



# **ULI – the Urban Land Institute**

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***Historic Haddon Avenue***

**Camden, New Jersey**

**Advisory Services Panel**

**June 6-11, 2004**



# About ULI

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- Mission: to provide responsible leadership in the use of the land in order to enhance the total environment.
- 23,000 members worldwide including real estate-related professionals such as developers, financiers, urban designers, architects, public officials and the like.



# The Process

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- Briefing materials are prepared by the sponsor for panelists to review prior to arrival on-site.
- Sponsor conducts on-site briefing and tour.
- Panel interviews (50+) key stakeholders.



# The Process

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- Development issues are considered:
  - neighborhood impact
  - market potential,
  - planning and design,
  - development strategies and implementation.
- Recommendations are presented to the community.
- Presentation is available electronically.
- Published report is delivered later to the sponsor.



# The ULI Panel

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John McIlwain, Chair, Washington, DC

Michael Banner  
Los Angeles, CA

William Gilchrist  
Birmingham, AL

Philip Hart  
Los Angeles, CA

Maxine Johnson  
Boston, MA

Glenn Kellogg  
Washington, DC

Faith Okuma  
Santa Fe, NM

Michael Stern  
Pittsburgh, PA

Ruth Wuorenma  
Chicago, IL



# Acknowledgements

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## Panel Sponsors:

Mayor Gwendolyn Faison and Randy Primas, COO, City of Camden

Steve Dragos, Executive Director, Greater Camden Partnership  
(GCP)

John Matheussen, CEO/President, Delaware River Port Authority  
(DRPA)/Port Authority Transit Company (PATCO)

Camden County/Camden County Improvement Authority (CCIA)

John Wyand, Lourdes Health System

Charles Sessa, CEO, Cooper Health System

George Hampton, VP, University Medical and Dental of NJ (UMDNJ)

Kevin Hickey, Executive Director, Diocese of Camden

Urban Land Institute Foundation



# Acknowledgements

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Others involved in the panel's briefing:

Bridget Phifer, Director, Parkside Business and Community in Partnership, Inc. (PBCIP)

Arijit De, Executive Director, Camden Redevelopment Agency (CRA)

Anish Kumar, Hillier Architects



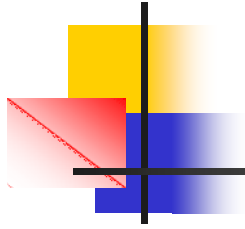
# Executive Summary

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## **Vision and Recommendations**

John McIlwain, Chair





# Historic Haddon Avenue

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## **Two Gateways and Haddon Square**

### Linking:

- The past and the present
- Communities and people
- The suburbs and the city

# Historic Haddon Avenue Then



# Historic Haddon Ave. Today





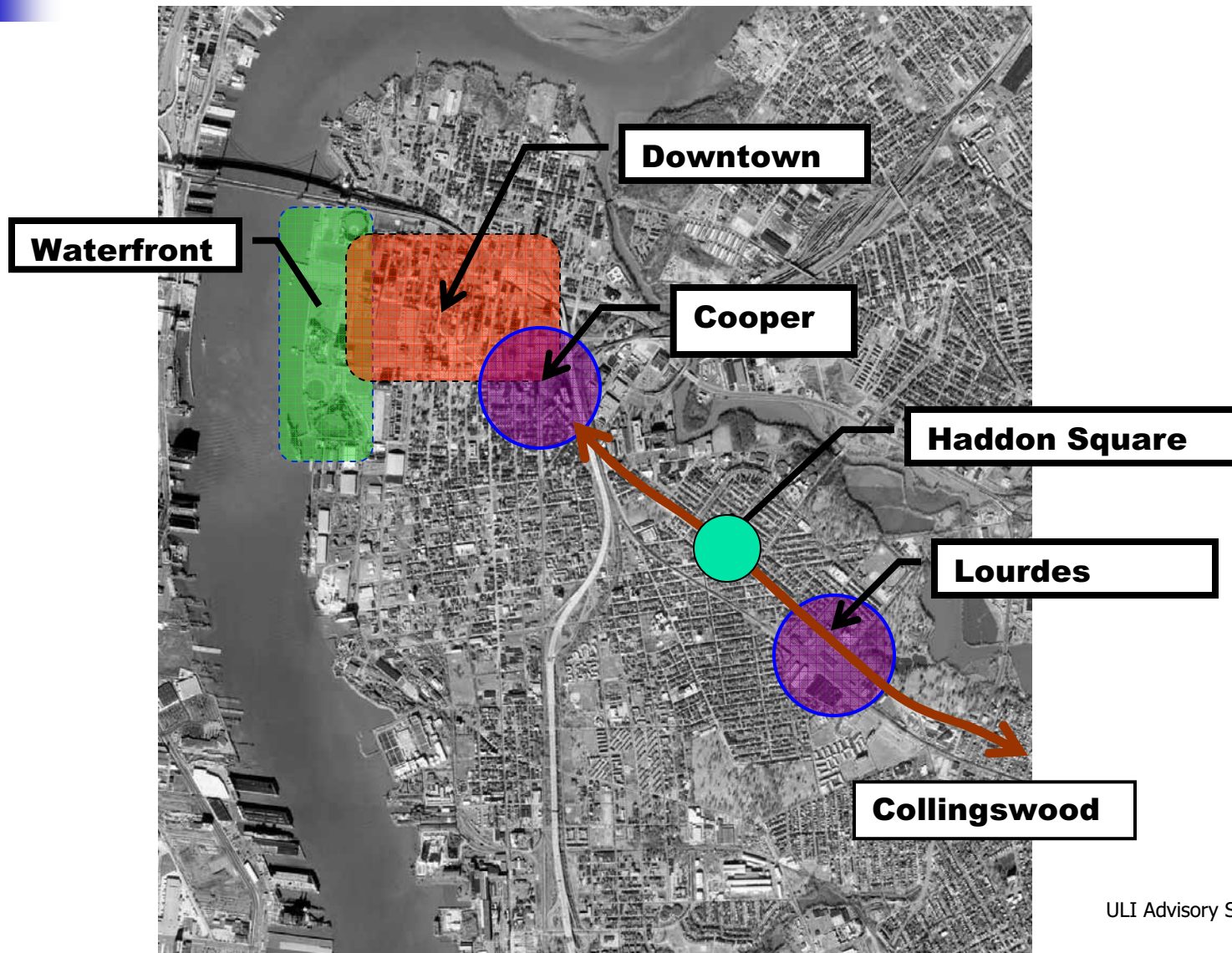
# Outside/In; Inside/Out

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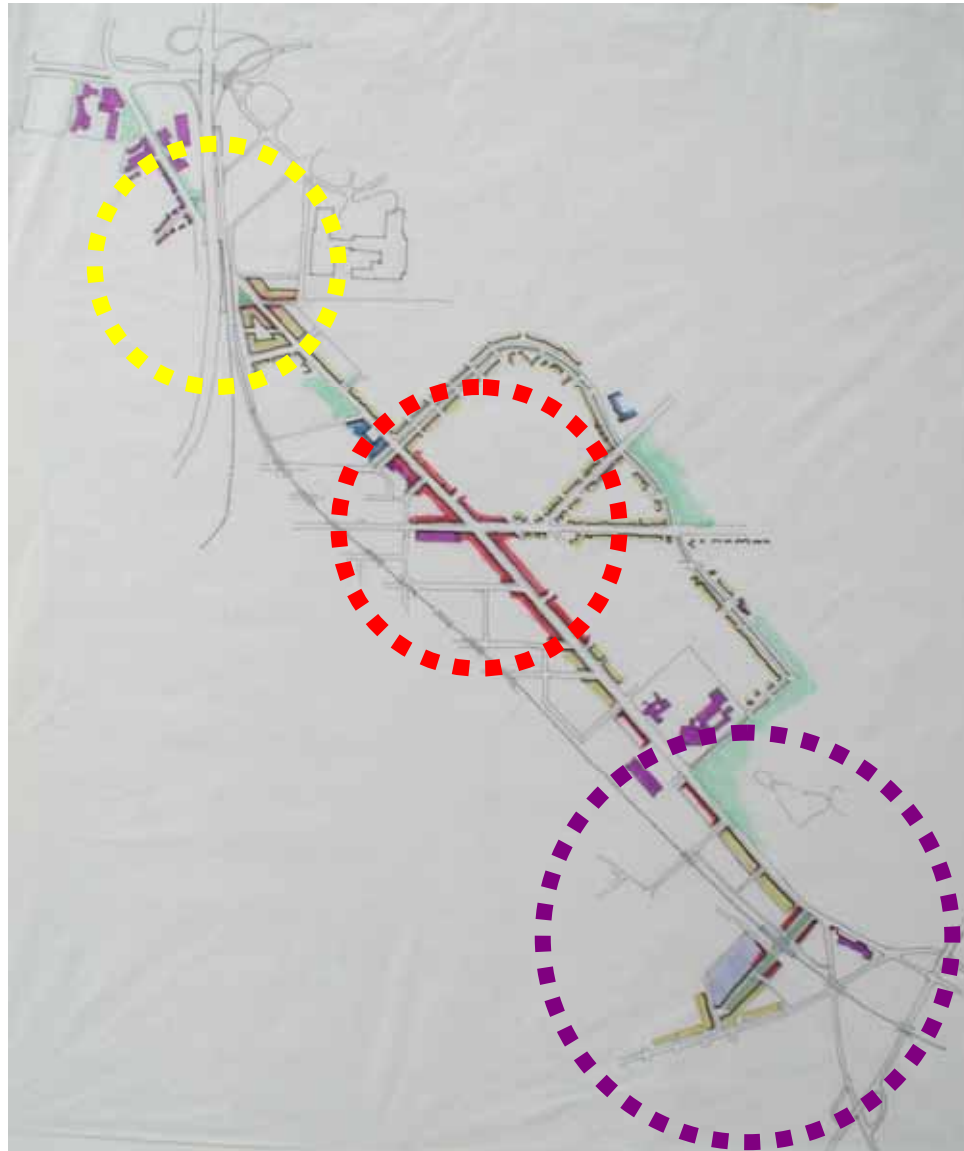
- Create a 'passage' to Historic Haddon Avenue from waterfront/downtown.
- Create a 'passage' to Historic Haddon Avenue from Collingswood.
- Create Haddon Square at Haddon and Kaighn
- Result: business opportunities along Historic Haddon Avenue.



# Link waterfront/downtown and suburbs with Haddon Avenue neighborhoods.



# 1 Corridor / 3 Special Places





# Prepare the Market

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- Clean and Safe
- Historic Haddon Avenue Business Improvement District Corporation
- Revitalize the corridor

# Clean and Safe



- Targeted zero tolerance police enforcement
- Targeted code enforcement
- Property acquisition
- Educational programs





## **Historic Haddon Avenue Business Improvement District Corporation**

- Promotes Historic Haddon Avenue.
- Brings in Main Street program.
  - Signage, façade program, clean and safe
- Supports and enhances existing retail by obtaining technical and financial assistance.
- Establishes retail core.



# Revitalize the Corridor

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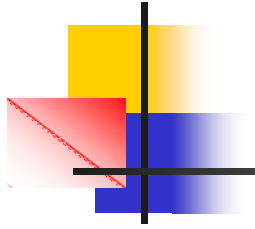
- Concentrate infill strategy on Haddon Avenue.
- Create a Ferry Avenue TOD master team:
  - Lourdes
  - Historic Haddon Avenue BID
  - PATCO
  - Camden CRA
- Ferry Avenue TOD on both sides of the tracks
  - On north side along Haddon towards Lourdes



# Revitalize the Corridor

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- Parcel-to-Parcel Linkage: connect development opportunities at the waterfront, downtown and elsewhere in Camden with properties along Haddon Avenue.



# The Impact of a revitalized Historic Haddon Avenue

- The revitalization of Camden comes to Historic Haddon Avenue
- Historic Haddon Avenue – a gateway to Camden – enhances values in Camden



# Market Potential

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*Maxine Johnson*



# Haddon Avenue Competitive Assets

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## In the region:

- Strong employment base
- Comprehensive transportation infrastructure
- Significant investments in the city

## In Historic Haddon Avenue:

- Lourdes
- Strong community leadership
- Affordability
- A genuine urban experience



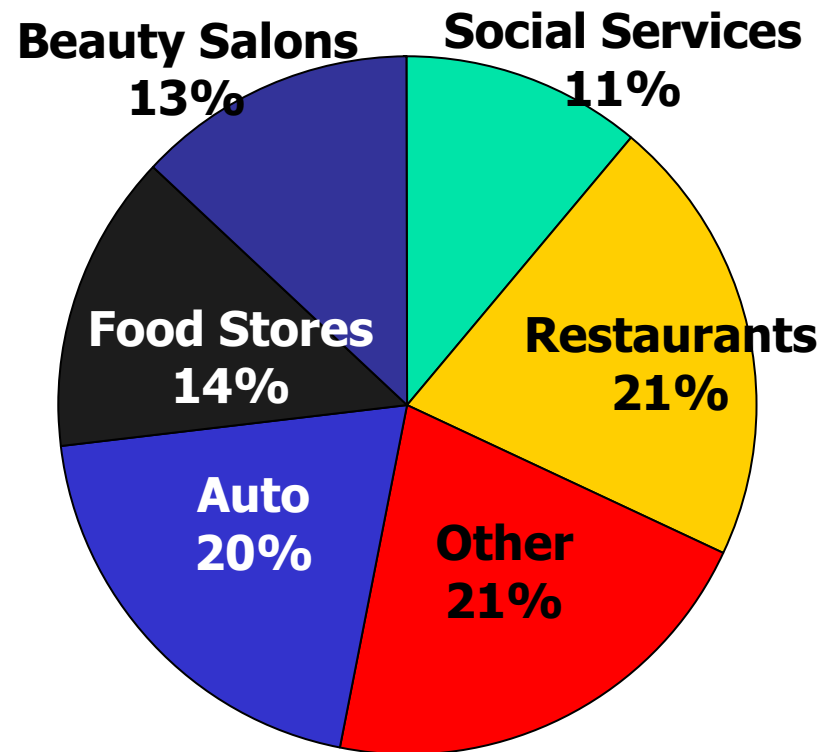
# Historic Haddon Avenue Residential Customer Base

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- Gateway/Parkside/Whitman Park
- Young population
  - 47% less than 25 years old
- High homeownership
  - 61% ownership rate in Parkside
- Low median household income
  - \$24,000, 50% below Camden County
- Below average education attainment
  - 65% less than high school

# Historic Haddon Avenue Baseline of Current Businesses

- 56+ existing businesses
- Some established businesses
- Dispersed activities
- Façades upgrades needed

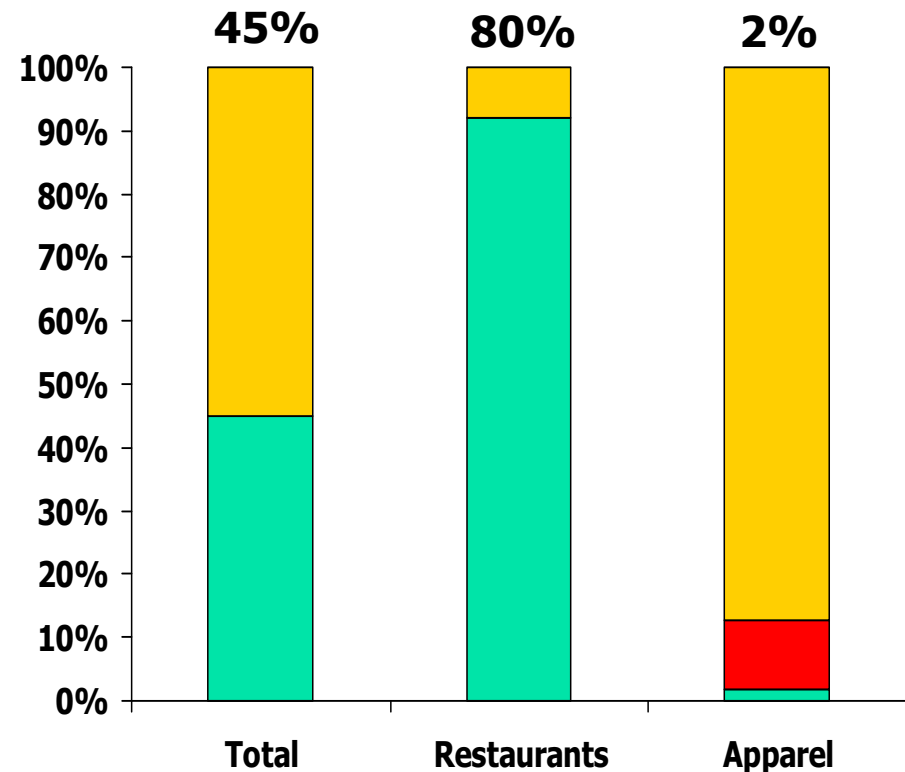


Source: Panel Survey



# Historic Haddon Avenue Current Market Penetration

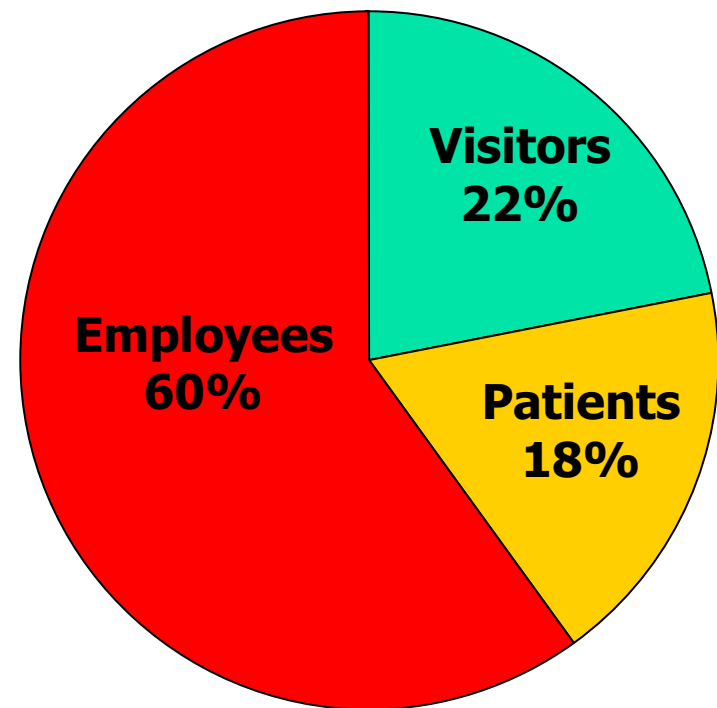
- Good capture of local sales dollars
- High capture in Restaurants
- Low capture in Apparel
- Current market cannot support many new businesses



Source: Susan Huffman Associates

# Historic Haddon Avenue Lourdes Related Customer Segment

- Approximately 4,000 daily visitors
- Assumed segment above average disposable income
- Anecdotal unmet market need
  - Drugstore
  - Pre-admittance center
  - Medical offices
  - Uniform store
  - Business services (Kinkos, etc)
  - Gym/spa



Source: Lourdes



## Historic Haddon Avenue

### Commuters at Ferry Station Customer Segment

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- Approximately 2,000 daily visitors
- Assumed above average spending elasticity
- Anecdotal unmet market need
  - “To go” conveniences
  - Restaurant/fast food
  - Cleaners
  - Gift shop



# Development Strategies

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*Bill Gilchrist*

*Phil Hart*



# Targeted Strategies

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- Eminent domain for parcel assemblage.
- Subdivide and recombine acquired parcels.
- Flexibility to write-down costs of acquired parcels.
- Devise land banking strategy.



# “Basic Knitting” Strategy

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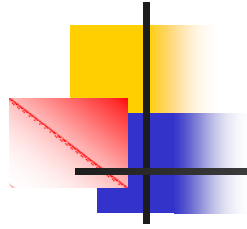
- Targeted community-based policing is essential.
- Strict code enforcement must be directed at Haddon Avenue.
- Target maintenance and replacement of public infrastructure along Haddon Avenue.



# Redevelopment Should Support Initiatives on Haddon Avenue

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- Offer Payment in Lieu of Taxes for new development.
- Use CDBG money for infrastructure improvements.
- Leverage CDBG for job creation.

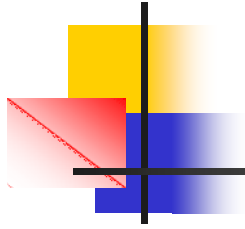


# Development Nodes/Districts

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- Haddon Passage
- Haddon Square
- Lourdes Village





# Historic Haddon BID

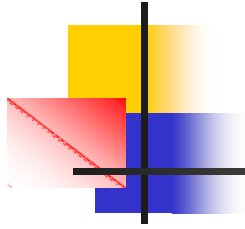
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- Composed of stakeholders in corridor development.
- Scheduled meetings for stakeholders and potential development partners.
- Help establish design guidelines and enforcement programs.
- Serve as a liaison with public agencies.

# First Steps to Promote Development

- Establish design review and development guidelines.
- Set up clear 'division of duties' between the city and HHBID.
- Coordinate public events at key times and at key locations.





# Parcel-to-Parcel Linkage

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- The panel proposes a key development principle:

Economically connect waterfront/  
downtown/other parcels with  
selected parcels in Haddon Square  
at Haddon and Kaighn avenues.



# Parcel-to-Parcel Linkage

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- Several projects in the 'prosperous zone' can be linked to the 'needy neighborhoods' via this method.
- Economic benefits can be leveraged to the needy area that augment and strengthen the public/private partnership that is essential to redevelopment success in the city.



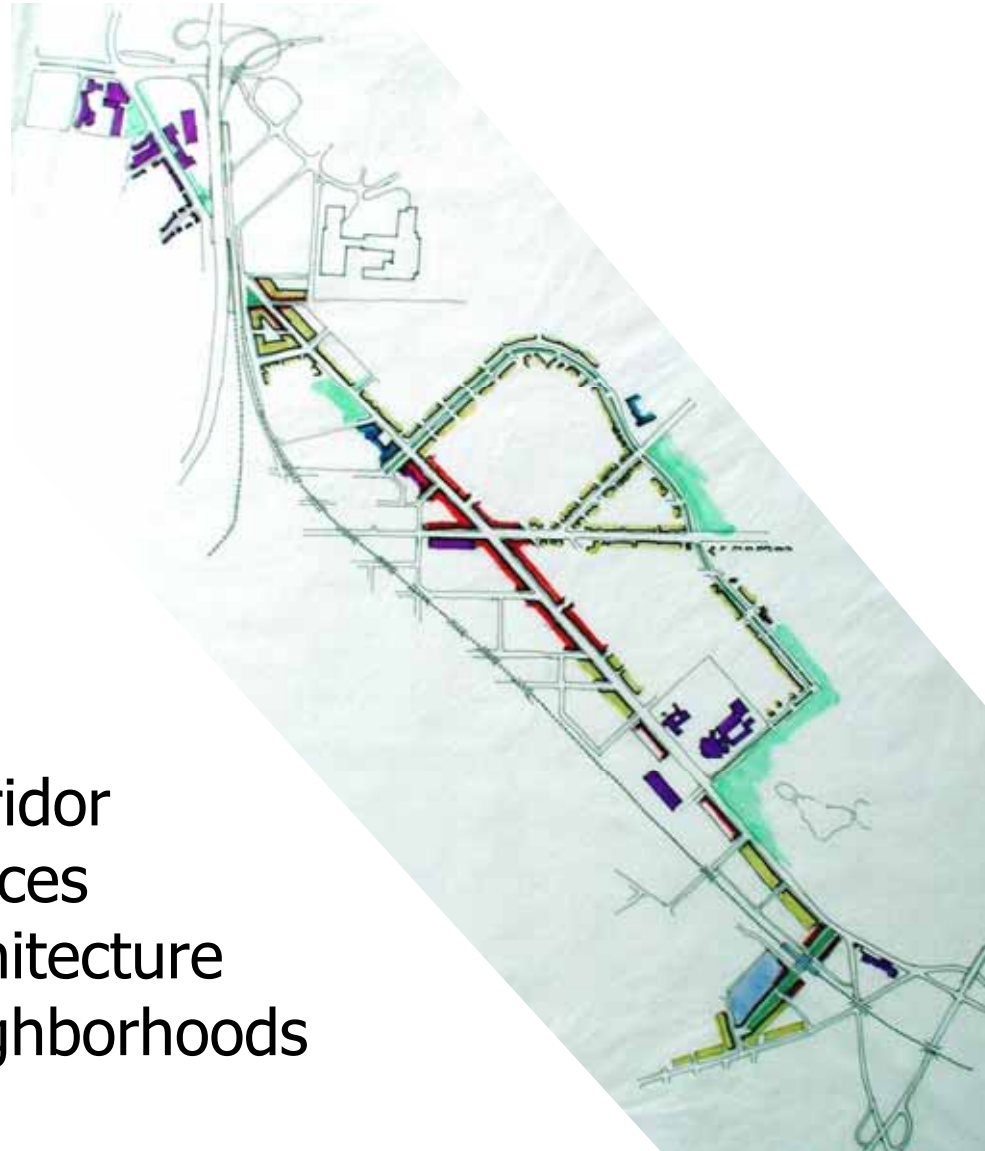
# Planning and Design

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*Faith Okuma*  
*Michael Stern*

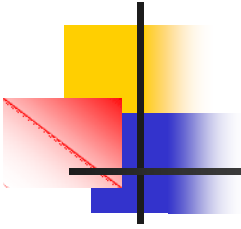
# Build Upon Existing Strengths

- Historic Corridor
- Create 3 Places
- Historic Architecture
- Historic Neighborhoods





# Celebrate Historic Haddon Avenue Corridor



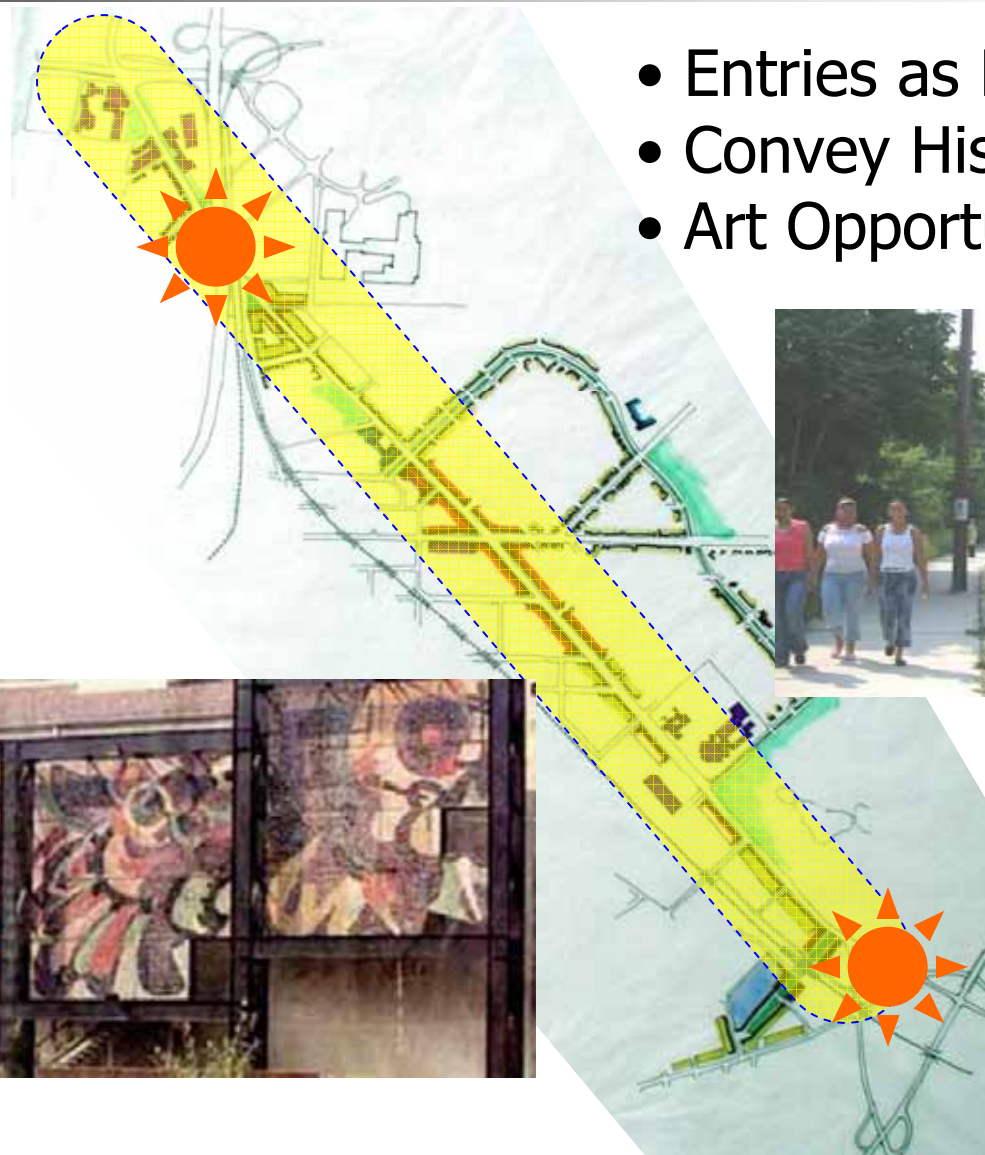
View to Lourdes



View to Downtown

# Celebrate Historic Haddon Avenue Corridor

- Entries as Passages
- Convey History and Pride
- Art Opportunities





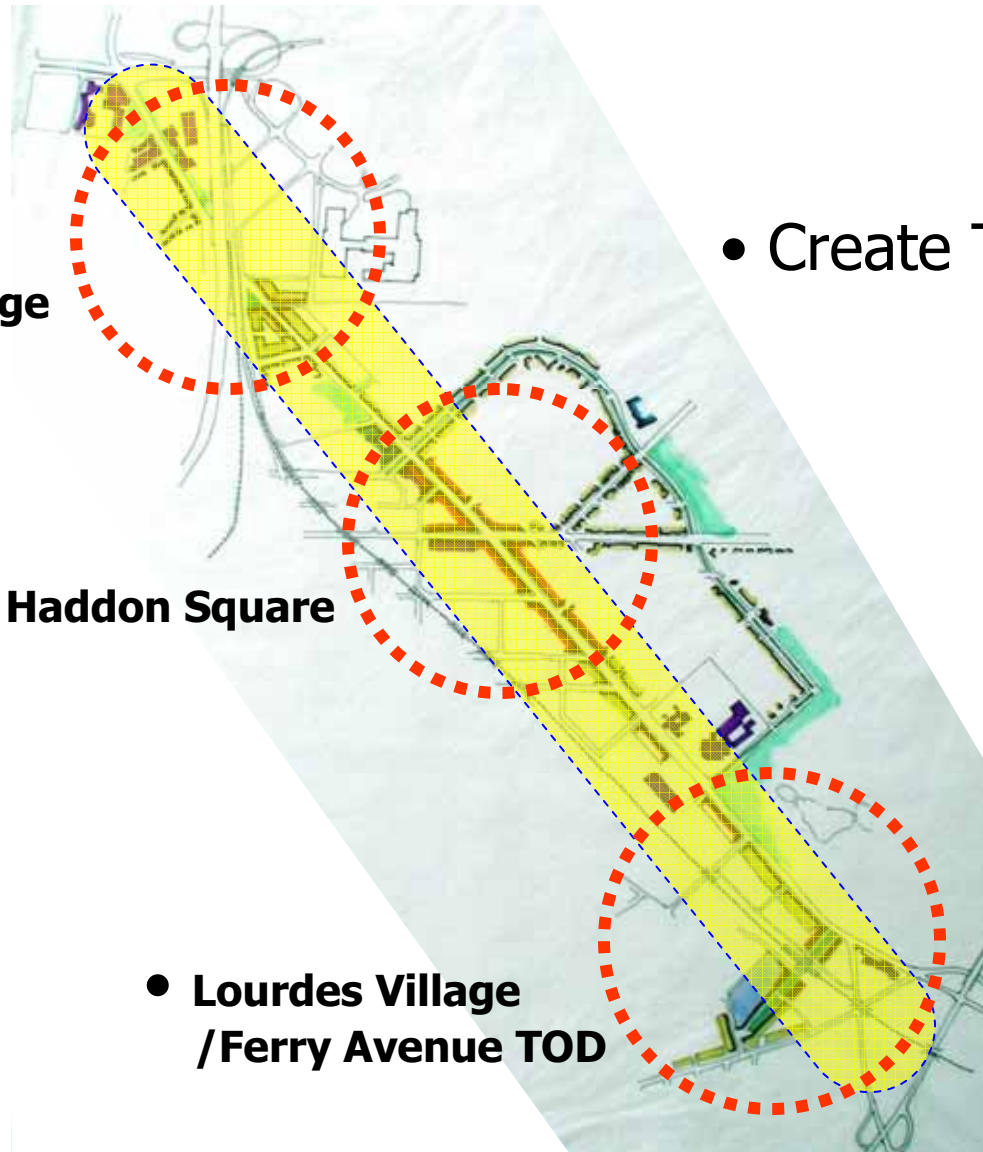
# Create Three Places

- **Haddon Passage**

- **Haddon Square**

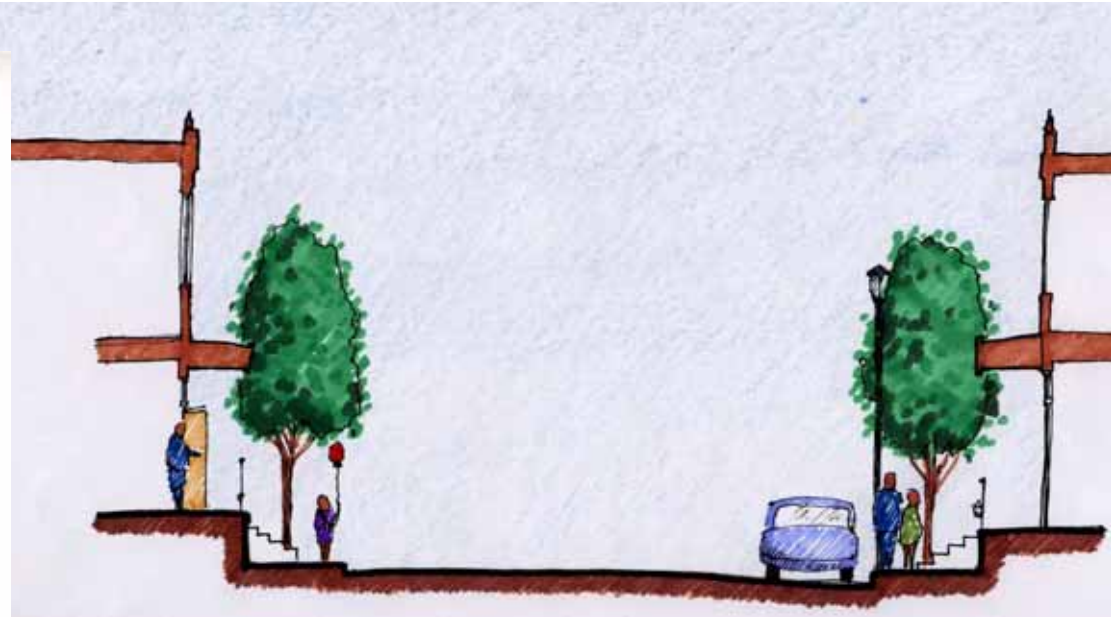
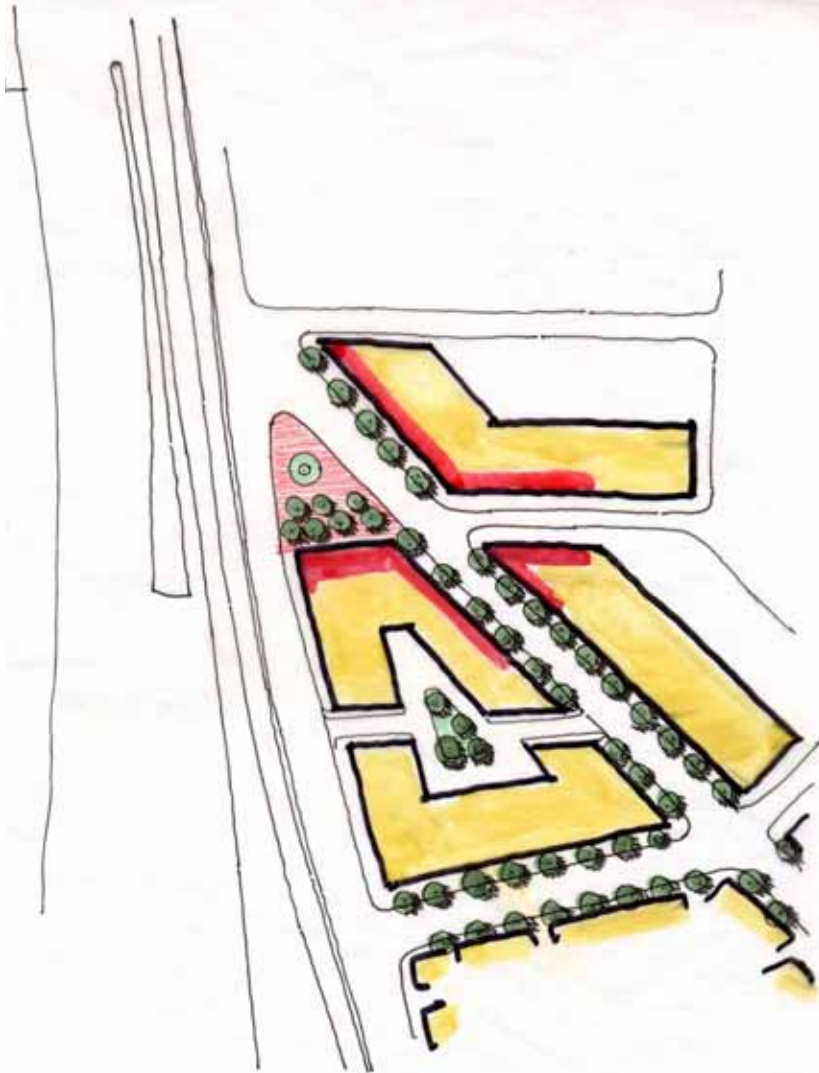
- **Lourdes Village  
/Ferry Avenue TOD**

- **Create Three Places**



# Establish Three Places

## Haddon Passage



- Connection to Cooper
- New mixed-use building opportunities.
- Residential oriented streetscape

# Establish 3 Places

## Haddon Square

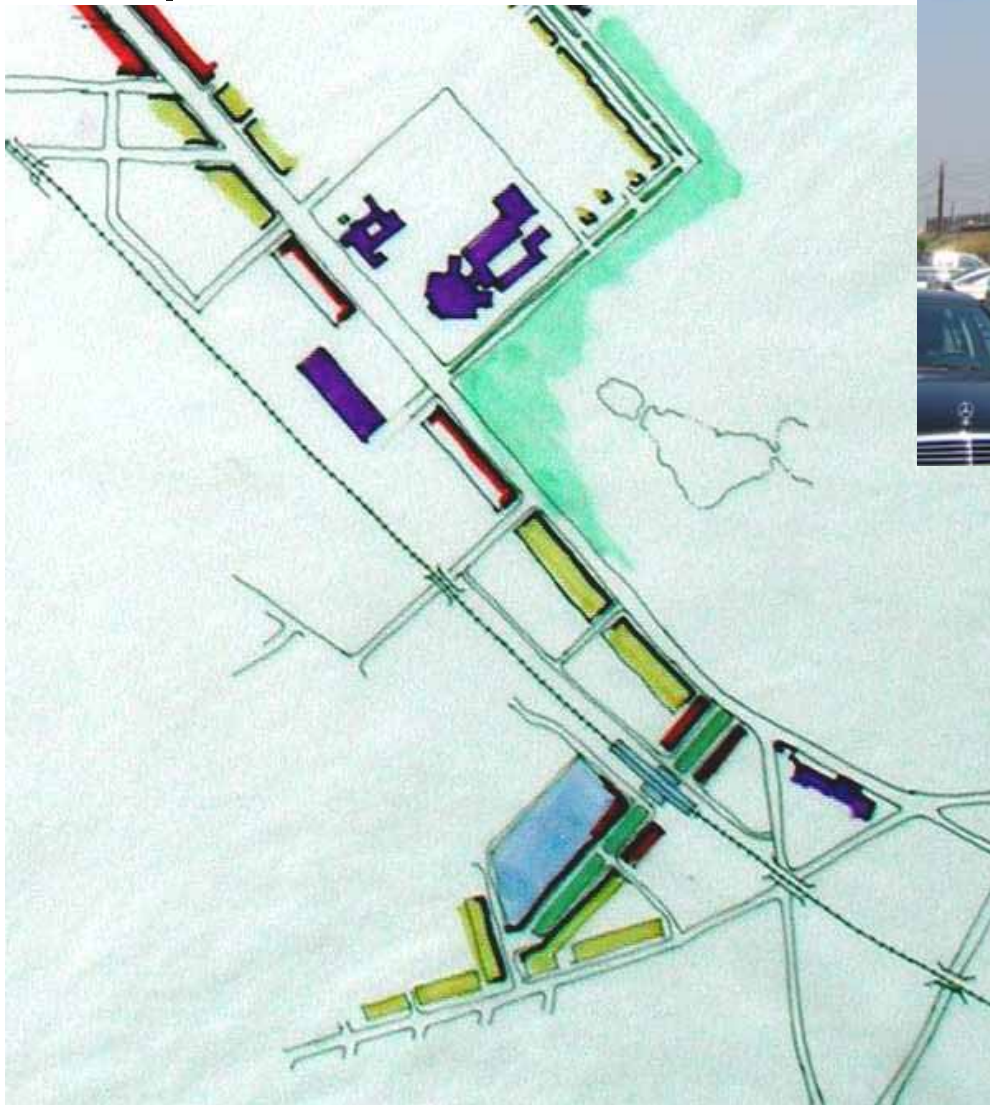


- 100% Corner
- Create Landmark Image
- Concentrate Retail
- Use High Canopy Trees



# Establish Three Places

## Lourdes Village



- Connection to Lourdes along Haddon Avenue is key.
- Create safe and appealing pedestrian environment
- Participate in PATCO study

# Develop a District Identity

- Create Logo & Graphic Identity
- Community Art Program
- Banners, Wayfinding and Interpretive Signage



# Celebrate the Architecture



- Establish architectural design guidelines
- Façade improvement program
- Continue streetscape
- Improve views to neighboring streets



# Design Opportunity





# Implementation

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*Michael Banner*  
*Glenn Kellogg*



# Phase I: Market Preparation



Portland, OR logo

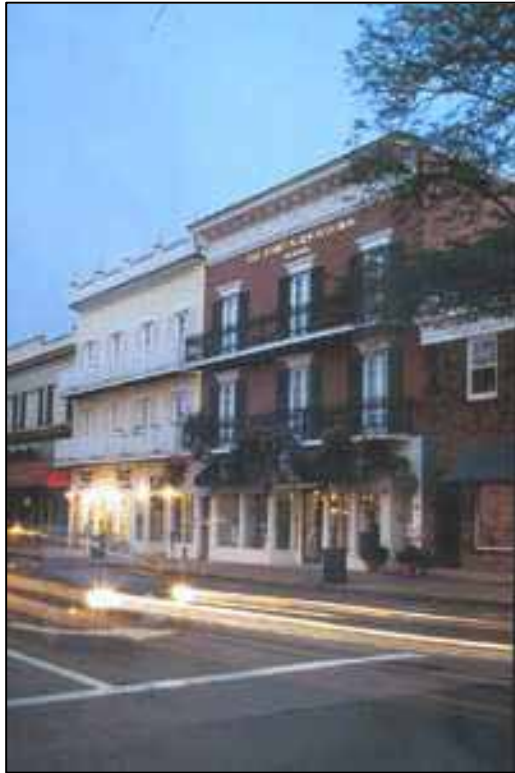
## Clean and Safe Now

- Zero tolerance
- Code enforcement
- Property acquisition
- Educational programs



# Phase I: Market Preparation

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Westfield, New Jersey

## **Create Historic Haddon BID**



# Phase I: Market Preparation

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## **Streamline development process**

- Development ombudsman / manager
- One-stop shopping
- Development checklists
- Access to GIS information: permits/zoning



# Phase II: Revitalize the Market

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## **Infill Strategy and Acquisitions**

- Focus on Haddon Ave and adjacent blocks

## **Ferry Avenue TOD**

- Participate in DRPA/PATCO Masterplan
- Connect to Historic Haddon Avenue



# Phase III: HHBID Activities

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## **Establish the retail core**

- Cluster retail on three blocks
- 56+ existing businesses
- Relocate to renovated space
- Provide technical business assistance

# Phase III: HHBID Activities

## Implement Main Street Program

- Design Guidelines
- Façade Improvement



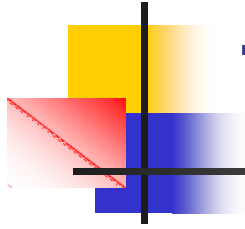


# Phase III: HHBID Activities

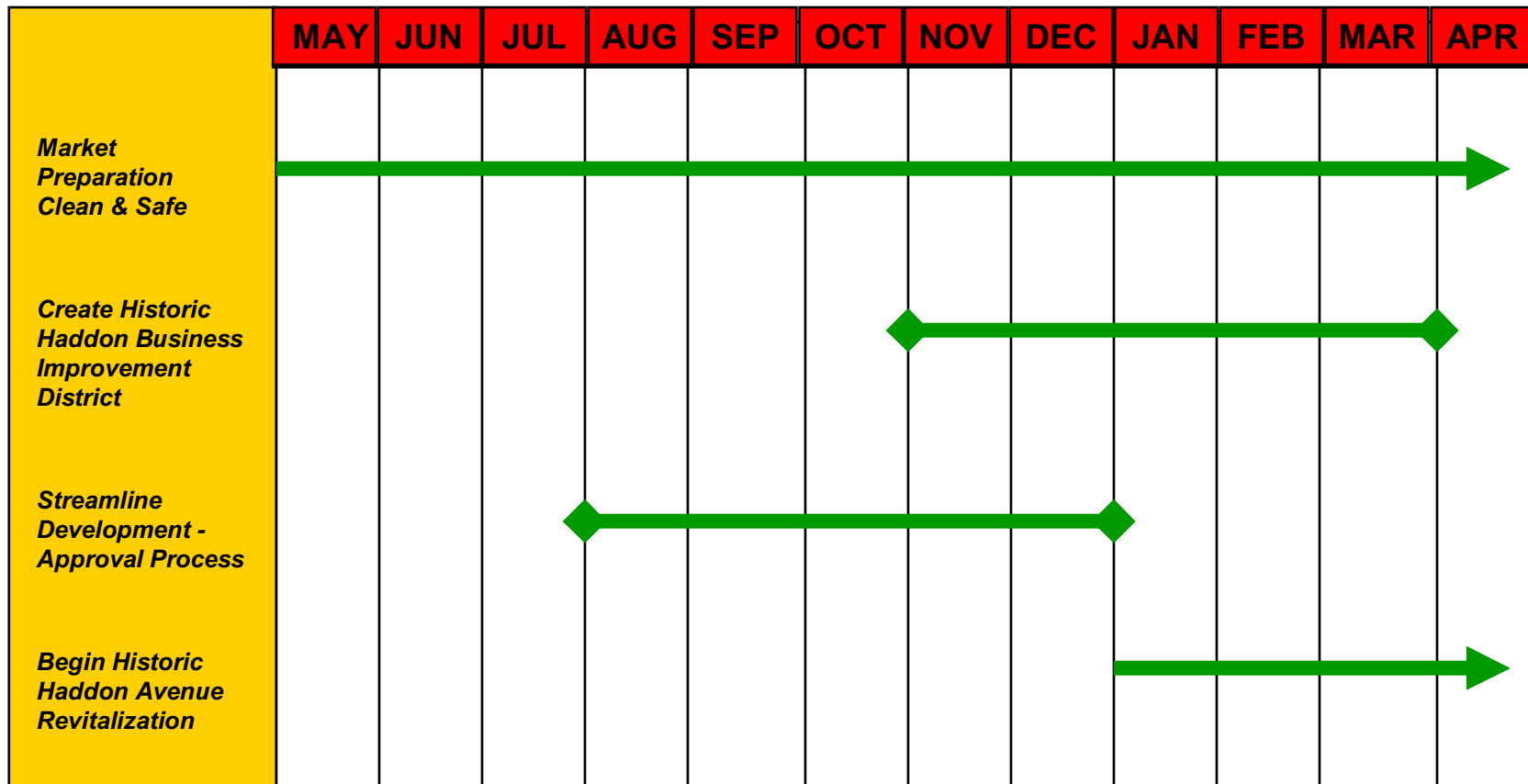
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## **Technical Business and Retail Assistance**

- Small business management and financing
- Store layout and lighting design
- Inventory controls

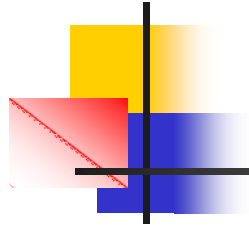


# Timeline for Phase I



May  
05

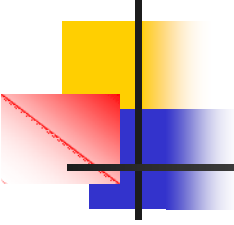




# Future Development Potential

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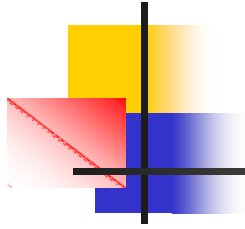
*Ruth Wuorenma*



## Haddon Avenue: a destination and a defined, safe place with an appealing physical plan.

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- Passageways at both ends welcome residents and visitors.
- Haddon Square becomes a center for the surrounding neighborhoods and reinforces a sense of place.
- A walkable scale is established.
- Lourdes is linked to the north end of the corridor.



# Neighborhood Attributes

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- A great history.
- Distinctive architecture.
- Pedestrian scale.
- Potential for retail and entertainment mix not found elsewhere in the city.



# Citywide Impact

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- Haddon Avenue neighborhoods can help strengthen the fabric of the city and the region through its revitalization.
- Historic Haddon can be a welcoming 'front door' to the city.
- It can be a model for other retail districts.
- Reduction of crime will benefit other areas.
- The overall economy will be enhanced.



# In Conclusion

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**In the short term** -- *A neighborhood retail center with a bright future.*

**In the long term** -- *A substantially increased economy based on the Lourdes/Ferry Avenue TOD.*

- **ULI- the Urban Land Institute**
  - ***Advisory Services***
  - ***Program***