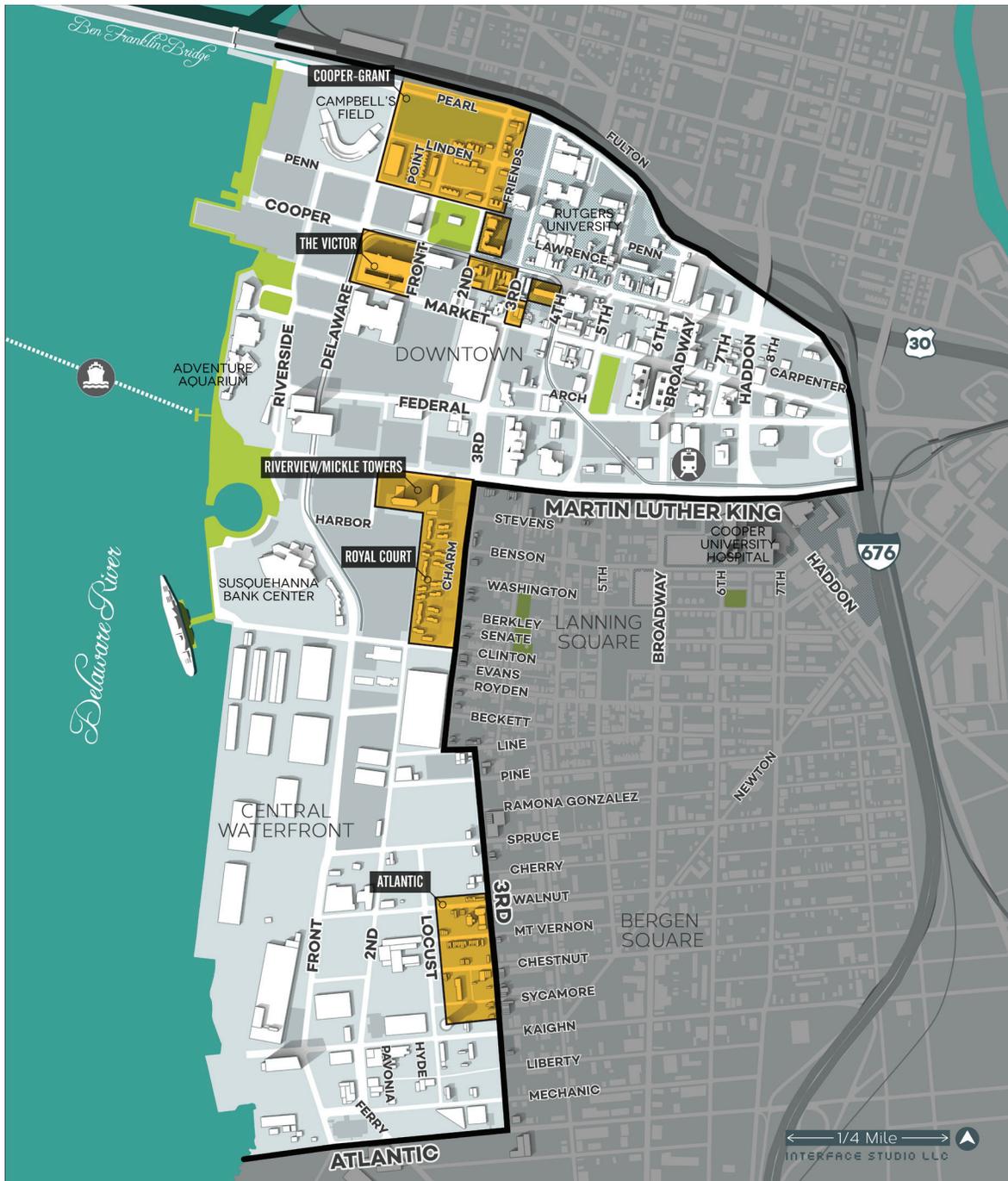


With 130 officers and 250 contracted security personnel, Temple University has one of the largest campus police forces in the nation. The size and patrol boundary of the force has expanded over the years as the population living on campus has grown. In September 2014, the patrol boundary was expanded and squared off, to include more off-campus housing. As of February 2015, executive director of campus safety Charlie Leone announced that reported robberies on the Main Campus had gone down by 12% from the previous academic year, while reported robberies in the expanded patrol zone had increased by 3%.

[http://articles.philly.com/2014-12-19/news/57201086\\_1\\_off-campus-housing-temple-university-brick-attack](http://articles.philly.com/2014-12-19/news/57201086_1_off-campus-housing-temple-university-brick-attack)

<http://temple-news.com/news/new-patrol-zone-brings-alerts/>

<sup>4</sup> FBI Uniform Crime Reports, 2013 and Neighborhood Scout Data for Camden NJ, 2013



# EXISTING RESIDENTIAL AREAS

**"IT CAN'T BE A CITY WITHOUT PEOPLE LIVING IN IT."**  
-RESIDENT

FIGURE 26: RESIDENTIAL AREAS

## OBJECTIVE 4

### CREATE AN AFFORDABLE AND DIVERSE RANGE OF HOUSING OPTIONS

While the downtown has been slowly growing, market conditions in Camden remain weak. Over the past ten years there were 87 residential sales in the study area and the median sale price was \$134,900. These sales were mostly concentrated in Cooper-Grant, where the median sale price was higher, at \$181,500 over the same period. In line with national trends, the market over the past five years has been particularly weak. There were just 26 residential sales across the study area since 2010. Through a partnership between the Cooper-Grant Neighborhood Association (CGNA) and Pennrose Properties, the Cooper-Grant Commons development created 18 housing units, completed in 2006. Phase 2 of the project - which calls for 10 single-family townhomes and a park - has stalled because private developers can't make the numbers work: there are too few units to offset costs. In 2010, Camden received a \$26M Neighborhood Stabilization Program (NSP2) grant to build housing in Cooper Lanning, Cramer Hill, and North Camden. For NSP2 projects, the grant money filled a gap between the high cost to build and the relatively low sale price.

In addition to weak market conditions, Camden faces a number of challenges to development. The high costs associated with land, labor, and pre-development fees are compounded by environmental requirements to conduct remediation in contaminated areas and to address floodplain requirements. While there are development incentives to build here, Camden struggles to compete with Philadelphia's tax abatement. Thus far, developing market rate housing and attracting middle income households has proven difficult but is recognized as a critical piece of building

the tax base and bringing the amenities that are needed to create a vibrant downtown. The School District is working to improve the schools, which have been a detractor for families seeking to live in the city.

Given the limited residential market, development should begin by targeting the rental market and then work towards developing a range of mixed-income units for sale. In general the administration is prioritizing homeownership, though there is evidence of a stronger rental market downtown. There has been a trend towards increased rental rates in downtowns across the US since the recession began in 2006. In 2013, renters dominated in nine of the largest 11 cities in the country.<sup>5</sup> In Philadelphia, which tends to have higher homeownership rates than peer cities, the rental population increased by 28% between 2006 and 2013 and the homeownership rate dropped to 52% in 2012. Philadelphia's Center City West (zip code 19102) is just 20% homeowner, primarily what developers call "renters by choice" who are working in eds and meds.<sup>6</sup>

Camden's universities hold a large population of potential renters, but there is a need to balance student rentals with family and professional households, and ensure that housing and commercial options appeal to different household types. Of approximately 6,500 students, only 1,000 Rutgers University-Camden students currently reside in downtown Camden. The University seeks to grow the number of students living

5 NYU Furman Center, <http://www.phillymag.com/citified/2015/02/11/urban-homeownership-decline/>

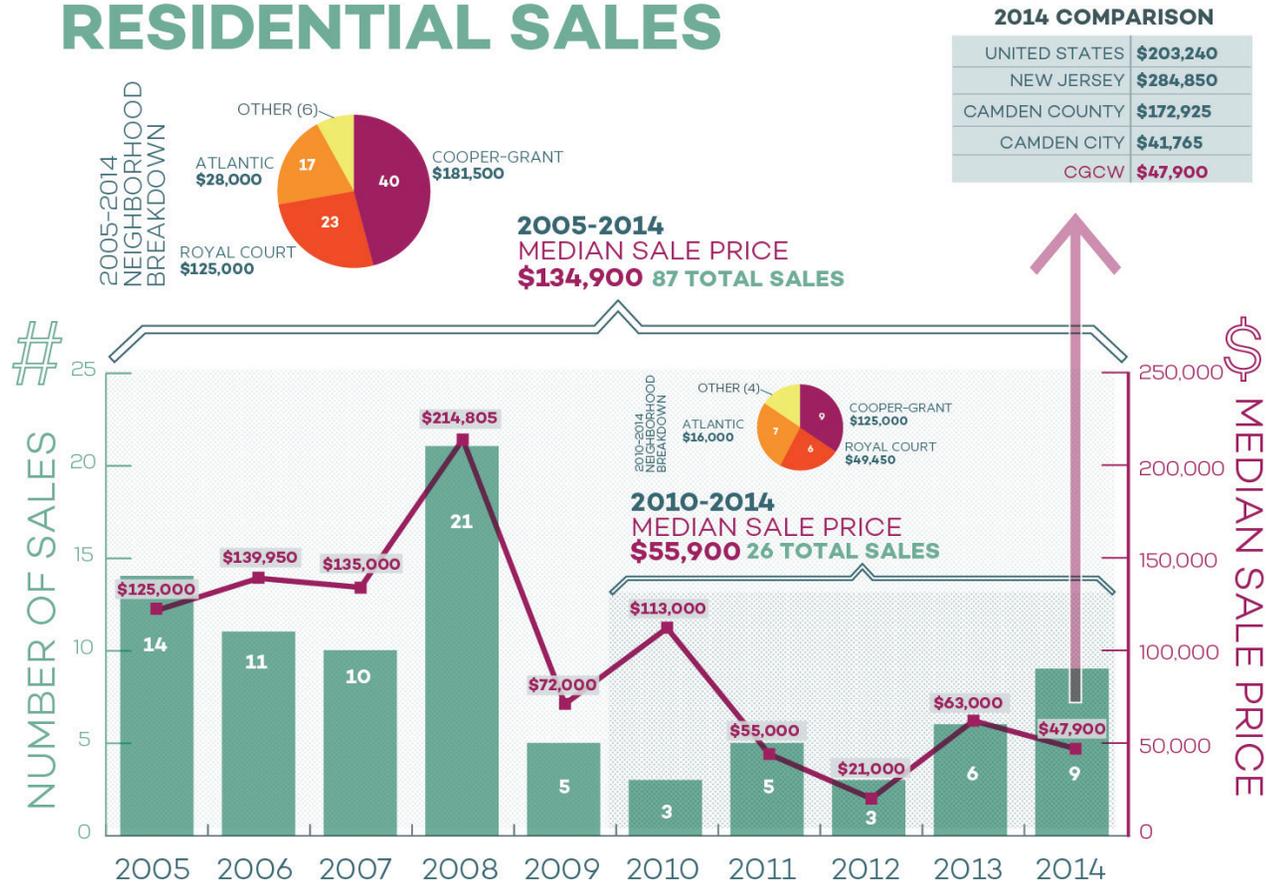
6 [http://articles.philly.com/2014-07-11/news/51307906\\_1\\_homeownership-rate-study-brookings-institution](http://articles.philly.com/2014-07-11/news/51307906_1_homeownership-rate-study-brookings-institution)

on or immediately near campus to 2,000 over the next few years. Cooper Medical School of Rowan University - which has been more rigorous about marketing housing options - has about half of its 114 students living in Camden.<sup>7</sup> During the student focus group, participants told us that housing options downtown are limited and rents are high. Average rent in Rutgers housing is \$900+/month (2014-2015 fees) and in The Victor a 1-bedroom apartment goes for \$1095-1795/month. Students reported that many opt to live in Collingswood or Philadelphia.

New housing incentive programs include grants for developers, homebuyer incentives, and employer-assisted programs. The 2013 Economic Opportunity Act established the Economic Redevelopment and Growth (ERG) Program, which provides developers with an incentive grant of up to 40% of the total project costs for a term of up to 20 years. These tax credits apply for "qualified residential projects," which include multi-family residential units for purchase or lease, or dormitory units for purchase or lease. The ERG offers a 10% bonus award to projects with at least 10% of housing units reserved for moderate-income residents. Homebuyer incentives - which can be combined - include \$5000 down-payment assistance for first time buyers and *Live Where You Work* assistance of up to 5% of the mortgage amount if the homeowner stays in the house for 7 or more years. Employer Assisted Programs exist at Camden County College, Cooper University Hospital, Lourdes Medical Center, Rowan University at Camden and Virtua.

7 CFP 2014 annual report; [http://articles.philly.com/2014-06-08/news/50407013\\_1\\_student-housing-cooper-medical-school-rowan-university](http://articles.philly.com/2014-06-08/news/50407013_1_student-housing-cooper-medical-school-rowan-university)

# RESIDENTIAL SALES



## 2.10

### STABILIZE HOUSING THROUGHOUT THE STUDY AREA

In the southern part of the study area referred to as Atlantic in this plan, a key issue is the stabilization of existing housing, of which 34% are vacant buildings. About 600 vacant buildings were recently slated for demolition citywide, but efforts have stalled because of asbestos contamination. In addition, many properties are beset by astronomical liens that include unpaid taxes and water bills, which further hinder development. Abandoned buildings are a safety hazard and attract nuisance activities like squatting and crime. City partners should work to stabilize housing throughout the study area with a focus on the Atlantic area through the following measures:

- Conduct basic systems repair and maintenance;
- Address squatting and secure abandoned houses;
- Demolish unsafe structures;
- Follow up on liens after demolitions;
- Step up City code enforcement and encourage residents to report violations.

FIGURE 27: RESIDENTIAL SALES (2005-2014)

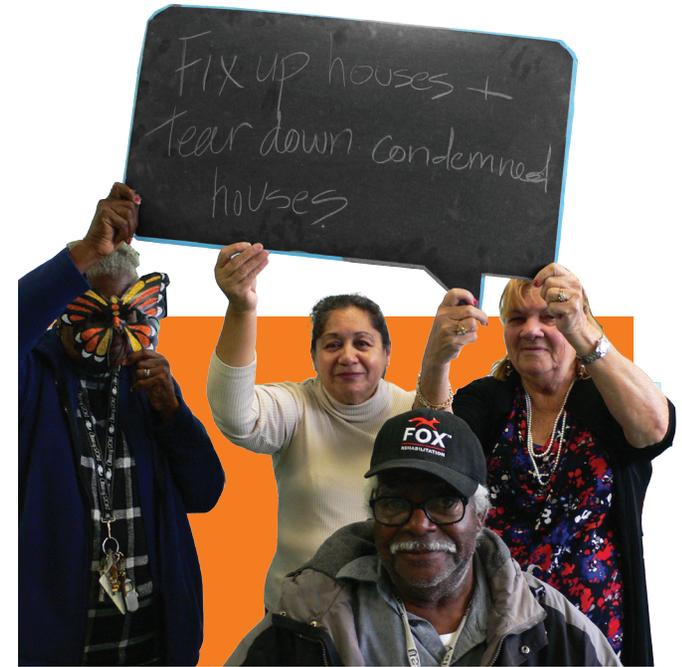
### 2.11 IMPROVE STUDENT RENTALS IN COOPER-GRANT

The student focus group revealed that it can be both difficult and expensive to secure housing in Cooper-Grant. Some students that rent there have had issues with maintenance and landlord communication, while non-student residents have reported some tension between student rentals and family and professional households. Though there is generally a collegial relationship between the student and non-student population, there is room for improvement through the following measures:

- Develop a Rutgers Office of Off-Campus Housing with an Off-Campus committee to work with landlords and students;
- Ensure off-campus housing is registered with the City’s Department of Housing Services;
- Coordinate the efforts of Rutgers Security and the Metro Police to patrol the off-campus housing area [See also Healthy Neighborhoods Recommendation 2.8]
- Develop a resource for students living off-campus to advise on tenant legal rights and recourse for maintenance and repair;
- Develop a factsheet for landlords and students regarding rights, responsibilities and being a good neighbor;
- Work with property owners to ensure code is followed.

### 2.12 SHIELD RESIDENTS FROM NOISE AND NUISANCE ASSOCIATED WITH WATERFRONT EVENTS

Waterfront events bring over 3 million visitors annually. These events support the local economy but also bring increased traffic, noise, and occasionally rambunctious crowds. Residents of Royal Court, Mickle Tower and Riverview Tower are particularly exposed because their parking lots are adjacent to lots used by Susquehanna Bank Center visitors. To address this nuisance, partners should work to establish a sound barrier between these residential areas and event spaces. Susquehanna Bank Center and City partners should also improve event management, enforcement, and clean-up in the surrounding neighborhoods during and after events.



Sound barrier examples



Rental housing in Cooper-Grant



School District building



Vacant lot in Cooper-Grant

→ **2.13**  
 DEVELOP VARIED MIXED-INCOME  
 HOUSING IN COOPER-GRANT AND  
 DOWNTOWN

Considering weak market conditions for homeownership, this plan recommends focusing first on developing managed rental and student housing, then targeting homeownership as the market picks up. To build a walkable, connected community, housing development should begin in a concentrated area within Cooper-Grant and then continue to expand out to the waterfront. Housing types should be tailored to the size of the site, with the goal of increasing residential density to support downtown vitality. Housing development phases in this plan consider the potential for 1,000 units downtown, as projected by the U3 market study. In the short-to-medium term, a potential 450-500 units could be built by focusing

on finishing development sites in Cooper-Grant first, including the Radio Lofts building and site, School District building and site (for mixed use), Market Street (for mixed use), and infill sites within the heart of Cooper-Grant, including the Pierre Building, currently being developed as 29 units with an affordable component. The remaining 500 units will likely be distributed between future waterfront development and continued development in Lanning Square near Cooper Hospital. Future waterfront residential mixed-use development should be built from the Cooper-Grant core and support the vision of a lively downtown neighborhood by drawing from typologies and best practices that achieve the goals of residential density,

a mix of uses, active street frontage, and floodproofing [See also Resiliency and Open Space Recommendation 3.1]. Partners in the study area should advocate for a range of mixed-income housing options. These should include both market-rate units targeting middle-income households and units for residents with low and moderate incomes.

**SITES:**

- PHASE 1: Cooper-Grant infill and medium density (focus between Delaware and 4<sup>th</sup>, Market to the bridge)
- PHASE 2: New waterfront mid-rise development

# RESIDENTIAL & MIXED USE DEVELOPMENT PHASES



- ▬▬▬ NEW ROAD
- \* RENOVATE EXISTING BUILDING
- PHASE 1
- PHASE 2
- OTHER NON-RESIDENTIAL SITES IDENTIFIED FOR NEAR TERM DEVELOPMENT

FIGURE 28: MAP OF RESIDENTIAL & MIXED-USE DEVELOPMENT PHASES

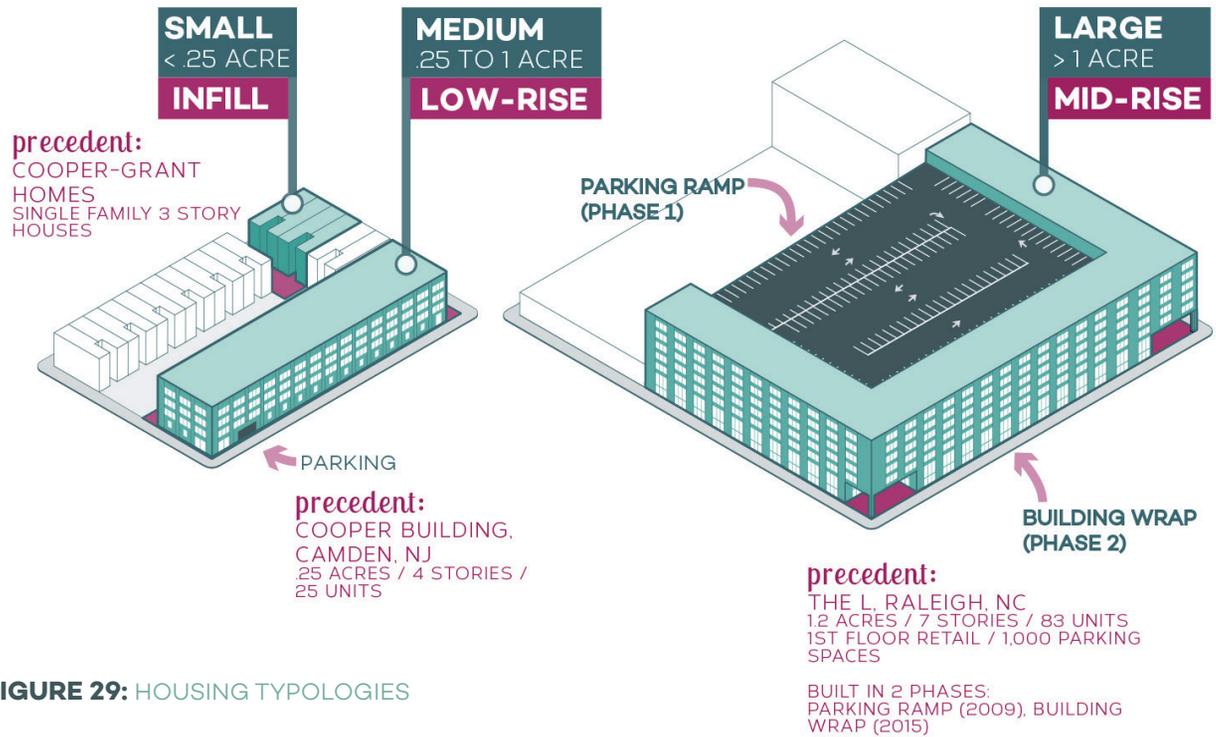
**PRECEDENT:**  
**COOPER VILLAGE**  
**STUDENT RENTALS**  
 CAMDEN, NJ



The Cooper Medical School of Rowan University (CMSRU) is renovating 59 units at Broadway and Washington Street under an agreement with developer Iron Stone Strategic Capital Partners. CMSRU guarantees 95% occupancy or will cover the difference in rent. The six properties being developed are owned by Cooper University Hospital and will be sold to developer and operator Iron Stone.

[http://articles.philly.com/2014-06-08/news/50407013\\_1\\_student-housing-cooper-medical-school-rowan-university](http://articles.philly.com/2014-06-08/news/50407013_1_student-housing-cooper-medical-school-rowan-university)

<http://www.bizjournals.com/philadelphia/blog/real-estate/2014/06/iron-stone-to-build-a-17m-residential-development.html?page=all>



**FIGURE 29: HOUSING TYPOLOGIES**

**TYOLOGIES**

**SMALL SITES:** single-family infill on sites less than a quarter acre in size.

Example: Cooper-Grant Homes Phase 1, Camden, NJ  
 Resulting from a partnership between Pennrose Properties and the Cooper-Grant Neighborhood Association, the Cooper-Grant Homes Phase 1 project created 18 single family 3-story homes along N Front Street, Penn Street and N 2<sup>nd</sup> Street.

**MEDIUM SITES:** low-rise apartment buildings on sites a quarter acre to an acre in size.

Example: The Cooper Building, Camden, NJ  
 This 4 story building has 25 residential sale units,

rooftop garden, fitness room, and parking garage. The \$7M development was built by M&M Development LLC, a Newark-based company that was brought to Camden by the Cooper Foundation.

**LARGE SITES:** mid-rise apartment buildings on sites over an acre.

Example: The L, Raleigh, NC  
 This 7-story building on a 1.2 acre site includes 83 residential units, 1<sup>st</sup> floor retail, offices, and 1,000 parking spaces. The development was built in two phases, first the parking ramp in 2009, and then the building wrap, which began construction in 2015.

## 2.14 ENCOURAGE HISTORIC PRESERVATION AND ADAPTIVE REUSE

After years of urban decline and demolition, Camden has few remaining historic buildings. The City should encourage the adaptive reuse of key historic buildings that add to the distinctive character of Downtown Camden. These include:

- Radio Lofts (10-story building slated to have 86 units)
- School Board building (8-story building slated for commercial. Stakeholders should advocate for residential zoning variance.)
- Market Street between Front and 4th (first floor commercial with housing on upper stories)
- Bank building on Market Street
- Camden Free Library building

## 2.15 TARGET HOUSING MARKETING CAMPAIGN TO STUDENTS, EMPTY NESTERS, AND EMPLOYEES

There is evidence of demand for housing in Downtown Camden among the student population. With the recent completion of a 12-story Rutgers dormitory on Cooper Street, there is momentum to increase the number of students that live near campus. In addition to students, employees and empty nesters are target populations likely to find Downtown Camden desirable in the short term. A downtown housing marketing campaign should specifically target the following groups based on market study research conducted by U3 Ventures:

- Students: Market to students who want to be close to campus especially out-of-town students, students on sports teams, and graduate students.
- Empty nesters: Market the virtues and conveniences of urban living including a car-free and housing maintenance-free lifestyle with opportunities for lifelong learning, teaching, and mentoring, and easy access to arts and culture, sports and entertainment, and medical care. University-based retirement communities are becoming more common where residents live near college campuses and can take classes and access skilled medical care.<sup>8</sup>
- Employees: market to young, full-time employees who prefer urban living, new hires likely to relocate who can afford market rents, and work with employers to create stronger Live Where You Work incentives.

<sup>8</sup> <http://www.campuscontinuum.com/resources.htm>

## PRECEDENT: PASEO VERDE PHILADELPHIA, PA



Paseo Verde is a mixed-use, mixed-income, transit-oriented housing development located adjacent to Temple University on a 1.9-acre brownfield site. The 120 rental unit building includes 70 low-income units designated for households earning 20 to 80 percent of the area median income (AMI) and 50 market-rate units. The building was financed in 2 parts. The affordable units were financed with low-income housing tax credits through Philadelphia's Office of Housing and Community Development (OHCD) and the market-rate units were financed with new markets tax credits.

<http://uli.org/wp-content/uploads/ULI-Documents/PaseoVerde-web1.pdf>



# RESILIENCY & OPEN SPACE

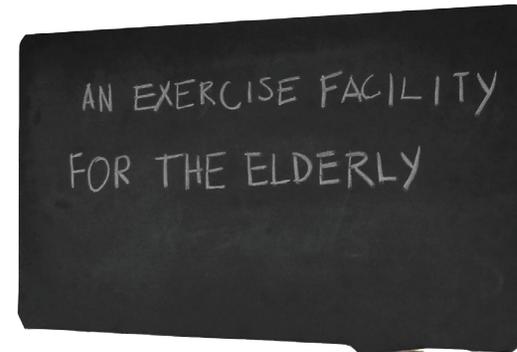
## OBJECTIVES

1. IMPROVE STORMWATER MANAGEMENT TO PROTECT RESIDENTS AND BUSINESSES FROM FLOODING AND IMPROVE WATER QUALITY
2. MITIGATE THE ENVIRONMENTAL IMPACT OF THE INDUSTRIAL DISTRICT
3. PROVIDE HIGH QUALITY OPEN SPACE AND RECREATION

## WHY IS THIS IMPORTANT?

Creating a safe and healthy place to live is critical to retaining existing residents and businesses and attracting new ones. The diverse components of the study area produce a variety of challenges that affect quality of life. During heavy rains, much of the study area's low-lying terrain is inundated. Neighborhoods adjacent to the port and industrial area experience significant air and noise pollution owing to adjacent ports, a sewage treatment plant, various industrial uses, and heavy volumes of truck traffic. Open space can help ameliorate these issues, as well as provide an amenity for residents and visitors. This section addresses how to create an active and healthy environment through public realm improvements, mitigate the impact of the industrial district, and expand opportunities for active recreation in the study area.

**27% OF THE  
COMMENTS ON OUR  
COLLABORATIVE  
MAP RELATED TO  
OPEN SPACE**



## RECOMMENDATIONS



**“DURING ONE OF THE FLOODS LAST YEAR THERE WAS A BOAT GETTING PEOPLE OFF OF DELAWARE.”**  
-PUBLIC OFFICIAL

### **OBJECTIVE 1**

**IMPROVE STORMWATER MANAGEMENT TO PROTECT RESIDENTS AND BUSINESSES FROM FLOODING AND IMPROVE WATER QUALITY**

Increased awareness about climate change and sea level rise has sparked a conversation nationwide about flood preparedness. Situated on the banks of the Delaware and Cooper Rivers, Camden has riverfront assets that make for a great city: a major port, riverside trails, and spectacular waterfront views. But like many of its peer cities in low-lying areas, Camden must grapple with aging sewer systems and new flood requirements. Flood conditions put a strain on residents, business owners and the functioning of the city as a whole. Frequently, water-related events force the closure of the city’s RiverLINE, accounting for 40% of all delays between 2011 and 2012.<sup>1</sup>

**WATER-RELATED EVENTS ACCOUNTED FOR 40% OF ALL RIVERLINE DELAYS IN 2011-2012**

The city’s antiquated combined sewers merge pipes that carry household sewage and stormwater. Usually this combined wastewater is treated at the county sewage treatment plant, but in heavy rain events the system becomes inundated. Untreated sewage is then deposited into the river through the city’s 28 combined sewer outfalls (CSOs).<sup>2</sup> Excess wastewater can even back-up into streets and homes when sewers are clogged or reach

<sup>1</sup> NJ Transit

<sup>2</sup> US EPA 2013 [http://www.epa.gov/region02/water/pdf/cso\\_sewers\\_book\\_nov2013\\_.pdf](http://www.epa.gov/region02/water/pdf/cso_sewers_book_nov2013_.pdf)

capacity, exacerbating flood conditions and creating a public health hazard. Stormwater management is more difficult when rain events coincide with high tides and pumps fail to push rain water out into the river.

Spearheaded by the Camden Stormwater Management and Resource Training (SMART) initiative, the City has begun to address flooding through sewer upgrades and green stormwater infrastructure projects that keep water from entering the sewer system in the first place. In July 2014, the CCMUA received an \$8 million grant and loan from the New Jersey Environmental Infrastructure Trust to reconstruct 8 of the city's clogged or collapsed combined sewers, construct a 5.5 acre park in the Waterfront South neighborhood, and create rain gardens and improvements to Von Neida Park in Cramer Hill. The City has installed separated sewers on the waterfront and in Cooper-Grant and has a 20-year plan to phase out all of the combined sewers in Camden.

The following recommendations aim to improve the functionality of the city during wet weather, prevent storm damages, and alleviate the burden of high flood insurance premiums.

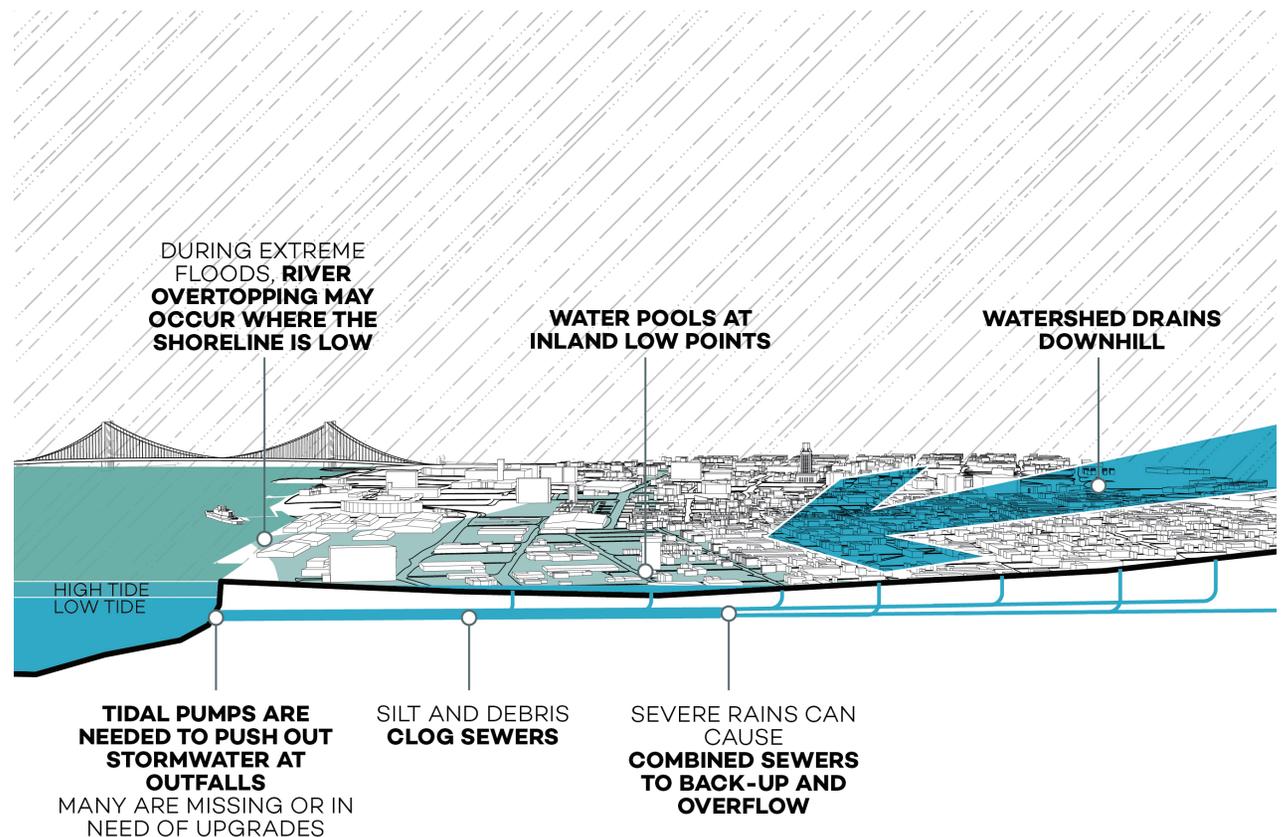
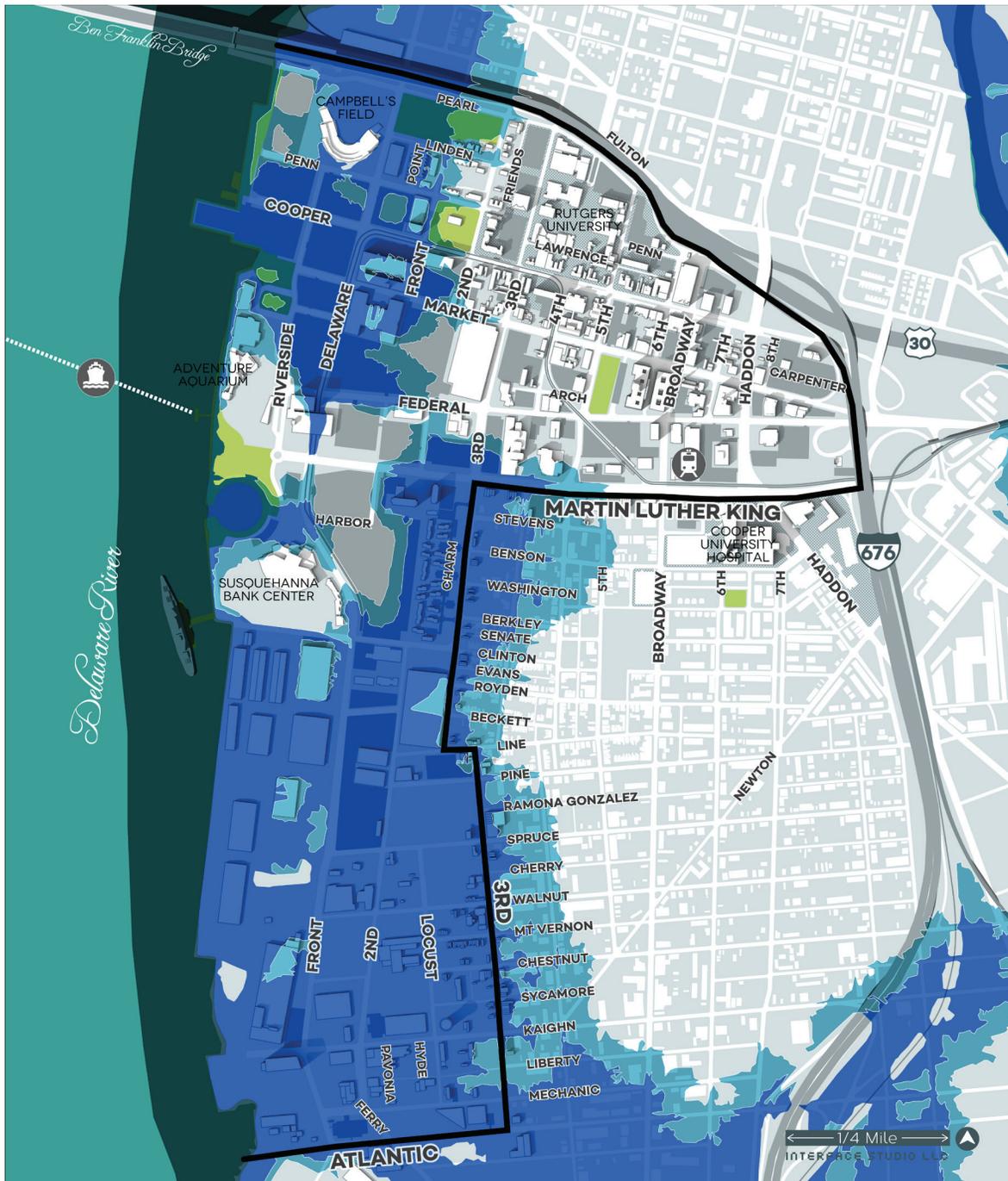


FIGURE 30: CAUSES OF FLOODING



# FLOOD RISK

## FEMA PRELIMINARY FIRM

Preliminary Flood Insurance Rate Maps (FIRMs) are not final and are subject to change. Once finalized and labeled “effective” the FIRM is official and should be used for National Flood Insurance Program (NFIP) purposes.

- 500 YR FLOOD PLAIN**  
 Moderate flood hazard (zone Shaded X): areas between the limits of the base flood and the 0.2-percent-annual-chance flood event
- 100 YR FLOOD PLAIN**  
 Flood Hazard Area (zone AE): areas subject to inundation by the 1-percent-annual-chance flood event
- 100 YR FLOOD PLAIN WITH WAVE ACTION HAZARDS**  
 Flood Hazard Area (zone VE): areas subject to inundation by the 1-percent-annual-chance flood event with additional hazards due to storm-induced velocity wave action

**Source:** FEMA 9/19/14 preliminary DFIRM for Camden County

**FIGURE 31:** FEMA PRELIMINARY FIRM

### 3.1

#### CONDUCT FLOOD STUDY TO WEIGH FLOOD RESILIENCE MEASURES AND INSTALL SITE-SPECIFIC MEASURES THAT ADDRESS CAUSES OF FLOODING

An inch of rain can cause flooding throughout Camden's downtown and waterfront neighborhoods.<sup>3</sup> Much of the city's flooding can be attributed to stormwater runoff and sewer inadequacies, with Delaware River flooding playing a smaller role. According to National Oceanographic and Atmospheric Administration (NOAA) data for the Delaware River USCG Station at Washington Street, Philadelphia, a historic crest occurred during Hurricane Sandy in October of 2012 at 10.2 feet, about 2.5 feet above the Action Stage river level of 7.8 feet.<sup>4</sup> Floods upstream, where the river is narrower, are more extreme. For comparison, Trenton, NJ has seen historic crests of 13 feet above the Action Stage river level.<sup>5</sup> Further study is needed to understand the specific causes of flooding in particular areas and develop appropriate mitigation plans.

In December 2014, an ongoing update of the Multi-Jurisdictional Mitigation Plan for the Counties of Camden, Cumberland, Gloucester, and Salem was published, including a Preliminary Municipal Appendix for the City of Camden. As of April 17, 2015, these documents were submitted to the NJ Office of Emergency Management and FEMA for review. The following mitigation measures were identified by the 2014 Mitigation Plan for the City of Camden:

- Acquire/elevate repetitive loss properties (Camden City has 43 of these properties);
- Conduct outreach to educate residents and business owners;
- Complete surveys of critical facilities to identify potential mitigation measures;
- Initiate data collection of damage in drainage problem areas;
- Conduct regular Municipal Working Group meetings;
- Reconstruct sewer system in a number of areas;
- Upgrade sewer pump stations and back-up generators;
- Install new sewer interceptor line to alleviate flooding east of 3rd Street;
- Conduct Flood Study of Delaware Avenue;

- Daylight stream to alleviate flooding in Von Neida Park;
- Raise tide gates to alleviate flooding on River Road and dredge the Delaware River Back Channel;
- Replace stormwater inlets throughout city.

This plan supports the ongoing study and recommendations of the Multi-Jurisdictional Mitigation Plan. The following strategies can be used in tandem to address the various causes of flooding in different parts of the city, pending further research:

#### HARD INFRASTRUCTURE:

Continue to improve stormwater drainage through sewer and pump upgrades and sewer separation.

#### GREEN STORMWATER INFRASTRUCTURE:

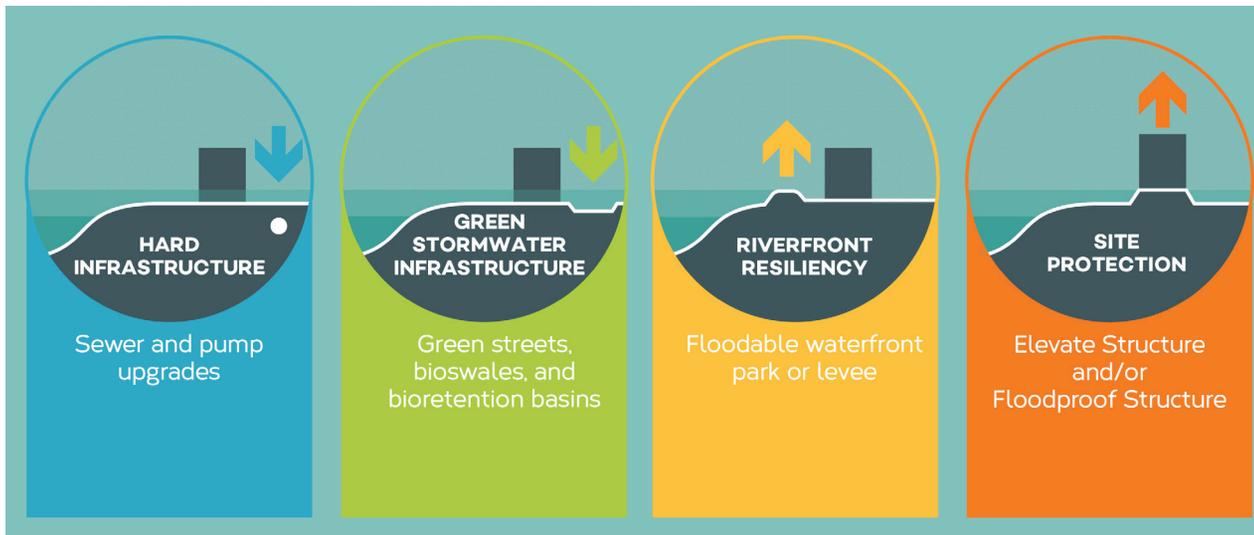
Use stormwater management to reduce the load on sewers and improve water quality. Pilot green projects to be considered include:

- Green streets on 3<sup>rd</sup> Street and Kaighn Avenue: Add stormwater bumpouts and tree trenches to capture run-off from the street. Additionally 3<sup>rd</sup> Street is the low point in the watershed and can collect runoff from the Bergen Square neighborhood to the east.
- Green block for Royal Court, Mickle, Riverview: This large block is a good opportunity to expand the stormwater management capacity of a green street on 3<sup>rd</sup> Street and explore a variety of green

<sup>3</sup> Perno, Anthony "Innovative Initiatives Can Lead the Way." <http://www.johnsonfdn.org/aboutus/environment/IS-perno>

<sup>4</sup> NOAA data for Delaware River at USCG Station Washington Street, Philadelphia. <http://water.weather.gov/ahps2/hydrograph.php?wfo=phi&gage=phbp1>

<sup>5</sup> NOAA data for Delaware River at Trenton <http://water.weather.gov/ahps2/hydrograph.php?wfo=phi&gage=tren4>



**“STORMWATER  
OVERFLOW IS A  
HUGE PROBLEM”**  
-RESIDENT

**FIGURE 32:** FLOOD DAMAGE REDUCTION MEASURES

infrastructure treatments: permeable paving on surface parking lots and bioswales to slow run off from the parking lots, bioretention basins in the lawn areas particularly where there is a natural depression to capture and hold run-off from the parking lots and 3<sup>rd</sup> Street, and rain barrels for individual households.

- Parking lots and other impervious surfaces can be retrofitted with permeable paving and bioswales.
- Slack space can be transformed into rain gardens and bioretention basins.

**RIVERFRONT RESILIENCY:**

Provide riverfront protection using both hard and soft infrastructure to ensure the edge is above the 10’ base flood elevation, and to create an accessible, appealing waterfront. Options include:

- Berm and park along low-lying edges, specifically along the Delaware River at points that impact flooding in the study area. Based on high water marks from Hurricane Sandy, the following locations should be considered: Central Waterfront between Kaighn Avenue and Atlantic Streets; outside of the study area in North Camden at Elm Street; and North Camden between Erie and State Streets [See Appendix page 24 for map of Hurricane Sandy Storm Surge Data]
- Waterfront elevated urban sidewalk/trail/levee integrated with high rise development to provide shared flood protection and building access

**SITE PROTECTION:**

Address flooding on individual building sites by raising the ground floor and utilities above the base flood elevation of 10’. The New York City Department of City Planning handbook, “Designing for Flood Risk,” provides guidelines for flood-resilient construction that maintains the feel of an active frontage. Recommendations include designing commercial displays closer to pedestrian level even though occupied level is above; providing setbacks to allow for external access; and adding landscaping, screening, or other elements of visual interest at ground level to mitigate effects of blank walls or ground floor parking. Elements that can enliven the sidewalk include stoops, porches and articulated facades. [See also Healthy Neighborhoods Recommendation 2.13]

### 3.2

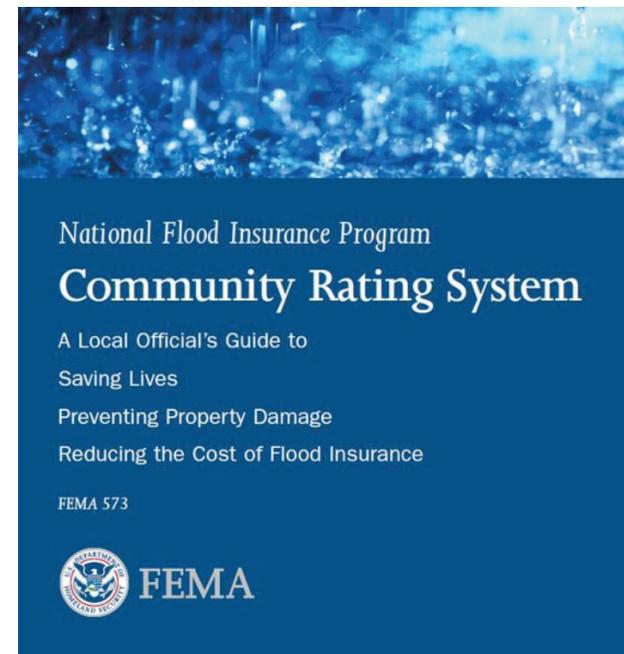
#### COMPLETE NFIP COMMUNITY RATING SYSTEM APPLICATION TO REDUCE FLOOD INSURANCE RATES

Recent reforms in flood legislation by the Federal Emergency Management Administration (FEMA) have led to the remapping of floodplain boundaries in areas across the US. The National Flood Insurance Program (NFIP) was established in 1968 to provide flood insurance to properties located in these vulnerable areas. Changes to NFIP maps will impact flood insurance premiums for current home and business owners in the floodplain as well as future development projects. In September 2014, the NFIP published a Preliminary Flood Insurance Study (FIS) and Flood Insurance Rate Map (FIRM) update for Camden County. The new flood map was created through study of the Delaware River, updated coastal storm surge elevation, and revised flood plain boundaries.<sup>6</sup> Once finalized, the updated FIRM will determine which properties are located in a Special Flood Hazard Area (SFHA), or 100-year flood plain, and the adjusted costs of flood insurance premiums.

On March 21, 2014, President Obama signed into law the Homeowner Flood Insurance Affordability Act (HFIAA) of 2014, which repeals and modifies some aspects of the previous law, the Biggert-Waters Flood Insurance Reform Act of 2012. Biggert-Waters revised flood insurance requirements to make the NFIP more financially stable and adjusted premiums to reflect actual flooding risk. The 2014 HFIAA modified the 2012 provisions in an effort to preserve affordability

for policyholders, by gradually increasing rates at no more than 18% and no less than 5% annually for most properties.

The NFIP has established a Community Rating System (CRS) to provide discounted flood insurance premium rates that reward community actions in line with the three goals of the CRS: (1) reduce flood damage to insurable property; (2) strengthen and support the insurance aspects of the NFIP; and (3) encourage a comprehensive approach to floodplain management. Four categories of activities achieve credit through the CRS: Public Information (outreach projects, map information service, hazard disclosure), Mapping and Regulations (open space preservation, flood data maintenance, stormwater management), Flood Damage Reduction (floodplain planning, relocation, protection, drainage), and Flood Preparedness (flood warning program, dam and levee safety). Any community in full compliance with minimum NFIP floodplain management requirements may apply to join the CRS. Community floodplain management activities that exceed the minimum NFIP requirements can reduce flood insurance rates by 5% to 45%.



<sup>6</sup> "Camden County, New Jersey Flood Hazard Mapping Status Report for Property Owners" 2014

PRECEDENT:  
CAMDEN SMART  
INITIATIVE  
CAMDEN, NJ



The Camden SMART initiative formed in 2011 as a coalition of the City of Camden, Rutgers University's Water Resources Extension Program, the Camden County Municipal Utilities Authority (CCMUA), the New Jersey Department of Environmental Protection, Cooper's Ferry Partnership, and the New Jersey Tree Foundation. Since its inception Camden SMART has completed 27 green infrastructure projects, planted over 1,000 trees and distributed hundreds of rain barrels, which collectively treat 4.3 million gallons per year.

CCMUA <http://www.ccmua.org/?p=165>

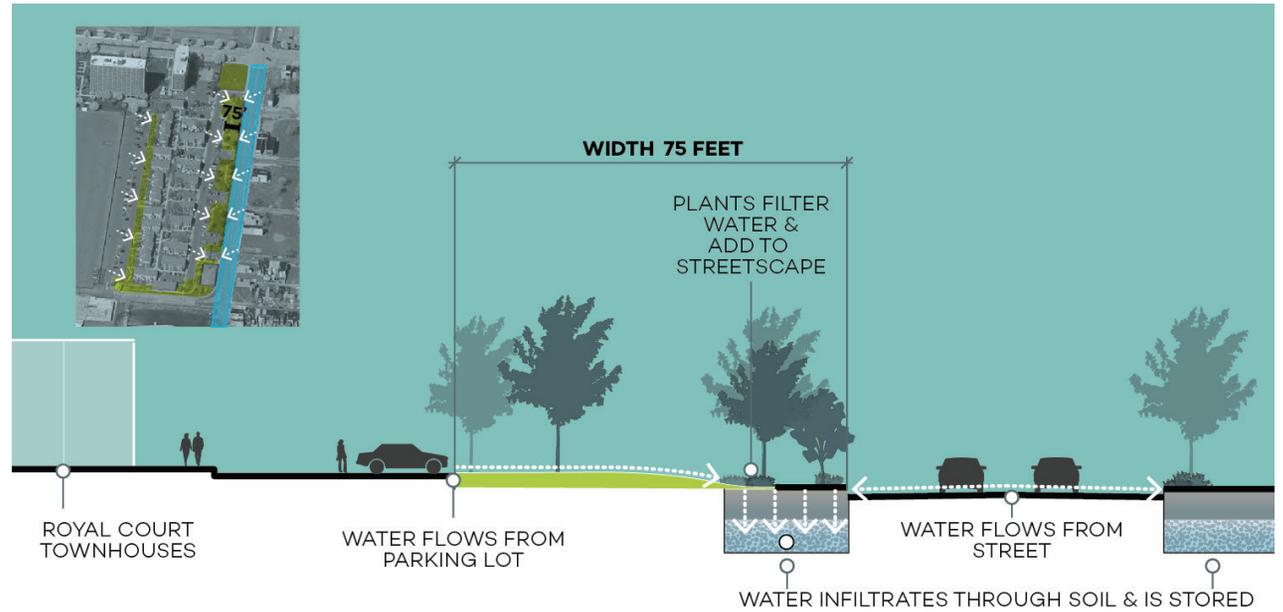


FIGURE 33: SECTION OF PROPOSED GREEN STREET ON 3RD STREET

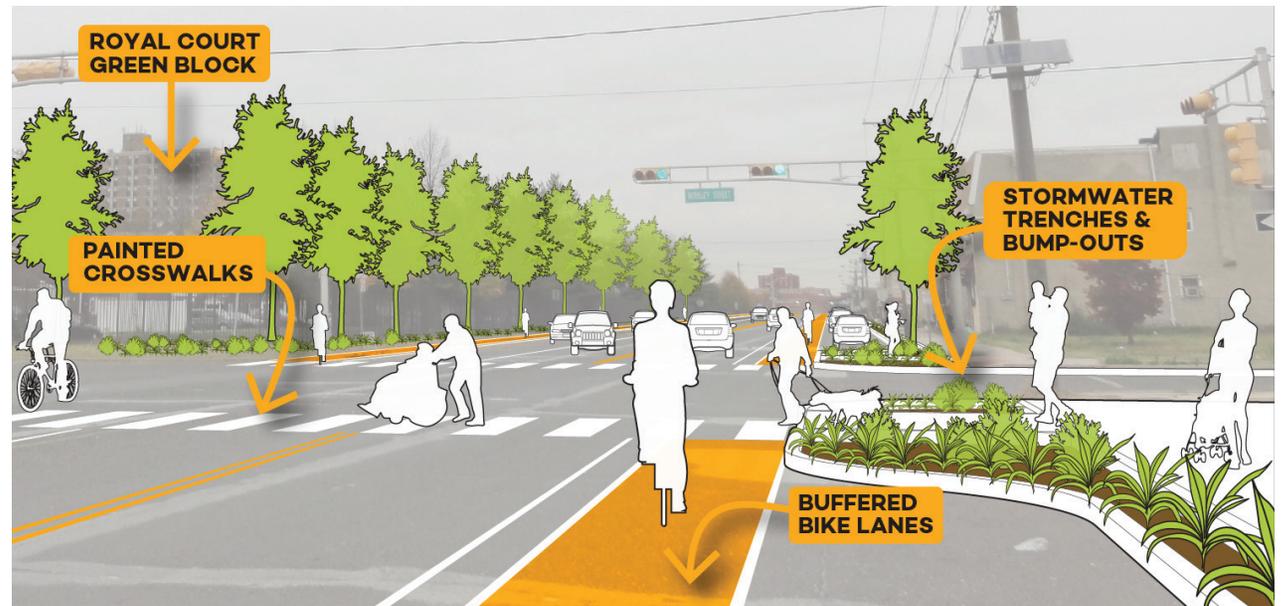


FIGURE 34: VIEW OF PROPOSED GREEN STREET ON 3RD STREET

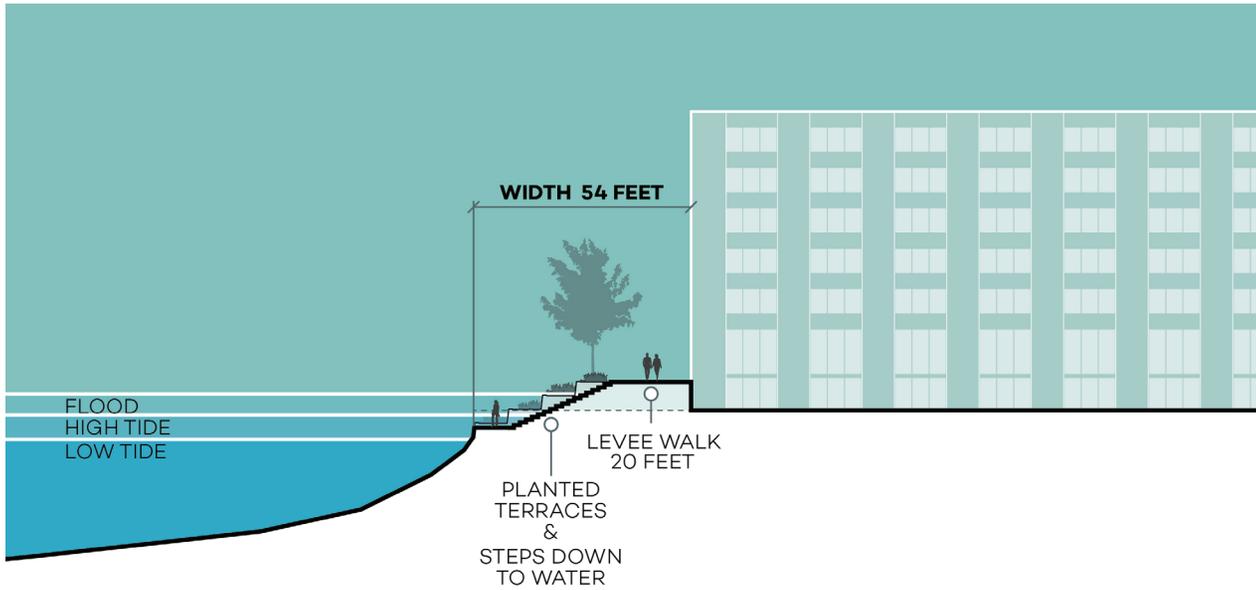


FIGURE 35: RIVERFRONT RESILIENCY: DEVELOPMENT

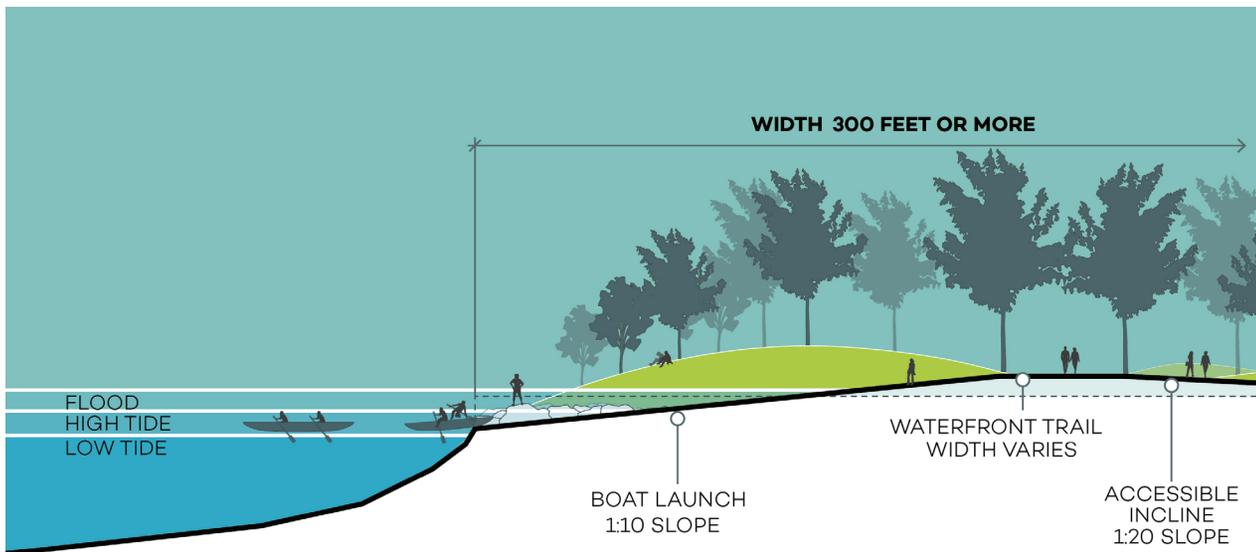


FIGURE 36: RIVERFRONT RESILIENCY: PARK

PRECEDENT:  
BROOKLYN BRIDGE  
PARK  
MVVA  
BROOKLYN, NY



Located along 1.3 miles of the East River shoreline, Brooklyn Bridge Park has varied topography reaching up to 30' in elevation, achieved using fill from a nearby construction project – the East Side Access excavation in Sunnyside Yards. The park is designed for water level predictions for 2045, with root plantings at or above 8' in elevation and a species palette selected for salt tolerance, including *rosa rugosa*, pitch pine, and cottonwood. The park also includes a salt marsh, stone rip-rap shoreline stabilization, and a kayak launch, all designed to withstand tidal shifts and flooding.

[https://www.edf.org/sites/default/files/sites/default/files/content/SandySuccessStories\\_June2013.pdf](https://www.edf.org/sites/default/files/sites/default/files/content/SandySuccessStories_June2013.pdf)



**“MECHANIC STREET  
IS ONE BIG TRACTOR  
TRAILER OF JUNK  
BEING FERRIED.”  
-COMMUNITY  
ORGANIZATION  
REPRESENTATIVE**

## **OBJECTIVE 2**

### **MITIGATE THE ENVIRONMENTAL IMPACT OF THE INDUSTRIAL DISTRICT**

Residents adjacent to the industrial district are exposed to air, noise, and soil pollution. The noise pollution from heavy trucks can impair hearing, trigger stress hormones, impact social behavior, and cause aggression. There is a generalized noxious atmosphere created by scrap metal shredding, infrastructure dysfunction and poor industrial product storage and handling. In 2005, the NJ Department of Environmental Protection (NJDEP) documented many of these impacts in the Camden Waterfront South Air Toxics Pilot Project. Through emissions inventory and dispersion modelling, the report identified the presence of air pollutants above health benchmarks including arsenic, cadmium, dioxin, hydrogen sulfide,

lead, manganese, and nickel. Further analysis has identified the presence of significant particulate matter less than 10 microns in diameter (PM<sub>10</sub>) due to diesel powered truck and ship exhaust and dust from industrial operations. According to the EPA, exposure to excessive PM<sub>10</sub> can impact respiratory systems, damage lung tissue, and cause cancer.

Camden is balancing its goals to attract economic development projects with efforts to create a healthy environment for all residents. The recently-adopted Sustainability Ordinance will require developers to address environmental and public health impacts of proposed projects through an Environmental

Impact and Benefits Assessment. Development applicants must identify opportunities to improve the community through measures such as: reduction in traffic injuries, increased health equity, fitness and recreation opportunities, and reduction in air and noise pollution. The City will create a Tool Kit for developers of best practices for sustainable design with precedents from around New Jersey. The following recommendations support these measures to improve the health of neighborhoods.

### 3.3

#### REDUCE TRUCK EMISSIONS AND NOISE THROUGH TRAFFIC MANAGEMENT AND ANTI-IDLING MEASURES

Residents around 3rd Street near Atlantic live directly adjacent to active industrial operations and are disproportionately impacted by emissions and noise associated with truck traffic. To mitigate the impact, the City should implement the following measures from the 2011 Camden Waterfront South Truck Traffic Management Study:

- Enforce a dedicated truck route to/from I-676 to provide service to the Port of Camden while limiting intrusion of the surrounding neighborhoods (2010 South Jersey Freight and Economic Development Assessment) [See Appendix page 25 for current truck routes]
- Consider a Truck Stop Electrification site like the one built in Paulsboro.

### 3.4

#### ESTABLISH VEGETATIVE BUFFERS BETWEEN RESIDENTIAL AND INDUSTRIAL LAND TO IMPROVE AIR QUALITY AND REMEDIATE CONTAMINATED SOIL

A number of adjacent vacant lots, on the east side of Locust from Kaighn Avenue to Walnut Street provide an opportunity to create a buffer between industrial and residential areas that will improve air and soil quality as well as provide a wooded passive open space for residents. The City and industrial partners should work to establish vegetative “shelterbelts” on vacant land and slack space to mitigate particulate matter near industrial areas. Commonly used along the edges of farms, shelterbelts are composed of rows of trees and shrubs that provide shelter from the wind and prevent soil erosion. Shelterbelts can also suppress dust and reduce particulate matter, ozone, sulfur dioxide, nitrogen dioxide, and carbon monoxide. Planted areas can also improve contaminated soil through phytoremediation. Switchgrass, a tough grass species, can also be used as a raw material for biofuels. Alfalfa grass and poplar trees are good hyper-accumulators of benzene. [See also Economic Development Recommendation 1.12]

## PRECEDENT: TRUCK STOP ELECTRIFICATION PAULSBORO, NJ

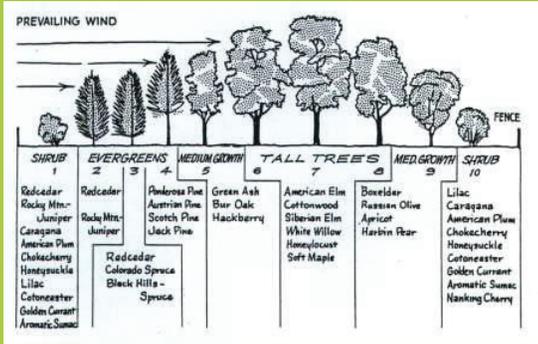


The Paulsboro Truck Stop Electrification site includes 100 truck parking spaces that eliminate unnecessary extended idling of long-haul diesel engines. The Idle-Air system shuts down the main propulsion engine of diesel trucks by drawing power from the electric grid. This provides heat and air-conditioning, telephone, television, internet access, and other services to truck drivers when they stop for their required 10 hour rest.

[http://www.nj.gov/dep/newsrel/2004/04\\_0122.htm](http://www.nj.gov/dep/newsrel/2004/04_0122.htm)

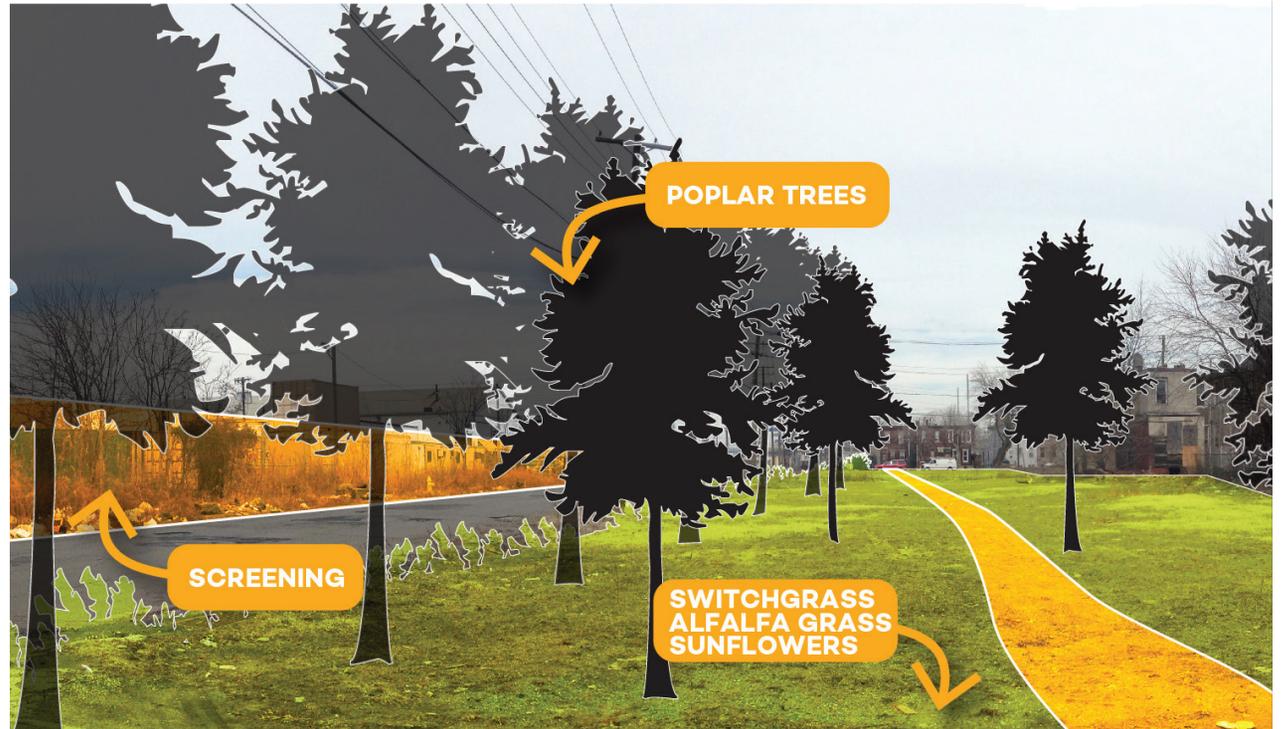
# PRECEDENT: LINEY DITCH PARK SHELTERBELT TREE PLANTING

CCMUA  
CAMDEN, NJ



In 2013, 117 trees were planted around the Camden County Municipal Utilities Authority (CCMUA) sewage treatment facility to quell pollution and unpleasant odors. Partners included CCMUA, TD Bank, the New Jersey Tree Foundation, the Heart of Camden, Center for Environmental Transformation, Camden SMART initiative, Camden Special Services District, and the City of Camden.

[http://www.ccmua.org/?page\\_id=2936](http://www.ccmua.org/?page_id=2936)



**FIGURE 37:** PROPOSED SHELTERBELT ALONG LOCUST STREET

### OBJECTIVE 3

#### PROVIDE HIGH QUALITY OPEN SPACE AND RECREATION

The southern part of the study area is severely lacking in open space. Our walkshed analysis revealed that there is no public park space within a ten minute walk of the residential area along 3<sup>rd</sup> Street near Atlantic.

The Salvation Army Ray & Joan Kroc Corps Community Center opened in October 2014 and provides fitness facilities, sports fields, a theater, library and pantry on its 24-acre campus in the Cramer Hill neighborhood. Within the study area, however, there are limited opportunities for indoor recreation. The Neighborhood Center offers community sports and recently completed a new basketball and foursquare court. The YMCA of Burlington and Camden Counties no longer has a facility in Camden, however, their Safe Places to Play program staffs parks with Y counselors and provides programming for youth. In 2014, the Y program operated swim and healthy living programs in rented space, including at the Promise Academy pool at 250 Federal Street.

Throughout our public engagement process, residents called for high quality parks and recreation spaces. 27% of the ideas plotted on the collaborative map at our December 2014 public event related to open space. Ideas included a community garden near Royal Court, a kayak boat launch near the bridge, improved river ecology, and more play space for toddlers. Residents also identified the need for better maintenance of existing parks and accessible indoor recreation spaces.

The following recommendations aim to improve quality of life by creating environments for healthy and active living.

### 3.5 IMPROVE QUALITY OF EXISTING PARKS THROUGH BETTER MAINTENANCE AND MANAGEMENT

A 2004 study conducted by the Trust for Public Land (TPL) pointed out that, without a city parks department, Camden lacks public sector capacity to manage and grow the park system. Currently, various city and nonprofit organizations deal with funding and management of the parks including the Departments of City Planning and Public Works, Camden County, the Delaware River Port Authority, Delaware Riverkeeper, Camden Greenways, Camden City Garden Club, and the New Jersey Tree Foundation. These groups have made great strides in planting trees and expanding the network of gardens and green spaces. However, the diffusion of responsibility over parks has meant that at times maintenance falls by the wayside. As outlined in the 2004 TPL plan, the City should work to address parks management by establishing a unified city parks department to oversee planning, maintenance, management, programming, and financing. City partners should also encourage community adoption of green spaces, increase volunteer clean-ups, and enlist the Camden Special Services District for assistance [See also Healthy Neighborhoods Recommendations 2.7 and 2.9]





# ACTIVATE THE PARKS THROUGH PROGRAMMING

FIGURE 38: MAP OF PARK PROGRAMMING

### →3.6

#### CREATE MORE ACTIVE RECREATION OPPORTUNITIES AND EXPAND PARK PROGRAMMING

The study area has some notable open space assets including the Delaware River waterfront, Johnson Park, Community Park, and the newly created Roosevelt Plaza next to City Hall. Most of these are lovely passive spaces that feature trees and seating areas but lack opportunities for sports and exercise. The only active public space in the study area is Community Park, which is operated by Rutgers-Camden and is not openly accessible to the public. The waterfront offers regional destinations like the Adventure Aquarium and Camden Riversharks Stadium, but these are not daily destinations for residents. Additional programming is needed to remedy this situation and better define the existing open space assets. This can be accomplished through:

- Dynamic programming tailored to individual parks that will draw people in and provide active recreation opportunities. The following programs should be considered at the parks within the study area and accommodate resident-organized walking, biking and fitness clubs:
  - “THE BEACH” (WATERFRONT): beach chairs, umbrellas, planters, sand, kites, movies, sports on lawn and parking lots such as street hockey, soccer, flag football, kayak launch;
  - “THE THEATER” (JOHNSON PARK): arts and culture programming such as theater, dance, yoga and music;

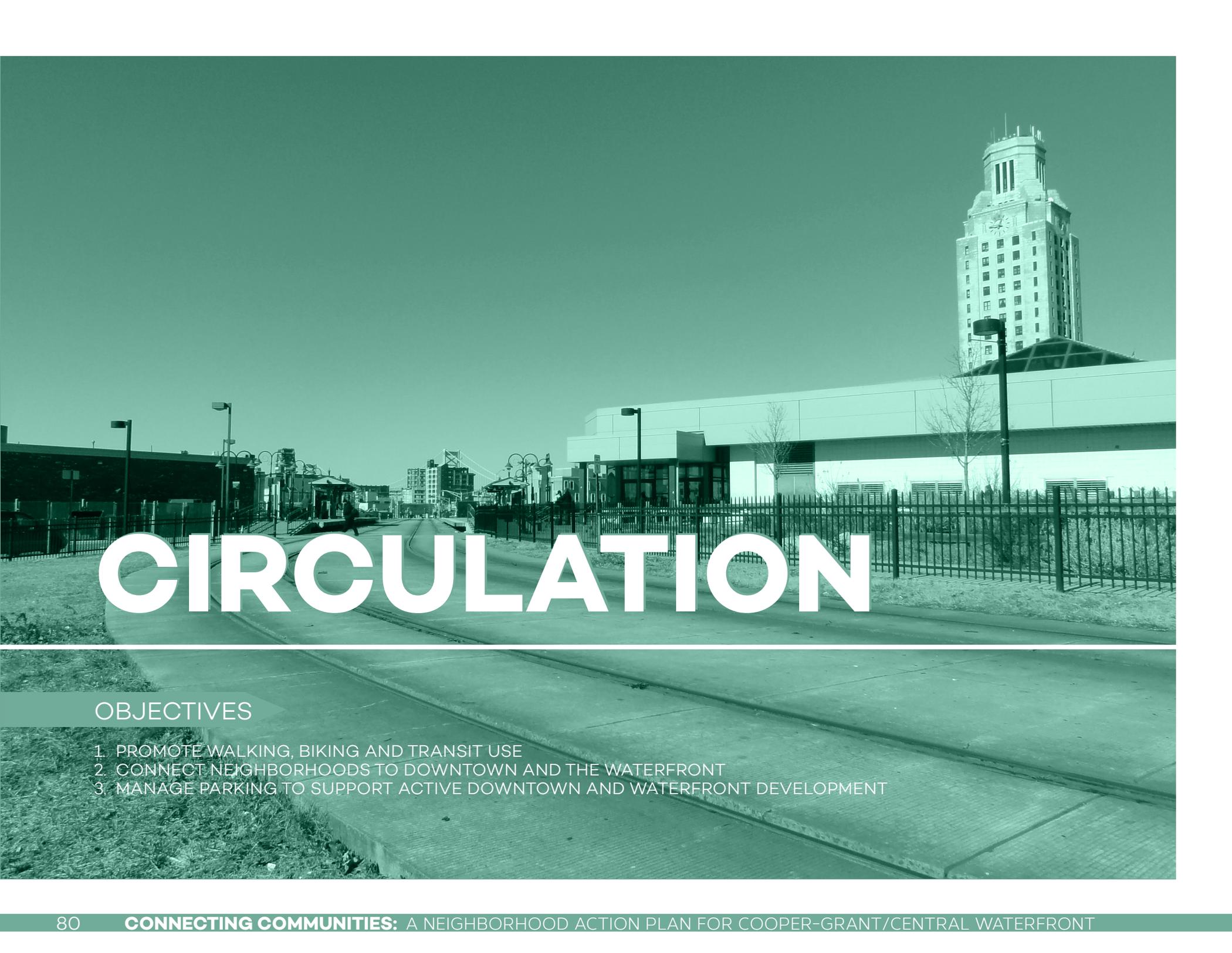
- “THE LIVING ROOM” (LOT ADJACENT TO TOWERS AND ROYAL COURT): chess, bocce, horseshoes, ping pong;
- “THE FRONT DOOR” (ROOSEVELT PLAZA): food trucks, food market, outdoor seating, music, and seasonal activities such as ice skating, mini golf, holiday fair;
- “THE MARINA” (WIGGINS WATERFRONT PARK): boat festival with boat tours and toy boat building;
- “THE WOODLANDS” (ALONG LOCUST FROM WALNUT TO KAIGHN): passive open space with trees and walking path.

- Increased access and programming at semi-public and private recreation spaces:
  - Provide additional Y programming at Promise Academy (old YMCA center) on Federal Street;
  - Repurpose Feters School on 3<sup>rd</sup> St as recreation and community center;
  - Coordinate with Neighborhood Center to expand recreation options for the community;
  - Provide indoor fitness classes at Riverview and Mickle Towers and Royal Court open to all residents.

### 3.7

#### CONNECT GREENWAY SYSTEM WITH PHOENIX PARK

Camden Greenways Incorporated is working on advocacy, fundraising and land acquisition to establish a River to Bay Greenway connecting the Delaware River to Barnegat Bay. The Greenway will connect the existing trail along the Delaware waterfront that stretches from Clinton Street to the Ben Franklin Bridge with trail sections along the Cooper River and beyond. To the south, a 5-acre riverfront parcel is being remediated as a public open space called Phoenix Park that includes wetlands, meadows, and paths. As it develops its citywide bike/trail plan, the City should encourage a southern greenway connection to Phoenix Park to connect the Waterfront South area with the downtown. Bike routes that have been suggested to make a southern connection through the industrial district include 2<sup>nd</sup> Street in the short-term and 3<sup>rd</sup> Street in the long-term as part of the proposed re-alignment south of Clinton Street. [See also Circulation Recommendation 4.7]



# CIRCULATION

## OBJECTIVES

1. PROMOTE WALKING, BIKING AND TRANSIT USE
2. CONNECT NEIGHBORHOODS TO DOWNTOWN AND THE WATERFRONT
3. MANAGE PARKING TO SUPPORT ACTIVE DOWNTOWN AND WATERFRONT DEVELOPMENT

# WHY IS THIS IMPORTANT?

The advantages of living in Cooper-Grant/Central Waterfront are proximity to downtown and waterfront assets, access to transportation hubs, and the opportunity to live with less dependency on car travel. A vibrant Cooper-Grant/Central Waterfront needs to be active and connected, easy to get around whether on foot, bike, train, bus, or car. But safer and better connected streets are needed to support more activity.

One-third of the study area population does not own a car and DVRPC estimates that 40% of new trips downtown will be taken without a car. Pedestrian-

friendly streets must be safe for seniors and children – those who rely most heavily on non-car forms of mobility. Seniors make up 13% of the population in the neighborhoods of Cooper-Grant/Central Waterfront, a much larger proportion than the city as a whole. The pop-up survey showed that residents of the Riverview and Mickle Towers, many of them seniors, were found to be most likely to shop locally and rely on walking or transit.

**41% OF SURVEYED RESIDENTS SAID TRANSIT IS ONE OF THEIR FAVORITE THINGS ABOUT THE NEIGHBORHOOD**

Residents ranked transportation the highest among the neighborhoods' assets and 41% counted proximity to public transit is one of their favorite things about living in the community. However, the study area is not seen as walkable due to wide streets that are difficult to cross, large blocks, and a lack of active uses.

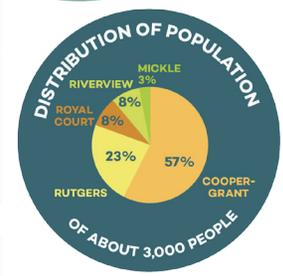
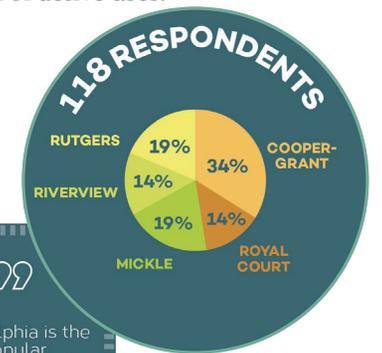
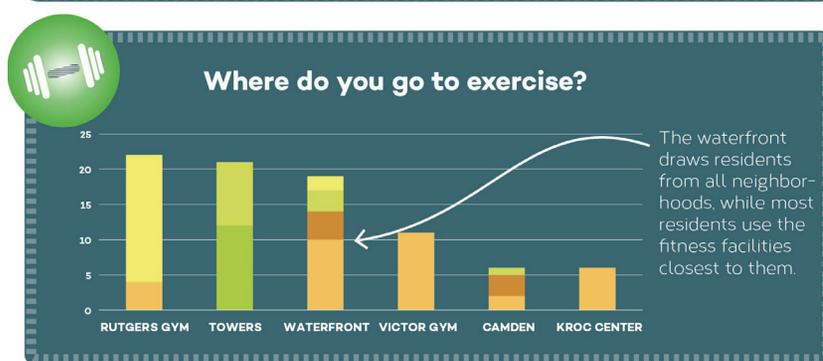
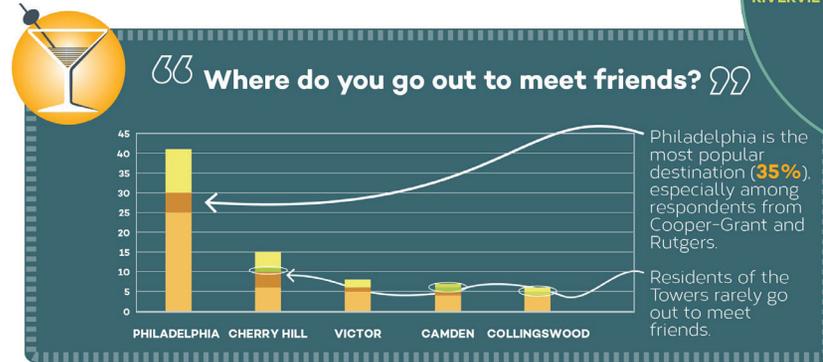
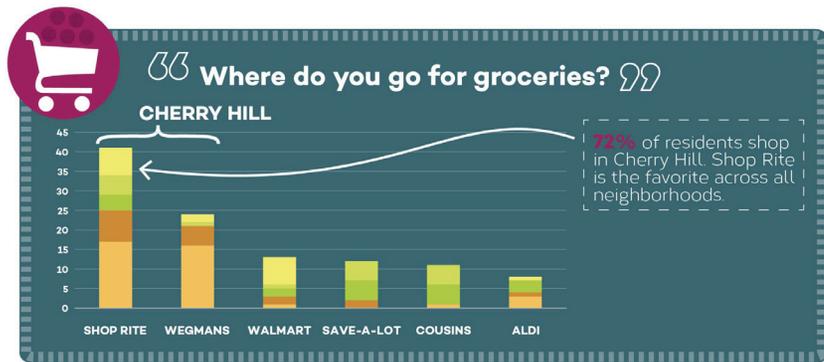


FIGURE 39: POP-UP SURVEY RESULTS (2014)



Downtown Camden's street grid has evolved over time away from a tight urban fabric of walkable blocks to large mega-blocks, the result of street closures and block consolidation. Pedestrians and drivers alike find it difficult to navigate as many streets, such as Front and 2<sup>nd</sup> Street, are not continuous. These mega-blocks separate the residential neighborhoods from one another and from downtown and waterfront amenities. Furthermore, many of these blocks contain surface parking lots that hinder walkability, contribute to stormwater run-off, and jeopardize the creation of a vibrant downtown. The abundance of surface parking lots results in very few active frontages downtown and along the waterfront; only 13% of frontages are uses such as restaurants or retail.



Surface parking lots hinder walkability

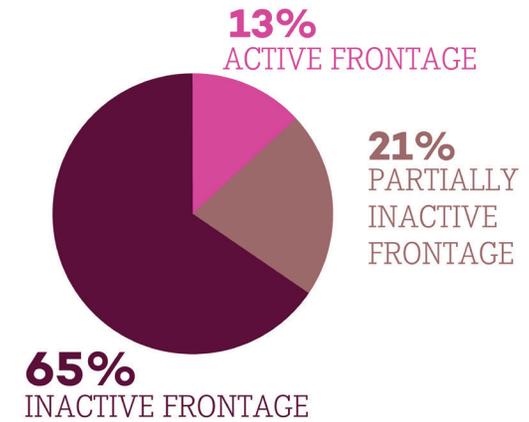
The Circulation recommendations aim to support an active downtown by creating safe streets for all modes of transportation and a street network that connects the neighborhoods to downtown, the waterfront, and each other.



## PARKING & DOWNTOWN FRONTAGES

it's less than **1 MILE** from the edge of Downtown to the Waterfront

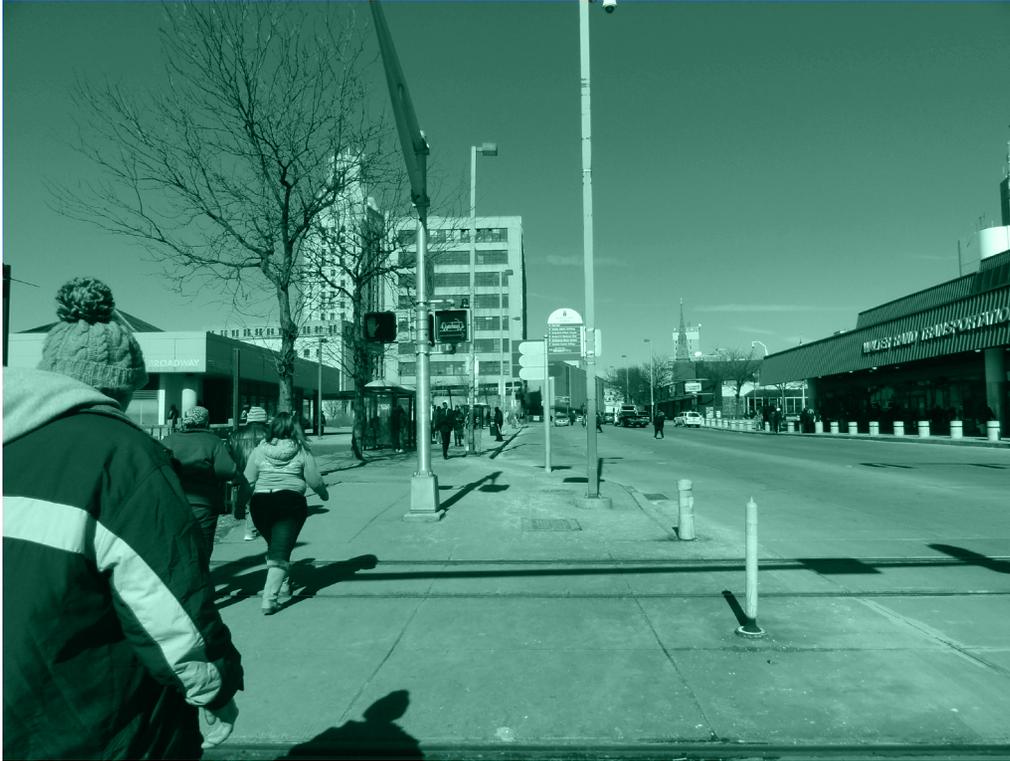
but there are very few active frontages west of 3rd Street



 PARKING LOT

Source: Interface field survey & Bing aerial, 2014

FIGURE 40: MAP OF PARKING AND DOWNTOWN FRONTAGES



Martin Luther King Boulevard and Broadway

## RECOMMENDATIONS

### **OBJECTIVE 1:** PROMOTE WALKING, BIKING AND TRANSIT USE

The New Jersey Pedestrian Safety Action Plan was released in 2014 with a mission of reducing pedestrian fatalities and serious injuries by 20% in 5 years, by targeting a change in both behavior and the physical environment. Through its 2013 Complete Streets policy, the City of Camden has committed to incorporating amenities for pedestrians, bicyclists, transit riders, drivers, and people of all ages and abilities into all municipal road projects. The policy also encourages the installation of these amenities on non-municipal roads within the city, through collaboration with other agencies. The new policy will be an important measure in improving walkability across the wide streets and mega-blocks downtown. The following recommendations complement and strengthen the goals of pedestrian safety and Complete Streets.

# TRANSIT



FIGURE 41: MAP OF PUBLIC TRANSPORTATION

- BUS
- PATCO
- RIVERLINE
- PROPOSED GLASSBORO-CAMDEN LIGHT RAIL

## PRECEDENT:

### VISION ZERO

Vision Zero is a policy to reduce traffic fatalities and injuries bringing loss of life to zero through infrastructure improvement, technology and enforcement. Started in Sweden in 1997 and adopted by New York City and San Francisco with medium-term goals to reduce traffic deaths by half by 2030 in New York and by 2024 in San Francisco. Minnesota, Utah, and Washington State have also adopted similar programs.



#### 4.1

##### LAUNCH PEDESTRIAN AND BICYCLE SAFETY CAMPAIGN

The City of Camden should join other cities across the country in developing a campaign to increase road safety and reduce the number of traffic fatalities and injuries. Pedestrian safety is particularly a concern at key intersections along Broadway at Martin Luther King Boulevard, Federal Street, and Cooper Street, and at the intersection of Federal and Haddon Streets.<sup>1</sup> Broadway intersections with Martin Luther King and Federal are the most dangerous based on an assessment from 2007-2010.<sup>2</sup> Jaywalking is a big concern and street design through medians and barriers is meant to control this. A safety campaign should include the following elements:

- Education and outreach to reduce reckless driving, biking and jaywalking;
- Enforcement of moving violations including speeding, failing to yield to pedestrians, improper turns, and calling or texting while driving;
- Street design to calm traffic that includes more protected space for pedestrians and bicycles, and improved visibility.

<sup>1</sup> Finding Space: Balancing Parking Needs and Urban Vitality in the City of Camden, DVRPC, 2011  
<sup>2</sup> Camden Access Study, DVRPC, 2012

#### 4.2

##### ENSURE ALL PEDESTRIAN SIGNALS ARE CONSISTENT

The 2009 Manual on Uniform Traffic Control Devices (MUTCD) calls for pedestrian signal timing with a minimum of 1 second per 3.5 feet of crossing distance, however, research has shown that the average walking speed for seniors over the age of 65 is at least 0.7 feet per second slower.<sup>3</sup> The study area has a higher percentage of seniors (13%) than the city average (8%) and there is a particularly high concentration in the residential towers along Martin Luther King Boulevard, the widest and most challenging street to cross. Many of these seniors do not drive, either by choice or necessity. A safe pedestrian environment is paramount to their health, as seniors over 65 years of age are overrepresented among pedestrian injuries and fatalities.

Both the MUTCD and the Federal Highway Administration recommend a slower walking speed to determine crossing time for senior pedestrians. It is recommended that the City consider a slower walking speed of 3 feet per second for signal timing to account for the high percentage of seniors who reside downtown, as well as to accommodate the diverse mix of visitors of all ages and abilities to downtown institutions and the waterfront. Additionally, pedestrian countdown timers can be deployed at key intersections with heavy foot traffic and wide crossings to help pedestrians clear the crossing more effectively.

<sup>3</sup> New Jersey Pedestrian Safety Action Plan Toolbox, NJDOT, 2014

### 4.3 IMPROVE WALKABILITY AND SIDEWALK CONDITIONS

Residents ranked the physical condition of sidewalks, streets and public spaces as fair and indicated there was room for improvement. While the waterfront and parts of downtown have new infrastructure and well-maintained sidewalks, many neighborhood streets and sidewalks are in need of repair. Some blocks do not have sidewalks at all, including 3<sup>rd</sup> Street between Martin Luther King Boulevard and Clinton Street. Many blocks in the industrial district near residential areas have severely degraded and overgrown sidewalks. This plan calls for improving existing sidewalks or installing new sidewalks to better connect residents and amenities, particularly in the neighborhoods south of Martin Luther King Boulevard. Routes to school, as noted in the recommendation below, should be given priority for sidewalk and walkability improvements.

### 4.4 CONTINUE TO REVITALIZE SAFE CORRIDORS & SAFE HAVENS AND RECRUIT COMMUNITY-BASED PARTNERS

Many residents expressed a desire for neighborhoods where kids can walk to school. The Camden City School District's Safe Corridor/ Safe Haven program is a collaboration between the Mayor's office, the police department, the fire department, and local communities to increase student safety on their walk to and from school. The

**"WE NEED HOUSING  
WHERE KIDS CAN  
WALK TO SCHOOL."  
-RESIDENT**

Safe Corridor/ Safe Haven program is a collaboration between the Mayor's office, the police department, the

School District has identified 3<sup>rd</sup> Street, Mount Vernon Street and Kaighn Avenue in Bergen Square leading to Wiggins Elementary School and Cooper Street between Cooper-Grant and the LEAP Academy Schools as Safe Corridors. A new Safe Corridor should be created between Royal Court and Kipp Cooper Norcross Academy along Berkley Street. Community partners, such as faith-based organizations, community organizations, and businesses, should be recruited to provide Safe Havens along the route.

### 4.5 IMPROVE ACCESS TO TRANSIT

The RiverLINE, PATCO, the bus network, and the Walter Rand Transportation Center provide a rich assortment of transit options and connections to areas throughout the city and state, and to Philadelphia. Nevertheless, access to transit could be improved. All study area residents, with the exception of those along 3<sup>rd</sup> Street near Atlantic, are within a 10-minute walk of a PATCO or RiverLINE stop. Planned long-term and large-scale investments in transit will have a transformative effect on downtown and include the redesign of the Walter Rand Transportation Center and bus stops along Broadway, new RiverLINE and PATCO stations to serve the Gateway District and Cooper University Health Care campus, and the proposed Glassboro-Camden light rail line. As plans for station improvements move forward, transit access could be improved by advocating for universal accessibility at the Walter Rand Transportation Center and downtown PATCO stations. Redesigning the

**"ELEVATOR ACCESS  
TO PATCO"  
-RESIDENT**

intersection of Broadway and Martin Luther King Boulevard for pedestrian safety is also a critical piece in improving access to Walter Rand Transportation Center and adjacent bus stops [see also Circulation Recommendation 4.9]. In addition to these long-term improvements, transit access throughout the study area could be improved by providing benches and shelters at high ridership stops and at locations with a high concentration of seniors.

### 4.6 CREATE A SHUTTLE BUS TO CONNECT DOWNTOWN DESTINATIONS

While transit is one of downtown's biggest assets, there are limited stops downtown and major employment centers east and south of downtown are not well-served. The Downtown Institutional Plan recommends a downtown shuttle to extend the range of the existing transit service and better connect it to the educational and medical campuses and downtown destinations. The shuttle should be accessible to downtown residents.



## 4.7 EXPAND THE BIKE NETWORK

The study area is eminently bikeable. The longest ride in the study area – from the Ben Franklin Bridge to the southern boundary at Atlantic Avenue – is only 10 minutes, while bike trips between downtown and waterfront activity centers and the neighborhoods are even shorter. Bicycling from Philadelphia’s City Hall to the Susquehanna Bank Center via the bridge takes only 20 minutes. A new bicycle and pedestrian ramp from the Ben Franklin Bridge to 5<sup>th</sup> Street has received \$1.2 million of the projected \$3.5 million cost and studies are slated to be complete at the end of 2015. The existing bike network runs mainly along east-west streets connecting Rutgers University and Cooper University Hospital to the Camden GreenWay along the waterfront.

More can be done to forge strong bike connections between waterfront destinations and downtown businesses. Business owners find that bike lanes are good for their business as bike lanes help to calm traffic. Potential customers traveling at slower speeds have a chance to see the businesses and the street feels safer and more walkable. Building upon DVRPC’s Camden Access Study (2012) and the Camden County Bicycling & Multi-Use Trails Master Plan (2014), the following streets are recommended to be considered for bike facilities as the City completes its citywide bike study:

- Martin Luther King Boulevard – Continue bike and pedestrian treatment between the Walter Rand Transportation Center and the gateway at I-676;
- 3<sup>rd</sup> Street – Add bike facilities from Clinton Street

north into North Camden using striped and buffered bike lanes where there is sufficient street width (such as between Martin Luther King Boulevard and Clinton Street), and sharrows where the street narrows. Over the long-term, the proposed 3<sup>rd</sup> Street re-alignment south of Clinton Street could continue the bike route as the southern connection for the Camden GreenWay into the Waterfront South neighborhood [see also Resiliency and Open Space Recommendation 3.7];

- Clinton Street – Add bike facilities between 3<sup>rd</sup> Street and the waterfront;
- 2<sup>nd</sup> Street – Add striped bike lanes south of Clinton to connect to the South Waterfront. This route may be considered as a short-term southern connection of the Camden GreenWay pending the re-alignment of 3<sup>rd</sup> Street;
- Market Street – Add bike facilities as part of a two-way conversion (potentially sharrows if it is not wide enough for bike lanes);
- Kaighn Avenue – Add striped and buffered bike lanes from 2<sup>nd</sup> Street east to connect neighborhoods with the northern route to the Camden GreenWay and downtown;
- 5<sup>th</sup> Street – Add bike facilities as part of a two-way conversion to connect from the Ben Franklin Bridge bike ramp and Rutgers campus to Martin Luther King Boulevard.
- Haddon – Add bike facilities (striped and buffered where there is street width) to connect downtown with North Camden and Cooper University Hospital and the gateway at I-676.

## 4.8 INSTALL BIKE RACKS ON COMMERCIAL STREETS, AT INSTITUTIONS AND BUSINESSES, AND AT TRANSPORTATION HUBS

Encouraging more bike riders means also providing a safe place to park bicycles. Bike racks should be installed on commercial streets, including Market and Broadway, at institutions and employers, and at the Walter Rand Transportation Center. Additionally, Campbell’s Field, Susquehanna Bank Center, the Adventure Aquarium and other waterfront destinations should be encouraged to provide ample bike parking to alleviate some of the demand for auto parking. A typical bike corral can hold up to 12 bikes in the same amount of space as one typical on-street parking spot. Studies have shown that bike parking can generate more revenue than car parking, as it accommodates many more people in the same amount of space.<sup>4</sup>

<sup>4</sup> November 15, 2013. “Making the Economic Case for Cycling-Friendly Cities with Bikeconomics.” <http://www.fastcoexist.com/3021074/making-the-economic-case-for-cycling-friendly-cities-with-bikeconomics>

**“IMPROVE BIKE LANE CONNECTIONS IN AND OUT OF THE NEIGHBORHOOD AREA”**  
–RESIDENT

# BIKE NETWORK

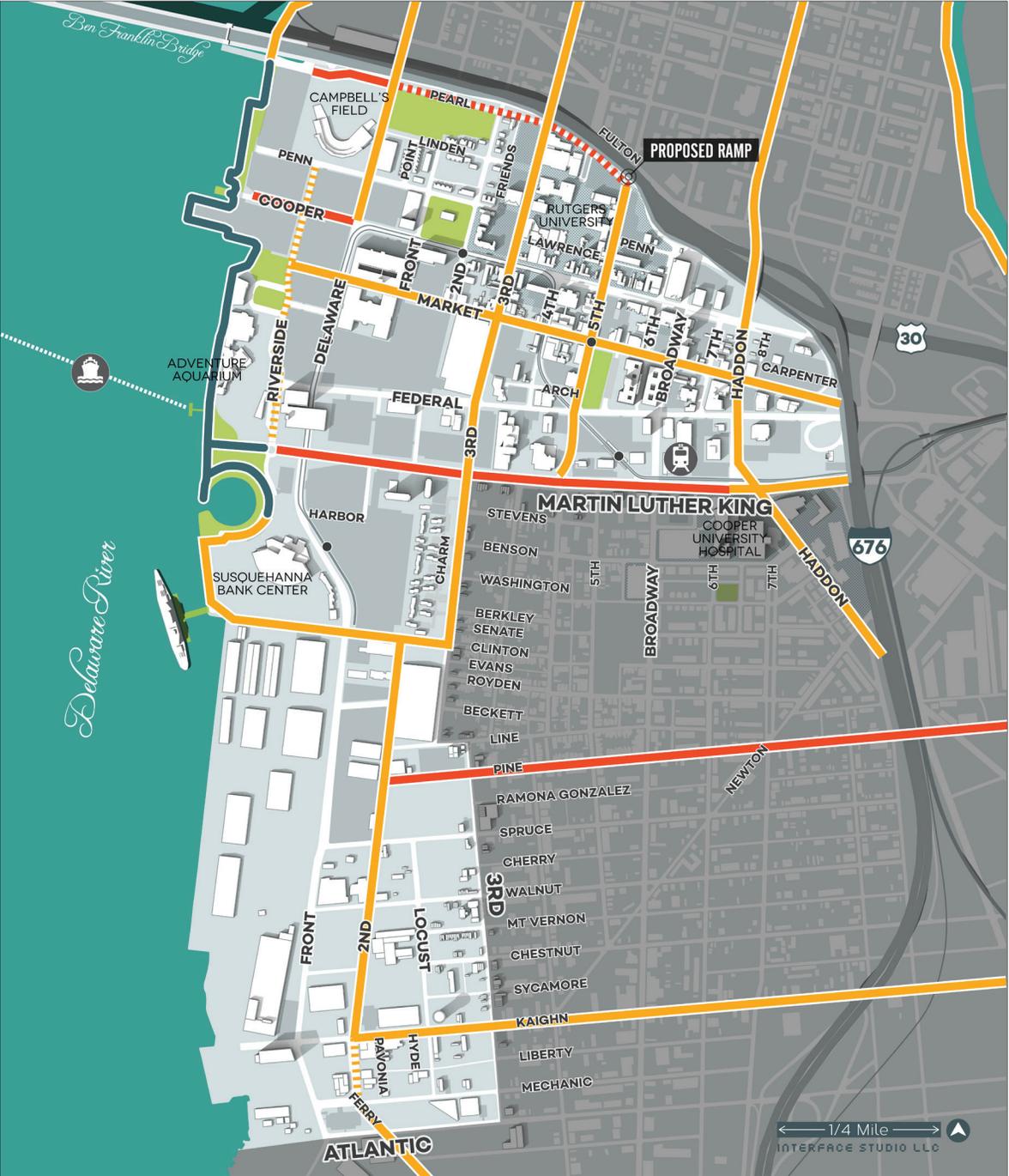


FIGURE 42: MAP OF PROPOSED BIKE NETWORK

- - - - PROPOSED ROUTE
- RECOMMENDED BIKE FACILITIES
- - - - EXISTING SHARROW
- EXISTING BIKE LANE
- EXISTING CIRCUIT TRAIL
- PASSENGER RAIL STOP

## **OBJECTIVE 2:**

### **CONNECT NEIGHBORHOODS TO DOWNTOWN AND THE WATERFRONT**

In previous plans and ongoing projects, there has been a push to improve the city's connectivity and walkability by focusing on specific streets and blocks. Cooper's Ferry Partnership has made progress on numerous street improvements downtown. Bike trail striping on Delaware Avenue from Cooper Street through North Camden will begin construction in summer 2015. Currently in design, Cooper Street improvements from Delaware to Haddon will create 2 through traffic lanes along this stretch, reconfigure medians, remove the median at 6<sup>th</sup> Street, and add an additional signal. A feasibility study is underway for street conversions from one-way to two-way along Federal, Market and 5<sup>th</sup> Streets. The following recommendations build off of these earlier recommendations and actions:

## **4.9**

### **MAKE MARTIN LUTHER KING BOULEVARD SAFER FOR PEDESTRIANS**

Martin Luther King Boulevard effectively divides the study area and the neighborhoods south of it from downtown. At its widest, it measures 100 feet from curb to curb and has 5 travel lanes before narrowing down to 2 travel lanes near the waterfront. This boulevard is a connection between Cooper University Hospital, Walter Rand Transportation Center, the waterfront, and residents in Lanning Square, Riverview and Mickle Towers, and Royal Court. While the boulevard carries an average annual daily traffic of under 20,000 cars, it has been designed to handle heavy event traffic during certain days of the year [see Appendix page 25 for traffic counts]. In contrast, average annual daily traffic on Philadelphia's Broad Street is 40,000 cars and it measures only 70 feet wide. The following measures are recommended to improve safety and walkability along Martin Luther King Boulevard and create conditions for future development, while maintaining traffic capacity when necessary:

- Reconfigure the roadway between 3rd and 5th Streets. This widest section of Martin Luther King Boulevard has 5 lanes of travel and the curbs along the southern side of the boulevard are not aligned with the curbs west of 3rd Street and east of 5th Street. The roadway can be reconfigured to 4 travel lanes and 1 left turn/median lane between 3rd to 5th streets by converting the southernmost travel lane into a parking lane that creates a buffer between the bike lane and travel lanes. This will align the lanes

with the other blocks and create a safer, consistent travel way. When extra capacity is needed during events, the parking lane can be converted back into a travel lane. The space along the southern curb can be repurposed as pedestrian-oriented space for parklets or vendors. These changes can be implemented on a pilot basis with re-striping and signage.

- Redesign the intersections at 3rd, 5th, and Broadway to improve pedestrian safety by creating curb extensions to shorten crossing distances at intersections where there is a parking lane. These changes can be implemented on a pilot basis with re-striping and planters or removable bollards. The intersection with Broadway is the most dangerous and challenging given the multiple modes of transportation and high foot traffic converging at this point. It is recommended that medians be extended to provide pedestrian refuge and that the placement of pedestrian countdown signals be adjusted for better visibility and to distinguish them from signals for rail crossing. All-way crossing, also known as a pedestrian scramble, may be considered at this intersection to improve safety.
- Improve visibility at intersections with planted medians. The Camden Access Study noted that the raised medians and plants affect both driver and pedestrian visibility and safety. It is recommended that plants in the median be trimmed to allow cars

and pedestrians clear views within 25 feet of the crosswalk, using the New Jersey statutes regarding parking restrictions at intersections as a guideline.

- Plant street trees along entire corridor. In concert with the planted median, a tree-lined boulevard will help to calm traffic and provide a linear green path to the waterfront and the Camden Greenway. A tree-lined walkway could also be created on the southern side of the boulevard between 3rd and 5th streets where extra roadway exists if the pilot street reconfiguration is successful.
- Add benches along the boulevard. As part of the transformation of the boulevard from an overly wide car-dominated street into a more pedestrian-friendly environment, benches will provide respite for residents and visitors traveling to the Walter Rand Transportation Center and businesses on Broadway.
- Manage event traffic on Martin Luther King Boulevard by offering alternate routes to waterfront events, including Cooper Street, Market Street and the Atlantic Avenue exit off of I-676. These multiple routes as well as train, bus and bike options should be advertised on event websites. Spreading event traffic onto other roadways and modes of travel will alleviate the impact on residents at Riverview and Mickle Towers and Royal Court, and bring potential customers through downtown.



Martin Luther King Boulevard at 3rd Street

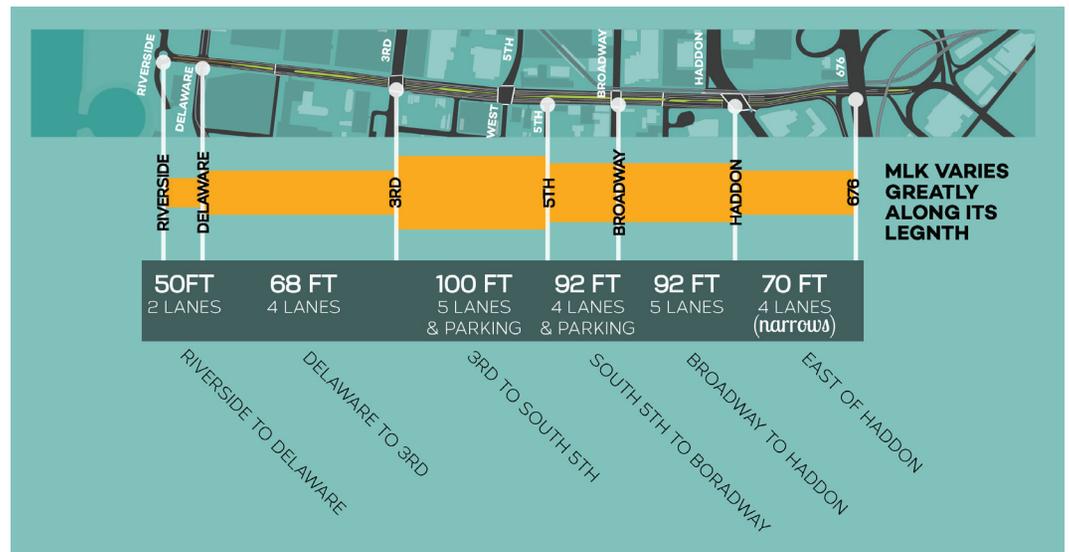
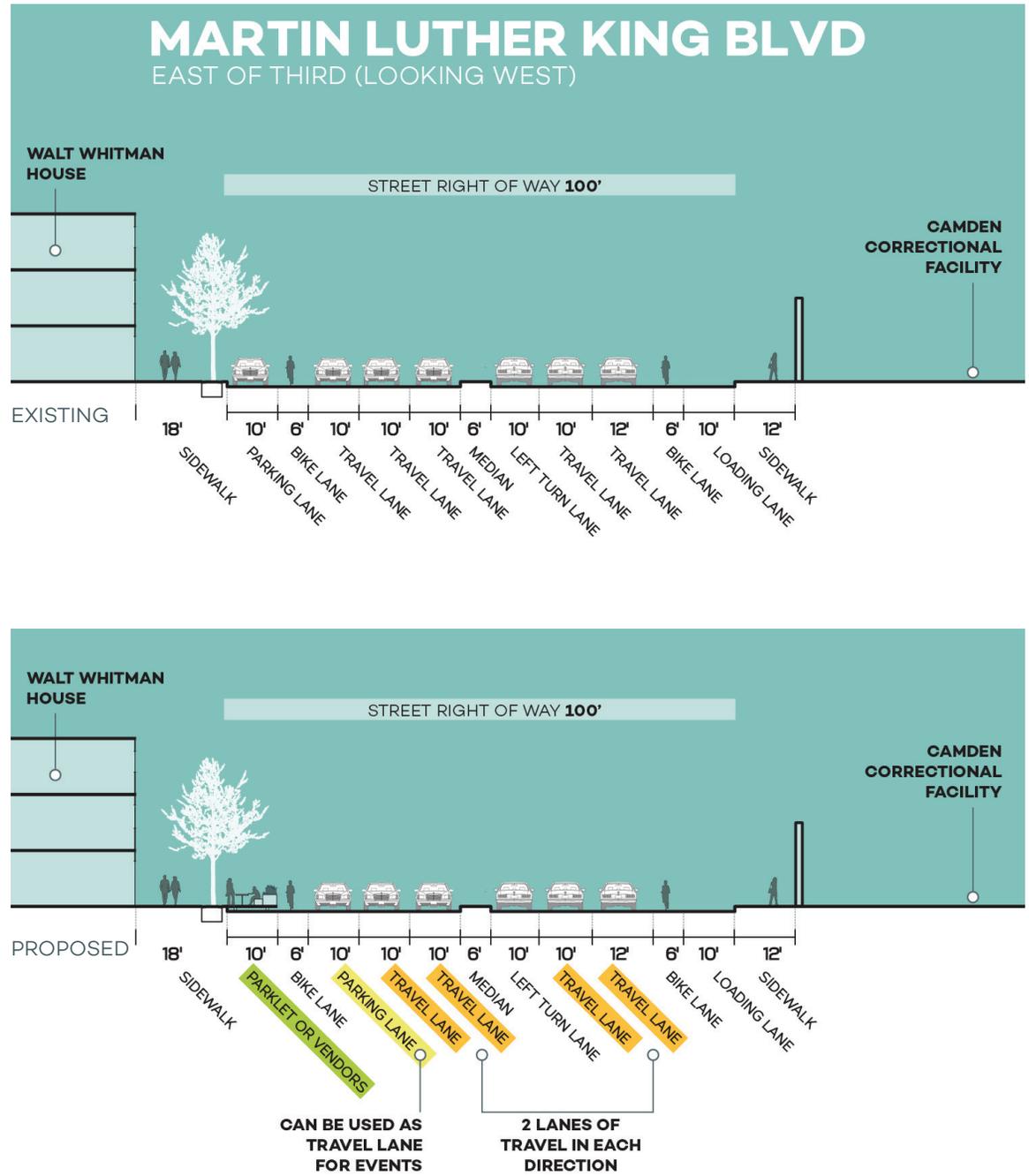


FIGURE 43: DIAGRAM OF MARTIN LUTHER KING BOULEVARD ROAD WIDTHS

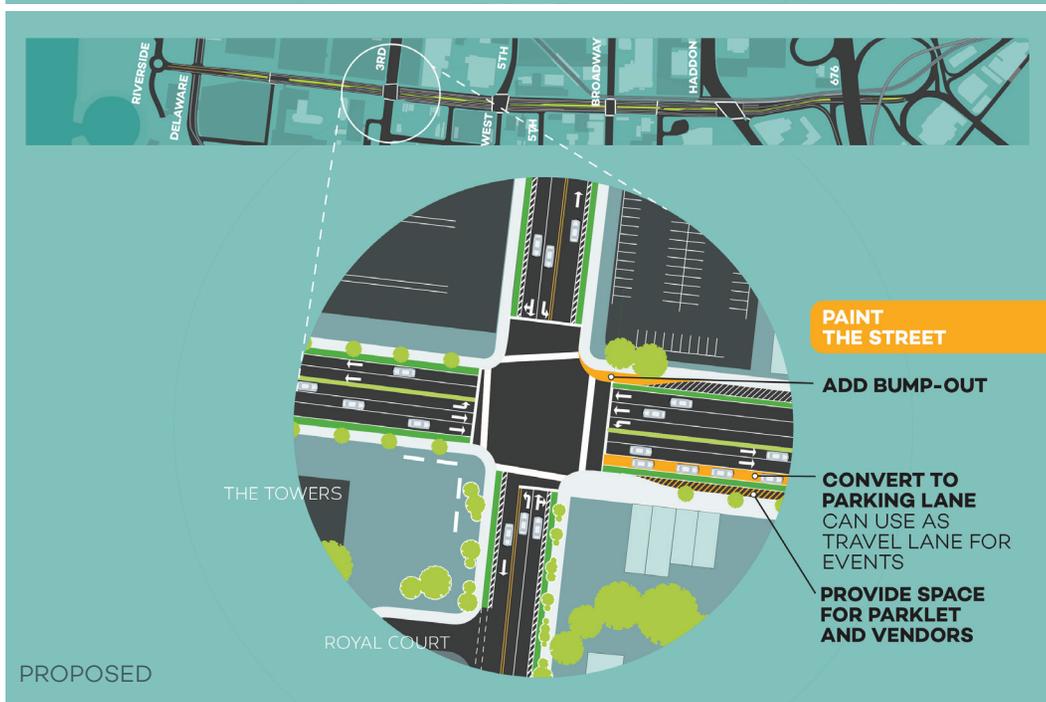
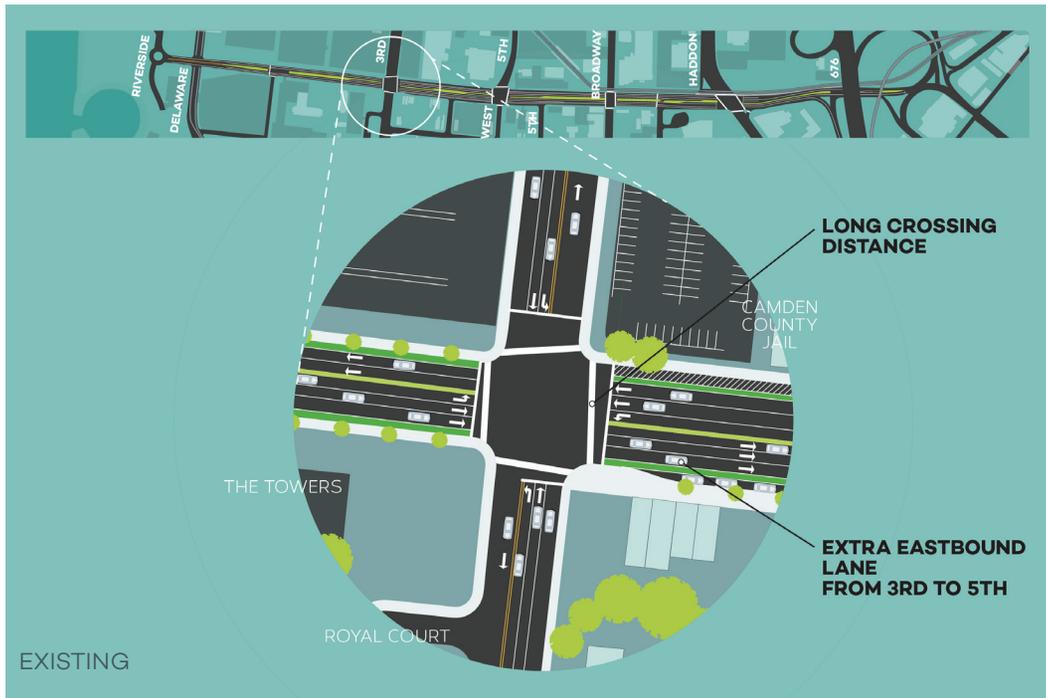
## PRECEDENT:

### INCREMENTAL STREET DESIGN

Pilot street reconfigurations and parklets have been quickly and successfully implemented in cities such as Philadelphia and New York using temporary materials such as paint, planters and removable bollards to delineate new traffic patterns and space for people and bicycles.



**FIGURE 44:** EXISTING AND PROPOSED CROSS SECTIONS OF MARTIN LUTHER KING BOULEVARD AT 3RD STREET



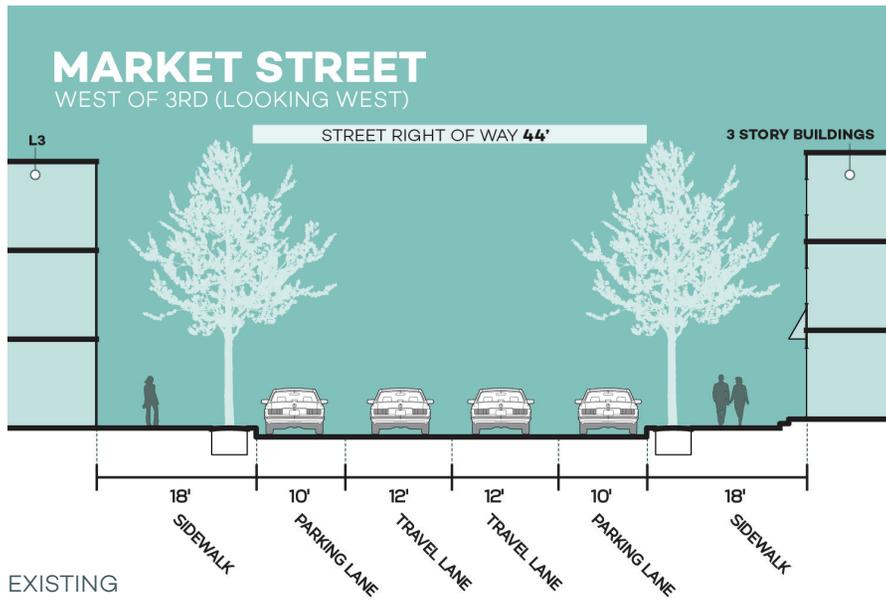
## PRECEDENT: PEDESTRIAN SCRAMBLE



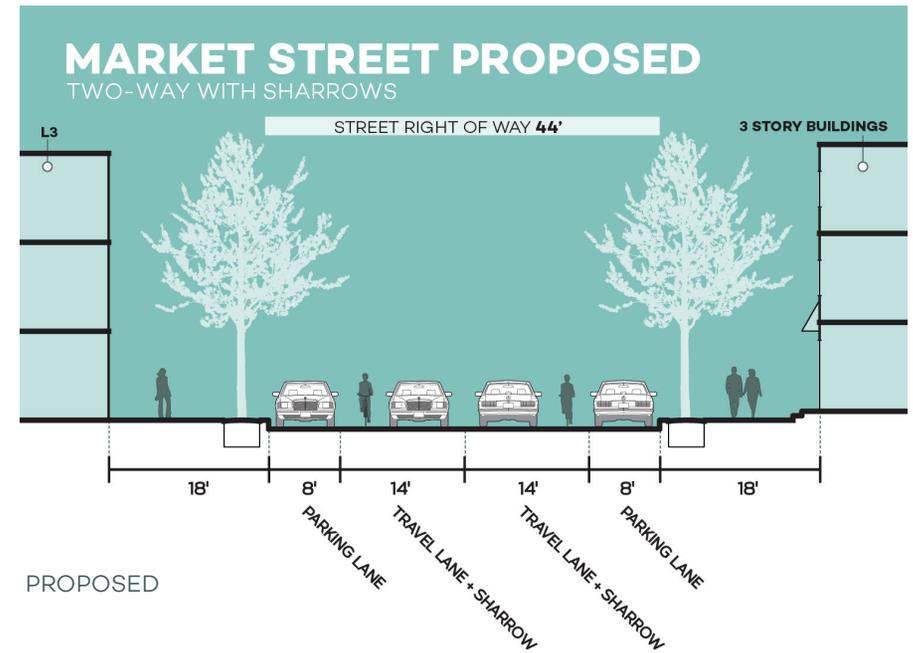
All-way crossings stop all motorized traffic at an intersection to allow pedestrians to cross in all directions, including diagonally. This practice emerged in the US in the 1940s and has been introduced recently in Oakland, Washington DC, and Chicago. Car traffic at these intersections ranged from 20,000 to 27,000, while traffic on Martin Luther King Boulevard falls under 20,000.

[http://articles.chicagotribune.com/2013-05-31/news/chi-loop-intersection-to-test-pedestrian-scramble-20130530\\_1\\_crash-related-pedestrian-injuries-klein-jackson-boulevard](http://articles.chicagotribune.com/2013-05-31/news/chi-loop-intersection-to-test-pedestrian-scramble-20130530_1_crash-related-pedestrian-injuries-klein-jackson-boulevard)

**FIGURE 45:** EXISTING AND PROPOSED PLAN VIEWS OF MARTIN LUTHER KING BOULEVARD AT 3RD STREET



EXISTING



PROPOSED

**FIGURE 46:** EXISTING AND PROPOSED CROSS SECTIONS OF MARKET STREET

→ **4.10**  
MAKE MARKET STREET A PEDESTRIAN-FRIENDLY MAIN COMMERCIAL CORRIDOR

Market Street should be the city’s “main street” and the primary connector between the new Gateway District, downtown, and the waterfront. The street features attractive streetscape and fairly good street tree coverage west of Broadway, however the one-way traffic pattern and wide travel lanes make it feel wider and faster than the intimate and pedestrian-friendly main street it could be. The following measures are recommended to enhance Market Street’s appeal as a pedestrian-friendly commercial corridor:

Short-term

- Add street furniture. As the primary commercial corridor and location of major employers, business along Market Street should be encouraged to work with the City to install bike racks for their customers

and employees. The success of outdoor seating at Roosevelt Plaza should be replicated at the 3<sup>rd</sup> Street intersection plazas to support businesses and provide an outdoor amenity for the Market Fair senior housing.

- Fill in the street tree gaps. Planting trees along the entire Market Street corridor will add to its pedestrian quality, provide shade, and calm traffic.
- Add bike facilities. Market Street is a logical choice for bicycling but needs signage and/or striping to mark this route, even before the long-term plan for two-way conversion is completed. There is space to create a buffered bike lane through re-striping and reducing travel and parking lane widths.

An alternative option would be to add a sharrow marking and signage.

Long-term

- Complete a feasibility study and make recommendations to improve traffic circulation and pedestrian safety on Market, Federal and 5<sup>th</sup> Streets. Previous studies have recommended that Market Street, Federal Street, and 5<sup>th</sup> Street be converted to two-way streets to improve downtown traffic circulation.
- Add bike lanes or sharrows. Bike facilities should be installed along with the conversion of the street from one-way to two-way. Depending on the results of the feasibility study, the street can either accommodate dedicated bike lanes or sharrows.



**FIGURE 47:** PROPOSED EXTENSION OF FRONT AND 2ND STREETS



**FIGURE 48:** PROPOSED PILOT GREEN AND COMPLETE STREET ON 3RD STREET

**4.11**  
EXTEND FRONT AND 2<sup>ND</sup> STREETS  
BETWEEN MARKET STREET AND MARTIN  
LUTHER KING BOULEVARD

The Downtown Institutional Plan recommends extending Front and Second Streets through the parking lots of L-3 Communications and New Jersey Economic Development Agency’s Technology Park. This will restore the street grid and create a new connection from Martin Luther King Boulevard to Market Street, connecting employees at the 76ers practice facility and residents in the Central Waterfront with Market Street businesses and Cooper-Grant. The restored street grid will improve traffic circulation and walkability throughout the downtown.

**4.12**  
IMPROVE 3<sup>RD</sup> STREET AS A COMPLETE  
STREET

The section of 3<sup>rd</sup> Street between Martin Luther King Boulevard and Clinton Street is in very poor condition. The deteriorating remnants of speed bumps were designed to calm traffic but instead create hazardous conditions for drivers. Street upgrading is an opportunity to redesign 3<sup>rd</sup> Street according to Complete Streets design principles. The street currently has two travel lanes in each direction with a parking lane on the east side. It is recommended that the street be reconfigured to one travel lane in each direction with a shared center turn lane to make room for buffered bike lanes. A sidewalk added along the fencing at Royal Court on the west side of the street will

promote a safe pedestrian connection to Clinton Street and the entrance to the Battleship New Jersey. There is also an opportunity to create a pilot green street with stormwater bump outs and tree trenches. The proposed re-alignment of 3<sup>rd</sup> Street is an opportunity to extend these improvements into the Waterfront South neighborhood. Long-term this will create a southern GreenWay connection to Phoenix Park and a storm and sanitary sewer interceptor to direct stormwater and sanitary sewage east of 3<sup>rd</sup> Street to the Camden County water treatment facility.<sup>5</sup> [See also Resiliency and Open Space Recommendation 3.1]

<sup>5</sup> Comprehensive Economic Development Strategy (City of Camden, 2012)

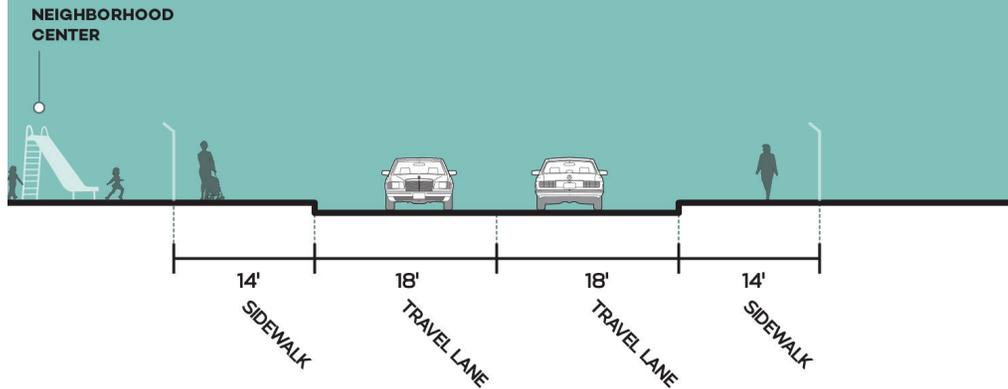
# KAIGHN AVENUE

BETWEEN LOCUST AND 3RD

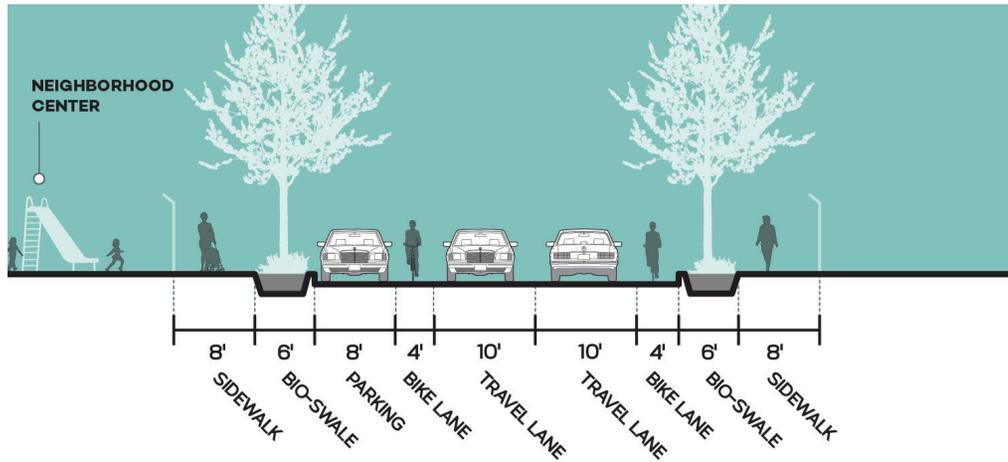
STREET RIGHT OF WAY 36'



EXISTING



PROPOSED



**FIGURE 49:** EXISTING AND PROPOSED CROSS-SECTION OF KAIGHN AVENUE

## 4.13 IMPROVE KAIGHN AVENUE AS A COMPLETE STREET

Kaighn Avenue has a markedly different character from the rest of the industrial district. Instead of the heavy industry and warehousing that dominates the rest of the district, the businesses along the street include food processing and home improvement showroom and warehouses. Most importantly, it is home to the Neighborhood Center, an anchor for the surrounding community that provides child care, youth programs, and community food programs. The street is currently very wide with some on-street parking, though many cars were observed parking on the sidewalk. As a result, the sidewalks and curbs are severely degraded. Given the character of the surrounding uses, there is an opportunity to improve Kaighn Avenue as a Complete Street with sidewalks and bike lanes. There is room along the right-of-way for dedicated bike lanes and a parking lane on the south side of the street, to accommodate the Neighborhood Center and local businesses. Additionally, the wide sidewalks can accommodate a bio-swale to collect and retain stormwater. [See also Resiliency and Open Space Recommendation 3.1]

### **OBJECTIVE 3:**

#### **MANAGE PARKING TO SUPPORT ACTIVE DOWNTOWN AND WATERFRONT DEVELOPMENT**

The surface parking lots downtown and on the waterfront are meant to be temporary and eventually will be developed, but they currently diminish the activity and connectivity of downtown. There are 106 acres of surface parking lots in the study area, the equivalent of 81 football fields. Usage of the off-street parking lots and garages has an uneven distribution with some lots at capacity and others underutilized. Some parking lots serve downtown institutions and employers on a daily basis, while others are used by entertainment venues with intense parking requirements during certain hours or times of the year, such as the Adventure Aquarium, the Camden Riversharks Stadium, the Children's Garden, and the Susquehanna Bank Center.

Recommendations from DVRPC's 2011 parking study relate specifically to the downtown study area and are included in this plan.



Underutilized surface parking

**4.14**  
ELIMINATE PARKING MINIMUMS FOR NEW DEVELOPMENT

The 2011 parking study recommended that parking needs be balanced with urban design best practices through eliminating parking minimums for new development. Such a policy would reverse the City's 2009 Land Development Ordinance, which expanded, and in some cases doubled, parking requirements. In recognition of progressive smart-growth principles, Philadelphia, Jersey City, and Washington, DC, among other cities, have successfully lowered parking requirements. The goal for such a policy is to encourage public transit use and residential living in a compact, walkable environment.

**4.15**  
DISALLOW NEW PARKING AS A SOLE USE AND NEW SURFACE LOTS AS A PERMITTED USE DOWNTOWN AND ON THE WATERFRONT

The 2011 parking study recommended that new surface parking lots not be allowed within the downtown and waterfront district. The abundance of surface parking lots currently separate downtown and the waterfront and create dead zones of inactive space. It is anticipated that the waterfront parking lots will be developed in the future as a mix of residential, retail and tourist destinations that will have a transformative impact on the city. In the meantime, there is plenty of parking to serve existing and planned new uses in the study area by encouraging shared parking to match parking needs with available capacity and by improving walkability so that drivers are able to park and walk to their destinations.

**→4.16**  
PRIORITIZE MIXED-USE STRUCTURED PARKING

Given limited resources, new parking garages should be developed at sites with the opportunity for shared parking between multiple users. The 2011 parking study identified several sites for new parking garages to support downtown's growing needs. This plan recommends prioritizing mixed-use parking structures at those sites that offer opportunities for shared use and that generate activity to support ground floor retail. These sites include:

**“CONSTRUCT  
ADDITIONAL  
PARKING GARAGES  
AND LANDSCAPE!  
GET RID OF FLAT  
PARKING LOT  
SURFACE.”  
-RESIDENT**

- Public parking next to Walter Rand Transportation Center to serve government and hospital employees and support retail with high foot traffic at the transportation hub;
- Rutgers at 3<sup>rd</sup> and Cooper Streets to accommodate growth of the university and residential area and also provide commercial frontage on Cooper Street that serves students, employees and residents;
- 5<sup>th</sup> Street between Cooper and Market Street to serve university staff, students, and downtown employees, with commercial offerings at a high traffic area in the middle of downtown next to the PATCO City Hall station.

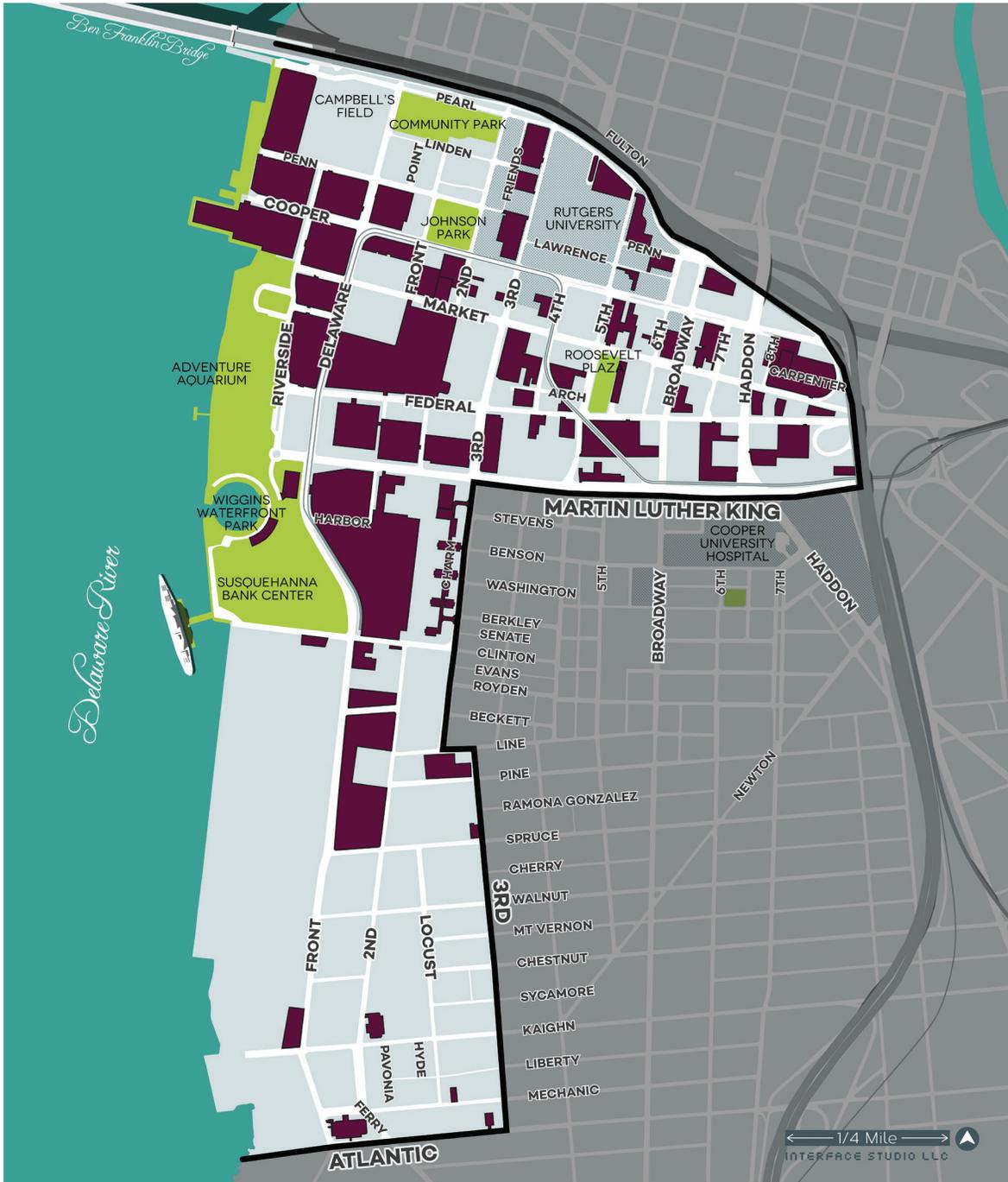
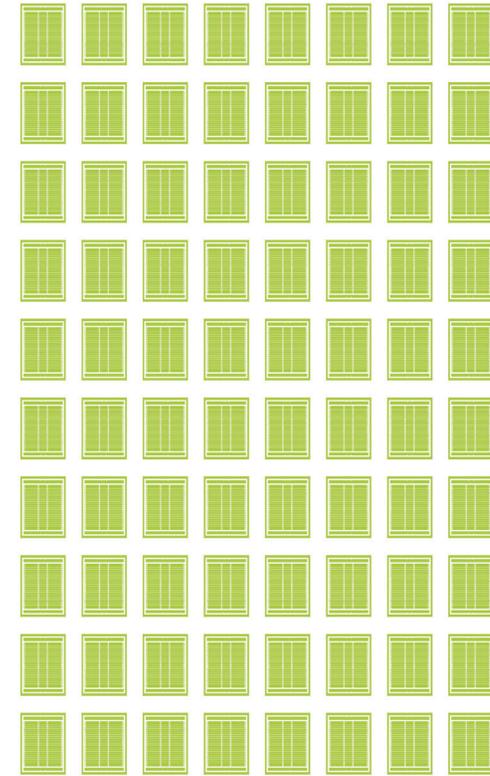


FIGURE 50: MAP OF PARKING SUPPLY

## PARKING

there are  
**106 ACRES**  
of parking lots in the study area

that's the equivalent of  
**81 FOOTBALL FIELDS**



**■** PARKING LOT

Source: Interface field survey & Bing aerial, 2014



3

# IMPLEMENTATION

# IMPLEMENTATION

The Connecting Communities Plan embodies the work of residents and stakeholders to achieve a common vision for the future of Cooper-Grant/Central Waterfront. The plan is a guide for neighborhood revitalization over the next 20 years and includes recommendations that range from low-cost ideas that can be implemented quickly with existing partners and volunteers to long-term projects that will require fundraising and additional partnerships to execute. Different recommendations will require different implementation strategies and different partners but in all cases, strong community capacity will be a key element in maintaining momentum in the transition from planning process to implementation process and will be critical to its success. There will need to be strong relationships and coordination between the dedicated implementation entity, engaged residents, business owners and stakeholders, local institutions and employers, developers, and relevant agencies at the City, State, and Federal levels.

## IMMEDIATE NEXT STEPS

Cooper's Ferry Partnership, the City of Camden, the Cooper-Grant Neighborhood Association, and the Connecting Communities Steering Committee should take the following immediate next steps to transition from the planning process to implementation. These steps will be important to ensure that the participants in this process remain motivated and involved in implementation, that new participants are recruited, and that the City and funders are aware of the plan and ready to join in the implementation process.

### SUBMIT THE PLAN FOR ADOPTION BY THE CAMDEN PLANNING BOARD

The first step is to present the plan to the Camden Planning Board for adoption so that the plan can be included in the City's redevelopment plan for the neighborhood as part of its City Master Plan.

### SUBMIT THE PLAN TO THE WELLS FARGO REGIONAL FOUNDATION

The plan should also be submitted in full to the Wells Fargo Regional Foundation for implementation funding. As this plan was funded by a Wells Fargo Regional Foundation Neighborhood Planning Grant, it is eligible to apply for a Neighborhood Implementation Grant. These grants range in size from \$100,000 to \$750,000 and are disbursed over three to five years. The funds may be used for program costs only, not operating costs or capital development. Application rounds are conducted in the spring and the fall.

### SUBMIT THE PLAN FOR NEIGHBORHOOD REVITALIZATION TAX CREDIT (NRTC) PROGRAM FUNDING

The plan should also be submitted to the State Department of Community Affairs (DCA) for approval as the revitalization plan for Cooper-Grant/Central Waterfront. DCA approval of the plan grants Cooper's Ferry Partnership eligibility to prepare a proposal for NRTC projects. If approved, tax credit funds of up to \$1 million may be granted for projects that implement the goals and strategies of the approved neighborhood plan. Sixty percent of the funds must be used for housing and economic development activities, while the remainder may be used more freely for complementary activities.

## MARKET THE PLAN

Printed copies of the Executive Summary and electronic copies of the full plan should be distributed to neighborhood organizations, local partners, and foundations to attract additional volunteers, partners and funding. The plan should also be marketed through media outlets including print, radio and TV, websites and social media.

## TRANSITION THE STEERING COMMITTEE INTO AN IMPLEMENTATION COMMITTEE AND EXPAND

The Steering Committee is a representative body of community stakeholders that includes residents, representatives of neighborhood associations, institutions, employers, and public agencies, who collectively have the resources to move the plan forward. This body should evolve from overseeing the planning process to guiding the implementation process. Additional members should be actively recruited to ensure all sections of Cooper-Grant/Central Waterfront are included and represented on the implementation committee.

Ongoing communication and updates will be maintained to keep the implementation committee engaged. Once implementation gets fully underway, the implementation committee will ramp up to

quarterly meetings. The implementation process will entail prioritizing projects, setting and tracking implementation milestones, and coordinating the activities of partners to ensure that the projects in this plan move forward.

Sub-committees should be formed to focus on program areas within the plan, including: healthy neighborhoods (community building and quality of life efforts), housing, economic development, open space and resiliency, and circulation. Each sub-committee should consist of volunteers – local residents, business owners, local institutions and service providers – who are interested in that focus area and can bring expertise to ensure that projects within that focus area are moving forward.

## COORDINATE WITH THE BUSINESS GROWTH AND DEVELOPMENT TEAM

Cooper's Ferry Partnership and the Implementation Committee should coordinate with the City's Business Growth and Development Team to encourage redevelopment and revitalization by streamlining permitting and lowering development costs within the study area.

## GUIDING PRINCIPLES FOR IMPLEMENTATION

To ensure that the implementation of this plan encourages equitable neighborhood revitalization and improves the quality of life for all residents, several guiding principles have been established:

- There should be equitable distribution of the implementation;
- Implementation should include representation from all segments of the study area;
- Whenever possible local residents should be employed in implementation efforts.



Prioritizing activity at the final Public Forum, April 30th, 2015

## IMPLEMENTATION PHASING AND PRIORITIES

The attached Implementation Matrix details the timeframe, partners, and potential public and private sources of funds for each recommendation. The Implementation Matrix is a guide for organizing and tracking progress in the implementation process. It is meant to be used actively and updated as new partners and funding sources are identified. Although some potential funding sources have been identified, it is the responsibility of the implementation partnership to determine the most attainable sources of funds at the time that fundraising efforts are underway. The economic climate and availability of funding will ultimately determine the timeframe of projects, which should be reviewed regularly and re-adjusted as needed.

A number of priority projects have been identified by the community through the final public forum in April 2015 and online and hard copy feedback. Residents were asked to select five of the 35 strategies presented as the most important to focus on and to choose just one that should happen first. As the illustration shows, developing housing in Cooper-Grant to build the residential base was the number one priority as well as what should happen first. The other top ten priorities focused on enlivening downtown through arts, events and businesses, especially improving Market Street; improving quality of life through cleaning, greening and access to healthy food; supporting the local economy through jobs and training; improving

parks programming; and creating mixed-use parking structures to support parking needs while reducing surface parking that impedes the vitality of downtown.



**60 SURVEY RESPONSES**  
ONLINE & PAPER & EVENT APRIL 30TH

# TOP TEN PRIORITIES OF 35 TOTAL STRATEGIES

AND WHAT SHOULD HAPPEN FIRST



FIGURE 51: SUMMARY OF PLAN PRIORITIES

●=2 ●=10

# IMPLEMENTATION MATRIX

SHORT: 1 TO 5 YEARS

MEDIUM: 5 TO 15 YEARS

LONG: 15 TO 20 YEARS

IMMEDIATE NEXT STEPS				
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
	Submit the Plan to City of Camden for adoption and inclusion in the City Master Plan	Short	CFP	--
	Present the Plan to the Wells Fargo Regional Foundation and Submit for a Neighborhood Implementation Grant	Short	CFP	--
	Submit the Plan for Neighborhood Revitalization Tax Credit Program funding	Short	CFP	--
	Transition the Steering Committee into Implementation Committee to oversee the implementation of the Plan and recruit additional interested stakeholders	Short	Steering Committee	--
	Market the Plan to the community to attract volunteers and funding to implement the plan	Short	Steering Committee	--
	<i>Initial Action Steps</i>			
	Deliver electronic copies of the Plan and printed copies of the Executive Summary to neighborhood organizations, local partners, city agencies, and foundations.			
	Spread word of the plan through media including newspapers, TV, radio, and online media.			

## ABBREVIATIONS

### PARTNERS:

CCI - Camden Collaborative Initiative  
 CCGC - Camden City Garden Club  
 CFP - Cooper's Ferry Partnership  
 CSSD - Camden Special Services District  
 FEMA - Federal Emergency Management Agency  
 NJDOT - New Jersey Department of Transportation  
 NJEDA - New Jersey Economic Development Authority  
 NJOEM - New Jersey Office of Emergency Management  
 NJTF - New Jersey Tree Foundation  
 SJPC - South Jersey Port Corporation

### SOURCE OF FUNDS:

CMAQ - Congestion Mitigation and Air Quality improvement program  
 ERG - Economic Redevelopment and Growth program  
 FMA - Flood Mitigation Assistance  
 LIHTC - Low-Income Housing Tax Credit  
 NFIP - National Flood Insurance Program  
 NJDEP - New Jersey Department of Environmental Protection  
 TE - Transportation Enhancement Program  
 TIGER - Transportation Investment Generating Economic Recovery

ONE ECONOMIC DEVELOPMENT					
RECOMMENDATIONS			TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
<b>Leverage anchors to enliven downtown through events, arts, and focused commercial development</b>					
1.1	Work with anchor institutions to market downtown Camden to students, faculty, and employees	Short	CFP, institutional partners, small businesses	--	
	<i>Actions</i>				
	Create downtown orientation packet				
	Organize employee lunch and happy hour events				
	Create and distribute a Downtown Dining Coupon				
	Organize a walk challenge for employee health				
1.2	Use arts and events to activate spaces and link destinations year-round	Short	CFP, institutional partners, small businesses, community organizations, local developers, police	NRTC, local and regional foundations, Wells Fargo Regional Foundation	
	<i>Actions</i>				
	Host interim events in vacant storefronts				
	Create public art for blank facades				
	Hold events with cross-over appeal along Market Street, at Roosevelt Plaza and at the waterfront				
1.3	Encourage mobile food purveyors of fresh and prepared foods where foot traffic is high	Short	CFP, institutional partners, CCGC, community organizations, City	NRTC, local and regional foundations, Wells Fargo Regional Foundation	
	<i>Actions</i>				
	Launch Fresh Carts Initiative				
	Encourage food trucks				
1.4	Recruit businesses with cross-over appeal for students, residents and employees in targeted locations	Short-Medium	CFP, institutional partners, City, private developers, small businesses	NJEDA, City, private developers	



indicate priority projects

ONE ECONOMIC DEVELOPMENT				
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
1.5	Promote Market, Cooper, and 5th streets as commercial corridors and provide varied development at the waterfront (Long-term strategy)	Long	CFP, institutional partners, City, private developers, small businesses	NJEDA, City, private developers
1.6	Encourage current and future anchors to design with active street frontage that generates foot traffic	Short	CFP, institutional partners, City, private developers	--
<i>Actions</i>				
Develop a toolkit for designing for walkability				
<b>Build opportunities for local employment</b>				
1.7	Consider benefits agreement for local jobs and training for local projects	Short	City, institutional and corporate partners, community organizations, private developers	--
1.8	Encourage anchors to engage in local procurement for goods and services	Short	City, institutional and corporate partners, community organizations, small businesses	--
1.9	Keep incubator businesses in Camden	Short-Medium	City, CFP, Camden CoLab, small businesses, private developers	NJEDA, private developers
<i>Actions</i>				
Assess the space and infrastructure needs of current and graduated companies				
Match or develop spaces for graduating businesses				
1.10	Connect residents to existing workforce training and small business support	Short	City, LAEDA, community organizations, small businesses	--
<i>Actions</i>				
Establish a local centralized one-stop storefront and website for job readiness, small business assistance, workforce training and GED programs				
Develop high school vocational training programs				
Assist local entrepreneurs with starting up businesses that leverage incoming companies				

ONE ECONOMIC DEVELOPMENT				
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
<b>Upgrade the industrial/port district with uses more suitable for waterfront, residential and downtown proximity</b>				
1.11	Develop efficient and environmentally friendly port and industrial operations by enforcing safety standards and encouraging efficiency and zero waste practices	Short-Medium	City, SJPC, NJEDA, industrial businesses	NJEDA, CMAQ grant
	<i>Actions</i>			
	Assess opportunities for energy cascading, co-generation and alternative energy, and resource recovery			
	Match by-products to potential users			
1.12	Demonstrate a commitment to sustainability in the industrial district	Short-Medium	City, Camden SMART, SJPC, NJEDA, industrial businesses	NJDEP Green Acres, NRTC, NJEDA, NJ Tree Foundation
	<i>Actions</i>			
	Assess feasibility of interim uses for slack industrial space, such as solar arrays and biofuels			
	Implement multi-functional Stormwater Best Management Practices (BMPS)			
1.13	Recruit clean, green businesses	Short-Medium	City, CFP, SJPC, NJEDA	NJEDA
1.14	Promote Kaighn Avenue as a light industrial transition between residential and port/heavy industrial	Medium	City, CFP, NJEDA, industrial businesses	NJEDA

TWO HEALTHY NEIGHBORHOODS				
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
<b>Build strong community connections</b>				
2.1	Build community capacity through grassroots organizing	Short	local churches, community organizations, schools, police force	Wells Fargo Regional Foundation
	<i>Actions</i>			
	Conduct issues-based community organizing			
	Create community space for CGNA meetings and events			
	Develop a family support and parents' network			

TWO		HEALTHY NEIGHBORHOODS		
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
2.2	Plan cross-over events where different communities can come together	Short	CFP, local churches, community organizations	NRTC, local and regional foundations, Wells Fargo Regional Foundation
<i>Actions</i>				
Bring arts and culture out into the community and public spaces				
Throw an “inter-generational block party” to bring together residents of Royal Court and Mickle and Riverview Towers				
Hold events that target both Cooper-Grant residents and Rutgers students and employees.				
2.3	Improve and increase community communication	Short	CFP, community organizations	--
<i>Actions</i>				
Ensure neighborhood events are communicated through multiple outlets				
Increase awareness of existing healthy living programs through regular open house events and/or fairs				
<b>Promote healthy living by improving access to services, healthy food, and safe physical activity</b>				
2.4	Consider new programs to fill service gaps	Short-Medium	City, community organizations	NRTC, local and regional foundations, Wells Fargo Regional Foundation
<i>Actions</i>				
Create an anti-poverty program with financial and homeownership counseling to build assets				
Provide additional adult literacy and job readiness resources				
Provide targeted re-entry programs				
2.5	Improve access to fresh food by supporting healthy corner store initiative, mobile produce cart and farmers market	Short	City, CFP, community organizations, Healthy Corner Stores, local hospitals, CCGC	NRTC, local and regional foundations, Wells Fargo Regional Foundation
<i>Actions</i>				
Provide neighborhood grocery delivery				
Refresh inventory, signage, and marketing of Healthy Corner Stores				
Reboot mobile food cart/fresh market				

TWO		HEALTHY NEIGHBORHOODS		
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
2.6	Create opportunities for healthy group activities like a gardening club or cooking workshop	Short	CFP, Camden Children's Garden, Camden County Garden Club, Community organizations	--
<i>Actions</i>				
Organize clubs for walking, running, biking and sports				
Organize cooking and nutrition workshops at Neighborhood Center, Towers, Royal Court				
Organize a gardening club				
<b>Improve neighborhood appearance and safety</b>				
2.7	Form neighborhood committees to clean, green and report quality of life and safety conditions	Short	City, community organizations, police force	--
<i>Actions</i>				
Continue neighborhood clean-ups in Cooper-Grant and expand throughout the area				
Form neighborhood beautification committees				
2.8	Strengthen relationship between public safety officials and the community	Short	City, community organizations, police force, Rutgers	--
<i>Actions</i>				
Hold regular update meetings with police				
Use online forum/Twitter to provide real-time information				
Expand Eye in the Sky network and encourage businesses to participate				
Educate residents on "iCan" – Interactive Community Alert Network				
Ensure Rutgers police expand presence in Cooper-Grant with growing student population				

TWO		HEALTHY NEIGHBORHOODS		
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
2.9	Strengthen community safety through grassroots actions	Short	City, PSE&G, community organizations, police force	NRTC, local and regional foundations, Wells Fargo Regional Foundation
	<i>Actions</i>			
	Encourage residents to report conditions that affect quality of life and safety			
	Prune trees and overgrowth that block lighting			
	Create residential lighting program			
	Form neighborhood watch group to share information about safety			
	Educate community on CPTED and personal safety			
<b>Create an affordable and diverse range of housing options</b>				
2.10	Stabilize housing throughout the study area	Short-Medium	City, community organizations, police force	NRTC, local and regional foundations, Wells Fargo Regional Foundation
	<i>Actions</i>			
	Conduct basic systems repair and maintenance			
	Address squatting and secure abandoned houses			
	Demolish unsafe structures			
	Follow up on liens after demolitions			
	Enlist residents in code enforcement			
2.11	Improve student rentals in Cooper-Grant	Short	Rutgers, community organizations	--
	<i>Actions</i>			
	Develop a Rutgers Office of Off-Campus Housing			
	Ensure off-campus housing is registered with the City's Department of Housing Services			
	Develop a resource for students living off-campus			
	Develop a factsheet for landlords and students			

TWO		HEALTHY NEIGHBORHOODS		
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
2.12	Shield residents from noise and nuisance associated with waterfront events	Short-Medium	Susquehanna Bank Center, CFP, community organizations	--
<i>Actions</i>				
Establish sound barrier between Susquehanna Bank Center and adjacent residential areas				
Improve event management, enforcement, and clean-up in the surrounding neighborhoods during and after events				
2.13	Develop varied mixed-income housing in Cooper-Grant and Downtown	Medium-Long	City, CFP, private developers, CGNA, community organizations	ERG, CHOICE financing program, LIHTC, private investment
<i>Actions</i>				
Phase I: focus on filling in Cooper-Grant				
Phase II: expand residential mixed use development to waterfront				
2.14	Encourage historic preservation and adaptive reuse	Medium-Long	City, CFP, private developers, community organizations	ERG, CHOICE financing program, LIHTC, private investment
2.15	Target housing marketing campaign to students, empty nesters, employees	Short-Medium	City, CFP, private developers, community organizations, Rutgers, institutional partners	--

THREE		RESILIENCY AND OPEN SPACE		
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
<b>Improve stormwater management to protect residents and businesses from flooding and improve water quality</b>				
3.1	Conduct flood study to weigh flood resilience measures and install site-specific measures that address causes of flooding	Short-Long	CFP, City, Camden SMART, community organizations, NJOEM, FEMA	FMA, NJDEP Green Acres
	<i>Actions</i>			
	Conduct sewer and pump upgrades			
	Install green stormwater infrastructure pilot projects			
	Enhance riverfront for future resiliency			
	Address flooding on individual building sites			
3.2	Complete NFIP Community Rating System application to reduce flood insurance rates	Short-Medium	CFP, City, Camden SMART, community organizations, NJOEM, FEMA	NFIP, FMA
<b>Mitigate the environmental impact of the industrial district</b>				
3.3	Reduce truck emissions and noise through traffic management and anti-idling measures	Short	City, SJPC, CCI, industrial businesses	NJDEP, NJEDA, CMAQ grant, EPA
	<i>Actions</i>			
	Enforce dedicated truck routes			
	Consider a Truck Stop Electrification site			
3.4	Establish vegetative buffers between residential and industrial land to improve air quality and remediate contaminated soil	Short	City, NJTF, CCCG, CCI, community organizations	NJDEP, NJEDA, CMAQ grant, EPA
<b>Provide high quality open space and recreation</b>				
3.5	Improve quality of existing parks through better maintenance and management	Short-Medium	City, CSSD, community organizations	--
	<i>Actions</i>			
	Encourage community adoption of green spaces, increase volunteer clean-ups, and enlist the Camden Special Services District for assistance			
	Establish a unified city parks department to oversee planning, maintenance, management, programming, and financing			

THREE RESILIENCY AND OPEN SPACE				
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
3.6	Create more active recreation opportunities and expand park programming	Short	City, YMCA, CFP, Campbell Soup Foundation, Kresge Foundation	NRTC, local and regional foundations, Wells Fargo Regional Foundation
<i>Actions</i>				
Implement dynamic programming tailored to each park in the study area				
Increase access to semi-public and private recreation spaces				
3.7	Connect Greenway system with Phoenix Park	Medium	City, Camden Greenways Incorporated	NRTC, CMAQ grant, NJDOT, TE Funds, NJDOT

FOUR CIRCULATION				
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
<b>Promote walking, biking and transit use</b>				
4.1	Launch pedestrian-and-bicycle safety campaign	Short	CFP, Public Works, Police, NJDOT, community organizations	TIGER grants, NJDOT
<i>Actions</i>				
Coordinate activities of City agencies				
Research and apply best practices in the areas of enforcement, technology and design				
Educate and outreach				
4.2	Ensure all pedestrian signals are consistent	Short	City, County	NJDOT, TE Funds
<i>Actions</i>				
Assume slower walking speed of 3 feet per second				
Consider countdown timers at key intersections				
4.3	Improve walkability and sidewalk conditions	Short	City, School District, community organizations	Safe Routes to School, TE Funds

FOUR	CIRCULATION			
RECOMMENDATIONS		TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
4.4	Continue to revitalize Safe Corridors/Safe Havens and recruit community-based partners	Short	City, School District, community organizations	Safe Routes to School
4.5	Improve access to transit	Short-Medium	City, PATCO, NJ Transit	PATCO, NJ Transit, Federal Transit Authority
<i>Actions</i>				
Install benches and shelters at high ridership stops.				
Advocate for universal accessibility at the PATCO City Hall station and Walter Rand Transportation Center.				
4.6	Create a shuttle bus to connect downtown destinations	Short-Medium	CFP, City, institutional partners	CMAQ grant, NJDOT
4.7	Expand bike network	Short-Medium	CFP, City, County	CMAQ grant, NJDOT, TE Funds
4.8	Install bike racks on commercial streets, at institutions and employers, and transportation hubs	Short	CFP, City	CMAQ grant, NJDOT, TE Funds
<b>Connect neighborhoods to downtown and the waterfront</b>				
4.9	Make Martin Luther King Boulevard safer for pedestrians	Short	CFP, City, County	NJDOT, TE Funds
<i>Actions</i>				
Reconfigure the roadway between 3rd and 5th Streets.				
Redesign the intersections at 3rd, 5th and Broadway.				
Improve visibility intersections with planted medians.				
Plant street trees along entire corridor.				
Add benches along the boulevard.				
Manage event traffic on Martin Luther King Boulevard by offering alternate routes to waterfront events.				
4.10	Make Market Street a pedestrian-friendly main commercial corridor	Short-Long	CFP, City, County	CMAQ grant, NJDOT, TE Funds
<i>Actions</i>				
Add street furniture such as outdoor seating to plazas at 3rd and Market to support business.				
Add bike facilities and bike parking.				
Plant street trees along entire corridor.				
Complete a feasibility study and recommend improvements for traffic circulation and pedestrian safety.				
4.11	Create new connections through L3 and Federal megablocks	Long	CFP, City	NJDOT, TE Funds
<i>Actions</i>				
Conduct feasibility study.				
Investigate right of way.				

FOUR	CIRCULATION			
	RECOMMENDATIONS	TIMEFRAME	PARTNERS	POTENTIAL SOURCE OF FUNDS
4.12	Improve 3rd Street as a Complete Street	Short-Medium	CFP, City	CMAQ grant, NJDOT, TE Funds
	<i>Actions</i>			
	Add sidewalks			
	Add striped bike lanes.			
	Add green infrastructure such as stormwater bumpouts and tree trenches.			
4.13	Improve Kaighn Ave as Complete Street	Short-Medium	CFP, City	CMAQ grant, NJDOT, TE Funds
	<i>Action Steps</i>			
	Add sidewalks			
	Add striped bike lanes.			
	Add green infrastructure such as tree trenches or bio-swales.			
<b>Manage parking to support active downtown and waterfront development</b>				
4.14	Eliminate parking minimums for new development	Short	CFP, City, Parking Authority	--
4.15	Disallow new parking as a sole use and new surface lots as a permitted use downtown and on the waterfront	Short	CFP, City, Parking Authority	--
4.16	Prioritize mixed use structured parking at sites with opportunity for shared parking and ground floor retail	Medium-Long	CFP, City, Parking Authority, anchor institutions	--

