

**GENERAL REEXAMINATION OF THE MASTER PLAN
AND MASTER PLAN AMENDMENT**

Prepared for

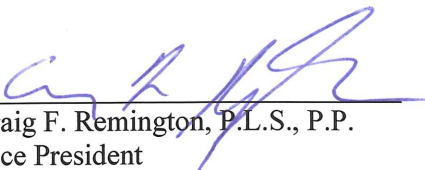
**THE CITY OF CAMDEN
CAMDEN COUNTY, NEW JERSEY**

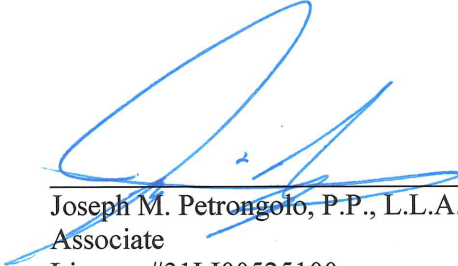
**Adopted by
The Planning Board of the City of Camden
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TABLE OF CONTENTS

I.	Introduction	1
II.	Reexamination Report Findings	4
	a. The major problems and objectives relating to land development in the municipality at the time of the adoption of the last reexamination report	4
	b. The extent to which such problems and objectives have been reduced or have increased subsequent to such date.	10
	c. The extent to which there have been significant changes in the assumptions, policies, and objectives forming the basis for the master plan or development regulations as last revised, with particular regard to the density and distribution of population and land uses, housing conditions, circulation, conservation of natural resources, energy conservation, collection, disposition, and recycling of designated recyclable materials, and changes in State, county and municipal policies and objectives.	22
	d. The specific changes recommended for the master plan or development regulations, if any, including underlying objectives, policies and standards, or whether a new plan or regulations should be prepared.	35
	e. The recommendations of the planning board concerning the incorporation of redevelopment plans adopted pursuant to the “Local Redevelopment and Housing Law,” P.L. 1992, c. 79 (C. 40A:12-1 et al.) into the land use plan element of the municipal master plan, and recommended changes, if any, in the local development regulations necessary to effectuate the redevelopment plans of the municipality. (L. 1975, c. 291, s. 76; amended 1980, c. 146, s. 6; 1985, c. 516, s. 18; 1987, c. 102, s. 29; 1992, c. 79, s. 50.)	44
III.	Conclusion	47
IV.	Map of Redevelopment and Rehabilitation Areas	48

I. Introduction

Camden Background

The City of Camden is located in southern New Jersey across the Delaware River from Philadelphia, Pennsylvania, and is located in the Philadelphia-Camden-Wilmington (PA-NJ-DE-MD) Metropolitan Statistical Area (MSA)¹ with over 6 million people. The City of Camden has easy access to I-676 and the Walt Whitman Bridge, I-76 and the Benjamin Franklin Bridge, and other major county roadways. Due to existing public transit, which includes NJ Transit, PATCO, the RiverLINE, and SEPTA, Camden is very accessible to Philadelphia and surrounding employment and activity centers in southern New Jersey and beyond.

In the 1950's, Camden had a population of 125,000. According to the U.S. Census Bureau, the City had a population of 77,344 in 2010 and an estimated population of 75,751 in 2016. For decades the City has suffered from population and employment loss, poverty, crime, and issues associated with social equity.

Despite its surmountable challenges, the City of Camden is an attractive urban community to live, work, and recreate. It is well-known for its waterfront that has historic, cultural, and family-oriented amenities that attract both residents and visitors. From a land use perspective, Camden is largely built out but is undergoing a renaissance. Planned redevelopment and rehabilitation projects, a sustainability and green infrastructure agenda, walking and bicycling trails, along with persistence and grit, are reshaping the City. Over the past decade strategic demolitions of vacant buildings and substandard dwellings have created many opportunities for new residential, commercial, and institutional developments and open space.

Camden has also established itself as a hub for medical and educational institutions and expansions within the University District and Health Sciences Campus will continue to shape the City and attract further investments. To complement the City's physical development, Camden also has a wealth of strategic partners and community stakeholders that are working collaboratively to strengthen socioeconomic conditions, which is also a key to the City's future.

Reexamination Basis

Pursuant to Section 40:55D-89 of the Municipal Land Use Law, municipalities having a master plan are to at least once every ten years reexamine the master plan and, as a part of, existing development regulations for the purpose of determining the continued viability of each and need for amendment due to the emergence of land use issues and external influences such as statutory mandates which impact the underlying bases of the master plan. The reexamination is intended to result in the articulation of planning policy

¹ Metropolitan Statistical Area (MSA) is a designation by the U.S. Office of Management and Budget (OMB) that is applied to U.S. Census Bureau data that refers to a region that consists of an urbanized core with at least 50,000 in population and its suburbs, plus any surrounding communities that are closely linked due to commuting patterns, and social and/or economic factors.

issues which need to be addressed to ensure that the City of Camden's preeminent planning policy document which serves as the foundation for development regulation has continued applicability. Failure to undertake the periodic reexamination constitutes under the law a rebuttable presumption that the development regulations are no longer reasonable. Camden's present reexamination is in alignment with the statutory requirement.

In accordance with the above citation, the Master Plan reexamination is to address:

- a. The major problems and objectives relating to land development in the municipality at the time of the adoption of the last reexamination report.
- b. The extent to which such problems and objectives have been reduced or have increased subsequent to such date.
- c. The extent to which there have been significant changes in the assumptions, policies, and objectives forming the basis for the master plan or development regulations as last revised, with particular regard to the density and distribution of population and land uses, housing conditions, circulation, conservation of natural resources, energy conservation, collection, disposition, and recycling of designated recyclable materials, and changes in State, County, and municipal policies and objectives.
- d. The specific changes recommended for the master plan or development regulations, if any, including underlying objectives, policies and standards, or whether a new plan or regulations should be prepared.
- e. The recommendations of the planning board concerning the incorporation of redevelopment plans adopted pursuant to the "Local Redevelopment and Housing Law," P.L. 1992, c. 79 (C. 40A:12-1 et al.) into the land use plan element of the municipal master plan, and recommended changes, if any, in the local development regulations necessary to effectuate the redevelopment plans of the municipality. (L. 1975, c. 291, s. 76; amended 1980, c. 146, s. 6; 1985, c. 516, s. 18; 1987, c. 102, s. 29; 1992, c. 79, s. 50.)

The City of Camden's Master Plan, known as FutureCAMDEN, was prepared by Lenaz, Mueller and Associates, Inc. and was adopted by the Planning Board on March 12, 2002. The document consists of the following eleven elements: 1) Goals and Objectives, 2) Land Use, 3) Housing, 4) Circulation, 5) Utility Service, 6) Community Facilities, 7) Recreation, 8) Conservation, 9) Economic Development, 10) Historic Preservation, and 11) Recycling.

Since the time of adoption, amendments to the Master Plan elements have been limited. It was recommended that the Morgan Village Strategic Neighborhood Plan be adopted by the Camden Planning Board as an amendment to the 2002 FutureCAMDEN Master Plan.

The City of Camden's Periodic Reexamination of the Master Plan, herein examined, was prepared by Remington & Vernick Engineers of Haddonfield, New Jersey and was adopted by the City's Planning Board on March 6, 2008. This is the City of Camden's second reexamination since the adoption of the 2002 Master Plan.

With respect to format, this reexamination report addresses in the same sequence the elements outlined within subsections "a" through "e" of the above mentioned Municipal Land Use Law citation.

II. Reexamination Report Findings

- a. *The major problems and objectives relating to land development in the municipality at the time of the adoption of the last reexamination report.*

The statutory charge for this aspect of the reexamination is to identify problems and objectives identified in the most recent reexamination of the Master Plan. As this is the second reexamination of the Master Plan, specific problems to the extent previously discussed and which can be deduced from the language of the goals and objectives are provided below.

1. Major problems existing at the time of the 2008 Master Plan Reexamination

- (a) **Declining Population** - At the time of the last Reexamination, Camden's population was trending downward. Further, regional population projections at that time for 2030 estimated that the City of Camden would continue to lose residents. While reduced density was encouraged in the previous Reexamination, a declining population threatened to result in economic consequences.
- (b) **Waterfront Development** - Camden's premier waterfront faced a significant impediment. The nine-acre tract for the State Prison was deemed not the highest and best use located along north Camden's waterfront. Waterfront development is also disconnected from Camden's Central Business District.
- (c) **Disproportionate Share of Social Services** - There was an increasing concentration of social services uses (methadone clinics, halfway houses, and residential treatment programs) within the City compared to Camden County that conflict with other land uses and deter development activity.
- (d) **Diminishing Neighborhood and Housing Conditions** - The derelict appearance of some neighborhoods indicated the need for revitalization and an older housing stock required rehabilitation or redevelopment.
- (e) **Expansion of Institutional Uses** - The expansions of educational and medical institutions were to provide an economic catalyst for the City, along with aesthetic improvements. However, these expansions also necessitate infrastructure improvements within the City and the region.
- (f) **Transportation Accessibility** - Camden has existing public transit service but there is a need to improve public transit linking residents to jobs, shopping, community facilities and recreation.

- (g) **Inactive Planning Initiatives** - At the time of the 2008 Reexamination, the City of Camden had identified at least thirteen (13) planning and redevelopment plans that were adopted, but few progress had been made in regard to implementation.
- (h) **Interagency Coordination** - Since the adoption of the 2002 Master Plan, various City agencies were reconstituted as a result of the Economic Recovery Act. However, at the time of the 2008 Reexamination there was little communication among various agencies. This lack of coordination caused delays in completing planning initiatives.
- (i) **Public Safety** - While community policing efforts have been advanced, crime and the perception of safety negatively impacted the City and its quality of life.

2. **Major objectives as identified in the 2008 Master Plan Reexamination**

The 2008 Master Plan Reexamination defined specific Goals, Objectives or Policies for each of the plan elements that specifically describe the various facets and policies for articulating the community's vision. The 2002 Master Plan, of which the 2008 Master Plan Reexamination Report was based upon, did not put forth specific land use goals and strategies, but rather incorporated them into each of the eight plan elements. Similarly, land use was addressed in the other elements in the previous 2008 Reexamination Report. The 2008 Reexamination revealed that there was considerable overlap among the strategies proposed for each goal, and they were revised to reduce redundancy. Although not an exhaustive list of the plan's objectives, the following summarizes the Goals and Objectives revised in 2008:

(a) **Housing goals and objectives include:**

- (i) Continue to support a coordinated city-wide housing and community development program.
 - Amend the target neighborhood list to reflect the Key Opportunity Areas set forth in the Camden Strategic Revitalization Plan.
 - Implement a performance-based approach to allocate available improvement funds.
 - Enforce new zoning regulations to reduce density and increase open space in neighborhoods.
 - Provide supportive housing and services to the homeless and special needs residents.

- (ii) Expedite the acquisition process of vacant and underutilized properties.
 - Create a municipal land bank.
 - Continue strategic demolitions.
- (iii) Provide economically integrated neighborhoods and de-concentrate poverty.

(b) **Neighborhood Improvement goals and objectives include:**

- (i) Maintain and improve the appearance of neighborhoods.
- (ii) Prevent crime and reduce opportunities for it to occur.
- (iii) Extend partnerships among government, businesses, faith-based groups and community organizations to achieve stronger neighborhoods.

(c) **Economic Development goals and objectives include:**

- (i) Continue to capitalize on Camden’s location to become a regional city.
 - Develop a port master plan that incorporates a possible port expansion and an expansion of port-related industries.
 - Increase expansion and public promotion of Camden’s downtown waterfront as a tourist and entertainment destination.
 - Continue to strengthen Camden’s Central Business District as a regional service center.
- (ii) Maintain and attract jobs to the City.
- (iii) Create a mixed-use 24 hour Central Business District.
- (iv) Create compact and lively retail centers along the City’s major commercial corridors.
- (v) Support the growth of health service and related technology industries.

- (vi) Prepare Camden’s workforce and connect worker’s with living wage jobs.

(d) **Physical and Historic Assets goals and objectives include:**

- (i) Utilize the zoning ordinance to guide urban design within the City.
- (ii) Preserve and renew City historic resources.
 - Use the City’s historic assets as a contributing element in economics and neighborhood revitalization programs.
- (iii) Create a Camden Heritage Area.

(e) **Environment goals and objectives include:**

- (i) Pursue clean-up of known areas containing environmental activities.
 - Monitor and enforce clean-up and remediation of known contaminated sites.
- (ii) Develop and maintain a City-wide network of parks, open space, and greenways.
 - Utilize Geographic Information Systems (GIS) to create a comprehensive park and open space inventory.
 - Update the City’s Open Space and Recreation Plan.
 - Pursue collaborative efforts to program, maintain and mandate recreational facilities.
- (iii) Encourage a Camden greenway system in appropriate areas.
 - Identify appropriate areas for expansion of the linear greenway network along river corridors.
- (iv) Promote the “greening” of major transportation facilities, industrial corridors and municipal facilities.
 - Continue to create green spaces along major highways, transit, and industrial corridors.
 - Attractively landscape open spaces at municipal buildings and other public facilities.

- (v) Improve Camden’s water supply and wastewater treatment systems to promote regional watershed management of water resources.
- (vi) Encourage comprehensive and responsible solid waste management system.
 - Improve the solid waste collection system and develop a City-wide recycling plan.

(f) **Transportation goals and objectives include:**

- (i) Develop a comprehensive Transportation Plan that integrates all modes of travel.
- (ii) Improve public transit linking residents to jobs, shopping, community facilities and recreation.
- (iii) Maintain and improve Camden’s system of roadway and bridges.
 - Improve the City’s road network and its connections to the regional transportation systems.
 - Evaluate the development of a City truck route system.
- (iv) Develop a comprehensive parking strategy for the Central Business District and neighborhood commercial corridors.
- (v) Promote and maintain pedestrian and bicycle networks.
- (vi) Improve port facilities and related freight transportation systems.

(g) **Public Facilities, Education, and Safety goals and objectives include:**

- (i) Enhance public facilities as community anchors to strengthen neighborhood improvement efforts.
 - Continue to improve community center conditions, programs and services and identify sites for new facilities in underserved areas.
 - Upgrade the City of Camden library website and plan for the relocation of the downtown branch of the City library system.

- (ii) Integrate basic human and social services within neighborhood planning initiatives.
 - Evaluate the potential of a collaborative effort between Camden County and the City to provide access for healthcare and social services.
 - (iii) Modernize public school facilities and decentralize educational programming to reestablish the neighborhood school's role as a center for community, educational and social experience.
 - Capitalize on new State funding to upgrade the City's public schools and educational methods.
 - (iv) Enhance the effectiveness of police and fire protection.
- (h) **Plan implementation goals and objectives include:**
- (i) Continue to use the Master Plan and the Master Plan Reexamination as a tool to guide Camden's future as a safe, attractive, and thriving City.
 - Continue to improve the City's capacity and leadership role in implementing economic and community improvement activities.
 - Establish a coalition of regional partners to collaborate on devising and implementing mutually beneficial improvement strategies.
 - (ii) Continue to update the tools needed to carryout the Master Plan and this Master Plan Reexamination Report.
 - (iii) Continue to amend the Capital Improvement Program to ensure it advances the Master Plan and this Master Plan Reexamination.
 - (iv) Continue to devise legislative actions to expand planning tools and funding resources.

- b. *The extent to which such problems and objectives have been reduced or have increased subsequent to such date.*

1. **Major problems existing at the time of the 2008 Master Plan Reexamination**

- (a) **Declining Population** - At the time of the last Reexamination, Camden's population was trending downward and at that time regional population projections for 2030 estimated that the City of Camden would continue to lose residents. From 2000 through 2016, the decline in population has gradually continued based upon the decadal U.S. Census and the annual American Community Survey (ACS) data. In 2000, the City's population was 79,904. In 2010, it was 77,344, which represents a 3.31% decrease. In 2016, the population estimate was 74,420, a further decline of 3.78% from 2010.

Conversely, current regional population projections by the Delaware Valley Regional Planning Commission (DVRPC) estimate that the City of Camden will gain residents. It is anticipated that the City's population will grow to 77,302 by 2030 and 78,169 by 2045.² From DVRPC's estimates from 2015 through 2045, this represents a modest gain of 2.69% in growth, returning the City close to its prior decadal peak. In comparison, Camden County is projected to yield an overall growth of 3.1% by 2045. The City of Camden and Camden County's estimated population gains reflect stable growth within the nine-county DVRPC region. Based on recent population counts, the concern of population decline persists and the problem was not significantly reduced in the past few years. However, regional population projections suggest otherwise and various factors may emerge that could stem the tide of a declining population in the coming decades. Further details can be found in Section C - Changes in Local Conditions. Regional population projections are continually revised and should be monitored often, and planning policies adjusted accordingly.

- (b) **Waterfront Development** - At the time of the last Reexamination, the State and the City of Camden recognized that the State Prison, composed of a nine-acre tract located along north Camden's waterfront, was not the highest and best use. Additionally, it was noted that waterfront development is disconnected from Camden's Central Business District (CBD). A vision developed in 2008 for the reuse of the prison came to fruition in 2017. Residents welcomed the opening of Cooper's Poynt Waterfront Park, which is a result of a collaboration between the City of Camden, the New Jersey Economic Recovery Board, and the Cooper's Ferry Partnership. To fulfill the vision of a contiguous park, Cooper's Poynt Waterfront Park will eventually connect to Pyne Poynt and Wiggins Waterfront Parks. The problem of stalled waterfront development as a

² Delaware Valley Regional Planning Commission (DVRPC) - County and Municipal Population Forecasts, 2015 to 2045

result of the state prison site has been eliminated. As a result, future investments and additional desirable uses will take place along Camden's waterfront in accordance with adopted plans. Also, improvements are still required to improve access between the waterfront and the CBD. This downtown "gap" was closely examined in the 2011 Downtown Institutional Plan, which recommended commercial development and the establishment of a residential base, along with other long-term economic development strategies.

- (c) **Disproportionate Share of Social Services** - Over the past several decades, Camden has suffered from the loss of employment opportunities and poverty, leading to the City's physical decline and increases in crime. These socioeconomic conditions were thoroughly covered in the 2002 Master Plan. It reinforced that the revitalization of Camden requires the improvement of the physical aspects of the City, as well as social and economic improvements. Therefore, Camden's social service delivery system must be effective in order to contribute to the City's growth and success.

In 2008, it was noted that there was an increasing concentration of social services uses (methadone clinics, halfway houses, residential treatment programs, child and youth services, health care, housing assistance, and workforce development) within the City compared to Camden County. It was recommended to provide social service uses in other locations throughout Camden County in order for all residents of the County to have access to the available social services. While Camden has a lower population in comparison to surrounding municipalities, the City has a disproportionate share of social services. While Camden does have a population in need of such services, the abundance of service providers is concerning as these uses deter private sector investments and development activity, present conflicts with incompatible adjacent uses, and have other unintended consequences. It was previously anticipated that the City of Camden and Camden County would work together to adopt a policy which ensures that social service facilities are equitably located throughout the County. To date, no formal policy exists to relieve Camden of the undue burdens of highly concentrated social services. Generally, this problem cited at the time of the last reexamination has not been reduced. In fact, it could be considered exacerbated as additional social service uses have been added or existing services expanded. Presently, the City of Camden still contains more than its fair share of social service uses. Future discussions should continue in order to equitably distribute uses such as homeless shelters and drug treatment centers throughout Camden County.

- (d) **Diminishing Neighborhood and Housing Conditions** - The derelict appearance of some neighborhoods indicated the need for revitalization and an older housing stock required rehabilitation or redevelopment. The following summarizes some changes within Camden's neighborhoods and housing conditions.

Neighborhoods

Cleaning and beautification programs have played a significant role in the City's strategic response to physical decline over the years. One step towards reversing blight, particularly in the downtown commercial corridor, was the establishment of the Camden Special Services District (CSSD) in 2005, also known as an improvement district. At the last Master Plan Reexamination in 2008, early efforts within the CSSD were determined to be effective. Similarly, the program remains effective and continues to produce results in visually reducing blight.

In 2008, in partnership with the City's Urban Enterprise Zone, the CSSD created the Neighborhood Improvement Program which expanded cleaning and beautification services to adjacent commercial corridors and neighborhoods.

In 2009, the City of Camden launched the Camden Clean Campaign which enlisted residents to clean-up their neighborhoods. Over the years, this annual campaign continues to persist and entails litter removal, vacant lot maintenance, and painting exteriors. In 2011, it was reported that 77,970 bags of trash were removed from the downtown and commercial corridors and 183 vacant lots were cleaned. In 2016, 45,286 bags of trash were removed, along with 761 landscaping hours provided³.

In 2012, the City's Block by Block Program was launched to target activities in the Camden Special Services District, and is served by a team of Ambassadors that clean and improve the appearance and safety of the Districts. The program is effective at supporting broader citywide redevelopment efforts.

The CSSD also maintains 150 vacant lots, which are usually the result of demolitions. So in an effort to reduce blight from derelict housing stock and abandoned buildings, the vacant parcels and sometimes stretches of a vacant neighborhood block creates blight as well. It is challenging for redevelopment to occur at the same pace as demolitions.

In summary, there have been many successful blight-reduction programs established and expanded in the past ten years that have measurable results. Therefore, the extent of the major problem of declining

³ Cooper's Ferry Partnership, 2011 and 2016 Annual Reports

neighborhood conditions has gradually reduced. However, this is a condition that demands an on-going effort. The various programs in place are vital to maintaining the results produced and progress achieved to date, and also maintaining a clean environment until more productive uses are reestablished.

Housing

As previously stated, the Camden Clean Campaign focuses on cleaning and improving the physical neighborhood conditions. This incorporates the improvement of Camden’s housing market. Along with cleaning efforts, redevelopment efforts have begun to transform various Camden neighborhoods. Data collection has also improved in regard to the City’s existing housing conditions. Pursuant to the Abandoned Properties Rehabilitation Act (P.L.2003, C210), the City maintains a comprehensive and updated list of abandoned properties. Properties sold and settled and those slated for redevelopment only make up a small portion of the total stock of abandoned properties. A list of registered vacant properties is also maintained for property owners of vacant units who are required to register them with the City. In 2012, the City of Camden’s Code Enforcement Office took a stride to protect occupants from unsafe housing conditions by adopting a new policy for rental certificates and a required home inspection prior to the issuance of a certificate of occupancy.

Table 1: Summary of Camden Abandoned Properties, 2016⁴

Total Abandoned Properties	Abandoned Properties Sold	Abandoned Properties for Development
869	46	27

Along with its continued work with the Camden Housing Authority, community development corporations, and various non-profit housing agencies, the City has also successfully received a number of grants over the years to help advance its safe and affordable housing goals. A notable example is the \$13.2 million grant received from the U.S. Department of Housing and Urban Development to rebuild and redesign the outdated Branch Village public housing with 176 new townhomes and a 50-unit senior facility in the Mount Ephraim neighborhood⁵.

Another effort that attracts resources to address the condition of Camden’s housing stock is the City’s Promise Zone, which received its designation in 2015. This initiative aims to revitalize the City, including the provision

⁴ Camden Code Enforcement Department, Abandoned Property List, Updated November 2016

⁵ <http://www.ci.camden.nj.us/wp-content/uploads/2016/12/City-of-Camden-Awarded-Choice-Neighborhoods-Implementation-Grant-V3.pdf>

affordable housing, through collaborative partnerships with local and state agencies and community-based organizations.

The extent of the major problem of substandard conditions of the City's housing stock is gradually being reduced due to rehabilitation and redevelopment. However, this is also a continued challenge that demands an on-going effort and additional resources.

- (e) **Expansion of Institutional Uses** - Over the course of ten to fifteen years, the City of Camden has worked to establish itself as a hub for medical and educational institutions through partnerships with Cooper Hospital and Rutgers-Camden. The expansions of Cooper University Hospital, Coriell Institute for Medical Research, Robert Wood Johnson Medical School of the University of Medicine and Dentistry of New Jersey, Rutgers University, Rowan University, and Camden County College provided an economic catalyst for the City, along with aesthetic improvements. However, these expansions also necessitated infrastructure improvements within the City and the region.

A few recent changes have occurred including the opening of the Cooper Medical School of Rowan University in 2012, the adoption of the Camden Downtown Institutional Plan in 2015, and the opening of Rutgers-Camden Nursing and Science Building, a teaching and research facility, in 2017. Also, a three-phase expansion project for Rowan University/Rutgers Health Sciences Research and Academic Center Campus is anticipated in 2018 through 2019. Virtua Health is also expanding and constructing a family health center in the Mount Ephraim neighborhood in 2018. These various expansions will bring additional traffic and subsequent roadway and capacity improvements are needed. According to the Camden County Highway Plan, the extension of two local roadways is planned- New Road and Medical Center Drive - in association with the expansion of the education and medical facilities which involves Rowan University, Kennedy Hospital, and the former Bradlees Shopping Center properties.

Also, strategies to shift existing workers and students to live within the Downtown and nearby areas are planned. In fact, one planning scenario envisions 5,000 students, from less than 900 currently, living within the Downtown. This influx and shift will generate additional vehicle trips that will create strains on the roadway network. While Camden's transit network is dense, in some ways it is currently underutilized, such as the Walter Rand Transportation Center. Into the future, upgrades to existing transit facilities, expansions of new routes and rail lines, and improved connectivity will be necessary to ensure a reduction in congestion and improved air quality.

Overall, this problem is being reduced through planning efforts and capital projects, but remains on-going as institutional expansion is still underway.

Generally, this goal is intertwined with the following major problem previously identified for overall transportation accessibility enhancements throughout Camden.

- (f) **Transportation Accessibility** - Camden has existing public transit service, which includes NJ Transit, PATCO, the RiverLINE, and SEPTA, but there is a need to improve public transit linking residents to jobs, shopping, community facilities and recreation. Over the past ten years, transportation accessibility problems have been addressed due to large-scale transportation investments and major planning studies. Three significant studies include the North Camden Infrastructure Assessment which was completed in 2009 by the Cooper's Ferry Development Association and Camden Redevelopment Agency (CRA), and the 2011 Camden Access Study and the 2012 Camden County Transit Expansion Framework Study, both completed by DVRPC. The North Camden Infrastructure Assessment Study evaluated all roadways and intersections and utilities and deemed the transportation and utility infrastructure within the study area as unsuitable and requiring upgrades. The Camden County Transit Expansion Framework Study examined a proposed 18-mile passenger rail line between Glassboro and Camden. In a separate related alternatives analysis, potential stations were studied: the Walter Rand Transportation Center, Cooper Hospital, and South Camden, Ferry Avenue, and Gloucester City. The Camden Access Study focused on available vacant lands for development and transportation impacts once those lands were developed. A wide range of congestion mitigation strategies were identified to assist Camden with needed infrastructure investments as the City continues to redevelop, particularly in the commercial areas. The role of public transit, walking, and bicycling must play a major role in Camden's accessibility plan to link land use and transportation investments.

The South Jersey Transportation Authority operates within six counties including the City of Camden. Work shuttles are provided for eligible persons under various programs including the Job Access and Reverse Commute (JARC), Temporary Assistance for Needy Families (TANF), and New Freedom. In 2015, a shuttle between the Walter Rand Transportation Center and the Pureland Industrial Complex in Gloucester County was expanded. Car sharing (i.e. Zipcar) has established itself in Camden, primarily oriented towards institutional uses. The Cooper Medical School parking garage, operated by the Camden County Improvement Authority, provides two (2) parking space for car sharing.

While not exclusive to the MS Medical Support and US University Support Zoning Districts, other recent studies related to mobility and accessibility in Camden include the following:

- Cooper University Hospital Parking Structure Feasibility Study, 2009
- A Vision for Cooper’s Poynt, 2010
- Downtown & Beyond: Annual Report on the State of Economic Development in the Camden Special Services District, 2010
- Camden Wayfinding and Directional Signage Program, 2010
- Camden - Glassboro Light Rail Transit Analysis of Camden Stops and Opportunities, 2010
- Student Housing Market Study & Demand Analysis, Rutgers University - Camden, 2010
- Camden Downtown Institutional Plan, 2011
- Finding Space: Balancing Parking Needs and Urban Vitality, 2011
- Camden Access Study, 2012
- Camden County Highway Plan, 2017, revised 2017

Unfortunately, many of the recommendations from these studies have not been fully implemented but progress continues. Some proposed projects of local and regional significance include the following:

- Transit Rail Initiatives, which are planned in the coming years, will include upgrades for various rail and light rail services in southern New Jersey.
- The proposed creation of “Bus Streets” along County Route 537 (Federal Street and Market Street) and County Route 551 (Broadway), which are corridors that service more than three bus routes in Camden. Proposed improvements include corner bus-stop bulb-outs, shelters, benches, pedestrian-scale street lighting, crosswalks, and synchronized traffic signals) to promote transit use⁶.

Adopted in 2014, the Camden County Highway Element of the Master Plan was updated in 2017. This element focuses on adequate maintenance and level of service of the County Highway Network. Recommended improvements have been identified for various corridors and intersections and will address ADA improvements, signal timing, pedestrian and bicycle safety and more. More than 28 miles of county-owned roadways, across all roadway classifications, within the City of Camden are slated for improvements. Additionally, opportunities for accessibility are provided through car sharing (i.e. Zipcar) and taxi services (i.e. Uber and Lyft), whereas the City has not acted against these transportation services alongside recently enacted statewide legislation for car sharing.

⁶ Camden County Highway Plan, 2014

Generally, the problem and need for greater transportation investments that support expanding institutional facilities has not been eliminated; however, the need is being addressed in planning studies and in long-range transportation budgets by a variety of entities including NJTransit, Port Authority Transit Corporation (PATCO), Delaware River Port Authority (DRPA), Camden County Improvement Authority, and DVRPC. There still remains great potential to strengthen the link between Camden's major institutions and transit-oriented development (TOD) goals. Also, the Walter Rand Transportation Center continues to play a major role in connecting Camden residents to other parts of New Jersey and beyond. Needed transportation infrastructure upgrades will also support Camden's strides to become a major employment hub in the region. The City of Camden will continue to work with its partners to align its redevelopment and economic development goals with infrastructure investments and mass transportation enhancements.

- (g) **Inactive Planning Initiatives** - At the time of the 2008 Reexamination, the City of Camden had identified at least thirteen (13) planning and redevelopment plans that were adopted, but few progress had been made in regard to implementation. Some of these plans included neighborhood plans for Lanning Square, North Camden, Centerville, Fairview, Liberty Park, Whitman Park, and Morgan Village - completed between 1991 and 2008. The City of Camden made the implementation of redevelopment plans a priority due to their market driven approach, which amounted to strides to advance neighborhood plans being stalled. Also, it is not clear if developers interested in projects within these various neighborhoods refer to respective neighborhood plans.

Planning activities have continued in Camden. Since 2008, new plans have been adopted or revised by Camden and other entities, which include the following:

- North Camden Infrastructure Assessment Study, 2009
- Camden Greenway Plan, 2010
- Comprehensive Economic Development Strategy, 2012
- Mt. Ephraim Redevelopment Strategic Plan, 2014
- Mt. Ephraim Choice Neighborhood Transformation Plan and Market Study, 2014
- Brownfields Redevelopment Strategic Plan, 2014
- Camden Downtown Institutional Plan, 2015
- Camden Waterfront Master Plan, Revised 2017

Additionally, there are two completed plans that are pending approval from the Planning Board:

- Liberty Park Neighborhood Plan, draft dated February 2016

- Parkside Neighborhood Revitalization Plan, draft dated December 2016

Over the past decade, the problem of inactive planning initiatives has been reduced. However, it still remains a challenge to move so many of the various plans forward simultaneously, when each requires a wealth of time, resources, agency partnerships, and local champions. Previously, the priority remained with large-scale redevelopment projects in the city that would attract private investment and expand the middle class in Camden. Nevertheless, it was difficult to advance the local redevelopment process as Camden did not have the resources to attract developers. The turning point for change in the City was the establishment of tax incentives from the New Jersey Legislature provided through the 2013 Economic Recovery Act. Presently, the City recognizes that a renewed waterfront is not the panacea to Camden's challenges. Camden is a city of 20 neighborhoods and when the neighborhoods thrive, the entire city benefits. Accordingly, future efforts will place greater emphasis on implementation of the neighborhood plans.

- (h) **Interagency Coordination** - Since the adoption of the 2002 Master Plan, various City agencies were reconstituted as a result of the Economic Recovery Act. However, at the time of the 2008 Reexamination there was little communication among various agencies. This lack of coordination was noted to have caused delays in completing planning initiatives. To date, this coordination issue have been improved. One of the agencies reconstituted was the Camden Redevelopment Agency (CRA), Camden's lead agency for redevelopment activity. Since 2008, the City of Camden and the CRA have worked together on several initiatives, including redevelopment plans and Camden waterfront plans. Between 2010 and 2017, CRA has shepherded more than \$846 million in redevelopment projects from concept to completion throughout the City, as shown below. The largest dollar amount was in institutional projects related to Cooper-Rowan Medical School, Rutgers-Camden, grade school educational facilities, and a community center. The largest number of projects were in the residential category, totaling 24 projects which provided more than 880 new housing units since 2010.

Table 2: Redevelopment Projects by Type, 2010-2017⁷

Project Type	Project Cost	%
Residential	\$205,873,547	24.3%
Institutional	\$448,000,000	52.9%
Economic Development	\$184,000,000	21.7%
Open Space	\$9,000,000	1.1%
Total	\$846,873,547	100.0%

Table 3: Redevelopment Projects by Neighborhood, 2010-2017

Neighborhood	Total Project Costs	%
Centerville	\$16,134,778	1.9%
Central Business District	\$150,277,580	17.7%
Cooper Plaza	\$269,768,267	31.9%
Cramer Hill	\$124,000,000	14.6%
East Camden	\$6,026,454	0.7%
Gateway	\$184,000,000	21.7%
Morgan Village	\$11,984,373	1.4%
North Camden	\$48,043,295	5.7%
Parkside	\$7,384,963	0.9%
Waterfront South	\$8,270,000	1.0%
Whitman Park	\$20,983,837	2.5%
Total	\$846,873,547	100.0%

Considering the successes achieved with redevelopment projects over the past seven years, the previous problem of the lack of interagency coordination and project productivity has been eliminated. The City of Camden and the CRA have a results-driven partnership that has and will continue to produce tangible projects that advance the City's neighborhood revitalization, housing, and economic development goals.

⁷ Camden Redevelopment Agency, Summary of Projects by Type (Table 2) and Neighborhood (Table 3)

The City of Camden is also working closely with the Camden Economic Recovery Initiative through the New Jersey Economic Development Agency. Cumulative project disbursement by various funds through 2017 have totaled more than \$164 million throughout the City. Nearly one-third of the funds were purposed for Downtown Revitalization and Recovery.

Table 4: Camden Economic Recovery Board Projects by Type

	Project Funding	Project %
Higher Education & Regional Health Care	\$47,097,243.70	28.7%
Residential Neighborhood Improvement	\$34,335,419.57	20.9%
Downtown Revitalization & Recovery	\$46,734,865.30	28.5%
Demolition & Redevelopment	\$33,771,433.80	20.6%
Economic Recovery Planning	\$2,161,610.88	1.3%
Total	\$164,100,573.25	100.0%

(i) **Public Safety** - Since the last reexamination significant changes have occurred relating to crime and the perception of safety. In particular, the City of Camden’s Police Department suffered massive layoffs in 2011 and the Department was dissolved in 2013. Since May 2013, all police enforcement responsibilities for the City fall under the jurisdiction of the Camden County Police Department, known as Metro. Within two years of the transfer of enforcement responsibilities, the Camden County Police Department reported measurable changes. However, it may be too early to determine if recent outcomes are a direct result of the department restructuring because crime statistics need to be evaluated over a longer period of time. Several changes are noted below⁸:

- In 2000, Camden’s crime index total was 6,520. The crime index is the total of seven major offenses used to measure the extent, fluctuation and distribution of crime. In comparison, the crime index total was 4,421 in 2015, representing a 47.5% decrease since 2000.
- In 2000, Camden’s non-violent crime rate per 1,000 persons was 81.6. Non-violent crimes consists of burglary, larceny-theft, and motor vehicle theft offenses. In 2015, the crime rate per 1,000

⁸ 2000 and 2015 Uniform Crime Reports: New Jersey Municipal-County Offense & Demographic Data, New Jersey State Police.

persons was 57.8, representing a 41% decrease over a 15-year period.

- In 2000, Camden’s violent crime rate per 1,000 persons was 20.9. In 2015, the violent crime rate per 1,000 persons was 20.0, representing a 4.3% decline since 2000.
- While the total number of police officers has fluctuated over the years, particularly after massive layoffs in 2011, the overall number of officers policing the City has increased. There were 443 police employees in 2000 and 477 in 2015, representing a 7.6% increase.

Under a new community policing model, standard “windshield” patrols have been augmented by foot patrols in some of the more challenged Camden neighborhoods to help build a sense of community and trust. The City has more than 120 surveillance cameras and more than 30 microphones that make up the City’s real-time detection and alert system⁹. In 2014, Camden also began using the assistance of Ambassadors, who are civilians assigned to patrol the Downtown in order to create a safety presence.

Generally, the major problem of crime and the perception of safety has slightly reduced in some aspects but not entirely eliminated. Crime and a sense of safety are also intertwined with the City’s issues with vacant properties. In addition to blight, vacant properties are magnets for criminal activity and illegal occupancy. To continue to build on successes related to its revamped community policing model, the City of Camden should continue to work with the Code Enforcement Department to secure vacant properties that are not scheduled for demolition. The City should also continue to pursue planning and urban design goals related to urban studies that have shown can positively impact crime and safety, such as the cleaning and greening of vacant lots and adding more urban greenery.

2. Major objectives as identified in the 2008 Master Plan Reexamination

The aforementioned Goals and Objectives of various Elements in the 2008 Master Plan Reexamination, to date, remain viable in the City of Camden. The City should continue to implement these Goals and Objectives through innovative and practical techniques, and a wide range of strategic partnerships.

⁹ <https://www.theatlantic.com/national/archive/2013/12/the-surveillance-city-of-camden-new-jersey/282286/>

- c. *The extent to which there have been significant changes in the assumptions, policies, and objectives forming the basis for the master plan or development regulations as last revised, with particular regard to the density and distribution of population and land uses, housing conditions, circulation, conservation of natural resources, energy conservation, collection, disposition, and recycling of designated recyclable materials, and changes in State, county and municipal policies and objectives.*

The following list provides a highlight of various policy changes and anticipates new assumptions that may impact the City over the next decade.

1. Changes in Local Conditions

An analysis of current conditions highlights ways in which the City of Camden will be impacted over the next few years and decade.

Land Use

In 1990 the predominant land use categories were single-family and transportation. Since then, these two uses have steadily declined but are still the primary land use categories. Water has increased and represented 15% of all lands in the City in 2010. The largest percentage declines in acreage witnessed were for single family, commercial, and recreation land uses. Camden does not have any parcels of land classified as agriculture.

Table 5: Changes in Land Use by Acres¹⁰

	1990		2000		2010		% Change 1990-2010
Single Family	1,699	25.6%	1,203	18.1%	1,110	16.6%	-34.7%
Multi-Family	445	6.7%	428	6.4%	606	9.1%	36.2%
Industrial	752	11.3%	927	13.9%	815	12.2%	8.3%
Transportation	803	25.6%	1,196	18.0%	1,158	17.3%	44.1%
Utility	45	6.7%	150	2.3%	52	0.8%	15.7%
Commercial	602	11.3%	411	6.2%	434	6.5%	-27.9%
Community Services	351	12.1%	411	6.2%	426	6.4%	21.2%
Recreation	330	9.1%	229	3.4%	283	4.2%	-14.4%
Wooded	300	5.0%	313	4.7%	377	5.6%	25.8%
Vacant	351	0.0%	394	5.9%	398	5.9%	13.2%
Water	951	0.0%	997	15.0%	1,036	15.5%	8.9%
Total	6,630 acres		6,659 acres		6,693 acres		1.0%

¹⁰ DVRPC

Distribution and Density of Population

- (a) Demographic trends indicate a decline in growth for the City of Camden. The City’s population in 2000 was 79,904 and decreased to 77,344 in 2010. Over a ten-year period, the municipality declined by roughly 2,500 people or 3.2%. In comparison, Camden County’s population grew from 508,932 in 2000 to 513,654 in 2010, a moderate increase of roughly 4,700 people or less than a 1% increase.
- (b) After 2010, the U.S. Census has produced annual population estimates based on data sampling to supplement the decennial counts. Population estimates from 2011 through 2016 for Camden continue to show a gradual decline in population.

Table 6: Population Estimates

2000	2010	2011	2012	2013	2014	2015	2016
79,907	77,344	77,739	77,606	77,356	77,294	76,904	76,005

- (c) At the time of the last Reexamination, the City of Camden sought to reduce its density. Overall, the City’s population density has slightly declined by 4.5% from 2000 to 2010, as shown below. In contrast, Camden County’s population density increased by 1.4%. The City’s housing density also declined by 5.8% between the same 10-year period. In comparison, Camden County’s housing density increased by 3.11% between 2000 and 2010.

Table 7: Density per Square Mile of Land Area

	2000		2010	
	Population	Housing Units	Population	Housing Units
Camden City	9,057	3,374	8,669	3,178
Camden County	2,289	898	2,321	926

- (d) As shown below in Table 8, the City of Camden is projected to grow in population by 2.69% by 2045, whereas many municipalities in the County are projected to decline in population. This is considered stable growth considering Camden County’s projected population growth is 3.15% by 2045. It is also noted in the assessment that if planned development projects are realized, the population would surpass this forecast. Camden’s current and proposed pace of development should be able to accommodate anticipated growth.

Table 8: Camden County Population Forecasts, 2015 to 2045¹¹

Municipality	2015 Estimate	2020 Estimate	2030 Estimate	2040 Estimate	2045 Estimate	Abs. Change 2015 - 2045	% Change 2015 - 2045
Audubon	8,730	8,699	8,637	8,587	8,568	-162	-1.86%
Audubon Park	1,011	1,008	1,003	999	997	-14	-1.38%
Barrington	6,817	6,816	6,814	6,812	6,811	-6	-0.09%
Bellmawr	11,462	11,464	11,469	11,471	11,472	10	0.09%
Berlin	7,590	7,688	7,884	8,040	8,100	510	6.72%
Berlin	5,434	5,439	5,448	5,456	5,459	25	0.46%
Brooklawn	1,933	1,939	1,951	1,960	1,964	31	1.60%
Camden	76,119	76,512	77,302	77,929	78,169	2,050	2.69%
Camden County	510,923	514,006	520,189	525,101	526,997	16,074	3.15%
Cherry Hill	71,340	71,903	73,031	73,927	74,270	2,930	4.11%
Chesilhurst	1,634	1,632	1,629	1,627	1,626	-8	-0.49%
Clementon	4,947	4,981	5,048	5,102	5,122	175	3.54%
Collingswood	14,000	13,997	13,991	13,986	13,984	-16	-0.11%
Gibbsboro	2,244	2,242	2,236	2,233	2,231	-13	-0.58%
Gloucester City	11,329	11,326	11,320	11,316	11,314	-15	-0.13%
Gloucester Twp.	63,939	64,859	66,707	68,176	68,737	4,798	7.50%
Haddon Heights	7,514	7,474	7,393	7,329	7,305	-209	-2.78%
Haddon	14,543	14,580	14,655	14,714	14,737	194	1.33%
Haddonfield	11,414	11,412	11,408	11,405	11,404	-10	-0.09%
Hi-Nella	860	860	859	858	858	-2	-0.23%
Laurel Springs	1,884	1,883	1,882	1,880	1,880	-4	-0.21%
Lawnside	2,919	2,917	2,913	2,909	2,908	-11	-0.38%
Lindenwold	17,458	17,449	17,432	17,418	17,413	-45	-0.26%
Magnolia	4,298	4,290	4,274	4,260	4,256	-42	-0.98%
Merchantville	3,778	3,778	3,777	3,776	3,776	-2	-0.05%
Mount Ephraim	4,639	4,637	4,634	4,632	4,631	-8	-0.17%
Oaklyn	3,992	4,001	4,019	4,033	4,038	46	1.15%
Pennsauken	35,628	35,924	36,518	36,990	37,171	1,543	4.33%
Pine Hill	10,510	10,501	10,482	10,468	10,462	-48	-0.46%
Pine Valley	12	12	12	12	12	0	0%
Runnemede	8,381	8,380	8,377	8,375	8,374	-7	-0.08%
Somerdale	5,460	5,444	5,411	5,385	5,375	-85	-1.56%
Stratford	7,013	7,047	7,116	7,170	7,191	178	2.54%
Tavistock	5	5	5	5	5	0	0%
Voorhees	29,370	29,305	29,174	29,071	29,031	-339	-1.15%
Waterford	10,753	10,749	10,740	10,733	10,747	-6	-0.06%
Winslow	39,019	39,910	41,698	43,119	43,662	4,643	11.90%
Woodlynne	2,944	2,943	2,940	2,938	2,937	-7	-0.24%

¹¹ DVRPC 2045 Population Projections

Housing and Economic Conditions

- (a) According to the five-year estimates from the American Community Survey Data (2011-2015), the City of Camden had over 30,000 housing units. Of these total units, 31.8% were owner-occupied, 49.8% were renter-occupied, and 18.4% were vacant. Of Camden County's 205,000+ total housing units, 61.1% were owner-occupied, 29.4% were renter-occupied, and 9.5% were vacant. The percentage of vacant housing units for the City of Camden is nearly double that of Camden County.
- (b) The five-year average for median rent in Camden County was \$978. The City of Camden's average rent was \$874, roughly 10% below the countywide average.
- (c) The five-year average for home values in Camden County was \$196,800 compared to \$39,790 for the City of Camden. Roughly 80% lower than the County's average, this stark contrast in average home values for the City of Camden has historically remained the same.
- (d) Per DVRPC's future projections for the City of Camden, the anticipated employment total is estimated at 45,992 jobs by 2045. This represents 4,206 new jobs or a 10% increase in overall employment based on their estimate from 40,457 jobs in 2015.

Table 9: Camden County Housing Characteristics, 2011 to 2015¹²

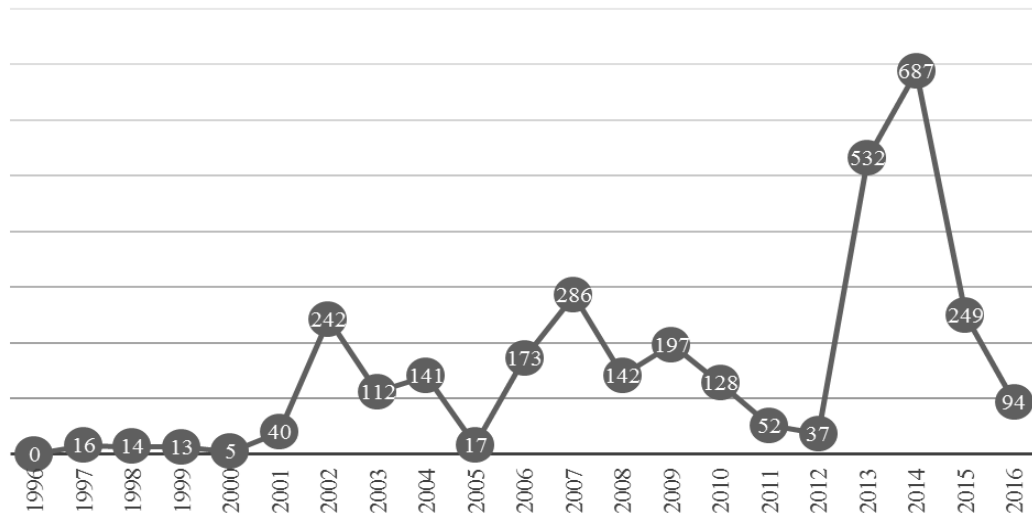
Municipality	Total Housing units	Owner-occupied Units	Renter-occupied Units	Vacant Housing Units	Median Home Value	Avg. Home Value	Median Rent
Audubon	3,722	2,655	875	192	\$214,500	\$183,389	\$878
Audubon Park	537	88	438	11	\$60,000	\$12,012	\$746
Barrington	2,940	1,742	1,048	150	\$204,000	\$139,950	\$873
Bellmawr	4,805	2,900	1,544	361	\$168,800	\$113,243	\$805
Berlin	2,895	2,133	502	260	\$231,300	\$192,572	\$942
Berlin Twp.	2,110	1,321	654	135	\$180,600	\$132,312	\$936
Brooklawn	796	571	154	71	\$136,000	\$105,278	\$1,158
Camden	30,616	9,725	15,256	5,635	\$84,600	\$39,790	\$874
Camden County	205,768	125,702	60,399	19,667	\$196,800	\$148,756	\$978
Cherry Hill	27,547	20,553	5,514	1,480	\$266,800	\$222,208	\$1,289
Chesilhurst	612	463	108	41	\$161,500	\$120,275	\$1,000
Clementon	2,136	1,359	630	147	\$137,000	\$98,854	\$889
Collingswood	7,005	3,439	2,590	976	\$244,700	\$142,406	\$1,031
Gibbsboro	802	722	57	23	\$214,100	\$206,194	\$1,559
Gloucester	25,079	17,348	6,006	1,725	\$201,400	\$152,766	\$1,132
Gloucester City	4,515	2,678	1,347	490	\$124,100	\$91,266	\$1,006
Haddon	6,302	4,050	1,731	521	\$237,400	\$165,719	\$1,086
Haddon Heights	3,054	2,313	557	184	\$279,700	\$227,420	\$975
Haddonfield	4,419	3,614	657	148	\$465,500	\$423,675	\$1,327
Hi-Nella	388	100	253	35	\$160,700	\$42,807	\$999
Laurel Springs	737	530	147	60	\$184,500	\$155,744	\$861
Lawnside	1,176	803	244	129	\$165,100	\$160,219	\$786
Lindenwold	8,575	3,043	4,407	1,125	\$124,800	\$59,555	\$879
Magnolia	1,744	1,078	537	129	\$162,700	\$116,707	\$927
Merchantville	1,666	874	592	200	\$224,100	\$132,179	\$1,035
Mount Ephraim	2,036	1,387	370	279	\$171,600	\$136,386	\$946
Oaklyn	1,842	1,158	543	141	\$188,100	\$129,219	\$848
Pennsauken	13,510	9,515	2,550	1,445	\$164,300	\$129,060	\$902
Pine Hill	4,261	2,414	1,507	340	\$147,000	\$95,050	\$966
Pine Valley	32	1	0	31	n/a	n/a	n/a
Runnemede	3,379	2,253	861	265	\$173,200	\$123,823	\$861
Somerdale	2,290	1,490	653	147	\$165,000	\$111,268	\$893
Stratford	2,858	1,967	634	257	\$187,500	\$141,435	\$846
Tavistock	7	1	2	4	n/a	n/a	n/a
Voorhees	11,643	7,352	3,634	657	\$300,900	\$219,368	\$1,137
Waterford	3,712	2,938	521	253	\$204,600	\$177,908	\$1,310
Winslow	15,095	10,694	2,887	1,514	\$190,800	\$168,718	\$1,234
Woodlynne	925	430	389	106	\$107,800	\$59,652	\$1,146

¹² American Community Survey, 5-Year Estimates 2011-2015

Building Permits

Over the course of two decades, the City of Camden generally experienced the least amount of residential and non-residential building permit activity between 1996 and 2000, as shown in Table 10. Moderate spikes in development activity took place in 2002 and 2007, then permits slowly declined from 2007 to 2012 due to the latest economic recession. Upon the return of economically favorable conditions, building permits issued peaked in 2014 with 687 permits. Since 2014, building permits have declined, but have not returned to historic lows. It could be assumed that the City will continue to witness building permit activity and will continue to redevelop on vacant and underutilized sites in accordance with redevelopment plans.

Table 10: City of Camden Building Permits, 1996 to 2016¹³



2. Advancement of Redevelopment Plans

Redevelopment is expected to continue to play a prominent role in shaping the City of Camden. A total of two (2) redevelopment plans have been recommended for adoption by the Planning Board and approved by Camden City Council that envision significant land use changes to their respective neighborhood areas: 1) North Camden Waterfront Redevelopment Plan (2013) and 2) Cramer Hill Redevelopment Plan (2009). Additionally, three (3) plans were amended since 2008: 1) Admiral Wilson North Redevelopment Plan (2013, Amended 2016); 2) Lanning Square Redevelopment Plan (2008, Amended 2010); and 3) Gateway Redevelopment Plan (2005, Amended 2009). Each of these Redevelopment Plans are at various stages of implementation and continue to require fiscal resources

¹³ DVRPC

and synergy with strategic partnerships. To date, several major initiatives associated with these Redevelopment Plans are completed.

3. Advancement of Environmental Initiatives and Preservation of Natural Resources

Camden is notably conscious of sustainability and this is evident from new policies, programs, and various “green”-oriented activities, some of which are highlighted below:

- (a) The City of Camden’s “Green Infrastructure Design Handbook: Integrating Stormwater Management into Sustainable Urban Design” was completed in 2012.
- (b) Camden Greenway - Portions of the Camden Greenway have increased in mileage throughout the City. This multiuse trail is a part of the Circuit, which is vast network of trails in the Greater Philadelphia region totaling roughly 750 miles.
- (c) Von Nieda Park - Replacing a contaminated site, this new park employs innovative stormwater management practices.
- (d) Camden City Garden Club - Neighborhood community gardens continue to expand.
- (e) Water Conservation Ordinance - In 2012, the City adopted an ordinance to address the problem of reduced water pressure during drought seasons by limiting outdoor property owner water usage.
- (f) Camden’s Recreation and Open Space Inventory (ROSI) is expansive. More than 266 acres are permanently preserved through the NJ Green Acres Program. More recently, roughly 32 acres of land were added to the open space inventory between 2007 and 2015, as shown below. Cooper Poynt Park consist of multiuse trails and is part of the Stormwater Management and Resource Training (SMART) Camden Initiative to reduce stormwater runoff. Phoenix Park is a remediated, former industrial site that now provides resident’s access to the Delaware River. Roosevelt Plaza Park is a “pop-up” park which was selected as a "Great Place in New Jersey" by the National American Planning Association (APA) in 2016.

Table 11: New Parcels for Recreation and Open Space, 2007-2015

Name	Neighborhood	Location	Acres
Cooper Poynt Park	Pyne Poynt	801-811 Delaware Avenue	24.6
Phoenix Park	Waterfront South	227 Jefferson Street	5.5
Roosevelt Plaza Park	Downtown	Market & N. 5th Streets	1.7

- (g) In 2016, the Cooper River Park Historic District, located within six municipalities including the City of Camden, was placed on the National Register of Historic Places, which reflects its heritage, cultural and historic significance. This designation will make preservation funding opportunities available to the City.

4. Round Three Affordable Housing Rules N.J.A.C. 5:97-1 et seq.

Since the last reexamination it was determined that the New Jersey Council on Affordable Housing (COAH), the entity responsible for generating methods for determining fair share as to the provision of a realistic opportunity for the production of affordable housing, as a standalone agency was not viable. While this change has impacted municipalities throughout the state of New Jersey in achieving their Third Round affordable housing obligations, the City of Camden is not obligated to submit affordable housing and fair share plans, nor was permitted to participate in Regional Contribution Agreements (RCA’s) prior to their repeal. Fair share calculations conducted for municipalities have demonstrated that the City of Camden possesses an extremely high number of affordable housing units, and more than its fair share countywide. If any new affordable housing legislation is enacted in the future, as a matter of course, the City of Camden master plan should be reviewed to assure consistency, where required and appropriate, with its general affordable housing efforts.

5. Changes in County Conditions

- (a) Camden County Master Plan

Camden County, New Jersey updated its 40-year old Master Plan in 2014. The updated Plan presents a regional perspective on land use, growth, and changing conditions, and provides guidance to the County’s 37 municipalities including the City of Camden by the year 2040. Similar to the City of Camden, Camden County is largely built out and most remaining parcels are already preserved for open space. Facing a wealth of challenges in the coming decades, Camden County has crafted a comprehensive and strategic plan to guide future development in a responsible and sustainable manner.

The Camden County Master Plan has identified the City of Camden as a priority growth investment area, a major transit center, and a hub for innovation. Key County policy goals that are directly tied to the City of Camden include:

- (i) Support and promote the vitality and revitalization of the City of Camden.
- (ii) Leverage the synergy of educational, business, institutional uses and regional attractions to spur a regional mixed-use hub in downtown Camden.
- (iii) Encourage active transit corridors by clustering growth, development, and a vibrant mix of uses within a walkable distance of transit stations.
- (iv) Promote growth, development, and redevelopment activities in suburban and urban communities that contain existing or planned infrastructure, existing population and employment clusters, and dense settlement patterns.
- (v) Support the vitality of neighborhood main streets as anchors of the local community.
 - City of Camden streets include: Market Street, Broadway, Yorkship Square/ Fairview, Mt. Ephraim Avenue, Haddon Avenue, and Federal Street.

Camden County recognizes that success within the City of Camden will strengthen the entire County. Through continued communication, collaboration, and resource leveraging, both Camden County and the City of Camden will benefit from the implementation of the revamped County Master Plan.

(b) Camden County Sustainability Plan

The Camden County Board of Chosen Freeholders recently adopted the 2018 “Sustainable Camden County: Making it Greener Together” Plan. This plan builds on the County Green Initiative, created in 2007, which was developed as part of the US Mayor’s Climate Protection Agreement to reduce greenhouse gas emissions. Under the current plan, new initiatives have been established to achieve the vision of a Sustainable Camden County, encompassing 11 broad actions and 63 initiatives. Much of the focus is on County-owned properties and will focus on green buildings and the environment, sustainable purchasing, supporting local farms, and community outreach. This document is very much in line with the green strategies that the City of Camden is working to implement.

(c) Camden County Municipal Utility Authority (MUA) - Sustainable Infrastructure

Since the last Reexamination, there has been an emphasis on building sustainable communities across public agencies in New Jersey, including the Camden County Municipal Utility Authority (MUA). This emphasis has generated investments and positive impacts for the City of Camden. The Camden County MUA has employed the US Environmental Protection Agency's Climate Evaluation and Awareness Tool which assist utility entities in identifying potential climate change threats, assessing their risks, and to determine how utility operations will be impacted. This tool will impact how future services are provided to the City of Camden and beyond.

In 2013, the City of Camden launched the Camden Collaborative Initiative in partnership with the Camden County MUA, and the NJ and US Departments of Environmental Protection. The partnership aims to advance the shared redevelopment goals of various federal, state and local partners working in Camden. The Initiative has led to more than \$150 million in water infrastructure upgrades and \$60 million in land improvements. One arm of the Camden Collaborative Initiative is the Camden SMART (Stormwater Management and Resource Training) Initiative¹⁴. The initiative is aimed to restore and revitalize Camden neighborhoods through local green infrastructure projects, stormwater management policy development, and green infrastructure training programs. Green infrastructure is a sustainability approach to stormwater management by treating run-off at its source.

In 2017, the Camden County MUA announced facility upgrade plans to address long standing sewer storm flooding in the City of Camden. Camden County MUA also participated in a research article published in 2017 that focuses on green infrastructure strategies in the City of Camden that include urban agriculture expansion, combined sewer overflow reduction, urban heat island reduction, flooding reduction, and capacity building/green jobs expansion.¹⁵

It is anticipated into the future that the City of Camden and other municipalities of Camden County will continue to benefit from the MUA's initiatives related to green infrastructure and sustainability.

¹⁴ Camden Smart Initiative, www.camdensmart.com

¹⁵ "A Framework for Multifunctional Green Infrastructure Investment in Camden", NJ, Kate Zidar et al Urban Planning (ISSN: 2183-7635) 2017, Volume 2, Issue 3, Pages 56-73.

6. Changes in State Conditions

A lot has changed in New Jersey over the past ten years. While far from an exhaustive list, below highlights some updates and amendments that impact planning and land use at all levels of government.

- (a) New Jersey's State Development and Redevelopment Plan (SDRP) - The State's 2001 Strategic Plan was updated and approved in 2011 by the New Jersey State Planning Commission. The City of Camden has been deemed a Metropolitan Planning Area (PA1), which is aimed to accommodate the bulk of the state's future redevelopment and revitalization, to promote growth in compact forms, and to protect the character of existing stable communities. Camden participated in the State's cross-acceptance process.
- (b) Local Redevelopment and Housing Law (LRHL) - The LRHL, P.L. 1992, c.79 (C.40A: 1-2A-1 et seq.) was amended in 2013 to eliminate potential obstacles to redevelopment related to condemnation and eminent domain for public purposes and changed qualifying conditions whereby an area in need of redevelopment is determined. This amendment also allows municipalities to maximize their redevelopment powers. Future redevelopment investigation studies and amendments to existing redevelopment plans in Camden will need to meet the new procedures.
- (c) Municipal Land Use Law (MLUL) - Along with the Municipal Master Plan timeframe for amendment being extended from six years to ten years, various inherently beneficial uses were permitted in various zoning districts. Many other changes were made to offer flexibility to municipalities, such as eliminating impervious cover requirements for solar panels. Some of these changes are not reflected in Camden's current Land Development Ordinance.

7. Changes in Planning Assumptions

Changes in planning assumptions, both positive and negative, are not meant to precisely predict the future. Instead, these statements - substantiated by current data, emerging planning trends, and knowledge of policies at various levels - are a snapshot in time of the City of Camden's current profile and are meant to serve as a guide for the development of future plans. At the time of the 2008 Master Plan Reexamination, a total of 20 assumptions were put forth related to land use as well as socioeconomic factors affecting the City. Presently, many assumptions are still valid and remain, while others never came into fruition or were substantially modified due to actual conditions. The following list provides a highlight of various trends in planning and anticipates new assumptions that may impact the City over the next decade.

- (a) Legislative Impacts - Recent legislative reforms, such as the New Jersey Economic Opportunity Act (EOA) and Building Our Future Bond, will foster continued development at a sizeable scale that will effectively assist to rebuild the City, stabilize the economy, and to attract private sector interest.
- (b) Challenges in Waterfront Development - While the replacement of the state prison with Cooper Poynt Park is transformative, it is assumed that waterfront development will continue to be a challenge. Much of Camden's waterfront still has an industrial shoreline and many neighborhoods lack access to the river. The City of Camden's waterfront is designed to be an inviting place for all residents and visitors. Current plans exist that envision a waterfront that is vibrant with parks and recreation, employment centers, residential, and retail opportunities. Making the vision for the waterfront a reality requires coordinated efforts among public agencies and the private sector. More importantly, realizing the visions from the North Camden, Downtown, and Central Waterfront Redevelopment Plans requires immense capital investments and time.
- (c) Changing Demographics - Millennials and baby boomers are changing the way that many local governments plan for the future, which led to a regional study conducted within the Greater Philadelphia region. Both of these groups have unique circumstances that influence their preferred modes of transportation, the way that they select neighborhoods, and spend their disposal income. According to the 2010-2014 5-Year Estimates, millennials comprised 22.3% of Camden's total population. For context, millennials made up 29.8% of Philadelphia's total population which exceeds one-million people. Camden has already witnessed millennials playing a role in its urban renaissance. Data suggests that millennials, as well as baby boomers, will continue to seek dense urban places along with other neighborhood preferences such as walkability and access to amenities. This trend could have notable impacts on various aspects of planning and neighborhood development in Camden.
- (d) Influx to Downtown - With the continued expansion of institutional uses and waterfront development, an increase in jobs and residences are expected according to projections. This influx and shift to Downtown living will generate additional vehicle trips. Into the future, upgrades to existing transit facilities, expansions of new routes and rail lines, and improved connectivity will be necessary to ensure congestion is reduced and air quality is improved.
- (e) Transportation Services - It may be assumed that car sharing (i.e. Zipcar) and taxi services (i.e. Uber and Lyft) will play a significant role on accessibility and will have environmental, economic, and social impacts in Camden. The long-term effects on the transportation system, such as

reduced vehicle trips and car ownership, will need to be addressed as part of a broader transportation strategy to manage traffic.

- (f) Sustainability/Green Initiatives - Camden has already established programs that create youth employment within the “green jobs” sector. With effective strategies and partnerships, this could result in the growth of additional sustainable jobs. Also, as sustainability strategies broaden, the City of Camden is poised to become a leading example for innovative environmental stewardship.
- (g) Parks and Greenways - It may be assumed that parks and green space efforts that are currently underway will continue to expand, such as the Camden Greenway and the Connect the Lots Program. As the expansion of and access to walking and bicycling facilities continue, there will be a need to expand promotion and safety education programs.
- (h) Food Systems Planning and Urban Agriculture - This contemporary area of planning could play a major role in shaping sustainability and reducing urban food insecurity issues within Camden; but this also requires additional regulations to ensure compatible uses.
- (i) The Digital Divide - Presently, many high-poverty urban and rural areas across the Country do not have an internet connection. Camden is among those places that suffers from what has been coined the “digital divide”. This will not always be the case. Initiatives to establish technological advancements in areas that lack access, including expansions in broadband internet and digital literacy (i.e. the Connect-Home Initiative), will have a major influence on the City of Camden. As a result, goals for economic development including workforce development and educational outcomes can be realized.
- (j) Technological Advancements - Today we have technology that was not available or even conceptualized ten years ago. For example, emerging technologies, such as driverless cars are influencing traditional transportation networks, mobility and access. It is believed that invention and automation will continue to vastly shape how we live from day-to-day and how transactions occur across the world. Urban cores are at the center of this change. Cities like Camden must not fall behind in regard to access as innovation and technology continue to lead the future. This will be a key challenge.
- (k) Smart Growth Policies - It may be assumed that statewide and regional smart growth policies that prioritize efficient land development and growth within existing communities will continue to benefit the City of Camden.

- (l) Community Policing - Now under a new community policing model, Metro, the Camden County law enforcement agency for the City of Camden will continue to face challenges to reverse historically high crime statistics. It may be assumed that new measures to reduce crime will continue to be implemented in the City and the perception of safety will continue to play a major factor in the City's renaissance in the coming years.
- (m) Municipal Coordination - It may be assumed that the City will continue to coordinate with adjacent municipalities to ensure land uses are compatible at municipal borders. Also, it can be assumed that Camden will continue to communicate with municipalities throughout the State that are experiencing similar trends in order to devise and implement proven strategies to effect positive change.

d. The specific changes recommended for the master plan or development regulations, if any, including underlying objectives, policies and standards, or whether a new plan or regulations should be prepared.

1. Master Plan Recommendations - Under the Municipal Land Use Law, the City of Camden's plan and development regulations remain valid with this report herein. Considering the planning goals and objectives that were revamped in 2008, there is no requirement to prepare a new master plan at this time. However, some changes should be contemplated between the adoption of this Reexamination and the preparation of a new master plan in a few years.

- (a) Master Plan Elements - Since the time of adoption of the 2008 Master Plan Reexamination, N.J.S.A. 40:55D-28 has been amended providing for two new optional plan elements: the Educational Facilities Plan Element and the Green Buildings and Environmental Sustainability Plan Element.

The Educational Facilities Plan Element incorporates the purposes and goals of the long-range facilities plan required to be submitted to the Commissioner of Education by a school district pursuant to section 4 of P.L. 2000, c.72 (C.18A:7G-4). There does not appear to be a prevailing need for the preparation for this new optional plan element provided the land use plan element is sufficiently informed. Also, the current Community Facilities Plan Element within the 2002 Master Plan discusses issues related to the City's public schools. Additionally, in 2013 the State took over the City of Camden schools.

The Green Buildings and Environmental Sustainability Plan Element is aimed to promote the efficient use of natural resources, the use of renewable energy systems, and consideration of the impact of buildings on the local, regional, and global environments. Consideration should be given to adopt a Green Buildings and Environmental Sustainability Plan

Element in order to provide policy and a foundation for the City's existing and future regulation of generation of passive solar design, the use of renewable energy by property owner and municipal facilities, and construction of green buildings.

Research at the intersection of community health and urban planning has expanded over the years and is a component lacking in the current master plan. In response, the Camden Health Element is currently underway and being led by DVRPC. This element aims to set a broad vision for community health in planning as well as to establish specific strategies to improve health outcomes for Camden residents. Strategies linked to land use and transportation will cover food access and security, walkability, urban gardening, and air quality. At the completion of the Health Element, which is anticipated in spring 2019, further supportive policies should be considered.

- (b) Vacant Lots - Camden continues to deal with blight associated with its vacant lots, many of which may not be redeveloped and will remain vacant. Under the neighborhood improvement goals, a new strategy should be included to make these areas more productive by establishing temporary and permanent uses of vacant lots, such as pocket parks, community gardens, and/or temporary pop-up events.
- (c) Adaptive Reuse - The City of Camden has a wealth of older buildings and structures that have been abandoned due to time, purpose, and function. The development of a new use for an older building or for a building originally designed for a different purpose may involve changes to the façade and the interior floor plan to accommodate the new use. The existing HC Historic Conservation Overlay Zone does seek to encourage the alteration of historic structures and buildings, whereas adaptive reuse extends beyond the historic element. Consideration should be given to encourage adaptive reuse on a broader scale in order to help support the redevelopment and infill and neighborhood improvement goals of various areas.
- (d) Capitalize on an Existing Transit Facility - A dense public transit network is one of Camden's assets and is an important key to its future. The pulse of this network is the Walter Rand Transportation Center, located in Camden's downtown. Both the City of Camden and Camden County agree on the existing value of this Transportation Center where a variety of bus, rapid transit, and light rail lines converge. While planning efforts have been made, significant investments must be directed towards this major transportation hub in order for it to remain a viable asset into the future and to fully realize its transit-oriented development (TOD) and world-class multi-use potential. The redevelopment of this aged facility is

needed to meet the present and future needs of the City and its growing institutions, the County, and New Jersey.

- (e) Urban Freight Movement - The goods movement landscape is changing. For example, as warehouse distribution centers expand, individual households rely on deliveries now more than in the past. To address old problems of the “last mile” and new shifts, Camden is in need of a fresh study to examine goods movement and deliveries to and through the City by road, rail, and waterways. The City, County, and its regional partners should undertake an initiative that focuses on current and future urban freight issues that are unique and challenging to the City, and develop strategies to ensure that economic and environmental goals are advanced.
- (f) Green Infrastructure - Green infrastructure practices seek to manage stormwater run-off in a cost-effective and sustainable manner and can take place at various levels. At the local level these can include rain gardens, permeable pavements, green roofs, bioswales, and trees. As previously noted, Green Infrastructure is already being employed in the City of Camden by various entities. Accordingly, a formal goal or policy should be included in the master plan to help direct future activity in this area of sustainability and to align with Camden’s Green Infrastructure Design Handbook adopted in 2012.
- (g) Placemaking - Along with land use development issues, the City’s vision for itself should consider including placemaking, particularly in the various neighborhoods. Placemaking is a multi-layered, multi-faceted approach to planning, design, and management of public spaces to create a cohesive community. This concept illuminates the fact that the careful arrangement of buildings and open space alone does not create a sense of community. Elements such as branding and signage, corridor treatments, beautification of entry points and surrounding areas, civic amenities, social activities, and more are needed to enhance the City of Camden and to tie in with polices to advance the arts and culture.
- (h) Provision for Sidewalks and Trees - Camden has an established policy for a Fee-in-Lieu of Parking, if a requested parking variance is granted. An applicant must make a cash contribution to the City for each required parking space not provided. Similarly, the City should consider a Fee-in-Lieu of Sidewalks policy for the purpose of achieving the City’s mobility and neighborhood improvement goals and objectives. Additionally, impact fees related to the provision of trees or tree preservation within the municipality are not established. Urban greenery provides a range of benefits including community aesthetics, environmental off-sets (such as reducing the urban heat island), and improved health. This recommendation seeks to encourage tree preservation within the City, while simultaneously recognizing extenuating circumstances that may

impede tree preservation. This proposed policy allows the City to collect reasonable fees that can be reinvested into other areas of the community as an acceptable alternative for the lack of provision of sidewalks and trees at a given site.

- (i) Performance Measures - The utilization of performance measures, or data-driven indicators, can assist the City of Camden in measuring outcomes, tracking progress, and establishing priorities. For example, economic development goals could have performance measures associated with increases in the City's average property values and rents. For its transportation goals, the percentage of households with access transit and annual ridership could serve as performance indicators.
- (j) Community Engagement - A community engagement policy should be considered as a thread that ties all of the master plan elements together. To succeed with implementation, planning projects must involve substantial community engagement. Residents, community leaders, business owners and other stakeholders must feel that they have had a hand in shaping planning outcomes. This is important to the City of Camden, not only in terms of building support for project funding, but also to foster a sense of ownership for the project that will encourage individuals to respect, protect and maintain project improvements. Strong community outreach and participation is anticipated in the coming years in order to realize the various plans for neighborhoods throughout the City. As part of a community engagement and outreach policy, the City of Camden's planning and development website should be revamped to serve as a resource for relevant and timely information for the community.

2. Development Regulations Recommendations

The City of Camden underwent a comprehensive update of its Land Development Ordinance in 2009 and it was approved in 2011 by Camden City Council. Generally, the ordinance allows for ease of administration and understanding. To address some ambiguous areas, incorporate current land use issues, and cover a range of issues dealt with on a frequent basis, various changes as described below should be considered.

- (a) **Purpose/Intent of Zone Districts** - It is common practice to provide a statement of intent for each effective zoning district. This should be contemplated for each district. Further, the MLUL requires an applicant to provide negative and positive criteria in regard to how the granting of a requested variance will not impair the intent of the zone. Clarification for the intent of each zone provides assistance to the Boards when variance requests are evaluated.

- (b) **Area and Bulk Requirements** - Public, private, or parochial educational institutions are permitted principal uses in all residential zoning districts. However, area and bulk regulations do not reflect non-residential uses. This should be corrected to ensure all permitted uses are appropriately governed.

- (c) **Inconsistent Regulation** - The Land Development Ordinance should be examined for any inconsistency with the New Jersey Municipal Land Use Law, N.J.S.A. 40:55D et seq., and for instances where existing regulations are inconsistent one with another.
 - (i) **Drug Treatment Centers & Methadone Clinics** - Per Section 577-37, drug treatment centers are prohibited in all zones, whereas the State Municipal Land Use Law (N.J.S.A.40:55D-66.10) permits a facility offering outpatient methadone maintenance services, referred to as “methadone clinic”, and shall be deemed to be a business or commercial operation or functional equivalent thereof and not construed, for zoning purposes, as ancillary or adjunct to a doctor’s professional office. The siting of a methadone clinic within a municipality shall be limited to zones designated for business or commercial use.

 - (ii) **Child Care Centers** - The NJ Supreme Court recognizes child care centers as inherently beneficial uses and has permitted them in every residential district. This should be reflected in Camden’s zoning ordinance.

 - (iii) The Land Development Ordinance should be examined for any inconsistency with the New Jersey Residential Site Improvement Standards N.J.A.C. 5:21-1 et seq. and for instances where existing regulations are inconsistent one with another.

- (d) **General Definitions** - Camden’s listing of definitions (Section 577-16) is notably comprehensive. There are a few minor changes required to enhance understanding and to incorporate current planning terms. Some suggested changes include the following:
 - (i) **Mobile/Transient Vendors and Food Trucks** – these definitions should be clarified to reflect modern references of the use.

 - (ii) **Public art** is identified under Section 577-254 which governs street furniture, but it is not defined under definitions Section 577-16. It should be clarified if murals are included in this definition. Also, if they are permitted further details will be required in regard to the zoning districts in which are they permissible. Any prohibited design elements should be included.

- (iii) Farmers Market - The existing definition should be reexamined and expanded based on contemporary uses in urban areas.
- (e) **Parking Requirements** - Overall, Camden's parking requirements should be consistent with its goals for smart growth and the ordinance should be reviewed for changes that are consistent with relevant recommendations of the 2011 Comprehensive Parking Study.
 - (i) Change of Use - It should be clarified that the parking and loading requirements of Section 577-231.F are applicable to any change of use that requires more parking and loading spaces than the existing use.
 - (ii) Types of Parking - In addition to ADA accessible spaces that count towards the total parking requirement, spaces for carpools, vanpools, and designated car-sharing should be stated as well.
 - (iii) Reduced and Shared Parking - Regulations related to reduced and shared parking requirements should be considered to circumvent excessive parking in commercial districts and to encourage non-motorized modes of transportation.
- (f) **Proximity of Off-Site Parking** - Presently, the Land Development Ordinance permits off-site parking when a site is unable to accommodate all or a portion of the required parking. Per Section 577-231, there is no maximum distance related to off-site parking, which should be established to ensure adequate access is provided. This change is consistent with the MLUL which states that safe and efficient vehicular and pedestrian circulation and parking are required contents of the local site plan ordinance. Further, this change is consistent with the goals and intent of Camden's Master Plan.
- (g) **Fee-in-Lieu of Sidewalks and Trees** - If the proposed policies for fee-in-lieu of sidewalks and trees are established, the regulations should be revised to require these contributions in relation to a proposed site plan, subdivision, or building permit. Similar to the existing parking fee, the payment amount per linear foot of sidewalks and per tree under the Fee-in-Lieu of Sidewalk or Trees request shall be reviewed and established by the City Engineer.
- (h) **Sign Ordinance** - The Sign Ordinance should be examined for continued viability and updated as necessary.

Signs for Educational Institutions - Generally, any inconsistencies under sign regulations should be corrected. More specifically, per Section 577-

253.N of Camden’s Land Development Ordinance, identification signs for schools, which are permitted within all residential districts are not permitted to exceed 24 square feet. This maximum square footage is restrictive, variances are sought often, and the maximum size should be reexamined to accommodate present needs for such use.

- (i) **Community Gardens** - Community gardens are presently permitted uses within the City. Consideration should be given to explore defining community garden by type such as neighborhood, residential, and institutional. Furthermore, design guidelines, such as fencing requirements, plot size based on garden type, storage areas, and accessible paths, are needed to ensure community gardens remain a community asset and compatible with adjacent land uses. Requiring at least one ADA accessible garden plot is becoming a standard practice. Additionally, considering Camden’s challenges with water usage during drought seasons, native species should be encouraged for community gardens.
- (j) **Design Guidelines for Mixed-Use Zones** - Consideration should be given to expand design guidelines for mixed-uses to ensure compatibility of various uses as well as the promotion of a desirable visual environment.
- (k) **Design Guidelines for Broadway** - The City of Camden has established comprehensive design guidelines for building facades and streetscapes for Broadway between Martin Luther King Boulevard and Pine Street, as well as the Cooper Plaza Historic District. These guidelines should be incorporated from the study into the zoning ordinance or incorporated by the creation of an overlay zone for the area.
- (l) **Design Guidelines for Outdoor Dining and Seating** - Consideration should be given to explore districts in which this is more appropriate and can be permitted, and establish design guidelines that govern outdoor dining and seating to ensure the safety and unobstructed flow of pedestrian traffic.
- (m) **Transient Vendors/Mobile Food Trucks** - Per Section 577-37.S, “The use of any portable building or structure, stationary vehicle or stand of any description for the purpose of displaying or selling of food, merchandise or commodities of any kind except in the US University Support and the CC Center City Zone districts. However, design standards are needed to address these uses in regard to permitted locations within the public right-of-way, sitting in regard to pedestrian circulation, proximity to existing brick and mortar uses, operating within parking spaces, signage, and health department approvals.
- (n) **After Hours Operation** - The Land Development Ordinance states restrictions on hours of operation between 1 a.m. and 6 a.m. This

regulation should also include hours for all mobile/transient vendors and food trucks which are permitted in the US - University and Support and CC - Center City Zoning Districts for clarification.

- (o) **Child Care Centers** - To ensure the well-being of children as well as the broader community, broader design guidelines should be considered for child care centers such as the design of play areas and overall security of the site.
- (p) **Marijuana Dispensaries** - In light of State legislation that permits the use of marijuana for medical purposes as well as potential consideration for other uses, the City of Camden should explore various ways to regulate and address the appropriateness of site locations and design of marijuana dispensaries in a manner that promotes the public health, safety, and welfare of the City.
- (q) **Electric Energy** - The land development ordinance addresses the generation and utilization of renewable solar energy and the construction of Green Buildings. The City should consider updating the ordinance in regard to electric car charging stations in appropriate locations that are compatible with existing uses and design guidelines. Wind, solar, and photovoltaic energy facilities are defined as inherently beneficial uses.
- (r) **Bicycle Parking Design** - Currently, the bicycle parking design required is what is known as a “wave” bicycle rack, which is not a recommended style by the nationally-recognized Association of Pedestrian and Bicycle Professionals. Considering standard performance criteria for bike parking, the proposed wave rack will only store four bicycles when properly secured. It is recommended to eliminate the wave rack and require the installation of “U-shaped” or “post-and-loop” racks. All bicycle parking should be consistent with the Association of Pedestrian and Bicycle Professionals.
- (s) **Property Maintenance and Foreclosure Ordinances** - Consideration should be given to improve the City’s maintenance ordinance to ensure occupied and vacant properties are appropriately maintained. Resources and efficient code enforcement procedures will help prevent neighborhood decline, hold the responsible party accountable, and promote the well-being of the community. A foreclosure ordinance should be considered to address vacant and abandoned properties that are often the result of foreclosure. To complement a vacant property registration, these ordinances would reduce the impact of poorly maintained and abandoned parcels on the community.
- (t) **Redevelopment Areas** - The effective zoning map was last revised in 2011 to accompany the latest ordinance revisions. The existing zoning

map refers to a separate “Redevelopment Areas Map.” Per the NJ Local Redevelopment and Housing Law, 40A:12A-7, “When the redevelopment plan supersedes any provision of the development regulations, the ordinance adopting the redevelopment plan shall contain an explicit amendment to the zoning district map included in the zoning ordinance. The zoning district map as amended shall indicate the redevelopment area to which the redevelopment plan applies.” Therefore, the zoning map should be revised to include the City’s duly adopted Redevelopment Areas that supersede the development regulations, along with any other zoning changes prescribed in this Reexamination Report, herein this section.

- (u) **Rezoning** - Presently, there are no pending requests for rezoning in any given zoning district. This report recommends the following adjustments to the zone plan be considered:
 - (i) Evaluate the existing zoning boundaries of US - University and Support and MS - Medical and Support and possibly expand the parcels within these classifications. Due to previous and planned campus expansions, the character of the area including heavy traffic and existing adjacent uses, the existing residential designations may no longer be appropriate in some locations.
 - (ii) Consider creating an Open Space and Recreation Zoning District for the purpose of identifying larger parcels of lands reserved for parks, playgrounds, recreation facilities, marinas, and open space. Bulk and area regulations and design guidelines can be established accordingly. This proposed change matches the framework of the City’s goals and objectives for the Environment.
 - (iii) Consider exploring the City’s existing industrial districts for opportunities to better establish industrial mixed-use which accommodates commercial and low-impact industrial uses, while also creating an adequate buffer between residential districts.
 - (iv) Use Categories - There are additional use categories that may be contemplated to maintain an up-to-date zoning ordinance that addresses contemporary land uses and urban community needs.
 - Urban Agriculture - This includes uses such as gardens, farms, nurseries, greenhouses, and the raising and harvesting of food and non-food crops and the raising of farm animals. Community gardens and farmers markets are both currently permitted in various districts, whereas animal husbandry/livestock is not currently permitted.

- Brewery - Bar and taverns are currently permitted. This subcategory of restaurants is not permitted and should be explored for “micro-brewery” in appropriate commercial areas.
 - Maker Space - This contemporary use category provides space for business/entrepreneurial collaboration, incubators, and prototyping. Unlike traditional industrial uses, manufacturing or producing is not included.
- (v) Consider establishing an overlay zone for Broadway to coordinate with the enhanced design guidelines that were previously established.
- (vi) Consideration should be given to the establishment of an Arts and Cultural District Overlay Zone. The district’s purpose would be to foster positive economic impacts to the City with an influx of artistic and culturally oriented businesses and organizations that will generate jobs and revenue. Live/work units may be permitted and design guidelines should be provided for plazas, public art installations, murals, etc. The City of Camden is currently engaged in various arts and cultural pursuits. This would advance the City’s goals related to economic development to attract jobs and revenue, improved neighborhood aesthetics, and the proposed goal of placemaking.

e. The recommendations of the planning board concerning the incorporation of redevelopment plans adopted pursuant to the “Local Redevelopment and Housing Law,” P.L. 1992, c. 79 (C. 40A:12-1 et al.) into the land use plan element of the municipal master plan, and recommended changes, if any, in the local development regulations necessary to effectuate the redevelopment plans of the municipality. (L. 1975, c. 291, s. 76; amended 1980, c. 146, s. 6; 1985, c. 516, s. 18; 1987, c. 102, s. 29; 1992, c. 79, s. 50.)

The City of Camden has employed redevelopment planning pursuant to the Local Redevelopment and Housing Law N.J.S.A. 40A:12A-1 et seq. as a mechanism to stimulate growth and has designated various areas to be in need of redevelopment. Since the last Reexamination, several redevelopment plans were adopted, amended, and a new area was deemed in need of redevelopment:

1. Gateway Redevelopment Plan - Adopted in 2005 and amended in 2009, this Plan focuses on the area between Downtown and South Camden and aims to strengthen existing residential, businesses, institutions, infrastructure, and open space. Roughly 30 brownfields are within the Gateway area. The Campbell Soup Company was designated the master redeveloper and redevelopment is planned in two phases through 2031.

2. Lanning Square Redevelopment Plan - This Plan, approved in 2008 and amended in 2010, envisioned the restoration of the neighborhood by eliminating deteriorating property conditions, strengthening existing residences and businesses, and the facilitation of institutional opportunities. Following the Redevelopment Plan, Broadway Design Guidelines were adopted for building facades and landscapes that front on Broadway between Martin Luther King Boulevard and Pine Street, between the Lanning Square and Cooper Plaza neighborhoods. Presently, Lanning Square is home to the Cooper University Hospital, Cooper Medical School at Rowan University, and the Coriell Institute for Medical Research.
3. Cramer Hill Redevelopment Plan - Adopted in 2009, this Redevelopment Plan adds to a long history of community development initiatives and activism to transform this east Camden neighborhood, and was developed with a substantial number of community groups. This Redevelopment Plan was designed to dovetail with earlier planning and revitalization initiatives and anticipates reestablishing Cramer Hill as an urban village and to reconnect the neighborhood to the waterfront. A variety of development transformations are planned including residential, economic, institutional, open space, transportation, and infrastructure. The 25-year implementation of this Plan is anticipated to commence in 2034. Recent achievements include the remediation of a portion of the Harrison Avenue Landfill in 2014 to develop the Ray and Joan Kroc Corps Community Center. In 2017, the City announced its plans to remediate a remaining portion of the former Harrison Avenue Landfill and construct the Cramer Hill Waterfront Park, consisting of 62-acres with scenic trails along the Delaware and Cooper Rivers¹⁶. Cramer Hill also has access to the Camden Greenway.
4. Admiral Wilson North Redevelopment Plan - Adopted in 2013 and recently revised in 2016, this Plan covers 38.6 acres of land within the Marlton neighborhood in east Camden, where residential and industrial land uses converge. A regional retail center was envisioned for the area, with a grocery store as an anchor tenant in the first phase. Additional commercial uses in a second phase are desired and the redevelopment of this area is intended to contribute to the City's tax base. Past developer interest to construct a grocery store never formalized. Currently, the site is under consideration for manufacturing use.¹⁷
5. North Camden Waterfront Redevelopment Plan - Adopted in 2013, this Plan was developed with the City of Camden, the Camden Redevelopment Authority, residents and stakeholders. The Plan envisions a 54-acre area adjacent to the Delaware River and within the Cooper's Point neighborhood transformed with

¹⁶ NJDEP News Release, December 20, 2017 Christie administration announces plans to redevelop Camden landfill into waterfront park
http://www.state.nj.us/dep/newsrel/2017/17_0125.htm

¹⁷ Courier Post, August 9, 2016 "Camden supermarket site may get new use"
<http://www.courierpostonline.com/story/news/local/2016/08/09/camden-redevelopment-admiral-wilson/88473196/>

medium to high density mixed use development with a waterfront park and other desirable amenities. The area is located adjacent to the City's major waterfront attractions and major transportation corridors. A large portion of the area is vacant land and a market study is anticipated to assist with plan implementation.

6. Whitman Park Redevelopment Plan - Adopted in 2015, this Plan expands on the Whitman Park Redevelopment Plan - Phase 1 conducted in 2004, which was initially established for Blocks 1394 and 1394 along Station Drive. The present Plan includes the entire neighborhood and aims to revitalize the area through residential rehabilitation and mixed-use commercial development centered on the Ferry Avenue PACTCO station, parks, hospitals (Virtua and Our Lady of Lourdes), major employers, and planned schools within the neighborhood.
7. Morgan Village I – Redevelopment Investigation Study - In November 2017, the area known as Morgan Village I was deemed a condemnation area in need of redevelopment as defined under N.J.S.A. 40A:12A-1 et. seq. as amended. The preliminary Investigation Study revealed that the area meets various statutory criteria such as deterioration, obsolete design and layout, and underutilization. Accordingly, a redevelopment plan for this area will follow.

The City of Camden should ensure that all new Redevelopment Plans have been adopted into the Master Plan. Pursuant to the Local Redevelopment and Housing Law N.J.S.A. 40A:12A-1 et. seq., where redevelopment plans have been adopted which supersede existing development recommendations, the zoning map is to delineate all such areas. The City's zoning map has been not been amended to depict any new Redevelopment Areas.

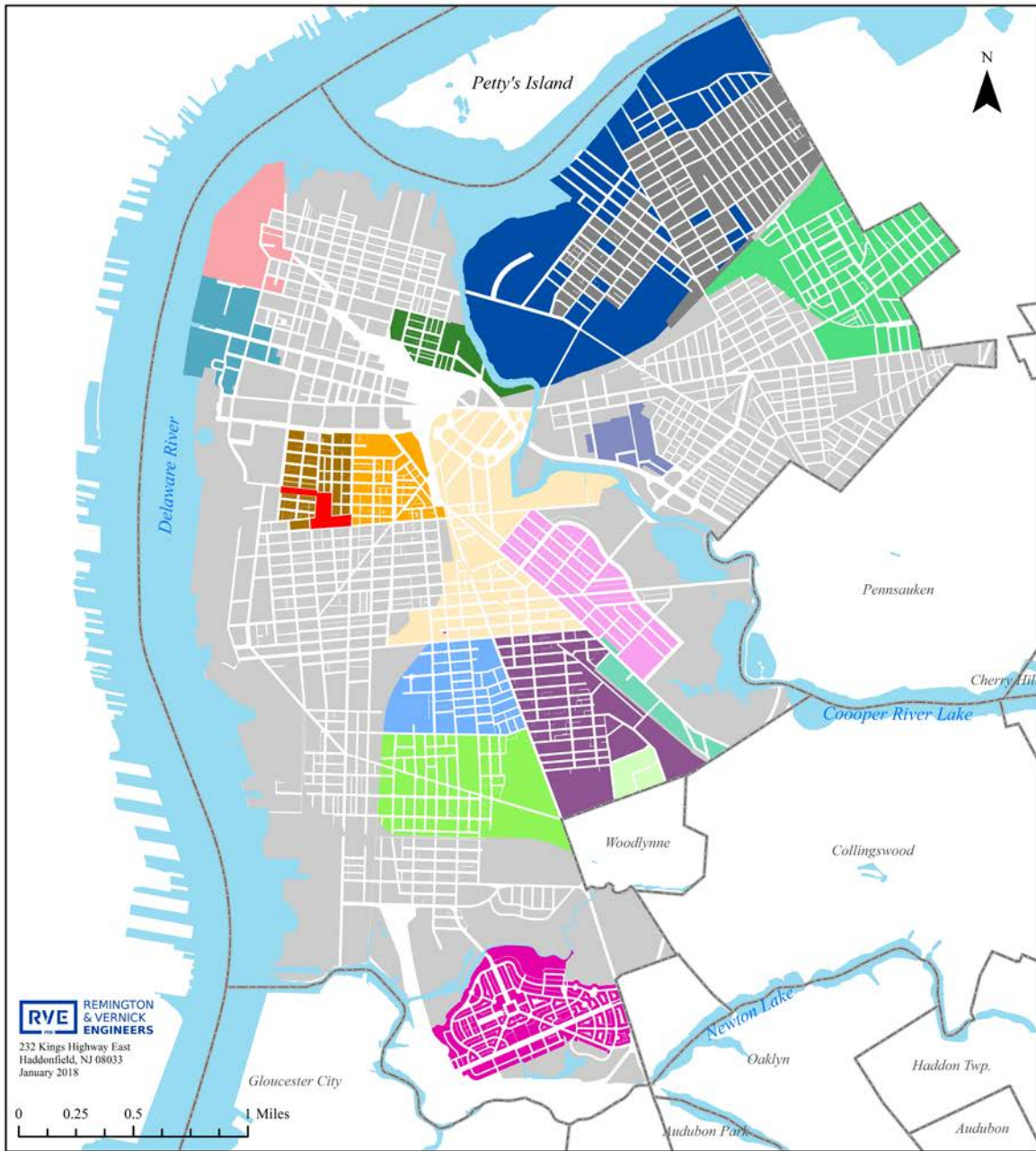
Existing redevelopment plans cover a large portion of the City overall. Generally, other remaining areas should be considered for the exercise of redevelopment planning pursuant to the redevelopment statute over any lands on which conditions are justified. This should begin with neighborhoods that were previously identified for further study, but the plans never came to fruition.

Also, the City of Camden has a number of older redevelopment plans that will require reassessment in the coming years, as they reach the end of their effective 25-year implementation period such as the Northern Edge (1999) and Fairview (2001) Redevelopment Plans.

III. Conclusion

This reexamination report concludes that the 2008 Master Plan Reexamination, with amendment as proposed herein, remains a viable document for the advancement of planning policy guidance necessary to the future look and arrangement of land in the City of Camden. This report further concludes that the revised goals and objectives of the 2008 Master Plan Reexamination should be retained. Also concluded is the necessity of adoption of a Green Buildings and Environmental Sustainability Plan Element to serve as a basis for the enactment of ordinances relating to renewable energy generation and use. Finally, this reexamination report concludes that this report should be considered at the same time an amendment to the Master Plan.

IV. Map of Redevelopment and Rehabilitation Areas



RVE REMINGTON & VERNICK ENGINEERS
 232 Kings Highway East
 Haddonfield, NJ 08033
 January 2018

0 0.25 0.5 1 Miles

City of Camden Redevelopment and Rehabilitation Areas

Plans Adopted from 2000 through 2016

Redevelopment Areas

- Admiral Wilson North
- Centerville
- Cooper Plaza
- Cramer Hill
- Eastern Edge
- Fairview
- Gateway
- Lanning Square
- Liberty Park
- North Camden Gateway
- North Camden Waterfront

Rehabilitation Areas

- Northern Edge
- Parkside
- Rosedale
- Whitman Park
- Whitman Park - Phase I

Rehabilitation Areas

- Cramer Hill
- Lanning Square
- Municipal Boundaries

