

# **DOWNTOWN AREA MASTER PLAN BOROUGH OF HADDONFIELD, NEW JERSEY**

**Draft for Commission Review**

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## **Introduction**

This “Downtown Area Element” of Haddonfield’s Master Plan reflects the importance of Downtown to community life and the appropriateness of articulating specific goals related to the unique land-use and urban design circumstances in this area.

Though a “Downtown Area Element” is not a required plan element under New Jersey Land Use Law, such an element was recommended in the 1984 Master Plan of the Borough of Haddonfield. No element has been prepared prior to this date.

Downtown Haddonfield is not an urban place, nor is it purely a suburb; it has always been a classic American town in terms of its built character, community and civic life and economic vitality. The idea of being a town — rather than a city or a suburb — should be a fundamental guidepost in making decisions about the future.

Within that context, though, Downtown Haddonfield has grown and evolved in three prominent stages over the years—from a Colonial crossroads, to a Victorian center of commerce, to a twentieth-century mixed-use center. Downtown Haddonfield will, and should, continue to evolve, as a place that retains its essential role as a community center, but whose economic fortunes are more dependent than ever on its ability to succeed as a place of choice for businesses, residents and shoppers. This Downtown Area Element is therefore an expression of that “Fourth Haddonfield.”

The purpose of this element is to state at the broadest level what Haddonfield wants the future of its downtown to be, as well as to set out specific objectives and policy directions that will guide decision-making for Downtown over the coming years. To be fully effective, the element should be supported by a range of implementation tools, including a revised Land Development Ordinance, supplemental design guidelines, public realm improvements and parking management policies, many of which are outlined in this element. Key initiatives include establishing eight zoning districts that reflect the subtle differences in the urban character of downtown blocks, creating more shared and off-site parking mechanisms, and providing more extensive design guidance for new, expanded and renovated buildings.

## **Outline**

The Downtown Area Element consists of the following sections:

- Principles, Goals and Objectives
- Land-Use Strategy
- Urban Design Strategy and Guidelines
- Historic Preservation Strategy
- Circulation and Parking Strategy
- Use Area / Land Development Ordinance Framework
- Affordable Housing Strategy
- Open Space Strategy

### **Principles, Goals and Objectives**

The following **principles**, which were articulated through a vision planning process that took place in 2006, are fundamental to the Downtown Area Element and should guide decisionmaking:

- Downtown is the center, the meeting place, of the entire community — and it should remain that way.
- A mix of uses — civic places, shopping places housing and offices — knit together by green, walkable streets are the building blocks of downtown Haddonfield’s urban vocabulary.
- Downtown’s valued places and buildings have the special scale of a town, not a city or suburb, and speak vividly of Haddonfield’s accumulated history.
- The urban and architectural character of downtown is diverse and varies, almost on a block-by-block basis, a quality that should be reflected in development regulations.
- Pedestrian life, not vehicular traffic, should be dominant.
- More housing, including affordable housing, should be actively encouraged downtown, to encourage economic diversity and vitality after business hours.
- Neighborhoods adjacent to downtown should be respected and their character should be conserved.

Following those principles, the Downtown Area Element enunciates the following **goals**:

- Maintain and enhance the liveliness, activity and success of the Downtown Area. This means allowing for a healthy mix of housing, shopping, offices and civic uses downtown.
- Conserve and enhance the features of downtown’s core, King’s Highway. This means emphasizing ground-level retail, providing for a variety of uses on upper levels, and maintaining careful controls on the scale, articulation and architectural expression of renovated or new buildings so they fit into the historic context.
- Identify other parts of the Downtown Area, such as Allen Avenue (including the PATCO site) and North Haddon Avenue, where infill residential and office development may be more appropriate, and establish urban design parameters that would configure new development as an extension of the pattern of the existing town.
- Establish development regulations and design guidelines that ensure more predictability about the form and character of renovations and new construction.
- Provide for circulation improvements and parking policies that support enhanced walkability throughout the Downtown Area; make bicycling more practicable; make parking in Downtown Area more user friendly for shoppers, residents and workers; and make the best possible use of existing parking resources.
- Ensure that green spaces permeate downtown, and make more of them usable.
- Encourage housing development, and take steps to provide for the development of housing for low-income households, middle-income households and seniors.
- Provide for proper transitions to residential neighborhoods that abut downtown.

Finally, the Downtown Area Element includes the following **objectives**:

- Recognize that the patterns of architecture, building form and street design vary throughout the Downtown Area and that different blocks require different guidance. Revise the Land Development Ordinance to create downtown zoning districts whose mapping, land-use and urban design controls more accurately reflect the character of what is already there, and encourage the preservation of the historic pattern and architecture of downtown.
- Revise land-use controls to concentrate retail along King’s Highway and Tanner Street; encourage ground-floor office to move to upper floors, or elsewhere downtown.
- Revise land-use controls to allow more of a mix of residential, service and office in all areas.
- Incorporate stricter urban design controls — in terms of building height, building–street relationships, building scaling and other factors — in the Land Development Ordinance.
- Prepare supporting design guidelines for urban form, façade design, streetscape design, historic architectural style.
- Set out a phased set of strategies for circulation and parking improvements and policies, including:
  - short-term actions that make walking, biking, driving and parking more user friendly
  - medium-term actions that encourage shared parking and allow for off-site parking to be considered in site plan approvals
  - long-term actions that include installing state of the art meter technology, new pedestrian connections from King’s Highway to “back of the block” parking areas, and careful extension of the street system.
- Consider development on the PATCO site as “an extension of the town” by
  - requiring a block network that establishes connectivity with existing street patterns and reflects the scale of existing block patterns,
  - requiring building types that reflect the pattern of buildings, spaces and setbacks that exist downtown, and
  - requiring part of the development site to serve a public purpose, such as affordable housing, a new library location, or additional public parking.
- Consider anchor-style retail development at the west end of the King’s Highway shopping corridor, in the area of Chestnut Street or the PATCO line.
- Identify potential sites and approaches for affordable housing development.

## **Land-Use Strategy**

### *Introduction*

In Haddonfield's Downtown Area, there are key places where certain land uses should be encouraged or discouraged, but in general, a mutually-supportive mix of retail, residential, office, service and civic uses should be encouraged. Therefore, the zoning framework should not be overly prescriptive in terms of land use, providing for flexibility while taking care to conserve sensitive areas, such as the King's Highway retail area. This land-use flexibility should occur within a framework for urban form that carefully extends the pattern of the existing town, and considers the impact of development on traffic and parking.

### *Use Strategy*

Retail space should be concentrated in the ground floor of buildings along Kings Highway, with the exception of Tanner Street, the Acme site and small pockets of neighborhood- or transit-serving commercial in appropriate areas. Retail space that draws pedestrians away from the shopping environment of Kings Highway should not be allowed.

Over time, business service and office uses that exist in ground-floor space along King's Highway should be encouraged to relocate in upper-story space or in adjacent areas. Office, business service and residential uses should be permitted above the shops along King's Highway, and just about everywhere else Downtown. Permitting office space in upper-level spaces along Kings Highway — a change in longstanding policy — will allow for a healthier mix of land-uses downtown and provide more flexibility for the real estate market.

Housing, including market-rate housing, is allowed and encouraged as a primary use in every zoning district, and a variety of housing types (from twins to rowhomes to multiple dwellings) are permitted in each district. Affordable housing would be developed through the Borough's existing inclusionary housing ordinance, which should continue, and other means outlined in the "housing" section of this element and the Housing Element of Haddonfield's master plan.

Currently, retail activity along King's Highway is centered on the "100 percent corner" of King's Highway, Tanner Street and Haddon Avenue. This is where retailers prefer to locate; it is also the area where parking is hardest to come by, even though there is usually plenty of parking downtown in general. In the future, Haddonfield should encourage the development of a "western anchor," which would increase east-west pedestrian traffic, create better retail opportunities along Kings Highway, and help spread parking demand more widely to take advantage of available spaces in this area. This anchor, which might be a specialty grocer or bookstore, would require 10,000 to 20,000 of space. Its location must be sensitive to the historic properties in that area, and it must be designed to have a seamless pedestrian and visual connection to King's Highway, so that its customers feel as if easily engage in activity along the rest of the street. The anchor would be privately recruited and developed.

Nowhere in Downtown should parking be regarded as an acceptable primary use of a property; it should only be a secondary use. The Borough should not permit the demolition of any structure, particularly structures along streets, to allow for parking, with the exception of interior block buildings that do not have any street frontage.

### *Density Strategy*

Under the zoning districts existing in and around downtown at the time this plan was prepared, the maximum development yield, taking into account all regulations and assuming no variances, was in the range of 0.35 to 1.45 FAR, depending on the zoning district. Theoretically, this would yield a total of approximately 2,000,000 s.f. of development throughout downtown (not including any development that might occur on the PATCO site, which is currently zoned for “public use”)— compared to 1,300,000 s.f. as of fall, 2006.

This amount of growth could easily produce changes that damage downtown’s character, which is critical to its success as a business and civic core. Development should be directed to blocks whose context allows for new infill buildings, and the pattern of allowable development should be shaped to reflect the underlying architectural and urban design pattern of the town.

The “zoning framework” that accompanies this Master Plan proposes eight new zoning districts, in which the maximum development yield would be in the range of 0.6 FAR to 1.1 FAR, depending on the district. Theoretically, this would yield approximately 400,000 s.f. of additional space throughout the downtown, which would be a mix of housing or office space, or depending on actual development decisions that are made. An additional 145,000 s.f. of space (housing, offices or a mix) could be built on PATCO’s east parking lot.

In reality, the Borough is likely to see a constant flow of small, incremental additions to its built fabric (except for large-scale sites such as the PATCO site), at the pace the market can absorb new space, over the course of many decades. That is why scale and texture of development that is permitted on any given site will have a more immediate impact on Haddonfield's character than the overall development capacity of downtown. That is why the emphasis of the “zoning framework” is provide the Borough with much more clarity about, and control over, the scale and appearance of new buildings or additions. The slow pace of change will enable to Borough to plan for any impacts on municipal infrastructure or services.

The amount of new development permitted in each of the eight proposed zoning districts would vary. In every district, the potential for new development would be no greater than that allowed by the current zoning, and in most cases it would be less. Districts such as North Haddon East, South of Kings, and Ellis Street reduce the allowable amount of development by more than 25 percent, because that is more appropriate for districts adjacent to existing residential neighborhoods. On the other hand, the North Haddon West and Allen Avenue districts have the capacity to absorb more change, so the proposed allowable development is about the same as exists now..

The Kings Highway and Tanner Street zones are conservation areas, so they would not allow, overall, more development than exists now.

## **Urban Design Strategy**

### *Background*

As of summer 2006, Downtown Haddonfield development is largely regulated by zoning districts whose urban design regulations produce buildings that do not relate well to the existing texture of the Downtown Area. One zoning district, CBD, is mapped over large portions of downtown, allowing, for example, the same urban pattern in the historic heart of King's Highway as it does for the northern reaches of Haddon Avenue, which have very different physical and economic character. In general, urban design regulations in the Downtown Area should be tailored more specifically to individual sub-districts, streets and blocks.

### *Principles for Urban Design*

The urban design provisions in each district downtown should follow the following general principles.

- The most important relationship to maintain is that of the building to the street. The placement, composition and façade design of buildings should reinforce the walking character of every block in every district downtown. Spaces between buildings and curblines should be kept free of parking, and designed with elements such as greenery, small urban spaces and porches.
- The massing of buildings should reflect patterns of existing building types, particularly in terms of building shape and composition, as well as the relationship to the street.
- Front and side setbacks should follow the existing texture, which is characterized by buildings constructed largely to the street-line and with party walls along central King's Highway, then small increments of increased front and side setbacks as one moves away from the center of town.
- Buildings of more than three stories should not be permitted, except in the area along the PATCO line, just north of Euclid Avenue, where taller buildings could be built without impacting the streetscape or adjacent neighborhoods. Buildings with a three-story front elevation should be allowed only on the west side of Haddon Avenue. Elsewhere, the third story of a building should be set back to minimize the appearance of height (such as Kings Highway) or placed under a pitched roof.
- Maximum building or façade dimensions should be established in places where long buildings could be constructed along public rights-of-way (such as the deep lots south of Kings Highway, or the new blocks proposed west of Allen Avenue).
- On-site parking should always be placed behind or beneath buildings, never between a building and a street, and never between adjacent buildings. Curb cuts, drive throughs and street facing garage doors should be minimized. Surface parking should not be visible from the street; covered parking areas (under a building, garages) should have doors that close off parked vehicles from view of adjacent properties.

- Impervious coverage ratios should be reduced from those that exist in summer, 2006, in order to accommodate on-site stormwater management and enhance downtown's sense of greenery. Building coverage ratios should be revised so that they result in buildings that create more enclosure on the street.
- Adequate transitions and buffers should be located between downtown office or commercial uses and adjacent residential neighborhoods. These buffers should respect Haddonfield's town-like character.

*Guidelines for Urban Design, Architecture and the Public Realm*

Subsequent to the adoption of this master plan, Haddonfield should develop a comprehensive range of design guidance for private development – beyond what is incorporated in the zoning framework — and the public realm. Some of the key issues to address are:

- Signage design for parking and pedestrian wayfinding
- A comprehensive strategy for streetscape elements — benches, planters, lighting, waste receptacles, tree grates — that are part of the public realm. In addition, there should be guidelines for street elements placed by private businesses, particularly café tables and chairs.
- A comprehensive landscape strategy for streets, pedestrian connections and public spaces.
- A comprehensive lighting strategy for streets, pedestrian connections, public spaces and facades.
- Guidelines for the design of signs, beyond the dimensional and locational requirements included in the zoning framework.
- Design guidelines for storefronts, lighting and window displays.
- Design guidelines for side and rear buffers and screening.
- Architectural guidelines for specific types and styles of historic buildings.

Haddonfield should also develop a range of tools to communicate its design expectations, especially for Kings Highway, but also for other downtown streets. Possible tools include:

- Model “before and after” illustrations, annotated with details about how preferred design approaches are incorporated
- Illustrated “Pattern book” of acceptable design approaches, covering the topics in the design guidance
- Hands-on, on call, architectural assistance.

These design guidelines and tools could be developed through a collaboration of the Borough, the Downtown Partnership, preservation organizations and others.

**Historic Preservation Strategy**

Downtown is the historic heart of Haddonfield. Much of it falls within a locally-designated historic district and a National Register of Historic Places district. There are numerous individual landmarks and significant buildings within this area.

The district is characterized not so much by a consistent architectural style than by a range of historic styles and building types, added incrementally over the three hundred years of the town's history. The district's significance reflects important aspects of many layers of Haddonfield's history, and the change that has occurred over many periods of time.

Downtown Haddonfield has a very legible urban pattern, with a walkable network of streets and buildings whose scale and relationship to the street usually fall within certain parameters, even though individually they demonstrate great variety in their architectural style and type. The urban texture changes gradually, in small and subtle increments, as one moves from the edge of Downtown to the center—with buildings becoming closer to each other, and closer to the street.

The provisions of Haddonfield's downtown historic district require an advisory review of all demolitions, alterations and new construction by the Historic Preservation Commission, which serves as an advisory agency to the Planning Board. The HPC's mandate is to ensure new construction and alterations are compatible with the existing architectural fabric.

The following goals underscore the historic preservation strategy for the Downtown Area:

- Maintain the existing approach of requiring review the architectural design of new construction and alterations by the HPC, in an advisory capacity to the Planning Board,
- Provide stronger tools for the HPC to consider what design approaches are "compatible" in different areas of downtown, recognizing the overall context of streets and varied architectural styles and building types.

The following objectives will support the historic preservation strategy for the Downtown Area:

- Extend the street network, particularly into the PATCO site west of Allen Avenue, to create blocks and building sites that are compatible with the existing scale of the town.
- Incorporate stronger urban design provisions and guidelines in the Land Development Ordinance, to ensure new construction maintains and extends the pattern and scale of the town, and that it does not negatively impact surrounding historic neighborhoods.
- Prepare supplemental design guidelines for facades, signage, and public environments, and the architecture of buildings in the historic district, to provide clearer expectations for property owners and better guidance for review entities.
- Prevent the demolition of buildings, unless they are replaced, to maintain the continuous built fabric of the town.
- Implement stronger zoning and design controls at the edges of downtown, to preserve transitional areas and adjacent neighborhoods.

## **Circulation and Parking Strategy**

### *Introduction*

Vehicular circulation in downtown Haddonfield occurs primarily along King's Highway and Haddon Avenue. A handful of smaller streets serving the downtown area, but they do not offer through connections, and directional and turning restrictions make it difficult to use smaller streets to circulate downtown. As a result, the street system downtown does not form a robust network.

Downtown Haddonfield is extremely walkable, but the pedestrian circulation system is not as robust as it might be, either. The area is well served by sidewalks, but there are only a handful of midblock connections to rear parking areas, and they are not always marked or designed well. The marking and design of pedestrian crossings could be improved.

Furthermore, pedestrians find it difficult to cross King's Highway at unsignalized locations — in particular, at the crosswalk between King's Court and Mechanic Street and at either side of the bridge over the PATCO line. Similarly the speed and volume of traffic on Euclid Avenue make crossing the street difficult.

Bicycling is not actively encouraged. Bike lanes were removed from King's Highway several years ago, and there are few bike racks, some of which are not placed in areas where they would be useful.

Parking is a complex phenomenon in Downtown Haddonfield. The parking needs of shoppers, employees, residents and commuters vary widely, and the demand placed on public parking resources in various blocks varies widely, as well; surveys conducted for this study indicate large numbers of public and private parking spaces are vacant most times of the day, in most areas of downtown. While the configuration of parking lots admits great possibilities for shared parking arrangements, there has been no systematic approach to maximize the parking resource for different users.

An analysis of existing automobile ownership (U.S. Census), parking usage (surveys) in the Downtown Area and current standards (ITE) for town centers suggests that the parking requirements in Haddonfield's Land Development Ordinance are overstated, while the mechanisms for shared or managed parking are not fully tapped. In general, residential ratios are reduced to 1.5 per unit, with a half-space achievable through counting on-street parking or shared parking. In general, commercial (office, retail) ratios are reduced to 3 per 1,000 s.f. of space, to reflect contemporary standards and our surveys that found that large numbers of parking spaces are generally vacant downtown, except for in one core block.

The parking requirement for restaurants is understated and should be set at 3 spaces per 1,000 s.f. as well. It is unreasonable in the context of a town to expect a restaurant to provide parking for all its customers (especially with so much parking available nearby, particularly in the evening hours). However, a prudent parking management strategy would require restaurants to provide some parking for employees, in order to prevent employees from competing for shopper spaces. For restaurants, the parking requirement of 3 spaces per 1,000 s.f. could be met entirely by shared or off-site arrangements, as long as it can be certified that employees are using those spaces.

### *Introduction*

Haddonfield's goal for circulation is to make downtown a place that shoppers find easily accessible and enjoyable to experience, that residents find pleasurable and easy to live in and move about, and that businesses find convenient and productive as place to do work.

As in any central business district, there is a complex layering of users and activities, of modes of moving around, and types of parking in Haddonfield's Downtown Area. Circulation and parking issues must be managed in a strategic, comprehensive, balanced and incremental manner to ensure that resources are used to the greatest possible community-wide benefit.

The Borough will consider a range of approaches to addressing these issues — from new policies to changes to the Land Development Ordinances, from modest improvements that make walking and biking easier to the addition of streets and, should extra capacity be needed even after initial improvements are made, new parking areas.

### *Principles for Circulation and Parking Improvements*

In establishing policies and creating improvements (which may be public or private) that involve public streets and parking areas within downtown, the following principles will be followed:

- Give first priority to enhancing the convenience, safety and comfort of pedestrians, including persons walking from their vehicles, bicycles or transit to downtown destinations. Give second priority to improving the infrastructure for bicycling and transit.
- Make parking downtown more user friendly; make access to parking easier; improve the availability of existing parking; and make the use of meters more convenient.
- Give first priority to parking for the handicapped, then to visitors, residents and employees, in that order.
- Maintain downtown's walkability and visual character by locating off-street parking behind buildings.
- Encourage shared and off-site parking, particularly for properties along Kings Highway and the surrounding blocks. The purpose of this policy is to (a) reinforce the concentration and continuity of activity that makes downtown walkable, (b) address localized parking shortages by making more effective use of existing resources, (c) allow for flexibility in land-use, and (d) allow for incremental infill development that supports the overall goals for the downtown area.

- Encourage the addition of pedestrian walkways and streets north and south of Kings Highway in order to strengthen the circulation network. Long-term locations for streets and walkways are depicted on an accompanying diagram.
- Implement traffic calming on the streets surrounding downtown, in order to cut down on speeding and on the volume of bypass traffic. New streets should be designed to accommodate pedestrians on sidewalks and to calm traffic.

### *Phasing of Downtown Circulation and Parking Improvements*

Change will be approached incrementally, starting with small modifications and improvements, before attempting more expensive solutions. In general, the staged approach will involve:

- Projects that make downtown circulation and parking more user-friendly for pedestrians, bicyclists and vehicles, and that result in modest increases to parking capacity;
- Projects that make new connections for pedestrians and policies/projects that maximize the efficiency of existing parking resources through improved meter technology and shared parking; and,
- Projects that improve circulation for vehicles and add more significantly to parking capacity.

### *Phase One: Short-Term Actions / Make Downtown More User-Friendly*

The Borough will undertake inexpensive actions that will improve current conditions. These steps should be undertaken immediately:

1. Improve directional and parking information signage:
  - Use standardized, well-designed, easily visible parking signs to direct drivers to public parking lots.
  - Re-use the small colonial-type signs as directions for pedestrians.
  - In public lots with permit parking, provide prominent signs stating that permit spaces can be used, without a permit, during evenings and on week-ends.
2. Add spaces on King's Highway by replacing missing parking meters, restriping spaces and adding spaces in gaps close to certain corners.
3. Reorganize existing permit and public/shopper spaces by locating short-term meter spaces in areas closer to Kings Highway and relocating permit spaces to areas farther from Kings Highway. This will greatly increase the number of parking spaces that are convenient to the center of shopping activity.
4. Begin the process of creating a shared parking system through voluntary mechanisms. Encourage owners of large private lots to make spaces available for evenings and week-ends. Evaluate methods for owners to lease underused spaces for retail and restaurant customers or other public use during the day. Adopt Land Development Ordinance provisions that allow for a wider use and for monitoring of shared and off-site parking.

5. Improve the striping of mid-block crosswalks and well-used crosswalks at intersections not controlled by stop signs.
6. Install inverted “U” bike racks between the sidewalk and curb along King’s Highway throughout downtown, and provide modern bike racks at locations that attract residents.

### *Phase Two, Mid-Term Actions*

The Borough will plan for next-step actions that will upgrade, expand and strengthen management of existing circulation and parking resources. Planning should begin immediately, but implementation will depend on securing financial resources.

1. Improve and create new pedestrian pass-through connections to rear parking and to the PATCO station. Improvements should include signage, paving, landscaping and lighting of pass-throughs. Connections are indicated on an accompanying diagram.
2. Create clearly visible, welcoming gateways at the rear end of pedestrian pass-throughs between parking and Kings Highway. Gateways should include informational signage, modest landscaping, waste receptacles, benches, etc.
3. Establish an annual work program for roadway striping, to include center lines, crosswalks and where appropriate parking stripes. The work program should be sufficiently aggressive to assure that markings never appear to be worn away; restriping of stop bars and crosswalks may need to be scheduled every four to six months.
4. Adjust parking rates and time limits. Meter and permit rates in the Downtown Area in general should be re-evaluated in terms of the value they offer; rates on King’s Highway should reflect the greater convenience spaces on King’s Highway have compared to spaces in parking lots. Time limits should be re-evaluated in terms of shopper and merchant desire for a “park-once” downtown experience that encourages shopping in multiple stores and dining as well.

### *Phase Three, Improve Circulation, Parking Capacity and Functionality of the Parking System*

The following projects could be considered under the circumstances described below.

1. Add a new through street parallel to King’s Highway, south of the shops, that will connect Center and Chestnut Sts. Convert the PNC lot to shopper use. This step can be triggered if development ever occurs in that area.
2. Acquire the vacant lot north of the Acme property for additional permit spaces operated by the Borough. This step can be triggered if shortages of permit spaces can be demonstrated, and if parking fees can retire the cost of the lot without any direct cost to the borough.
3. Implement a centralized, computerized parking meter system that permits adding money to meters in lots by using meter stations on the King’s Highway sidewalks. Design the system to use credit or debit cards or E-Z Pass cards. This step would require identification of major funding.

*Phase Four, Further Improve Circulation and Parking Capacity*

If parking shortages can be documented after the recommendations of the first three phases have been followed, then consider the following steps.

1. Create a one-level parking deck over the Mini-Mall lot; this is the least expensive and least intrusive possible addition to parking supply.
2. If the PATCO site is developed, require that some King's Highway shopper, visitor and/or permit parking be included in the garage.
3. If the PATCO site is developed, create new connections by extending Wilkins Avenue through the site, and by extending Clement St. through to the existing bridge over the PATCO tracks.

Should parking infrastructure be required, the following design and policy principles should be followed:

New parking should not be visible from the street.

Do not remove buildings to provide more space for public or private parking.

Financing for pedestrian and parking improvements should come from a mix of public- and private-sector sources; no one source can be counted on to finance the entire cost. Potential sources include increased parking revenues, Partnership funds, developer parking fees and grants.

*Longer Term Improvements*

There are several long-term projects that should be considered if and when the opportunity arises.

1. Propose to PATCO that it relocate its headhouse, or create a secondary entrance, at Kings Highway. This will help support pedestrian activity on Kings Highway.
2. Create a street south of Kings Highway in the block between Washington Avenue and Chestnut St. This will provide create an alternative route for reaching, and driving away from, the parking areas behind Kings Highway, thus reducing the number of trips on Kings Highway.

## **Use Area / Land Development Ordinance Framework**

### *Introduction*

The Zoning Framework is intended to give direction for an eventual revision to the Land Development Ordinance. The proposed zoning framework incorporates the following basic approaches and assumptions.

### *Districting Strategy*

Most of the Downtown Area, now generally zoned CBD or office, will be reorganized into eight zoning districts. In general, the zoning districts are established to reflect the distinct urban design character of different areas downtown. They tend to be defined by the streets that anchor them, such as Kings Highway or North Haddon, or in one case, by a public space, Ellis Triangle. Generally the character of the zones reflects the character of the Downtown Area and its surroundings — subtle, block-by-block intensification of scale and use until one reaches the “100 percent” corner at Haddon Avenue and King’s Highway.

Small parts at the fringes of the Downtown Area will be rezoned to be compatible with adjacent residential districts, to create a clear transition and buffer.

### *The Eight Districts, An Overview*

The Downtown Area, as described in the 1984 Master Plan and in successive reexaminations, was identified as a large unified area that included most of Haddon Ave., the PATCO parking lots, Tanner St., Ellis and Center Streets, as well as the real center of town, King’s Highway.

This Downtown Area element is based on the recognition of the fact that this large area is actually comprised of eight separate and quite distinct smaller areas: King’s Highway, Tanner St., Allen St. / Wilkins Ave., North Haddon Ave. (east and west sides), South of King’s, Ellis Triangle and South Haddon Avenue. Each of these areas will have its own land-use and urban design profile.

In general, Kings Highway and Tanner Avenue are regarded as areas where the priority should be on retaining the current urban design and architectural profile. Though there is room for very modest expansion of buildings along Kings Highway, growth should be directed to the areas behind those streets and along North Haddon Avenue, and growth in those areas should be planned as if it were an extension of the existing town fabric.

### **Affordable Housing Strategy**

Where this section of the Downtown Area element of Haddonfield's master plan conflicts with the Housing Element, it shall be superseded by the Housing Element.

The Borough's zoning provisions for inclusionary housing will constitute a baseline response to the Borough's state-mandated affordable housing requirements.

The Borough should also take additional proactive steps towards encouraging the development of affordable housing in specific locations. The PATCO site and the public parking area south of Borough Hall are potential locations for modestly-sized projects that could fit into the context of the urban fabric. In addition, there are various parcels along North Haddon Avenue where modest amounts of affordable housing could be developed, if the sites could be acquired.

The following principles should shape the development of affordable housing:

- Develop affordable housing in small increments scattered throughout the downtown, so that it integrates into the physical context of Downtown and provides a high-quality living environment for its residents.
- Develop affordable housing in small increments over time, so that its impact on Borough services, particularly schools, can be absorbed more easily.
- Develop affordable housing within the urban design context that shapes all other development in the Downtown Haddonfield area, so that it fits in visually.