



CAMDEN COUNTY

LAND-USE Master Plan



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Acknowledgements

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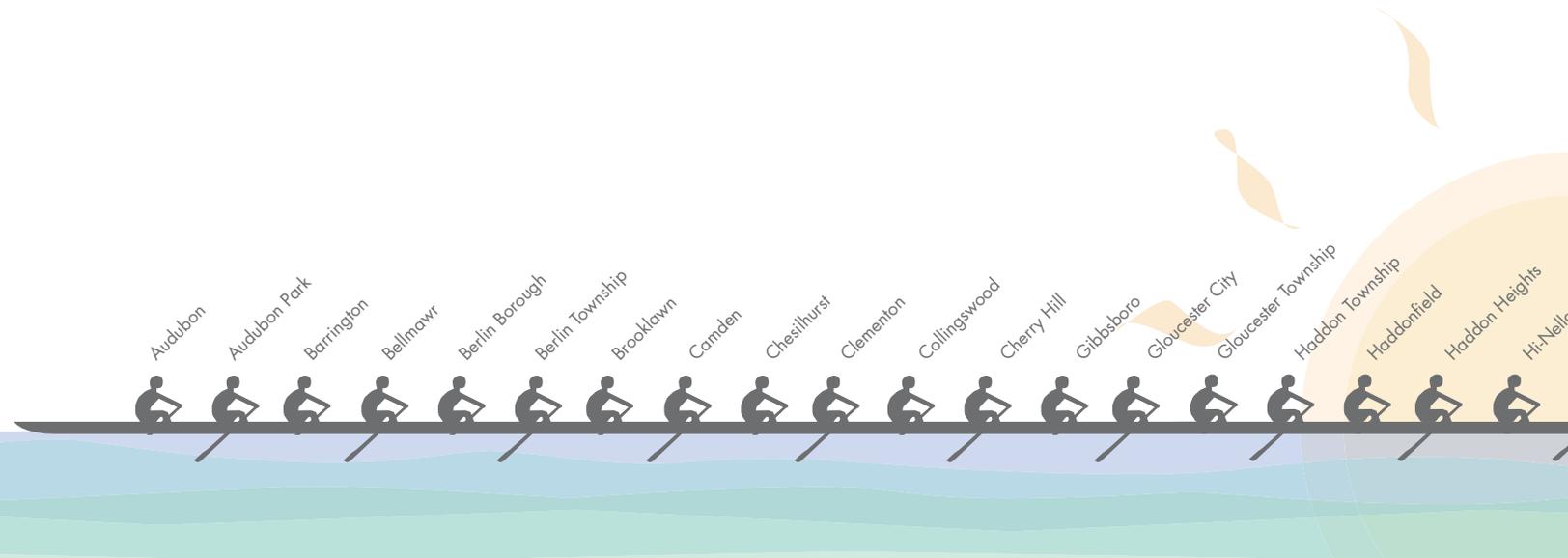


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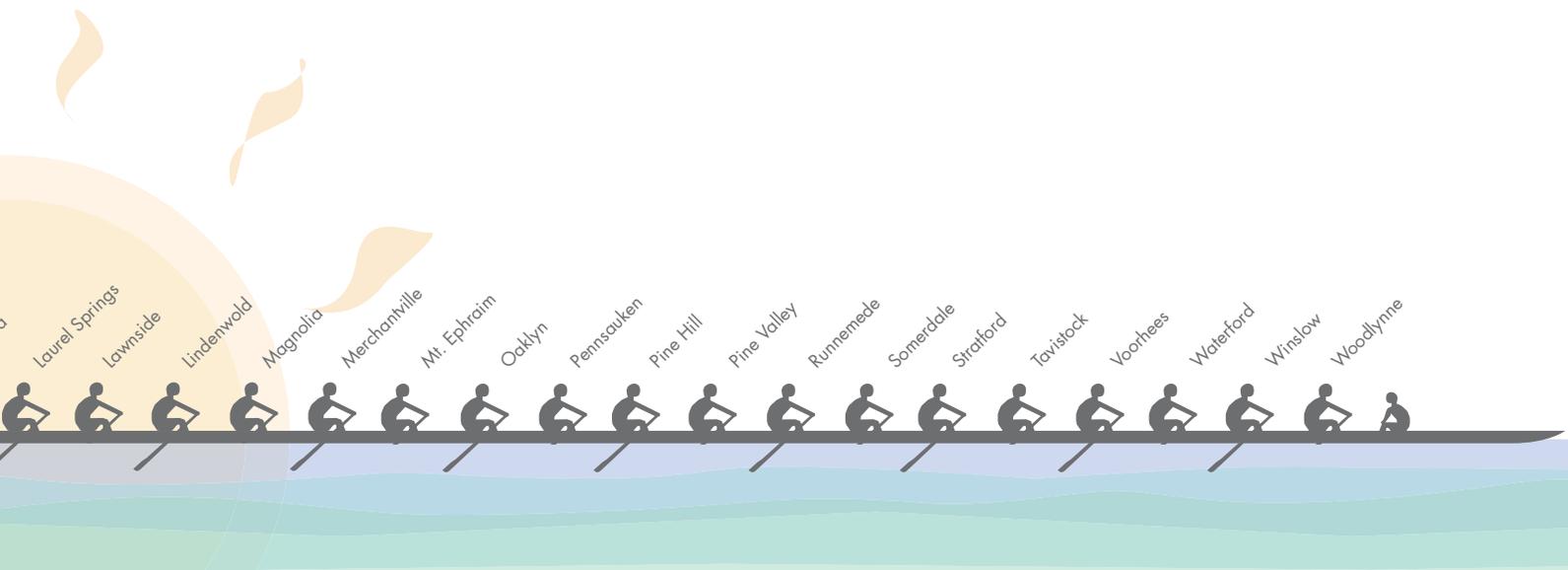
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Executive Summary

Camden County's Land Use Element is intended to provide the County and its 37 municipalities with an actionable vision for the future, providing a clear picture of what the land use landscape in the County could look like by 2040. It draws off of Camden County's inherent strengths, and seeks to reposition challenged areas of the County to be successful in the future. The Land Use Element is part of an overall update to Camden County's Master Plan, and is intended to keep pace with changes anticipated up to the year 2040.

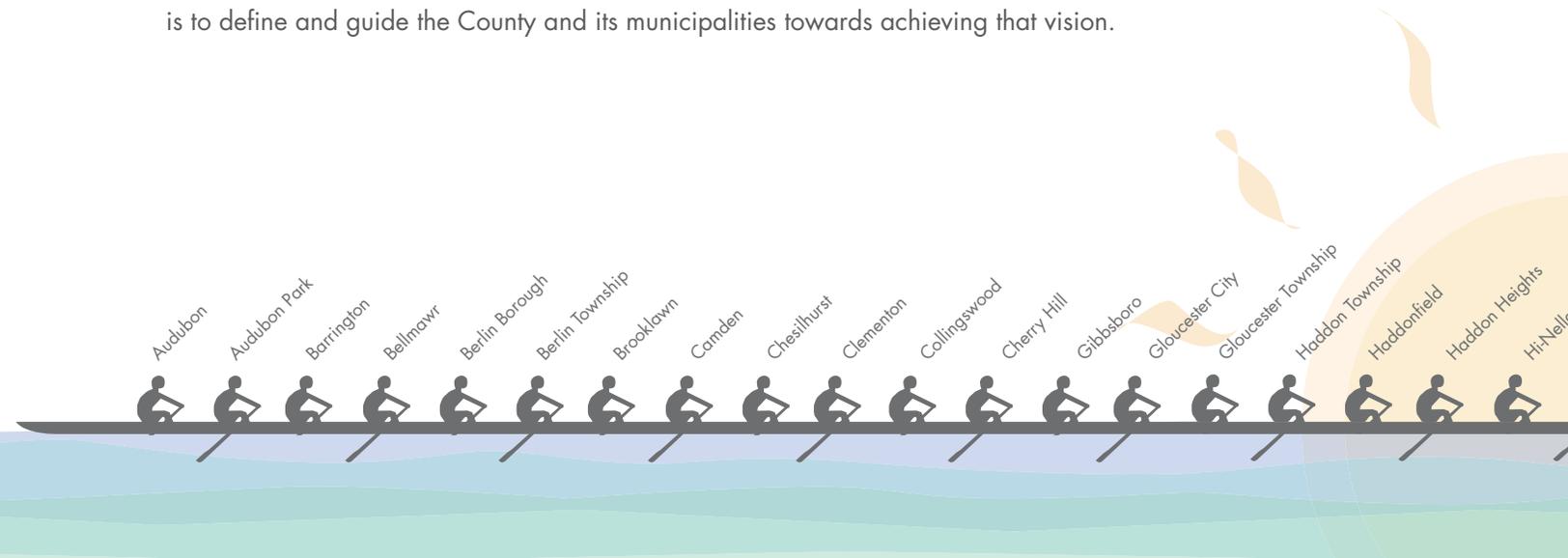
The issues, principles, goals, and policy recommendations in the Land Use Element were heavily informed by an extensive public outreach process that resulted in input from roughly 1,000 members of the Camden County community, including stakeholders, municipal officials, and the general public. This input, combined with research into Camden County's existing conditions and project future conditions, resulted in the recommendations contained in this plan.

The vision for the County is that in the year 2040, Camden County will be a place where **all of life's opportunities are within reach**. To guide the County and its municipalities towards achieve that vision, three principles guide and inform the goals and policy actions of the Land Use Element. These principles are:

- **Vibrancy:** Promotes economic and social interaction through the strengthening of downtowns, mixed-use centers, and strong, well-connected neighborhoods.
- **Proximity:** promotes sustainable, compact land use patterns in areas with existing infrastructure, in addition to enhanced multi-modal connections throughout the County, allowing undeveloped and natural areas to remain untouched.
- **Durability:** promotes long-term sustainable policies and land use patterns that ensure that Camden County meets the social, economic, and environmental needs of its current and future residents.

These principles provide a foundation for the recommendations found within **10 geographically distinct policy goals** that create a framework land use policy across the County.

The Land Use Element is intended to function as a broad policy guide for County-level investments and municipal actions, but it does not represent a regulatory land use document, nor is it intended to supersede the jurisdiction of the County's municipalities. However, the importance of a County-wide land use policy guide should not be understated. The County is made up of 37 municipalities of varying sizes and character, yet all are interconnected through a shared economic, social, and environmental landscape that transcends municipal boundaries. Much like a team of rowers racing along the Cooper River, Camden County will be most successful if individual municipal actions are targeted towards achieving a common vision and purpose, and the intent of this document is to define and guide the County and its municipalities towards achieving that vision.



How To Use The Plan

As a policy guide for Camden County and its 37 municipalities, the Land Use Element is intended to be used by the County, municipalities, non-governmental organizations, regional and state planning entities, as well as citizens and residents of the County. A description of the ways that these different audiences may use the Plan follows below:

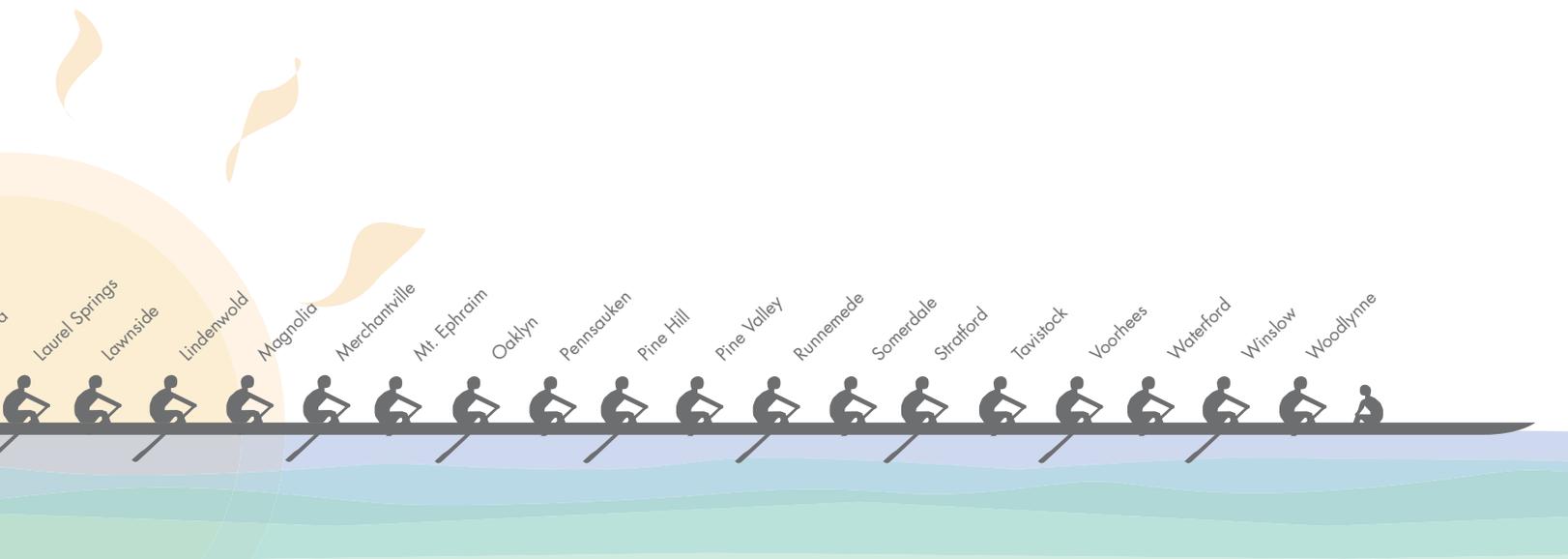
Camden County: As a tool for planning the extent and timing of investments in capital facilities and improvements, and as a policy guide for County departments and officials in relation to desired land use.

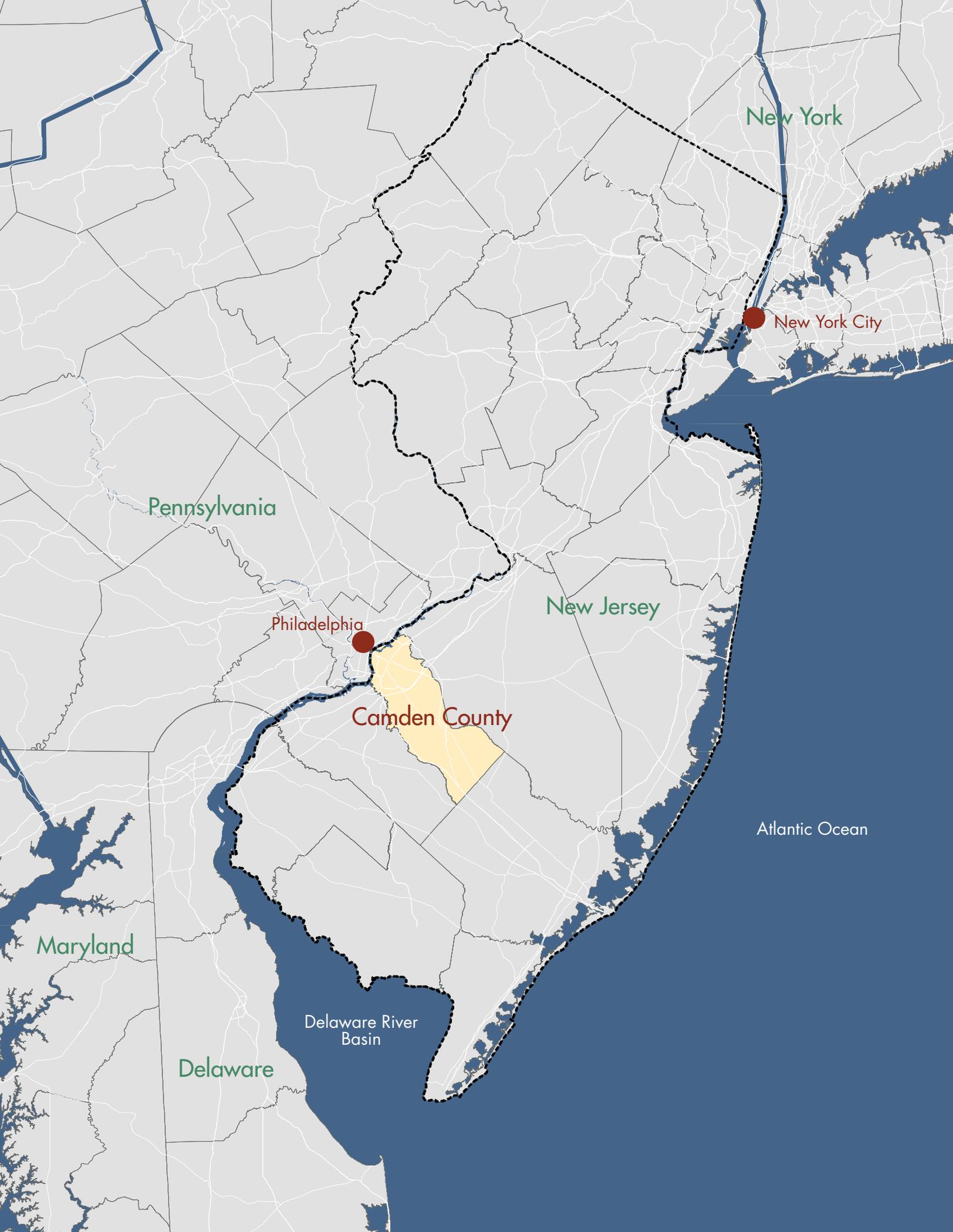
Municipalities: As a tool for guiding municipalities in developing land use regulations, and for evaluating consistency with municipal actions such as master plans, zoning ordinances, and redevelopment plans.

Non-Governmental Organizations: As a tool for aligning actions and priorities with County policy.

Regional & State Planning Entities: As a reference for defining regional strategies and policies for growth, development, and investments.

County Citizens & Residents: As an informative document that provides a citizen-driven consensus on how the County should grow and develop over the next 30 years.





New York

New York City

Pennsylvania

New Jersey

Philadelphia

Camden County

Atlantic Ocean

Maryland

Delaware

Delaware River Basin



Where are we now?

Purpose of the Land Use Element

Camden County's Land Use Element is intended to provide the County and its 37 municipalities with an actionable vision for the future, providing a clear picture of what the land use landscape in the County could look like by 2040. It draws off of Camden County's inherent strengths, and seeks to reposition challenged areas of the County to be successful in the future.

Camden County's last Land Use Element of the County Master Plan dates back to 1972, and since that time, much has changed in the way people live, learn, work, recreate, and travel. The 1972 Plan was only intended to have a 20-25 year time horizon, and therefore the vision of the 1972 plan has become out-of-date, with diminished relevancy for the County and its municipalities.

Having an updated County Master Plan provides benefits to all members and municipalities of the Camden County community. Specifically the Plan is intended to:

- Articulate a shared vision among the County's 37 municipalities
- Direct future investments to where they are most needed
- Align with local goals and objectives of the County's municipalities
- Incorporate today's best practices in planning, such as transit-oriented development and smart growth development, into the vision

Relationship to Municipal Planning

The new Land Use Element seeks to provide a vision for the growth and development of the County into 2040, but it does not supplant or supersede a municipality's legal role in regulating land use and form within each community's jurisdictional borders. Despite this seemingly passive role of the County Plan, certain functions of municipal land use planning (such as master plan updates and redevelopment plans) require a statement of consistency with the County Master Plan, and the more out-of-date the County's plan is, the harder the requirement of consistency becomes to meet. These municipal planning documents guide land use policy and regulations, and often have ripple effects to neighboring municipalities.

Therefore, the role of the County Plan in many ways is to articulate a shared long-range vision for the entire County and its 37 municipalities, ensuring that the planning and development of each municipality is beneficial to the growth and development of the County as a whole.

Roles of the Master Plan Elements

The Land Use Element is only one 'element' of the County Master Plan, which is composed of four interrelated elements: Bicycle & Multi-Use Trails, Highway & Circulation, Open Space & Farmland Preservation, and the Land Use Plan. The primary function of each element is as follows:



Land Use Element

This element focuses on ensuring that future growth and development in the County is aligned with local and State priorities and that future development capitalizes on the County's unique issues and assets.



Highway & Circulation Element

This element focuses on how the County can meet roadway needs and capacity issues given anticipated population and employment projections.



Bicycle & Multi-Use Trails Element

This element focuses on fostering a multi-modal bicycle and pedestrian trail network throughout the County that connects with major destinations, greenways, and open space.



Open Space & Farmland Preservation Element

This element focuses on preserving and fostering a network of farmland, open space, and greenways throughout the County.

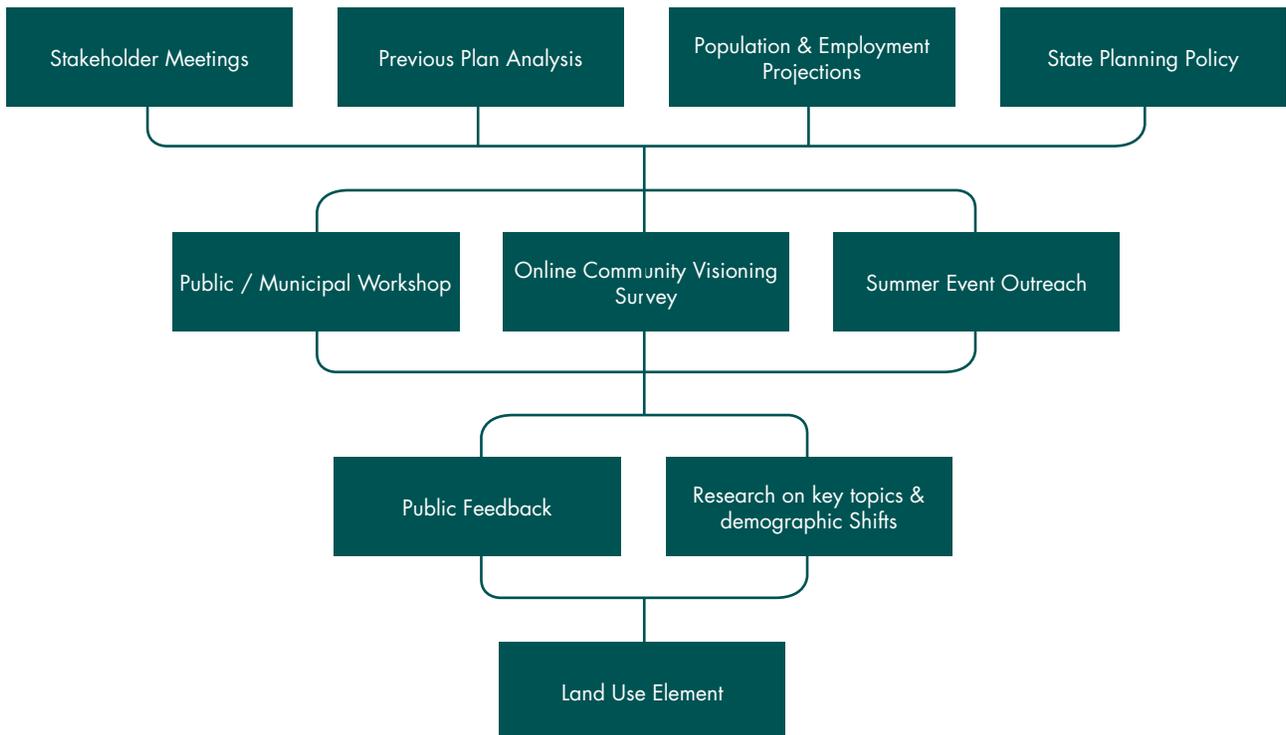
Plan Development & Public Engagement Process

To develop a shared-vision for future land use planning in the County, it was necessary to both examine past planning efforts and trends to see what had changed since 1972, and to engage present municipal representatives, stakeholders, citizens, and regional agencies in a conversation about the possibilities for Camden County’s future. The Plan is the result of an extensive Public Process that included:

- meetings with municipal representatives;
- meetings with county, regional, and state agencies;
- previous plan research (to analyze past goals and objectives from previous efforts);
- public outreach meetings;
- informational presentations;
- attendance at major events in the County advertising the plan;
- the distribution of outreach materials and flyers;
- a website and web-based Community Visioning Survey; and
- a draft review period and public open house.

The public outreach process resulted in discussions with over 1,000 people from across the County, and focused on long-term goals, hopes, and a vision for the future. The results of this process are informative both to the challenges Camden County currently faces, and the future opportunities the County will capitalize on.

PLAN DEVELOPMENT PROCESS DIAGRAM



Community Visioning Survey Summary

During a 3-month period between July 2nd to October 1st of 2013, the project team created and distributed an online community visioning survey to reach a broad audience across the Camden County community. The survey collected a total of 906 responses, with respondents from nearly each municipality in the County.

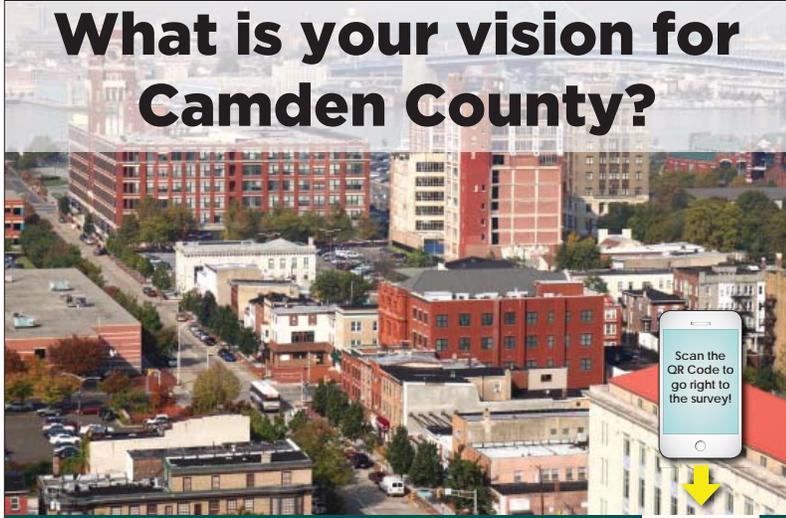
The purpose of the Community Visioning Survey was to gain an understanding of how citizens from across the County viewed their communities now and what their vision is for the future. Additionally, the survey and outreach process was meant to spread awareness and inform the public about the entire Master Plan process. For the purposes of this plan, survey results were analyzed cumulatively for the entire County. However, the database produced from the survey allows users to sort by municipality, or group of municipalities, data which could be used for municipal planning purposes.

Feedback from the Community Visioning Survey was used to inform the ideas, issues, vision, and recommendations throughout the Land Use Element. As such, relevant quotes and results from the survey can be found throughout this document, as well as the full survey summary in the appendix of this document.

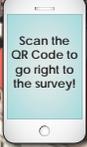
Community Visioning Survey Questions

1. What municipality do you live in?
2. What municipality do you work or go to school in?
3. How long have you lived in your community?
4. What do you like best about living in your community?
5. What do you think needs the most improvement in your community?
6. What is unique or special about your community? What sets it apart from others?
7. Overall, how satisfied would you say you are with your quality of life in your community?
8. The following “big ideas” have been recommended in previous plans. Which do you think would benefit your community the most?
9. It is anticipated that by 2040 the County will add an additional 15,000 people and 10,000 jobs. Where are the best locations for that growth to occur?
10. If you could pick one PLACE in your community or in the County to change or improve (regardless of resources), where would it be, and what would you do?
11. Assuming all your ideas and recommendations are implemented, what will your community or the County look like 30 years from now?

Reproduction of questions from the Community Visioning Survey.



Have 5 minutes? Share your vision for your community at: surveymonkey.com/s/camdencounty2040



camden county

Making It Better, Together.
Presented by the Camden County Freeholders
Director Louis Cappelli, Jr.
Deputy Director Edward I. McDonnell
Michelle Gentek
Ian K. Leonard
Scott N. McCray
Jeffrey L. Nash
Carmen G. Rodriguez



What is the Plan's purpose?
The County's last Master Plan dates back to 1972, and since that time, much has changed in the way people live, learn, work, recreate, and travel in Camden County. The County is currently in the process of developing a new Master Plan and vision to reflect the priorities of today's Camden County residents.

When finished, the Master Plan will provide a fresh vision for the County's future and will provide a road map for how to achieve that vision.

What are the benefits of a County Master Plan?
An updated County Master Plan provides benefits to all members and municipalities of the Camden County community. Specifically the Plan can help:

- Articulate a shared vision among the County's 37 municipalities
- Direct future investments to where they are most needed
- Align with local goals and objectives of the County's municipalities
- Incorporate today's best practices

For more information, visit:

- learn more at our website: www.camdencounty.com
- find us on facebook: www.facebook.com/camdencountynj
- follow us on twitter: twitter.com/camdencountynj

Have questions about the County's new Master Plan or the planning process?
planner@camdencounty.com

Participate in the Vision!
Take our **Community Survey** to share your vision for your community at:
surveymonkey.com/s/camdencounty2040

www.camdencountymasterplan.com

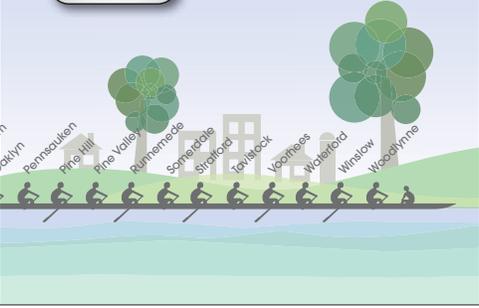
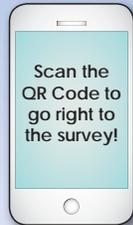
CAMDEN COUNTY
Master Plan

Have 5 minutes?

Participate in the Vision!

Take our **Community Survey** to share your vision for Camden County at:

surveymonkey.com/s/camdencounty2040



Images of public workshops, events attended, and promotional materials for the Camden County Master Plan and Community Visioning Survey.

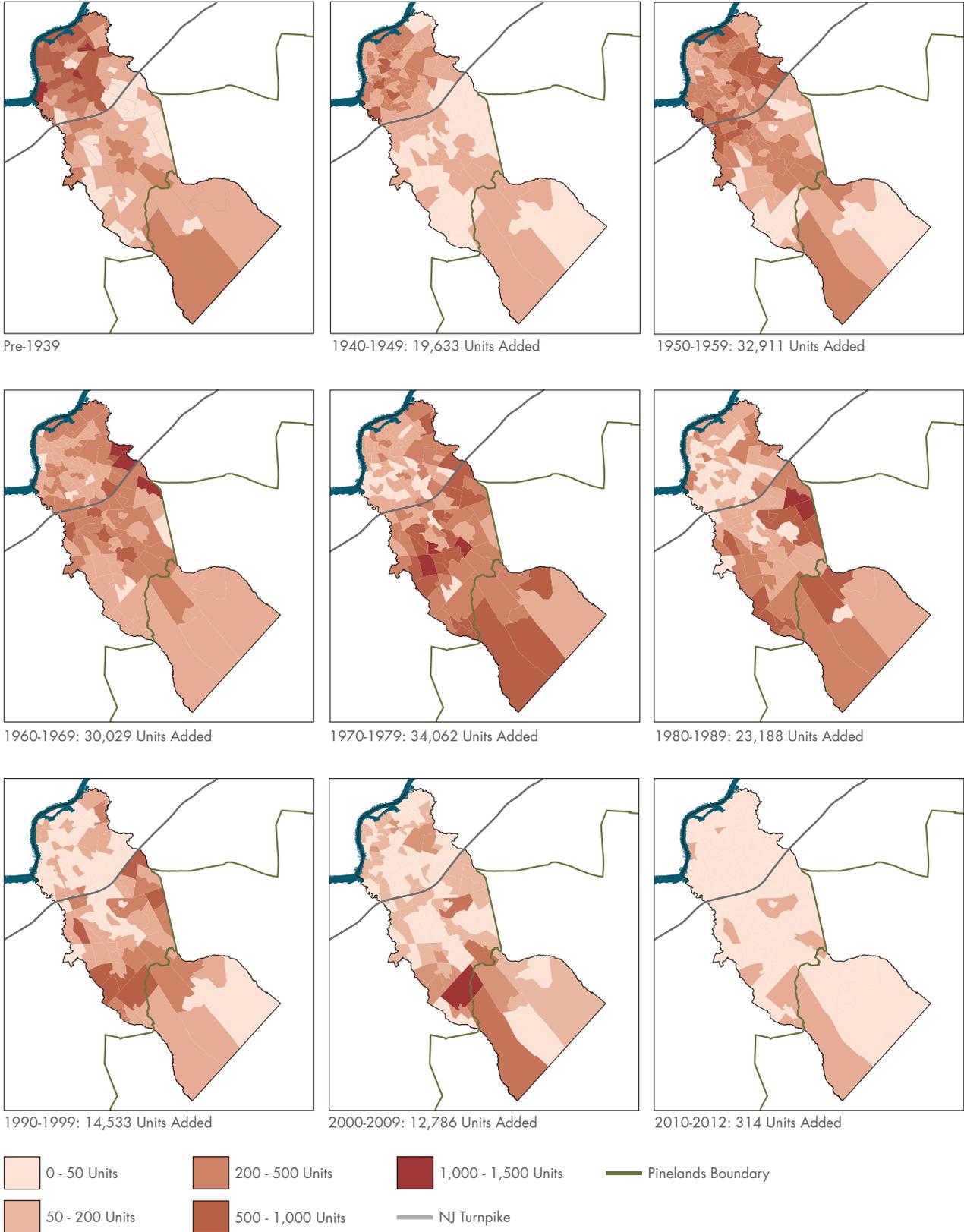
Historic Growth Patterns

Historically, growth in Camden County has generally pushed from the historic center of Camden City in the northwest to the Pinelands region in the southeast. The City of Camden was long the historic hub of the County, with all major roads and rail leading to downtown Camden. These transportation corridors supported a network of residential communities anchored by locally serving town centers. As the automobile became the dominant mode of transportation in the twentieth century, the population and economic prowess of Camden shifted from the City outward. This growth pattern was spurred by the availability of open land, new highway and rail infrastructure, and by a steadily growing population.

While this outward growth pattern spurred growth and development in the suburban and rural communities of the County, it resulted in a sprawling land use pattern that is characterized by:

- a separation (rather than an integration) of land uses
- a dispersed population within low-density development
- a lack of mobility options for getting around, other than the automobile
- a lack of well-defined town and economic centers
- a decline for the County's older, urban communities

Historic Residential Growth Patterns in Camden County



The series of maps above shows the location, timing, and intensity of residential development throughout Camden County, showing a pattern of concentrated growth at the County's northwestern edge prior to the 1950's, a trend of outward development from the 1950's to 2012, and a slowdown in construction activity generally from 200-2012.

SOURCE: U.S. Census Bureau, 2008-2012 American Community Survey

Land Use Context in 2010

Today, there is limited undeveloped, unrestricted land left in Camden County, yet the County contains a wealth of assets to build upon, and is situated in an enviable regional position along the northeast corridor. The central challenge and opportunity for growth and development in the County in the next several decades will be **how to grow smarter**, to ensure that future growth occurs in ways that will improve Camden County as a whole.

As a result of historic growth patterns, Camden County's land use context is generally defined by the following attributes.

INNER RING (DELAWARE RIVER - NJ TURNPIKE)

The inner ring communities of Camden County are the oldest and densest in the County, and contain a greater share of the County's industrial and commercial land. Industrial properties are generally located along the Delaware River and the interstate corridor, while commercial land radiates out from the City of Camden along major arterial roadways. Commercial development takes the form of both older main streets, auto-oriented strips running parallel to main roadways, and large commercial clusters, such as the Cherry Hill Mall. While this portion of the County contains a smaller degree of open space than portions of the County to the south, the inner ring communities contain two of Camden County's most unique and visted open spaces, Cooper River Park, and the Delaware River Waterfront. This portion of the County benefits from relatively high levels of mass transit service provided by NJ Transit, PATCO, the Riverline, and the planned Glassboro-Camden Line and Bus Rapid Transit service.

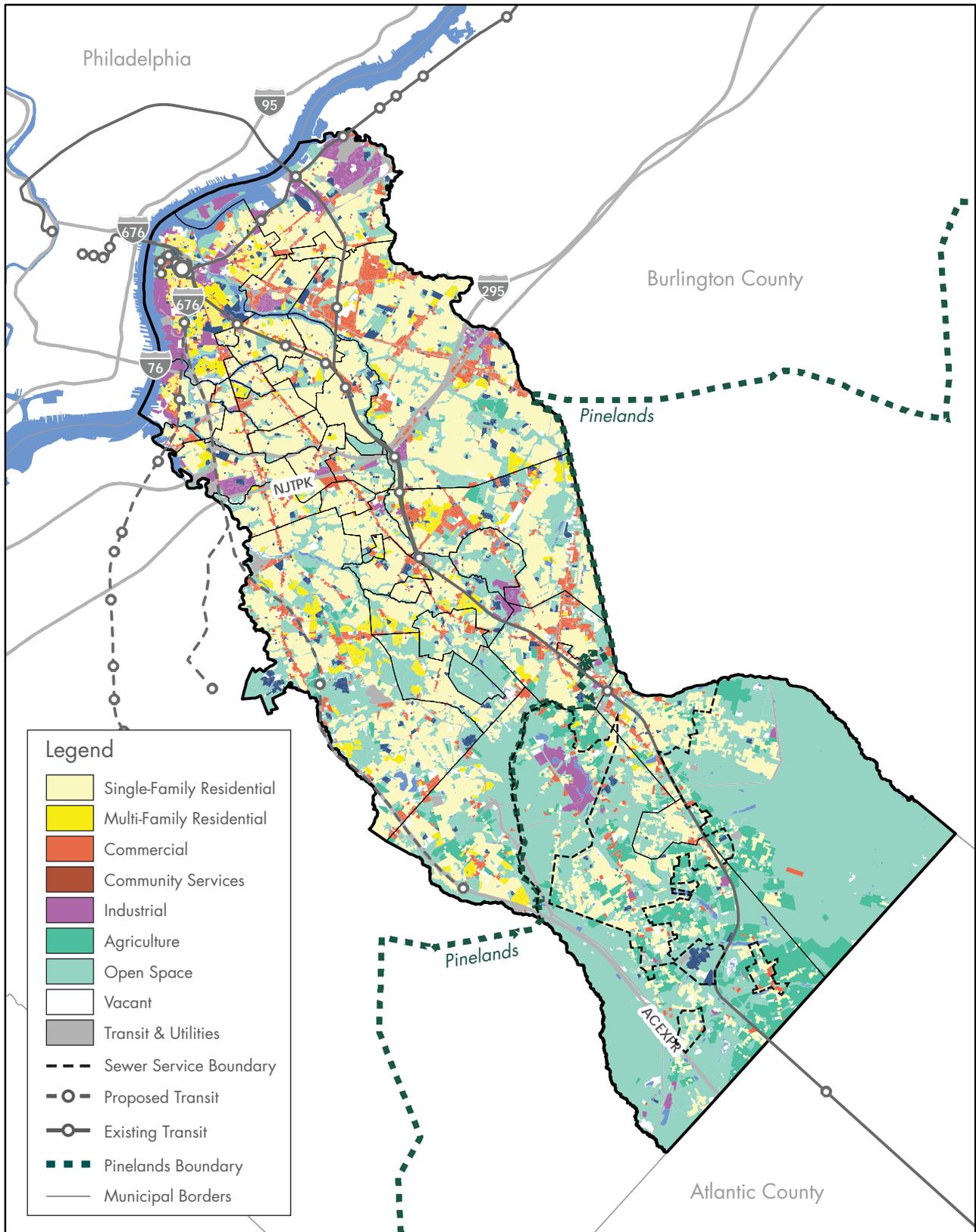
OUTER RING SUBURBS (NJ TURNPIKE - PINELANDS)

With the exception of the communities along rail lines and older cross-county roadways, the majority of this area wasn't developed until after the construction of the NJ Turnpike and I-295 in the mid-twentieth century. As a result, communities in this portion of the County are generally more dispersed, and contain many of the characteristics of Post-WWII development, including curvilinear residential street design, strip commercial development along arterials, and lower density residential development. While predominantly built-out, large tracts of undeveloped and unprotected land have the potential to be developed in the future, given past development trends and the extent of the County's sewer service area.

PINELANDS (PINELANDS BOUNDARY - ATLANTIC COUNTY)

Because of its location within the Pinelands area, this portion of the County remains sparsely developed and heavily wooded. With the exception of the small area surrounding the Atco Train Station on the Atlantic City Line, this portion of the County is defined by low-density residential land use patterns and a large share of the County's forests, preserved farmland, and open space.

2010 Land Use Context



Land Use Map of Camden County, with generalized categories.

0 1 2 5 Miles



SOURCE: DVRPC & Camden County

Camden County Land Use Element 2014

Issues + Opportunities

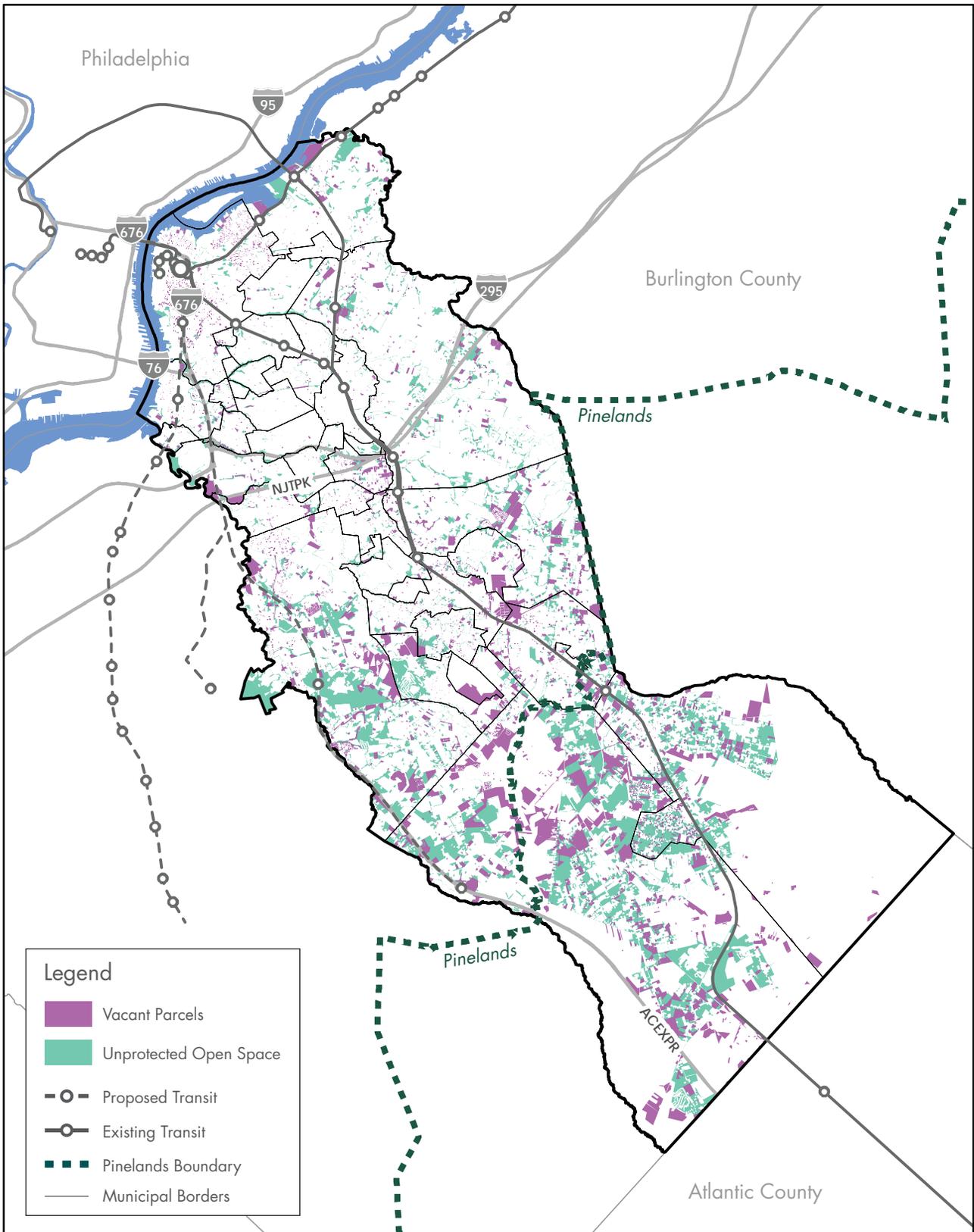
Throughout the public engagement and analysis processes, several key themes emerged that were informative as to the challenges and opportunities the County faces going forward:

A LARGELY BUILT-OUT LAND AREA

As a largely built out community with a suburban growth boundary in the form of the Pinelands, Camden County has limited room left for expanding its urban footprint. While there still remain some large tracts of undeveloped land in suburban communities such as Voorhees, Winslow, and Gloucester Townships, much of the County's future growth will need to be accommodated through the reuse of previously developed land. This poses both opportunities and challenges. There is the opportunity to reimagine key, underperforming sites that many times are centrally integrated into existing communities and infrastructural networks. Done correctly, this infill development can enhance existing communities while lessening development pressure on rural, undeveloped land. The central challenge will be to incentivize growth where it is most appropriate, while disincentivizing or restricting growth where it is not.

As visible in the map on the adjoining page, the majority of vacant or undeveloped, unprotected land lies in the southern half of the County, in suburban or rural areas at the edge of, or beyond supportive infrastructure. The northern half of the County has the greatest share of infrastructure to support development, but there are few areas in this section of the County available for future growth and development.

Vacant and Unprotected Open Space



Dispersion of vacant and unprotected open space land in Camden County.

0 1 2 5 Miles



SOURCE: NJDEP & NJ Division of Taxes

Camden County Land Use Element 2014

A CORE CITY FIGHTING BACK FROM DECLINE

Since the 1950's, when the City of Camden reached its peak population of 124,555 residents, the City has lost 38% of its population (US Census) and a large share of its former manufacturing-oriented employment base. As a result, many formerly dense, thriving neighborhoods suffer from crime, inadequate infrastructure, and economic stagnation. As of 2012, the City's current population is estimated to 77,250 (US Census)

Despite these troubling trends, the City of Camden remains a key component of the Philadelphia / Camden metropolitan center. Camden City is the central hub for transportation in Camden County, and one of the primary transportation hubs in the region. The Downtown contains two PATCO stations, and The Walter Rand Transportation Center is the central interchange point for rail and bus service, including the planned Bus-Rapid Transit System that will serve commuters along the Route 42 and 55 corridors. Downtown Camden is the terminus of the Riverline and the planned Glassboro-Camden Line.

While many of the industrial and manufacturing jobs that once defined Camden are gone, Camden is emerging as a hub for a growing educational and medical institution cluster, with strong physical proximity to similar institutions in Philadelphia. Additionally, since the 1972 Land Use Element, Camden's waterfront has dramatically changed its function and appearance from an industrial port to an emerging mixed-use center with destination attractions, and regularly receives about 3 million visitors a year. The County seat is located in Downtown Camden, and a growing cluster of medical and educational institutions promise to further spur the City's revitalization.

Because of its role as the County's employment, education, government, entertainment, and population center, in addition to being its historic core and gateway to Philadelphia, the revitalization and improvement of conditions in the City is essential to the future of Camden County.

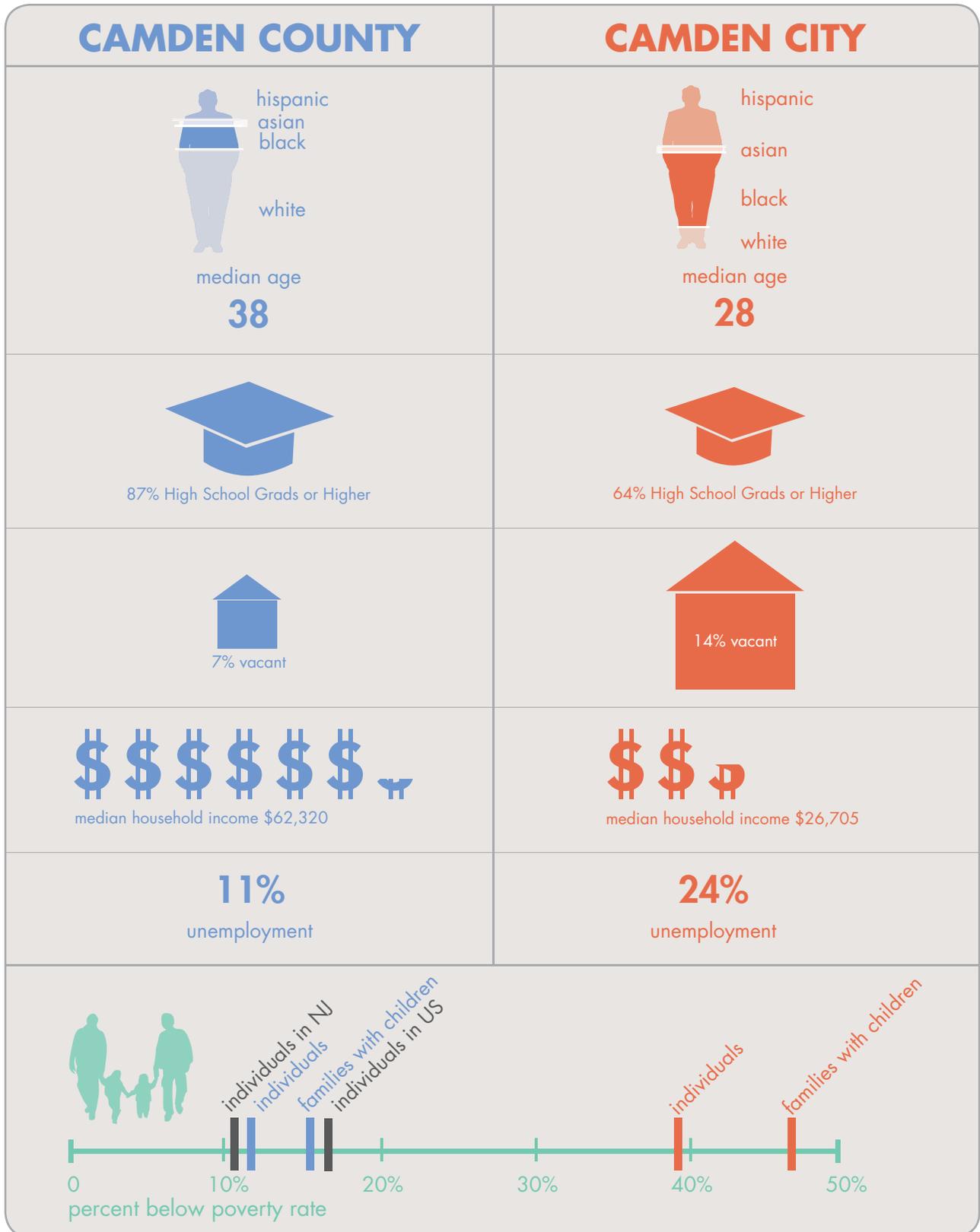
What big ideas would benefit your community most?

42% said: Encourage economic growth and development in the City of Camden.

40% would improve or change the City of Camden if they could pick one place regardless of resources.



Socioeconomic Conditions: Camden County & Camden City



The series of graphics above illustrate the vast difference between social and economic conditions in Camden City as compared to the rest of the County.

SOURCE: U.S. Census Bureau

A WEALTH OF TRANSIT INFRASTRUCTURE

Camden County's uniquely rich supply of mass transit infrastructure puts the County at a competitive advantage to other suburban counties in the Philadelphia metropolitan region. Camden County is currently served by a rich network of passenger trains, light rail, a growing supply of cycling infrastructure, as well as an extensive bus network. PATCO provides timely, 24-hour service with frequent headways and lower travel times to Center City Philadelphia in comparison to the regional rail system that services the Pennsylvania suburbs. The Riverline provides a connection between Downtown Camden and Trenton. The NJ Transit bus system links Downtown Camden and Philadelphia to surrounding South Jersey communities.

Planning is in the early stages for two major extensions of this system, the Glassboro-Camden Line which would introduce a new light rail service extending from downtown Camden to Glassboro, and the South Jersey Bus Rapid Transit System, which would create a mass transit link at the southwestern edge of the County along the Route 55 and Route 42 corridors to Center City Philadelphia.

The advantage of the County's strong mass transit services and connection to the metropolitan heart of the region cannot be understated, and a key opportunity and challenge in the coming years will be how to capitalize and grow symbiotically with this major asset.

In what municipality do you work or go to school?

64% said Philadelphia or Camden

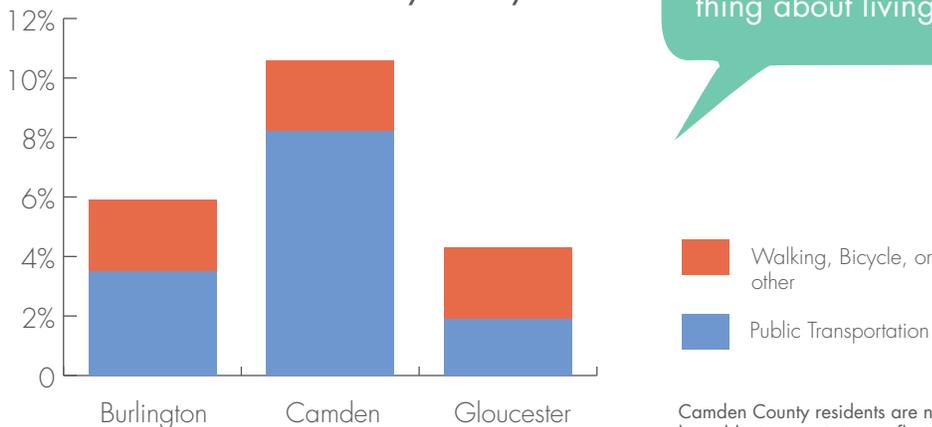
What do you like best about living in your community?

61% said Easy access to Center City or Downtown Camden

39% said proximity to transit is the best thing about living in their community



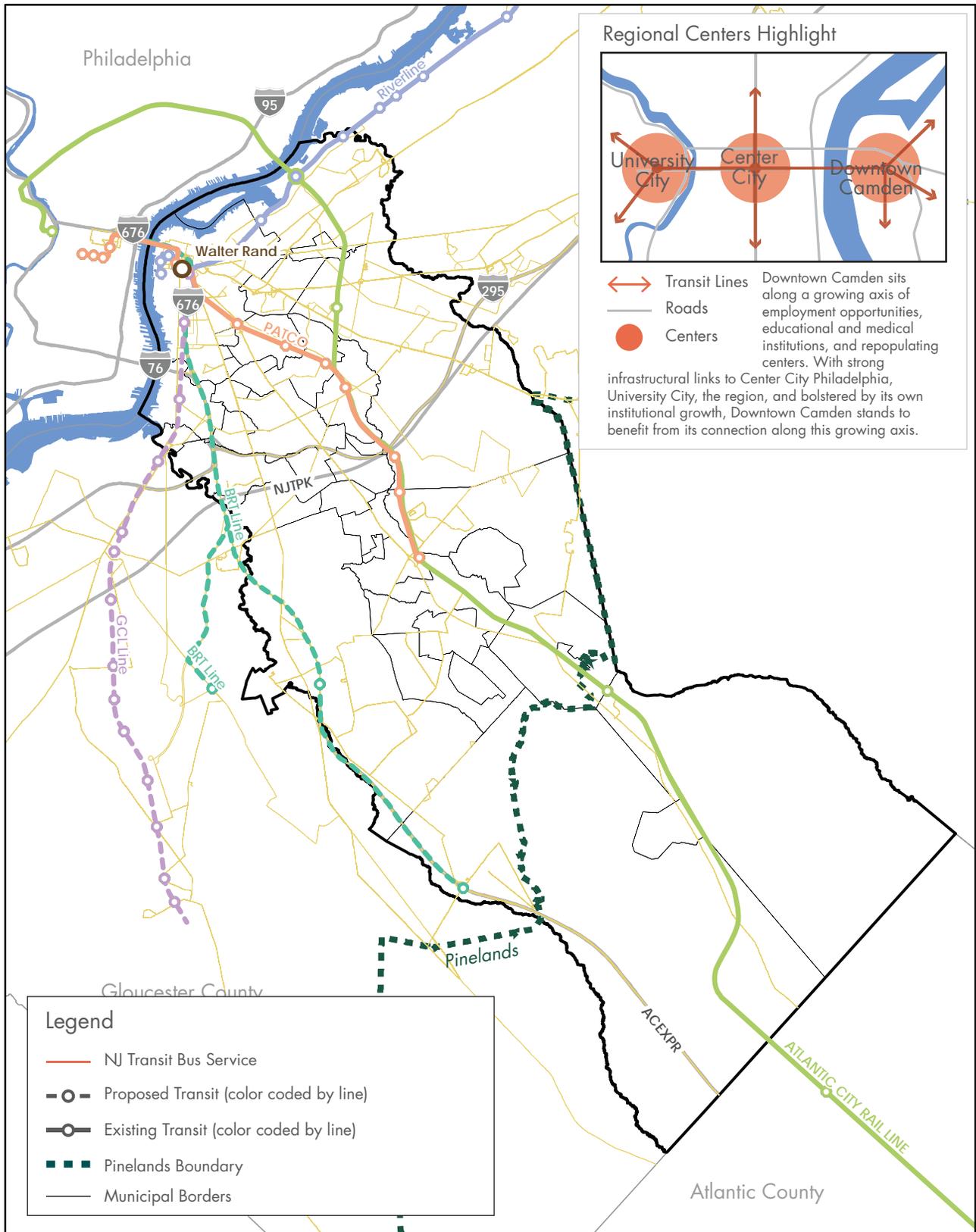
Public Transit Use by County



*The remaining commuters drive

Camden County residents are nearly twice as likely to commute to work by public transportation, reflecting the wealth of transit infrastructure in Camden County relative to the neighboring counties of Burlington and Gloucester.

Transit and Bus Network



Camden County's transit network is composed of two existing rail lines, two proposed mass transit lines, and a wide network of buses. As seen in the map above, transit service is most readily available in the County's inner ring, and provides excellent access to Philadelphia and the City of Camden.

0 1 2 5 Miles



SOURCE: DVRPC & Camden County

THE VALUE OF PROXIMITY

Much of Camden County is more varied and complex than the typical suburb. Across the County one can find a variety of close-knit residential neighborhoods with a variety of housing types, walkable streets, main street commercial corridors, natural assets, and mass transit connections. These characteristics are common amongst many inner-ring suburbs, a broad category encompassing communities near metropolitan centers that were largely built prior to the auto-oriented, suburban growth that characterized much of the residential development that occurred following World War II. As seen on the map on the adjoining page, over one third of Camden County's urbanized area falls within this category.

During the past decade, there has been a noticeable, well-documented shift in both lifestyle preferences and demographics favoring this type of walkable urbanism, a development pattern that is similar to the pre-World War II communities that were characterized largely by having many of life's daily needs within a short distance from home. This shift in preferences has been documented both at the local level, through the Community Visioning Survey, and through research at the national level. The 2013 Community Preference Survey, a biennial survey conducted by the National Association of Realtors, found that Americans care more about living in a walkable neighborhood over house size when deciding where they want to live. The survey also found that Americans prefer a neighborhood with a mix of houses, stores and businesses within a walkable distance over a neighborhood with just houses that would require driving to stores and businesses¹. This echoes findings from Camden County's Community Visioning Survey, which found that the top five things respondents liked most about their community included access to Center City/Downtown Camden (61%); access to open space, parks, and trails (53%); proximity to work and school (51%); being near family and friends (50%); and accessibility to town centers and stores (49%).

Preference for these types of communities makes sense given the resurgence and popularity of places like Collingswood and Haddonfield. Walkable communities with a variety of housing types tend to provide a richer variety of amenities and transportation options that meet the needs of a wider group of users. Because these communities are not as car dependent, young people, senior citizens, the disabled, and other groups who may not have access to a private car are able to reach destinations more easily. As Camden County ages, and given current and anticipated gasoline prices, the benefit of being less reliant on a private car for everyday needs will likely become more attractive to a wider group of County residents.



What do you think needs the most improvement in your community?

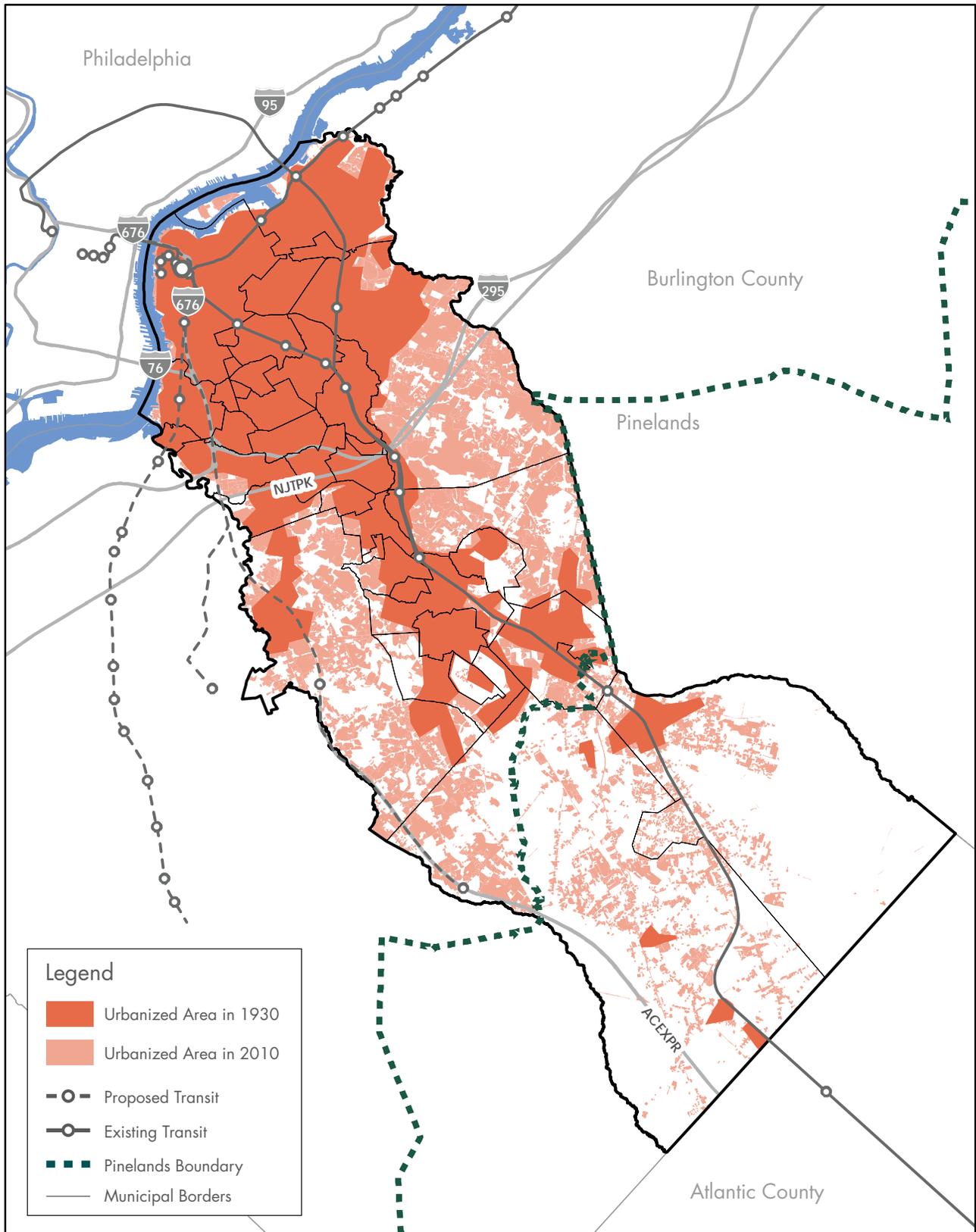
42% said the economic viability of our town center or downtown

What do you like best about living in your community?

51% said proximity to work or school

49% said accessibility to town centers and stores

Urbanized Land Area Over Time



The map above shows the extent of Camden County's urbanized area in 1930, contrasted with the County's urbanized area 80 years later in 2010. The difference highlights a growth pattern that was once based on proximity to urban centers and transit, versus a growth pattern characterized by outward expansion.

SOURCE: DVRPC & Camden County

A MORE SUSTAINABLE, MORE RESILIENT CAMDEN COUNTY

Sustainability issues related to stormwater, flooding, and reducing the County's carbon footprint were highlighted throughout the Community Visioning Survey as key sustainability issues to address in the short- and long-term. The County has well-documented challenges dealing with flood events, which have impacts on land use, infrastructure, and safety. Key roadways and low-lying areas of the County regularly flood during storm events, resulting in disruptions to the County's transportation system and property damage. Additionally, the City of Camden and Gloucester City have an outdated combined stormwater and sewer system. As a result, these areas often bear a heavy brunt during storm events, and these flooding, sanitary, and infrastructural issues are an impediment to economic development. This issue is magnified by the fact that many parts of these heavily urbanized areas sit within the 100 and 500-year floodplains. Efforts such as the Camden SMART program, a stormwater management and resource training initiative for the City of Camden, are working to build a comprehensive green infrastructure network at the local scale to aid in addressing these issues, but do not address green infrastructure on a county-wide scale.

In addition to current issues, Camden County is at risk of facing future and magnified threats from natural disasters. In 2012, Hurricane Sandy illustrated the devastating impacts that a major storm event could wreak on communities in New Jersey. Though Hurricane Sandy largely spared Camden County, a similar storm traveling up the Delaware River could have massive impacts on the County's most urbanized areas. Current Hazard Mitigation planning practice focuses on mitigating the negative impacts of storm events once they have occurred, but does little to address the strong relationship between smart land use planning and disaster prevention/mitigation.

The County's long-term sustainability is also dependent on reducing its carbon footprint. Camden County's Sustainability Plan addresses a variety of ways that County owned buildings, vehicles, and property can become more sustainable in the short-term. To complement these internal strategies, the County can reduce its carbon footprint by promoting compact forms of development and supporting a multi-modal transportation network. In the past sixty years, transportation investments have overwhelmingly favored automobile-oriented infrastructure, resulting in two often cited complaints for County residents: 1) a lack of viable options for transportation other than by car and 2) traffic congestion and increasing strain on roadway capacity. Putting people in closer proximity to their daily needs, encouraging compact development patterns, and providing improved alternate transportation options will help reduce the County's overall carbon footprint and foster a more sustainable Camden County in the long-term.

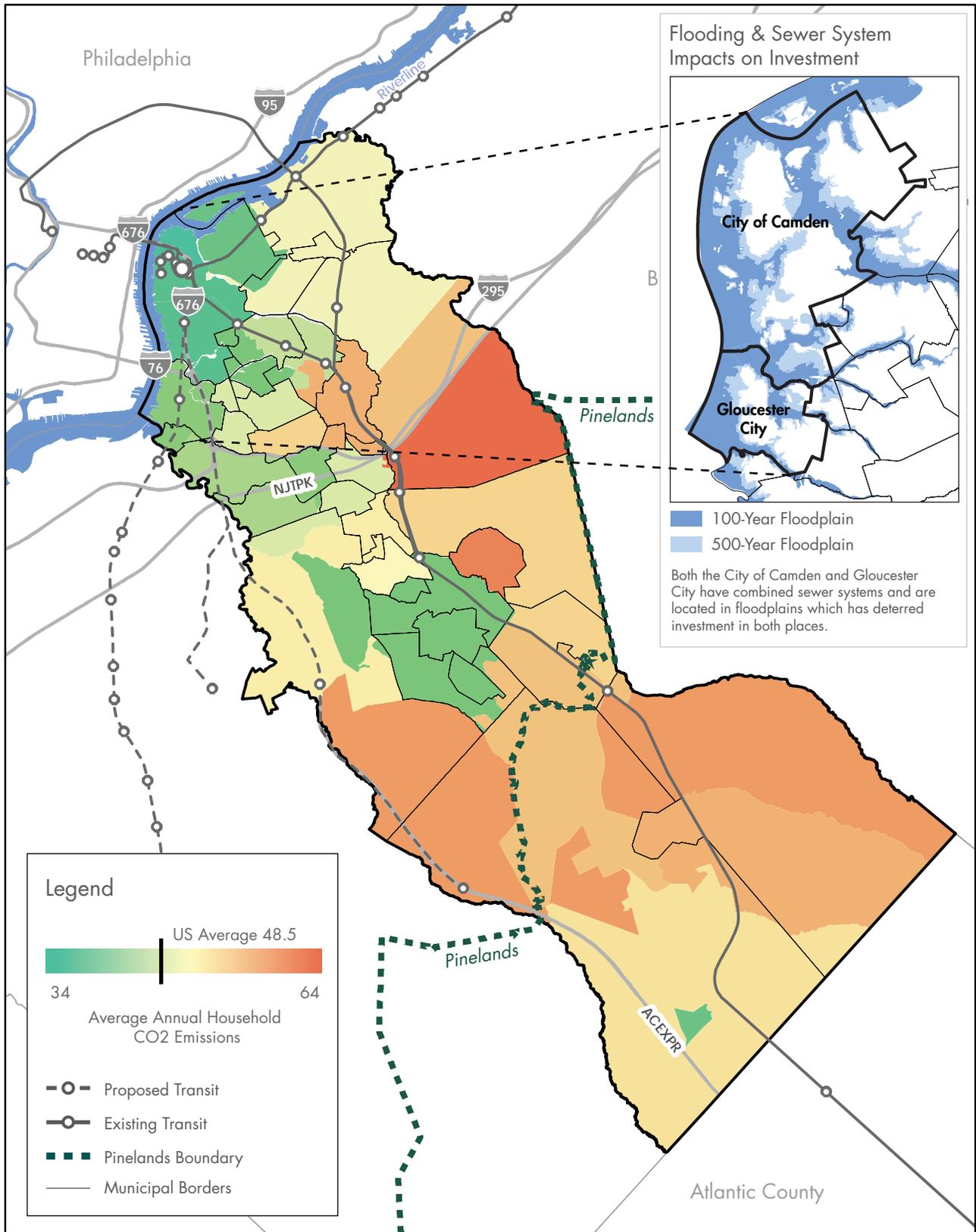
What big ideas would benefit your community most?

44% would improve the safety, comfort, or quality of streets for walking and biking in their community

41% said Utilize natural systems / green infrastructure to mitigate damage caused by flooding and excess stormwater



Average Annual Household CO2 Emissions



The map above is adopted from a national study of average annual household carbon footprint by zip code performed by the Cool Climate Network at the University of California Berkeley. The study looked at factors such as transportation, goods, housing, services, and food to determine average CO2 emissions, which overall were found to be higher in suburban areas surrounding metropolitan centers.

SOURCE: UC Berkeley CoolClimate Network, Average Annual Household Carbon Footprint (2013)

0 1 2 5 Miles





Where do we want to be?

A Vision for Growing Smarter

A central idea that emerged from the public outreach and visioning process was an understanding that Camden County is not defined by any one aspect. Camden County is incredibly diverse in both its population and form, and contains a variety of assets and opportunities making it a community that meets the needs of all residents.

To maintain a high quality of life for current and future residents, Camden County's land use must reflect the diversity of its population. It must capitalize on the County's inherent strengths, while strategically improving distressed or ailing areas of the community.

The following section outlines the vision and guiding principles for Camden County's land use element. This vision was developed through community outreach, stakeholder interviews, previous plan research, and analysis of existing and potential future conditions in the County.

Vision, Principles, & Goals



VISION: OPPORTUNITY AT YOUR DOORSTEP

In 2040, Camden County will be a place where **all of life's opportunities are within reach**. The Camden County community will be able to take advantage of a rich variety of neighborhoods, work and educational opportunities, open spaces, and transportation options. Regardless of age, income, ability, or personal preference, Camden County will offer something for everyone.

To achieve this vision, the County needs to ensure that people, amenities, opportunities, and transportation options are linked together to promote **vibrant** centers, **proximity** to desired destinations, and a land use pattern **durable** enough to stand the test of time for the needs of today and the future. Doing so will enable all citizens of the Camden County community to access and benefit from the many amenities Camden County has to offer, putting **opportunity at your doorstep**.

To achieve this vision, the Land Use Element outlines the following interrelated principles and goals to guide future development and investments.

PRINCIPLES:



VIBRANCY promotes economic and social interaction through the strengthening of downtowns, mixed-use centers, and strong, well-connected neighborhoods.



"There would be clusters of mixed use areas where people could easily walk or bike to services, jobs and recreation, surrounded by open spaces for people to enjoy nature and shade".

"Smaller transit-oriented developments (clusters) of sustainable mixed components where people: live, work, go to school, eat, buy goods, and play".



PROXIMITY promotes sustainable, compact land use patterns in areas with existing infrastructure, in addition to enhanced multi-modal connections in suburban, urban, and rural areas, allowing undeveloped and natural areas to remain untouched.



"It will be a green place that is very walkable, bikeable, and has easy and affordable public transit options".

"Town centers where you can walk/bike to most things you need and close to public transportation. Reduce traffic by keeping people closest to home for errands and small shopping. Build community areas and parks where people can socialize and hold events".



DURABILITY promotes long-term sustainable policies and land use patterns that ensure that Camden County meets the social, economic, and environmental needs of its current and future residents.



"The County will be clean, green, thriving economically – a safe place to raise families, an intellectual and cultural garden open to new ideas – one where people from all ethnic groups work, learn and play together harmoniously".

To realize the community's vision and principles for land use, the plan outlines 10 geographically-based policy goals to help guide long-term growth and development in the County. The intent and geography of each goal is further defined in the recommendations section of this Plan.

POLICY GOALS:

1. 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.
2. Encourage limited growth, conservation, or preservation activities in areas that do not contain existing or planned infrastructure supportive of large-scale growth and development, and contain a majority of resources that are important to the environmental, scenic, and agricultural qualities of the County.
3. Support and promote the vitality and revitalization of the City of Camden.
4. Leverage the synergy of educational, business, institutional uses and regional attractions to spur a regional mixed-use hub in downtown Camden.
5. Encourage active transit corridors by clustering growth, development, and a vibrant mix of uses within a walkable distance of transit stations.
6. Evolve suburban centers to become not just hubs of commerce, but also walkable, mixed-use focal points of the community.
7. Support the vitality of neighborhood main streets as anchors of the local community.
8. Improve multi-modal conditions and land use quality along aging strip arterial corridors.
9. Harness the economic and cultural potential of the County's signature destination parks, riverfronts, and open spaces.
10. Ensure that the County's green and grey infrastructure systems work to reduce the impacts of natural disasters, create viable alternatives for non-motorized forms of transportation, and promote sustainable forms of land use development.

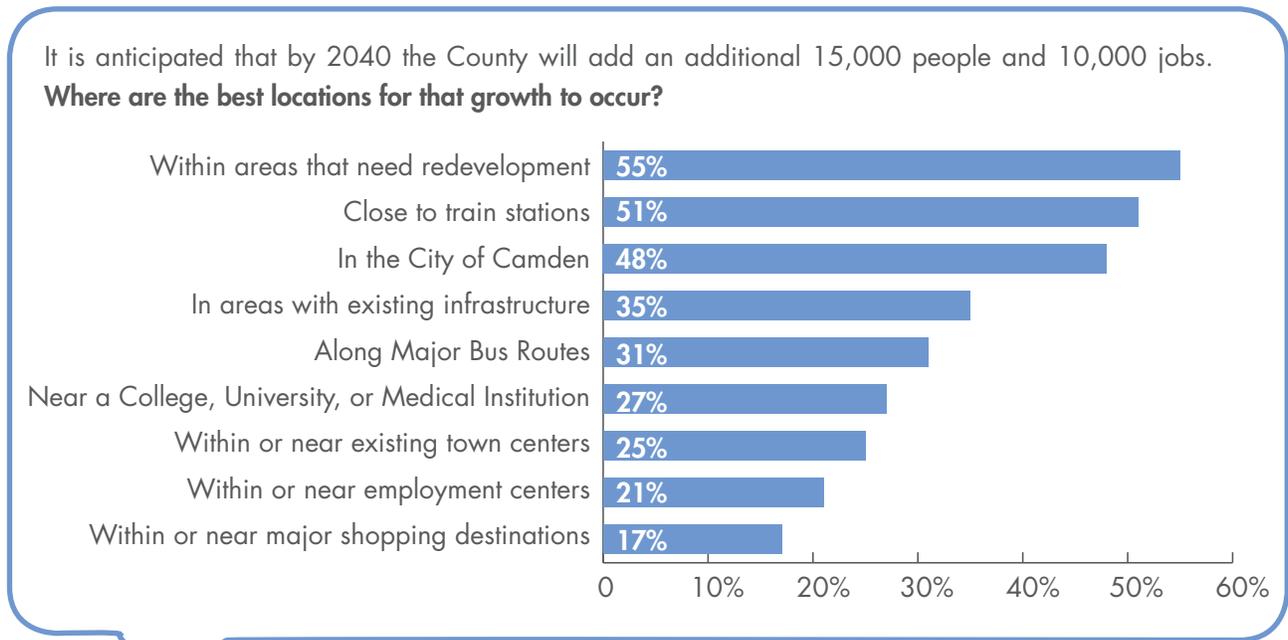
Relationship of growth projections to the Vision

To gain an understanding of the actions necessary to achieve the vision and goals of the Land Use Element, the project team reviewed projections initially developed by the Delaware Valley Regional Planning Commission (DVRPC) detailing where future population and employment growth is predicted to be distributed throughout the County by 2040. Analyzing this data gives a baseline of where future growth will occur, assuming that there are no changes in policy or actions at the County and municipal level to redirect future growth patterns.

POPULATION & EMPLOYMENT PROJECTIONS

The maps on the following pages indicate geographic distribution of DVRPC’s anticipated population and employment loss or growth throughout Camden County. These projections do not take into account the desired direction for growth, rather, they are based on where growth has occurred in the past, and where it is most likely to go in the future under current policies and conditions. Generally, the distributions below are based on population and employment changes from 2000 to 2010, and assume that such trends will continue into the future at a decreasing rate.

In total, the County is expected to grow by approximately 15,000 people and 10,000 jobs in the next three decades. The graphic below illustrates where survey respondents thought the best locations were for that growth to occur in the County.



POPULATION & EMPLOYMENT

These projections anticipate that the greatest share of population growth will occur in the outer-ring suburban portions of the County, remote from the inner-ring suburbs and mass transit infrastructure. Notable is the static growth or population decline anticipated in much of the inner-ring and urban communities in the County.

Anticipated employment growth is more concentrated to growing areas within the City of Camden and along the PATCO high speed line, though a significant amount of the anticipated growth is still expected to occur in the outer-ring suburbs.

RELATIONSHIP TO VISION

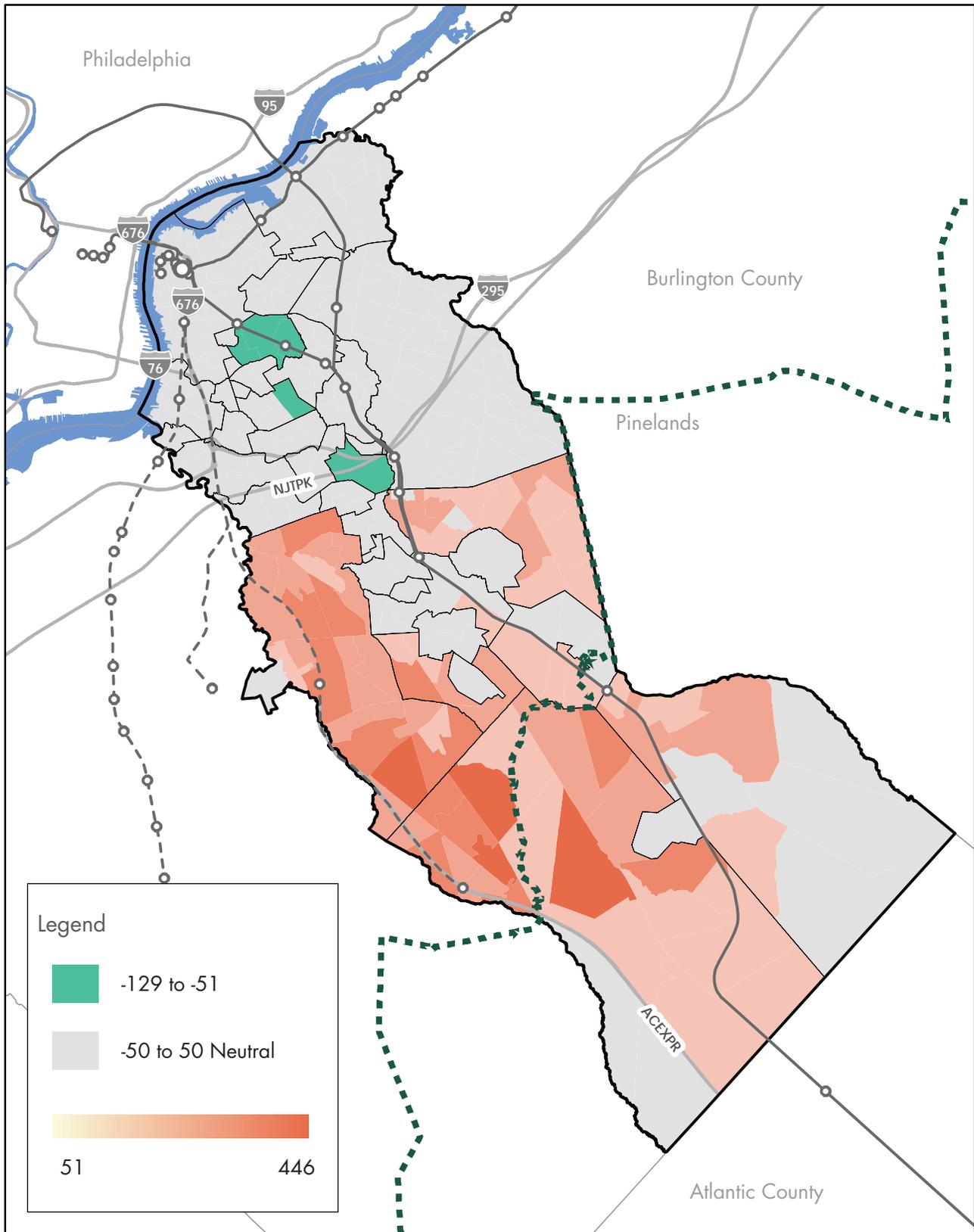
Anticipated growth in Camden County will generally follow a pattern of pushing outward into less developed areas, and lands without supporting transit and sewer infrastructure, likely due to a high percentage of built-out land in the inner ring suburbs of the County, a higher percentage of undeveloped land in the outer-ring suburbs, and a sewer service area that occupies a good portion of the outer-ring suburban land.

This sprawling pattern of growth is generally inconsistent with the Vision, Principles, and Goals outlined in the Land Use Element, specifically:

- A **Vibrant** Camden County envisions the growth and development of Camden City and the County's town centers, clustering density around mass transit stations, and infilling land in developed areas. Current population and employment projections are inconsistent with this principle in that they show growth occurring outside of the County's centers, and indicate population loss in many of these areas.
- A **Proximate** Camden County promotes compact land use patterns that put destinations within reach of Camden County citizens by locating new population and employment growth near destinations and connecting the County through a multi-modal transit network, providing choice in mode of transportation. Current population and employment projections are inconsistent with this principle in that they spread populations further away from each other and from destinations.
- A **Durable** Camden County promotes long-term sustainable land use policies, including environmental health, strong and livable neighborhoods, and a grey and green infrastructure system that can meet the needs of the 21st century. Current population and employment projections are inconsistent with this principle in that they encourage the expansion of sewer service infrastructure and move population growth away from existing neighborhoods.

Current population and employment projections predict sprawling patterns of growth into the outer-ring suburbs and rural portions of the County, along with a static or declining population in the inner ring suburbs and City of Camden. These projections are inconsistent with the Camden County Community's vision for growth and development, and it is necessary to recommend a strategy and policies that will result in a future land use pattern consistent with the vision and goals of the community.

Baseline Population Projections: 2010 - 2040



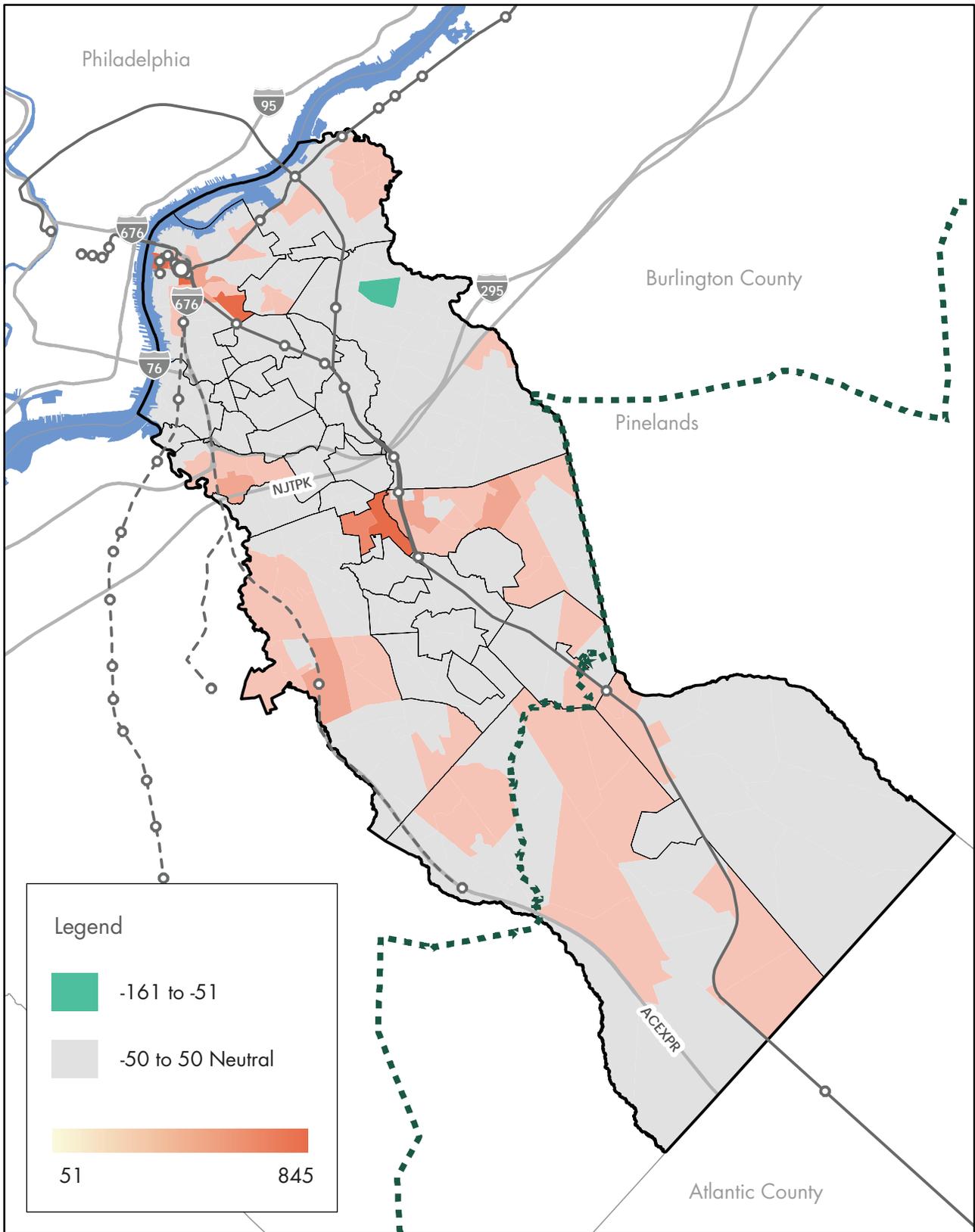
Projections address a 30-year period of time starting in 2010 and ending in 2040.

Baseline Population Projections by Municipality: 2010 - 2040

COUNTY / MUNICIPALITY	2010 POPULATION	2040 POPULATION FORECAST	ABSOLUTE CHANGE IN POPULATION, 2010-2040	PERCENT CHANGE IN POPULATION, 2010-2040
CAMDEN COUNTY TOTAL	513,657	528,303	+14,646	+2.9%
Audubon Borough	8,819	8,668	-151	-1.7%
Audubon Park Borough	1,023	974	-49	-4.8%
Barrington Borough	6,983	6,907	-76	-1.1%
Bellmawr Borough	11,583	11,652	+69	+0.6%
Berlin Borough	7,588	7,789	+201	+2.6%
Berlin Township	5,357	5,457	+100	+1.9%
Brooklawn Borough	1,955	1,964	+9	+0.5%
Camden City	77,344	78,199	+855	+1.1%
Cherry Hill Township	71,045	71,326	+281	+0.4%
Chesilhurst Borough	1,634	1,601	-33	-2.0%
Clementon Borough	5,000	5,004	+4	+0.1%
Collingswood Borough	13,926	13,438	-488	-3.5%
Gibbsboro Borough	2,274	2,263	-11	-0.5%
Gloucester City	11,456	11,488	+32	+0.3%
Gloucester Township	64,634	69,555	+4,921	+7.6%
Haddon Heights Borough	14,707	14,930	+223	+1.5%
Haddon Township	11,593	11,753	+160	+1.4%
Haddonfield Borough	7,473	7,397	-76	-1.0%
Hi-Nella Borough	870	878	+8	+0.9%
Laurel Springs Borough	1,908	1,892	-16	-0.8%
Lawnside Borough	2,945	2,882	-63	-2.1%
Lindenwold Borough	17,613	17,886	+273	+1.5%
Magnolia Borough	4,341	4,306	-35	-0.8%
Merchantville Borough	3,821	3,832	+11	+0.3%
Mount Ephraim Borough	4,676	4,664	-12	-0.3%
Oaklyn Borough	4,038	4,004	-34	-0.8%
Pennsauken Township	35,885	36,217	+332	+0.9%
Pine Hill Borough	10,233	11,141	+908	+8.9%
Pine Valley Borough	12	12	0	0.0%
Runnemede Borough	8,468	8,420	-48	-0.6%
Somerdale Borough	5,151	5,187	+36	+0.7%
Strafford Borough	7,040	7,037	-3	0.0%
Tavistock Borough	5	5	0	0.0%
Voorhees Township	29,131	30,722	+1,591	+5.5%
Waterford Township	10,649	11,359	+710	+6.7%
Winslow Township	39,499	44,490	+4,991	+12.6%
Woodlynne Borough	2,978	3,004	+26	+0.9%

SOURCE: U.S. Census Bureau (2010 Data) & DVRPC (Projections)

Baseline Employment Projections: 2010 - 2040



Projections address a 30-year period of time starting in 2010 and ending in 2040.

0 1 2 5 Miles



SOURCE: U.S. Census Bureau & DVRPC

Baseline Employment Projections by Municipality: 2010 - 2040

COUNTY / MUNICIPALITY	2010 EMPLOYMENT	2040 EMPLOYMENT FORECAST	ABSOLUTE CHANGE IN EMPLOYMENT, 2010-2040	PERCENT CHANGE IN EMPLOYMENT, 2010-2040
CAMDEN COUNTY TOTAL	263,406	274,124	+10,718	+4.1%
Audubon Borough	2,066	2,031	-35	-1.7%
Audubon Park Borough	25	24	-1	-4.8%
Barrington Borough	2,250	2,226	-24	-1.1%
Bellmawr Borough	5,093	5,623	+530	+10.4%
Berlin Borough	5,009	5,142	+133	+2.6%
Berlin Township	6,778	6,905	+127	+1.9%
Brooklawn Borough	1,152	1,157	+5	+0.5%
Camden City	51,435	55,409	+3,974	+7.7%
Cherry Hill Township	63,171	63,421	+250	+0.4%
Chesilhurst Borough	318	312	-6	-2.0%
Clementon Borough	1,656	1,697	+41	+2.5%
Collingswood Borough	6,167	6,167	0	0.0%
Gibbsboro Borough	2,497	2,485	-12	-0.5%
Gloucester City	3,921	3,946	+25	+0.6%
Gloucester Township	17,277	18,592	+1,315	+7.6%
Haddon Heights Borough	3,344	3,395	+51	+1.5%
Haddon Township	6,686	6,778	+92	+1.4%
Haddonfield Borough	3,235	3,235	0	0.0%
Hi-Nella Borough	197	199	+2	+0.9%
Laurel Springs Borough	357	354	-3	-0.8%
Lawnside Borough	1,741	1,704	-37	-2.1%
Lindenwold Borough	2,925	2,970	+45	+1.5%
Magnolia Borough	1,006	998	-8	-0.8%
Merchantville Borough	1,401	1,405	+4	+0.3%
Mount Ephraim Borough	950	948	-2	-0.3%
Oaklyn Borough	721	715	-6	-0.8%
Pennsauken Township	25,944	26,749	+805	+3.1%
Pine Hill Borough	1,531	1,567	+36	+2.4%
Pine Valley Borough	182	182	0	0.0%
Runnemede Borough	3,350	3,331	-19	-0.6%
Somerdale Borough	1,639	2,550	+911	+55.6%
Strafford Borough	6,462	6,459	-3	0.0%
Tavistock Borough	50	50	0	0.0%
Voorhees Township	19,276	20,329	+1,053	+5.5%
Waterford Township	3,382	3,607	+225	+6.7%
Winslow Township	9,880	11,128	+1,248	+12.6%
Woodlynne Borough	332	335	+3	+0.9%

SOURCE: NETS Database (2010 Data) & DVRPC (Projections)





How do we get there?

Land Use Vision Map

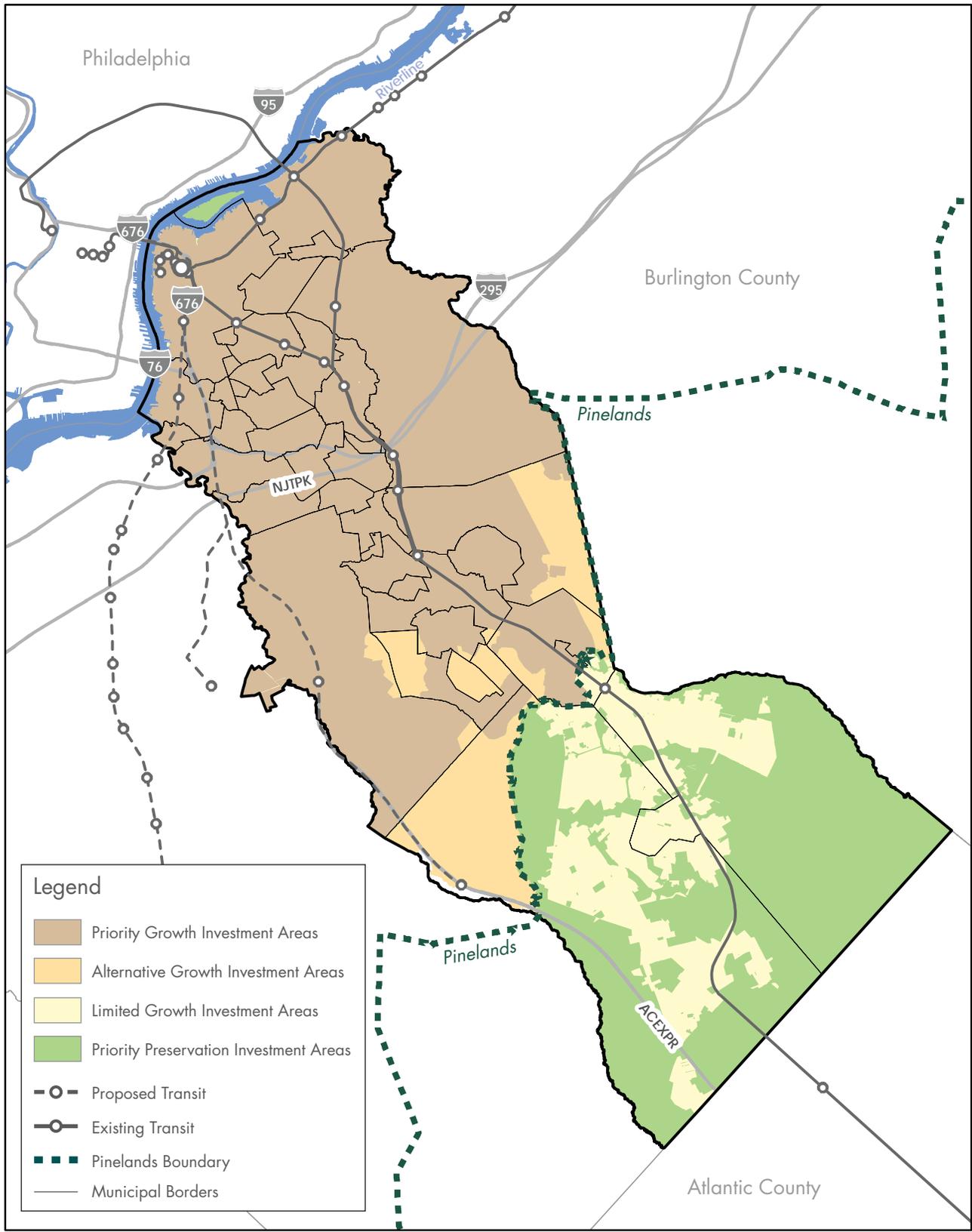
The **Vision Map** provides a framework for a future land use pattern consistent with the vision, principles, and goals outlined in this document. This Vision Plan identifies a series of geographic investment areas (County Investment Area Framework) appropriate for varying levels of growth or preservation on a regional level, as well as several specific focus areas (Community Vision Overlay). The Vision Plan provides a long-term guide for directing future growth, preservation, and investment efforts. However, the Vision Plan is not a land use or zoning map.

The vision map is a compilation of two interrelated mapping exercises:

The **County Investment Area Framework** splits the County into four planning areas. The definitions of these areas were informed by the draft 2012 standards in the State Strategic Plan developed by New Jersey's State Office of Planning Advocacy. These planning areas provide a general guide as to the most appropriate locations for future growth and preservation to occur. The geography of these planning areas is not static, and is based on a set of defined criteria that is dynamic and subject to change overtime as communities evolve. This strategy also serves to provide consistency between Camden County's planning efforts and those at the regional and State level.

The **Community Vision Overlay** identifies and defines targeted local priorities for future land use that emerged from the public outreach process. While the County Investment Area Framework covers large geographic areas, the Community Vision Overlay focuses on smaller geographic areas that are regionally important to the County. Many of these areas have the potential to grow, develop, and flourish, adding positive spillover effects throughout the County and beyond the confines of municipal borders. These areas serve as overlays to the areas mapped in the County Investment Area Framework.

County Investment Area Framework Map



Legend

- Priority Growth Investment Areas
- Alternative Growth Investment Areas
- Limited Growth Investment Areas
- Priority Preservation Investment Areas
- Proposed Transit
- Existing Transit
- Pinelands Boundary
- Municipal Borders



Making the County Investment Area Framework

The County Investment Area Framework splits the County into four planning areas based on draft 2012 standards in the State Strategic Plan developed by the State Office of Planning Advocacy. These four planning areas can be generally divided into two categories, areas where growth is preferred, and areas where conservation/preservation is preferred.



Typical PGIA context



Typical AGIA context



Typical LGIA context



Typical PPIA context

GROWTH AREAS

Camden County's growth areas contain existing or planned infrastructure, existing population and employment clusters, and dense settlement patterns that are best suited to accommodate the majority of growth anticipated in Camden County by the year 2040. These areas are ideal for new development, redevelopment, and the enhancement of multi-modal connections. These areas also contain protected historic and natural resources that are key components of the character and livability of these areas.

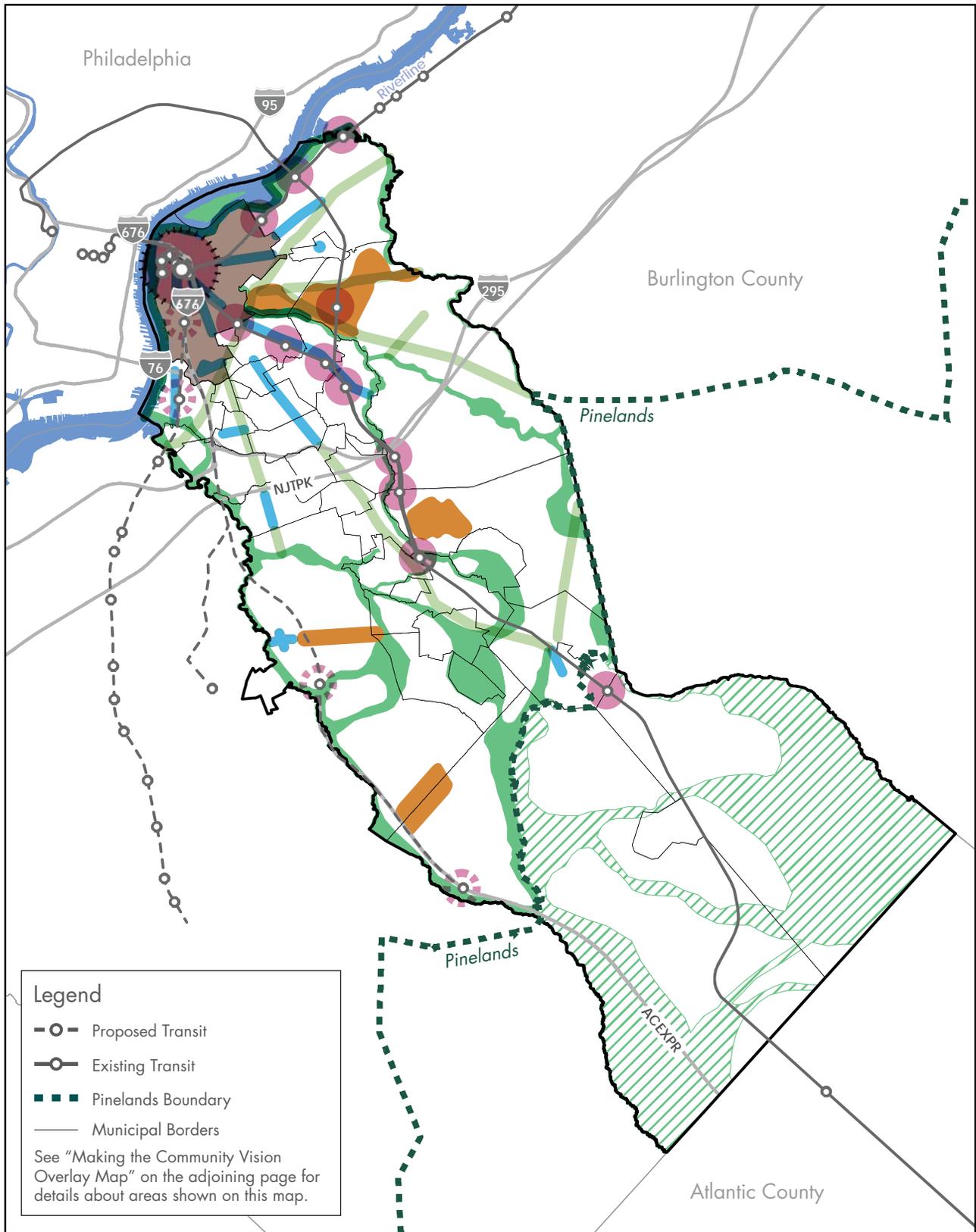
- **Priority Growth Investment Areas (PGIA's)** are areas best suited for future investment in growth, development, and redevelopment.
- **Alternative Growth Investment Areas (AGIA's)** are areas that have supportive infrastructure, and where efficient development and redevelopment should occur, but at a lesser priority than in PGIA's.

CONSERVATION/PRESERVATION AREAS

Camden County's conservation/preservation areas do not contain existing or planned infrastructure supportive of large-scale growth and development, and contain a majority of resources that are important to the environmental, scenic, and agricultural qualities of the County. These lands are most appropriate for conservation and preservation activities.

- **Limited Growth Investment Areas (LGIA's)** do not have supportive infrastructure for growth, and are best suited for investments in land protection, agriculture, or tourism.
- **Priority Preservation Investment Areas (PPIA's)** are areas where investments in land preservation, agricultural development, historic preservation, or environmental protection are preferred.

Community Vision Overlay Map



Legend

- Proposed Transit
- Existing Transit
- Pinelands Boundary
- Municipal Borders

See "Making the Community Vision Overlay Map" on the adjoining page for details about areas shown on this map.



Making the Community Vision Overlay Map

The Community Vision Overlay Map identifies and defines the local priorities for future land use that emerged from the public outreach process. These areas are divided into two main categories. Centers highlight unique hubs throughout the County, while Corridors and Systems focus on important corridor types and County-wide systems.

CENTERS



- The **Metropolitan Hub** offers an abundant mix of employment, compact development, distinct neighborhoods, institutions, and infrastructural resources to support high levels of growth, development, redevelopment, and investment.



- **Innovation Hubs** are characterized by nearby large higher education or medical institutions, transit infrastructure, and campuses or other nearby areas with potential for future development create opportunities for economic development, employment, and residential growth.



- **Transit Centers** are areas generally within a ½ mile of a passenger rail, light rail, or BRT station where growth and investment can primarily be accommodated through redevelopment, infill development, or renovations.



- **Suburban Centers** are composed of a mix of employment, retail, office, and housing and are located outside of traditional town and city centers. Suburban Centers are local and regional destinations for shopping, entertainment, and employment. In many ways, these also serve as the traditional ‘town centers’ for communities outside of inner-ring suburbs.

CORRIDORS & SYSTEMS



- **Main Streets** are the walkable, mixed-use neighborhood commercial districts that are found throughout Camden County’s municipalities. Main Streets serve as important anchors and focal points of the community, providing a variety of civic, cultural, commercial, and housing opportunities.



- **Arterial Corridors** are the roadways that cross municipal lines and are categorized by high traffic volumes and auto-oriented commercial development, and should be prioritized for investments in multi-modal infrastructure and redevelopment of aging commercial strips.

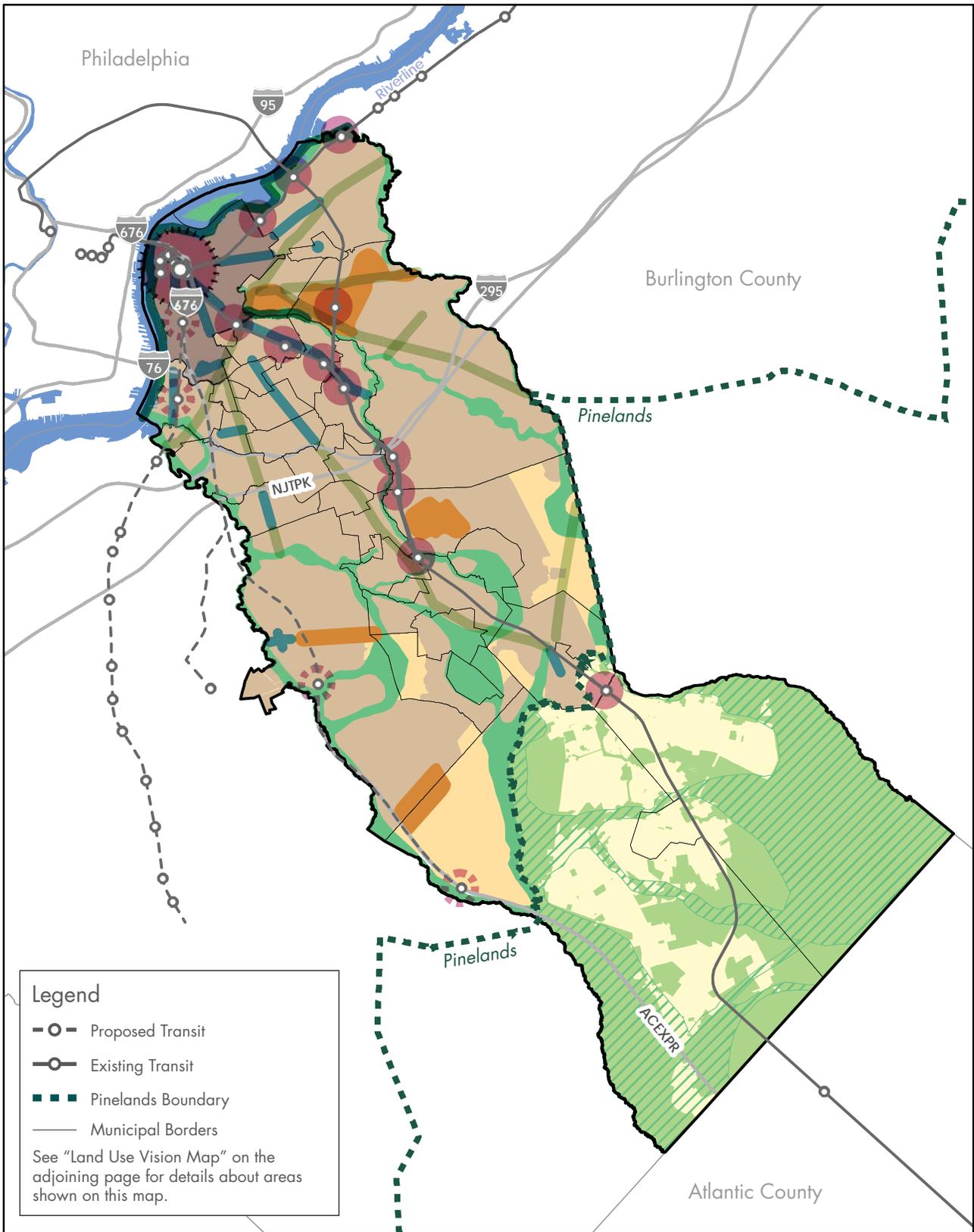


- **Active Waterfronts** include the County’s premiere destination parks, landscapes, and riverfronts. These areas are regional draws with significant economic spillover effects throughout the rest of the community.



- **Resilient Landscapes** are a strategy to ensure that both the urban and natural landscapes of the County work together to foster a sustainable green and grey infrastructure system and multi-modal connectivity to support future generations of Camden County residents.

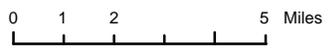
Land Use Vision Map



Legend

- Proposed Transit
- Existing Transit
- Pinelands Boundary
- Municipal Borders

See "Land Use Vision Map" on the adjoining page for details about areas shown on this map.



Land Use Vision Map

The “Vision Map” identifies and defines the local priorities for future land use identified at the regional and local levels. It represents the compilation of the **County Investment Framework** and the **Community Vision Overlay**.

COUNTY INVESTMENT AREA FRAMEWORK

GROWTH AREAS

POLICY GOAL 1: 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.

 Priority Growth Investment Area (PGIA)

 Alternate Growth Investment Area (AGIA)

CONSERVATION/PRESERVATION AREAS

POLICY GOAL 2: Encourage limited growth, conservation, or preservation activities in areas that do not contain existing or planned infrastructure supportive of large-scale growth and development, and contain a majority of resources that are important to the environmental, scenic, and agricultural qualities of the County.

 Limited Growth Investment Area (LGIA)

 Priority Preservation Investment Area (PPIA)

COMMUNITY VISION OVERLAY

METROPOLITAN CORE



POLICY GOAL 3: Support and promote the vitality and revitalization of the City of Camden.

INNOVATION HUB



POLICY GOAL 4: Leverage the synergy of educational, business, institutional uses and regional attractions to spur a regional mixed-use hub in downtown Camden.



TRANSIT CENTERS

POLICY GOAL 5: Encourage active transit corridors by clustering growth, development, and a vibrant mix of uses within a walkable distance of transit stations.



SUBURBAN CENTERS

POLICY GOAL 6: Evolve suburban centers to become not just hubs of commerce, but also walkable, mixed-use focal points of the community.



MAIN STREETS

POLICY GOAL 7: Support the vitality of neighborhood main streets as anchors of the local community.



ARTERIAL CORRIDORS

POLICY GOAL 8: Improve multi-modal conditions and land use quality along aging strip arterial corridors.



ACTIVE WATERFRONTS

POLICY GOAL 9: Harness the economic and cultural potential of the County’s signature destination parks, riverfronts, and open spaces.



RESILIENT LANDSCAPES

POLICY GOAL #10: Ensure that the County’s green and grey infrastructure systems work to reduce the impacts of natural disasters, create viable alternatives for non-motorized forms of transportation, and promote sustainable forms of land use development.

Growth Area #1: Priority Growth Investment Areas (PGIA)

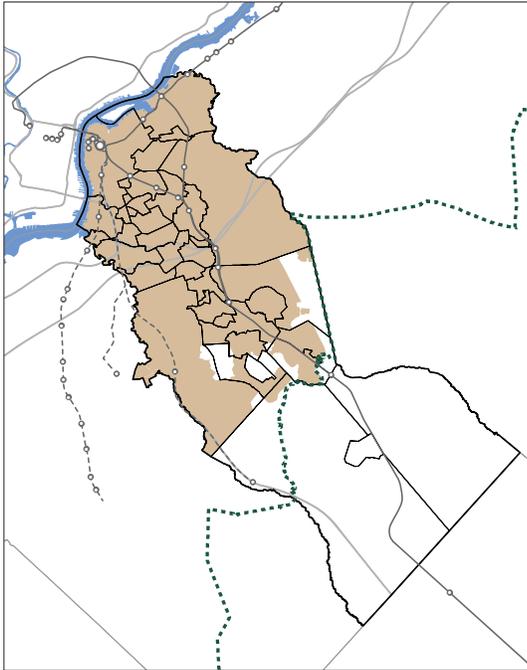
POLICY GOAL #1: Promote population and employment growth, development, and redevelopment activities in suburban and urban communities that contain existing or planned infrastructure, existing population and employment clusters, and dense settlement patterns.



LAND USE POLICY INTENT

Camden County's Priority Growth Investment Areas are composed of the County's key urban areas, inner-ring suburbs, main streets, transit and utility infrastructure, and centers of commerce and employment. Because of these assets, the Priority Growth Investment Area is the ideal location for meeting the County's future growth projections. Future growth, development, and investment should primarily take the form of revitalization and infrastructure upgrades, redevelopment of underutilized and contaminated sites, (re)development near transit infrastructure, infill development in existing neighborhoods and corridors, improvements to the pedestrian, bicycle, and transit infrastructure network, and renovation and reuse of structures with historic value.

AREA MAP



DEFINITION

A "Priority Growth Investment Area" (PGIA) means: "an area where more significant development and redevelopment is preferred and where public and private investment to support such development and redevelopment will be prioritized".

PRIORITY GROWTH INVESTMENT AREA (PGIA) CRITERIA

The following criteria defines the geographic extents of Priority Growth Investment Areas in Camden County:

1. Former State Plan Policy Map Metropolitan Planning Areas (PA 1) and Nodes
2. Unexpired State Planning Commission Approved Centers, Urban Complexes and other areas designated for development or redevelopment
3. Municipally Designated Transfer of Development Rights "Receiving Areas"
4. Municipally Designated "Urban Enterprise Zones"
5. Municipally Designated "Areas in Need of Redevelopment" or "Areas in Need of Rehabilitation"
6. Approved "Foreign Trade Zones"
7. Land within Higher Education Campuses suitable for development / redevelopment
8. NJDOT Certified Transit Villages
9. "Urban Transit Hubs" as defined by EDA's Urban Transit Hub Tax Credit Program
10. Land owned by the New Jersey Sports and Exposition Authority
11. Additional area, upon municipal request, provided that such areas are consistent with the County's Land Use Policy Goal and Policy Intent for Priority Growth Investment Areas as defined herein.

Growth Area #2: Alternate Growth Investment Areas (AGIA)

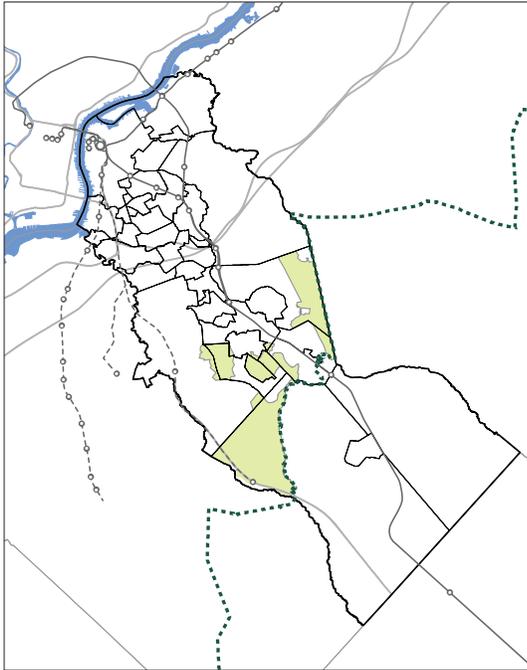
POLICY GOAL #1: Promote population and employment growth, development, and redevelopment activities in existing communities that contain existing or planned infrastructure, existing population and employment clusters, and dense settlement patterns.



LAND USE POLICY INTENT

Camden County's Alternative Growth Investment Areas are composed primarily of suburban areas with tracts of undeveloped land that are within the County's sewer service area. While these areas have adequate public infrastructure to accommodate growth, they generally lack assets essential to smart growth development, such as proximity to transit, mixed-use centers, multi-modal infrastructure, interconnected street networks, and parks and recreation areas. For this reason, investment decisions that would spur growth and development in AGIAs should be given second priority to similar investments in PGIAs. In general, future growth, development, and investments in these areas should take the form of development and redevelopment of previously developed sites, new development that is interconnected to developed areas through pedestrian and bicycle connections, and infill development in developed areas.

AREA MAP



DEFINITION

An "Alternate Growth Investment Area" (AGIA) means: "an area that has existing or planned infrastructure that will lead to development and redevelopment opportunities. County investments related to the efficient development and redevelopment of previously developed sites and optimization of existing settlement patterns should be encouraged but as a lesser priority than areas considered Priority Growth Investment Areas".

AGIA CRITERIA

The following criteria defines the geographic extents of Alternate Growth Investment Areas in Camden County:

1. Land within current or planned sewer service areas that are not within areas listed in PGIA Criteria or within the Pinelands Management Area.
2. Additional area, upon municipal request, provided that such areas are consistent with the County's Land Use Policy Goal and Policy Intent for Alternate Growth Investment Areas as defined herein.

Conservation/Preservation Area #1: Limited Growth Investment Areas (LGIA)

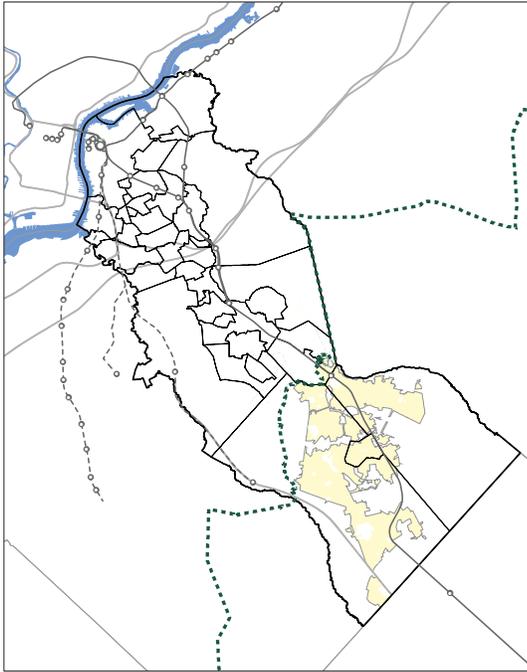
POLICY GOAL #2: Encourage limited growth, conservation, or preservation activities in areas that do not contain existing or planned infrastructure supportive of large-scale growth and development, and contain a majority of resources that are important to the environmental, scenic, and agricultural qualities of the County.



LAND USE POLICY INTENT

Camden County's Limited Growth Investment Areas are composed primarily of low-density residential and rural development that are not within current or planned sewer service areas. Limited Growth Investment Areas in Camden County fall entirely within the State regulated Pinelands Management Area. Because the Pinelands Protection Act (NJSA 13:18A-23) establishes state-level planning and a regulatory framework for areas within the Pinelands Area, the Pinelands Commission's Comprehensive Management Plan guides and implements land use and development regulations therein. Investments in these areas should generally prioritize land preservation and conservation activities over growth and development. Infrastructural investments should encourage trails that enhance access for cyclists and pedestrians.

AREA MAP



DEFINITION

A "Limited Growth Investment Area" (LGIA) means: "an area that does not have existing or planned infrastructure that will lead to a significant degree of additional new development or redevelopment opportunities. Large scale County investments that may lead to additional development should not be prioritized in these areas. Though to a lesser degree than Priority Preservation Investment Areas (PPIAs), County investments in land protection, and supporting and enhancing the agricultural or tourism industry are encouraged".

LGIA CRITERIA

1. Areas not within current or planned sewer service areas and not in areas listed under other investment criteria contained herein.
2. Additional area, upon municipal request, provided that such areas are consistent with the County's Land Use Policy Goal and Policy Intent for Limited Growth Investment Areas as defined herein.

Conservation/Preservation Area #2: Priority Preservation Investment Areas (PPIA)

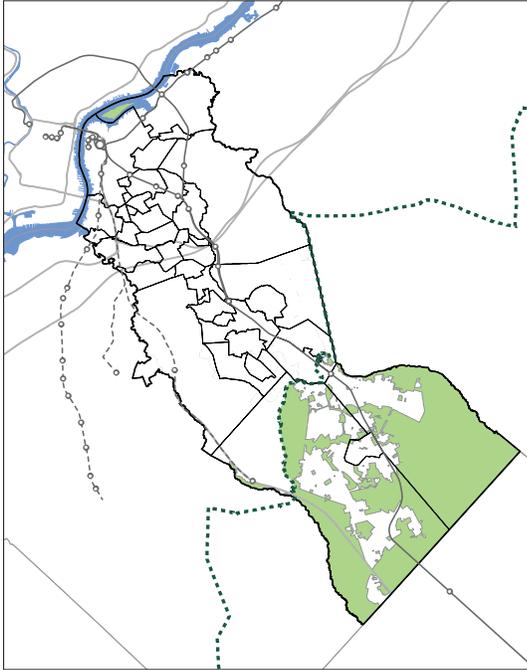
POLICY GOAL #2: Encourage limited growth, conservation, or preservation activities in areas that do not contain existing or planned infrastructure supportive of large-scale growth and development, and contain a majority of resources that are important to the environmental, scenic, and agricultural qualities of the County.



LAND USE POLICY INTENT

Camden County's Priority Preservation Investment Areas are composed primarily of land that is preserved or targeted for preservation, including undeveloped open space, forests, and greenways that are not within current or planned sewer service areas. Priority Preservation Investment Areas fall entirely within the State regulated Pinelands Management Area. Because the Pinelands Protection Act (NJSA 13:18A-23) establishes state-level planning and a regulatory framework for areas within the Pinelands Area, the Pinelands Commission's Comprehensive Management Plan guides and implements land use and development regulations therein. Investments in these areas should prioritize preservation and conservation activities.

AREA MAP



DEFINITION

A "Priority Preservation Investment Area" (PPIA) means: "an area where land preservation, agricultural development and retention, historic preservation, environmental protection and stewardship is preferred and where County investment to support land preservation, agricultural development and retention, historic preservation, environmental protection and stewardship is encouraged. Large-scale County or local investment that may lead to additional development should not be prioritized in these areas".

PPIA CRITERIA

1. Agricultural Development Areas endorsed by County Agricultural Development Boards and certified by the SADC - ASK BOB
2. Land permanently preserved through easement, fee simple, or a density transfer / clustering mechanism authorized by a municipal or regional planning entity
3. Land targeted for preservation by the County's Open Space & Farmland Preservation Element that falls within the Pinelands Management Area.
4. Additional area, upon municipal request, provided that such areas are consistent with the County's Land Use Policy Goal and Policy Intent for Priority Preservation Investment Areas as defined herein.

Metropolitan Core

POLICY GOAL #3: Support and promote the vitality and revitalization of the City of Camden.



The Cooper Grant neighborhood in Camden, NJ is building upon its proximity to institutions, commercial corridors, transit infrastructure, and downtown Camden with rehabilitated housing, offices, and public open space to foster a strong, vibrant neighborhood.

LAND USE POLICY INTENT

The metropolitan core is the heart of the County, and is defined by strong neighborhoods, an active downtown, a wealth of transit infrastructure, high levels of residential and employment density, as well as an abundance of cultural and entertainment options. Downtown growth and development, economic development initiatives and incentives, neighborhood revitalization, and infrastructural improvements to improve residents' and business owners' quality of life have spurred growth and investment throughout the City.

KEY CHARACTERISTICS

- Encompasses all of the City of Camden.
- Provides a dense, vibrant urban core for the County.
- Consists of vibrant neighborhoods, open spaces, commercial corridors, and downtown.
- Densities dependent on neighborhood character.
- High levels of accomodation for pedestrians and cyclists.

POLICY RECOMMENDATIONS



VIBRANT

- Foster a sustained pattern of population and employment growth in the City of Camden.
- Allow for a diverse mix of dense housing typologies, with higher density mixed-use housing located near downtown, transit stations, and commercial corridors.
- Retain and enhance existing businesses, while incentivizing the opening of new industries and businesses throughout the City.
- Return vacant land, structures, and abandoned properties to productive use.
- Foster the growth of publicly available cultural and civic institutions and amenities.



PROXIMATE

- Support local planning efforts that promote dense development clusters near transit.
- Retain and enhance the City's existing street grid and block structure to promote walkability.
- Foster safe and comfortable streets that encourage pedestrian use and public enjoyment.
- Orient the design of streets and the public realm to the pedestrian.
- Locate parking in shared lots, behind or at the side of buildings, on-street, or in parking garages instead of in large, single-purpose surface lots.
- Ensure parking ratios are appropriately low to promote a walkable, dense urban environment.
- Redevelop the Walter Rand Transportation Center as a welcoming and attractive gateway to the County.



DURABLE

- Prioritize redevelopment efforts of brownfield and greyfield sites.
- Support local sustainability efforts and green initiatives.
- Upgrade the City's aging grey sewer/stormwater infrastructure system while investing in green infrastructure solutions.
- Promote the revitalization of Camden's neighborhoods and commercial corridors.
- Ensure all neighborhoods have access to key amenities such as safe and usable parks or recreation centers, affordable housing, good schools, and safe streets.
- Create opportunities for a mix of housing types that meet the needs of all age groups and income levels.

Innovation Hubs

POLICY GOAL #4: Leverage the synergy of educational, business, institutional uses and regional attractions to spur a regional mixed-use hub in downtown Camden.



Photo Source: www.uwishunu.com

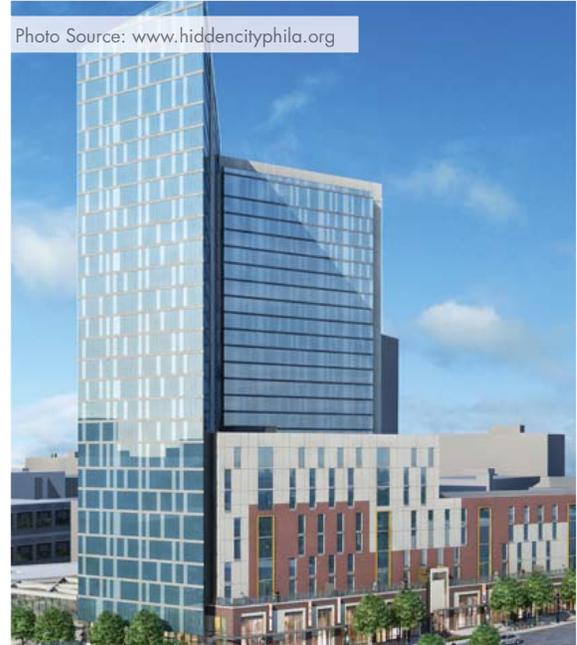


Photo Source: www.hiddencityphila.org

University City in Philadelphia is an excellent example of an Innovation Hub, as it is building off many of the strengths also present in downtown Camden, such as nearby higher-education institutions, medical centers, public and private sector industries, investments in high-quality public space, and a strong transit hub to create an economically strong and diverse urban core.

LAND USE POLICY INTENT

The County's Innovation Hub is located in the City of Camden's downtown, and is unique for its synergy of educational, business, and institutional uses, as well as its regional attractions and transportation infrastructure. This cluster is supported by a vibrant mix of uses, including active street frontages, high levels of residential and employment density, and strong, safe, and revitalized neighborhoods. A vibrant downtown Camden is characterized by growth in residents, employment, and enrollment at local higher educational institutions, and this growth has fueled revitalization and redevelopment activities throughout the City. The Innovation Hub's vibrancy is supported by its excellent connectivity to educational institutions, employment centers, and population clusters through a rich network of multi-modal transportation options.

KEY CHARACTERISTICS

- Encompasses all of Downtown Camden and the Downtown Waterfront, and areas within approximately a half mile of the Walter Rand Transportation Center.
- Provides an economically and socially thriving metropolitan downtown center.
- Fosters economic development through a synergy of institutional, educational, and business uses, supported by dense residential neighborhoods and mixed-use development.
- Encourages moderate to high density mixed-uses, transitioning down to the scale of surrounding neighborhoods.
- Prioritizes circulation patterns that incentivize pedestrian, bicycle, and transit mobility options.

POLICY RECOMMENDATIONS



VIBRANT

- Promote medium-high density residential growth in downtown Camden by integrating residential uses on upper floors of mixed-use buildings.
- Integrate growth in the City's educational and institutional uses into the fabric of the City by providing active uses and entrances along public street frontages.
- Buildings should be sited and oriented to concentrate as much pedestrian traffic as possible along key commercial corridors.
- Commercial-oriented uses, such as cafeterias, coffee shops, gyms, etc. in mixed-use buildings should provide active frontage and entrances along the street.
- Provide safe and attractive streetscapes that convey a sense of safety and comfort, day or night.
- Foster the growth and development of new businesses and the retention and expansion of existing employers.



PROXIMATE

- Utilize multi-modal transportation infrastructure and transit stations as gateways, important focal points, and as areas appropriate for increased population and employment density.
- Support the growth of a variety of dense residential housing types (condominiums, apartments, townhomes, etc.) that serve a variety of income levels.
- Encourage walkable development patterns, such as small block sizes, building entrances that front on a public R.O.W., and active ground-floor uses.
- Ground-floor retail and other active uses should be oriented towards primary commercial corridors and public spaces.
- Partner with institutions to create opportunities for student housing within innovation hubs.



DURABLE

- Prioritize redevelopment efforts on brownfield and greyfield sites.
- Promote the redevelopment and revitalization of vacant, underutilized, and brownfield properties.
- Incorporate green infrastructure and grey infrastructure upgrades into new development and facilities.
- Facilitate mutually beneficial partnerships between institutions and neighborhoods to promote both community and institutional goals.

Transit Centers

POLICY GOAL #5: Encourage active transit corridors by clustering growth, development, and a vibrant mix of uses within a walkable distance of transit stations.

Photo Source: www.kd-arch.com



Concentrating growth and development around Transit Centers is an excellent way for communities to direct population growth and foster vibrant development in areas that already have supportive transportation infrastructure in place. Often times, as in Collingswood, such strategies can redevelop older sites and revive downtowns by bringing new residents into the area. State-level support and a strong foundation of community support are often critical to the success of these projects.

LAND USE POLICY INTENT

Transit Centers are defined by the concentration of medium to high density commercial and residential development in the area surrounding a passenger rail or bus rapid transit station. Transit Centers act as the central activity nodes of the surrounding community, and typically include a mix of uses consisting of residential, commercial, retail, restaurants, and office development at moderate to high densities. The rail service principally provides a convenient means for commuters to travel to and from work, while serving as an option for accessing regional destinations.

KEY CHARACTERISTICS

- Located within a ¼ - ½ mile of a passenger rail or high frequency bus station
- Provides a central activity node for the community
- Consists of a diverse mix of uses, including residential, commercial, retail, restaurants, and office
- Moderate to high density, transitioning down to the scale of existing development
- Have high levels of accommodation for pedestrians and cyclists to easily reach transit by non-automobile means
- May be new development, redevelopment, or renovations
- Provides a commuter base to bolster transit ridership

POLICY RECOMMENDATIONS



VIBRANT

- Colocate higher population densities, employment opportunities, and mixed-uses near existing or proposed passenger rail stations or high-frequency bus stations.
- Incentivize clusters of high-density development to increase population and employment near transit centers.
- Ensure ground-floors and entrances of buildings face the public street and contain active ground-floor uses.
- Transition higher density development to existing contexts in surrounding areas.



PROXIMATE

- Encourage transit-friendly parking ratios, shared parking, or structured parking to reduce the amount of land devoted to automobile usage.
- When redeveloping large sites, extend the existing street grid into new development, breaking up large land areas into walkable blocks.
- Ensure transit stations provide safe and efficient connections to other modes of transit, including bicycle paths, sidewalks, and bus stations.
- Provide bicycle parking facilities at all transit center locations.
- Foster a high-quality public realm and public spaces to create a sense of place near transit stations.
- Promote the reuse and revitalization of historic structures where warranted and appropriate.
- Support station investments that encourage increased accessibility and ridership.



DURABLE

- Prioritize redevelopment efforts on brownfield and greyfield sites to accommodate future growth and development.
- Create opportunities for a mix of housing types that meet the needs of all age groups and income levels.
- Ensure higher density development is tied to appropriate public realm improvements that support walkability.
- Bolster transit ridership and service by clustering denser development within a walkable distance of train stations.

Suburban Centers

POLICY GOAL #6: Evolve suburban centers to become not just hubs of commerce, but also walkable, mixed-use focal points of the community.



Voorhees Town Center has experimented with a variety of interventions to reinvigorate its mall - from new main street corridors with housing above (as shown in the above example) to reinvention of the mall as a place to host not just retail, but civic uses like municipal buildings and the County library.

LAND USE POLICY INTENT

Suburban Centers are composed of a mix of employment, retail, office, and housing and are located outside of traditional town and city centers. Suburban Centers are local and regional destinations for shopping, entertainment, and employment. However, Suburban Centers have also evolved to become integrated into the fabric of the community, and in many ways serve as the traditional 'town center' for communities outside of inner-ring suburbs. Characteristics that facilitate this include a mix of uses, walkable streets, public plazas and open spaces, multi-modal connections, and links to existing street grids or transit infrastructure.

KEY CHARACTERISTICS

- Contain high concentrations of commerce, regional shopping, employment, and housing densities.
- Provides a center of commerce, civic uses, and activity for communities without traditional centers, such as walkable downtowns and main streets.
- Consists of a vibrant mix of uses that activates the centers during the day and night.
- Mid-density development sufficient to support multi-modal transportation systems and area businesses.
- High levels of accommodation for pedestrians, cyclists, and transit riders.
- Development of internal street networks to accommodate efficient on-site circulation.

POLICY RECOMMENDATIONS



VIBRANT

- Encourage walkable mixed-use development at densities sufficient to support multi-modal transportation systems.
- Promote building typologies that encourage mid-high population and employment densities.
- Ensure ground-floors and entrances of buildings face the public street, and contain active ground-floor uses.
- Encourage a mix of local and national stores and businesses.
- Foster a 'sense of place' by developing a public realm that encourages pedestrian activity, farmers markets, and outdoor events/festivals.



PROXIMATE

- Locate parking in shared lots, behind or the side of buildings, on-street, or in parking garages instead of in large, single-purpose surface lots.
- Fully integrate multi-modal access by providing supportive infrastructure such as bus shelters, bike parking, and sidewalks.
- Encourage pedestrian-friendly streetscapes and wide sidewalks that have adequate width for street cafes, cross-directional pedestrian movement, and amenities such as lighting, trees, and street furniture.
- Provide safe intersections, crosswalks, and right-of-way connections to neighboring blocks and land uses.
- Ensure housing in suburban centers is above or within a short walkable distance of non-residential uses.



DURABLE

- Minimize or reduce the amount of area devoted to surface parking lots.
- Utilize green infrastructure and natural stormwater management techniques throughout open spaces, both in passive impervious surfaces (such as parking lot islands and street tree pits) and in parks and recreation areas throughout the public realm.
- Support infill development and redevelopment of greyfield and brownfield sites.
- Incorporate public spaces, plazas, and passive green spaces throughout the public realm.

Main Streets

POLICY GOAL #7: Support the vitality of neighborhood main streets as anchors of the local community.



Station Avenue in Haddon Heights serves as a central hub for the surrounding residential community and, through streetscape improvements, facade renovations, a vibrant mix of uses, and a focus on pedestrian-friendly streetscapes, attracts visitors from both the local community and the region.

LAND USE POLICY INTENT

Main Streets are the neighborhood-serving shopping areas that anchor communities throughout Camden County. In the past, these areas served as the central hubs for surrounding communities, as it was necessary to have centralized clusters of commercial, residential, and civic uses within a walkable distance of neighborhoods before the automobile became a fixture of American life. Today, main streets are more specialized and varied, and while residents have a greater diversity of options for where they do their shopping, main streets are revitalizing and seeing new life as powerful amenities and anchors for nearby communities and residential neighborhoods. Main Streets provide neighborhoods with a place to access daily services and goods, gather for traditions and special events, and meet and congregate with friends and neighbors.

KEY CHARACTERISTICS

- Typically have their origins in pre-WWII walkable neighborhood commercial corridors
- Provides a center for the local community and surrounding neighborhoods.
- Consists of retail, cultural, civic, office, and housing
- Densities generally can be categorized as buildings of approximately 3-5 stories, though may be higher when located within a Transit Center
- High levels of accommodation for pedestrians and cyclists.

POLICY RECOMMENDATIONS



VIBRANT

- Encourage the reuse, renovation, and improvement of the existing building stock.
- Whenever possible, parking should be located at the back or side of individual lots or blocks, not in the front.
- In new construction, incentivize building frontage design that creates a series of storefronts through material and/or massing variations that create a sense of rhythm to pedestrian's along the corridor.
- Allow for a variety of residential uses above commercial buildings.
- Encourage mixed-use, infill development to provide active ground-floor uses with residential above.
- Support infill development and redevelopment efforts that are consistent and complementary to existing character.



PROXIMATE

- Ensure circulation wayfinding strategies are appropriate to direct visitors arriving from all modes of transit to commercial areas and parking facilities.
- Make investments that ensure pedestrians feel safe, comfortable, and encouraged to walk throughout main street districts.
- Support bus shelters and similar facilities to encourage use of existing bus service.
- Encourage increased population and employment density within main streets areas that are within a walkable distance (1/4 - 1/2 mile) of transit stations.
- Encourage shared or structured parking to reduce the amount of land devoted to automobile usage.
- Allow for adequate sidewalk widths that promote pedestrian flow and allow room for amenities such as outdoor seating, trees, and street furniture.



DURABLE

- Encourage the adoption of car share and bike share programs along with supporting infrastructure within central areas of main streets.
- Support local events, festivals, traditions, and programming that increase community cohesion and social interaction.
- Support new and old local businesses and shops.
- Establish a management entity for the corridor to facilitate tenant attraction, corridor improvements, and to provide strategic leadership for the corridor.
- Support the establishment and maintenance of small-scale public spaces, squares, and plazas.

Arterial Corridors

POLICY GOAL #8: Improve multi-modal conditions and land use quality along aging strip arterial corridors.



In 2010, Burlington County completed a study of the Route 38 corridor, focusing on how integrated land use and transportation improvements across multiple municipalities could create enhanced bike, pedestrian, and development opportunities throughout the corridor.

LAND USE POLICY INTENT

Arterials Corridors are the major at-grade state, federal, and county roadways that provide critical components of the transportation network throughout Camden County. While many parts of arterials have long been technically multi-modal - containing bus routes and stops, sidewalks, and pedestrian crossings - functionally, the design of many arterial corridors and abutting land uses heavily favor automobile movement over other modes. The design and function of land uses along arterial corridors is also difficult to manage in that these roadways cross multiple municipal and county jurisdictions. Camden County's arterials will evolve into true complete streets, providing a system of automobile AND alternative transportation options, as well as becoming part of a green and grey infrastructure system that manages stormwater county-wide.

KEY CHARACTERISTICS

- Encompasses the land uses abutting the County's at-grade state, federal, and county roadways.
- Provides a functional arterial land use pattern and multi-modal transportation options.
- Consists of a vibrant mix of residential, commercial, and office uses dependent on segment of the corridor.
- Generally low-mid density development types.
- Enhanced accommodations for pedestrians, cyclists, and transit riders.

POLICY RECOMMENDATIONS



VIBRANT

- Incentivize development clusters to provide a concentrated mix of uses at key intersections along corridors.
- Orient buildings to face internal streets or arterial roadways.
- Ensure setbacks make room for pedestrian and bikeways, but not so much room that building frontages no longer have a relationship to the arterial street.
- Incorporate a mix of commercial, residential, and civic uses into large projects.



PROXIMATE

- Encourage shared curb cuts for multiple businesses and property owners.
- Enhance transit connections and facilities, such as bus shelters, bike parking, multi-use trails, etc. to encourage transit use.
- Ensure that multi-use trails and sidewalks and crosswalks are safe, sufficient in width, and well-lit to encourage pedestrian use.
- Discourage buffers between the same or complementary land use categories.



DURABLE

- incorporate green infrastructural features such as rain gardens, native plantings, and reductions in the amount of impervious surface in development or redevelopment activities.
- Shift focus from purely auto-oriented infrastructure upgrades to include upgrades that encourage and enhance all modes of transportation.
- Encourage parking design to support park-once behaviors, where visitors are encouraged to visit multiple stores without moving between parking spaces.

Active Waterfronts

POLICY GOAL #9: Harness the economic and cultural potential of the County's signature destination parks, riverfronts, and open spaces.



A recently completed redesign of Pyne Poynt Park in North Camden is an excellent example of a project that incorporates enhancements that make the park more usable to the local community while also tackling common riverfront issues such as flooding.

LAND USE POLICY INTENT

While Camden County is composed of a variety of locally significant waterfronts, a small number of the County's waterfront corridors are significant on a regional level. These Active Waterfronts are similar in that they hug the County's primary waterways (the Delaware and Cooper River), attract a large number of local and regional visitors, contain waterfront-dependent business and industry, host a variety of major events throughout the year, attract investments in both public and private capital, and demonstrate spillover economic development potential to their surrounding neighborhoods. The intent of this policy is to ensure that County investments in these signature waterfront spaces is targeted to increase both the value and quality of the spaces themselves, but also to ensure that investments in these active waterfront corridors have a relationship with economic development in the parks' neighboring communities. Additionally, investments in these areas should also ensure that damage from natural disasters, such as flooding, is minimized both within open spaces and in neighboring or abutting communities.

KEY CHARACTERISTICS

- Unique waterfront spaces with a mix of open spaces, trails, residential, commercial, and industrial uses.
- Waterfront spaces that, through events, attractions, and aesthetic draw, host large numbers of visitors throughout the year.
- Enhance the economic potential and value of both open spaces and surrounding development.

POLICY RECOMMENDATIONS



VIBRANT

- Promote policies to ensure that new development or redevelopment enhances access, usability, and the quality of public use of waterfronts.
- Ensure abutting land uses provide access to greenway and park trails.
- Encourage the location of cultural destination uses, residential, and mixed-use development at key points along active waterfronts.
- Encourage the preservation and maintenance of unique, historic sites and areas.
- Promote the active, year-round use of parks and open spaces through programming and regular maintenance
- Provide an active edge along greenway sites, especially at parks and recreation areas.



PROXIMATE

- Ensure waterfront spaces, to the greatest extent possible, are fully accessible to the public.
- Ensure regular access points are provided to waterfront multi-modal trails, parks, and open spaces.
- For multi-family and non-residential uses, provide bike parking facilities and pedestrian access.
- Provide multi-modal connections through streetscape enhancements and/or trail upgrades from waterfronts to surrounding neighborhoods to enhance community connectivity.
- Provide rest facilities and bike parking at key points along waterfront greenways.



DURABLE

- Protect the environmental health of both waterways and riparian buffers in active waterfronts.
- Promote the use of green infrastructure in existing retrofits and new projects to protect the environmental health of active waterfronts and to decrease flood incidents in surrounding communities.
- For parks and open spaces, promote design strategies that integrate conservation of environmental features with public access and recreational opportunities.
- Foster the cleanup and redevelopment of brownfield sites as locations with the potential to provide a cleaner, healthier, and economically productive waterfront.

Resilient Landscapes

POLICY GOAL #10: Ensure that the County's green and grey infrastructure systems works to reduce the impacts of natural disasters, creates viable alternatives for non-motorized forms of transportation, and promotes sustainable forms of land use development.



The Camden County Municipal Utilities Authority (CCMUA) and City of Camden have, over the past several years, worked to build a series of green infrastructure projects at sites throughout the City under the Camden SMART program. Flood events are issues in communities throughout the County, and the CCMUA's example of an integrated green and grey infrastructure approach to stormwater management is sustainable, resource efficient, and a potential model that could be scaled up to a County-wide level.

LAND USE POLICY INTENT

Camden County is composed of a series of urban and natural landscapes. Each has distinct yet interconnected roles in the goal of reducing the impacts of natural disasters, creating viable alternatives for non-motorized forms of transportation, and promoting sustainable forms of land use development. In the urban environment, this would include upgrading aging transportation and stormwater/sewer infrastructure, utilizing green infrastructure in stormwater management, ensuring streets encourage all modes of transportation while also becoming resilient to adverse climate conditions, and that land use policy, site and building design standards adhere to principles of sustainability. In the natural environment, this would include protection and enhancement of greenways and stream corridors as the "lungs" of the County, and the creation of a well-utilized off-road bicycle and pedestrian trail system. Finally, the intent of this policy is to foster a multi-pronged green and grey infrastructure system in the built and natural environments that, as the sum of many parts, results in a strong and resilient Camden County.

KEY CHARACTERISTICS

- Integrates policy recommendations for sustainable, resilient development and redevelopment within the context of long-range land use planning in the County.
- Pursues the development of both natural (green) and urban (grey) infrastructure as interrelated components of a comprehensive green infrastructure system.
- Reduces reliance on private cars as the default mode of transportation, thereby reducing overall CO₂ emissions and improving the health and welfare of the community.

POLICY RECOMMENDATIONS



VIBRANT

- Prioritize development activities to occur in already developed areas, rather than greenfields, and in areas with existing supportive infrastructure.
- Ensure new development, redevelopment, and existing neighborhoods have the infrastructure in place to guard against the damaging effects of natural disasters.
- Prioritize the rehabilitation of aging infrastructure in developed communities.
- Foster the design of streets and public spaces that encourage pedestrian use year-round that are resilient to flooding impacts and extreme temperatures in the summer and winter.
- Foster the reuse of brownfield sites as ideal locations to clean, redevelop, and put back into productive economic use.
- Ensure abutting land uses provide access to greenway and park trails.
- Encourage the preservation and maintenance of unique, historic sites and areas.



PROXIMATE

- Ensure that greenway corridors and public streets with planned bicycle and pedestrian trails are accessible and contain supportive infrastructure to encourage use for both daily commuting and recreational trips.
- Ensure regular access points are provided to multi-modal trails, parks, and open spaces.
- Create and adopt a County-level Complete Streets policy to ensure enhanced non-automobile forms of mobility are encouraged throughout the County.
- Identify appropriate areas and strategies for green infrastructure upgrades within County right-of-ways and on County property that can be integrated on a project-by-project basis.
- Ensure that existing and proposed regional infrastructure, such as rail lines, highways, etc., is properly guarded against negative impacts of natural disasters.



DURABLE

- Integrate land use and infrastructure planning into County level Hazard Mitigation Plans and municipal Emergency Management Plans.
- Develop a comprehensive green infrastructure plan to guide municipal actions at the regional level.
- Develop a climate change action plan to provide a framework for addressing short-term and long-term climate change concerns at the County level.
- Provide incentives for municipalities and/or (re)developers to upgrade aging sewer systems.
- Support local sustainability planning and pilot projects.
- Integrate green infrastructure considerations and sustainable building design principles into local ordinances and site plan review procedures.



Appendix 1: Community Visioning Survey

SURVEY PROCESS

During a 3-month period between July 2nd to October 1st of 2013, the project team created and distributed an online community visioning survey to reach a broad audience across the Camden County community. The survey collected a total of 906 responses, with respondents from nearly every one of the County's 37 municipalities.

The purpose of the Community Visioning Survey was to gain an understanding of how citizens from across the County viewed their communities now and what their vision was for the future. Additionally, the survey and outreach process was meant to spread awareness and inform the public about the entire Master Plan process. Feedback from the Community Visioning Survey was used to inform the ideas, issues, vision, and recommendations throughout the Land Use Element.

As highlighted below, the survey and Master Plan effort were promoted and distributed through a variety of means, highlights included:

- Advertisement and distribution at the WXPB Festival on July 27th, 2013.
- Advertisement and distribution at the Sundown Music Series at Haddon Lake Park on August 7th, 2013.
- Advertisement and promotion on the Camden County Master Plan website (camdencountymasterplan.com).
- Advertisement and promotion on the County's website.
- Two email blasts to the County's listserve.
- Three news articles advertising the plan and promoting the survey:
 - **A Master Plan with Music.** July 29th, Philly.com: <http://www.philly.com/philly/blogs/inq-bling/A-master-plan-with-music-.html>.
 - **Collingswood: What's Your Vision for Camden County?** August 15th, Collingswood Patch: <http://collingswood.patch.com/groups/politics-and-elections/p/collingswood-whats-your-vision-for-camden-county>.
 - **Camden County Seeks Residents Input.** August 28th, CBS Philly: <http://philadelphia.cbslocal.com/2013/08/18/camden-county-seeks-residents-input-as-it-redraws-master-plan/>.
- Placement of 50 - 75 posters throughout the County in stores, restaurants, train stations, and municipal buildings that have community bulletin boards.
- A seat-drop in partnership with PATCO of 2,500 flyers on September 16th, 2013.
- A presentation to the Camden County Mayor's Association on November 16th, 2013.
- A public draft review period and Open House on May 28, 2014.

SUMMARY OF QUESTIONS & RESPONSES

The following pages contain summaries of the questions and responses from the Community Visioning Survey.

Q1: What municipality do you live in?

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Audubon Borough	2.7%	22
Audubon Park Borough	0.2%	2
Barrington Borough	2.3%	19
Bellmawr Borough	2.0%	16
Berlin Borough	1.5%	12
Berlin Township	1.3%	11
Brooklawn Borough	0.6%	5
Camden City	4.9%	40
Cherry Hill Township	11.8%	97
Chesilhurst Borough	0.1%	1
Clementon Borough	1.0%	8
Collingswood Borough	9.4%	77
Gibbsboro Borough	0.6%	5
Gloucester City	3.4%	28
Gloucester Township	13.3%	109
Haddon Heights Borough	2.7%	22
Haddon Township	6.3%	52
Haddonfield Borough	8.8%	72
Hi-Nella Borough	0.0%	0
Laurel Springs Borough	0.6%	5
Lawnside Borough	0.2%	2
Lindenwold Borough	2.2%	18
Magnolia Borough	0.7%	6
Merchantville Borough	0.6%	5
Mount Ephraim Borough	1.8%	15
Oaklyn Borough	1.1%	9
Pennsauken Township	3.5%	29
Pine Hill Borough	1.8%	15
Pine Valley Borough	0.1%	1
Runnemede Borough	1.1%	9
Somerdale Borough	1.0%	8
Stratford Borough	1.1%	9
Tavistock Borough	0.0%	0
Voorhees Township	6.5%	53
Waterford Township	1.3%	11
Winslow Township	3.0%	25
Woodlynne Borough	0.2%	2
Outside of Camden County (please specify)		76
	ANSWERED QUESTION	820
	SKIPPED QUESTION	86



What municipality do you work or go to school in?

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Audubon Borough	1.2%	7
Audubon Park Borough	0.2%	1
Barrington Borough	0.3%	2
Bellmawr Borough	1.0%	6
Berlin Borough	0.9%	5
Berlin Township	1.0%	6
Brooklawn Borough	0.2%	1
Camden City	21.9%	127
Cherry Hill Township	9.3%	54
Chesilhurst Borough	0.0%	0
Clementon Borough	0.3%	2
Collingswood Borough	2.9%	17
Gibbsboro Borough	0.5%	3
Gloucester City	0.7%	4
Gloucester Township	22.3%	129
Haddon Heights Borough	1.9%	11
Haddon Township	3.3%	19
Haddonfield Borough	6.9%	40
Hi-Nella Borough	0.0%	0
Laurel Springs Borough	0.2%	1
Lawnside Borough	0.2%	1
Lindenwold Borough	3.1%	18
Magnolia Borough	0.3%	2
Merchantville Borough	0.3%	2
Mount Ephraim Borough	0.5%	3
Oaklyn Borough	0.5%	3
Pennsauken Township	4.1%	24
Pine Hill Borough	0.5%	3
Pine Valley Borough	0.2%	1
Runnemede Borough	1.2%	7
Somerdale Borough	0.3%	2
Stratford Borough	0.3%	2
Tavistock Borough	0.0%	0
Voorhees Township	11.2%	65
Waterford Township	0.3%	2
Winslow Township	1.4%	8
Woodlynne Borough	0.2%	1
Outside of Camden County (please specify)		271
	ANSWERED QUESTION	579
	SKIPPED QUESTION	327



How long have you lived in your community?

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Less than 1 year	3.7%	33
1 - 5 years	16.1%	144
6 - 10 years	15.2%	136
11 - 20 years	22.5%	201
21 - 30 years	18.7%	167
More than 30 years	23.8%	213
	ANSWERED QUESTION	894
	SKIPPED QUESTION	12



What do you like best about living in your community? Please choose all that apply.

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Easy access to Center City Philadelphia or Downtown Camden	61.0%	484
Nearby parks, open spaces, and trails	52.8%	419
Close to work or school	50.9%	404
Living near family or friends	50.0%	397
Accessibility to town centers and stores	48.9%	388
Safety in the community	48.6%	386
Ability to walk or bike to nearby amenities	40.4%	321
Proximity to public transportation	38.7%	307
Good schools for my children	38.3%	304
Affordability of housing	22.0%	175
Access to job opportunities	12.8%	102
Other (please specify)		59
	ANSWERED QUESTION	794
	SKIPPED QUESTION	112

Q5. What do you think needs the most improvement in your community?
 • Please select all that apply.

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Safety, comfort, or quality of streets for walking or biking	44.4%	334
Economic viability of our town center / downtown	42.4%	319
Traffic congestion	42.4%	319
Quality of parks, open spaces, and trails	32.0%	241
Crime or other safety issues	29.9%	225
Quality of public services and/or schools	25.8%	194
Availability of jobs in my municipality	24.3%	183
Ability to attract new development to my community	23.5%	177
Access to public transportation	18.7%	141
Quality of new development in my community	18.3%	138
The availability of diverse types of housing	13.3%	100
Access to higher education	5.7%	43
Other (please specify)		160
	ANSWERED QUESTION	753
	SKIPPED QUESTION	153

Q6. What is unique or special about your community? What sets it apart from others?

The following represents the most important words or phrases that appear in respondents' write-in answers:

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Community	12.22%	61
Town	11.02%	55
Schools	9.22%	46
Parks	5.61%	28
Walk	5.01%	25
Access	4.61%	23
Taxes	4.41%	22
Downtown	4.21%	21
Safe	3.41%	17
Restaurants	2.81%	14
Location	2.81%	14
Philadelphia	2.61%	13
Nice	2.61%	13
Family	2.40%	12
Proximity	2.40%	12
Neighborhood	2.20%	11
Historic	2.00%	10
Police	1.60%	8
Quality	1.60%	8
Camden County	1.40%	7
History	1.40%	7
Urban	1.40%	7
Open Space	1.00%	5
Business	1.00%	5
Low Crime	0.80%	4
Main Street	0.80%	4
	ANSWERED QUESTION	499
	SKIPPED QUESTION	407

Q7 • Overall, how satisfied would you say you are with your quality of life in your community?

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Very satisfied	22.6%	185
Satisfied	42.4%	348
Somewhat satisfied	22.6%	185
Somewhat dissatisfied	7.1%	58
Dissatisfied	3.4%	28
Very dissatisfied	2.0%	16
	ANSWERED QUESTION	820
	SKIPPED QUESTION	86

Q8 • The following “big ideas” have been recommended in previous plans. Which do you think would benefit your community the most?

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Create a County-wide bicycle & pedestrian trail system	49.3%	362
Improve major County roadways (Route 70, 38, etc.) to make these roads more pedestrian/bike/or transit-friendly	43.9%	322
Encourage growth and economic development in the City of Camden	42.1%	309
Maintain and improve the County's existing town centers	41.8%	307
Utilize natural systems / green infrastructure to mitigate against damage caused by flooding and excess stormwater	40.9%	300
Create a County-wide greenway and open space system	39.1%	287
Improve the quality and usability of the County's parks and recreation areas.	36.5%	268
Maintain and improve the County's ecological resources	34.3%	252
Improve sustainability practices to reduce the County's ecological footprint	33.2%	244
Promote mixed-use development within walking distance of train stations	28.6%	210
Improve the appearance and function of existing and new development along major County roadways	27.2%	200
Foster the growth and development of vibrant economic clusters (industrial, business, etc.)	23.7%	174
Encourage the growth of the County's Education & Medical institutions	23.2%	170
Other (please specify)		115
	ANSWERED QUESTION	734
	SKIPPED QUESTION	172



It is anticipated that by 2040 the County will add an additional 15,000 people and 10,000 jobs. Where are the best locations for that growth to occur?

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Within areas that need redevelopment	55.4%	410
Close to train stations	50.7%	375
In the City of Camden	47.8%	354
In areas with existing infrastructure (sewers, roads, etc.)	34.6%	256
Along major bus routes	30.8%	228
Near a College, University, or Medical institution	26.6%	197
Within or near existing town centers (i.e. Collingswood, Haddonfield, etc.)	25.0%	185
Within or near existing employment centers (office campuses, industrial areas, etc.)	21.2%	157
Within or near major shopping destinations (i.e. Cherry Hill Mall, Garden State Park, etc.)	16.9%	125
Near planned or existing bike/pedestrian paths	15.3%	113
Near parks and recreational amenities	6.9%	51
Other (please specify)		50
	ANSWERED QUESTION	740
	SKIPPED QUESTION	166

Q10.

If you could pick one PLACE in your community or in the County to change or improve (regardless of resources), where would it be, and what would you do?

The following represents the most important categorized topics that appear in respondents' write-in answers. Where relevant, responses have been listed in multiple categories.

ANSWER OPTIONS	RESPONSE PERCENT	RESPONSE COUNT
Camden City	39.93%	232
Parks	11.53%	67
Not Applicable to Scope of Project	11.36%	66
Roads (General)	9.64%	56
Schools	7.57%	44
Redevelopment	4.30%	25
Public Transit	3.10%	18
White Horse Pike	3.10%	18
Cherry Hill	2.75%	16
Multi-Modal Paths	2.58%	15
Haddonfield	2.24%	13
Commercial Revitalization	2.07%	12
Black Horse Pike	1.89%	11
Collingswood	1.89%	11
Gloucester City	1.89%	11
Route 70	1.55%	9
Blackwood / Clementon	0.69%	4
Route 70 & 38	0.69%	4
Camden County College	0.52%	3
Route 30	0.52%	3
Sicklerville	0.52%	3
Voorhees Town Center	0.52%	3
Town Centers	0.34%	2
	ANSWERED QUESTION	581
	SKIPPED QUESTION	325

Appendix 2: Glossary

Arterial Corridors: A primary roadway with high traffic volume levels, usually abbuted by commercial land uses on either side.

Brownfield: An abandoned, idled, or underused industrial and commercial site where expansion or redevelopment is complicated by real or perceived environmental contamination.

Combined Stormwater and Sewer System: Combined sewer systems are sewers that are designed to collect rainwater runoff, domestic sewage, and industrial wastewater in the same pipe. Most of the time, combined sewer systems transport all of their wastewater to a sewage treatment plant, where it is treated and then discharged to a water body. During periods of heavy rainfall or snow melt, however, the wastewater volume in a combined sewer system can exceed the capacity of the sewer system or treatment plant. For this reason, combined sewer systems are designed to overflow occasionally and discharge excess wastewater directly to nearby streams, rivers or other water bodies.

Complete Streets: Streets that are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and ability.

Conservation: The management of resources to prevent waste, destruction, or degradation.

Density: The number of residents or jobs per acre.

Green Infrastructure: A stormwater management strategy that uses vegetation, soils, and natural processes to manage water and create healthier urban environments.

Greenfield: A potentially developable area of land that has no prior urban development.

Grey Infrastructure: A stormwater and wastewater management strategy that uses man-made infrastructure, such as sewers, to move and treat sewage and stormwater.

Greyfield: A potentially (re)developable area of land that has already been developed.

Hazard Mitigation Plans: A long-term strategy for a community to reduce risk and future losses related to disasters.

Infill Development: Land that is largely vacant and underdeveloped within areas that are already largely developed.

Inner-Ring Suburbs: Suburban areas in Camden County that were primarily developed prior to WWII.

Light Rail: Street cars or trolley cars that typically operate entirely or substantially in mixed traffic and in non-exclusive, at-grade rights-of-way.

Mixed-Use Development: The development of a tract of land or building or structure with two or more different uses such as but not limited to residential, office, retail, public, or entertainment, in a compact urban form.

Mobility: The ability for people to move from place to place conveniently and efficiently, regardless of the mode of travel.

Multi-Modal Transportation Infrastructure: Transportation infrastructure that is designed to serve multiple modes of travel (i.e. two-lane roadways with bike lanes and sidewalks, or passenger rail stations with bicycle parking).

Outer-Ring Suburbs: Suburban areas in Camden County that were primarily developed after WWII.

Preservation: Stabilizing and maintaining a site in its existing form and preventing further change or deterioration.

Public Realm: The public realm includes all exterior places, linkages and built form elements that are physically and/or visually accessible regardless of ownership.

Stormwater: Rainwater and melted snow that runs off streets, lawns, and other sites.

Walkability: A measure of how friendly an area is to walking.



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