



DRAFT

Haddon Avenue Corridor Redevelopment Plan

**City of Camden
Camden County, New Jersey**

Haddon Avenue Corridor Redevelopment Plan

DRAFT

Prepared for:



City of Camden
Camden County, New Jersey



Making It Better, Together.

Camden County, New Jersey

Prepared by:



T&M Associates
11 Tindall Road
Middletown, NJ 07748

*The original of this document has been signed
and sealed in accordance with New Jersey Law.*

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1 — Introduction

The Haddon Avenue Corridor Redevelopment Plan is a result of a comprehensive and inclusive public engagement process that establishes a new vision for the future development and redevelopment of Haddon Avenue and surrounding area. This vision builds on the significant community planning efforts that have taken place over the last decades, including the recent Haddon Avenue Economic Development and Planning project. It also recognizes a mutually agreed upon strategy with the City of Camden and the residents, business owners, neighborhood groups and organizations, and institutions in and proximate to the Haddon Avenue corridor. This collaborative approach recognizes that everyone will play an important role in working together to transform the Haddon Avenue corridor into an economically vital and socially vibrant center for the community.

To ensure that the community’s vision for Haddon Avenue is effectively implemented and sustained over time, the redevelopment plan presents a comprehensive action plan that includes governmental and non-governmental strategies to implement this plan. The redevelopment plan also is designed in a manner consistent with the New Jersey Local Redevelopment and Housing Law, N.J.S.A. 40A:12A-1 et seq. (the “LRHL”), and supports the redevelopment of properties previously designated by the City as an “Area in Need of Redevelopment” as defined in the LRHL.

The Haddon Avenue Corridor Redevelopment Plan amends the boundaries of three of the City’s existing redevelopment plan areas—the Cooper Plaza, Gateway, and Parkside Redevelopment Plan areas—to create a new Haddon Avenue Corridor Redevelopment Plan, which also will eliminate the existing overlap between the Gateway and Parkside Redevelopment Plans. This new redevelopment plan is designed to recognize the specific planning objectives related to the development and redevelopment of the properties along and in proximity to Haddon Avenue and create a recognized and unique identity for the corridor in the City’s future planning efforts.

The result will be to consolidate the previous redevelopment plans and update the zoning standards governing Haddon Avenue into one, coordinated redevelopment plan for the entire corridor. At the same time, the planning goals and objectives and design standards in the areas remaining within the revised boundaries of the Cooper Plaza, Gateway, Parkside redevelopment plan areas are not being changed and those plans remain in effect. Each of these plans will address the specific planning objectives in their corresponding redevelopment plan areas but will work in concert with each other and collectively with the new Haddon Avenue Corridor Redevelopment Plan to support and advance the comprehensive planning goals for this area of the City.

Importantly, the redevelopment builds on existing zoning within the City to form the basis of development regulation with the redevelopment plan area. This includes changes to the current underlying zoning in certain sub areas of the redevelopment plan and an affirmation of existing zoning in other areas. Additional zoning enhancements or development options are provided, including the opportunity for

the use of “pop-up” or temporary uses to increase flexibility and promote opportunities for economic development within the corridor. The use of existing zoning is designed to promote development forms in the corridor that are familiar to the community, address desired community outcomes for revitalization of the corridor, and are consistent with residential and non-residential uses that address market needs and are economically viable as determined by the Scenario-Based Market Feasibility Study prepared as part of the Haddon Avenue Economic Development and Planning Services project.

The preparation of the Haddon Avenue Corridor Redevelopment Plan has been made possible with funding from the Delaware Valley Regional Planning Commission’s (DVRPC) Transportation and Community Development Initiative (TCDI). A key objective of the TCDI is to promote transit-oriented development (TOD). TOD is compact, mixed use development within an easy walk of a transit station. Its pedestrian-oriented design encourages residents and workers to drive their cars less and ride mass transit more. These “transit villages” are usually moderate to high density, matching the existing scale of development, and can be new construction or redevelopment. Mixed uses in TOD include residential, commercial, and office, or some combination.

Consistent with the goals and objectives of the TCDI, the redevelopment plan supports development and redevelopment of the corridor in a manner that promotes several of the core principles and corresponding goals highlighted in the DVRPC’s Connections 2045 Long-Range Plan:

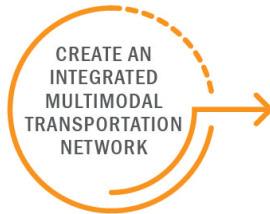


Develop Livable Communities: The plan is designed to promote a livable community through investment in a center-based development form. The focus is on strategies that knit together the corridor and surrounding neighborhoods into a cohesive neighborhood center that will serve as a meeting place for residents with restaurants, businesses and retail shops. The plan promotes an enhanced community design that builds on the existing character and built forms in the neighborhood. Collectively, these approaches will define the character of the area and affirm its role in the transformation of the City.



Advance Equity and Foster Diversity: The plan is designed to support an inclusive community along Haddon Avenue and provides implementation strategies that promote new development without displacement. To achieve these important objectives, the plan was developed with public input undertaken in an inclusive and engaging way, with the project team responding to comments and suggestions from the public throughout the planning process. The plan is designed to support and enhance the principles of equity, including accessibility and modal choice that promote equitable access to transportation for all individuals,

including vulnerable populations. Through this approach, the plan supports the development a vibrant community that is safe, affordable, diverse and inclusive.



Create an Integrated Multi-modal Transportation

Network: An important aspect of the plan is its emphasis on Transit-Oriented Development (TOD), with an overall strategy for the corridor that links existing and proposed transportation and infrastructure improvements with the broader land development and urban design objectives of the plan. This includes a comprehensive land use strategy designed to anticipate potential new transit opportunities and integrate existing and new modes of transportation into an accessible multimodal network, including walking, biking, transit, paratransit, and other modes. By focusing on such intermodal strategies, the plan will be designed to increase mobility and reduce congestion in the City and within the regional transportation network.

The Redevelopment Plan Area has an area of approximately 195.8 acres (incl., real property and roadway rights-of-way) and is generally situated along or within close proximity of Haddon Avenue from Doctor Martin Luther King Boulevard in the north to Copewood Street in the south. It is comprised of a total of 1,092 tax parcels, which are identified in Appendix B.

The location of the Redevelopment Plan Area within the City of Camden and in relation to the project area for the Haddon Avenue Economic Development and Planning project is depicted in Figure 1. The Haddon Avenue Corridor Redevelopment Plan area is provided in Figure 2. The revisions to the existing redevelopment plan areas and the resulting redevelopment plan boundaries are illustrated in Figure 3.

Figure 1: Project Area and Redevelopment Plan Area (Aerial View)
Haddon Avenue Corridor,
City of Camden,
Camden County,
State of New Jersey

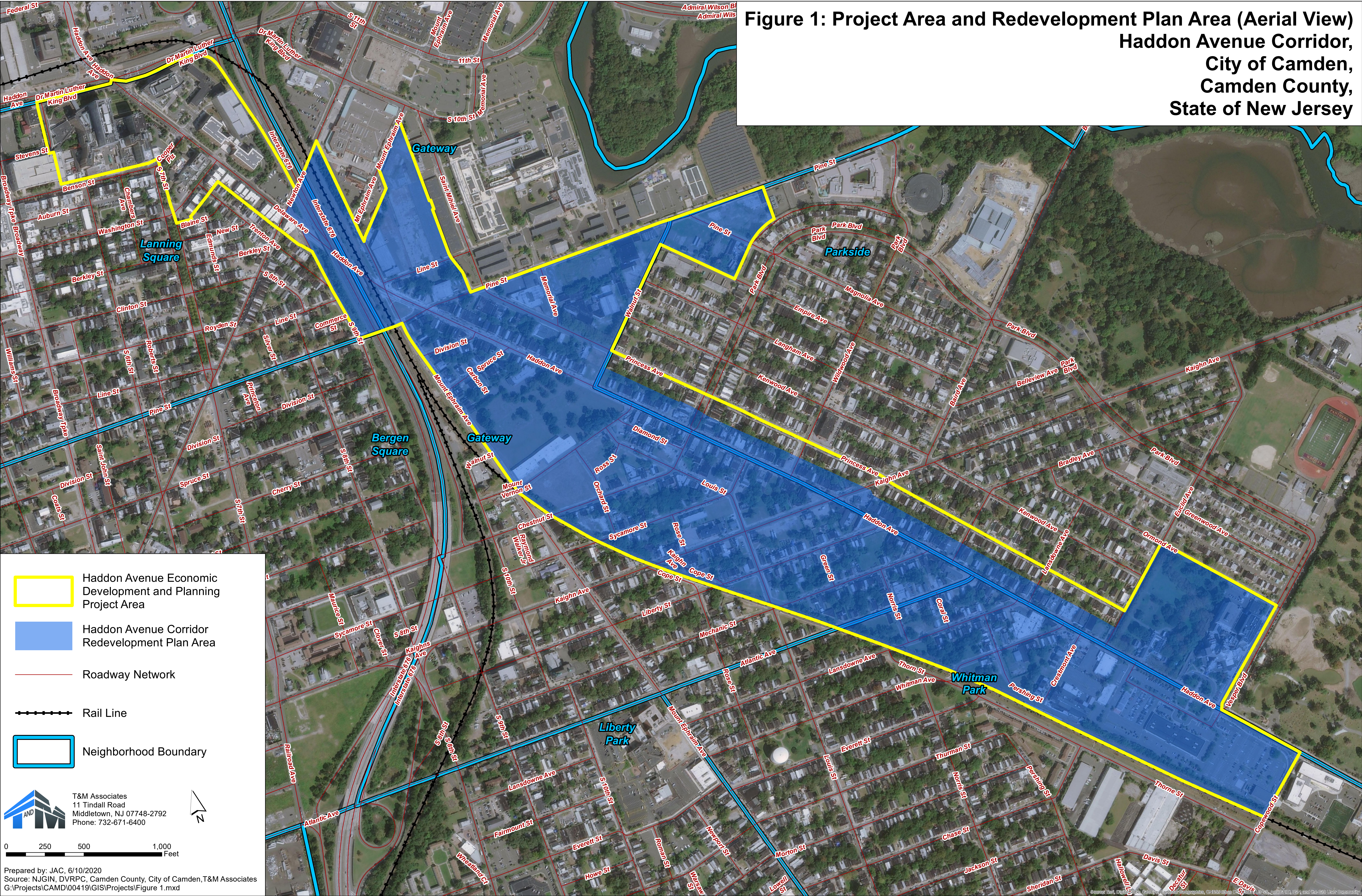
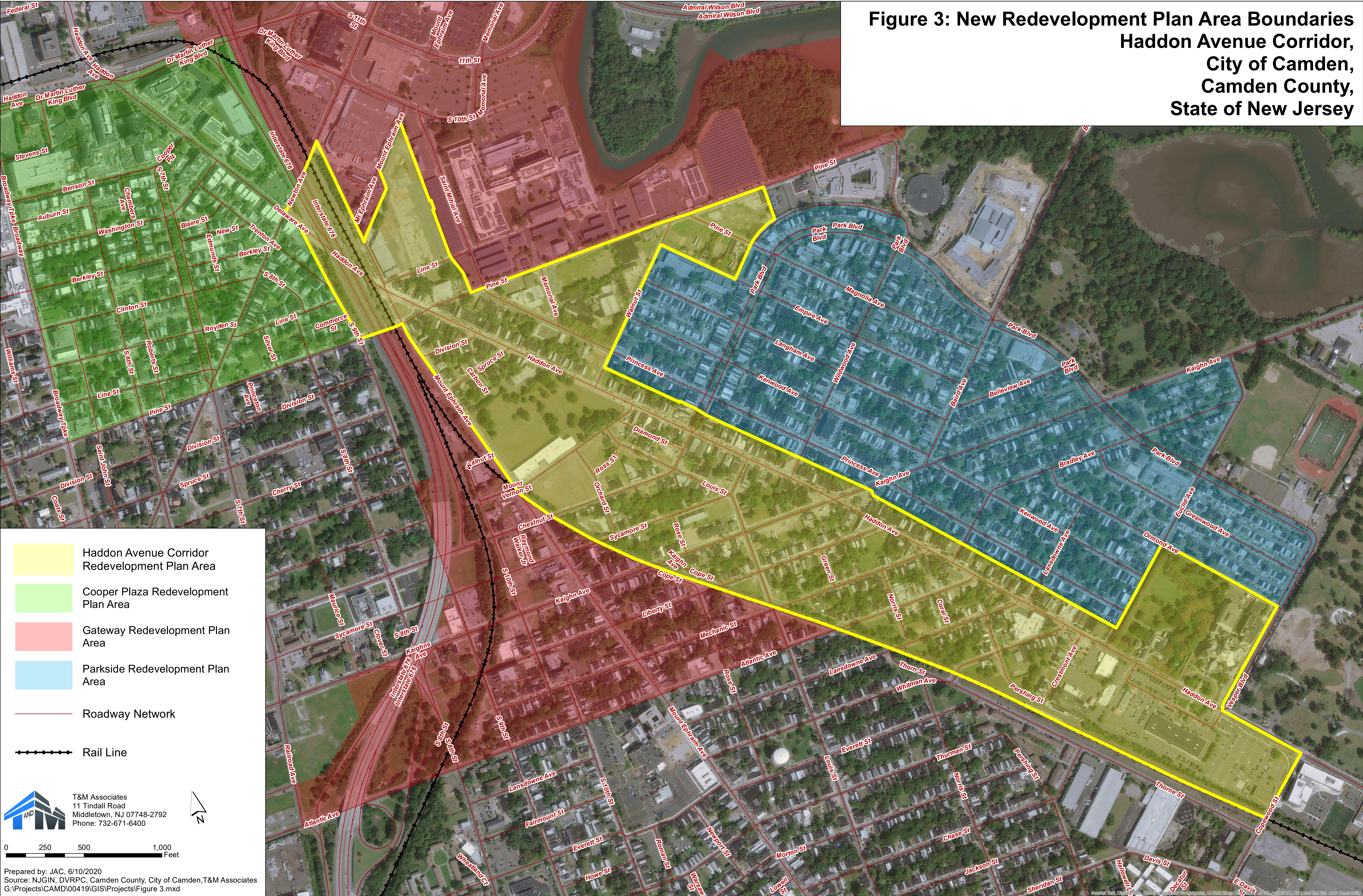


Figure 2: Redevelopment Plan Area
Haddon Avenue Corridor,
City of Camden,
Camden County,
State of New Jersey



Figure 3: New Redevelopment Plan Area Boundaries
Haddon Avenue Corridor,
City of Camden,
Camden County,
State of New Jersey



2 — Public Outreach and Visioning

The preparation of the Haddon Avenue Corridor Redevelopment Plan was informed by a thorough and transparent public outreach and visioning process, including three steering committee meetings and two public/community outreach meetings. In order to gather public input, the City of Camden and Camden County engaged multiple stakeholders within the area of the Haddon Avenue Corridor, as well as within the Parkside, Gateway, Whitman Park, and Lanning Square neighborhoods.

2.1 — Steering Committee Meetings

At the onset of the project, the Project Team worked with the City of Camden to develop a steering committee. Invitations to participate in the steering committee were extended to the following entities:

- City of Camden, Division of Planning;
- Camden County, Division of Planning;
- Camden County Freeholders;
- Delaware Valley Regional Planning Commission;
- Camden County Improvement Authority;
- Cooper's Ferry Partnership;
- Parkside Business & Community in Partnership (PBCIP);
- Virtua Our Lady of Lourdes Hospital;
- Cooper University Health Care;
- Subaru of America; and,
- Campbell Soup Company.

The Project Team met with the steering committee three times during the project lifespan to outline the project purpose, key milestones, and draft deliverables. The steering committee meetings were held on the following dates and covered the following topics:

- **April 5, 2019:** At the first steering committee meeting, the Project Team: introduced steering committee and project team members; reviewed the Redevelopment Plan Area map and surrounding geography; identified and refined the project mission statement; reviewed the scope of work; identified steering committee roles; and, reviewed the project schedule and key milestones.
- **October 1, 2019:** At the second steering committee meeting, the Project Team: re-introduced the project team, project scope, mission statement, and deliverables; reviewed results of the first public/community outreach meeting; reviewed findings of the new economic land use market analysis; identified proposed land development visioning scenarios for the Haddon Avenue corridor; identified the proposed agenda for the second public/community outreach meeting; and, reviewed the project schedule and key milestones.

2.2 — Public/Community Outreach Meetings

As part of the public and community outreach efforts associated with this project, the Project Team held two meetings open to the public in order to review recommendations and findings associated with the Haddon Avenue corridor study. Notice for the public meetings (see: Appendix C) was posted on the project website that was maintained by Camden County during the project lifespan, as well as mailed to property owners along the Haddon Avenue corridor.

The public/community outreach meetings were held on the following dates and covered the following topics:

- **June 26, 2019:** The first public outreach meeting was included on PBCIP's regularly scheduled meeting agenda and was held at the Camden County Historical Society at 1900 Park Boulevard. It covered the following topics: introduction of project team; overview of project mission and timeline; summary of previous planning efforts and associated community engagement; and, initial identification of improvements needed. In addition, Portfolio Associates, Inc. conducted live interactive polling of meeting participants in order to gain an understanding of such topics as how far from the Haddon Avenue corridor participants live and work and what participant's concerns and hopes for the Haddon Avenue corridor area.
- **October 16, 2019:** The second public outreach meeting was held at Muhammad's Temple of Islam No. 20 at 1157 Haddon Avenue. It covered the following topics: review results and highlights of the first public outreach meeting; visioning and identification of land development opportunities (incl., vacant properties, proposed development sites, future transit station, and public spaces); identification of potential target TOD focus areas; and, presentation of concept plan graphics and sketches for TOD focus areas.

Some of the key concerns, obstacles, opportunities and desires that were reviewed within, and refined by, the discussions with the public include the following:

1. Potential for relocation of the Walter Rand Transit Station;
2. Potential impact of Opportunity Zones on subject area;
3. Availability of decent, accessible and affordable age-restricted housing;
4. Availability of access to improvements, public safety and funding resources;
5. Affordability of housing in general;
6. Adequacy of existing sewer service (i.e., need for uncombined sewer service for new development);
7. Need for fresh and healthy food sources;
8. Potential use of eminent domain;
9. Future of Old Camden Cemetery and potential for enhancement thereof;
10. Potential for future transit development;
11. Need for sidewalk repairs on major pedestrian corridors;

12. Need for improved lighting to increase safety and allow business owners to extend hours of operation;
13. Importance of neighborhood beautification;
14. Need for job creation/growth and business incubators;
15. Importance of bicycle and pedestrian access;
16. Potential for creation of special housing rehabilitation programs and identification of funding therefore;
17. Completion of RENEW building at the intersection of Haddon and Kaighn avenues;
18. Importance of assisting businesses with relocation or preferred commercial locations;
19. Provision of increased parking for local businesses (esp., behind businesses);
20. Updating zoning to promote infill development and consolidation at the intersection of Haddon and Kaighn avenues;
21. Expansion of retail space (esp., local retail uses, such as food stores, banks, post office, drugstore, and dry cleaning);

Throughout the public outreach and visioning process, members of the public were encouraged to provide further input, and the result was a coordinated effort between the Project Team, Camden County, the City of Camden, and other stakeholders to further refine the vision for the Haddon Avenue Corridor Redevelopment Plan area.

The values, themes, and topics have been repeatedly addressed and reaffirmed throughout the public outreach and visioning phase of the preparation of the Haddon Avenue Corridor Redevelopment Plan and were used to form the basis of the vision, goals, land use and lot and building requirements, design standards, and other plan components, all of which are outlined in the following sections. Specifically, they shaped and guided the development of the implementation matrix, which is provided in Chapter 9 of this plan and can be regarded as the capstone of public outreach efforts.

3 — Statutory Requirements

The Haddon Avenue Corridor Redevelopment Plan is written pursuant to Section 7 of the Local Redevelopment and Housing Law (“LRHL”) (N.J.S.A. 40A:12A-7.a.), which provides that “no redevelopment project shall be undertaken or carried out except in accordance with a Redevelopment Plan adopted by ordinances of the municipal governing body.” Pursuant to the requirements of the LRHL, the redevelopment plans shall include an outline for the planning, development, redevelopment, or rehabilitation of the redevelopment area sufficient to indicate:

1. Its relationship to definite local objectives as to appropriate land uses, density of population, and improved traffic and public transportation, public utilities, recreational and community facilities, and other public improvements.
2. Proposed land uses and building requirements in the redevelopment area.
3. Adequate provision for the temporary and permanent relocation, as necessary, of residents in the redevelopment area, including an estimate of the extent to which decent, safe, and sanitary dwelling units affordable to displaced residents will be available to them in the existing local housing market.
4. An identification of any property within the redevelopment area that the municipality envisions acquiring, in accordance with the Redevelopment Plan.
5. Any significant relationship of the Redevelopment Plan to: (a) the Master Plans of contiguous municipalities; (b) the Master Plan of the county in which the municipality is located; and (c) the State Development and Redevelopment Plan (SDRP), adopted pursuant to the “State Planning Act,” P.L. 1985, c. 398 (C.52:18A-196 et al.).

As evidenced by the following sections of the plan, the Haddon Avenue Corridor Redevelopment Plan meets these statutory requirements.

4 — Vision and Goals

The vision of the Haddon Avenue Corridor Redevelopment Plan is to provide a land use planning framework for the Haddon Avenue Corridor that:

1. Recognizes the Redevelopment Plan Area as a cohesive corridor and neighborhood;
2. Considers, summarizes, and enhances previous planning studies and reports prepared for/by the City, County, and local neighborhoods;
3. Assesses opportunities for housing and other economically productive uses that are both affordable and supportive of the market; and,
4. Serves as an implementable zoning tool for the City of Camden.

The goals of this Redevelopment Plan are as follows:

1. Promote the overall economic and land use objectives of the City of Camden Comprehensive Master Plan.
2. Redevelop underutilized properties in order to provide tax ratables for the City.
3. Encourage development of residential units at an appropriate density.
4. Encourage pedestrian-friendly and transit-oriented development (TOD) that is easily accessible to existing and future/proposed transit stations, Downtown Camden, and neighboring residential and non-residential areas.
5. Improve the aesthetic image of the gateway into Downtown Camden via Haddon Avenue by encouraging the use of enhanced architectural design and building elements.
6. Provide a range of housing choices for residents of various income levels.
7. Consider development alternatives that take into consideration historic structures, land uses, and building materials unique to the City of Camden.
8. Reduce the impact of development on the environment through encouraging the implementation of green infrastructure techniques.
9. Upgrade the existing housing stock.
10. Promote the transition of deteriorated and vacant properties into functional, modern housing.
11. Revitalize the Haddon Avenue and Kaighn Avenue commercial corridors.
12. Stimulate and strengthen existing industries.
13. Upgrade deteriorated and vacant industrial properties.

This redevelopment plan will help to achieve the vision and goals enumerated above by consolidating previous redevelopment planning efforts into a new, coordinated redevelopment plan that uses the City of Camden’s existing zoning as a basis for the implementation of the community’s vision and facilitates the development consistent with the TOD concept diagrams that are provided in Appendix D. Moreover, this redevelopment plan will help to achieve the foregoing vision and goals by means of a detailed Plan Implementation Matrix, which is presented in Section 9 and fosters collective action by the City, various community groups, and a mix of public and private stakeholders.

5 — Land Use and Lot and Building Requirements

To implement the Haddon Avenue Corridor Redevelopment Plan in a manner that is consistent with the vision and goals that have been provided in the previous chapter, the following land use and lot and building requirements are provided in this redevelopment plan. Where noted, these requirements either supersede or supplement existing zoning. The intent is to maximize development options and flexibility, while using the City’s existing zoning framework as a foundation for the land use and lot and building requirements in the redevelopment plan area.

5.1 — Sub-Area

To facilitate analysis, the redevelopment zoning provided herein is outlined at the sub-area level. These sub-areas are mapped in Figure 4. Appendix E indicates the tax parcels that comprise each sub-area.

5.2 — Redevelopment Standards

The land use and lot and building requirements provided herein are based on existing zone districts of the City of Camden. This allows the City to rely on its existing zoning scheme to emulate development forms that exist in other parts of the City, and which were reviewed by participants in the public meetings and determined to be desirous and potentially marketable options within the Haddon Avenue Redevelopment Plan area based on the real estate market analysis prepared by Urban Partners. Using existing zone district standards also will allow the City to regulate development in the redevelopment plan area in a manner consistent with other areas of the City that are similarly zoned.

The source of redevelopment zoning requirements for each of the sub-areas that have been identified in Figure 4 and Appendix E is identified in Table 2 (below):

Table 2: Source of Redevelopment Zoning Requirements

Sub-Area Number	Previous Zoning	New Zoning	Relevant City Code Section
1	R-3	TOD	§ 870-116 through § 870-120
2	OLI	TOD	§ 870-116 through § 870-120
3	OLI	R-3	§ 870-57 through § 870-61
4	C-1	TOD	§ 870-116 through § 870-120
5	C-1	C-1	§ 870-62 through § 870-66
6	OLI	C-1	§ 870-62 through § 870-66
7	R-2	R-3	§ 870-57 through § 870-61
8	C-1	C-1	§ 870-62 through § 870-66
9	OLI	R-3	§ 870-57 through § 870-61
10	R-2	R-3	§ 870-57 through § 870-61
11	R-2	C-1	§ 870-62 through § 870-66
12	CV-2	CV-2	§ 870-140 through § 870-144

Table 2: Source of Redevelopment Zoning Requirements (Continued)

Sub-Area Number	Previous Zoning	New Zoning	Relevant City Code Section
13	OLI	R-3	§ 870-57 through § 870-61
14	R-2	R-3	§ 870-57 through § 870-61
15	C-1	R-3	§ 870-57 through § 870-61
16	R-2	R-2	§ 870-52 through § 870-56
17	R-2	C-1	§ 870-62 through § 870-66
18	TOD	TOD	§ 870-116 through § 870-120
19	MS	MS	§ 870-131 through § 870-135

Mapping of the zoning in the redevelopment plan area is provided in Figure 5. With the adoption of this redevelopment plan the City of Camden is amending its Zoning Map to incorporate the zones listed in Table 2 and depicted in Figure 5. For comparison, Figure 6 identifies the specific zoning changes that are occurring with the adoption of this redevelopment plan.

Should the bulk and yard requirements or design regulations for an existing zone district be amended subsequent to the adoption of the Haddon Avenue Corridor Redevelopment Plan, such amendments shall automatically become part of the redevelopment plan unless otherwise indicated in either the ordinance adopting the zoning amendment or as specified in this redevelopment plan or subsequent amendments to the plan.

5.3 — Additional Uses Permitted

5.3.1 — Pop-Up Uses

To enhance existing zoning and facilitate the effective redevelopment of the Haddon Avenue corridor, pop-up uses shall be permitted within Sub-Area 10. Pop-up uses are temporary uses, which may include: farmers markets; street festivals/fairs; food trucks and stands; interim buildings to support programmed events (e.g., a stand at a street festival/fair, or an information booth to support a community event of general interest); or, retail uses that operate in a temporary location for a period of time not to exceed five (5) weeks (e.g., holiday markets). Other pop-up uses shall be permitted at the discretion of the zoning officer.

Haddon Avenue Corridor Redevelopment Plan – DRAFT
City of Camden, Camden County, New Jersey

Pop-Up Uses



Source: 192reasons.com



Source: foodwinetravel.com.au



Source: popupcity.net



Source: popupcity.net



Source: popupcity.net



Source: popupcity.net



Source: urban-hub.com



Source: urban-hub.com

Operation of a pop-up use shall require a temporary zoning permit, but not site plan approval. Other than parklets as described in Section 5.2.3, no pop-up use shall operate within a public right-of-way.

5.3.2 — Passive Recreation and Open Space Standards

Within Sub-Area 14, which encompasses the area of Old Camden Cemetery, passive recreation and open space uses (e.g., seating areas, arboretums, botanical gardens), as well as public art, shall be permitted in conjunction with the existing cemetery use. The objective of such uses is to provide space for local residents to relax and congregate while enjoying greenspace and open air, as well as the historic and cultural value of the cemetery's grave markets and monuments. No passive recreation, open space, or public art use shall be permitted to interrupt existing cemetery operations or visitation of gravesites by the public.

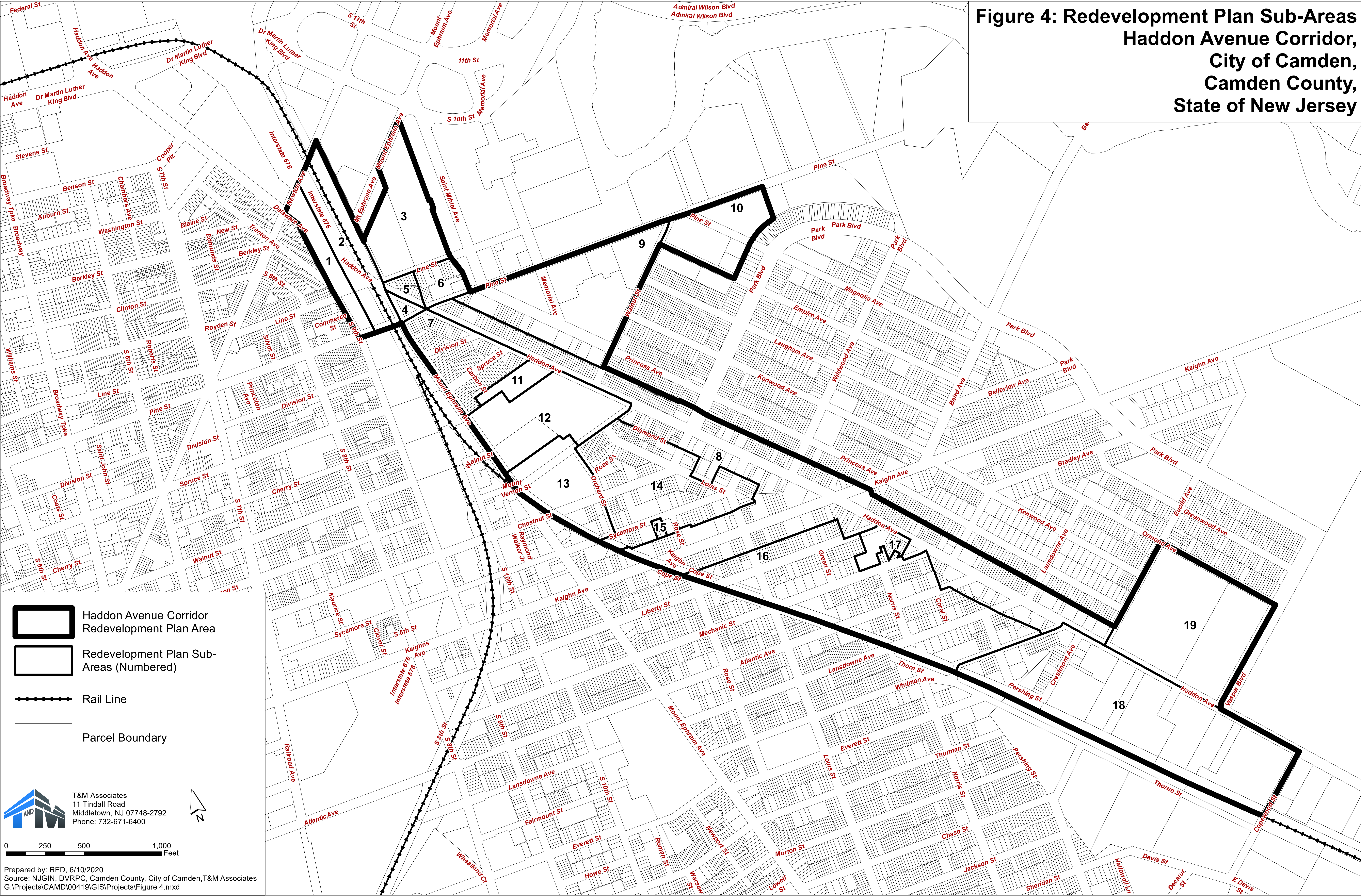
5.3.3 — Parklets

In addition, the plan contemplates the use of temporary parklets along Haddon Avenue that can provide opportunities for outdoor dining and gathering areas along the corridor. Examples of parklets are shown in the accompanying images. These parklets can be located within the Haddon Avenue right-of-way within the boundaries of existing on-street parking stalls so that the usable cartway width for Haddon Avenue is not affected.



Source: Nextcity.org

Figure 4: Redevelopment Plan Sub-Areas
Haddon Avenue Corridor,
City of Camden,
Camden County,
State of New Jersey



Haddon Avenue Corridor
Redevelopment Plan Area

Redevelopment Plan Sub-
Areas (Numbered)

Rail Line

Parcel Boundary

T&M Associates
11 Tindall Road
Middletown, NJ 07748-2792
Phone: 732-671-6400

0 250 500 1,000
Feet

Prepared by: RED, 6/10/2020
Source: NJGIN, DVRPC, Camden County, City of Camden, T&M Associates
G:\Projects\CAMD\00419\GIS\Projects\Figure 4.mxd

**Figure 5: Redevelopment Plan Zoning by Sub-Area
Haddon Avenue Corridor,
City of Camden,
Camden County,
State of New Jersey**

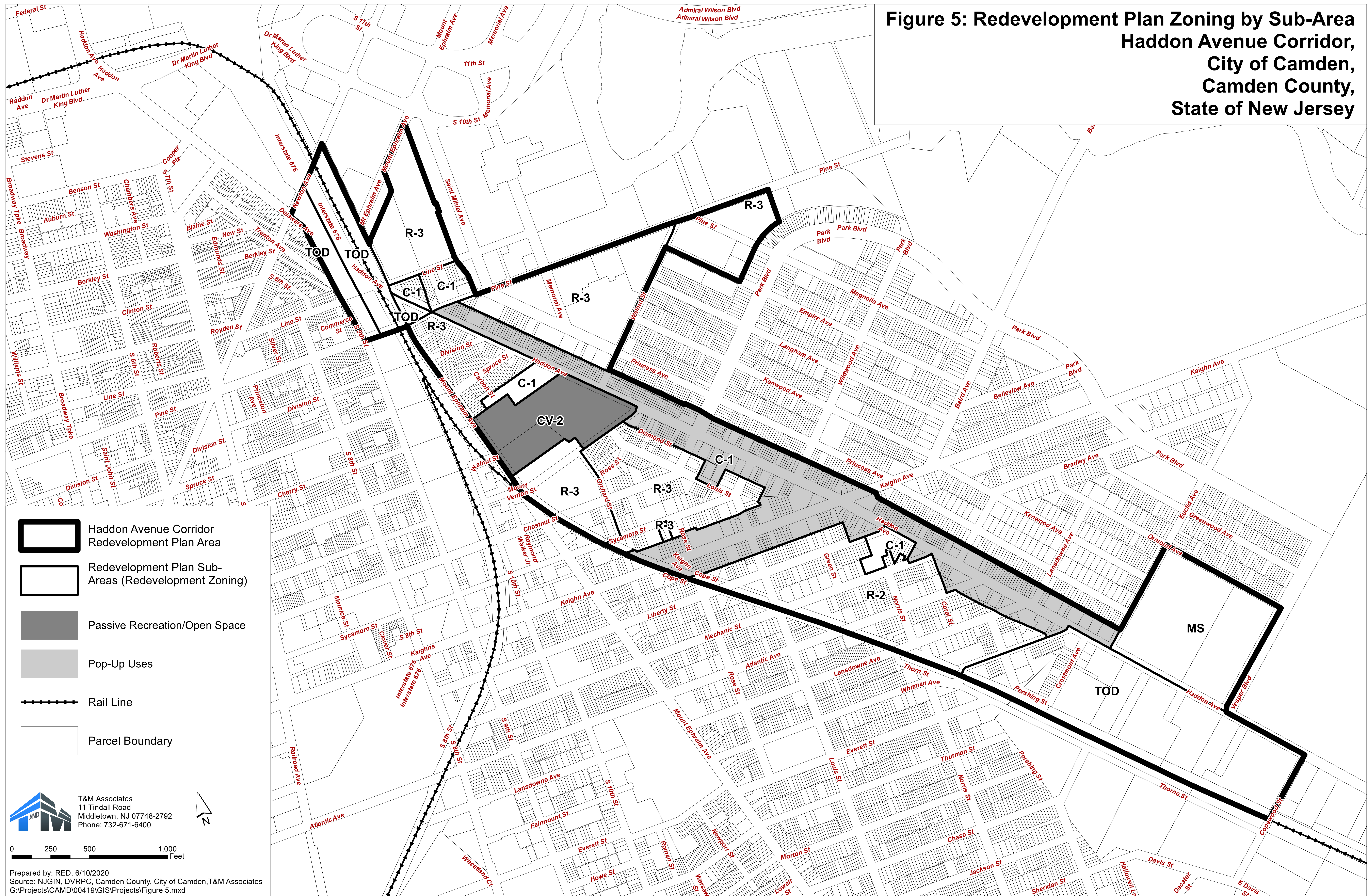
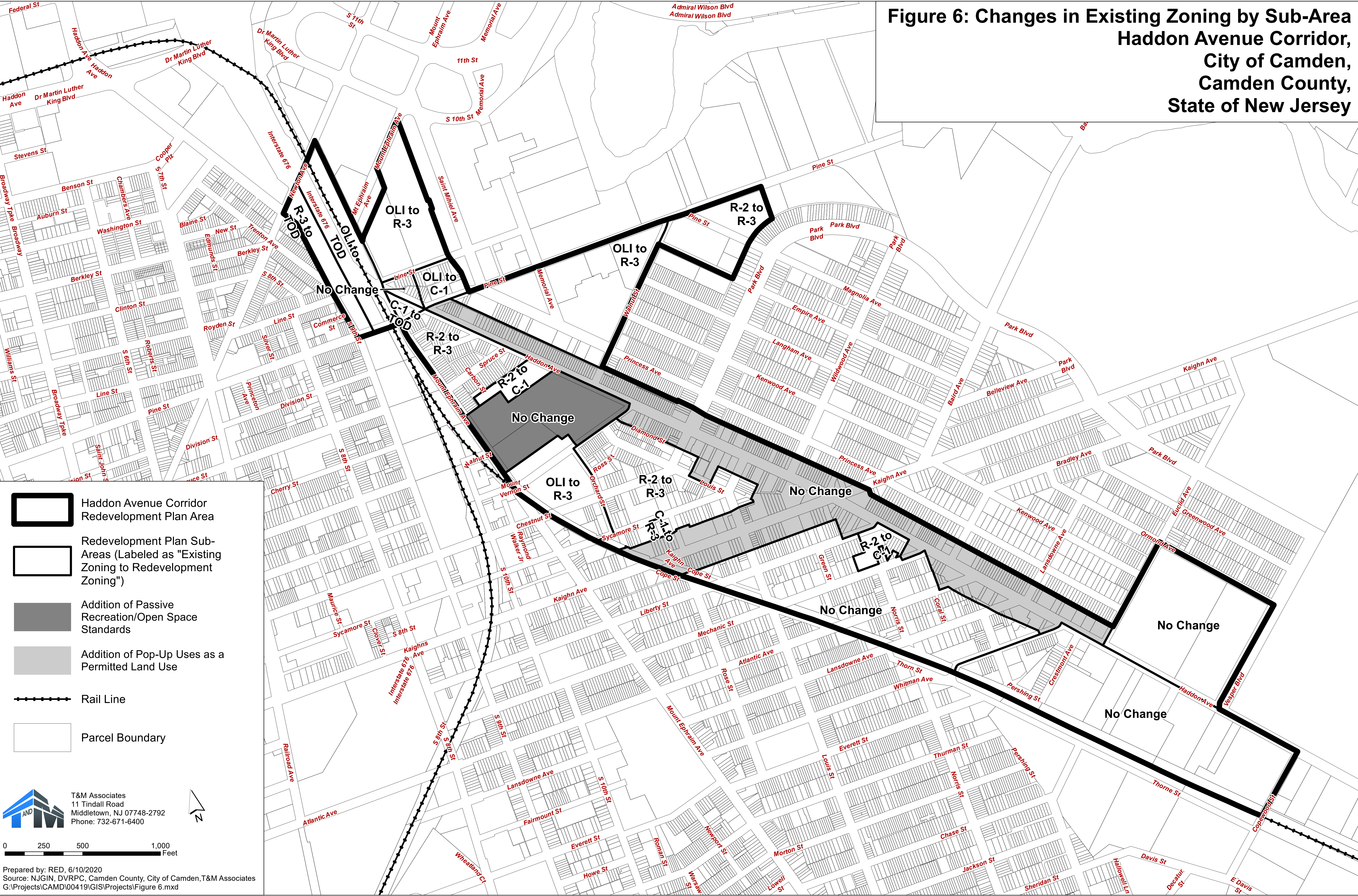


Figure 6: Changes in Existing Zoning by Sub-Area
Haddon Avenue Corridor,
City of Camden,
Camden County,
State of New Jersey



T&M Associates
11 Tindall Road
Middletown, NJ 07748-2792
Phone: 732-671-6400

0 250 500 1,000
Feet

Prepared by: RED, 6/10/2020
Source: NJGIN, DVRPC, Camden County, City of Camden, T&M Associates
G:\Projects\CAMD\00419\GIS\Projects\Figure 6.mxd

6 — Design Standards

Any proposed redevelopment of the Redevelopment Plan Area shall comply with the design standards that are outlined in the following sub-sections. Any elements not covered by these standards will be subject to other appropriate provisions of this Redevelopment Plan and/or the City's Zoning and Land Use Ordinance. All redevelopment activities are also subject to applicable state and federal requirements, and the redeveloper shall be responsible for ensuring compliance with all applicable standards and obtaining necessary state and federal permits prior to the issuance of any construction permits.

The standards presented here are meant to provide some degree of flexibility to account for market and regulatory fluctuations, while ensuring that the goals and objectives of the Haddon Avenue Corridor Redevelopment Plan are achieved.

6.1 — Screening and Landscaping Buffers

The following standards shall apply for screening and landscaping buffers within the Redevelopment Area:

1. The redeveloper shall be responsible for providing fencing, and where possible, landscaping, along the northwestern boundary of the Redevelopment Area between any proposed multi-family residential building and adjacent properties in the existing adjacent residential zone district.
2. Such fencing/landscaping shall serve as adequate visual screening that minimizes to the extent possible the visual impact of any proposed redevelopment from adjacent existing residential properties.
3. No fence shall exceed six (6) feet in height.
4. Street trees shall be provided at a maximum distance of 30 feet on center along all streets within the Redevelopment Area.
5. Trees adjacent to public walkways or streets shall be pruned from the trunk to a height of seven (7) feet.
6. A minimum of five (5) percent of surface parking lots shall contain landscaping.
7. All open areas, plazas and parking areas shall be attractively and appropriately landscaped.
8. Any landscaping that is not resistant to the environment, or that does not survive for more than two years, shall be replaced by the redeveloper.

Any elements not covered by these standards will be subject to the City's Zoning and Land Use Ordinance, including, but not necessarily limited to, Section 870-244.

6.2 — Lighting Requirements

The following standards shall apply for lighting within the Redevelopment Area:

1. All exterior lighting shall be designed to prevent glare onto adjacent properties.

2. Pedestrian pathways shall be clearly marked and well-lit. Minimum average illumination along pedestrian pathways shall be no less than: one (1) foot-candle in non-residential areas; and one-half (0.5) foot-candle in residential areas.
3. Lighting should be sufficient for security and identification without allowing light to trespass onto adjacent sites.
4. Exterior lighting, including interior lighting for exterior identification signs, shall be L.E.D. (light emitting diodes) or equivalent energy saving technology available at the time of construction, depended upon availability of suitable architectural lighting.
5. Light fixtures attached to the exterior of a building shall be architecturally compatible with the style, materials, colors, and details of the building and shall comply with Borough building codes.
6. The type of light source used on the exterior of buildings, signs, parking areas, pedestrian walkways, and other areas of site, as well as the light quality produced, shall be the same or compatible.
7. Facades shall be lit from the exterior, and as a general rule, lights should be concealed through shielding or recessed behind architectural features.
8. No wall-mounted building accent lighting shall be permitted.
9. Decorative lampposts, not greater than 13 feet in height, shall be provided at regular intervals along all surface parking areas, sidewalks, walkways, courtyards, community greens, and interior open spaces throughout the Redevelopment Area.
10. Lighting standards shall be consistent throughout the Redevelopment Area.

Any elements not covered by these standards will be subject to Section 870-243 of the City's Zoning and Land Use Ordinance.

6.3 — Signage

As part of the site plan process, the redeveloper will prepare a comprehensive sign plan that will identify, locate, and illustrate each proposed sign within the project. The sign plan shall conform to Section 873-253 of the City's Zoning and Land Use Ordinance.

In addition to conformance with Section 873-253 of the City's Zoning and Land Use Ordinance, the redeveloper shall demonstrate, to the satisfaction of the City of Camden Planning Board: that the absolute minimum amount of signage is being used; and, that the following additional performance standards have been met:

1. The requested signage is necessary for the reasonable identification of the Haddon Avenue Corridor Redevelopment Area tenants.
2. The requested signage will not contribute to visual clutter.
3. The requested signage will not present any safety hazards.
4. The requested signage will complement the architectural style of the development.
5. All signs will be professionally designed and constructed of a durable material.

6. No sign will be illuminated in a manner that permits any light to shine or cause a nuisance to an adjacent residential use.
7. Freestanding signs will be consolidated at strategic locations and will be ground-based as opposed to pole-mounted.
8. Façade signs will complement and not interfere with, be out of proportion with, or cover over a building's architectural details.
9. Signs with flashing or moving elements shall be prohibited.
10. When signage is floodlit, floodlighting shall be shielded so as to prevent spillage.

6.4 — Parking and Loading Requirements

Parking for vehicles shall be provided and maintained in accordance with applicable standards of the City's Zoning and Land Use Ordinance. These include, but are not necessarily limited to, the following:

1. Section 870-230, entitled "Parking and Loading Requirements"
2. Section 870-231, entitled "Parking and Loading Design Standards"
3. Section 870-232, entitled "Multi-Level Parking Structure (Garage) Design Standards"
4. Section 870-233, entitled "Maintenance of Parking and Loading Areas"

The amount of on-site parking required by Section 870-230, entitled "Parking and Loading Requirements," may be reduced by means of shared parking agreements. All such agreements shall be subject to the review and approval of the City of Camden Planning Board and its professionals.

6.5 — Bicycle Amenities

The Federal Highway Administration identifies that bicycle parking is one of the most important investments that can improve and encourage bicycle travel in existing urban areas. Where there exist enhanced bicycle facilities (e.g., bicycle racks, bollards, lockers, lockups/sheds, repair stations, etc.), many bicycle owners may be encouraged to make bicycle trips that they might otherwise forego. As such, to further the objective of enhancing and encouraging improvements to non-motorized forms of transportation, the Haddon Avenue Corridor Redevelopment Plan encourages the redeveloper to incorporate the bicycle racks or bollards into any redevelopment project. Examples of such infrastructure are provided below:

Bicycle Racks and Bollards



In addition to the above, it is noted that bicycle parking shall be provided in accordance with Section 870-234 of the Code of the City of Camden.

Though Section 870-234 of the Code of the City of Camden does not stipulate a specific number of bicycle parking spaces that must be provided for residential development, the Haddon Avenue Corridor Redevelopment plan includes the requirement that a minimum of one (1) bicycle parking space per residential unit shall be provided.

6.6 — Refuse and Recycling Requirements

As part of any site plan application, the redeveloper shall provide a refuse and recycling plan that shall be to the Board's satisfaction. Shared refuse and recycling storage facilities shall be utilized where available and practical, including inside buildings.

6.7 — Streetscape Elements

While specific requirements for streetscape design shall be determined as part of a Redevelopment Agreement, the following minimum standards shall apply to all proposed redevelopment projects:

1. Sidewalks shall be provided along all street frontages.

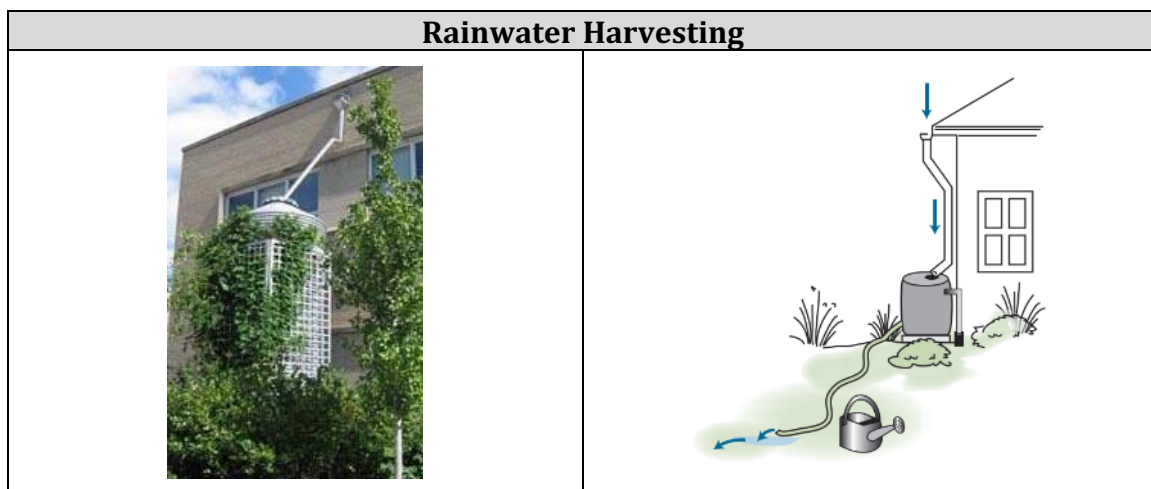
2. All sidewalks shall be a minimum of five (5) feet wide, with final determination made within the Redevelopment Agreement.
3. All sidewalks shall be designed to provide access for people with physical disabilities in conformance with the Americans with Disabilities Act.
4. Access ramps shall be conveniently placed and sloped to provide easy connection to streets and sidewalks in conformance with the Americans with Disabilities Act.
5. At a minimum, streetscape design shall be required to incorporate attractive paving materials, street trees and planters, green infrastructure, lighting, and street furniture.

6.8 — Green Infrastructure

Green infrastructure refers to a decentralized network of site-specific stormwater management techniques, which are implemented to reduce the volume of stormwater runoff entering the local sewer system while also restoring the natural hydrologic cycle. Implementation of green infrastructure techniques can help to promote sustainability and resiliency. The Haddon Avenue Corridor Redevelopment Plan, therefore, strongly encourages the implementation of green infrastructure techniques where possible and appropriate. A sample of green infrastructure techniques is provided below.

6.8.1 — Rainwater Harvesting

Rainwater harvesting systems collect and store rainwater in specialized containment devices (e.g., rain barrels and cisterns, which may be located above- or below-ground) to be used for later use (e.g., for watering lawns and gardens). When designed appropriately, rainwater harvesting systems can offer the following benefits to users and to the surrounding environment: they reduce floods in low-lying areas; they reduce soil erosion and contamination of surface water; they reduce demand on groundwater and the water system, thereby decreasing water bills; and, they are easy to maintain.

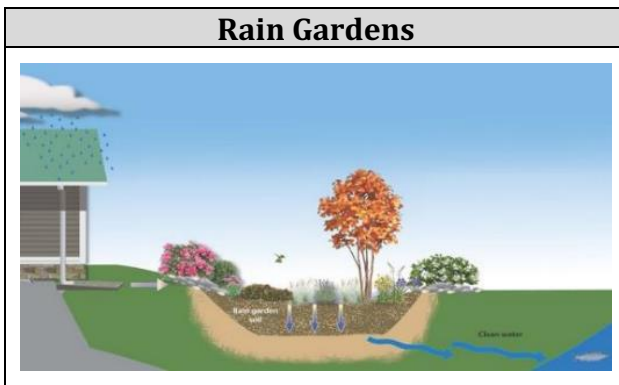


Source: EPA

6.8.2 — Rain Gardens

Rain gardens are shallow, vegetated basins that collect and absorb stormwater runoff from impervious surfaces (e.g., rooftops, sidewalks, and streets). Runoff is channeled into rain gardens, and is then used by plants, infiltrated into the ground, or evaporated. They may be installed in a variety of locations and can be an attractive element of site design. Indeed, they may be installed in any properly graded unpaved space, and in parking lots and paved areas through the construction of specialized planter boxes that collect and absorb runoff.

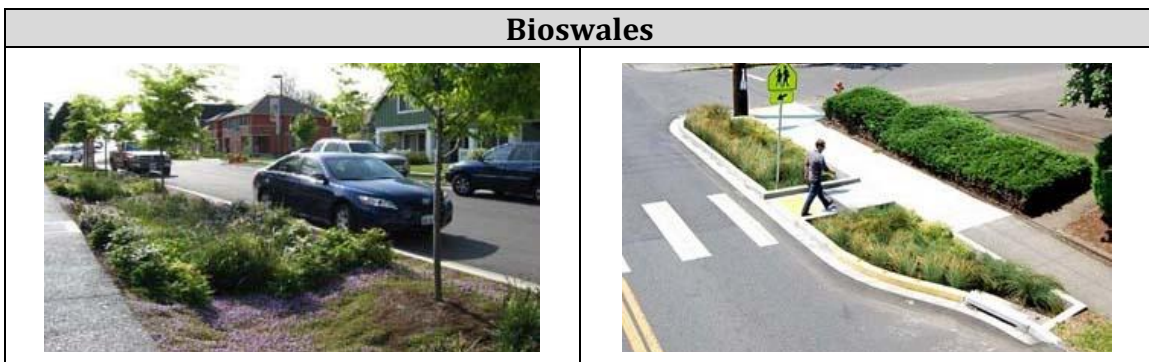
The Haddon Avenue Corridor Redevelopment Plan encourages the installation of rain gardens where appropriate.



Source: EPA

6.8.3 — Bioswales

Bioswales are open, linear channels with vegetation, mulching, or xeriscaping that slow stormwater runoff and attenuate flooding potential while conveying stormwater runoff away from critical infrastructure. Like rain gardens, their permeable surface also permits the natural infiltration of stormwater. As linear features, bioswales are particularly well suited to being placed along streets and parking lots. They are often used as an alternative to, or enhancement of, traditional stormwater drainage systems.



Source: EPA

6.8.4 — Permeable Pavements

Permeable pavements help to reduce stormwater runoff, which, in turn, helps to improve the quality of terrestrial waters and mitigate flooding. With traditional (i.e., impervious) pavement, stormwater runs into drains and inlets, which places a burden on such infrastructure, and may result in the discharge of pollutants (e.g., sediment, oil residue, etc.) into terrestrial waters. Permeable pavements, however, infiltrate, treat, or store rainwater where it falls. Key examples of permeable pavements include pervious concrete, porous asphalt, and permeable interlocking pavers.



Source: Potomac Conservancy (left); EPA (right)

6.8.5 — Green Roofs

Green roofs are roofs that are covered with substrate and vegetation that enable the retention and evaporation of rainwater. This not only minimizes stormwater runoff, but also leads to reduced building operating costs and energy consumption by providing improved insulation of the roof surface and absorbing less heat on the roof surface (i.e., increasing the roof surface albedo over traditional roof surfaces). Flat and low-pitched roofs are most suited to green roof development and retrofitting therewith. The Haddon Avenue Corridor Redevelopment Plan encourages the installation of green roofs where appropriate.



Source: EPA

7 — Planning Relationships

The following sub-sections outline the Redevelopment Plan’s relationships to the local objectives in the municipal master plan, as well as to master plans of contiguous municipalities, Camden County, and the State Development and Redevelopment Plan. Discussion of these relationships is required pursuant to the LRHL (N.J.S.A. 40A:12A-7.a.).

7.1 — City of Camden Comprehensive Master Plan (2002)

The City of Camden Planning Board adopted the “Future Camden” Comprehensive Master Plan on March 12, 2002. As indicated in the following sub-sections from the “Future Camden” Comprehensive Master Plan, it contains language that supports the type of redevelopment and revitalization that is envisioned by this Redevelopment Plan.

- **Improving Housing and Neighborhoods — Housing Plan Recommendations:**
 - Goal One: Create a coordinated City-wide housing and community development program.
 - Establish a neighborhood reinvestment policy.
 - Prioritize revitalization activities by neighborhoods.
 - Goal Two: Restructure management of vacant and underutilized properties.
 - Streamline acquisition and disposition of vacant properties.
 - Establish a vacant lot and neighborhood clean-up program.
 - Goal Three: Retain, empower, and attract middle-income households.
 - Establish a home ownership policy to maintain and increase moderate- and middle-income households.
 - Identify and promote market-rate housing locations.
- **Improving Housing and Neighborhoods — Neighborhood Improvement Recommendations:**
 - Goal One: Maintain and improve the appearance of neighborhoods.
 - Reduce land use conflicts between business establishments and residences.
 - Reestablish a comprehensive code enforcement and property maintenance inspection program.
 - Goal Three: Build stronger neighborhoods through public-private partnerships.
 - Increase neighborhood organizations’ and private sector involvement in housing and community development activities.
- **Achieving a Dynamic Economy — Economic Development Plan**
 - Goal Two: Maintain and attract job-generating businesses to the City.
 - Develop mixed-use centers.

- Use Brownfields initiatives to generate industrial development sites.
 - Attract new firms to the City and maintain existing industries.
 - Support home-grown business development.
 - Upgrade infrastructure and basic government services.
- Goal Four: Create compact and lively retail centers along the City's major commercial corridors.
 - Consolidate scattered commercial areas along major roadways.
 - Build increased capacity among City merchants.
- Goal Five: Support the growth of health services and related technology industries.
 - Promote the retention and reinvention of the health care industry.
 - Encourage “spin-off” industries and services to locate adjacent to the major health care institutions.
- **Capitalizing on the City's Physical and Historical Assets**
 - Goal One: Create an urban design plan to guide CBD revitalization.
 - Integrate the downtown with the waterfront, residential and historic districts, university areas, central business core, and medical institutions.
 - Develop urban design principles and guidelines to achieve a compact and vibrant downtown.
 - Goal Two: Create urban design guidelines to enhance the distinctive physical and natural features of Camden's diverse neighborhoods.
 - Develop urban design guidelines to improve neighborhood appearance.
 - Goal Four: Create a Camden Heritage Area.
 - Collaborate with key cultural, historic preservation, recreational, and educational organizations to capitalize on the regional economic benefits associated with heritage tourism.
- **Maintaining and Improving the Environment**
 - Goal One: Pursue clean-up of known areas containing environmental issues.
 - Monitor and enforce clean-up and remediation of known contaminated sites.
 - Goal Two: Develop and maintain a diversified City-wide open space network.
 - Consolidate existing park and open space inventories.
 - Pursue collaborative efforts to program, maintain, and manage recreational facilities.
 - Goal Four: Promote the “greening” of major transportation facilities, industrial corridors, and municipal buildings.

- Create green spaces along major highway, transit, and industrial corridors.
- Attractively landscape open spaces at municipal buildings and other public facilities.
- **Integrating Camden’s Transportation Network**
 - Goal One: Develop a comprehensive Transportation Plan that integrates all modes of travel.
 - Establish a City road classification system consistent with regional transportation planning criteria.
 - Goal Two: Upgrade public transit linking residents to jobs, shopping, community facilities, and recreational activities.
 - Upgrade public transit systems.
 - Goal Three: Maintain and improve Camden’s system of roadways and bridges.
 - Improve the City’s road network and its connection to the regional transportation system.
 - Goal Four: Develop a comprehensive parking strategy for the CBD and neighborhood commercial corridors.
 - Develop convenient shopper parking areas within commercial corridors.
 - Goal Five: Promote and maintain pedestrian and bicycle networks within the downtown, the waterfront area, and in neighborhoods.
 - Improve sidewalk and bicycle systems.
- **Achieving Improved Public Facilities, Education, and Safety**
 - Goal One: Enhance public facilities as community anchors to strengthen neighborhood improvement efforts.
 - Improve community center conditions, programs, and services and identify sites for new facilities in underserved areas.
 -

7.2 — City of Camden Master Plan Reexamination Report (2018)

The latest reexamination of the “Future Camden” Comprehensive Master Plan was adopted on February 8, 2018.

The 2018 Master Plan Reexamination Report makes the following recommendations that are consistent with the goals and objectives of this Redevelopment Plan:

1. **Vacant Lots:** A new strategy should be included to make [vacant lots] more productive by establishing temporary and permanent uses of vacant lots, such as pocket parks, community gardens, and/or temporary pop-up events.
2. **Adaptive Reuse:** Consideration should be given to encourage adaptive reuse on a broader scale in order to help support the redevelopment and infill and neighborhood improvement goals of various areas.

3. **Placemaking:** Elements such as branding and signage, corridor treatments, beautification of entry points and surrounding areas, civic amenities, social activities, and more are needed to enhance the City of Camden and to tie in with policies to advance the arts and culture.
4. **Community Engagement:** A community engagement policy should be considered as a thread that ties all of the master plan elements together. To succeed with implementation, planning projects must involve substantial community engagement. Residents, community leaders, business owners, and other stakeholders must feel that they have had a hand in shaping planning outcomes. This is important to the City of Camden, not only in terms of building support for project funding, but also to foster a sense of ownership for the project that will encourage individuals to respect, protect, and maintain project improvements.

7.3 — Plans of Contiguous Municipalities

The Haddon Avenue Corridor Redevelopment Plan Area is located entirely within the City of Camden and is not adjacent to any neighboring municipalities.

Outside of the Haddon Avenue Corridor Redevelopment Plan Area, the municipal boundary shared with Pennsauken Township is approximately 0.8 miles to the east along Kaighn Avenue and across the Cooper River, and the municipal boundary shared with Collingswood Borough is approximately 0.4 miles to the southeast along Haddon Avenue. Given the distances between the Haddon Avenue Corridor Redevelopment Plan Area and said municipalities, it is not anticipated that execution of the Haddon Avenue Corridor Redevelopment Plan will have any impact on them.

7.4 — Camden County Land Use Master Plan

The Camden County Land Use Master Plan, last updated in 2014, identifies policy goals for the Camden County Land Use “Vision Map.” The following policy goals are all furthered by this Redevelopment Plan:

1. **Policy Goal 1 (Priority Growth Investment Area or PGIA):** Policy Goal 1 of the Land Use Master Plan aims to achieve the following for the PGIA: “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.” The Haddon Avenue Corridor Redevelopment Plan Area is within the Priority Growth Investment Area (PGIA).
2. **Policy Goal 3 (Metropolitan Core):** Policy Goal 3 of the Land Use Master Plan aims to achieve the following for the Metropolitan Core: “Support and promote the vitality and revitalization of the City of Camden.”
3. **Policy Goal 4 (Innovation Hub):** Policy Goal 4 of the Land Use Master Plan aims to achieve the following for Innovation Hubs: “Leverage the synergy of educational, business, institutional uses and regional attractions to spur a regional mixed-use hub in downtown Camden.”

4. **Policy Goal 5 (Transit Centers):** Policy Goal 5 of the Land Use Master Plan aims to achieve the following for Transit Centers: “Encourage active transit corridors by clustering growth, development, and a vibrant mix of uses within a walkable distance of transit stations.”
5. **Policy Goal 7 (Main Streets):** Policy Goal 7 of the Land Use Master Plan aims to achieve the following for Main Streets: Evolve suburban centers to become not just hubs of commerce, but also walkable, mixed-use focal points of the community.”

7.5 — State Development and Redevelopment Plan

The City of Camden is an established urban community located primarily in the Metropolitan Planning Area or Planning Area 1 (PA-1), as identified in the New Jersey State Development and Redevelopment Plan (SDRP). This Redevelopment Plan is compatible with the State Plan’s intention for the Metropolitan Planning Area of providing for much of the state’s future development, revitalizing cities and towns, promoting growth in compact forms, and protecting the character of existing stable communities.

8 — Administrative and Procedural Requirements

The City of Camden may use all redevelopment powers granted to it pursuant to the LRHL in order to effectuate this Redevelopment Plan, as described in the following sub-sections.

8.1 — Acquisition

The City of Camden anticipates that the Haddon Avenue Corridor Redevelopment Plan can be effectuated via private transactions between landowners and developers. As such, the Haddon Avenue Corridor Redevelopment Plan does not contemplate the use of eminent domain at this time.

Notwithstanding the above, the City of Camden reserves its right to amend the Haddon Avenue Corridor Redevelopment Plan in order to identify properties for acquisition through eminent domain, if necessary, in the future. Any such amendment will be subject to the requirements of the LRHL for amending a redevelopment plan, including appropriate notice and public hearings.

8.2 — Relocation

As stated above, the Haddon Avenue Corridor Redevelopment Plan does not contemplate the use of eminent domain at this time. Accordingly, no relocation of any household or business is contemplated as part of this Redevelopment Plan at this time.

However, in the unforeseen event that relocation should become necessary, the City of Camden, through the services of Redevelopment Agency staff, will provide displaced families, businesses and individuals with the opportunity of being relocated into decent, safe, and sanitary facilities within their financial means and within the Redevelopment Area, where feasible. Families, business and individuals being displaced will be interviewed to determine their relocation requirements. The City of Camden will comply with the “Relocation Assistance Law of 1967”, P.L. 1967, C. 79 and Relocation Assistance Act, P.L. 1971. C. 362.

8.3 — Conveyance of Land

The City of Camden may sell, lease, or otherwise convey to a redeveloper for redevelopment, any or all of the properties owned by the City, subject to restrictions, controls, and requirements as outlined in this Redevelopment Plan. The City may also use its redevelopment powers pursuant to the LRHL to enter into other agreements with a designated redeveloper or developers in connection with the implementation of the Redevelopment Plan.

8.4 — Redeveloper Selection

The City of Camden may enter into agreements with a designated redeveloper or developers in connection with the construction of any aspect of the Redevelopment Plan, including off-site improvements. Redevelopment under the terms of this

Redevelopment Plan shall only be undertaken pursuant to a redevelopment agreement entered between the City and a designated redeveloper, which may be the property owner. The City may undertake a developer selection process that will provide the qualified redeveloper(s) to implement the Redevelopment Plan in a manner that is in the best interest of the City.

The following restrictions and controls on redevelopment are hereby imposed in connection with the selection of redeveloper(s) for any property or properties included in the Redevelopment Area and shall apply notwithstanding the provisions of any zoning or building ordinance or other regulations now or hereafter in force:

1. The redeveloper(s), its successors, or assignees, shall develop the specified improvements in accordance with the Redevelopment Plan.
2. Until the required improvements are completed and a certificate of completion is issued, the redeveloper covenants provided for in N.J.S.A. 40A:12A-9 and imposed in any redevelopment agreement, lease, deed, or other instruments shall remain in full force and effect.
3. The redevelopment agreement(s) shall contain provisions to assure the timely construction of the redevelopment project, the qualifications, financial capability, and financial guarantees of the redeveloper(s) and any other provisions necessary to assure the successful completion of the project.

8.5 — Redevelopment Entity Review

The Camden Redevelopment Agency (the “Redevelopment Agency”) shall review all proposed redevelopment projects within the Redevelopment Plan Area to ensure that such project(s) is consistent with the Redevelopment Plan and any relevant redeveloper agreement(s). As part of its review, the Redevelopment Agency may require the redeveloper to submit its proposed project to a technical review committee or subcommittee of the Redevelopment Agency. The technical review committee may include members of the Redevelopment Agency and any other members and/or professionals as determined necessary and appropriate by the Redevelopment Agency. The technical review committee shall make its recommendations to the Redevelopment Agency.

In undertaking its review, the Redevelopment Agency shall determine whether the proposal is consistent with this Redevelopment Plan and any relevant redeveloper agreement(s). In addition, the review may address the site and building design elements of the project to ensure that the project adequately addresses the goals and objectives of the plan.

8.6 — Planning Board Review Process

Pursuant to N.J.S.A. 40A12A-13, all development applications for development of sites governed by this Redevelopment Plan shall be submitted to the Planning Board for review and approval. The following provisions shall govern review of any proposed redevelopment project(s) within the Redevelopment Area:

1. No building permit shall be issued by the construction or zoning official for any work resulting in a change of intensity of development or change of use for any properties or buildings within the Redevelopment Area.
2. Regular maintenance and minor repair shall not require Planning Board review and approval.
3. The Planning Board shall conduct site plan and subdivision review, if applicable, pursuant to N.J.S.A. 40:55D-1, et seq. and the City's Planning and Development Regulations.
4. As part of site plan approval, the Planning Board may require the redeveloper to furnish performance guarantees pursuant to N.J.S.A. 40:55D-53 and as required in the City's Planning and Development Regulations. The performance guarantees shall be in favor of the City of Camden, and the City Engineer shall determine the amount of any performance guarantees.
5. Any subdivision of lots or parcels of land within the Redevelopment Plan Area shall be in compliance with the Redevelopment Plan and reviewed by the Planning Board pursuant to the LRHL and N.J.S.A. 40A:55D-1 et seq.
6. Once a property has been redeveloped in accordance to the Redevelopment Plan, it may not be converted to any use not expressly permitted in this Redevelopment Plan. No non-conforming use, building, or structure may be expanded or made more non-conforming in nature after adoption of this Redevelopment Plan. A use or structure not conforming to the requirements of this Redevelopment Plan may not be reconstructed in the event of its destruction. The Planning Board shall determine the issue of whether the non-conforming use or building structure has been "destroyed."
7. The Planning Board may grant relief from the bulk, parking, lighting, architectural, landscaping, and/or sign requirements of this Redevelopment Plan where there is a hardship or where the granting of such relief will promote the purpose of said plan consistent with the standards established at N.J.S.A. 40:55D-70(c). In no event shall relief be granted by the Planning Board to provide a use or facility or an increase in total number of residential units that is not permitted by the Redevelopment Plan.
8. The regulations and controls of this Redevelopment Plan shall be implemented, where applicable, by appropriate covenants or other provisions, and through agreements between the redeveloper(s) and the City pursuant to N.J.S.A. 40A:12A-8 and 40A:12A-9.
9. A redeveloper shall be required to pay all applicable escrow fees and other required charges in accordance with applicable provisions of the City's Planning and Development Regulations and State Law. Additionally, a redeveloper shall be required to pay their proportional share of the costs of any studies, plans, reports, or analysis prepared by the City or its designated redevelopment entity as part of this Redevelopment Plan. Any such payments required to reimburse the City shall be specified in the redevelopment agreement.

The aforementioned provisions are all subject to approval by ordinance and/or resolution according to law. If a court of competent jurisdiction finds any word,

phrase, clause, section, or provision of this Redevelopment Plan to be invalid, illegal, or unconstitutional, the word, phrase, section, or provision shall be deemed severable, and the remainder of the Redevelopment Plan and implementing ordinances shall remain in full force and effect.

8.7 — Waivers

Variation from the requirements set forth in this Redevelopment Plan may be necessary in certain unusual circumstances or to meet state or federal permit requirements. In such an instance, the Planning Board may waive certain bulk, parking, or design requirements if the designated redeveloper demonstrates that such waiver will not substantially impair the intent of the Redevelopment Plan and will not present a substantial detriment to the public health, safety, and welfare. No changes in the permitted uses, density, and intensity of use shall be permitted without an amendment to the Redevelopment Plan.

8.8 — Duration of the Plan

The Redevelopment Plan shall be in full force and effect upon its adoption by ordinance by the City Council and shall be in effect until the redevelopment of the Redevelopment Area is completed, which shall be evidenced by the issuance by the City of a certificate of project completion in accordance with the Redevelopment Plan.

8.9 — Amending the Redevelopment Plan

Upon compliance with the requirements of applicable law, the City Council may amend, revise, or modify the Redevelopment Plan in general or for specific properties within the Redevelopment Area, as circumstances may make such changes appropriate. The review and approval of any proposed amendments shall be undertaken in accordance with the procedures set forth in the LRHL. However, any proposed changes in permitted uses, the land use plan, residential density, building height, or the core design concepts in this plan shall require notice and public hearings in the same manner required of the adoption of the original Redevelopment Plan.

9 — Plan Implementation

The effective implementation of the Haddon Avenue Corridor Redevelopment Plan requires the cooperative engagement and participation by all relevant stakeholders in the future revitalization of the Haddon Avenue corridor. It requires not only the adoption of the zoning changes presented in this plan but also a comprehensive series of public and private actions with ongoing engagement by the City, County, and relevant State agencies, as well as the public and neighborhood groups and associations. This collaborative approach recognizes that everyone will play an important role in working together to transform the Haddon Avenue corridor into an economically vital and socially vibrant center for the community.

To effectively implement the Haddon Avenue Corridor Redevelopment Plan, a Plan Implementation Matrix is provided in Appendix F. The Plan Implementation Matrix outlines a series of 14 action items, as follows:

1. **Adoption of a New Haddon Avenue Corridor Redevelopment Plan:** Adopt revised zoning for the Haddon Avenue Corridor redevelopment area in order to facilitate redevelopment;
2. **Pop-Up Uses/Spaces:** Encourage Pop-Up Uses and Spaces in Vacant Buildings or Lots;
3. **Love Your Lot/Lots to Love:** Establish and implement a “Love Your Lot” or “Lots to Love” program to promote finding viable interim uses, preserve future opportunities and craft long-term solutions to scattered vacant lots;
4. **Create Co-Working Spaces in Opportunity Zones:** Take advantage of existing Opportunity Zones in the Haddon Avenue Corridor to encourage co-working office spaces;
5. **Makerhoods/Small-Scale Manufacturing Uses:** Promote and encourage the inclusion of small-scale manufacturing uses in future redevelopment and infill projects;
6. **Public Art in Cemeteries:** Redesign all or part of the Old Camden Cemetery to be used as public open space, including spaces for public art;
7. **Complete Streets Implementation:** Implement a Complete Streets Policy for the Haddon Avenue Corridor;
8. **Arts & Culture District/Organized Arts & Entertainment Community:** Create an arts and culture district or an organized arts and entertainment community for the Haddon Avenue Corridor;
9. **New For-Sale Housing Development:** Construct new for-sale housing in the vicinity of Haddon Avenue and Pine Street, eventually reaching Magnolia Avenue, as well as the area west of Haddon Avenue and just south of the Old Camden Cemetery;
10. **New Rental Housing Development:** Construct new rental housing in the area between Mount Ephraim Avenue and Saint Milhiel Street adjacent to the Campbell’s Soup Company;
11. **Rehabbed/Infill Housing:** Construct new infill housing and substantially rehabilitate the existing housing stock;

12. **New Retail Development at Haddon & Kaighn:** Construct a new mixed-use commercial development on Kaighn Avenue near the intersection of Haddon Avenue;
13. **New Retail Incubator:** Rehabilitate the former Camden Corps Community Center into a unique permanent indoor multi-vendor flea market;
14. **Infill Retail Attraction:** Encourage new retail along Haddon Avenue to locate in vacant and underutilized storefronts or as part of new mixed-use infill development projects with a ground-floor commercial component.

For each of the foregoing actions, the implementation matrix includes: a detailed description; a justification; a list of tasks required; an identification of potential funding sources/strategies; an indication of priority/timing; and, links to additional information/resources. In addition, in recognition that the effectuation of the community's vision requires the involvement of various stakeholders, the implementation matrix includes an identification of the implementing agencies.

Appendix A: Redevelopment Area Parcels

Appendix A
Haddon Avenue Corridor Redevelopment Plan
City of Camden, Camden County, New Jersey

BLOCK	LOT
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Appendix A
Haddon Avenue Corridor Redevelopment Plan
City of Camden, Camden County, New Jersey

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365	111

BLOCK	LOT
365	112
365	113
365	119
365	123
365	124
365	127
366	2
366	5
366	73
367	1
378	1
378	2
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BLOCK	LOT
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378	49
1262	17
1266	4
1266	7
1266	8
1286	7
1286	9
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Appendix A
Haddon Avenue Corridor Redevelopment Plan
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BLOCK	LOT
1286	32
1286	33
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1286	143
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1286	148
1286	149
1286	150
1286	151
1286	152
1286	153
1286	154
1286	155
1286	157
1286	158
1286	159
1286	160
1289	1
1289	2
1289	3

BLOCK	LOT
1289	4
1289	5
1289	6
1289	13
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1289	15
1289	16
1289	17
1289	21
1289	22
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1289	29
1289	30
1289	31
1289	32
1289	33
1289	35
1289	36
1289	37
1289	38
1289	39
1289	40
1292	1
1292	2
1292	3
1292	4
1292	5
1292	6
1292	7
1292	8
1292	9
1292	10
1292	11
1292	12

BLOCK	LOT
1292	13
1292	14
1292	15
1292	16
1292	18
1294	1
1294	4
1294	5
1294	6
1294	7
1294	8
1294	9
1294	10
1294	11
1294	12
1294	13
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1294	104

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Haddon Avenue Corridor Redevelopment Plan
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BLOCK	LOT
1297	80
1297	85
1297	87
1297	88
1297	89
1297	90
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1297	93
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1297	96
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1297	98
1297	99
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1297	105
1297	106
1297	107
1300	82
1300	83
1300	84
1300	90
1300	91
1300	93
1300	94
1300	95
1300	99
1301	1
1301	2
1302	1
1302.01	1
1303	91
1303	93
1303	94

BLOCK	LOT
1303	95
1303	96
1303	97
1303	98
1303	99
1303	100
1303	101
1303	102
1303	103
1303	104
1303	105
1303	106
1303	107
1303	108
1303	109
1303	110
1303	111
1303	112
1303	113
1303	114
1304	59
1304	60
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1304	62
1304	63
1304	64
1304	65
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1304	67
1304	68
1304	69
1304	70
1304	71
1304	72
1304	73
1304	74
1304	75
1304	76
1304	77

BLOCK	LOT
1304	78
1304	79
1304	80
1304	81
1304	82
1304	83
1304	84
1304	85
1304	86
1304	87
1304	88
1304	89
1304	90
1305	1
1305	2
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1305	6
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Haddon Avenue Corridor Redevelopment Plan
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BLOCK	LOT
1305	30
1305	31
1305	32
1305	33
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1305	112
1305	113
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1306	60
1306	61
1306	62
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1306	70
1306	71
1306	72
1306	73
1306	74
1306	75
1306	76
1306	77
1306	78
1306	79
1306	80

BLOCK	LOT
1306	81
1306	82
1306	83
1306	84
1307.01	2
1308	5
1308	6
1308	7
1308	8
1308	9
1308	16
1308	17
1308	18
1308	53
1309	1
1309	2
1309	3
1309	5
1309	6
1309	12
1309	17
1309	19
1309	20
1309	21
1309	22
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1309	36
1309	38
1309	39

BLOCK	LOT
1309	40
1309	41
1309	42
1309	43
1309	44
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1309	49
1309	50
1309	51
1309	52
1309	53
1309	54
1309	55
1309	56
1309	57
1309	115
1309	116
1310.01	3
1311	1
1311	3
1311	4
1311	5
1311	6
1311	7
1311	8
1311	12
1311	14
1311	16
1311	26
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BLOCK	LOT
1311	34
1311	36
1312	1
1312	2
1312	3
1312	4
1312	5
1312	6
1312	7
1312	8
1312	46
1312	47
1312	48
1312	49
1312	51
1312	55
1312	59.01
1312	59.02
1313	85
1313	86
1313	89
1313	91
1313	92
1313	93
1313	96
1313	97
1313	99
1313	100
1313	101
1313	104
1313	106
1313	107
1313	108
1313	109
1313	110
1313	114
1314	1
1314	2
1314	3

BLOCK	LOT
1314	4
1314	5
1314	6
1314	7
1314	9
1314	10
1314	11
1314	12
1314	13
1314	14
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1314	33
1314	34
1314	35
1314	36
1314	38
1314	39
1314	40
1314	44
1314	45
1314	46
1314	49
1314	53
1315.01	4
1316	1
1316	2
1316	3
1316	4
1316	5

BLOCK	LOT
1316	6
1316	7
1316	8
1316	9
1316	10
1316	11
1316	12
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1316	17
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1316	30
1316	31
1316	32
1316	33
1316	34
1316	35
1316	36
1316	37
1316	62
1319	38
1319.01	5
1320	1
1320	2
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BLOCK	LOT
1320	12
1320	13
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1320	60
1320	61

BLOCK	LOT
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1320	63
1320	64
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1320	67
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1320	69
1320	70
1320	71
1320	72
1320	73
1321	1
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BLOCK	LOT
1322	42
1322	43
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1322	84
1322	85
1322	86
1322	87
1322	88
1322	89
1322	90
1322	91
1322	92
1329.01	6
1330	1
1330	3
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1330	6

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Haddon Avenue Corridor Redevelopment Plan
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BLOCK	LOT
1330	8
1330	9
1330	10
1330	11
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1330	18
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1330	43
1330	44
1330	45
1330	47
1330	48
1330	49
1330	50
1330	51
1331.01	7
1332	73
1332	74

BLOCK	LOT
1332	75
1332	76
1332	77
1332	78
1332	79
1332	80
1332	81
1332	82
1332	84
1332	86
1332	137
1332	138
1333.01	8
1334	1
1334	2
1334	3
1334	4
1334	5
1334	8
1334	11
1334	12
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1334	14
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1334	29
1334	30

BLOCK	LOT
1334	31
1334	32
1334	33
1334	36
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1334	38
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1334	40
1335	62
1335	63
1335	64
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1335	70
1335	81
1335	82
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1335	85
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1335	99
1336	43
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Haddon Avenue Corridor Redevelopment Plan
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BLOCK	LOT
1336	59
1336	60
1336	61
1336	71
1336	72
1336	73
1336	74
1336	75
1336	76
1336	77
1336	80
1336	93
1336	94
1336	101
1336	104
1337	3
1337	7
1337	8
1337	11
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1337	26
1337	39
1337	40
1337	41
1337	42
1337	43
1337	44
1337	45
1337	46

BLOCK	LOT
1337	47
1337	48
1337	69
1338	1
1338	2
1338	3
1338	4
1338	5
1338	6
1338	7
1338	8
1338	10
1338	10.01
1338	13
1338	14
1338	15
1338	16
1338	19
1338	22
1347	49
1347	53
1347	54
1347	55
1347	56
1347	57
1347	58
1347	59
1347	60
1347.01	9
1347.01	10
1347.01	11
1348	3
1348	4
1348	5
1348	6
1348	7
1348	8
1348	9
1348	10

BLOCK	LOT
1348	11
1348	14
1348	15
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1348	21
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1348	31
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1348	40
1348	41
1348	42
1348	43
1348	44
1348	45
1348	46
1348	47
1348	48
1348	58
1381	1
1381	2
1381	24
1381	26
1381	27
1381	28
1381	29
1381	30
1381	31
1382	4

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Haddon Avenue Corridor Redevelopment Plan
City of Camden, Camden County, New Jersey

BLOCK	LOT
1382	6
1382	7
1382	8
1440	1
1449	2
1449	3
1470	9
1471	1
1471	2
1471	3
1471	4
1471	5
1471	6

BLOCK	LOT
1471	7
1471	8
1471	9
1471	10
1471	11
1471	12
1471	14
1471	15
1471	18
1471	19
1471	20
1471	21
1471	22

BLOCK	LOT
1471	23
1471	24
1471	25
1471	26
1471	27
1471	28
1471	29
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1471	31
1471	32
1471	33
1471	34
1471	45

Appendix B: Public Outreach Meeting Flyers

Camden County and PBCIP

in collaboration, invite you to attend:

A joint Community Meeting and Project Meeting



When: Wednesday, June 26, 2019
6 - 8 PM

Where: Camden County Historical Society
1900 Park Blvd., Camden, NJ 08103

6-7 PM

- NJ Conservation Foundation (NJCF) will provide 2019 updates on events and activities, and open space and recreation opportunities over the next 6 months.
- Join NJCF for a Parkside Paddle along the Cooper River on Saturday, June 29th 10AM until 1PM. Participants must sign up and attend this June 26th meeting.



7-8 PM

- Camden County will introduce a new study that will identify economic development opportunities along Haddon Avenue in Camden.
- Presentation will include a review of previous community input, a timeline for implementation, and a Q & A session.



All are welcome! We look forward to your participation and feedback!

This meeting is being facilitated by Parkside Business & Community In Partnership, Inc. (PBCIP).

You are Invited to Attend

A Public Open House for The Future of Haddon Avenue in Camden

We invite you to attend a meeting to discuss the development of a **Draft Redevelopment Overlay Zoning Ordinance** to be used by the City of Camden. Come join the discussion about what this means for you and your community.

When:

Wednesday, October 16, 2019

5:30 - 7:00 PM

Where:

Muhammad's Temple of Islam No. 20

1157 Haddon Ave., Camden, NJ 08103

5:30 - Open House

Come meet the project team and view boards that identify potential economic development opportunities along Haddon Avenue in Camden. Light refreshments will be served.

6:00 - Presentation

Pull up a chair and learn about the Haddon Avenue Economic Development and Planning Study, including:

- Reintroduction of project, scope, and final product
- Recap of the first public meeting
- Findings of the new market analysis for Haddon Avenue
- Identification of potential development opportunities along Haddon Avenue

There will be opportunities for questions between each section of the presentation.

6:30 - Final Q&A, Discussion, and Open House

7:00 - Close



All are welcome!
We look forward to
your participation
and feedback.

Appendix C: TOD Concept Plans (Non-Regulatory)



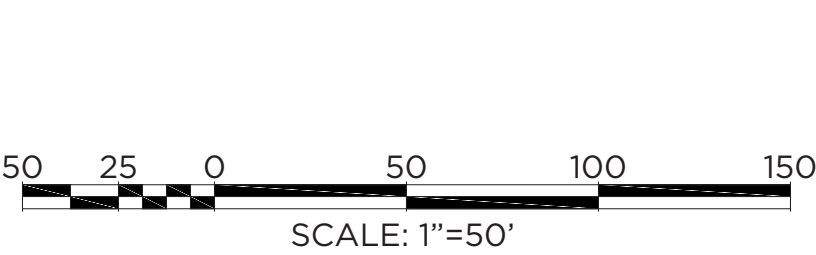
HADDON AVENUE TOD PLANNING - SHEET 1A



HADDON AVENUE TOD PLANNING - SHEET 2A



HADDON AVENUE TOD PLANNING - SHEET 3



Appendix D: Redevelopment Area Parcels by Sub-Area

Appendix D
Haddon Avenue Corridor Redevelopment Plan
City of Camden, Camden County, New Jersey

BLOCK	LOT	SUB-AREA
358	64	1

Appendix D
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BLOCK	LOT	SUB-AREA
358	64	2
358	84	2
1440	1	2

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Haddon Avenue Corridor Redevelopment Plan
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BLOCK	LOT	SUB-AREA
1449	2	3
1449	3	3

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BLOCK	LOT	SUB-AREA
1470	9	4

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BLOCK	LOT	SUB-AREA
1471	1	5
1471	2	5
1471	3	5
1471	4	5
1471	5	5
1471	6	5
1471	7	5
1471	8	5
1471	23	5
1471	24	5
1471	25	5
1471	26	5
1471	27	5
1471	28	5
1471	29	5
1471	30	5

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BLOCK	LOT	SUB-AREA
1471	9	6
1471	10	6
1471	11	6
1471	12	6
1471	14	6
1471	15	6
1471	18	6
1471	19	6
1471	20	6
1471	21	6
1471	22	6
1471	27	6
1471	28	6
1471	29	6
1471	30	6
1471	31	6
1471	32	6
1471	33	6
1471	34	6
1471	45	6

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BLOCK	LOT	SUB-AREA
362	1	7
362	2	7
362	3	7
362	4	7
362	5	7
362	6	7
362	7	7
362	8	7
362	10	7
362	11	7
362	12	7
362	13	7
362	14	7
362	15	7
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362	18	7
362	19	7
362	20	7
362	21	7
362	22	7
362	23	7
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362	26	7
362	27	7
362	28	7
362	29	7
362	30	7
362	31	7
362	32	7
362	33	7
362	34	7
363	35	7
363	36	7
363	37	7
363	38	7

BLOCK	LOT	SUB-AREA
363	39	7
363	40	7
363	41	7
363	42	7
363	43	7
363	44	7
363	45	7
363	46	7
363	47	7
363	48	7
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363	56	7
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363	61	7
363	62	7
363	63	7
363	64	7
363	65	7
363	66	7
363	67	7
363	68	7
363	69	7
363	70	7
363	71	7
363	72	7
363	73	7
363	74	7
363	75	7

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BLOCK	LOT	SUB-AREA
363	76	7
363	77	7
363	78	7
378	1	7
378	2	7
378	3	7
378	4	7
378	5	7
378	6	7
378	7	7
378	8	7
378	9	7
378	10	7
378	11	7
378	17	7
378	18	7
378	19	7
378	20	7
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378	22	7
378	28	7
378	29	7
378	30	7
378	31	7
378	32	7
378	33	7
378	34	7
378	35	7
378	36	7
378	37	7
378	38	7
378	39	7
378	40	7
378	41	7
378	42	7
378	43	7
378	44	7

BLOCK	LOT	SUB-AREA
378	45	7

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BLOCK	LOT	SUB-AREA
365	7	8
365	8	8
365	9	8
365	10	8
365	11	8
365	12	8
365	13	8
365	14	8
365	15	8
365	22	8
365	23	8
365	24	8
365	25	8
365	26	8
365	27	8
365	28	8
365	29	8
365	30	8
365	31	8
365	32	8
365	33	8
365	34	8
365	35	8
365	36	8
365	37	8
365	38	8
365	39	8
365	40	8
365	41	8
365	42	8
365	43	8
365	44	8
365	45	8
365	46	8
365	47	8
365	48	8
365	49	8

BLOCK	LOT	SUB-AREA
365	50	8
365	51	8
365	52	8
365	53	8
365	54	8
365	55	8
365	56	8
365	57	8
365	58	8
365	59	8
365	60	8
365	61	8
365	62	8
365	63	8
365	64	8
365	65	8
365	66	8
365	67	8
365	68	8
365	69	8
365	70	8
365	71	8
365	72	8
1286	7	8
1286	9	8
1286	10	8
1286	11	8
1286	12	8
1286	13	8
1286	14	8
1286	15	8
1286	15	8
1286	16	8
1286	17	8
1286	18	8
1286	19	8
1286	20	8

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BLOCK	LOT	SUB-AREA
1286	21	8
1286	22	8
1286	23	8
1286	24	8
1286	25	8
1286	26	8
1286	27	8
1286	28	8
1286	29	8
1286	30	8
1286	31	8
1286	32	8
1286	33	8
1286	34	8
1286	35	8
1286	36	8
1286	37	8
1286	38	8
1286	39	8
1286	40	8
1286	41	8
1286	42	8
1286	43	8
1286	44	8
1286	45	8
1286	78	8
1286	81	8
1286	82	8
1286	83	8
1286	84	8
1286	143	8
1286	144	8
1286	145	8
1286	146	8
1286	147	8
1286	148	8
1286	149	8

BLOCK	LOT	SUB-AREA
1286	150	8
1286	151	8
1286	152	8
1286	153	8
1286	154	8
1286	155	8
1286	157	8
1286	158	8
1286	159	8
1286	160	8
1289	1	8
1289	2	8
1289	3	8
1289	4	8
1289	5	8
1289	6	8
1289	13	8
1289	14	8
1289	15	8
1289	16	8
1289	17	8
1289	21	8
1289	22	8
1289	23	8
1289	24	8
1289	25	8
1289	26	8
1289	27	8
1289	28	8
1289	29	8
1289	30	8
1289	31	8
1289	32	8
1289	33	8
1289	35	8
1289	36	8
1289	37	8

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BLOCK	LOT	SUB-AREA
1289	38	8
1289	39	8
1289	40	8
1292	1	8
1292	2	8
1292	3	8
1292	4	8
1292	5	8
1292	6	8
1292	7	8
1292	8	8
1292	9	8
1292	10	8
1292	11	8
1292	12	8
1292	13	8
1292	14	8
1292	15	8
1292	16	8
1292	18	8
1294	1	8
1294	4	8
1294	5	8
1294	6	8
1294	7	8
1294	8	8
1294	9	8
1294	10	8
1294	11	8
1294	12	8
1294	13	8
1294	14	8
1294	15	8
1294	16	8
1294	17	8
1294	18	8
1294	19	8

BLOCK	LOT	SUB-AREA
1294	20	8
1294	21	8
1294	22	8
1294	23	8
1294	24	8
1294	25	8
1294	26	8
1294	27	8
1294	28	8
1294	29	8
1294	30	8
1294	31	8
1294	32	8
1294	33	8
1294	34	8
1294	39	8
1294	104	8
1297	80	8
1297	85	8
1297	87	8
1297	88	8
1297	89	8
1297	90	8
1297	91	8
1297	92	8
1297	93	8
1297	94	8
1297	95	8
1297	96	8
1297	97	8
1297	98	8
1297	99	8
1297	100	8
1297	101	8
1297	102	8
1297	103	8
1297	104	8

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BLOCK	LOT	SUB-AREA
1297	105	8
1297	106	8
1297	107	8
1300	82	8
1300	83	8
1300	84	8
1300	90	8
1300	91	8
1300	93	8
1300	94	8
1300	95	8
1300	99	8
1306	54	8
1306	60	8
1306	61	8
1306	62	8
1306	64	8
1306	66	8
1306	68	8
1306	69	8
1306	70	8
1306	71	8
1306	72	8
1306	73	8
1306	74	8
1306	75	8
1306	76	8
1306	77	8
1306	78	8
1306	79	8
1306	80	8
1306	81	8
1306	82	8
1306	83	8
1306	84	8
1310.01	3	8
1311	26	8

BLOCK	LOT	SUB-AREA
1311	27	8
1311	28	8
1311	29	8
1311	30	8
1311	31	8
1311	32	8
1311	33	8
1311	34	8
1312	49	8
1312	55	8
1312	59.01	8
1312	59.02	8
1313	92	8
1313	93	8
1313	96	8
1313	97	8
1313	99	8
1313	100	8
1313	101	8
1313	104	8
1313	110	8
1313	114	8
1314	11	8
1314	12	8
1314	13	8
1314	14	8
1314	15	8
1314	16	8
1314	17	8
1314	18	8
1314	19	8
1314	25	8
1314	26	8
1314	27	8
1314	28	8
1314	29	8
1314	30	8

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BLOCK	LOT	SUB-AREA
1314	33	8
1314	34	8
1314	35	8
1314	36	8
1314	38	8
1314	39	8
1314	40	8
1314	44	8
1314	45	8
1314	46	8
1314	49	8
1314	53	8
1315.01	4	8
1316	1	8
1316	2	8
1316	3	8
1316	4	8
1316	5	8
1316	6	8
1316	7	8
1316	8	8
1316	9	8
1316	10	8
1316	11	8
1316	12	8
1316	13	8
1316	17	8
1316	18	8
1316	19	8
1316	20	8
1316	62	8
1320	1	8
1320	2	8
1320	3	8
1320	4	8
1320	5	8
1320	6	8

BLOCK	LOT	SUB-AREA
1320	7	8
1320	9	8
1320	10	8
1320	12	8
1320	13	8
1320	14	8
1320	15	8
1320	18	8
1320	24	8
1320	25	8
1320	26	8
1320	27	8
1320	28	8
1320	29	8
1320	31	8
1320	32	8
1320	33	8
1320	34	8
1320	35	8
1320	36	8
1320	37	8
1320	38	8
1320	39	8
1320	40	8
1320	72	8
1320	73	8
1322	90	8
1334	1	8
1334	2	8
1334	3	8
1334	4	8
1334	5	8
1334	8	8
1334	30	8
1334	31	8
1334	32	8
1336	43	8

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BLOCK	LOT	SUB-AREA
1336	45	8
1336	46	8
1336	47	8
1336	51	8
1336	53	8
1336	54	8
1336	55	8
1336	56	8
1336	71	8
1336	72	8
1336	73	8
1336	93	8
1338	5	8
1338	6	8
1338	7	8
1338	8	8
1338	10	8
1338	10.01	8
1338	13	8
1338	14	8

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BLOCK	LOT	SUB-AREA
364	2	9
365	6	9
365	74	9
365	77	9
365	80	9
365	81	9
365	89	9
365	97	9
365	101	9
365	104	9
365	105	9
365	106	9
365	107	9
365	108	9
365	109	9
365	110	9
365	111	9
365	112	9
365	113	9
365	119	9
365	123	9
365	124	9
365	127	9
366	2	9
366	5	9
366	73	9
367	1	9

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BLOCK	LOT	SUB-AREA
1262	17	10
1266	4	10
1266	7	10
1266	8	10

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BLOCK	LOT	SUB-AREA
378	47	11

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BLOCK	LOT	SUB-AREA
378	46	12
378	48	12
1302.01	1	12

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BLOCK	LOT	SUB-AREA
378	49	13
1302	1	13
1302.01	1	13
1307.01	2	13
1308	5	13
1308	6	13
1308	7	13
1308	8	13
1308	9	13
1308	16	13
1308	17	13
1308	18	13
1308	53	13

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BLOCK	LOT	SUB-AREA
1303	91	14
1303	93	14
1303	94	14
1303	95	14
1303	96	14
1303	97	14
1303	98	14
1303	99	14
1303	100	14
1303	101	14
1303	102	14
1303	103	14
1303	104	14
1303	105	14
1303	106	14
1303	107	14
1303	108	14
1303	109	14
1303	110	14
1303	111	14
1303	112	14
1303	113	14
1303	114	14
1304	59	14
1304	60	14
1304	61	14
1304	62	14
1304	63	14
1304	64	14
1304	65	14
1304	66	14
1304	67	14
1304	68	14
1304	69	14
1304	70	14
1304	71	14
1304	72	14

BLOCK	LOT	SUB-AREA
1304	73	14
1304	74	14
1304	75	14
1304	76	14
1304	77	14
1304	78	14
1304	79	14
1304	80	14
1304	81	14
1304	82	14
1304	83	14
1304	84	14
1304	85	14
1304	86	14
1304	87	14
1304	88	14
1304	89	14
1304	90	14
1305	1	14
1305	2	14
1305	3	14
1305	4	14
1305	5	14
1305	6	14
1305	8	14
1305	9	14
1305	10	14
1305	11	14
1305	12	14
1305	13	14
1305	14	14
1305	15	14
1305	16	14
1305	17	14
1305	18	14
1305	19	14
1305	20	14

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BLOCK	LOT	SUB-AREA
1305	23	14
1305	24	14
1305	25	14
1305	26	14
1305	27	14
1305	28	14
1305	29	14
1305	30	14
1305	31	14
1305	32	14
1305	33	14
1305	34	14
1305	35	14
1305	36	14
1305	37	14
1305	38	14
1305	39	14
1305	42	14
1305	43	14
1305	44	14
1305	45	14
1305	46	14
1305	47	14
1305	48	14
1305	49	14
1305	112	14
1305	113	14
1309	1	14
1309	2	14
1309	3	14
1309	5	14
1309	6	14
1309	12	14
1309	17	14
1309	19	14
1309	20	14
1309	21	14

BLOCK	LOT	SUB-AREA
1309	22	14
1309	23	14
1309	24	14
1309	25	14
1309	26	14
1309	27	14
1309	28	14
1309	29	14
1309	30	14
1309	31	14
1309	34	14
1309	35	14
1309	36	14
1309	38	14
1309	39	14
1309	40	14
1309	41	14
1309	42	14
1309	43	14
1309	44	14
1309	45	14
1309	46	14
1309	47	14
1309	48	14
1309	49	14
1309	50	14
1309	51	14
1309	52	14
1309	53	14
1309	54	14
1309	55	14
1309	56	14
1309	57	14
1309	115	14
1309	116	14
1310.01	3	14
1311	1	14

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BLOCK	LOT	SUB-AREA
1311	3	14
1311	4	14
1311	5	14
1311	6	14
1311	7	14
1311	8	14
1311	16	14
1311	36	14
1312	1	14
1312	2	14
1312	3	14
1312	4	14
1312	5	14
1312	6	14
1312	7	14
1312	8	14
1312	46	14
1312	47	14
1312	48	14
1312	49	14
1312	51	14
1313	85	14
1313	86	14
1313	89	14
1313	91	14
1313	106	14
1313	107	14
1313	108	14
1313	109	14
1314	1	14
1314	2	14
1314	3	14
1314	4	14
1314	5	14
1314	6	14
1314	7	14
1314	9	14

BLOCK	LOT	SUB-AREA
1314	10	14

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BLOCK	LOT	SUB-AREA
1311	12	15
1311	14	15

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BLOCK	LOT	SUB-AREA
1315.01	4	16
1316	21	16
1316	24	16
1316	25	16
1316	26	16
1316	27	16
1316	28	16
1316	29	16
1316	30	16
1316	31	16
1316	32	16
1316	33	16
1316	34	16
1316	35	16
1316	36	16
1316	37	16
1319	38	16
1319.01	5	16
1320	41	16
1320	42	16
1320	43	16
1320	44	16
1320	45	16
1320	46	16
1320	48	16
1320	49	16
1320	50	16
1320	52	16
1320	53	16
1320	55	16
1320	56	16
1320	57	16
1320	58	16
1320	59	16
1320	60	16
1320	61	16
1320	62	16

BLOCK	LOT	SUB-AREA
1320	63	16
1320	64	16
1320	65	16
1320	66	16
1320	67	16
1320	68	16
1320	69	16
1320	70	16
1320	71	16
1321	1	16
1321	2	16
1321	3	16
1321	4	16
1321	5	16
1321	6	16
1321	7	16
1321	8	16
1321	10	16
1321	12	16
1321	13	16
1321	14	16
1321	15	16
1321	16	16
1321	17	16
1321	18	16
1321	19	16
1321	20	16
1321	21	16
1321	25	16
1321	29	16
1321	31	16
1321	34	16
1322	38	16
1322	39	16
1322	40	16
1322	41	16
1322	42	16

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BLOCK	LOT	SUB-AREA
1322	43	16
1322	44	16
1322	45	16
1322	46	16
1322	47	16
1322	48	16
1322	49	16
1322	50	16
1322	51	16
1322	52	16
1322	53	16
1322	54	16
1322	63	16
1322	65	16
1322	67	16
1322	68	16
1322	70	16
1322	78	16
1322	79	16
1322	81	16
1322	91	16
1322	92	16
1329.01	6	16
1330	1	16
1330	3	16
1330	4	16
1330	5	16
1330	6	16
1330	8	16
1330	9	16
1330	10	16
1330	11	16
1330	12	16
1330	13	16
1330	14	16
1330	15	16
1330	16	16

BLOCK	LOT	SUB-AREA
1330	17	16
1330	18	16
1330	19	16
1330	20	16
1330	21	16
1330	22	16
1330	23	16
1330	25	16
1330	26	16
1330	27	16
1330	28	16
1330	29	16
1330	30	16
1330	31	16
1330	33	16
1330	34	16
1330	35	16
1330	41	16
1330	42	16
1330	43	16
1330	44	16
1330	45	16
1330	47	16
1330	48	16
1330	49	16
1330	50	16
1330	51	16
1331.01	7	16
1332	73	16
1332	74	16
1332	75	16
1332	76	16
1332	77	16
1332	78	16
1332	79	16
1332	80	16
1332	81	16

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BLOCK	LOT	SUB-AREA
1332	82	16
1332	84	16
1332	86	16
1332	137	16
1332	138	16
1333.01	8	16
1334	11	16
1334	12	16
1334	13	16
1334	14	16
1334	15	16
1334	16	16
1334	17	16
1334	18	16
1334	19	16
1334	20	16
1334	21	16
1334	22	16
1334	23	16
1334	24	16
1334	25	16
1334	26	16
1334	27	16
1334	28	16
1334	29	16
1334	33	16
1334	36	16
1334	37	16
1334	38	16
1334	39	16
1334	40	16
1335	62	16
1335	63	16
1335	64	16
1335	65	16
1335	66	16
1335	67	16

BLOCK	LOT	SUB-AREA
1335	68	16
1335	69	16
1335	70	16
1335	81	16
1335	82	16
1335	83	16
1335	85	16
1335	86	16
1335	87	16
1335	88	16
1335	89	16
1335	97	16
1335	98	16
1335	99	16
1336	53	16
1336	54	16
1336	55	16
1336	56	16
1336	57	16
1336	58	16
1336	59	16
1336	60	16
1336	61	16
1336	71	16
1336	72	16
1336	73	16
1336	74	16
1336	75	16
1336	76	16
1336	77	16
1336	80	16
1336	93	16
1336	94	16
1336	101	16
1336	104	16
1337	3	16
1337	7	16

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BLOCK	LOT	SUB-AREA
1337	8	16
1337	11	16
1337	12	16
1337	14	16
1337	16	16
1337	17	16
1337	18	16
1337	20	16
1337	21	16
1337	22	16
1337	23	16
1337	24	16
1337	25	16
1337	26	16
1337	39	16
1337	40	16
1337	41	16
1337	42	16
1337	43	16
1337	44	16
1337	45	16
1337	46	16
1337	47	16
1337	48	16
1337	69	16
1338	1	16
1338	2	16
1338	3	16
1338	4	16
1338	5	16
1338	6	16
1338	7	16
1338	8	16
1338	10	16
1338	10.01	16
1338	15	16
1338	16	16

BLOCK	LOT	SUB-AREA
1338	19	16
1338	22	16

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BLOCK	LOT	SUB-AREA
1322	55	17
1322	55	17
1322	83	17
1322	84	17
1322	85	17
1322	86	17
1322	87	17
1322	88	17
1322	89	17

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BLOCK	LOT	SUB-AREA
1347	49	18
1347	53	18
1347	54	18
1347	55	18
1347	56	18
1347	57	18
1347	58	18
1347	59	18
1347	60	18
1347.01	9	18
1347.01	10	18
1347.01	11	18
1348	3	18
1348	4	18
1348	5	18
1348	6	18
1348	7	18
1348	8	18
1348	9	18
1348	10	18
1348	11	18
1348	14	18
1348	15	18
1348	16	18
1348	17	18
1348	18	18
1348	19	18
1348	20	18
1348	21	18
1348	26	18
1348	31	18
1348	32	18

BLOCK	LOT	SUB-AREA
1348	33	18
1348	34	18
1348	35	18
1348	36	18
1348	37	18
1348	38	18
1348	39	18
1348	40	18
1348	41	18
1348	42	18
1348	43	18
1348	44	18
1348	45	18
1348	46	18
1348	47	18
1348	48	18
1348	58	18
1381	1	18
1381	2	18
1381	24	18
1381	26	18
1381	27	18
1381	28	18
1381	29	18
1381	30	18
1381	31	18
1382	4	18
1382	6	18
1382	7	18
1382	8	18

Appendix D
Haddon Avenue Corridor Redevelopment Plan
City of Camden, Camden County, New Jersey

BLOCK	LOT	SUB-AREA
1301	1	19
1301	2	19

Appendix E: Plan Implementation Matrix

Appendix E
Strategies and Implementation Matrix

	Action Item	Description	Why?	Action Items Required	Implementing Agencies	Potential Funding Sources/Strategies	Priority (Timing)	Links/Resources
1	Redevelopment Plan	The City of Camden should adopt the redevelopment plan that addresses the Haddon Avenue Study Area as one cohesive corridor.	Prior planning and zoning efforts focus on neighborhood or zoning area boundaries individually and have not considered a comprehensive vision for the Haddon Avenue corridor as a whole.	1. Introduction by City Council and referral to Planning Board 2. Review by Planning Board for consistency with Master Plan 3. Adoption by City Council	1. City of Camden (City Council) 2. City of Camden (Planning Board) 3. Camden County 4. DVRPC	N/A	Short term (3-6 months from completion of Haddon Avenue project)	
2	Pop-Up Uses/Spaces	Encourage pop-up uses and spaces in vacant buildings or lots.	Pop-ups (pop-up shops, events, or planning) are a great temporary and low-cost way to create energy and enthusiasm around a vacant lot or space, where traditional zoning changes, capital investments, or infrastructure projects are more time-intensive.	1. Adopt zoning ordinance or redevelopment plan amendments that limit restrictions on or encourage pop-up uses. 2. Conduct public outreach to facilitate a healthy working relationship between "brick and mortar" business and pop-up vendors, educating all parties on the benefits of a diverse business community. 3. Create a Municipal Pop-Up Program: In the early stages, host publicly-sponsored pop-up events to demonstrate the benefit of and jumpstarting the pop-up economy. 4. Coordinate with Neighbors and Local Stakeholders: To avoid potential conflict, present and discuss the plans with surrounding neighbors. Providing neighbors with the opportunity to offer input will reinforce a sense of community.	1. City of Camden 2. Community Organizations 3. Local Business and Entrepreneurial Community 4. DVRPC	TBD	Short and long-term (on-going)	DVRPC Municipal Implementation Toolkit #26 (Pop-Up Economy): https://www.dvrpc.org/reports/MIT026.pdf
3	Love Your Lot / Lots to Love	Establish and implement a "Love Your Lot" or "Lots to Love" program to promote finding viable interim uses, preserving future opportunities, and crafting long-term solutions to scattered vacant lots.	Vacant land can decrease the tax base for surrounding properties and neighborhoods, and can exacerbate public health issues, social isolation, and environmental hazards.	1. Engage property owners and community groups before, during, and after the process to ensure the community is integrated in the process. 2. Create an inventory of vacant properties. 3. Identify potential uses and designs for vacant properties (i.e., parklets, community gardens, tot lots, pop-up events, public art, rain garden, etc.) 4. Raise funds 5. Acquire lot or get property owner permission for program 6. Build project (acquire necessary supplies, gather workers/volunteers, schedule working/planting events, etc.) 7. Sustain/maintain lot	1. City of Camden 2. Camden County 3. Community Organizations	1. Crowdfunding 2. Grants 3. Donations 4. Sponsorships	Short and long-term (on-going)	http://www.lotstolove.org/your-lot/
4	Create Co-Working Spaces in Opportunity Zones	Take advantage of existing Opportunity Zones in the Haddon Avenue corridor area to encourage co-working office spaces.	Traditional real estate development and redevelopment has the potential to lead to gentrification. Co-working spaces in opportunity zones can encourage both start-ups and existing companies to establish short-term, flexible office space that encourages hiring of local residents.	TBD	1. Local Business and Entrepreneurial Community	Investors in opportunity zones can defer taxes on capital gains until December 2026.	Short and long-term (on-going through 2026)	
5	Makerhoods/Small-Scale Manufacturing Uses	Promote and encourage the inclusion of small-scale manufacturing uses in future redevelopment and infill projects.	Small-scale manufacturing can grow local entrepreneurship and small business, develop or enhance new and existing economic sectors, and revitalize downtowns and business districts.	1. Find, connect, and support small-scale manufacturers. 2. Adopt zoning ordinance or redevelopment plan amendments that limit restrictions on or encourage small-scale manufacturing uses. 3. Create cross-sector partnerships.	1. City of Camden 2. Camden County	1. USED A Grants 2. New Markets Tax Credit (NMTC) Program	TBD	
6	Public Art in Cemeteries	Redesign all or part of the Old Camden Cemetery to be used as public open space, including spaces for public art.	Historic cemeteries in established urban communities provide opportunities for open space and recreation use.	TBD	1. City of Camden 2. Camden County 3. Camden County Historical Society	New Jersey Historic Trust	Long-term (12 + months)	https://www.njht.org/dca/njht/programs/preserveni/
7	Complete Streets Implementation	Implement a Complete Streets Policy for the Haddon Avenue corridor. Both the City of Camden and Camden County adopted complete streets policies in 2013.	A complete street is one that meets the needs of all types of users and all modes of circulation-walking, bikes, cars, trucks, and buses. A complete street is safe for all users and can enhance the sense of community and interaction between users where implemented.	1. Review existing complete streets policies and identify need for potential revisions. 2. Adopt potential revisions. 3. Implement CGI study and develop roadway and intersection improvements.	1. City of Camden 2. Camden County	1. NJDOT 2. NJTransit 3. TBD	Short and long-term (on-going)	http://njbikeped.org/complete-streets-2/

Appendix E
Strategies and Implementation Matrix

	Action Item	Description	Why?	Action Items Required	Implementing Agencies	Potential Funding Sources/Strategies	Priority (Timing)	Links/Resources
8	Arts & Culture District/ Organized Arts & Entertainment Community	Create an arts and culture district or an organized arts and entertainment community for the Haddon Avenue Corridor.	Arts and culture districts can help increase property values, tourism, incomes, employment, and turnover rates. They can also help create places for educational and social development.	1. Create partnerships that include local non-profit arts organizations, local artists, local government, local small businesses, community organizations, real estate developers, etc. 2. Prepare and adopt an arts district plan 3. Identify and secure funding. 4. Create a marketing plan for the arts district.	1. City of Camden 2. Parkside Business and Community in Partnership (PBCIP) 3. Local arts organizations	1. CDBG funding 2. TBD	Short and long-term (on-going)	https://www.camoinassociates.com/cultural-district-guide-set
9	New For-Sale Housing Development	Construct new for-sale housing in the vicinity of Haddon Avenue and Pine Street, eventually reaching Magnolia Avenue, as well as the area west of Haddon Avenue just south of the Old Camden Cemetery.	The market analysis identified opportunities for new rental housing including larger townhomes, twins, and small lot singles (60 units), and smaller townhomes and twins (25 to 40 units). This housing can serve long-time residents, new residents, and workers of nearby large employers. Development should occur in phases as the market supports it.	1. Achieve site control (acquisition or collaboration with the property owner) 2. Market the sites to developers 3. Select a developer and provide support to secure necessary financing 4. Construct the units 5. Promote and sell the units	1. City of Camden 2. Local developers and realtors 3. Parkside Business and Community in Partnership (PBCIP) 4. Other local community organizations	1. New Jersey Housing and Mortgage Finance Agency 2. CDBG and Home Investment Partnerships Grant (HOME) 3. New Jersey Housing and Mortgage Finance Agency 4. HUD Section 108 Loan Guarantee Program 5. Low Income Housing Tax Credits 6. National Development Council (NDC) Public-Private Partnership	Long-term (on-going)	https://www.nj.gov/dca/hmfa/developers/index.shtml https://www.hudexchange.info/programs/cdbg-entitlement/ https://www.hud.gov/program_offices/comm_planning/affordablehousing/programs/home https://www.hudexchange.info/programs/section-108/ https://www.hud.gov/cn https://www.njhousing.gov/dca/hmfa/developers/credits/ https://ndconline.org/public-private-partnerships/
10	New Rental Housing Development	Construct new rental housing in the area between Mt. Ephraim Avenue and St Milhiel Street adjacent to the Campells Soup Company.	The market analysis identified opportunities for new rental housing. This housing can serve long-time residents, new residents, and workers of nearby large employers. Development should occur in two phases of 60 to 80 units each as the market supports it.	1. Achieve site control (acquisition or collaboration with the property owner) 2. Market the site to developers 3. Select a developer and provide support to secure necessary financing 4. Construct the units 5. Promote and rent the units	1. City of Camden 2. Local developers and realtors	1. New Jersey Housing and Mortgage Finance Agency 2. CDBG and Home Investment Partnerships Grant (HOME) 3. New Jersey Housing and Mortgage Finance Agency 4. HUD Section 108 Loan Guarantee Program 5. Low Income Housing Tax Credits 6. National Development Council (NDC) Public-Private Partnership	Long-term (on-going)	https://www.nj.gov/dca/hmfa/developers/index.shtml https://www.hudexchange.info/programs/cdbg-entitlement/ https://www.hud.gov/program_offices/comm_planning/affordablehousing/programs/home https://www.hudexchange.info/programs/section-108/ https://www.hud.gov/cn https://www.njhousing.gov/dca/hmfa/developers/credits/ https://ndconline.org/public-private-partnerships/

Appendix E
Strategies and Implementation Matrix

	Action Item	Description	Why?	Action Items Required	Implementing Agencies	Potential Funding Sources/Strategies	Priority (Timing)	Links/Resources
11	Rehabbed/Infill Housing	Construct new infill housing and substantially rehabilitate the existing housing stock.	New infill and rehabbed housing can provide affordable home ownership options in the Haddon Avenue are.	1. Achieve site control (acquisition or collaboration with the property owner) 2. Market the site to developers or contractors 3. Select developers/contractors and provide support to secure necessary financing 4. Construct/rehab the units 5. Promote and sell or rent the units	1. City of Camden 2. Local developers, contractors, and realtors 3. Parkside Business and Community in Partnership (PBCIP) 4. Other local community organizations	1. New Jersey Housing and Mortgage Finance Agency 2. CDBG and Home Investment Partnerships Grant (HOME) 3. New Jersey Housing and Mortgage Finance Agency 4. HUD Section 108 Loan Guarantee Program 5. Low Income Housing Tax Credits 6. National Development Council (NDC) Public-Private Partnership	Short-term (on-going)	https://www.nj.gov/dca/hmfa/developers/index.shtml https://www.hudexchange.info/programs/cdbg-entitlement/ https://www.hud.gov/program_offices/comm_plan/affordablehousing/programs/home https://www.hudexchange.info/programs/section-108/ https://www.hud.gov/cn https://www.njhousing.gov/dca/hmfa/developers/credits/ https://ndconline.org/public-private-partnerships/
12	New Retail Development at Haddon & Kaighn	Construct a new mixed-use commercial development on Kaighn Avenue near the intersection of Haddon Avenue.	The market analysis identified various retail opportunities that could be accommodated in a new development, including a nursery/garden center that could sell plants and other greenery as well as a specialty/fresh food store. This location is a key node on the Haddon Avenue corridor where various iconic businesses currently exist. A development here could build off that strength.	1. Achieve site control (acquisition or collaboration with the property owner) 2. Secure financing 3. Work with Parkside Business and Community in Partnership (PBCIP) to establish partnership with the Learning Garden to operate potential nursery 4. Market the site to developers 5. Select developers/contractors 6. Construct the development 7. Recruit a commercial tenant	1. City of Camden 2. Local developers and brokers/recruiters 3. Parkside Business and Community in Partnership (PBCIP)	1. US EDA Public Works & Economic Development Facilities Grant 2. US EDA Planning Grant 3. New Markets Tax Credits 4. US HHS Community Economic Development Grant	Short and long-term (on-going)	https://www.eda.gov/funding-opportunities/ https://www.occ.gov/topics/consumers-and-communities/community-affairs/resource-directories/tax-credits/index-tax-credits-resource-directory.html https://www.acf.hhs.gov/ocs/programs/ced/about
13	New Retail Incubator	Rehabilitate the former Camden Corps Community Center into a unique permanent indoor multi-vendor flea market.	The market analysis identified several unmet retail opportunities that could be accommodated in a flea market setting. A new retail facility at the former Camden Corps Community Center would reuse a currently vacant building located directly on Haddon Avenue. It would provide job opportunities to local entrepreneurs while at the same time provide retail goods and services to local residents.	1. Achieve site control (collaboration with the property owner) 2. Identify a lead tenant/manager 3. Identify a long-term lease arrangement 4. Develop and financial plan and secure financing 5. Decide how to modify facility to accommodate uses 6. Solicit developers/contractors 7. Select developers/contractors 8. Rehabilitate the structure 9. Look for vendor participants 10. Open facility	1. City of Camden 2. Local developers and realtors 3. Lead tenant/facility manager 4. Participating vendors	1. US EDA Public Works & Economic Development Facilities Grant 2. US EDA Planning Grant 3. New Markets Tax Credits 4. US HHS Community Economic Development Grant 5. NJ Economic Development Authority	Short and long-term (on-going)	https://www.eda.gov/funding-opportunities/ https://www.occ.gov/topics/consumers-and-communities/community-affairs/resource-directories/tax-credits/index-tax-credits-resource-directory.html https://www.acf.hhs.gov/ocs/programs/ced/about https://www.njeda.com/small_midsize_business/services

Appendix E
Strategies and Implementation Matrix

	Action Item	Description	Why?	Action Items Required	Implementing Agencies	Potential Funding Sources/Strategies	Priority (Timing)	Links/Resources
14	Infill Retail Attraction	Encourage new retail along Haddon Avenue to locate in vacant and underutilized storefronts or as part of new mixed-use infill development projects with a ground-floor commercial component.	The market analysis identified several unmet retail opportunities that could be accommodated along Haddon Avenue. New retailers would reuse currently vacant storefronts located directly on Haddon Avenue. They would provide job opportunities to local entrepreneurs while at the same time provide retail goods and services to local residents.	1. Work with building/business owner to prepare sites for occupancy 2. Assist owners with technical support 3. Secure financing 4. Select contractor if necessary 5. Assist owners with recruiting a commercial tenant	1. City of Camden 2. Local contractors and brokers/recruiters 3. Local community organizations 4. Retail business owners	1. US EDA Public Works & Economic Development Facilities Grant 2. US EDA Planning Grant 3. US HHS Community Economic Development Grant 4. NJ Economic Development Authority	Short-term (on-going)	https://www.eda.gov/funding-opportunities/ https://www.acf.hhs.gov/ocs/programs/ced/about https://www.njeda.com/small_midsize_business/services