





establishing a vision for our neighborhoods.....

goals & recommendations

Developing the Goals & Recommendations

Throughout the process of preparing this plan, residents shared many thoughts on the Borough's neighborhoods' strengths, weaknesses, opportunities and threats. As Planning Commission and Staff analyzed those thoughts and compared each of the neighborhoods' input with the others, three major themes emerged. It was clear that a successful neighborhood plan would need to address the following issues:



This plan has been organized to establish goals and recommendations for each of these themes. Each theme has four goals, which were identified by reviewing the strengths and opportunities of the Borough's neighborhoods. For each of these goals, a series of recommendations have been identified to help implement these goals. These recommendations include actions, programs, improvements and other steps that could be utilized to implement the goals. These goals and recommendations were formulated by the Planning Commission and staff based on the input of neighborhood residents and research on best practices from communities around the country.

These recommendations are meant to provide a series of ideas that the community can utilize to improve quality of life in the Borough's neighborhoods. Some of these recommend that the Borough should continue or expand programs or policies

that are currently in place. Others propose new solutions to issues that continue impact neighborhood quality of life. Many of these recommendations are supported by case studies to help illustrate how an idea could be implemented. These case studies highlight programs that are successful in the Borough that could be expanded as well as highlighting initiatives by other communities.

As the second chapter of this Plan indicates, these recommendations are unique in that they include strategies that can be implemented by many individuals within the community. The recommendations are not intended to be implemented exclusively by Borough Council, the Planning Commission and local government staff. These ideas are meant to engage residents, neighborhood associations, community groups and other stakeholders in the Borough's neighborhoods in inspiring positive change. Some may be implemented through the Borough's staff or capital resources. Some might be spearheaded by passionate residents. And others yet through a collaboration of community groups.

The importance of a plan is to set a clear vision and establish a placeholder for ideas. An established vision can help guide a community's decision-making processes. It can also showcase the character, values and priorities of the community to current and future residents. It is not uncommon that several recommendations in a planning document will never be implemented. Exploring the proposed concepts, testing them and determining which will have the greatest impact is a healthy exercise for a community when implementing plans.

Navigating the Document

On the following pages, the goals and recommendations for each of the three themes are listed. Each goal is listed at the top of a page and is represented with an icon. The purpose of this icon is to help make references to the goals easier to identify throughout the plan.



Underneath each goal is a list of recommendations that have been developed to address the implementation of the goal. Each of these recommendations is followed by a list of neighborhoods for which this recommendation is a priority. While each of these recommendations can be applicable to all of the Borough's neighborhoods, some become a higher priority for a particular neighborhood due to the strengths and opportunities that were identified. For example, neighborhoods with a high rate of rental housing will be identified as a priority neighborhood for recommendations related to enforcement of Borough ordinances and the property maintenance code. For those recommendations that refer to general actions for the Borough as a whole, the neighborhood priority has been listed Borough-wide.



In addition to neighborhoods of priority, many of the recommendations include a reference to a case study. While most of the case studies are summarized in the Appendices of the Plan, several have been selected to highlight in this chapter. These help provide context for the ideas that are presented for each goal.

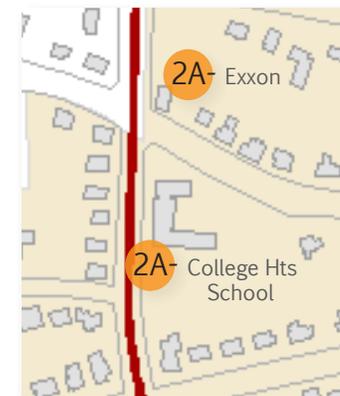
All twelve goals, and their respective recommendations, are listed on pages X-X. This lays out a broad picture of the ideas for the Borough's neighborhoods. However, this plan is meant to be guiding for the Borough as a whole, as well as specific to the characteristics of each individual neighborhood. Similar to the Current Neighborhood Conditions chapter, each neighborhood has a profile in this chapter. In this profile, there is a discussion about how the priority goals and recommendations for each neighborhood were selected. This profile also contains a map which illustrates the relationship between these recommendations and specific neighborhood characteristics that were identified throughout the planning process. This helps guide the implementation of the plan in terms of how to apply the ideas and to what areas of the Borough special attention should be paid.

Example:



Goal 2: Protect existing neighborhood activity, social and commercial centers and enhance these facilities in order to serve residents' needs.

Recommendations: 2.A.*, 2.B.



neighborhood facilities & appearance



Goal 1: Maintain neighborhood aesthetics, high quality housing stock and cultural and historic resources.

1.A. Complete a comprehensive update of the Borough's Zoning Ordinance to eliminate inconsistencies and evaluate appropriateness of various districts' regulations.

In particular, evaluate zoning districts in terms of their impact on current construction methods, community economics, sustainable site design practices and flexible reuse opportunities for existing buildings.

Neighborhoods: Borough-wide Priority

1.B. Encourage developers and others interested in new construction, redevelopment and public enhancements to consult the Borough's Design Guide before submitting plans.

These guidelines are advisory and within the purview of the Design Review Board, but provide a vision for community character and aesthetics.

Neighborhoods:

1.C. Increase community awareness about the design guidelines for historic properties and the Historic Resource Commission's Plaque Program, particularly for those residents living in Historic Districts, and encourage more property owners to purchase a plaque.

Explore opportunities for additional tools to promote preservation in the Borough's Historic Districts.

Neighborhoods:

1.D. Using the College Land Area plan as a

guide, consider appropriate building scale and types of uses in transitional areas throughout the community.

These areas include parts of the Borough that transition between commercial and residential areas and between areas of high and low residential density.

Neighborhoods:



1.E. Develop a model to assist in evaluating the impacts on community infrastructure, such as on roads, sewer services, etc., as the area continues to grow and redevelop.

In particular, evaluate how these enhancements impact cost of services and taxes which contribute to the affordability of living in the Borough.

Neighborhoods: Borough-wide Priority

1.F. Work with the Borough Arborist and the Tree Commission to maintain and increase quality tree canopy and vegetation in public areas.

Use the Borough's Municipal Tree Plan for guidance on improving this vegetation.

Case Studies: Neighborwoods, Austin, TX (See page X.)

Neighborhoods:

1.G. Continue to maintain a high level of service for Borough maintenance and services and continue to evaluate opportunities for increasing community safety, cleanliness and aesthetics.

These enhancements could include lighting and streetscape studies, evaluating locations for more trash cans or rest room facilities and increased police or ordinance enforcement presence.

Case Study: Community Beautification Award, Madison, AL (See page X.)

Neighborhoods: CH H V NP S T OP G HF WE

Case Study: Love Your Block, Austin, TX

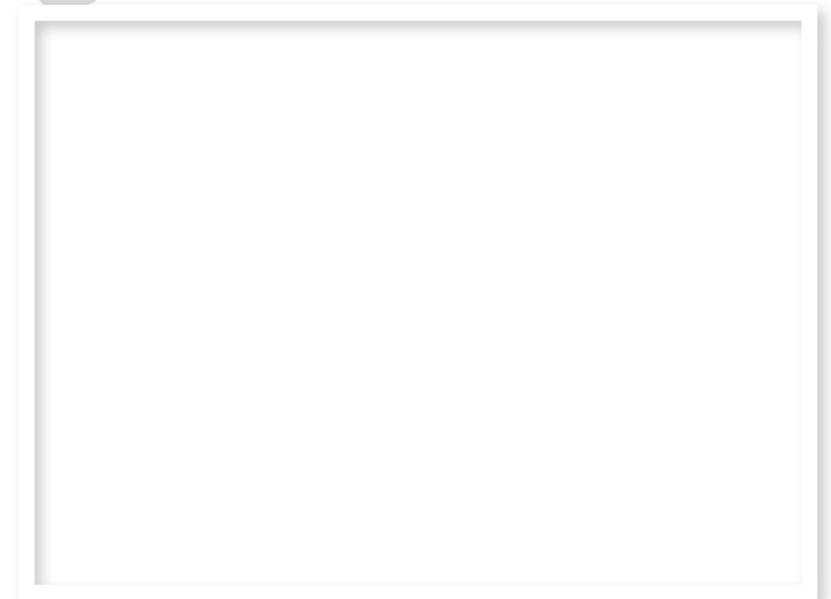
Case Study for Recommendation 1.H.

1.H. Organize neighborhood beautification & community service activities in conjunction with annual neighborhood events and near the beginning and end of academic semesters.

These community projects can provide opportunities for service activities that can include the community's youth, university students, and adults and build pride in the neighborhoods' appearance.

Case Study: Love your Block, Austin, TX (See page X.)

Neighborhoods: CH H S HF WE



 Goal 2: Protect existing neighborhood activity, social and commercial centers and enhance these facilities in order to serve residents' needs.

2.A. Encourage the continued maintenance of public and private schools, churches, community centers, parks and cultural resources within and nearby the Borough's neighborhoods. In the event that vacancies occur in these buildings, consider context-sensitive reuse opportunities.

These amenities located within walking distance of Borough neighborhoods enhance quality of life; redevelopment of these buildings should address community-wide needs.

Case Studies: Redevelopment of school facilities (See pages X-X.)

Neighborhoods: CH HS T OP G HF WE

2.B. Work with Centre Region Parks and Recreation to continue to encourage quality and maintenance of Borough's Parks and explore ideas for bringing additional opportunities for community parklets, gardens and other gathering spaces.

When feasible, upgrade and expand facilities in existing parks and add additional amenities to Borough neighborhoods.

Case Studies: Adopt-a-Park, Community Initiated Improvement Projects, Austin, TX (See pages X-X.)

Neighborhoods: CH V NP T G HF WE

2.C. Work with property owners of neighborhood-oriented commercial areas to preserve and improve these areas as a resource that makes the Borough's neighborhoods livable.

Improve the connectivity and cohesion of these uses and enhance them with appropriate mix of uses to support nearby users.

Neighborhoods: H T OP G HF WE

2.D. Consider opportunities for neighborhood partnership projects to develop improvement projects in public right-of-ways or on publicly owned properties.

Utilize creative partnerships to achieve improvement projects, such as a combination of municipal resources and community sweat equity.

Case Studies: Neighborhood Partnership Program, Austin, TX and Neighborhood Reinvestment Program, Boise, ID (See pages X-X.)

Neighborhoods: H T OP WE

2.E. Explore opportunities for neighborhood improvement districts, grants, crowd funding campaigns and other creative funding solutions for neighborhood-identified community improvements.

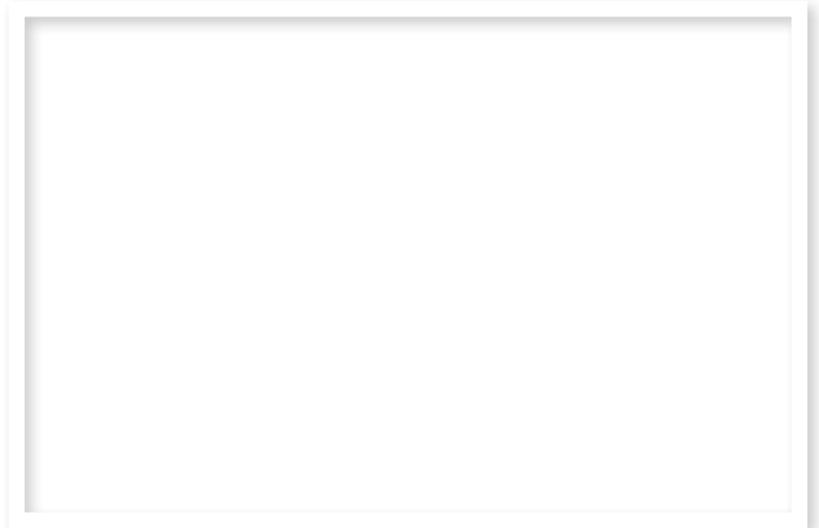
Case Studies: Mini-grant Program, Boise, ID; In your Back Yard, New York, NY; Core77 (See pages X-X.)

Neighborhood Priorities: Borough

Case Study: Now in Your Back Yard, New York, NY

Case Study for Recommendation 2.E.

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Goal 3: Explore opportunities for increasing the environmental sustainability of the Borough's neighborhoods.

3.A. Continue to evaluate the long-term needs for energy, water and other resources for the community and determine, when feasible, opportunities for utilizing resources, delivery methods or other programs that can help reduce or offset the community's environmental impact.

Neighborhoods: Borough

3.B. Continue to work with Penn State through initiatives such as the Sustainable Communities Collaborative to evaluate opportunities for community innovations and for designing projects that the community expresses interest in.

Neighborhoods: Borough

3.C. As the Borough modernizes and replaces public utility fixtures, such as street and pedestrian lighting, explore opportunities for fixtures that can take advantage of wind and/or solar power and reduce light pollution.

Neighborhoods: CH H G HF WE

3.D. Utilize the State College Urban Forest Report, produced by the PA Department of Conservation and Natural Resources, and the Municipal Tree Plan to consider opportunities for increasing tree canopy that can reduce urban heat island and stormwater runoff impacts.

Neighborhoods: NP S T OP G WE

3.E. Work with Borough Arborist and other community groups to outline a management plan and community activities for invasive species removal.

Neighborhoods: Borough

3.F. Evaluate model ordinances that have been developed by other communities for Green Building Design and Solar/Wind installations and determine feasibility of adopting such an ordinance for the Borough.

Neighborhoods: Borough

3.G. Explore opportunities for improving access to local food opportunities through year-round farmer's markets, community gardens or edible landscaping.

Neighborhoods: Borough

3.H. Research and provide information to residents and landlords about potential energy strategies and retrofits and the benefits of these for individual homes and rental units.

Neighborhoods: Borough

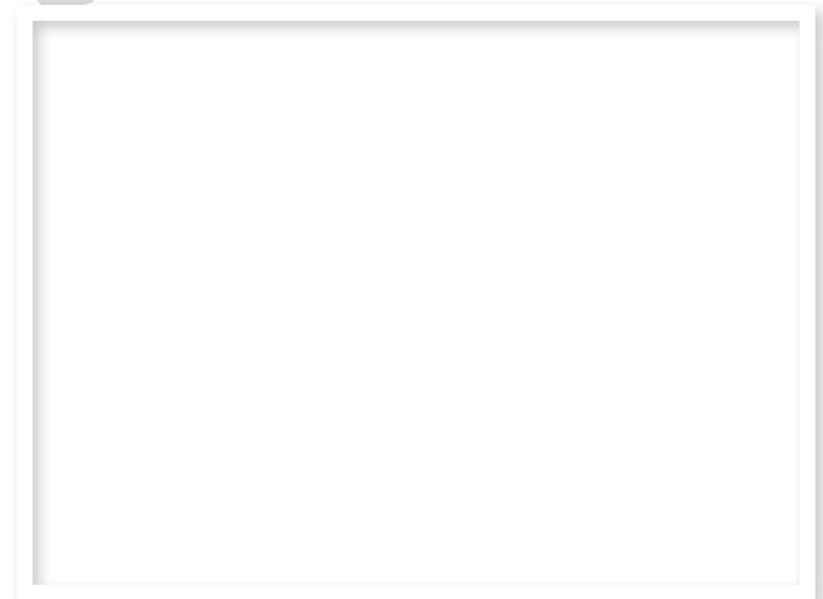
3.I. Explore opportunities for working with community organizations to design and host a neighborhood sustainability competition, such as a home energy improvements/ energy conservation challenge or site design improvements for stormwater runoff.

Case Study: Vermont Home Energy Challenge (See page X.)

Neighborhoods: Borough

Case Study: Vermont Home Energy Challenge

Case Study for Recommendation 3.I.





Goal 4: Address neighborhood-scale transportation safety and multi-modal transit opportunities.

4.A. Work with the Borough Engineer, and other transportation agencies to evaluate opportunities for continuing to improve roadway and intersection conditions and alleviate traffic, speeding, and vehicular safety concerns.

Consider physical improvements or regulatory changes to help address areas with ongoing traffic and pedestrian congestion issues.

Neighborhoods: CH H V NP S T OP G HF WE

4.B. Make the Neighborhood Traffic Mitigation Guidebook, and its various tools and recommendations, more accessible to neighborhood residents.

In particular, increase awareness for the process through which residents can request that the Borough conducts traffic and pedestrian safety studies.

Neighborhoods: CH H V NP S T OP G HF WE

4.C. Develop a close relationship with CATA and Centre County Transportation to evaluate future opportunities for expanded service within the Borough's neighborhoods, including bus routes and services for seniors and the disabled.

Neighborhoods: CH S T OP G

4.D. Use the most up-to-date guidelines to explore ideas for increasing the safety and connectivity of pedestrian and bicycle facilities and opportunities to reduce pedestrian and vehicle conflicts in congested areas.

Utilize such tools as the new AASHTO guidelines for pedestrian and bicycle facilities and for opportunities to increase the connectivity to important community resources.

Neighborhoods: CH H V NP S T OP G HF WE

4.E. Continue to provide programs and marketing campaigns that raise awareness for the use of alternative transportation choices in our community.

Emphasize the high level of service for these choices and their relationship to high quality of life in Borough neighborhoods.

Case Study: Downtown Master Plan Branding, State College (See page X.)

Neighborhood Priorities: Borough

balancing owner & renter occupied housing



Goal 5: Maintain a high level of service for enforcement of Borough Ordinances and policies related to property management, behavior and occupancy.

5.A. Evaluate the effectiveness of current ordinances, codes and policies, as well as the level of enforcement of these policies, and make adjustments as needed.

Neighborhoods: CH H S T G HF WE

5.B. Complete the process of evaluating rental permits in order to register and license all existing Student Homes and bring those that are not operating in conformity with local ordinances into compliance.

Neighborhoods: CH H NP S T G HF

5.C. Identify weekend and short-term rentals within the Borough's neighborhoods and evaluate potential impacts on neighborhood quality of life.

Neighborhoods: CH H NP S T G HF

5.D. Increase number of officer-initiated responses to noise, disorderly conduct and property maintenance issues.

Neighborhoods: CH H HF WE

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Goal 6: Create programs and partnerships for improving the management of rental housing.

6.A. Continue to provide workshops to landlords, realtors, and neighborhood residents and student renters regarding property maintenance requirements, local codes, zoning and other ordinances and renters rights.

Ensure students have access to resources to understand their rights, responsibilities and the recourse for violating existing policies.

Neighborhoods: CH H V NP S T OP G HF WE

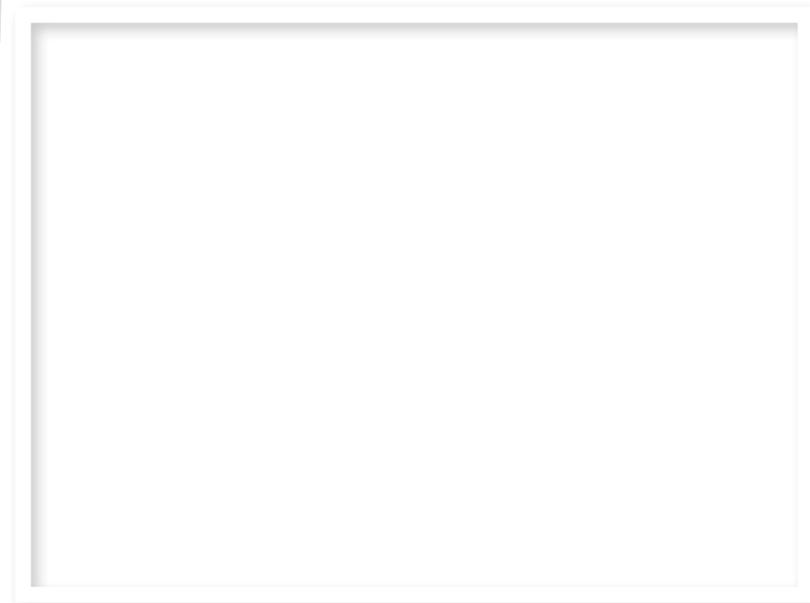
6.B. Identify additional opportunities to improve a working relationship among landlords, realtors and residents to address housing management issues as they arise and identify ways to reach those individuals residing in neighborhoods without active communications with neighborhood associations.

This could involve a series of meet and greets with landlords and neighborhood residents.

Neighborhoods: CH H S OP HF WE

Case Study: Off Campus Renters Guide, Ohio State U.

Case Study for Recommendation 6.E.



6.C. Train the Borough's ordinance enforcement staff to enforce sections of the Property Maintenance Code that is applicable to exterior conditions of buildings.

Neighborhoods: CH H HF WE

6.D. Conduct a periodic review of the Borough's rental housing database to evaluate changes in conditions and to monitor trends in rental housing.

Neighborhoods: CH H V NP S T OP G HF WE

6.E. Consider a range of websites or other tools that highlight safety, cleanliness and property management issues for potential tenants and others interested in rental housing standards.

Case Study: *Renter's Guide, Ohio State University* (See page X.)

Neighborhoods: CH H OP HF WE

6.F. Explore opportunities for a rental housing improvement program which provides small grant opportunities for landlords that maintain affordable rental housing to maintain and make improvements to their rental properties.

Case Study: *Rental Housing Improvement Program, Battleboro, VT* (See page X.)

Neighborhoods: CH H S T OP HF

6.G. Consider a Best Management Practices newsletter to be sent regularly to property management companies/rental owners.

Case Study: (See page X.)

Neighborhoods: Borough-wide



Goal 7: Expand programs, incentives and other strategies for increasing homeownership in the Borough's neighborhoods.

7.A. Develop and implement the Homestead Investment Program, which provides an opportunity for preserving single-family owner-occupied housing in the Borough's neighborhoods.

Neighborhoods: CH H HF

7.B. Continue to study examples of Employer-Assisted Housing Programs (EAHP) and work with local employers, both large and small, and the University to develop a program for housing local employees in the Borough.

Case Study: UniverCity, University of Iowa; Battleboro, VT (See pages X-X.)

Neighborhoods: CH H NP S T OP HF

7.C. Continue to utilize the Redevelopment Authority as the Borough's arm for identifying and implementing workforce housing opportunities.

Case Study: Kemmerer Road Apartments. State College (See pages X-X.)

Neighborhoods: Borough-wide

7.D. Explore incentives needed to encourage non-student, multi-family housing in or adjacent to downtown.

Neighborhoods: H HF WF

7.E. Work with community groups and others involved with housing affordability to identify opportunities for expanding existing first time home buyer programs or creating supplemental programs.

Neighborhoods: CH H S T OP G HF

7.F. Consider the housing types and amenities that are attractive to families, young professionals, entrepreneurs and creative working class which could encourage more residents in the Borough's neighborhoods.

This includes an evaluation of the type of units, price, amenities and other criteria such as the availability of cooperative housing, creation of condo units from single family homes, and other characteristics of the housing stock.

Case Study: co.space, State College; co-op housing in California (See pages X-X.)

Neighborhoods: CH H V NP S T OP G HF WF



Goal 8: Consider impacts on neighborhood sustainability as growth occurs in the Centre Region.

8.A. Support the recommendations of the Downtown Master Plan for encouraging new student housing in the downtown.

This can be a tool to help protect the single-family homes in neighborhoods from conversion to rental housing.

Neighborhoods: CH H S T OP G HF

8.B. Increase community awareness of and involvement in planning activities which could impact neighborhoods and community resources.

This includes plans such as the Regional Comprehensive Plan, Downtown Master Plan, Neighborhood Plan, municipal corridor and small district plans and zoning amendments.

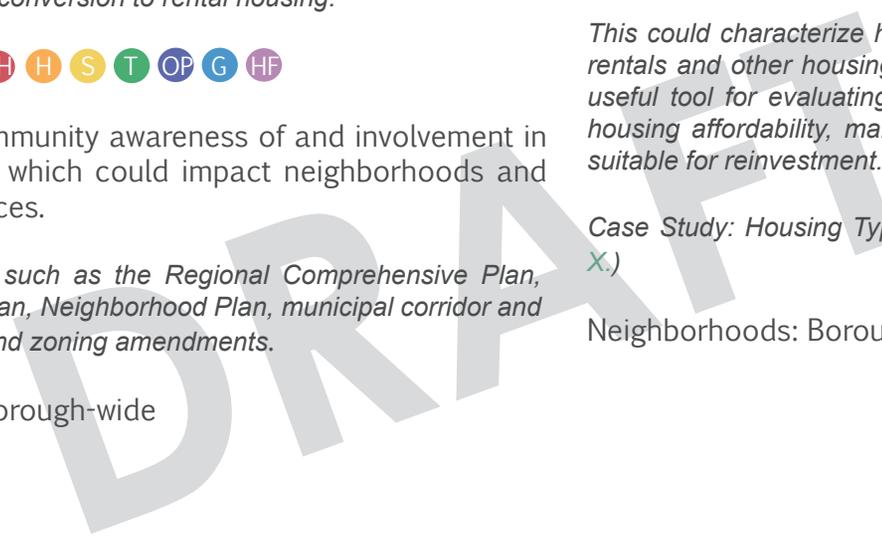
Neighborhoods: Borough-wide

8.C. Work with the Centre Region Planning Agency and realtors to create a housing typologies map, in order to identify market rates, vacancies, percentage of rentals, and other characteristics for the Borough's neighborhoods.

This could characterize home values, market rents, percentage of rentals and other housing characteristics. Such a map could be a useful tool for evaluating the impacts of future developments on housing affordability, marketing for realtors, and identifying areas suitable for reinvestment.

Case Study: *Housing Typologies Map, Baltimore, MD* (See page X.)

Neighborhoods: Borough-wide



improving neighbor to neighbor relations

 Goal 9: Maintain and expand diversity of Borough residents and improve relations among student, non-student and regional neighbors.

9.A. Expand upon programs such as the LION Walk to meet neighborhood residents, educate residents on neighborliness, and provide information about Borough programs and ordinances.

Neighborhoods:    

9.B. Continue to host opportunities to bring residents together to meet each other and discuss issues important to the community.

Case Study: Community Dialogues, State College; Good Neighbor Award, Boise, ID (See pages X-X.)

Neighborhoods: Borough-wide

9.C. Foster and maintain a working relationship between neighborhood associations and student organization representatives in order to increase student residents' awareness of and involvement in community issues.

Work with groups such as the Off Campus Student Union, University Park Undergraduate Association, Interfraternity Council and others. Expand upon programs such as the Highland's Adopt-a-Fraternity Program.

Case Study: Adopt-a-Fraternity, State College (See page X.)

Neighborhoods:      

9.D. Identify neighborhood "Outreach Liaisons," which can help acquaint new residents with resources, services and information and act as bridge-builders to help neighborhood residents feel comfortable interacting with each other.

Neighborhoods:       

9.E. Encourage the continued use of neighborhood list serves, or new tools such as Nextdoor in neighborhoods without list serves, as a way for residents to meet each other, exchange ideas and generate solutions to community issues.

Case Study: Nextdoor.com; Imagine Pittsburgh; Neighborhood Organizing Booklet (See pages X-X.)

Neighborhoods:    

9.F. Conduct a Community Asset Mapping exercise to learn more about the individual skills and capacities of neighborhood residents.

In particular, learn about the skills that neighbors could use to support other neighbors or contribute to the building of a community time bank.

Case Study: National Time Bank, Community Asset Mapping (See pages X-X.)

Neighborhoods: Borough-wide

9.G. Develop and implement a Good Neighbor School.

Restorative justice programs are opportunities for individuals that have committed minor offenses that disturb neighborhood quality of life to correct those actions through activities that are beneficial to the community.

Neighborhoods: CH H S T HF WE

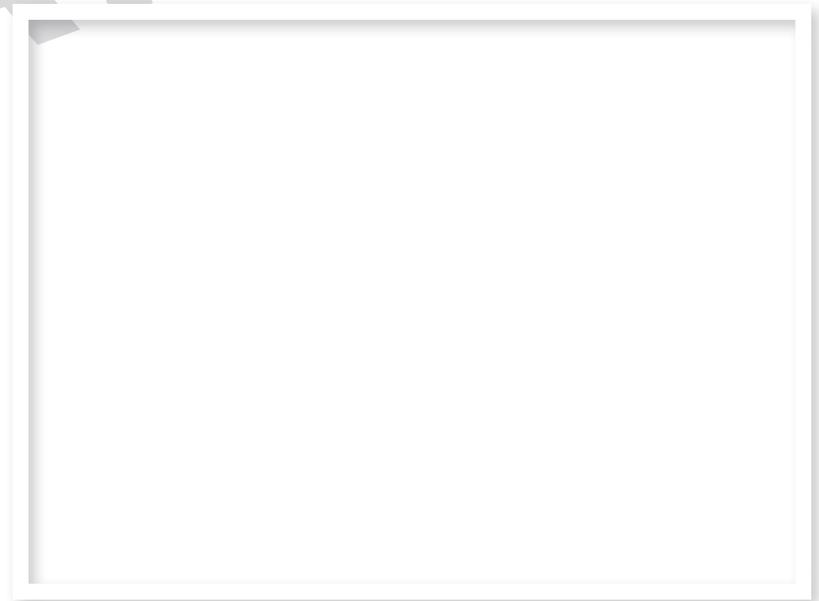
9.H. Continue to study examples from other peer University Communities to explore additional ways to engage student and non-student residents in building strong neighborhoods.

Case Study: International Town-Gown Association (See page X.)

Neighborhoods: CH H HF WE

Case Study: Adopt-a-Fraternity, Highlands Neighborhood

Case Study for Recommendation 9.C.



 Goal 10: Improve communications among residents and community leaders, elected and appointed officials, and Borough staff.

10.A. Consider ways to provide residents with regular updates about Borough activities, community issues and events and identify ways to disseminate information.

These tools could include the use of a newsletter, e-mail digest, social media, blog or other method to provide information and engage residents and students throughout the year.

Case Study: Town Center News (See pages X-X.)

Neighborhoods: 

10.B. Increase awareness for existing communication tools, such as the Citizen Request Tracker and Notify Me.

These tools allow residents to submit notifications to the Borough and receive follow-up on the reported issue as well as subscribe to e-mail digests and notifications.

Neighborhoods: Borough-wide

10.C. Explore methods for making maps and other data about the Borough's neighborhoods more readily available on the Borough's website in a user-friendly format.

Consider hosting workshops with neighborhood leaders and other interested residents to demonstrate how to access and utilize the information.

Case Study: Community in Ohio? (See pages X-X.)

Neighborhoods: 

10.D. Identify key staff members that are liaisons to the community for various engagement needs and create a resource on the website that helps residents find out who they need to contact and how to get in touch.

This site could help residents get to know the Mayor, Community Engagement Coordinator, Communications Coordinator, Neighborhood Planner, Community Relations Officer, and other staff that frequently work with neighborhood residents.

Case Study: Meet your Neighborhood Planner, Pittsburgh, PA (See page X.)

Neighborhoods: Borough-wide

10.E. Consider a Citizen's Academy or a Community Engagement & Planning Program.

These programs help residents to learn about community planning as well as Borough programs and initiatives which can be utilized to implement ideas and can encourage more citizen participation.

Case Study: Citizen's Planning Institute, Philadelphia, PA; People's Academy for Community Relations (See pages X-X.)

Neighborhoods: Borough-wide

10.F. Establish a network of Neighborhood Service Teams to connect municipal officials and staff with neighborhood residents and off-campus students to discuss and address community issues.

Hold regular input sessions to discuss relevant community issues and to assist with the preparation of the Neighborhood Sustainability Report and the Neighborhood Plan implementation.

Case Study: Neighborhood Plan Contact Teams, Austin, TX; Neighborhood Leadership Program, State College (See pages X-X.)

Neighborhoods: Borough-wide

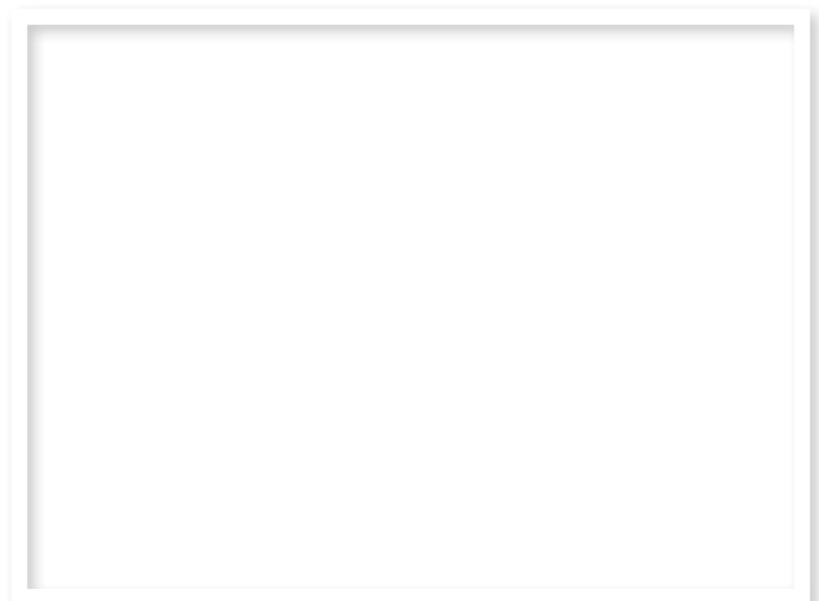
Case Study: Citizen's Planning Institute, Philadelphia, PA

Case Study for Recommendation 10.E.

10.G. Consider adding official reports to Authorities, Boards and Commissions meetings that allow neighborhood leaders to provide periodic updates to elected and appointed officials.

Neighborhoods: Borough-wide

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 Goal 11: Improve communications with neighboring municipalities in order to discuss impacts of new development and decision-making.

11.A. Consider the CRPA’s Future Land Area Plan for the areas of the Centre Region surrounding the Borough and the impact it may have on the Borough’s neighborhoods when updating plans and programs.

Neighborhoods: Borough-wide

11.B. Work more closely with neighboring municipalities, the Centre Regional Planning Agency, Centre Regional Planning Commission and other organizations to discuss projects, developments and other initiatives that have a regional impact.

Neighborhoods:  CH V NP OP G HF WE

11.C. Work to better inform residents of projects taking place outside of the Borough that might have an impact on Borough neighborhoods.

Neighborhoods: Borough-wide

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Goal 12: Market the positive benefits of living in the Borough’s neighborhoods.

12.A. Work with neighborhood residents to develop materials about the benefits of living in the Borough’s neighborhoods that can be utilized by realtors, landlords and employers when recruiting new residents to our community.

These materials could include brochures and guide books, as well as expanded information on the Borough’s website. In order to identify what resources should be included, work with new residents to evaluate the Borough’s current efforts and what impact that had on their decision to move to the Borough.

Case Study: Website, City of East Lansing, MI (See page X.)

Neighborhoods: CH H NP S T OP G HF

12.B. Encourage more positive marketing by issuing regular press releases highlighting community achievements, progress on implementation of community plans and neighborhood association activities.

Case Study: Downtown Master Plan, State College (See page X.)

Neighborhoods: Borough-wide

12.C. Prepare an interactive map on the Borough’s website which helps prospective residents learn more about the character of each neighborhood.

This map could provide a snapshot of the demographics, housing types and amenities, history and association information for each of the Borough’s neighborhoods.

Case Study: PGHSNAP, Pittsburgh, PA (See page X.)

Neighborhoods: Borough-wide

12.D. Establish a working relationship among Borough officials, neighborhood residents and realtors in order to ensure that the Borough’s neighborhoods are being appropriately represented to potential home buyers.

Neighborhoods: CH H NP S T OP G HF