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The Vision: Looking Forward

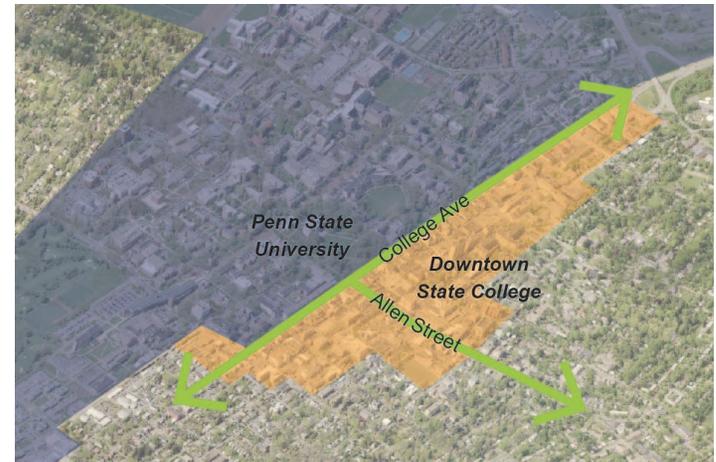
VISION STATEMENT

Downtown State College will continue to evolve into a world-class college town district that reflects the dynamic town-gown relationship between a major university and a vibrant commercial district. Downtown will be a place where local citizens, regional residents, national and international visitors, faculty, staff and students will find appealing, exciting and diverse offerings. Downtown State College will also emerge as a district that embraces sustainability and offers shopping, dining, entertainment, culture, the arts amidst a variety of living options and places to work.

BEST PRACTICES FROM GREAT PLACES

In order to achieve the vision with this master plan, it is important to understand the best practices from successful vibrant communities throughout Pennsylvania, the United States and, indeed, the world. While each community is unique and it is critical to protect and enhance the characteristics that distinguish one downtown from another, there are some fundamental practices that are common to great downtowns. These include:

The “Town Gown” Experience: For communities in which a significant academic institution is located, the most successful ones have a clear integral relationship among the institution and the downtown. They are not separated by barriers, physical or otherwise and they are dependent upon one another for establishing a “sense of place” for the community.



Diversity: Successful downtowns are diverse on many levels. They appeal to and accommodate a diverse population (young and old, singles and families, students and non-students, etc.), they include a diversity of uses and housing in the form of mixed-use development and they provide a venue for a diversity of activities and experiences.

Transportation Choices: Successful downtowns accommodate a balance of transportation modes including bicycle, public transit and automobile, but—most importantly—pedestrian. Great downtowns are walkable which means they go well beyond having adequate sidewalks. They are walkable because they are great environments in which to walk; the journey getting from one destination to another offers a variety of experiences, opportunities to run errands, shop, browse, have social interactions and enjoy the beauty of a place.

Connectivity: The districts and neighborhoods within and adjacent to downtowns are well connected to one another. There is a comprehensive network of physical connections – streets, sidewalks and open spaces. They are also connected visually with views to landmark buildings, attractions and natural features such as distant mountains.

Human Scale: Downtowns were, historically, developed for people to conduct their daily life on in a fairly compact area and were developed at a very human scale. Great downtowns today protect and enhance this attribute and continue to develop at a human scale. Human scale is achieved through the relationship of buildings (and uses within) to the street; appropriately scaled windows, entrances and ground floors; a continuity of uses and absence of “gaps” such as large expanses of surface parking and blank walls. Human scale does not translate to “only low rise buildings,” however. Tall buildings can display a human scale with the manner in which the ground floor is designed and how it and the building uses relate to the street. Conversely, a low building can display an inhuman scale if not designed thoughtfully resulting in uncomfortable proportions, large expanses of blank walls.

Density: Dense development patterns often result in

negative connotations. Dense development, however, is critical to a successful downtown where a relatively high number of people can live, work and be entertained in a relatively compact geographic area. Dense or compact development patterns enhance convenience, sense of community and are critical to supporting alternate modes of transportation and walkable environments, lowering the dependency upon the automobile.

Attractive and Comfortable Public Realm: Often the negative perceptions of density, identified above, can be attributed to high density development that is developed in a manner with no attention to a safe and attractive public realm. The public realm is comprised of the spaces—streets, alleys, sidewalks, parks and plazas—that knit buildings and uses together. An attractive public realm with plenty of shade, color, public art and things to do that is framed by great architecture makes pedestrian distances between destinations shorter and walking is the preferred manner in which to experience the downtown.

Sustainability: Recently, downtowns within the United States have been embracing the trend toward more sustainable communities. While one often thinks of sustainability solely in terms of the natural environment,



Left: The view in front of Saint's Cafe on Beaver Avenue illustrates an attractive and comfortable pedestrian environment, complete with a wide sidewalk, outdoor seating and a well-scaled first floor to the building.

sustainable communities are ones that embrace all three of the fundamental components of sustainability— environmental protection, social equity and economic prosperity. Downtown development is in itself a sustainable practice, protecting valuable land resources, creating a venue for local businesses and reducing the need for automobile usage.

SUSTAINABILITY GOALS



State College continues to adopt sustainable practices throughout the Borough and there is a tremendous opportunity for downtown to embrace sustainable development. Creating a dynamic downtown by its very nature is sustainable as good downtown development practices promote utilization of existing infrastructure, reuse of existing buildings, mixed-use development, local businesses, transportation options other than the automobile, and increased sociability. In addition, the Borough continues to be committed to sound environmental practices in terms of maintaining and expanding tree canopy coverage and exploring innovative ways of reducing and improving the quality of storm water runoff.

Recommended sustainable practices are woven into each of the themes and are described in the pages that follow as they relate to specific recommendations within each theme. The most significant are identified by the icon above. A comprehensive discussion of sustainable design for individual buildings and sites is included as part of Appendix C: Design Guide under “Sustainable Practices.”



Top: The view of Allen Street in front of the Municipal Building exemplifies the value of a comfortable, well-designed public realm. Mature shade trees, well-scaled sidewalks, consistent treatment of street furnishings and attractive sidewalk paving and ornamental plantings provide a sense of place that improves the experience for pedestrians, cyclists and motorists.

Bottom: Storm water management facilities on Allen Street near the intersection with Beaver Avenue put the Borough’s commitment to sustainability on display.

GUIDING THEMES

Based upon stakeholder input and the planning team's review of background documents and professional observations, the team identified the following Guiding Themes around which to organize the recommendations to achieve the vision for downtown.

Theme 1 – Marketing the District: Cultivating Downtown's Identity to Residents, Visitors and Investors

Theme 2 – Navigating the District: Building a Pedestrian-Friendly, Multi-Modal Downtown

Theme 3 – Connecting the District: Creating a Comfortable, Cohesive and Attractive Downtown

Theme 4 – Living in the District: Establishing Downtown as a Place for Professionals to Live and Work

Theme 5 – Managing the District: Fostering a Safe and Appealing Downtown

Themes 1, 2 and 3 are focused on design and physical improvements and comprise Phase I of the master planning effort. Themes 4 and 5 are focused on downtown uses, development and community sustainability and comprise Phase II of the master planning effort.

THEME 1 – MARKETING THE DISTRICT: CULTIVATING DOWNTOWN'S IDENTITY TO RESIDENTS, VISITORS AND INVESTORS

Overview

As described earlier, downtown State College has many of the aspects of a quintessential college town. Few college towns in America can boast such a distinct delineation between "town" and "gown." Furthermore, downtown State College is a large district that contains within it sub-districts with their own distinct personalities ranging from the distinctive appearance of College Avenue to the "funky" nature of Calder Way.

Unfortunately, downtown State College has lacked a cohesive identity for itself that reflects its unique role in the Borough, the State and the Nation. The district has a tremendous opportunity to better-sustain its downtown by selling its assets, dispelling misperceptions, attracting investment and providing a platform for existing stores, restaurants, entertainment venues, residential opportunities and offices to "sell" downtown as a truly one-of-a-kind place.

In addition to this large collection of assets, downtown State College has few peers that are doing an effective job of this (particularly among Big Ten college towns). This offers

The existing downtown brands from State College and from its peer communities reflect a varying level of success in terms of effectively communicating their identities. Downtown State College has the opportunity to set itself above other communities with the development of a cohesive marketing strategy that includes a re-imagined brand.



the State College community a chance to jump ahead of the curve with a cohesive marketing strategy to convey the character. Several peer communities in Pennsylvania are doing an effective job of marketing their downtowns, which presents an opportunity for State College to carve out its own unique niche.

Brand Elements

A community brand is more than a logo or a tagline; it is a promise a place makes to its people. Unlike companies that have centralized control of their brand message, communities must have an identity system that is compelling enough to convince residents, stakeholders and decision makers to “buy into” this identity. This is no small task.

At the end of the day, however, State College should establish its own brand values that it will use to guide these constituent groups to believe in and adopt the system. For State College the brand values are as follows:

- **Downtown is a college town.** While this may seem obvious, some may want to “tamp down” the college town identity. This would be a major tactical error. On the whole, college towns are viewed as idyllic places that are rich with memories and full of life.
- **Downtown is a place for all:** Local residents/families, regional residents/families, visitors, students, alumni, faculty/staff and entrepreneurs. This is an imperative value that will require ongoing marketing work and continued messaging. It is easy to cede downtown State College to the large student population, but any look at downtown during the morning, day and early evening reveals that the district is being used by a variety of groups. The late evening perception of downtown must not permeate the entire vision of the district.
- **Downtown adds value for and is an important complement to Penn State University.** All too often, Universities for all the right reasons concentrate solely on the offerings of the University itself. Penn State has a significant stake in the vibrancy of downtown and can leverage the strength of the district when marketing

to students, faculty and staff. Moreover, Penn State can help downtown reinforce its image as a multi-dimensional destination. There is a strong history of this between the two partners that should continue to thrive.

- **Downtown is a collection of special places.** These places can be a special corner where people meet, a long running business or restaurant, a gathering spot—however informal—art, culture and even an alley such as Calder Way, which is among the more unique streets in Pennsylvania. These special places contribute to character of place and the creation of memories.
- **Downtown is vibrant and full of life.** Many downtowns continue to struggle to attract people. Malls and commercial centers have sprawled out from many communities and have displaced downtowns as the central shopping districts. While a shift in retail stores has happened in State College and the Centre Region, downtown State College remains as vibrant now as it has ever been, which is a tremendous asset.
- **Downtown is where memories are made.** College downtowns play a special role in the lives of students, alumni, faculty and fans. While some may dispute this, the great memories of University life are seldom a study hall in the library or a lecture in a classroom. They are memories of young people exploring their first taste of independence. Downtown State College should work hard to cultivate positive memories of downtown that will stay with people for the rest of their lives. Alumni, visitors and residents can develop and experience these memories as well.



Left: The scene at the annual Arts Festival embodies many of the brand elements important to State College: a vibrant public experience that is open to all people and an exemplification of the positive relationship between the Borough and Penn State University.

The Downtown State College Brand Statement

Shape the best times of your life in Downtown State College.

As one of the nation's iconic college towns, it is here where young adults get their first taste of independence, it is here where lifelong friendships are formed, and it is here where generations of former students come back time and again to experience the energy, the memories, and the spirit of a town and university connected.

Reconnect with the best times of your life in Downtown State College.

It is home to Central Pennsylvania's largest collection of independent, locally owned shops and restaurants. It is here that independent booksellers, unique boutiques, and specialty shops thrive mere blocks from historic neighborhoods. It is here where the region comes to enjoy our international cuisine, fine dining, and casual fare in a dynamic walk-able setting.

Create the best times of your life in Downtown State College.

Creativity and culture thrive in our theatres, library, and public art. It is here where each summer Arts Fest transforms downtown into one of the nation's most recognized events for art, film, music, and literature. It is here that young professionals share ideas that will evolve into the businesses of the future.

Discover the best times of your life in Downtown State College.

Families from across the region come here for a day of exploration. It is here that our library hosts activities that enrich our community. It is here that our museums give children the chance to explore, learn, and imagine. It is here that we gather for events to celebrate the vibrant life that the Centre Region has to offer.

Live the best times of your life in Downtown State College.

Our downtown is a place where people gather and we invite you to be a part of it.
 Make time for your family.
 Make time for your friends.
 Make time for yourself.

The best times of your life. **Downtown State College.**



Brand Attributes

Unlike brand values, brand attributes are more “technical” in nature. They are the tools that the graphic artist uses to construct the tools to market the community. For downtown State College the brand attributes are as follows:

- **Typefaces:** The typefaces for State College create a balance of a strong, bold and assertive sans serif typeface with a more clean and traditional serif typeface. Together these allow downtown State College a set of typeface tools that can be applied in different ways.
- **Colors:** A palette of four core colors that are strong, but not completely primary colors, are used in the brand system. They include shades of blue, red, yellow/orange and green. In addition, the color palette includes a number of minor colors for variety.
- **Logo:** Eschewing the typical “logo,” the system for State College’s downtown uses a collection of square blocks that connote the rigidity of the downtown street grid coupled with traditional typefaces and colors. Some uses employ a “banner” design that hearkens to college life.
- **Tagline:** The tagline for State College is rich in meaning, using a simple message to convey different things to different audiences. The local resident, regional neighbor, unaffiliated visitor, Penn State alumnus and current student will each find in the tagline a special meaning.

To explain the tagline, the planning and design team has prepared what is referred to as a brand statement for Downtown State College. This statement is designed so that audiences can use it altogether in rare occasions where a summary of all that downtown offers is warranted or it can be pieced apart to market a particular aspect of downtown. The brand statement components can form the core of an ad campaign for the district.

For downtown State College, the brand statement is organized around the platform of “*The Best Times of Your Life.*” This is a platform around which many messages can be built.

Recommendations

For the recommendations listed below, the primary implementation partners (the organizations that takes the lead in implementation) are bolded and other potential supporting partners appear unbolded.

1-A: Brand Statement and Tagline

Adopt the Brand Statement and Tagline.

Implementation: Downtown Improvement District

A brand statement is different from a mission statement. A brand statement is an explanation of a place that should resonate with local residents (most importantly), visitors and investors. The brand statement for Downtown State College explains its history, its present and its outlook on the future. Downtown Improvement District and the Borough of State College should adopt the State College downtown brand statement, tagline and logo system as its new identity. These partners should work to incorporate this image into organizational values, marketing efforts and other opportunities for internal/external users to easily view, access and interact with.

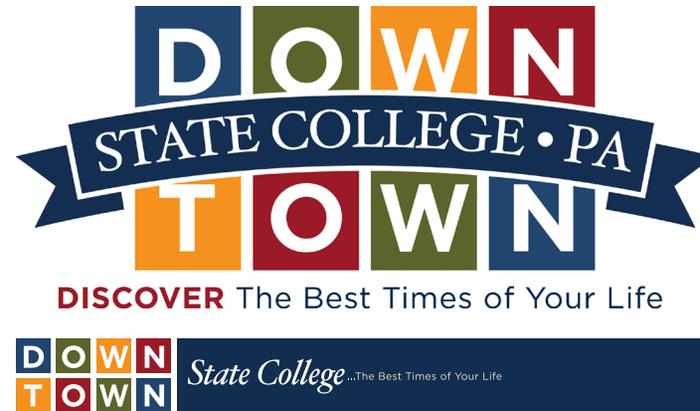
1-B: Brand Committee

Convene a Committee of Downtown Improvement District and other partners tasked with deploying the brand system.

Implementation: Downtown Improvement District, Downtown Businesses

Partner groups such as the Borough, Penn State University and the Central Pennsylvania CVB could be excellent allies for this effort. This group should ensure that all efforts for incorporating the new brand are coordinated, explore funding options for implementation and strategize on the role and responsibilities for each group in fostering the brand message in the community. A partnership in this effort is critical; however, the lion's share of the responsibility for deploying the brand for downtown will vest with a committee of Downtown Improvement District and its partners. Committee partners may include representatives of the Central Pennsylvania Convention and Visitors Bureau,

downtown business owners and/or Downtown Improvement District members with a strong sense of community branding and graphic design sensibilities, a representative from PSU and a representative from the Borough. A brand style guide is attached as part of Appendix C to this report. It provides guidance on proper usage of the identity system, color specifications in RGB, CMYK and Pantone, a copyright release allowing the client to modify and use the system as needs evolve and a simple licensing agreement should Downtown Improvement District wish to allow products with the logo to be developed and sold in local establishments. Finally, a complete file system with all logos, ad templates, typefaces and support graphics is included as part of the deliverables for this master plan effort.





The brand identities for downtown State College, the destination (opposite page) and Downtown Improvement District, the organization (above) are distinct, yet integrated through the use of like type faces and color blocks.

A redesigned downtown State College website (top right) illustrates how the logos can be applied.



Above: The existing Borough logo.

1-C: Brand Launch Event

Host a brand “launch event” to celebrate the new downtown brand identity for the community and, more importantly, downtown.

Implementation: Downtown Improvement District

This event can take many forms including a specific party/reception, coordination with an existing event, cooperation to showcase merchant offerings, or even a community-wide celebration to showcase the final downtown master plan. Work the Borough, DID members, community groups and volunteers to organize and coordinate a launch event within six months of adoption. Many communities have taken the ad samples, such as those shown on the following pages and enlarged them into posters to profile the brand campaign.

1-D: Downtown Improvement District Brand Identity

Complete a redesign of Downtown Improvement District letterhead, business cards and web page.

Implementation: Downtown Improvement District

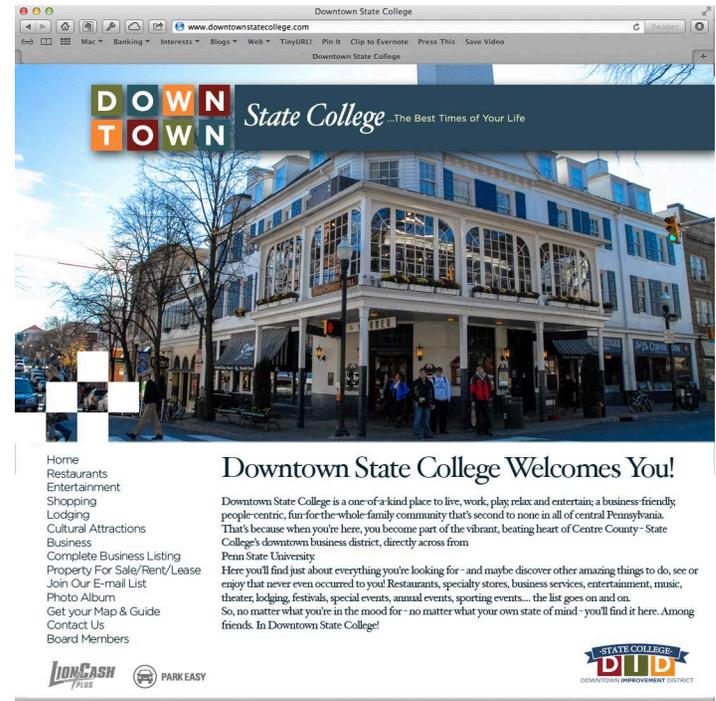
The brand identity for the destination (downtown) and the organization (Downtown Improvement District) are complementary brands that have different uses. Downtown Improvement District should consider reinforcing the newly branded downtown by updating the Downtown Improvement District (DID) identity system, including the new logo for letterhead and business cards. The color blocks become ways to reinforce the connection between the organization and the destination and the unique role that Downtown Improvement District plays. Ultimately, a new web page design should also reflect that identity system.

1-E: State College Borough Brand Identity

Consider a redesign of Borough logo and branding materials.

Implementation: Borough of State College

The image to the left is the current logo used by State College Borough. The existing logo is dated and does not reflect the professional nature of the Borough. It also does not carry the strength to stand next to peer communities



in Pennsylvania or next to Penn State’s academic logo. The borough should consider a design that is bolder, that connects better with peer organizations, and that conveys both the sophistication and hometown comfort that the community endeavors to portray. The branding effort explored ways to simplify the logo for easier usage by illustrating an icon that reflected on the community’s commitment to education both as the home of a major University and as a community committed to its local schools. While the scope of this master plan does not include a redesign of the borough’s logo; the borough should consider a modified design. First steps should include a visioning session among Borough elected officials, agencies, boards and commissions to determine what community values to portray in the brand identity and professional assistance in developing a series of options to explore.

1-F: Brand Extension for Events

Develop brand extension to existing and new events and activities and begin designing or redesigning their logos.

Implementation: Downtown Improvement District, Downtown Businesses

Downtown State College has a number of excellent festivals and events throughout the year that play an important role in energizing downtown. Another step in the branding process is “brand extension” to events and activities, such as farmers markets, annual festivals and new events to be developed. Similar to the recommendation to establish a brand committee, an events committee might also be developed to coordinate and/or help facilitate special events and ensure that the brand is extended to these events. The brand extension should use certain elements of the brand (color, font, etc.) to create a consistent image among different groups and a connection to downtown. All facets of the brand extension could also be phased in over time as existing materials run low and budgets allow.

Working with the staff of the Borough of State College and through some ideas from other communities, the following list of events and event logos have been designed.

Some of the events below are already underway. Additional events should be explored by a partnership between Downtown State College, the Borough, and other non-profits to ensure that supporting these events is do-able with existing staff, funding, and marketing techniques. Some events such as the “Twilight on the Town” event are much more retail oriented and could be handled by a committee of merchants interested in marketing this event together. A recommendation for analyzing events is included later in this report.

Lunch n’ Learn: Conceived by the Borough, Lunch and Learn is a series of casual sessions where borough staff or other experts can share information about Borough policies (such as landlord requirements, sustainability initiatives, etc.), gather feedback from constituents and present concepts and ideas for future initiatives. This event helps the Borough

improve its outreach to citizens who tend to be engaged in the community but do not generally attend public hearings or formal Borough activities for sharing ideas. While these events are typically held in the Municipal Building lobby, they could be held outside in the park or at a downtown venue.

Lunch Break: Small, regularly scheduled events are critical in making downtown a place where all people feel comfortable. “Lunch Break” is conceived as a simple music performance series at lunch time in Friedman Park in the warm months to attract residents, workers and others to enjoy downtown. The venue for these events might evolve from the park to other locations or circulate through downtown to allow citizens and visitors to experience different parts of the district. In particular, holding some of these events on the Old Main Lawn or within some of the campus gathering spaces proposed along College Avenue (described under Theme #3), would be a way to improve the town-gown relationship through programming. Other venues could include the Allen Street Promenade or Heister Street Promenade as described in Theme #3. These events could be paired with local food vendors who might rotate monthly. This is done in Columbus, MS during their Noon Tune events where local restaurants sign up to be the featured vendor for each week’s event. The events could also coincide with the Friday Downtown Farmers Market.



Left: Allen Street as seen from Beaver Avenue during First Night State College.

Foodie Week: Downtown State College is a mecca for dining with a variety of restaurants that serve everything from sandwiches to ethnic cuisine. Many communities have explored a “restaurant week” where special prix fixe menus are offered at participating restaurants. Blacksburg, Virginia recently held its first restaurant week and the event was very well received by locals and the restaurant community. Indeed, the CVB recently launched its first “Happy Valley Culinary Week” which includes venues throughout the region. In addition to participating, Downtown Improvement District could use this event to promote its own culinary event, such as a “Foodie Week” or “Downtown Culinary Week”.

Garage Sale: This event targets several community goals. First, it would help familiarize people with the deck parking resources available in downtown. Second it would create a unique event where people could have a “garage sale” out of the trunks of their cars inside a parking garage. Ideally, this event would be during good weather on the top of the garage to take advantage of views to the surrounding mountains and be offered on a first-come first-serve basis.

The venue of the parking deck would offer flexibility to move to a covered level in the case of inclement weather. Local retailers could dovetail into the event with a sidewalk sale. Consideration might also be given to providing attendees with a two hour pre-paid parking pass for a future downtown visit.

Festival Season: The warmer months are a time for festivals in State College that could be part of an overall “festival season” brand system. The community brand could be incorporated into special festival banners that proclaim, “festival season underway” or coordinated with some of the branding that already occurs with existing festivals such as Appalachian Outdoor’s “Gear Fest” which generally seems to be the end of festival season. Other festivals to incorporate include Summers Best Music Fest, 4th Fest and Parade, Arts Fest, Borough Sustainability Fest, the Halloween Parade and many others.

Twilight on the Town: Unlike other events that happen in parks and public spaces downtown, this event would



Right: The potential exists to extend the downtown brand to Borough-sponsored events and activities by incorporating common brand elements such as type faces and colors, for the Festival Season logo “State College” may be switched out with each event name.

happen in the shops of State College. It would be a monthly shopping event during which shops stay open later, to show that downtown is a great place to be in the hours between 5 and 9 PM, this can help residents “reclaim” and sustain downtown as a place for local families and residents during this event. It will be important to schedule this event for an evening of the week that is to remember such as first Thursday, or last Friday of the month and to allow the event to develop over time so that it “sticks” in customers’ minds and they automatically plan for it.

State College Passport: This event, conceived by staff at State College Borough, would be a way to re-introduce amenities in the community to local citizens and welcome newcomers. The free “passport” would be available at a variety of venues such as museums, historic walking tours, farmers markets, family destinations, etc. Each venue attended would provide a stamp in the passport. Some communities have offered a prize to a passport that has completed all of the stamps. This could be an opportunity for partnerships among downtown businesses to offer specials.

Downtown Successes: Many communities celebrate and promote their successes by holding events in conjunction with the completion of a new project. The Federal Hill neighborhood in Baltimore, MD hosted a music fest on the roof of a new parking garage as part of the grand opening of that structure. Another community held a “Rally in the Alley” to celebrate and call attention to new improvements to the alley. Throughout downtown State College there is an



opportunity to highlight a completed project with any of the existing or new events described above. For example, State College Bicycle Ambassadors could host events each time a new segment of the bike infrastructure is completed

1-G: Downtown Marketing Program

Deploy the Brand in an aggressive marketing program.

Implementation: Downtown Improvement District, Downtown Businesses

The following exhibits illustrate a variety of potential advertising concepts to launch the brand identity system. Early ads might focus on the overall character of downtown, dispelling myths about what downtown is perceived to be. Ads that focus on the convenience of parking, the variety of shopping and the ways to enjoy (and get to) downtown would set the image for the district and could be implemented in conjunction with changes. These ads could be used by numerous organizations, including PSU to include in student welcome materials

Later ads may concentrate on the tagline “The Best Times of Your Life.” An entire series of these ads could be tailored to specific audiences, could work with individual merchants who opt to use the system to market their business and



Downtown should employ a comprehensive marketing campaign that highlights its many assets and promotes the brand identity and tagline (opposite and current page).

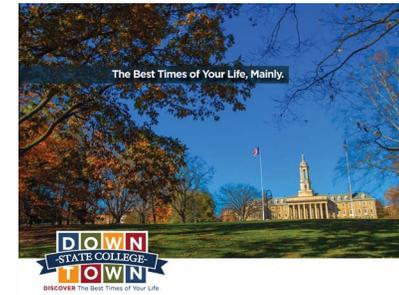
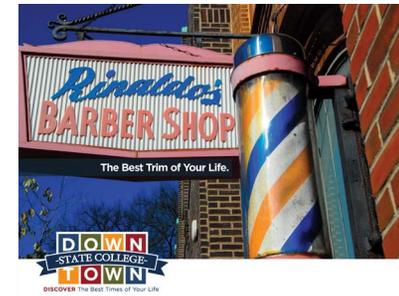
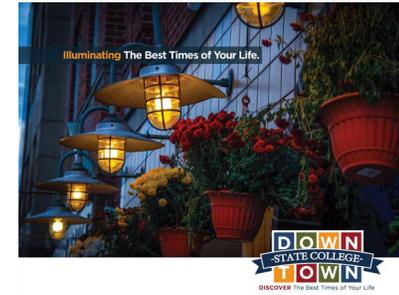
Where the Blue & White adds some

C O L O R



**D O W N
T O W N**

State College ...The Best Times of Your Life



downtown together, and still others could focus on visuals that show customer service, families and visitors. These ad concepts should serve as templates for ongoing creative deployment of a consistent marketing strategy for downtown State College. Finally, the brand might also be a part of promoting improvements that are taking place in downtown that may cause some temporary inconvenience.

Downtown Improvement District and its brand committee would initiate and oversee the marketing program. It should be available for use (provided all branding is used properly in accordance to the style guide) by any organization or business interested in promoting downtown.

1-H: Collateral Material

Continue rolling out the downtown brand with collateral material such as shopping bags, shirts and flags.

Implementation: Downtown Improvement District, Borough of State College, Downtown Businesses

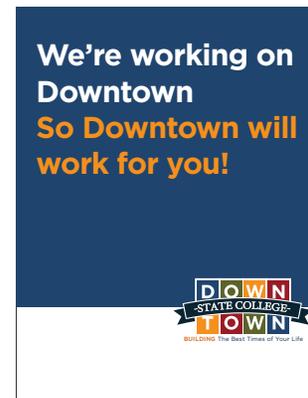
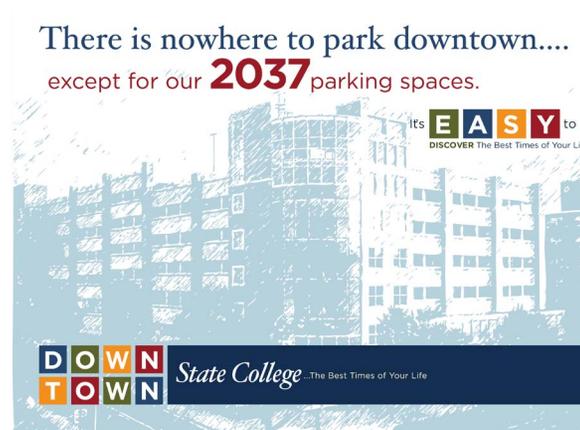
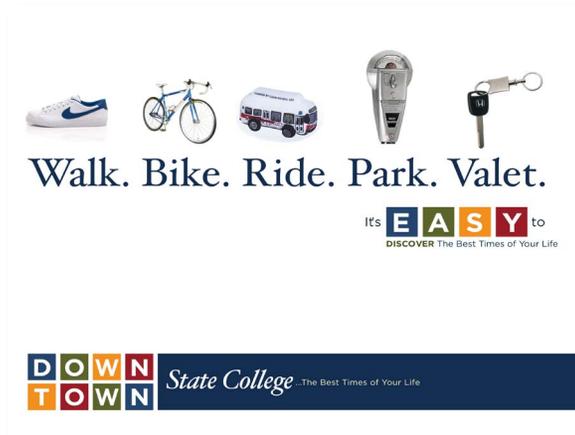
It isn't necessary to roll out all new brand designs right away. However, new products might be explored for a 2013 roll out such as window signs for stores and shopping bags, particularly ones that incorporate recycled plastics and other materials. Later implementation might work with local businesses to develop their own merchandise with the brand alongside the Downtown Improvement District. These might include bike lights, tee shirts, mugs, pens, jump drives, "we're open" or "discover" flags to display at business entrances, etc.

1-I: Brand Evaluation

Re-evaluate the brand and update to keep it fresh.

Implementation: Downtown Improvement District

The brand committee should evaluate the brand every few years to explore ways to make sure the design is fresh, explore new ways to expand the identity system, and cultivate new marketing techniques. The world of marketing is changing rapidly, especially with new social media outlets. Therefore the brand will need to be adaptable to these changes.



The downtown State College brand should be deployed across all materials that market, promote and educate about downtown events, resources and improvements.



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Right: The intersection of College Avenue and Allen Street illustrates the high level of street activity common to much of downtown, as well as the demand for accommodating pedestrians, cyclists, buses and private motorists.

Above: The Borough has the opportunity to extend the downtown brand to promote the numerous transportation options that exist and dispel notions that living, shopping and dining downtown is inconvenient.

THEME 2 – NAVIGATING THE DISTRICT: BUILDING A PEDESTRIAN-FRIENDLY, MULTI-MODAL DOWNTOWN

Overview

One of the most appealing characteristics of downtown State College is the high level of pedestrian activity and “life on the streets.” While this has presented some challenges, particularly on football weekends and other large events, this activity is a key factor in the vibrancy that is enjoyed downtown. The availability of transportation choices in downtown, including excellent bus service and expanding bicycle facilities, also contributes to this vibrancy and greatly contributes to the community’s desire to embrace sustainability. In fact, many communities are faced with the challenge of how to get more people out of their cars and on the sidewalks. For State College, the need is focused on further enhancing the facilities that exist to improve the experience of those using them, which ultimately leads to an improved pedestrian experience.

For the majority of the mobility elements described in the analysis, with the exception of bicycle-friendly facilities, the reality of the transportation service in downtown is better than the perception. As described in the analysis, studies have indicated significant reductions in traffic congestion due to improvements in traffic signal coordination. Walkability continues to be a major focus of the Borough’s efforts through both pedestrian accommodation (e.g. curb bulb-outs, leading pedestrian intervals, extended “Walk” intervals) and pedestrian safety (by focusing on the areas of highest concern). Greater commitment to bicycle-friendly principles is needed to make a multi-modal downtown a reality. Downtown State College is the hub of all CATA public transportation service, so it is the most accessible location for bus riders in the community. Parking statistics demonstrate that ample public parking is available Downtown nearly all times.



The topic of “parking” received a lot of attention during stakeholder meetings which is not unusual for the master planning effort of any community. Parking, however, is often considered in a vacuum with an emphasis solely on managing cars. In reality, parking needs to be considered in a broader context of mobility and managing people. With this theme “Navigating the District: Building a Pedestrian-Friendly, Multi-Modal Downtown,” the master plan provides recommendations to enhance the pedestrian experience as it relates to traffic enhancements, pedestrian safety, transit stops and parking.

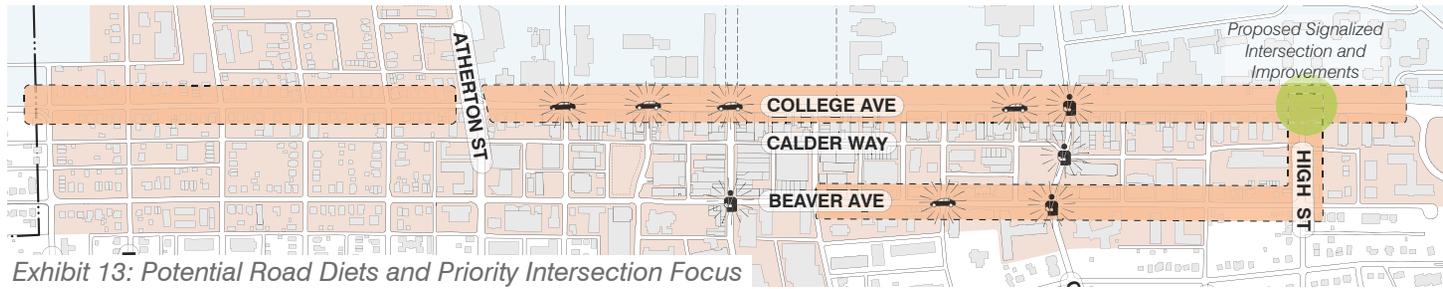


Exhibit 13: Potential Road Diets and Priority Intersection Focus

Prioritized Locations of Concern Due to:

Pedestrian Crashes



Vehicular Crashes



Potential Road Diet



Study Area



PSU Campus



Recommendations: Vehicular and Pedestrian Safety

For the recommendations listed below, the primary implementation partners (the organizations that takes the lead in implementation) are bolded and other potential supporting partners appear unbolded.

2-A: Advance Stop Lines

Install advanced stop lines (ASLs) at downtown intersections to provide improved visibility of pedestrians by motorists.

*Implementation: **Borough of State College***

Studies have shown significant reductions in pedestrian-vehicle conflicts after ASLs were installed. Since stop line location is a factor in traffic signal clearance interval calculations, intersection traffic signal timings should be updated at any locations where this treatment is installed. Due to the reported benefits, a widespread implementation in the downtown street network is recommended, similar to what has been done with leading pedestrian intervals at downtown traffic signals.

2-B: Road Diets

Employ “road diets” throughout downtown to provide for expanded pedestrian and bicycle accommodations. Explore College Avenue (between Atherton Street and University Drive) as a major pilot project.

*Implementation: **Borough of State College***

Consider road diets for the following streets:

College Avenue (Between Atherton Street and University Drive): The purpose for exploring road diets along this section of College Avenue is to enhance pedestrian safety and comfort by providing expanded sidewalk areas and minimize mid-block pedestrian crossings. This can be done by utilizing a combination of techniques to provide additional pedestrian area, including lane narrowing where lanes are wider than 10', elimination of parking on the north side between Allen Street and Garner Streets and the use of larger curb bulb-outs at intersections throughout. The recommendations for College Avenue are described and illustrated in Theme 3.

Beaver Avenue (Between Atherton and Garner Streets):

There is limited opportunity to reduce the road width along this stretch of Beaver Avenue; however, consideration should be given to utilizing “chicanes” as have been successfully implemented in some sections of Beaver Avenue between Fraser and Allen Streets.

Beaver Avenue (Between Garner and High Streets): The purpose for exploring road diets along this section of Beaver Avenue is to enhance pedestrian safety and comfort by providing expanded sidewalk areas on both sides of the street and accommodating pedestrian areas around transit stops. The travel lanes can be reduced from 15' to 12', allowing for an additional 3' of sidewalk area on each side. This recommendation is further described and illustrated in Theme 3.

College Avenue (Between Atherton and Buckhout Streets) and Buckhout Street: The purpose for exploring road

diets along this section of College Avenue is to consider opportunities for additional on-street parking (for potential future businesses, as discussed in Theme 4) and the addition of a bike lane (Recommendation 2-E), while calming traffic and providing shorter crossing distances for pedestrians. At the intersection of College Avenue and Atherton Street, the Atherton Streetscape plans include one through lane along College Avenue as opposed to the two that currently exist. Initial traffic studies indicate that there is sufficient capacity for College Avenue to maintain one travel lane between Atherton and Buckhout Streets. The Borough should explore this lane reduction concept with additional traffic analysis, engineering studies, and additional community input, at which time a specific recommendation can be made. Additionally, the concept can be “tested” during this study period with temporary traffic markings before making any permanent changes.

Other Streets: As streetscape improvements to other streets in downtown are developed, the Borough should continue to take advantage of any opportunity to reduce lane widths and expand sidewalks.

2-C: Intersection Safety

Develop an action plan for intersection safety and examine pedestrian signal phase options.

Implementation: Borough of State College

Since the first five areas of concern for pedestrian and vehicular safety have been reviewed and action plans set in motion, the Borough should review the next highest locations of concern for safety. Action plans for each location should be developed to mitigate safety issues based on detailed engineering reviews of these locations. The next ranked areas of concern include the following downtown locations:

Pedestrian Safety—Downtown Intersections of Concern:

- College Avenue & Garner Street
- Garner Street & Calder Way
- Beaver Avenue & Garner Street
- Beaver Avenue & Allen Street
- College Avenue & Pugh Street

Vehicular Safety—Downtown Intersections of Concern:

- College Avenue & Burrowes Street
- College Avenue & Allen Street
- College Avenue & Fraser Street
- Beaver Avenue & Locust Lane
- College Avenue & Heister Street

The comprehensive pedestrian and vehicle safety studies should be updated every 5 years based on recent crash history information since crashes are dynamic and based upon many variable factors.

2-D: Traffic Control

Consider adaptive traffic control strategies as part of the next downtown traffic signal retiming project (anticipated in 5-7 years).

Implementation: Borough of State College

Adaptive traffic control would allow selection of optimal traffic signal coordination plans based on data received from on-street vehicle detectors. If traffic volumes fluctuate beyond pre-determined levels by time-of-day or day-of-week, adaptive traffic control can adjust traffic signal coordination to the optimal level. Currently downtown traffic signals do not adjust during special events or during the summer when Penn State is not in regular session. For approximately one-third of the year, the traffic signal timings are not operating at levels optimal to the volume of traffic on the streets.

Recommendations: Bicycle Facilities

2-E: Bicycle Network

Expand the bicycle network downtown.

Implementation: Borough of State College, CRBC/Bicycle Advocacy Groups

State College and PSU have a strong bicycle network, however there are opportunities to continue to enhance it and to continue to encourage alternatives to automobile usage. The following recommendations will help to establish important connections in the bike network and improve safety. The Borough should complete an analysis of the

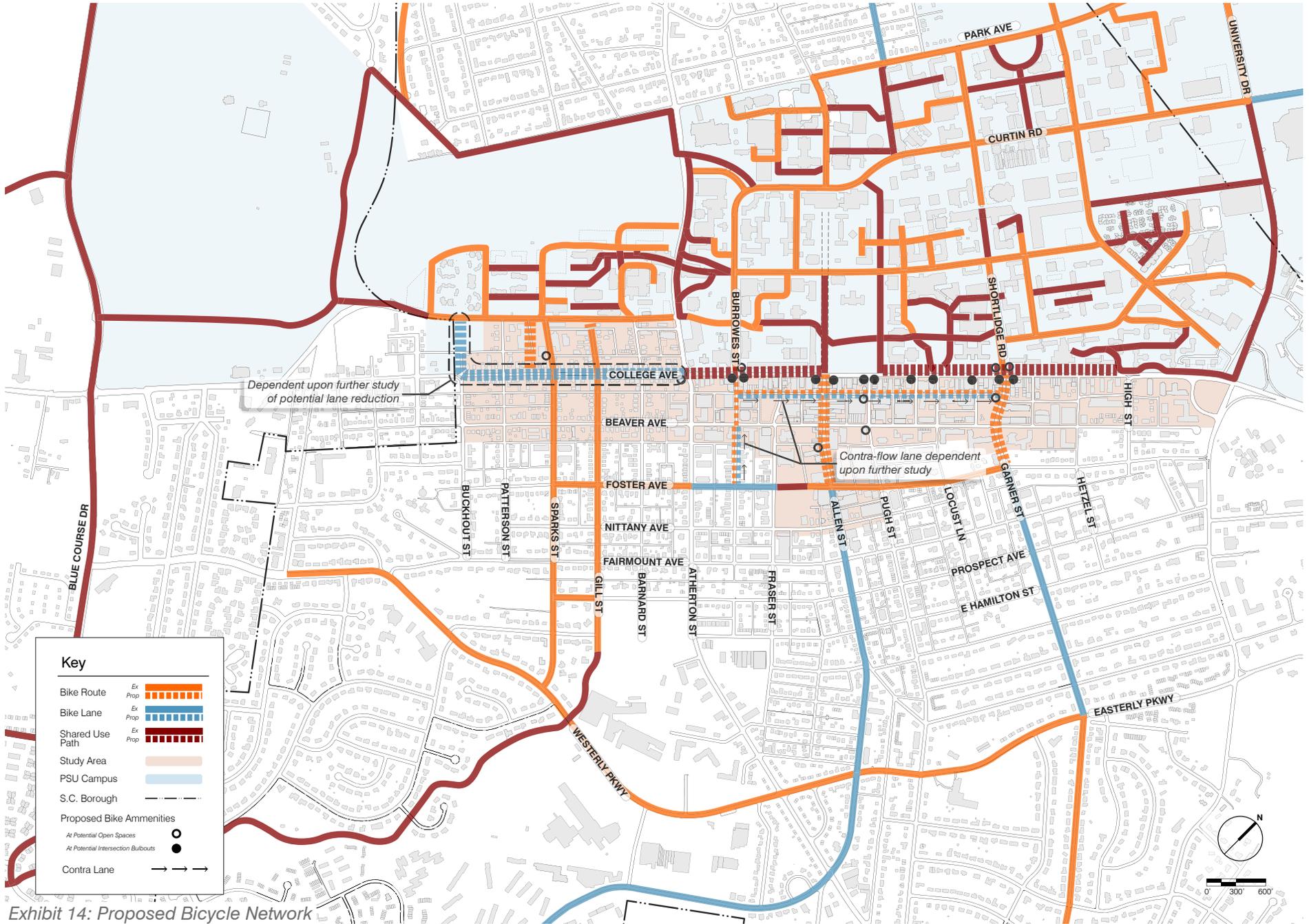


Exhibit 14: Proposed Bicycle Network

Opposite: Exhibit 14 illustrates recommended bicycle connections and amenity provisions that tie into the existing bicycle network and enhance the overall system.

Top right: The existing east-west campus sidewalk along the north side of College Avenue. The plan recommends widening this sidewalk to a 10-12'-wide shared-use pathway for pedestrians and cyclists between High Street and the Henderson Mall.

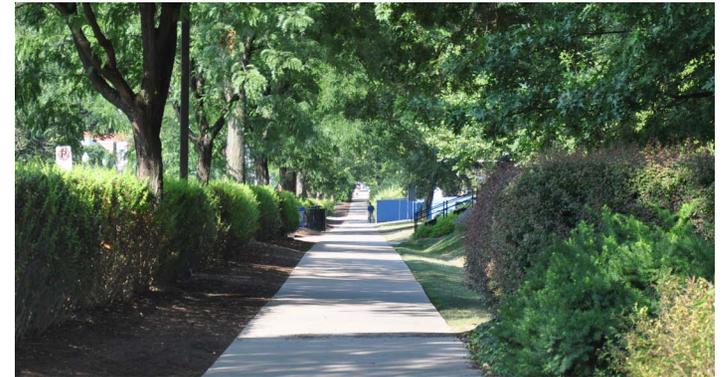
Bottom right: A precedent photograph depicting how a contra lane could function on Calder Way and/or Burrowes Street.

trade-offs necessary to make downtown more bicycle-friendly. The analysis should include a detailed cost-benefit review of any proposed changes in bicycle accommodation in the downtown area (i.e. increased bicycle transportation vs. decreased on-street parking, should parking be impacted).

Garner Street Bike Route: Complete bike link between Foster Avenue and College Avenue by designating this section of Garner Street as a “Bike Route.” As a long-term solution, work with adjacent property owners to explore widening Garner Street to allow the addition of dedicated bike lanes on Garner Street. The increased setbacks to accomplish this might be considered in conjunction with additional development incentives for the undeveloped property between Beaver Avenue and Calder Way (west side of Garner Street). If the properties between Calder Way and College Avenue are ever redeveloped, this same concept should be explored here in exchange for additional development incentives.

Allen Street Bike Route: Consider designating Allen Street a “bike route” between Foster Avenue and College Avenue to connect existing bike lanes along Allen Street with the Pattee Mall shared-use path.

College Avenue Shared-Use Path (PSU Primary Responsibility): Widen the existing east-west campus sidewalk (to 10-12' total width) on the north side of College Avenue to create a shared use path for both pedestrians and two-way bicycle traffic. This widening would primarily occur between South Halls at High Street (where it would connect to the existing campus shared-use path to the east) and the Henderson Mall shared-use path to the west. The shared-use path would not extend between Henderson Mall and Pattee Mall, as the sidewalk should not be widened in this area so as to respect the historic wall at the base of Old Main Lawn. Consideration should also be given to widening the existing campus walkway between Pattee Mall and Atherton Street to provide a shared-use function from the west to the existing Pattee Mall shared-use path. While this bicycle connection is not as critical as the one between High Street and Henderson Mall, it would be important if the



bike lane along West College Avenue is not implemented (as described below).

The concept for College Avenue, including the shared-use path, is further described and illustrated in Theme #3 and in Appendix C: Design Guide.

Calder Way Bike Route and Potential Contra Lane: There is potential for Calder Way to be enhanced and promoted as “shared space” that would accommodate service vehicles, limited automobile traffic, pedestrians and bicyclists between Garner and Burrowes Streets. For westbound bicycle traffic, the alley could be identified with “sharrows” and designated as a westbound bike route. Because Calder Way is one-way westbound, the Borough should explore the feasibility



of an eastbound contra-flow lane on the south side of the alley to allow for two-way bicycle traffic. Preliminary studies indicate that this may not be possible while maintaining existing service and loading areas on the south side of the alley, however, this should be explored in more detail. If the contra-flow lane is not possible, then Calder Way should be designated only as a “bike route” for westbound flow. Recommendations for Calder Way are described and illustrated in more detail in Theme 3.

Burrowes Street Bike Route and Contra Lane: Explore the feasibility of designating Burrowes Street as part of the bicycle network to connect the Foster Avenue bike lane with the campus bike route along Burrowes. Burrowes could be designated as a bike route on the two-way section between College and Beaver Avenues. For the section between Beaver and Foster Avenues, southbound bike facilities could be accommodated with “sharrows” and designated as a bike route. Northbound bike facilities could be developed with the potential addition of a “contra-flow lane” provided appropriate crossings can be accommodated at Beaver Avenue where the signal heads currently only face north. The options that could be implemented to allow a contra-flow lane in this situation include (in order of best accommodation to cyclists):

1. Install two traffic signal heads on the northbound approach to control the bicycle lane.



Far Left: Covered bike parking in downtown State College.

Left: An example of structured parking from Arlington, VA shows how parking can be integrated into a mixed-use building and be designed so as to contribute to the character and quality of the street.

2. Indicate that the bicyclists must dismount at the signal and cross in the crosswalk with the pedestrian signal indications

For both options, a sign to “yield to bicyclists on green” should be installed on the southbound approach so drivers are made aware that cyclists could be present in the opposite direction.

West College Avenue Bike Lane: With the potential lane reduction along West College Avenue (described previously), provide a bike lane on the north side of College Avenue between Atherton Street and Buckhout Street and along the west side of Buckhout Street between College and Beaver Avenues. This would link the downtown core with the West End and future mixed-use development in Ferguson Township’s Terraced Streetscape District.

2-F: Bicycle Accommodations

Continue to provide bicycle accommodations throughout downtown, including bike racks, covered bike parking/ storage and way-finding signage.

Implementation: Borough of State College, CRBC/Bicycle Advocacy Groups, Downtown Businesses

The Borough has been providing more and more accommodations for bicycles throughout the downtown with recent improvements. As streetscape and development projects are implemented, it will be important to include

Right: Branding materials could be used to promote cycling downtown

bicycle accommodations as parts of those projects. In particular, priorities should include additional bike racks (and shelters if space is available) within expanded sidewalk areas and sidewalk bulb-outs and commuter bike parking as part of mixed use development and the development of new parking structures. Bike maps highlighting the bike network should be printed and made available to customers and included on information kiosks as part of the way-finding sign system described later in this section. Wayfinding for bikes should also be included in the overall wayfinding system as described later in this section of the report. While these accommodations need to be provided throughout the downtown, the priority areas should be within the downtown core along streets that are part of the bicycle network as identified in *Exhibit 14: Proposed Bicycle Network* (page 82).

Additionally, there are opportunities to encourage more downtown businesses to be more friendly toward bicyclists and/or strive for “Bike Friendly Business” status with the League of American Bicyclists. The branding could be used to create a “Bike Easy” logo that could be used as a window sign or decal for bike friendly businesses.

2-G: Bicycle Regulations

Enforce bicycle regulations and use community branding to help educate bicyclists, motorists and pedestrians on laws and appropriate behavior.

Implementation: Borough of State College, CRBC/Bicycle Advocacy Groups

Many stakeholders have been reluctant to expand the bicycle network, feeling that bicycle regulations were not consistently enforced. In conjunction with an expanded bicycle network and additional bicycle facilities, the Borough



should enforce the bicycle rules. Additionally, the Borough, in conjunction with Downtown Improvement District, Penn State and the State College Bicycle Ambassadors Program might also consider using the branding materials to promote awareness of bicycle rules and help educate both bicycle riders and non-riders as to appropriate behavior.

Recommendations: Parking

The Borough of State College is in the process of completing a parking study. The following recommendations should be considered as part of the study.

2-H: Parking Strategies to Consider

As part of the parking study, explore a variety of tools to incorporate parking strategies that promote a vibrant downtown environment and support a multi-modal community.

Implementation: Borough of State College, Penn State University, Downtown Improvement District

The Borough is planning to engage a consultant to conduct a parking study for downtown. This parking study should consider exploring the following strategies to maximize the efficiency of existing and proposed facilities:

Promotion: Continue to promote the relationship between parking strategies and other recommendations in this master plan such as public realm enhancements, redevelopment, and sustainability. It is important to convey that parking cannot be addressed in a vacuum, rather it is tied to multiple downtown revitalization strategies and policies.

Well-Located Parking Structures: Explore opportunities for new parking structures as part of parking study.

The Pugh Street Garage will be replaced and the existing garage will be removed (once a replacement is operational). While a site has not yet been identified, consideration should be given to developing the structure in the general vicinity of the current location.

There is a need for a significant parking resource toward the east end of downtown. The private surface lot bound by Garner Street, Calder Way and Heister Street is a prime candidate. However, any parking structure developed in this location should be developed in conjunction with high quality mixed-use development.

Any significant private mixed-use redevelopment should be encouraged to include a public parking resource through a partnership between the Borough and the private developer.

Specific potential alternative locations for parking structures, whether alone or as part of mixed-use development, are identified later in this report under Theme 4.

Valet Parking: Consider and explore the feasibility of valet parking for downtown at certain times during the week. Consider several valet stations (that utilize garages and far-off spaces to park cars) and promote through downtown branding and marketing resources. As part of this, research other communities that utilize valet parking such as Chapel Hill, NC.

On-Site Parking Requirements: The Borough should examine on-site parking requirements for downtown housing and development. This is an important measure, particularly considering the small block sizes and narrow parcel configurations in downtown. These small sites don't always allow for on-site parking, thus creating a barrier to redevelopment. Many progressive downtowns are removing on-site parking requirements including Burlington, Vermont; Greenville, SC; and Blacksburg, Virginia. Baltimore is currently developing a new zoning code which includes the elimination of on-site parking requirements in the downtown area to encourage redevelopment. Other communities, such as Leesburg, VA offer a fee-in-lieu option where fees go toward developing centralized public parking resources. Still other communities, such as West Lafayette, IN used TIF funds to construct a garage to support private sector mixed-use development in downtown.

Fee-in-Lieu Program: Expand options and provide more flexibility as it relates to the fee-in-lieu program. Consider increasing the number of spaces (or allowing for the total requirement) that can be considered "in-lieu." Additionally, consider providing more flexibility in the location of parking that is provided off-site as part of the fee-in-lieu program.

Unbundled Parking: Encourage property owners to separate parking costs from rental and sales properties as an incentive for renters/owners to not own a vehicle (some developments in State College currently do this and Ferguson Township has this included in their Terraced Streetscape District).

Parking Meter Hours: Extend meter enforcement for on-street parking into the evening hours to encourage turn-over and better use of the parking structures. Consider extending on-street parking enforcement beyond 6 PM until 10 PM, consider a 3-hour parking limit to accommodate restaurant visits.

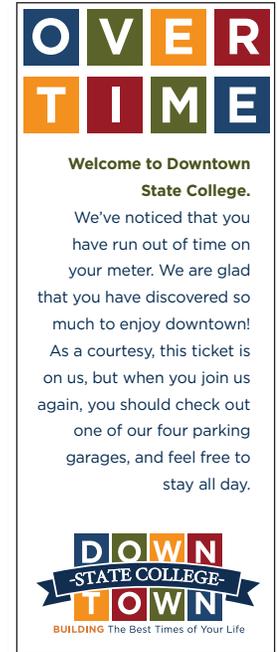
Smart Technology: Consider "smart meters" throughout downtown to provide more flexibility to consumers (use of credit cards) and to allow the Borough to better collect data to evaluate parking behavior and guide parking policies.

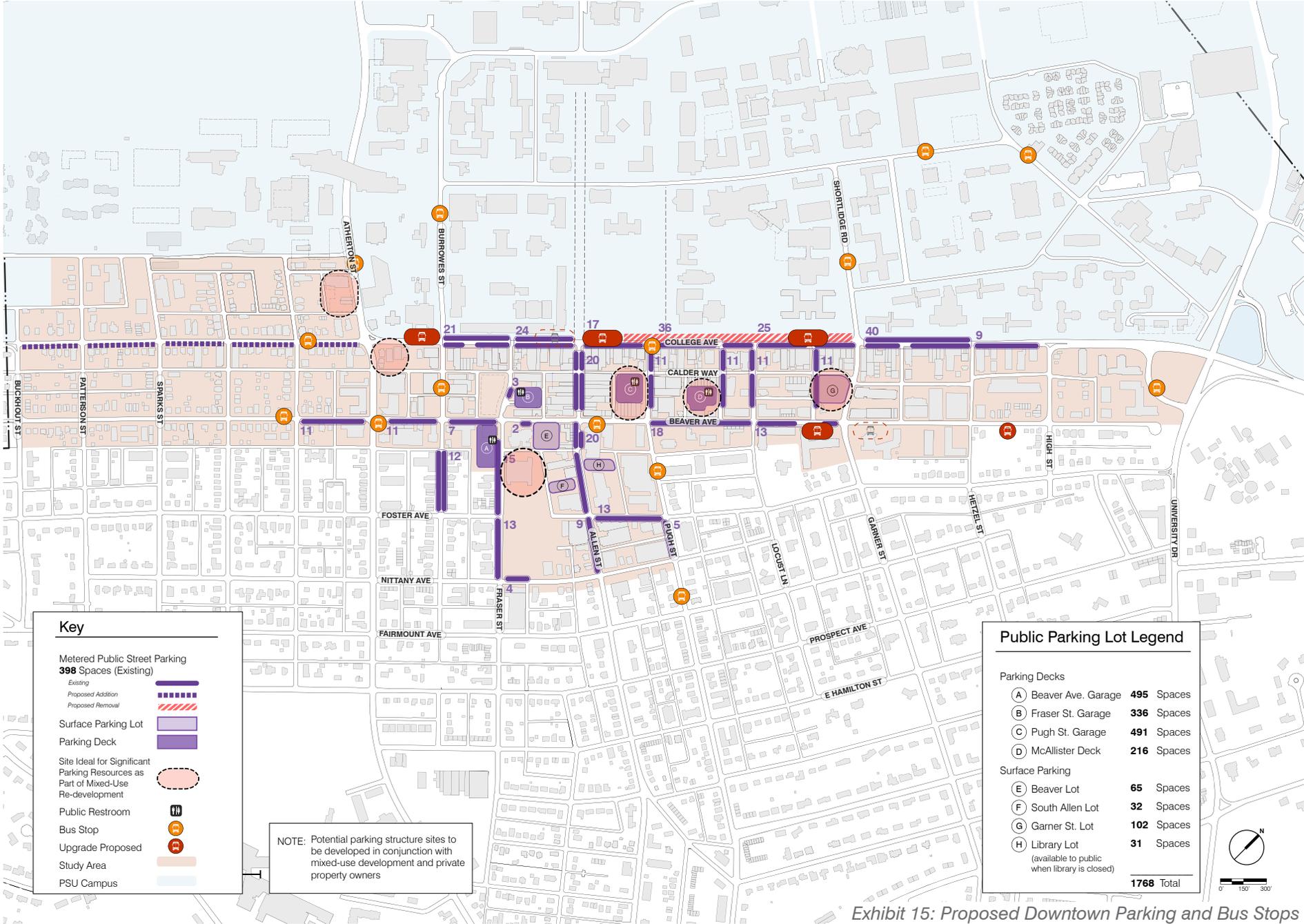
Variable Pricing: Consider long-term policies that adjust pricing based on geographic location and time of day. Consumers who want the most convenient spaces should be willing to pay a premium. Similarly, lower-priced parking can be an incentive for consumers to park in less convenient locations.

Courtesy Tickets: Consider using one-time "courtesy tickets" for first-time parking offenders to help educate consumers about available parking resources and changes to the parking regulations. The idea is to give the local customer (the audience downtown is trying to build) an opportunity to get familiar with the new parking system. These should be issued during a non-event time period when the local resident is the primary downtown customer.

Opposite: Exhibit 15 provides an inventory of existing downtown parking resources and highlights opportunities for new parking structures to be developed in conjunction with mixed-use infill projects.

Below: An example of a "courtesy ticket" that could be used for first-time parking offenders to help educate them on available parking resources. This could be particularly useful as changes to parking policies are implemented.





Key

- Metered Public Street Parking **398 Spaces (Existing)**
 - Existing: Solid blue line
 - Proposed Addition: Dashed blue line
 - Proposed Removal: Red hatched line
- Surface Parking Lot: Light purple rectangle
- Parking Deck: Dark purple rectangle
- Site Ideal for Significant Parking Resources as Part of Mixed-Use Re-development: Dashed orange circle
- Public Restroom: Restroom icon
- Bus Stop: Orange circle with 'T'
- Upgrade Proposed: Red circle with 'T'
- Study Area: Light orange shaded area
- PSU Campus: Light blue shaded area

NOTE: Potential parking structure sites to be developed in conjunction with mixed-use development and private property owners

Public Parking Lot Legend

Parking Decks	
(A) Beaver Ave. Garage	495 Spaces
(B) Fraser St. Garage	336 Spaces
(C) Pugh St. Garage	491 Spaces
(D) McAllister Deck	216 Spaces
Surface Parking	
(E) Beaver Lot	65 Spaces
(F) South Allen Lot	32 Spaces
(G) Garner St. Lot	102 Spaces
(H) Library Lot <small>(available to public when library is closed)</small>	31 Spaces
Total	1768



Exhibit 15: Proposed Downtown Parking and Bus Stops

Employee Monthly Parking: Relocate employee and monthly parking to upper levels of parking structures to provide more convenience to consumers who are to be encouraged to utilize the parking structures. The Borough is currently considering making available employee parking passes for nighttime use.

Other Considerations: Other strategies to consider include employee cash-out programs, creating a Parking Benefits District and evaluating the existing residential permit parking program.

The above tools may or may not be appropriate for Downtown State College but should be explored as part of an overall strategy. In addition, the public realm enhancements and way-finding signage recommendations described earlier will be an important component of the parking strategy. They will allow for a more comfortable and user-friendly experience for people as they travel to and from parking resources.

2-I: Wayfinding Signage for Parking Resources

Provide way-finding signage to direct people to parking resources.

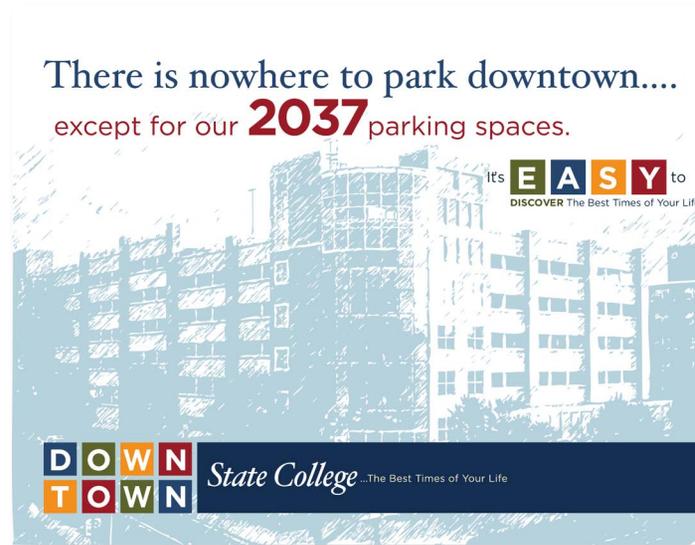
Implementation: *Borough of State College*

The new wayfinding signage as described later under this theme should include signage for parking resources. Signs may include identification signs, directional signs and maps (located at parking resources) showing downtown as it relates to the parking resource. Refer to Recommendation 2-O, Wayfinding Signage for illustrations and additional descriptions.

2-J: Parking Marketing Resources

Utilize the downtown brand to deploy marketing pieces that promote parking resources and dispel misconceptions that there is inadequate parking downtown.

Implementation: *Borough of State College, Downtown Improvement District.*



Left: The downtown brand can be expanded to promote parking resources.



Branding could promote parking garages, potential valet parking (described below) and retailers that validate parking.

Transit

2-K: Transit Fare Study Applications

Work with CATA and COG to evaluate recommendations in the Fare Study and the implications for service adjustments in and adjacent to downtown.

Implementation: *COG, CATA*

The COG and CATA Board have been exploring reduced fare transit options. While a completely fare-free system is

unlikely, they continue to study many options. The master plan partners should take the conclusions from this study and explore how they apply to downtown.

2-L: Enhanced Transit Stops

Enhance existing downtown transit stops – particularly those that are heavily used – to improve aesthetics, functionality, comfort and accessibility for transit riders.

Implementation: Borough of State College, CATA

Approximately one half of the busiest transit stops are located downtown, providing a compelling reason to enhance these stops and further promote alternative modes of transportation. Improvements for transit stops should include transit shelters, sufficient gathering areas, site furniture, seat walls and public art. Specific recommendations for key downtown transit stops are described below and some are discussed in more detail as part of the streetscape recommendations described under Theme 3.

General: All transit stops should consider the following:

- 10' wide pull-off/loading zone, concrete
- Minimum 8' (more desired) clearance at bus boarding zone to accommodate wheelchairs
- Transit shelter (matching those used on PSU Campus), potentially adapted to allow for 8' clearance in tight areas
- Benches
- Trash receptacles
- Adequate street lighting
- Seat walls where appropriate
- Landscape enhancements where appropriate
- Consistent branding (coordinate CATA branding and new downtown brand elements)
- Downtown map as part of wayfinding program
- Non-bird attracting plant material where feasible
- Power source for future digital display
- Newspaper corrals

College at Allen: In addition to the above, the main transit stop on the east side of Pattee Mall/Allen Street should include:

- Minimum 300' pull-off zone
- Kiosk and digital signage display (2)
- Coordination with signalization (e.g. advance stop lines, bus que signals) to allow for buses to pull in to traffic
- Public Art

College at Heister: This stop will be expanded as part of the College Avenue streetscape as described under Theme 3. In addition to the above, it should include:

- Kiosk and digital signage display
- Retaining walls on campus side designed to be seat-wall height
- Public Art

Pugh at College: Consider eliminating this stop as it is close to the College/Allen stop and somewhat redundant. Additionally, proposed streetscape enhancements/bulb-outs on Pugh Street may constrain this stop.

College at Burrowes: In addition to the general requirements, consider incorporating public art at this location.

Beaver at High: This is one of the busiest stops and in addition to the general requirements the stop should include:

- Kiosk and digital signage display
- Power source
- Expanded pavement/gathering and access area (coordinate with LDS site plan to negotiate an easement)
- Buses will stop in the travel lane; a separate pull-off zone not required in this location

Beaver at Garner: This stop can be problematic during big events and is occasionally closed. Consider moving stop to east side of Garner Street and add appropriate amenities as described above.

Atherton at Beaver: These two stops are currently being improved as part of the Atherton streetscape improvements.

Burrowes at Calder: In addition to the general requirements, consider incorporating public art that is responsive to the adjacencies to Calder Way.

2-M: Branding

Utilize the downtown community brand to market and promote transit services and encourage transit usage.

Implementation: **Borough of State College, CATA**

This information could be provided in hotels, particularly those just east of downtown along East College Avenue, to minimize vehicular trips into downtown. The ease and convenience of the system can be promoted as well as free service, should Universal Access ever be adopted even if only for special events. The branding could also be used to promote the use of satellite parking facilities and how transit usage promotes sustainability.

2-N: Transit System

Work with CATA to expand the transit system so that it is attractive to all segments of the community.

Implementation: **Borough of State College, CATA, CRBC/ Bicycle Advocacy Groups**

State College enjoys a solid transit network that establishes a strong foundation should resources be available to expand service in the future. Understandably so, the current network emphasizes commuters going to and from the Penn State Campus and is not always attractive to commuters. Work with CATA should they consider long-term enhancements that include options attractive to all areas of the community including campus, student areas, neighborhoods and commercial areas. In particular, coordinate so that any improvements to the overall system enhance the downtown experience for residents and visitors.

Signage

2-O: Banners

State College should continue to invest in custom banners using the new brand to promote the community.

Implementation: **Downtown Improvement District, Borough of State College**

State College currently has a wide variety of banners in its downtown, some of which are “custom” banners. Some communities have deliberately decided to spend less money on vinyl or even paper product banners (such as Tyvek) rather than reuse canvas banners every year. State College should continue to use special banners that change throughout the year or use banners that complement events that are happening at downtown or at the University. Likewise, State College should consider banner placement in other locations of the Borough that tell the visitor to “go downtown” to remind visitors that downtown is a unique and pleasant alternative. Banners for State College should use simple and clear graphics so as not to distract from the attractiveness of downtown. Another effect of banners is that they tend to serve as a traffic calming technique.

2-P: Wayfinding Signage

Prepare a comprehensive way-finding guide/plan/strategy.

Implementation: **Borough of State College, Downtown Improvement District**

Wayfinding signs are one of the key ways that visitors can locate major amenities in a community and downtown. The Borough has done a good job of initiating signs directing people to parking resources. However, the one way pair system along College Avenue and Beaver Avenue creates some issues for the “uninitiated” visitor to downtown. This is particularly important in a college community where there is a high number of visitors. Wayfinding is a way to “cultivate” the visitor experience an additional benefit is that locals are continually reminded of the special destinations within their own community. Wayfinding signs would include post-mounted “welcome” signs, overhead “welcome” signs

Top right: The downtown brand can be utilized to market and promote public transit services and encourage their use. The graphics shown illustrate how the message can be incorporated with the downtown brand block format. It will be important, however to coordinate with and include CATA logo and branding for any final graphics.

Far right and bottom right: Banners on College Avenue could play off of the downtown brand to uniquely identify College Avenue as the place where State College and Penn State University come together.

FREE
-STATE COLLEGE-
RIDE

 **EASY**
RIDE

COLLEGE AVENUE **TOWN**
The Best College Street in AMERICA

TOWN COLLEGE AVENUE
The Best College Street in AMERICA



on mast-arms, trailblazer signs directing visitors (by car, on foot and on bikes) to amenities, parking signs, special building markers and information kiosks that can be placed in parking lots and throughout downtown. The use of a complete spectrum helps to direct visitors to shopping and dining destinations. Kiosks, with maps of the district, are particularly important as they show “the big picture” and help to eliminate misconceptions that attractions, uses and parking resources are further away from each other than they actually are. In State College, these signs should be geared toward not only the motorist, but, perhaps more importantly, the pedestrian and cyclist.

The wayfinding signs can be designed and implemented (through coordination with PennDOT) over several phases. The initial phase should utilize all of the components of the sign system and be concentrated in the downtown core area, with some signs located along key corridors guiding visitors to downtown. Additional phases can expand the geographic scope around the downtown core and expand the number of signs included along key corridors and along secondary corridors.

The number and type of signs and actual locations will be determined during the implementation phase for this project. A potential first step to consider is using the “Landmarks, Significant Projects and Special Places” exhibit (Exhibit 10 in this report) to determine key destinations that should be identified on signage and key transportation corridors along which signage could be strategically located.

Right: Wayfinding signs are important for creating a positive visitor experience in downtown, as well as reminding locals of the special places within their community. A comprehensive wayfinding system for downtown State College would employ the downtown brand to tie it into the overall identity of the district.

P
A
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K

WELCOME to
DOWN
-STATE COLLEGE-
TOWN

DOWN
-STATE COLLEGE-
TOWN
↑ Destination 1
↗ Destination 2
↘ Destination 3

DOWN
-STATE COLLEGE-
TOWN
↑ Library
↗ Museum
↘ Park

P
Parking

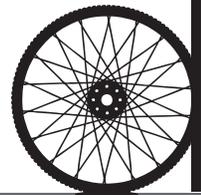
DOWN
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INFORMATION

DOWN
-STATE COLLEGE-
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↑ Destination 1
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Top right: Interactive public art, as seen in this photograph from Denver, CO, affords users the opportunity to become further involved in the experience of downtown.

Bottom right: Opportunities for public art, such as this from London, England, may exist on building facades in Calder Way.

THEME 3 – CONNECTING TO THE DISTRICT: CREATING A COMFORTABLE, COHESIVE AND ATTRACTIVE DOWNTOWN

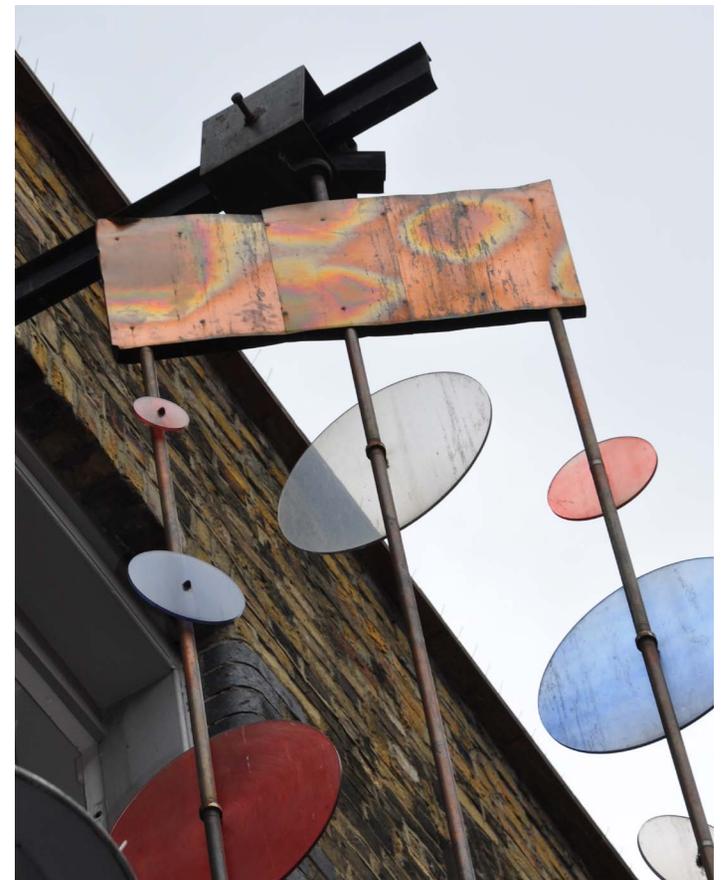
Overview

An attractive, vibrant public realm is critical for a successful downtown, not only in terms of aesthetics, but, more importantly, in terms of creating an environment where people prefer walking, further reducing dependency on the automobile. Public realm enhancements play an important role in the transportation-related recommendations as described under Theme 2, particularly in terms of connecting visitors to parking resources and supporting transit and bicycle usage. In addition, they are vital in supporting goals of enhancing the town-gown relationship between downtown and the Penn State campus.

It is important to understand that the elements that contribute to an attractive public realm are many and include great open spaces, vibrant streetscapes, public art, programming of activities and attractive architecture. This section of the report describes recommendations as they relate to public art, architectural design, open space opportunities and streetscapes. Vibrant streetscape environments are particularly important for State College which, with the exception of the University campus, lacks a significant open space network found in many downtowns. The streets, therefore, are the open spaces and should be very attractive and comfortable places for people to be.

Recommendations

For the recommendations listed below, the primary implementation partners (the organizations that takes the lead in implementation) are bolded and other potential supporting partners appear unbolded.



3-A: Downtown Public Art Program

Using the initial recommendations outlined in this plan and the PSU Public Art Master Plan as a guideline, develop a detailed master plan and strategy for providing downtown public art.

Implementation: Borough of State College, Design Review Board, Art in Public Places Committee

Penn State's Palmer Museum has expressed an interest in having more interaction with downtown and there is the opportunity to develop a public art master plan for downtown, similar to the one for campus. A master plan for public art might include the following elements:

Locations for Public Art: The plan should identify a hierarchy of locations for public art along with appropriate format (sculpture, mural, pavement, facade, etc.). Emphasis should be on highly visible sites that are at key pedestrian nodes/crossroads—particularly for art that is more iconic—as well as less public spaces such as building entrances and courtyards. Refer to *Exhibit 16: Proposed Open Space Network*.

Criteria: The plan should establish criteria related to quality of the public art and, in particular, require relevance to the site. “Plop art”—art that is put down simply to fulfill a requirement with no relation to context—should be avoided. Art that incorporates use of recycled materials and promotes sustainable practices should be encouraged.

Committee: The plan might outline an implementing organization in the form of a public arts committee. This could be an off-shoot of the existing public arts committee for Penn State or it could be a separate organization. If a separate organization, it should coordinate efforts with Penn State's committee to encourage opportunities to strengthen the town-gown relationship. The committee could include graduate students, art education students, merchant representatives, artists from the Centre Region and residents.

Several communities across the country (Bend, OR;



Left: Public art in Greenville, SC exemplifies materials compatible with those of the streetscape and are appropriately located so as to not inhibit pedestrian flow along the sidewalk.

Opposite: Exhibit 16 illustrates recommendations for improving and expanding the downtown open space network, taking into account key pedestrian nodes, proximity to public transit stops and opportunities for public art.

Austin, TX; and Greenville, SC) have an Art in Public Places Commission that is appointed directly to review art placement and design with an overarching goal to foster quality art in the community. Each of these communities' programs could be explored for model guidelines.

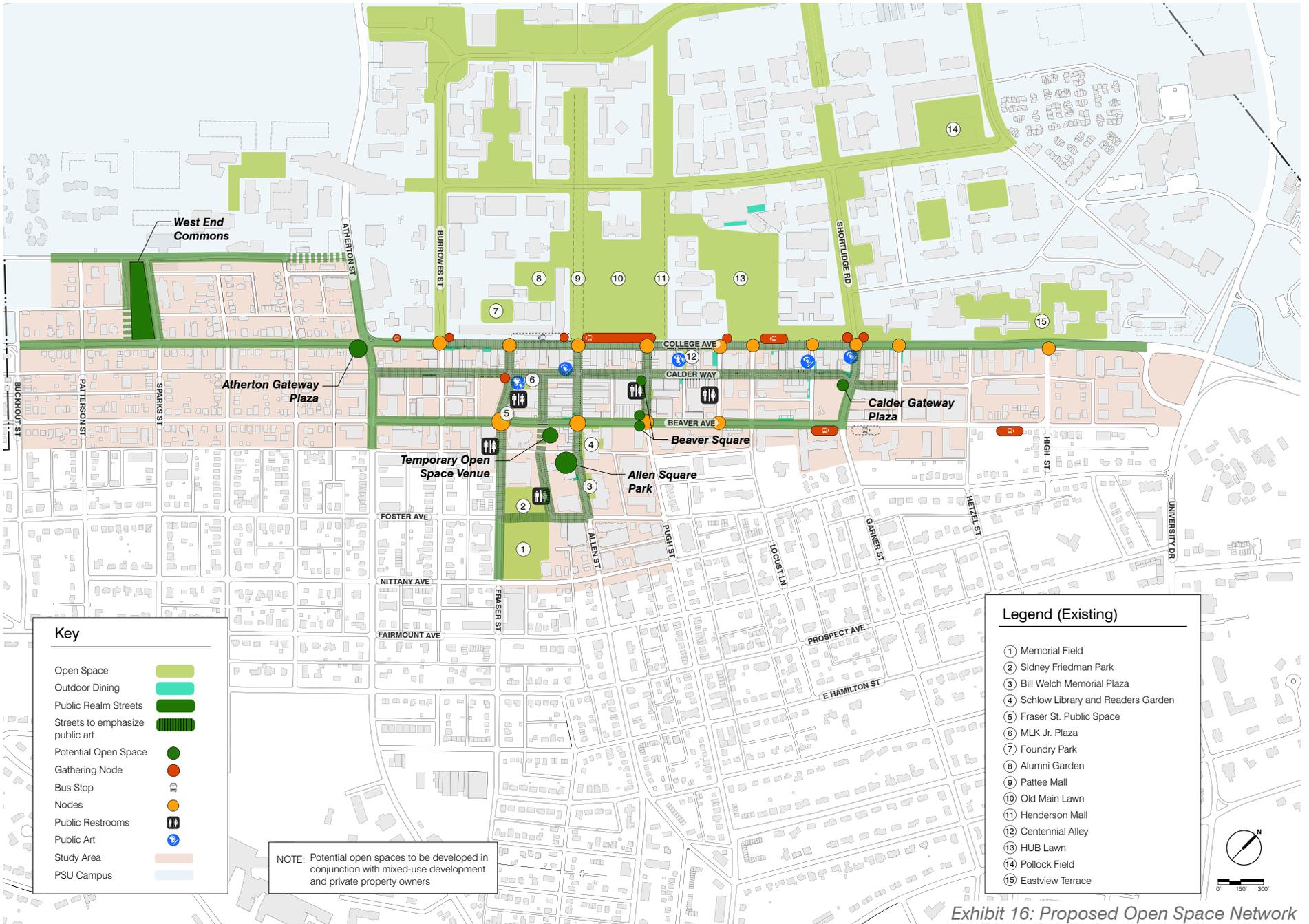
3-B: Downtown Open Space Network

Explore opportunities to incorporate a network of small gathering places downtown.

Implementation: Property Owners

Few opportunities exist in Downtown State College to create a significant and successful open space or “town square.” Additional open spaces and gathering spaces should primarily be achieved through the creation of bulb-outs at street intersections, expanded sidewalks where possible and through the use of “shared space”—streets that emphasize the pedestrian can be closed for special events or during certain times of the week.

Consider short and long-term opportunities to continue to expand the downtown open space network with the addition of pocket parks, plazas and courtyards that connect with the public sidewalk network. As these spaces are developed, there is an opportunity to use these spaces as showcases for sustainable practices and may include innovative storm



Key

- Open Space
- Outdoor Dining
- Public Realm Streets
- Streets to emphasize public art
- Potential Open Space
- Gathering Node
- Bus Stop
- Nodes
- Public Restrooms
- Public Art
- Study Area
- PSU Campus

NOTE: Potential open spaces to be developed in conjunction with mixed-use development and private property owners

Legend (Existing)

- 1 Memorial Field
- 2 Sidney Friedman Park
- 3 Bill Welch Memorial Plaza
- 4 Schlow Library and Readers Garden
- 5 Fraser St. Public Space
- 6 MLK Jr. Plaza
- 7 Foundry Park
- 8 Alumni Garden
- 9 Pattee Mall
- 10 Old Main Lawn
- 11 Henderson Mall
- 12 Centennial Alley
- 13 HUB Lawn
- 14 Pollock Field
- 15 Eastview Terrace



Exhibit 16: Proposed Open Space Network

water management practices, rainwater capture from adjacent buildings (particularly if the open space is created in conjunction with new development), use of recycled materials, native plantings and educational interpretation. Opportunities for significant spaces are limited and related to redevelopment of private property, however, the following should be considered, as described below and identified on *Exhibit 16: Proposed Open Space Network* (previous page).

Allen Square Park: This site is located at the southwest corner of South Allen Street and West Highland Avenue. Currently it is occupied by the former Verizon Building (owned by the Borough) and a bank. While the bank has no plans to relocate, this property should be considered in the long term. It connects with Schlow Library and the Municipal Building, it is located at the high point along Allen Street so could be visible from College Avenue and it could be activated by future development on the post office property and the Beaver Avenue surface parking lot. In addition, it could also provide a connection to Sidney Friedman Park. This concept is illustrated in theme four.

Beaver Square (Potential): This site is located at the southwest corner of Beaver Avenue and Pugh Street where the existing CVS and parking lot are located. The site is connected to College Avenue along Pugh Street and is visible from College as well as centrally-located within the downtown. This site also has great potential as a redevelopment site for mixed-use development on its own or in conjunction with the Pugh Street Garage site and will be examined during Phase II of the master plan. Should this site be utilized for future development, consideration should be given to the potential for a small gathering space at the corner of Pugh and Beaver in conjunction with the development as illustrated in Theme 4. Similarly, any redevelopment of the Pugh Street Garage site should consider integrating a small gathering space, potentially at the corner of Beaver and Pugh or Pugh and Calder Way, also illustrated in Theme 4.

Calder Gateway Plaza (Potential): This is the southwest corner of Garner Street and Calder Way and has been



Milford, PA (top right) offers an example of a small plaza space/pocket park.

identified in previous master plans as a plaza opportunity and “gateway” to Calder Way. It would need to be incorporated into plans for the private development of that site and incentives might be offered to make it feasible for the property owner.

This site would be highly visible and well connected to College and Beaver Avenues. With the addition of bike lanes along this block of Garner Street, as discussed above, a small plaza area here should consider bicycle accommodations. This plaza will be explored further in Phase II as part of a redevelopment concept for the entire site. This concept is further illustrated in Theme 4.

West End Commons: The West End Revitalization Plan identified several alternative approaches to creating a park commons north of College Avenue in the vicinity of Sparks Street and West Campus Drive. This is a valid recommendation to create a central focus to the West End, particularly when considering that State College lacks any kind of “town square” space like this. The recommendation of this master plan is to continue to include this open space in the revitalization of the West End.

Atherton Gateway Plaza: New mixed-use development is planned for the southwest corner of Atherton Street and College Avenue. With this highly visible corner, there is an opportunity to work with the property owner to incorporate a small plaza area at the corner.

Temporary Open Space Venues (Potential): The existing Beaver Avenue surface parking lot, on the south side of Beaver Avenue and west of Allen Street, is quite pleasant with the abundant tree cover throughout the lot. This space could be an attractive venue for downtown events.

3-C: Cohesive Design

Adopt a cohesive family of design elements to use throughout the downtown streetscapes.

Implementation: *Design Review Board, Property Owners*

Design elements should be appropriate to the streetscape type (described above) to reinforce the downtown identity and establish continuity within the public realm. State College is already using many standards and these should be formally adopted. These and other recommended standards are described in Appendix C: Design Guide and should be incorporated into the DRB's design guide update.

3-D: Streetscape Typologies

Establish a hierarchy of street typologies to incorporate into the DRB's design guide update and help guide streetscape design decisions and priorities.

Implementation: *Design Review Board, Property Owners*

While the public realm of all downtown streets is important, this hierarchy recognizes that all streets should not be treated equally in terms of pedestrian function and design. The most important streets should receive the highest level of investment while less important streets should receive a base level of design. The ultimate goal, however, should be that all streets are clearly part of a cohesive public realm network, regardless of their level in the hierarchy. Below is a summary of the proposed hierarchy, which is also illustrated in *Exhibit 17: Streetscape Typologies (page 100)*. A detailed design description for each typology is provided in Appendix C: Design Guide.

Type A: These streets are the most important in terms of establishing the downtown public realm image and framework and receive the highest level of design treatment, going above and beyond what has already been completed downtown. This category includes the core of College Avenue (Between Atherton Street and University Drive) and Allen Street (between College and Beaver Avenues). Conceptual design for "Allen Street Promenade" and the core of College Avenue are illustrated and described in detail on the following pages

Type B: These streets are important streets that define the downtown core. Some streetscapes along these streets have already been completed (portions of Allen and Fraser Streets and portions of Beaver Avenue) or are in the process of being implemented (a portion of Atherton Street and a portion of Pugh Street) and have set the materials standard for all of downtown. The following additional street segments should also receive this same or similar treatment to complete the downtown core network: portions of Beaver Avenue (between Atherton and Garner Streets), Fraser Street (between Beaver and Foster Avenues), Pugh Street (between Beaver and Foster Avenues) and Garner Street (between College and Beaver Avenues). A design concept for Beaver Avenue is illustrated and described in detail on the following pages. Additionally, recommendations for refinements to the Pugh Street streetscape are also illustrated and described in Recommendation 3-K.

Type C: These streets represent the east and west extensions of College and Beaver Avenues (and the connecting portions of High and Buckhout Streets) but are outside of the downtown core and do not warrant the same level of design as Type A and B above. They should, nonetheless, be compatible in design.

Type D: This street type represents alleys designed as shared space, with a heavy emphasis on accommodating pedestrians. The street type is anchored by Calder Way (between Atherton and Sowers Streets), Kelly Alley and D Alley (between West Highland Alley and Foster Avenue). Should the Beaver Avenue parking lot be redeveloped,

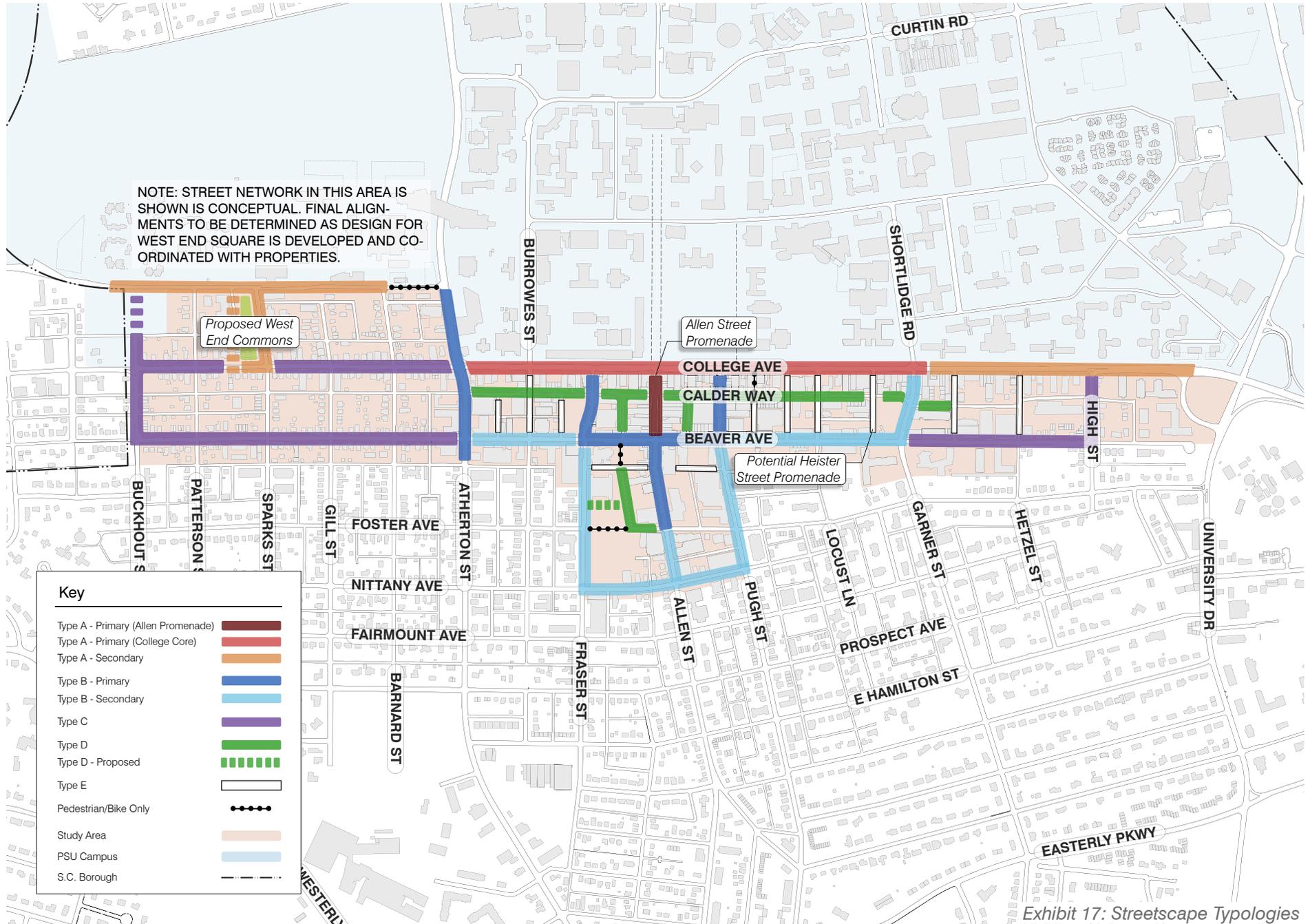


Exhibit 17: Streetscape Typologies

Opposite: Exhibit 17 shows the recommended streetscape typologies for downtown. Establishing a hierarchy for downtown streets as it relates to pedestrian function and design will help focus improvement efforts and guide design decisions.

consideration should be given to providing a pedestrian link connecting Kelly and D Alleys. A design concept for Calder Way is illustrated and described in detail on the following pages.

Type E: This street type represents all other streets within downtown and will include base level of treatment. Sidewalk paving would be predominantly concrete and the Borough standards for lights, street furniture, tree grates, etc. would be used.

Focus and Catalyst Projects

Implementation of the public realm enhancements described in this chapter will occur over many years. It is important, however, to establish Catalyst project as an initial phase; one that will make a significant positive impact on downtown. Several streetscape projects are described on the following pages as "focus projects", many of which (or a portion of which) comprise a significant Catalyst project. These focus projects include the Allen Street Promenade (from College Avenue to Beaver Avenue), College Avenue (from Atherton Street to University Drive), Calder Way (from Burrowes Street to Garner Street), Beaver Avenue (from Atherton Street to

High Street), Pugh Street (from Beaver Avenue to College Avenue)and High Street (from Beaver Avenue to College Avenue). Of these focus projects, the following projects or portions of projects are included in the Catalyst project:

- Allen Street Promenade, including the intersection with College Avenue
- Pugh Street, with the exception of the Pugh Street Garage frontage
- Calder Way, between Burrowes and Heister Streets
- Beaver Avenue, between Miller Alley and Pugh Street (sections that are currently incomplete)

These streets have been identified as part of the Catalyst project because of their adjacencies to already completed streetscapes such as Fraser Street, Allen Street (south of Beaver), and portions of Beaver Avenue (between Fraser and Pugh Streets); they were already in design (Pugh Street); their proximity to significant development/redevelopment opportunities (Fraser Centre and Pugh Street Garage) and/or their location within the downtown core. Refer to *Exhibit 18: Focus and Catalyst Projects*, below.

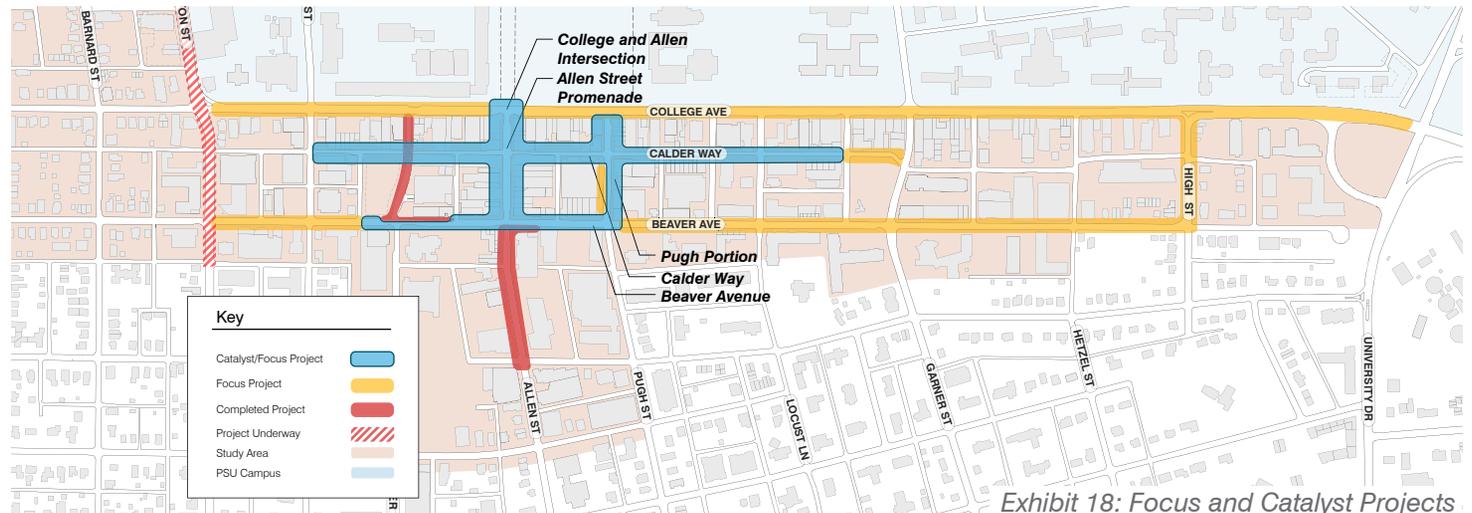


Exhibit 18: Focus and Catalyst Projects



Allen Street Promenade

Focus Project 1 (Catalyst)

3-E: Allen Street Promenade

Reinforce the 100 block of Allen Street, including the intersection with College Avenue, as the center of downtown and establish it as downtown's "town square." Implement as part of Catalyst project.

*Implementation: **Borough of State College, Downtown Improvement District, Downtown Businesses, Property Owners***

Streetscape Type A - Primary

Concept: The overall concept for the Allen Street Promenade supports recommendations from previous master planning efforts to treat this block of Allen Street as a "great place"—one that clearly portrays itself as being the "town square" for State College. It is important to note that the proposal is not to designate this block of Allen Street as a "pedestrian mall"—a space that is permanently closed to automobiles. Rather, the design for this block of Allen Street allows great flexibility in how the block functions. Most of the time, the block will function as it currently does with two-way traffic and on-street parking. Other times, it could be closed to accommodate events or increased volumes of pedestrian traffic. It could be closed entirely (College Avenue to Beaver Avenue) or in segments (College Avenue to Calder Way or Calder Way to Beaver Avenue).

Initially, the block might only be closed a few times a year. Downtown Improvement District and the Borough could continue to experiment with regular closings certain evenings of the week, certain weekends or specific seasons, depending on on-going evaluation of the success of the closings and programming of the space. As the use of the space is evaluated, it will be important to involve the business community, particularly the Allen Street businesses.

Top right: The gates to Pattee Mall on the University campus serve as the most profound marker in downtown of the relationship between "town" and "gown."

Bottom right: Allen Street already functions as the location for special events downtown, which sometimes require street closure between College and Beaver Avenues. The master plan seeks to build on this positive experience of place by further establishing Allen street as downtown's "town square."



Events such as "Lunch 'n' Learn" and "Lunch Break" could occur in this space as could new festivals that emerge as described earlier under Recommendation 1-F.

Specific design enhancements include the removal of the curb to create a flush paved surface of predominantly brick. While brick paving is recommended, concrete unit pavers or stamped concrete may also be considered but should be determined at the time of detailed design. Different use areas (parking, travel lanes, etc.) will be defined by bollards, planters, street trees, ornamental lighting and pavement markings. Electrical service and water hook-ups will also be

provided to accommodate performance venues. While this block will be open to traffic most of the time, it will “feel” like a space where pedestrians are the primary user and vehicles are secondary users. At the time of detail design, the spacing of these elements will need to be coordinated with businesses and their delivery requirements to accommodate this important function.

Other design elements will include kiosks, signage and banners to reinforce the downtown community brand, bicycle accommodations and public art. Earlier master plans suggested overhead “string lights” as a way to further enliven the street. While this would certainly enhance the atmosphere of the street, it is important to maintain the view to the Allen Street gates and Pattee Mall and avoid overhead elements that would detract from this view. Instead, these should be reserved for Calder Way as described later in this report.

An additional early opportunity for this block is to experiment with “pop-up cafes” or “parklets” in place of some of the parking spaces. These would allow the expansion of the pedestrian zone in some areas without having to close the street to vehicles and parking. This concept is employed throughout the world to accommodate outdoor dining, additional seating areas, vendor carts or merchant display areas for certain seasons, while allowing the space to revert to parking during other times of the year. There are a number of ways that this can be managed. In New York City, these outdoor seating areas are open to anyone and shared among businesses since they are located within the public right-of-way. In Frederick, Maryland, individual businesses can obtain a permit to use the space for their business and patrons (outdoor dining or display space), provided there is unobstructed pedestrian access along the sidewalk. The Borough and Downtown Improvement District could experiment with this concept even before the new streetscape is constructed. Frederick, Maryland allowed two pop-up cafes as a multi-month experiment in 2012.

With the complete reconstruction of the street and removal of the curb, there is an opportunity to incorporate innovative



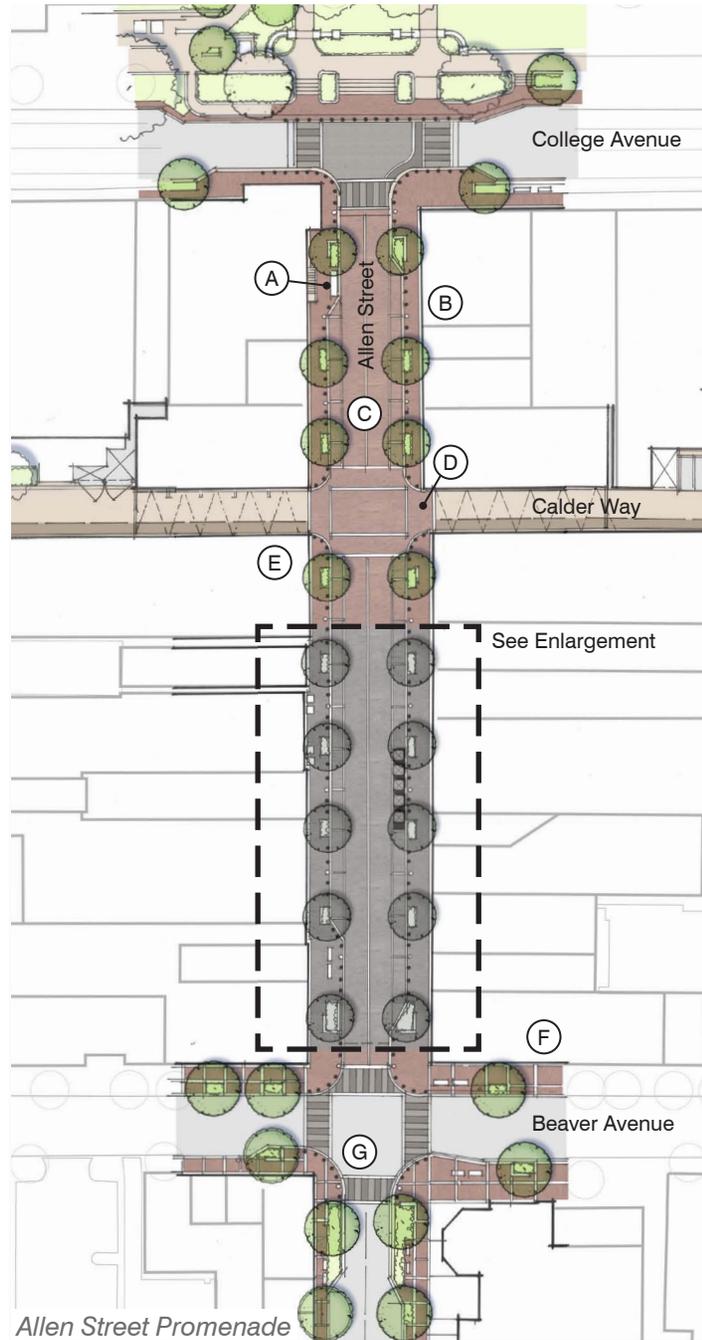
Many precedents exist for continuous brick paving along urban streets and adjacent sidewalks. Court Street in Greenville, SC (top left) shows how bollards can be used to separate vehicular and pedestrian zones. The roadway as seen in Annapolis, MD (bottom left) sits below the sidewalk as part of a typical street section, but the uniformity of materials conveys a pedestrian-oriented space while still facilitating vehicular access to commercial uses.



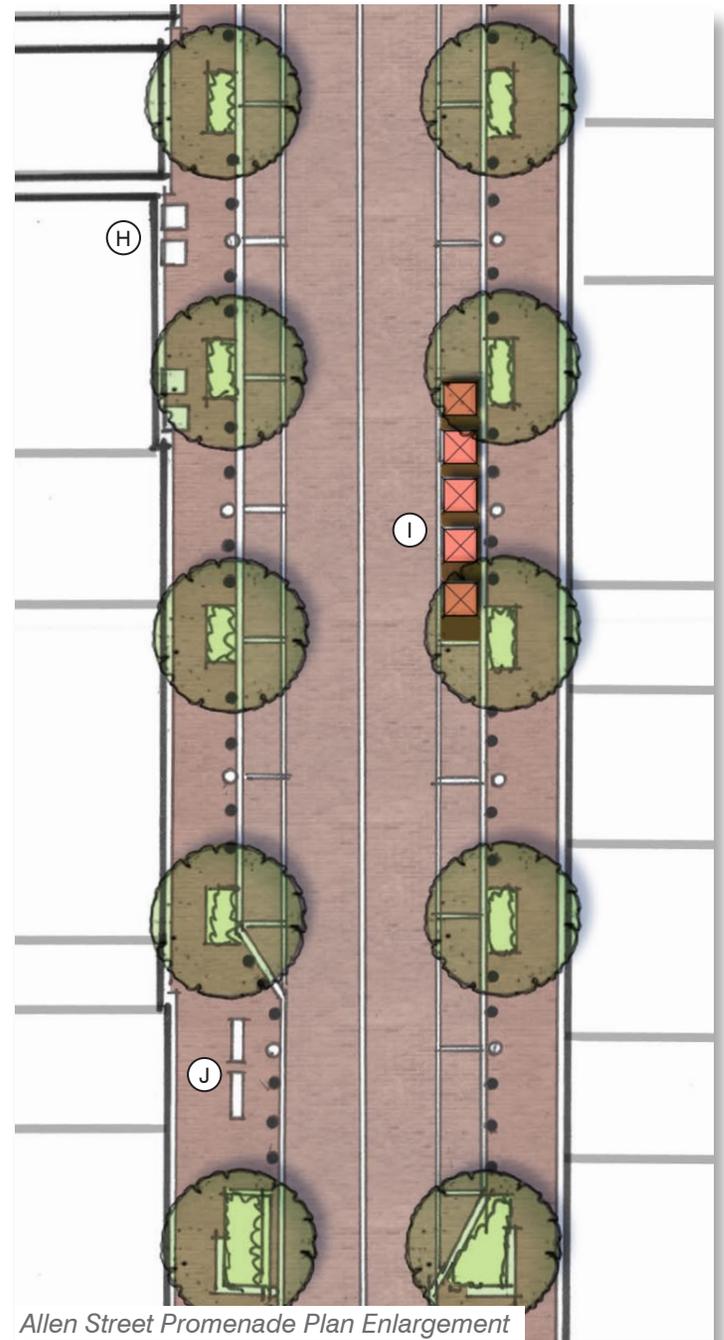
storm water management practices into the streetscape design. In particular, water from building downspouts might be directed to new interconnected tree planting pits or collected for irrigation of planter pots. Similarly, tree planting pits may be interconnected to utilize storm water runoff from the street. However, because of the limestone geology, geotechnical surveys will need to be conducted during the design phase to determine any techniques that might be appropriate.

Additional design recommendations and materials are outlined in Appendix C: Design Guide. The design concepts for the intersection with College Avenue is described and illustrated on the following pages under “College Avenue.”

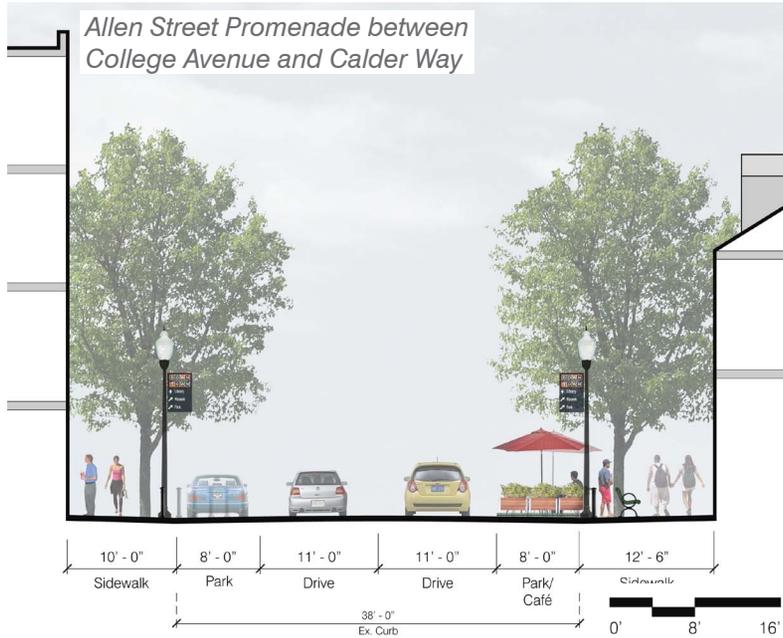
- A. *Enlarged Bulb-Out and Bicycle Storage*
- B. *Brick Sidewalks; Bollards Between Sidewalks and Street*
- C. *Brick Paving in Street; Flush with Sidewalk Grade*
- D. *Brick Crosswalks at Calder Way*
- E. *Relocated or New Street Tree, Typ.*
- F. *Brick Paving Along Beaver Avenue to Match Existing Borough Standard Adjacent to Schlow Library*
- G. *Stamped Concrete Crosswalks to Match Treatment Along College Avenue; Center of Intersection Remains Asphalt*
- H. *Outdoor Seating/ Merchandise Display Opportunities*
- I. *"Pop-Up Cafes" or "Parklets" in Parallel Parking Zone; May Be Temporary or Permanent and May Rotate Locations*



Allen Street Promenade



Allen Street Promenade Plan Enlargement



“Pop-up cafes” or “parklets” utilize space typically devoted to parallel parking to expand the pedestrian environment of the street. These spaces can be temporary or permanent and have the flexibility to rotate locations so that businesses can share in the opportunity to service more clients. This strategy could be implemented on Allen Street to add activity and color to the street as well as offering outdoor gathering and/or dining spaces that do not currently exist downtown.

(Top left: Old San Juan, Puerto Rico; Bottom left: Baltimore, MD)

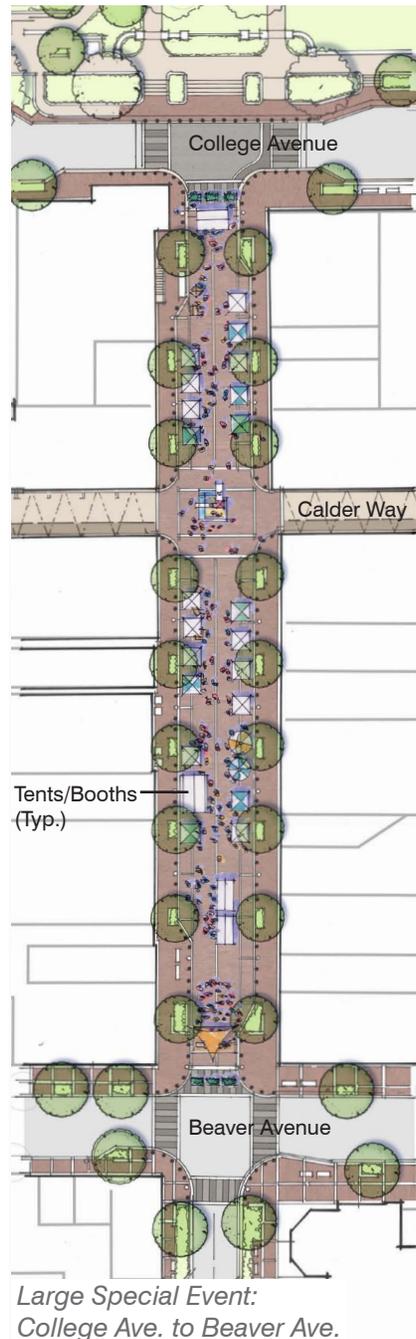


Large Special Event

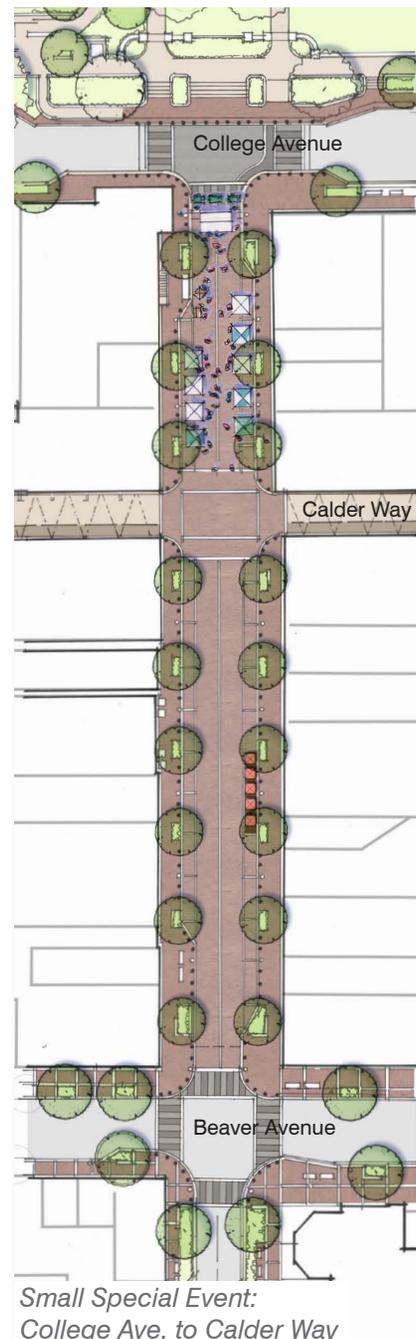
- Performance Space at College Avenue and Beaver Avenue
- Activity Node at Calder Way
- Vendor Spaces and Outdoor Dining Located in Parallel Parking Zone

Small Special Event Options

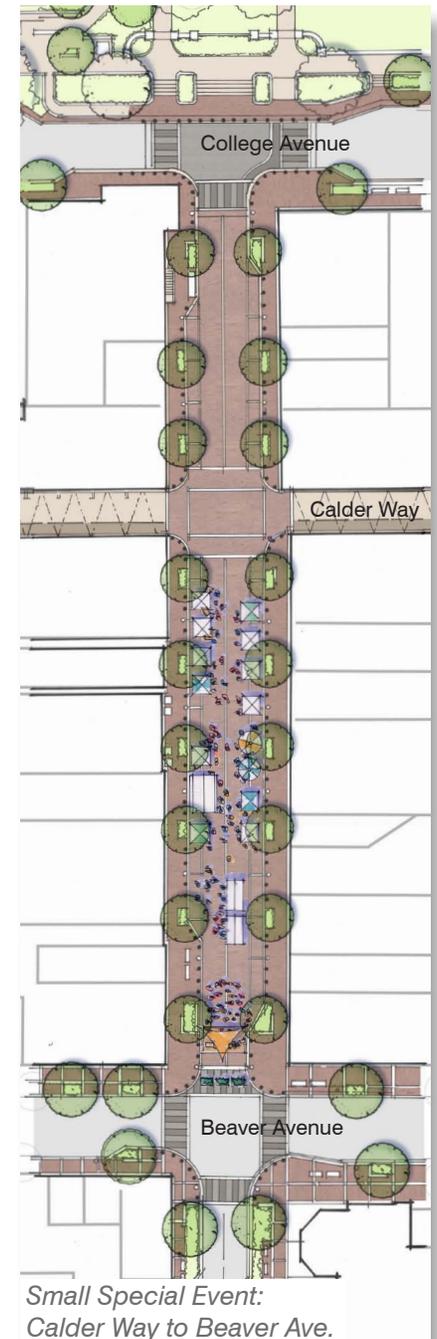
- Performance Space at College Avenue or Beaver Avenue
- Vendor Spaces and Outdoor Dining Located in Parallel Parking Zone
- Intersection with Calder Way Remains Open to Allow for Vehicular Circulation



*Large Special Event:
College Ave. to Beaver Ave.*



*Small Special Event:
College Ave. to Calder Way*



*Small Special Event:
Calder Way to Beaver Ave.*



College Avenue

Focus Project 2 (Catalyst - Allen Street Intersection)

3-F: College Avenue

Enhance College Avenue as a great street that reinforces its town-gown role of integrating Penn State University with Downtown State College. Implement the Allen Street intersection as part of the Catalyst project.

Implementation: **Borough of State College, Penn State University**

Streetscape Type A - Primary and Secondary

(The concept and design details described below are feasible under PennDOT guidelines; however, more flexibility may be possible if the Borough participates in PennDOT's Turnback Program. See Recommendation 3-G for a complete description of this alternative.)

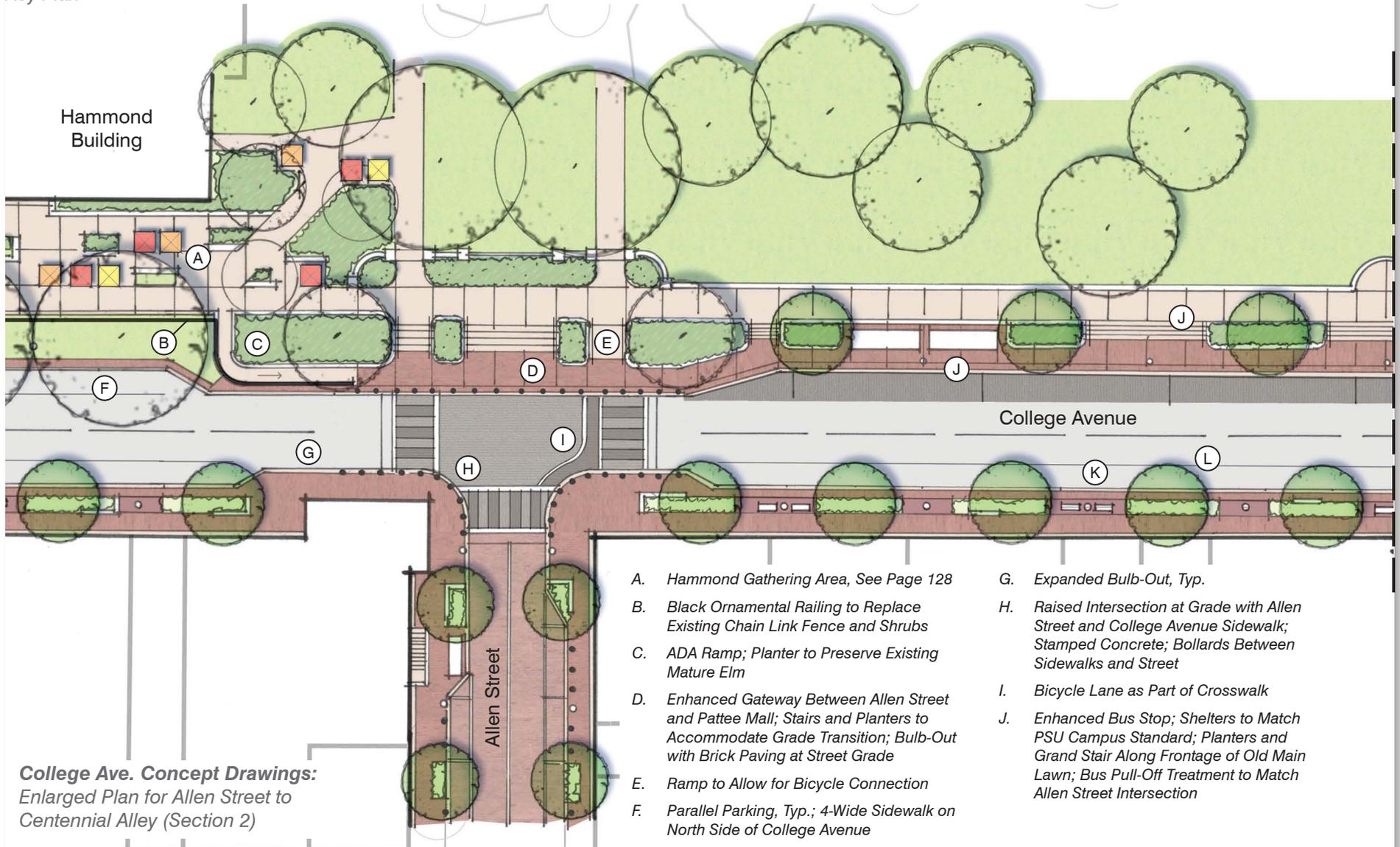
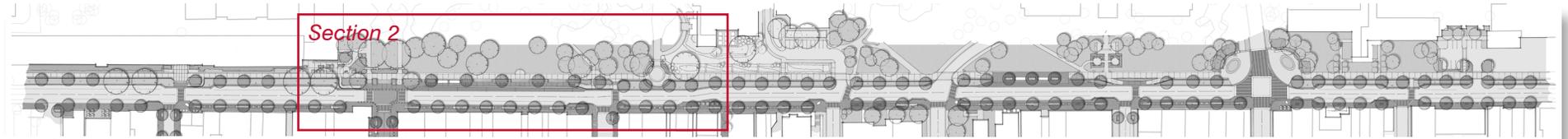
Concept: The overall concept for College Avenue is to create a distinct brand, safe and comfortable pedestrian environment and unified streetscape image that complements the unique qualities of each side of the street: the broad lawns and traditions of the Penn State University campus and the vibrant college town environment of downtown State College. While the land uses are very different on each side, unified streetscape elements and materials will provide for a cohesive image that reinforces the town-gown role of this important street. The highest level of design will occur within the segment between Atherton Street and Garner Street (the College Avenue Core or Streetscape Type-A Primary). The section between Garner Street and University Drive (Streetscape Type-A Secondary) will utilize the same family of materials as the Core but will include less intensive paved pedestrian areas (the south side sidewalk will not be expanded and parking will remain on both sides where it currently exists); however, a narrow brick sidewalk will be added along the north side parking curb. The segment between Atherton Street and Buckhout Street

College Avenue's unique character stems from its vibrant college town environment on the Borough side (top right) and its rich campus image on the University side (bottom right).



will utilize the same family of materials, but will not be as extensive. This section of College Avenue is described later in this section of the report.

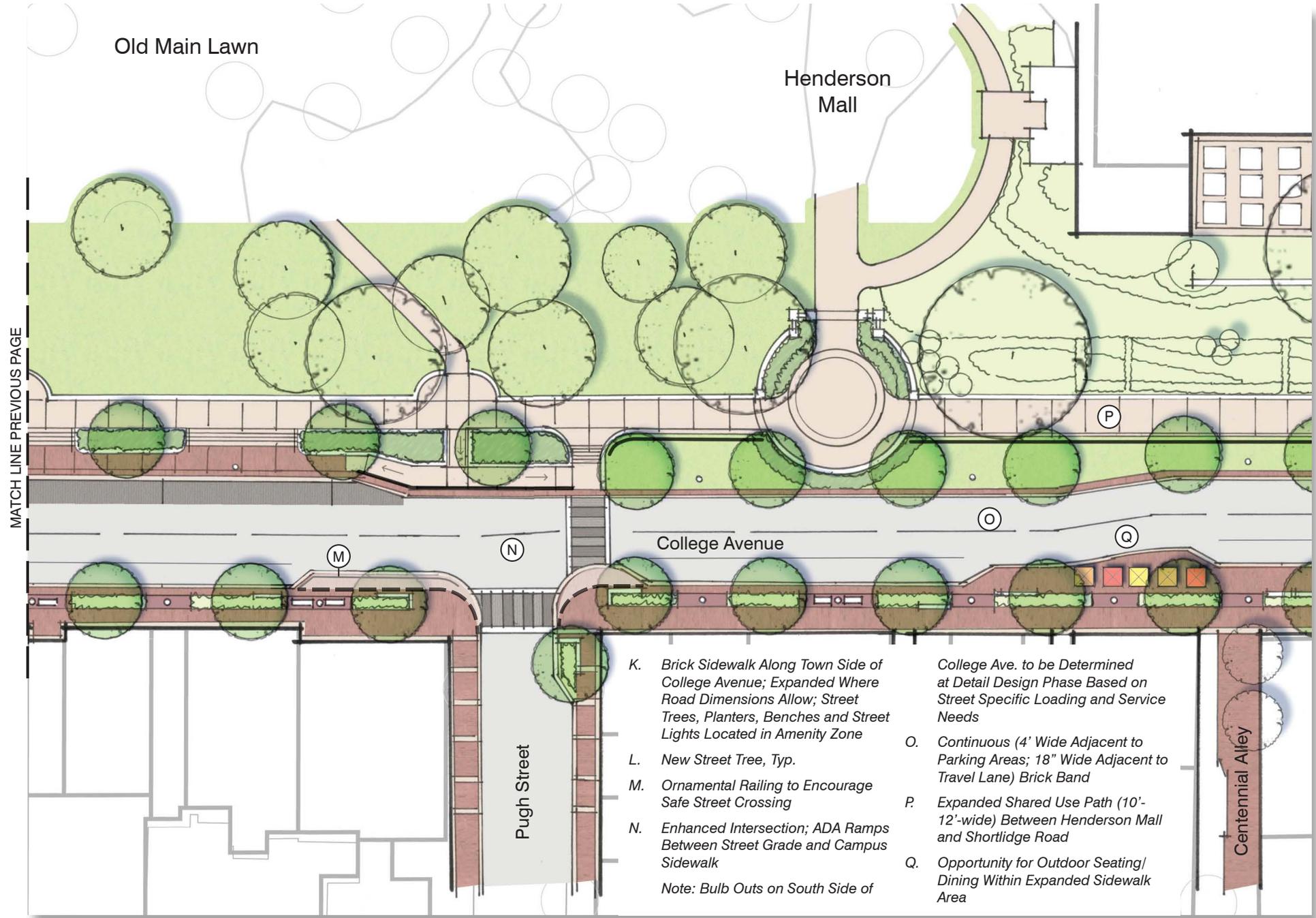
Key components of the College Avenue streetscape are illustrated in the concept drawings on the following pages, and describe in the narrative following that.



College Ave. Concept Drawings:
 Enlarged Plan for Allen Street to
 Centennial Alley (Section 2)

- A. Hammond Gathering Area, See Page 128
- B. Black Ornamental Railing to Replace Existing Chain Link Fence and Shrubs
- C. ADA Ramp; Planter to Preserve Existing Mature Elm
- D. Enhanced Gateway Between Allen Street and Pattee Mall; Stairs and Planters to Accommodate Grade Transition; Bulb-Out with Brick Paving at Street Grade
- E. Ramp to Allow for Bicycle Connection
- F. Parallel Parking, Typ.; 4-Wide Sidewalk on North Side of College Avenue
- G. Expanded Bulb-Out, Typ.
- H. Raised Intersection at Grade with Allen Street and College Avenue Sidewalk; Stamped Concrete; Bollards Between Sidewalks and Street
- I. Bicycle Lane as Part of Crosswalk
- J. Enhanced Bus Stop; Shelters to Match PSU Campus Standard; Planters and Grand Stair Along Frontage of Old Main Lawn; Bus Pull-Off Treatment to Match Allen Street Intersection

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Old Main Lawn

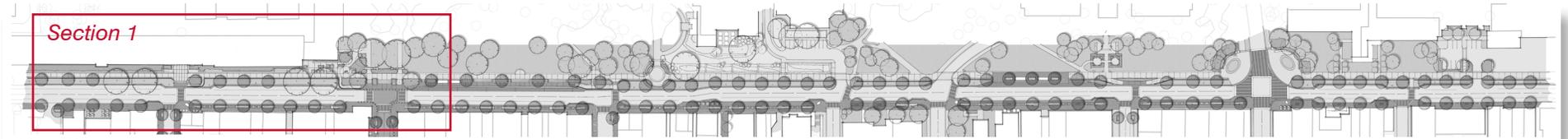
Henderson Mall

College Avenue

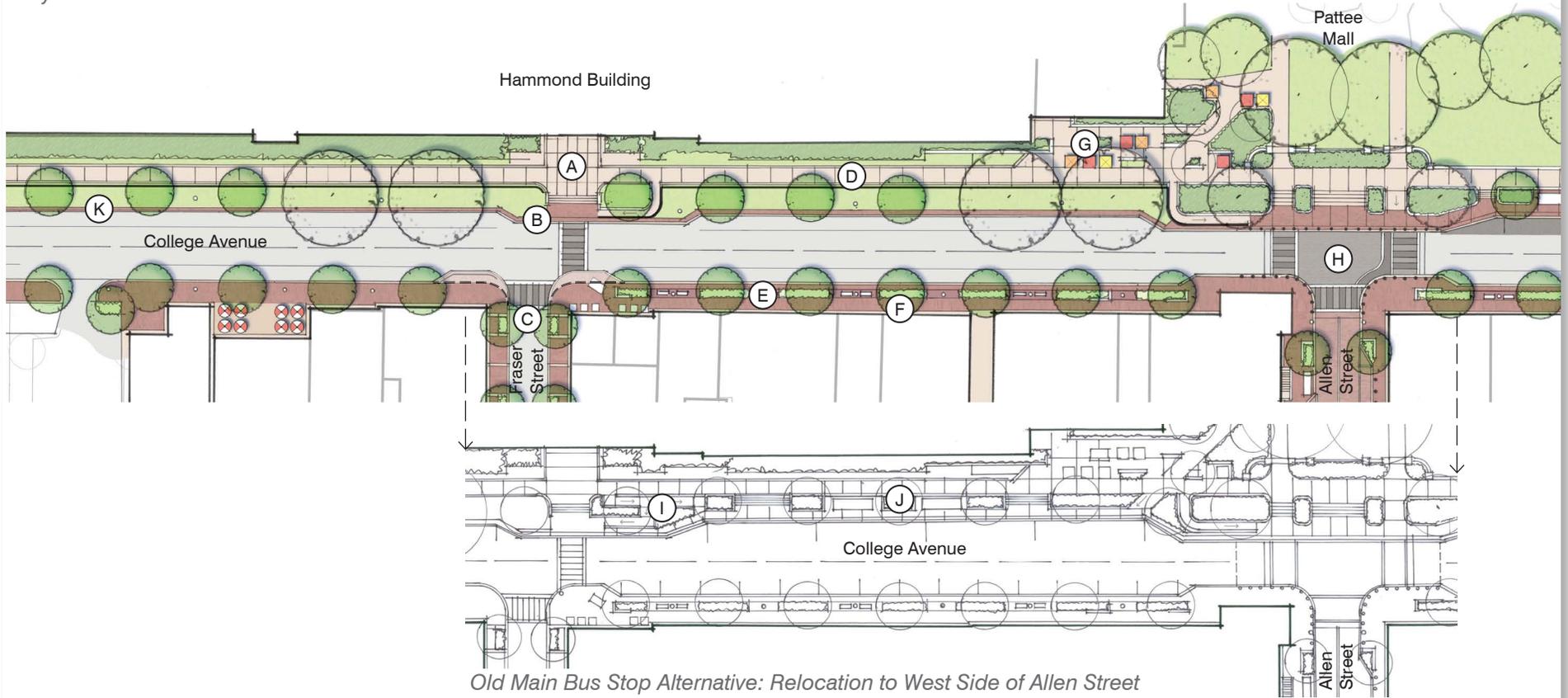
Pugh Street

Centennial Alley

- K. Brick Sidewalk Along Town Side of College Avenue; Expanded Where Road Dimensions Allow; Street Trees, Planters, Benches and Street Lights Located in Amenity Zone
- L. New Street Tree, Typ.
- M. Ornamental Railing to Encourage Safe Street Crossing
- N. Enhanced Intersection; ADA Ramps Between Street Grade and Campus Sidewalk
- Note: Bulb Outs on South Side of College Ave. to be Determined at Detail Design Phase Based on Street Specific Loading and Service Needs
- O. Continuous (4' Wide Adjacent to Parking Areas; 18" Wide Adjacent to Travel Lane) Brick Band
- P. Expanded Shared Use Path (10'-12'-wide) Between Henderson Mall and Shortlidge Road
- Q. Opportunity for Outdoor Seating/ Dining Within Expanded Sidewalk Area



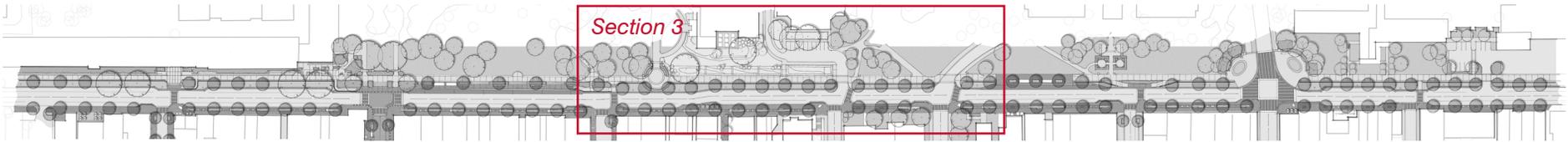
Key Plan



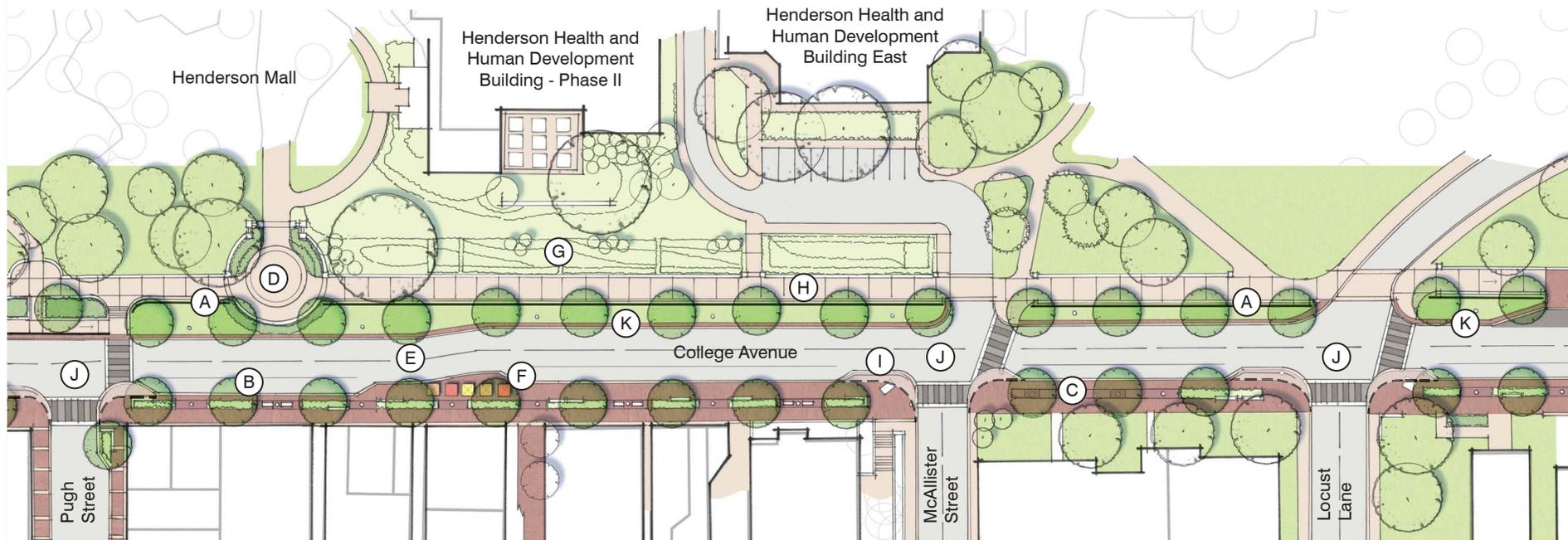
Old Main Bus Stop Alternative: Relocation to West Side of Allen Street

- A. Enlarged Plaza Space at Entry to Hammond Building
- B. Expanded Brick Paving Area to Highlight Campus Entrance at Fraser Street
- C. Completed Streetscape Along Fraser Street
- D. Expanded Shared Use Path (10'-12'-wide) Between Burrows Street and Pattee Mall
- E. Brick Sidewalk Along Town Side of College Avenue; Expanded Where Road Dimensions Allow; Street Trees, Planters, Benches and Street Lights Located in Amenity Zone
- F. New Street Tree, Typ.
- G. Hammond Gathering Area, See Page 128
- H. Raised Intersection at Grade with Allen Street and College Avenue Sidewalk, See Page 126
- I. ADA Ramp Connection to Fraser Street and Bus Loading Area
- J. Enhanced Bus Stop; Shelters to Match PSU Campus Standard; Planters and Grand Stair; Bus Pull-Off Treatment to Match Allen Street Intersection
- K. 4' Brick Walkway Adjacent to Parking on North Side of College Avenue.

College Ave. Concept Drawings:
Plan for Fraser Street to Allen Street (Section 1)



Key Plan

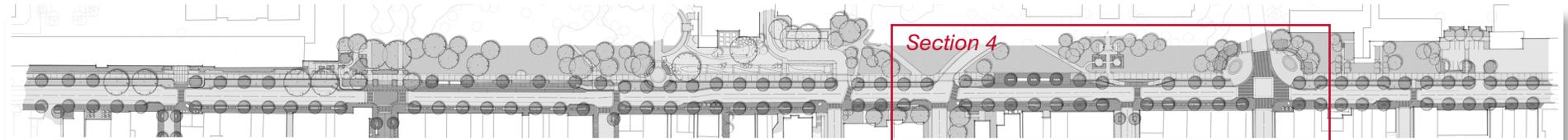


- A. Black Ornamental Railing to Replace Existing Chain Link Fence and Shrubs, Typ.
- B. New Street Tree, Typ.
- C. Brick Sidewalk Along Town Side of College Avenue; Expanded Along South Side with Elimination of Parking on North Side; Street Trees, Planters, Benches and Street Lights Located in Amenity Zone

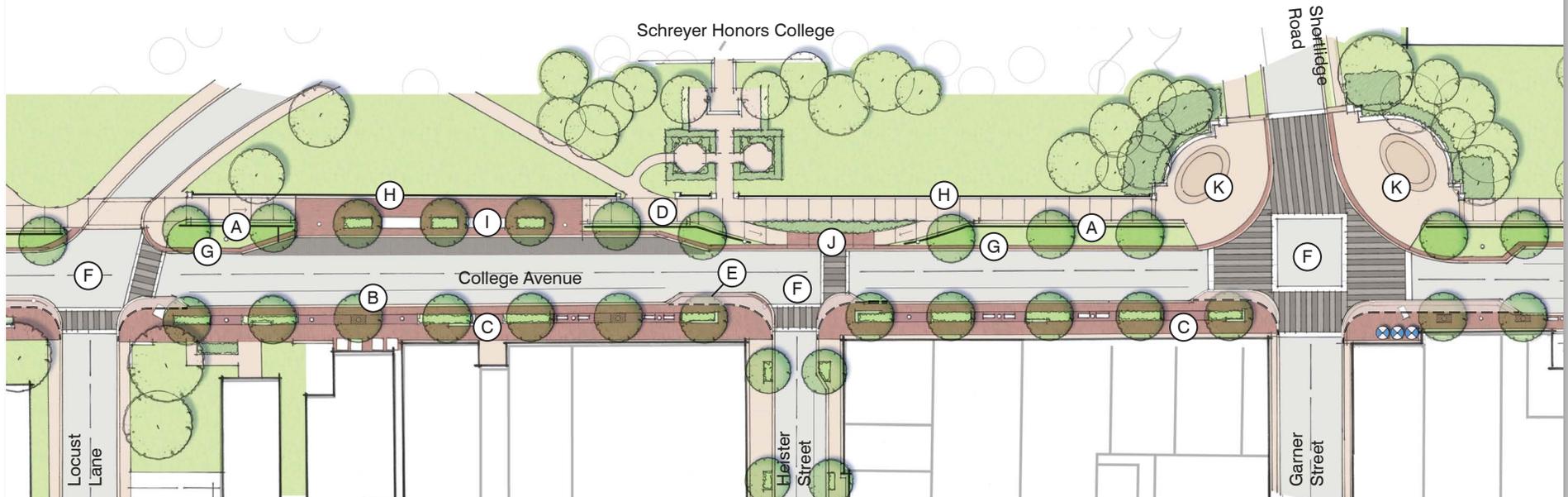
- D. Preserve and Enhance Plaza and Walls at Terminus of Henderson Mall
- E. Typical Roadway, Chicane
- F. Opportunity for Outdoor Seating/Dining in Expanded Sidewalk
- G. Landscape Enhancements as Part of Henderson Building Improvements
- H. Expanded Shared Use Path (10'-12'-wide) Between Henderson Mall and University Drive

- I. Ornamental Railing to Encourage Safe Street Crossing
- J. Enhanced Intersection; Curb Bulb-Outs and Stamped Concrete Crosswalks, Typ.
Note: Bulb Outs on South Side of College Ave. to be Determined at Detail Design Phase Based on Street Specific Loading and Service Needs
- K. Continuous (4' Wide Adjacent to Parking; 18" Wide Adjacent to Travel Lanes) Brick Band

College Ave. Concept Drawings:
Plan for Pugh Street to Locust Lane (Section 3)



Key Plan



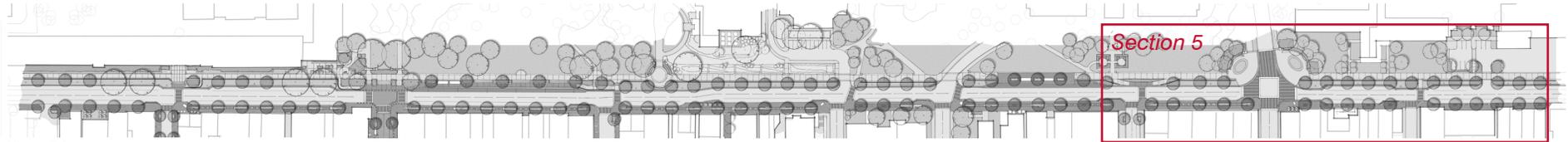
- A. Black Ornamental Railing to Replace Existing Chain Link Fence and Shrubs, Typ.
- B. New Street Tree, Typ.
- C. Brick Sidewalk Along Town Side of College Avenue; Expanded Along South Side with Elimination of Parking on North Side; Street Trees, Planters, Benches and Street Lights Located in Amenity Zone
- D. Expanded Shared Use Path (10'-12' wide) Between Henderson Mall and University Drive

- E. Ornamental Railing to Encourage Safe Street Crossing
- F. Enhanced Intersection; Curb Bulb-Outs and Stamped Concrete Crosswalks, Typ.
Note: Bulb Outs on South Side of College Ave. to be Determined at Detail Design Phase Based on Street Specific Loading and Service Needs
- G. Continuous (4' Wide Adjacent to Parking; 18" Wide Adjacent to Travel Lanes) Brick Band
- H. Retaining Wall to Allow for Grade Transition from Shared Use Path to Bus Stop Area

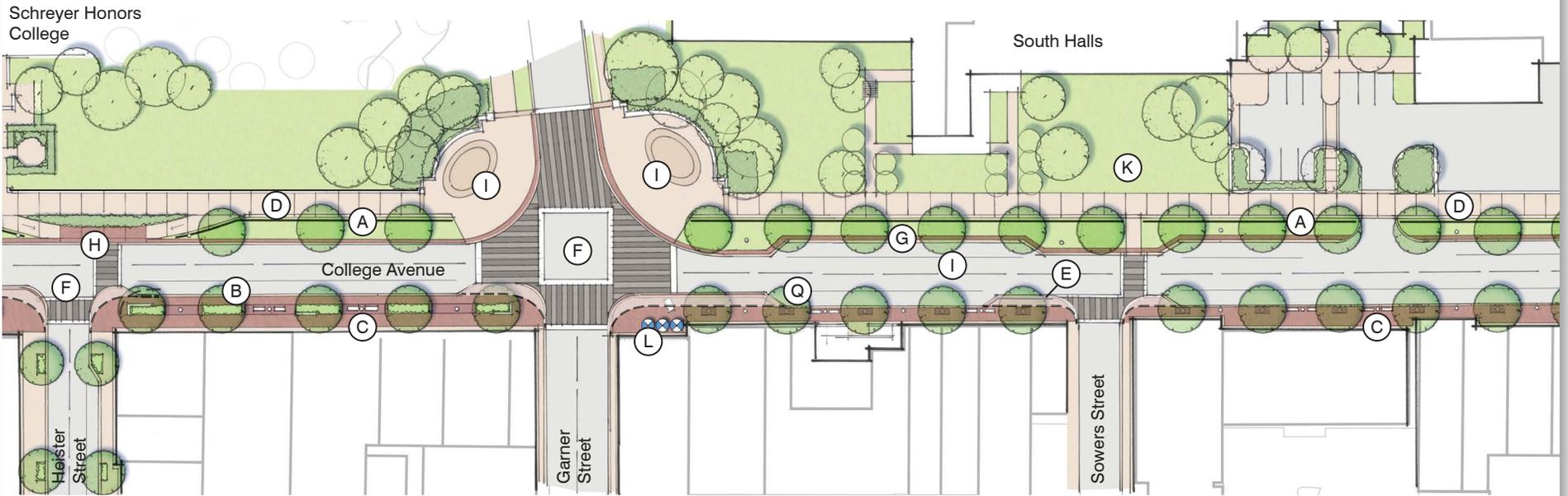
- I. Enhanced Bus Stop; Shelters to Match PSU Campus Standard; Brick Paving at Bus Stop Depressed to Match Curb Height
- J. Brick Paving to Highlight Campus Entrance at Heister Street
- K. Enhanced Campus Gateway; Expanded Plaza Spaces on North Side of College Avenue for Seating and Gathering; Consider Special Paving

College Ave. Concept Drawings:

Plan for Locust Lane to Garner Street (Section 4)



Key Plan

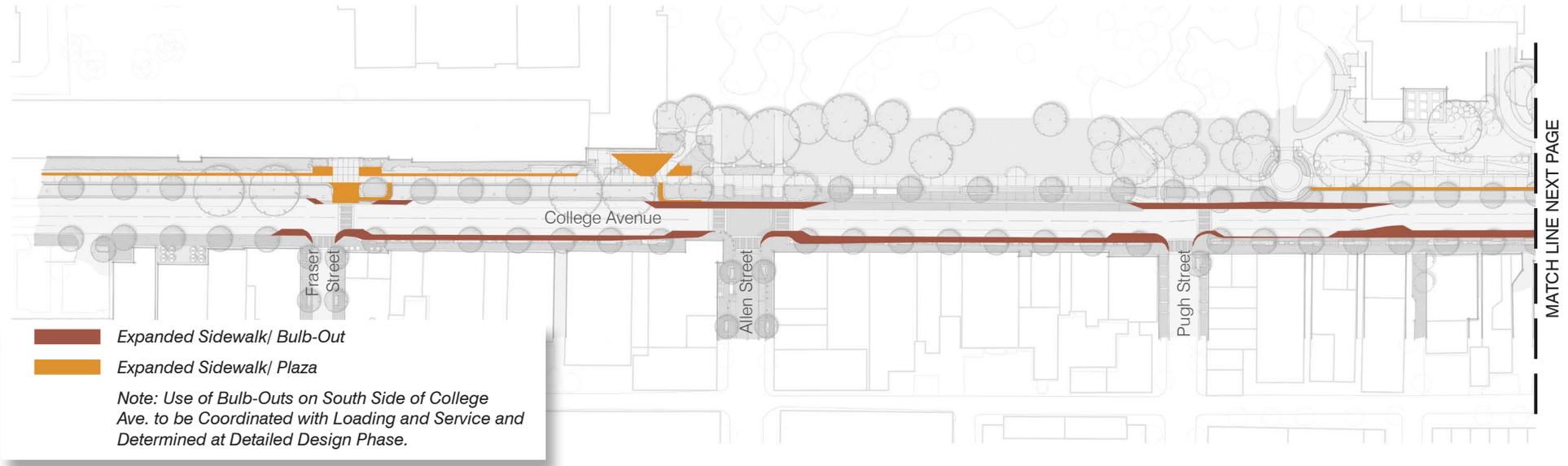


- A. Black Ornamental Railing to Replace Existing Chain Link Fence and Shrubs, Typ.
- B. New Street Tree, Typ.
- C. Brick Sidewalk Along Town Side of College Avenue; Expanded Along South Side with Elimination of Parking on North Side; Street Trees, Planters, Benches and Street Lights Located in Amenity Zone
- D. Expanded Shared Use Path (10'-12'-wide) Between Henderson Mall and University Drive

- E. Ornamental Railing to Encourage Safe Street Crossing
- F. Enhanced Intersection; Curb Bulb-Outs and Stamped Concrete Crosswalks, Typ.
Note: Bulb Outs on South Side of College Ave. to be Determined at Detail Design Phase Based on Street Specific Loading and Service Needs
- G. Continuous (4' Wide Adjacent to Parking; 18" Wide Adjacent to Travel Lanes) Brick Band
- H. Brick Paving to Highlight Campus Entrance at Heister Street

- I. Enhanced Campus Gateway; Expanded Plaza Spaces on North Side of College Avenue for Seating and Gathering; Consider Special Paving
- J. Brick Paving; No Sidewalk Expansion; Preserve Existing Street Section
- K. Landscape Enhancements and Parking Reconfiguration Part of South Halls Renovation
- L. Opportunity for Outdoor Seating/Dining Within Expanded Sidewalk Area

College Ave. Concept Drawings:
Plan for Heister Street to Sowers Street (Section 5)



College Ave. Concept Drawings:
Streetscape Improvement Diagrams

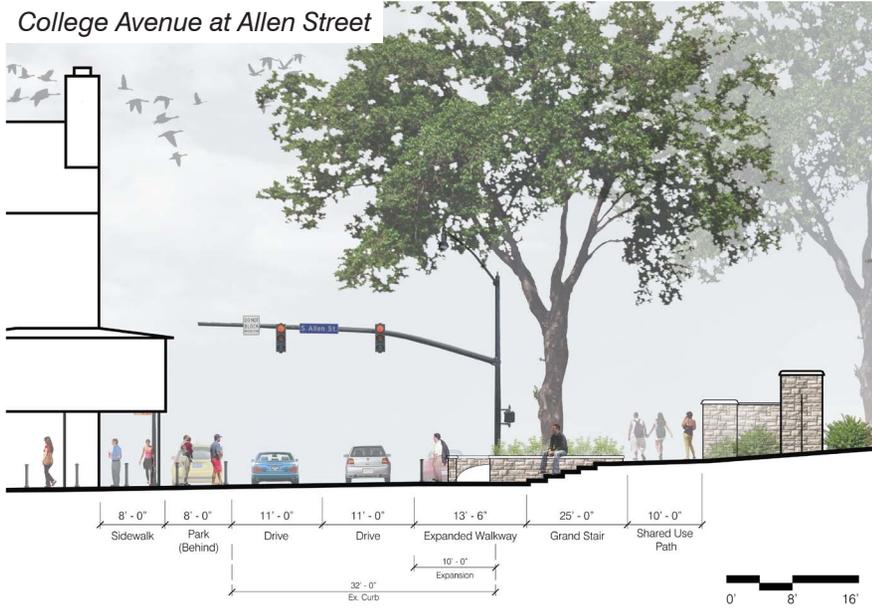
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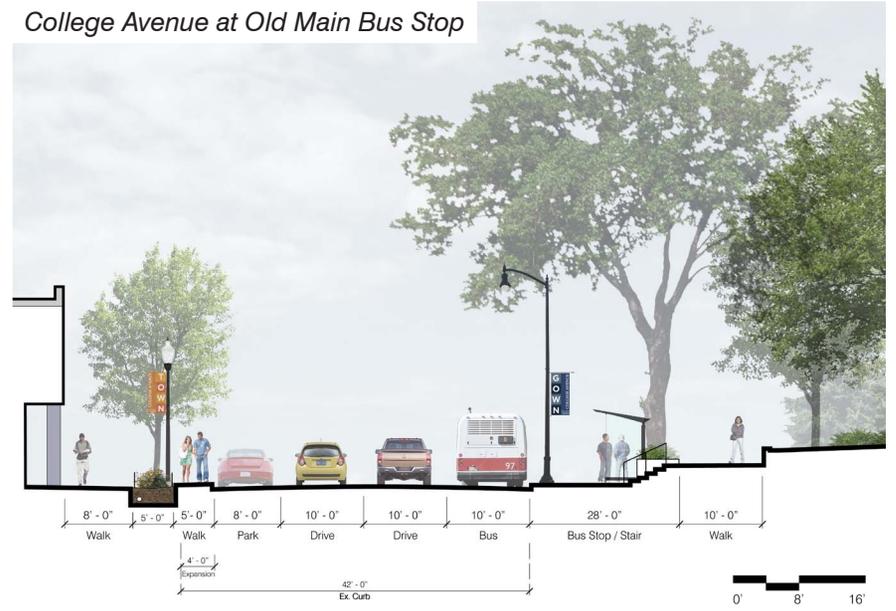
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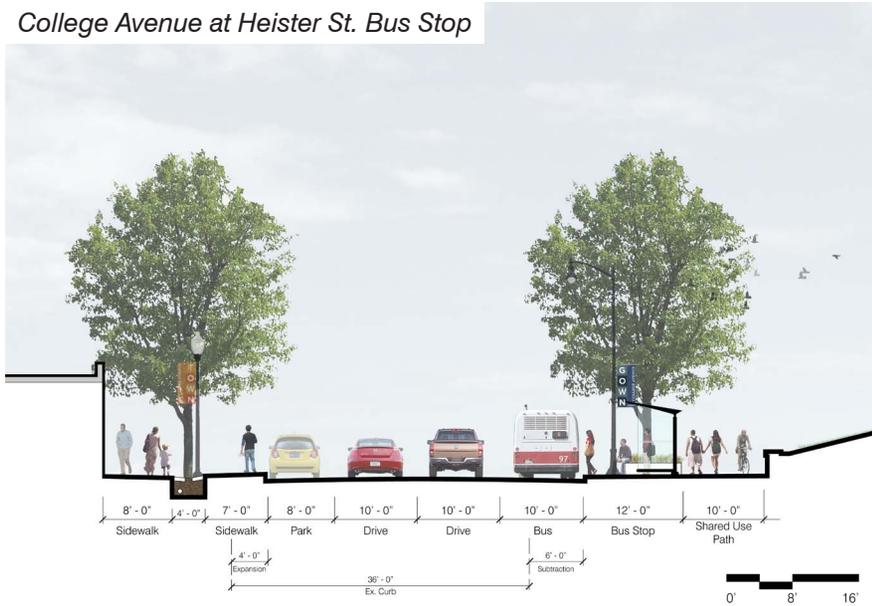
College Avenue at Allen Street



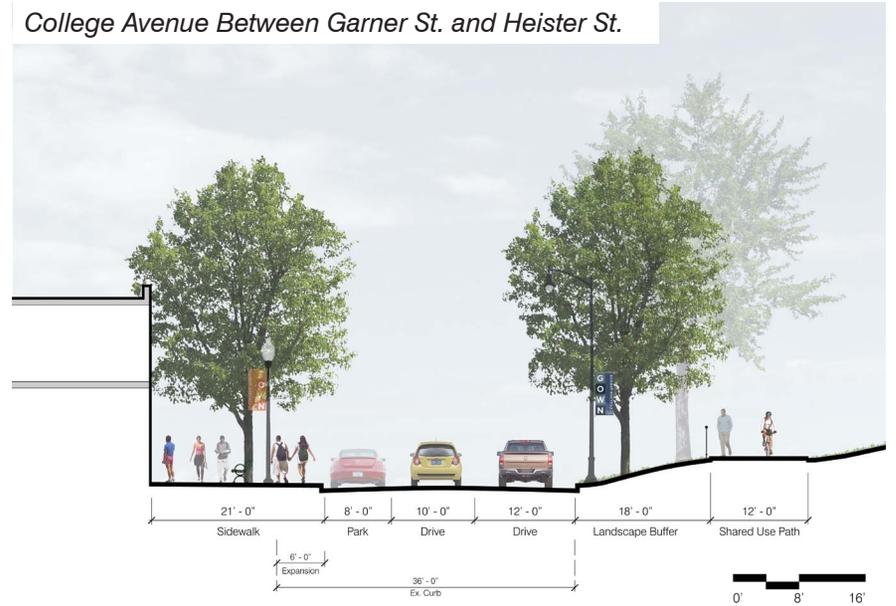
College Avenue at Old Main Bus Stop



College Avenue at Heister St. Bus Stop



College Avenue Between Garner St. and Heister St.



College Ave. Concept Drawings:
Proposed Condition Cross Sections

College Avenue Narrative

Coordination: It will be important that the detailed planning and design for College Avenue is a coordinated planning effort among the Borough, University, and College and Ferguson Townships, particularly at gateways

Branding and Identity: Launch a distinct identity for College Avenue. The idea of town-gown is more prominent in State College along College Avenue than in many of its peer communities. A simple “TOWN GOWN” system that emphasizes this unique street will help elevate the street to be one of the greatest college streets in the United States. In fact, a distinct tagline for College Avenue “The Best College Street in America” is both something to aspire to and is achievable through the recommendations included in this report. Use of banners and signage will need to be closely coordinated with other site furniture to minimize unnecessary “visual clutter.”

Top right: The brand identity and tagline for College Avenue are tied to its importance as the place where the Borough and University meet.

Bottom right: The downtown State College brand should be visible every time improvements are made to help promote and preserve positive connotations of downtown with users. The example shown could be deployed during the implementation of the streetscape recommendations for College Avenue.

Far Right: A distinct identity system should be launched for College Avenue that celebrates its unique sense of place within downtown, specifically its prominence as the edge between “town” and “gown.”



Campus Visibility: An important goal of many of the detailed design components described below is to open up views to the campus and make it more visible for pedestrians and motorists using College Avenue.

Expanded Pedestrian Areas: Because of the intense pedestrian activity along College Avenue, it will be important to expand pedestrian areas as much as possible, particularly between Burrowes and Garner Streets. This can be done with the following techniques:

- **Bulb-outs:** Use sidewalk bulb-outs at most intersections along College Avenue to provide additional pedestrian refuge and shorten crossing distances. In particular, extended bulb-outs should be used on the north side of the road to better integrate ADA requirements into campus pedestrian gateways and improve connections between the campus and downtown. At the time of detail design it will be important to maintain loading zones which may not allow for bulb-outs at some intersections. Consideration may be given to keeping bulb-outs in these areas flush with street level, but distinguishing them with stamped concrete.

Important Notes:

The Borough continues to debate whether or not to include bulb-outs on the west side of the unsignalized intersections. With good reason, there is concern that the bulb-outs will encourage pedestrians to cross College Avenue on the west side where crossing is to be discouraged. Conversely, there is recognition that the expanded sidewalk area provides space for streetscape amenities and additional pedestrian refuge which is so important.

Because it is important to increase pedestrian areas wherever possible along College Avenue, the concept plans include these bulb-outs. However, more detailed design and discussion should occur when this becomes a design project. Some consideration might be given to utilizing ornamental railings at the west side bulb-



Top left: View looking west on College Avenue from the McAllister Street intersection. The existing condition along much of College Avenue includes a narrow curb-to-curb dimension; undersized parallel parking stalls on both sides of the street; inadequate sidewalk widths for typical pedestrian volumes on the south side of the street; and a shrub and fence along the north side of the street that buffers the campus walkway from the roadway, but also prohibits views to the campus.



Bottom left: View from the southwest corner of the intersection of College Avenue and Pugh Street. Inappropriate plant material and utilities obstruct the view to campus, notably the pathway connection to the Old Main lawn.

outs (the same that is proposed on the campus side) to discourage pedestrian crossings.

The concept plan also illustrates an expanded bulb-out at Fraser Street. Previous investigations have identified several utility conflicts in this area, changes to which would result in additional expense. The cost/benefit of this should be examined at the time of design in context with the ability to create an improved campus gateway and with the potential to relocate the bus stop to the

Top right: Curb bulb-out in Monroe, WI is flush with street to accommodate trucks when necessary while conveying an expanded pedestrian zone.

Middle right: View of Charles Street in Baltimore, MD showing visual impact of simple brick paving.

Bottom right: Bump-outs along Canal Street in New Orleans, LA utilize trench drains to accommodate drainage back toward the sidewalk.



west side of Allen Street. An alternative to consider would be to provide the expanded bulb-out and ramp on the west side of the intersection, then utilizing an ornamental railing to discourage pedestrians from crossing College Avenue on the west side of the intersection. During final design, the design of bulb-outs with changes in the curb configuration need to address drainage concerns, particularly at intersections where problems currently exist such as the intersection of McAllister and College.

- Sidewalk Widening (South Side): Widen the south side sidewalk in some areas. Specifically, the sidewalk can be widened west of Pugh Street (where the existing road dimension is widest) by narrowing the travel lane widths to 10'. Between Pugh and Garner Street, the sidewalk can be narrowed by removing the parking along the north side of the street. East of Garner Street, sidewalk widening is not as critical and parking should be maintained on the north side of the street. It is anticipated that approximately 40 parking spaces along the north side will be removed to accommodate the sidewalk widening. It is important that this be considered in context to the overall parking strategies for downtown as described in earlier recommendations and to be developed as part of the proposed parking study.

Because of the existing grades of the roadway crown and sidewalk area, as well as PennDOT's requirement for an 8" curb, sidewalk widening on the south side of the street will require a variety of techniques to accommodate drainage. These techniques include the use of infiltration planters and/or permeable paving zones with a sub drain that ties into the storm drain system and the potential use of trench drains.

So that these different techniques can be organized effectively in terms of sidewalk function and aesthetics, the concept proposes that they occur within a consistent amenity zone, essentially the zone where street trees and lights are currently located at the existing curb line. This amenity zone will also include lighting, street trees and



Left: L Street NW in Washington, DC illustrates a sidewalk treatment similar to that proposed for the Borough side of College Avenue and includes: continuous brick paving; an amenity zone containing street trees, groundcover plantings and street furnishings; and a paved area between the parallel parking spaces and amenity zone. (Image courtesy: Google Maps)

street furniture. Conditions along each block will vary depending on the grades and will be determined at the detail design phase of the project once detailed survey information is obtained.

Important Notes:

While it would be desirable to locate the amenities closer to the proposed curb line to maximize contiguous pedestrian area, the existing grade conditions will likely not allow for this. Once detail surveys are developed and the detail design occurs for each block, an important goal is to maximize pedestrian flow with as much uninterrupted pedestrian space as possible. Where planters and sloped paving is required to provide a grade transition, it will be important to provide periodic breaks to allow pedestrian passage between zones.

It may be possible to locate the amenity zone closer to proposed curb in some blocks, while leaving it in its current location for others, and this should be evaluated at time of design.

An advantage to the planters is the ability for to accommodate some stormwater infiltration. The proposal suggests that planters are, for the most part, in enclosed concrete planter box (below grade). However, geotechnical studies should be completed once this is a design project to determine if there are areas where pure infiltration could be provided without the risk of encouraging sink holes.

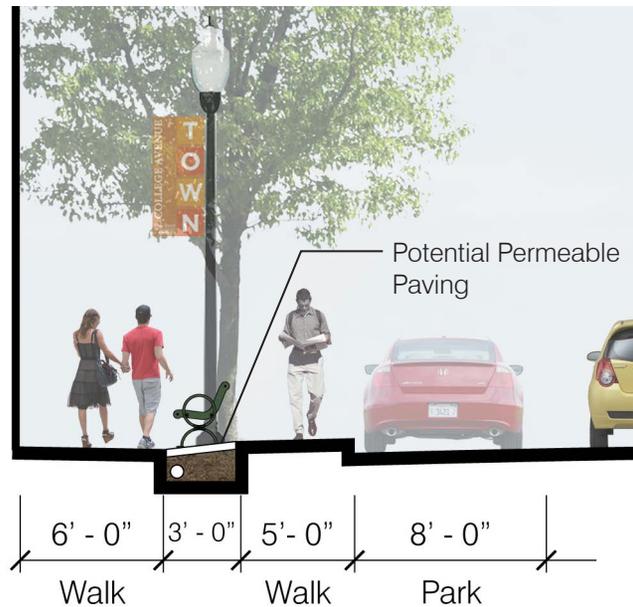
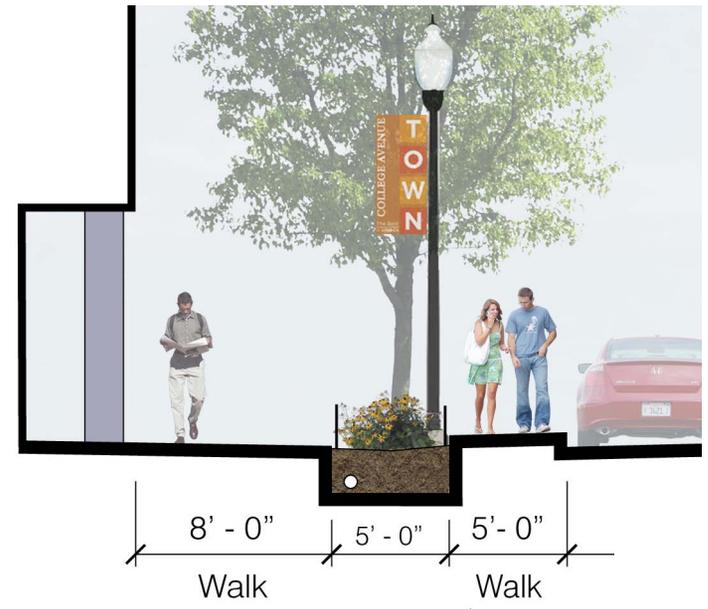
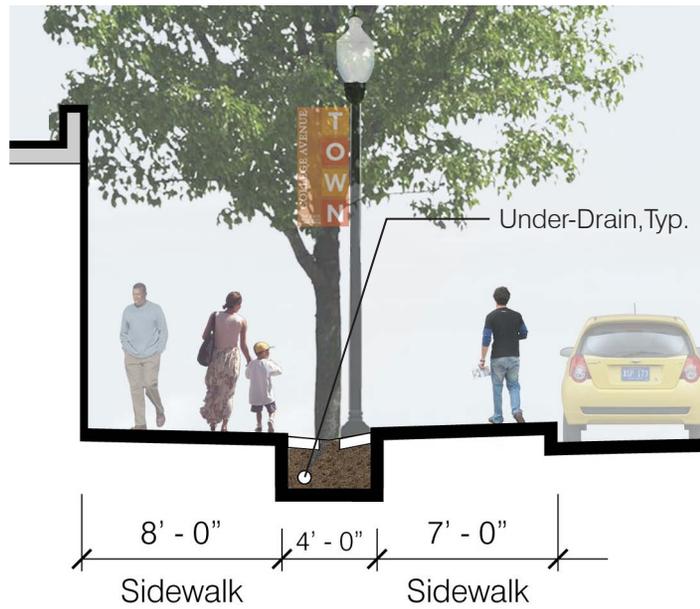
Maintaining the existing alignment of existing amenities also allows for integrating preservation of significant existing trees into the overall streetscape design.

- North Sidewalk: Provide a minimum sidewalk of 4-5' along the north side curb in areas where parallel parking is maintained to provide safe pedestrian access to intersections and appropriate crossing points.

College Avenue Shared-Use Path: The planning team and stakeholders explored options to include a dedicated bike lane along College Avenue and it was determined that it was not feasible as it would limit the ability to provide expanded

The section enlargements to the right illustrate some of the variables associated with sidewalk expansion along the south side of College Avenue. Widths of sidewalks and amenity zones, as well as the slope between the curb and the amenity zone, are largely dependent on the adjacent road grade. In each condition, pedestrians and those loading/unloading from vehicles benefit.

Far right, bottom: In locations where positive drainage can be achieved when tying the sidewalk and curb into the existing street grade, the amenity zone may be paved to allow for a continuous pedestrian area from the faces of buildings to the curb.



College Ave. Proposed Cross Sections Enlargements:
Varying Treatments of Amenity Zone



College Avenue: Existing Condition

pedestrian areas as described above. As described earlier under the recommendation to expand the bicycle network, the existing sidewalk on the campus side of College Avenue can be expanded to 10-12' in width to accommodate two-way bicycle and pedestrian traffic. This would provide for a connection from the east to Henderson Mall and from the west to Pattee Mall. The shared-use path would not extend between Pattee and Henderson Malls where it is important to maintain historic campus elements. It will be important to educate bicyclists to ride with caution near the bus stop at Heister Street and to make them aware that bikes are prohibited between Pattee and Henderson Malls.

Campus Gateways at Intersections: As described above, bulb-outs at the College Avenue intersections will better accommodate ADA access to the campus and will allow for more aesthetically-pleasing solutions. In addition, these expanded planting areas will provide opportunities for ornamental planting and seasonal color to enhance the campus image. It will be important to utilize low planting and tall canopy trees in this area so that important sight lines are preserved.

Allen Street Intersection: As one stakeholder noted, the intersection of College Avenue and Allen Street is the "Times

Left and opposite page: Before and after views of the south side of College Avenue looking toward Pugh Street in front of PNC Bank. The after view illustrates how the sidewalk expansion provides better accommodations for pedestrians; continuous brick paving; and an amenity zone in which street trees, site furnishings and signage are located (varies by block).



College Avenue: Proposed Condition



Allen Street Intersection: Existing Condition

Square of State College.” With College Avenue and Allen Street Promenade streetscape improvements (described earlier), there is an opportunity to make this a more attractive and safer intersection. The recommendation includes the proposal to eliminate the curbs at the intersection and raise the intersection to sidewalk level. The construction of a raised intersection would provide added visibility to this high use pedestrian area and is an approved traffic calming technique fully described in PennDOT’s Publication 383, Pennsylvania’s Traffic Calming Handbook. Stamped concrete paving of the intersection would highlight the intersection as a special place and signify a more pedestrian-oriented environment to motorists. Construction of a “grand stair” and large planters would give more prominence to the campus gateway and provide opportunities for seating and seasonal color. The existing mature elms are preserved in planters that carry the pattern and materiality of the Allen Street gates.

A raised intersection could provide improved ADA and bicycle accessibility between the Downtown and Pattee Mall sidewalk networks due to the flexibility to adjust grades in and adjacent to the intersection. Long ramps would be provided on both vehicle approaches to the intersection (College Avenue and Allen Street) to avoid an abrupt “speed hump” effect. Raised intersection treatments have been shown to reduce vehicle speeds overall. It will be important

to design this for heavy duty use considering the bus traffic at this intersection.

The design of a raised intersection would need to include drainage and bus stop location considerations. In addition, it will be important that final designs clearly designate how bikes navigate from the proposed Allen Street Bike Route through the intersection to the Pattee Mall shared use path. In addition to the physical improvements described, this recommendation includes consideration of an exclusive pedestrian signal phase as described below.

Pedestrian Safety: In addition to the bulb-outs, expanded sidewalk areas, improved ADA facilities at campus gateways and Allen Street intersection improvements, proposed pedestrian safety enhancements include the following:

- **Crosswalk Locations:** Continue to limit crosswalks to the east side of most College Avenue intersections to minimize conflicts with vehicles turning left onto College Avenue. Campus walks connecting to the Locust Lane and Heister Street intersections should be realigned to direct pedestrians to the east side of the intersection as shown on the concept drawing.
- **Exclusive Pedestrian Signal Phase:** Consider exclusive pedestrian signal phase (also known as “Barnes Dance” or “pedestrian scramble”) at intersection of Allen and College where channelization to the east side crosswalk is neither feasible nor appropriate. This concept will need detailed traffic analysis to determine feasibility. (For consistency, it would be appropriate to evaluate all downtown traffic signals for the exclusive pedestrian signal phase since the traffic signals are all part of a coordinated system. This would eliminate confusion as to whether pedestrians had exclusive or concurrent crossing at various intersections. However, if the intersection of Allen and College is the only location because of its unique character and elevated importance, this may not be an issue).
- **Pedestrian Channelization:** Because mid-block crossings on College Avenue continue to be a serious concern,

Right: Existing view of the Allen Street gates to the University campus. The intersection is often filled with street activity due to its function as a significant pedestrian entrance to campus as well as the location of a major downtown bus stop. The steep-sloping concrete between the campus walkway and College Avenue is not conducive to seating and gathering and does not comply with ADA guidelines.



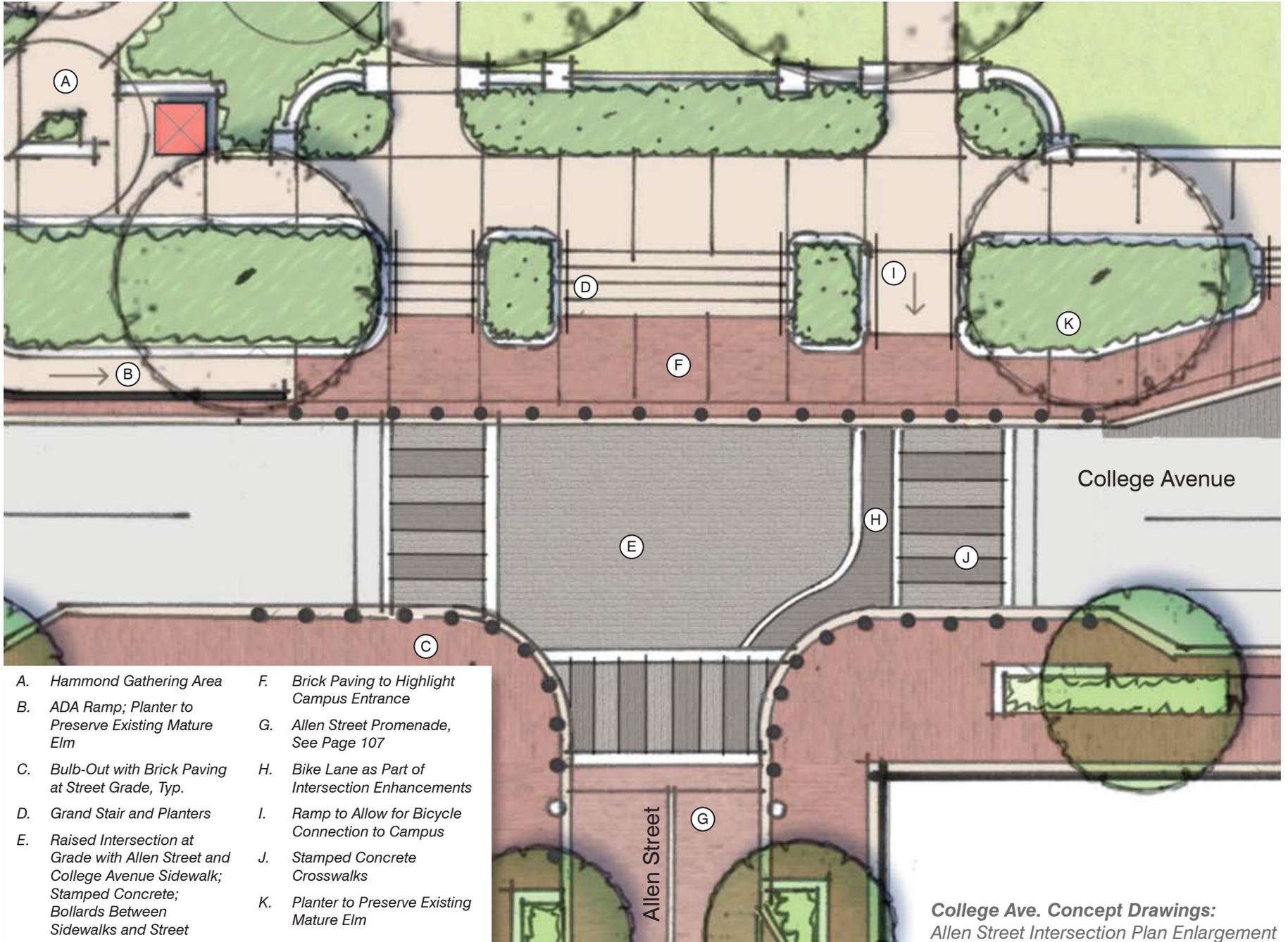
Allen Street Intersection: Proposed Condition

Above: View of the College Avenue-Allen Street intersection showing the potential improvements outlined in the master plan recommendations.

the use of aesthetically pleasing barriers to channeling pedestrians to crosswalks is appropriate. However, rather than the use of the hedge and fence which forms a visual barrier, the use of a low (42" high) black ornamental railing in select areas would provide an effective barrier while allowing views into the campus. The railing could be used on its own or with the use of limestone piers compatible with the historic Old Main Wall and Allen Street Gate (or brick piers east of Garner Street). While the idea of using the campus post and chain standard was explored, the planning and design team along with many stakeholders do not feel that this would be sufficient to deter mid-block crossings along College Avenue.

Transit Stops: Improve the functionality and aesthetics of transit stops along College Avenue at Burrowes, Allen and Heister Streets. Enhancements for each stop to include elements described in Theme 2, Recommendation 2-L. ADA accommodations also need to be enhanced at each transit stop. A minimum distance of 8' needs to be free of obstructions at each stop where boarding and de-boarding occur. Specifically, the following enhancements will be provided at each stop:

- Burrowes: The existing grades at this stop are level and will allow for the paved area between the sidewalk and curb to be expanded to accommodate a higher level of pedestrian volume. This expanded paved area will utilize the brick paving used along College Avenue. Additionally



- | | |
|--|---|
| A. Hammond Gathering Area | F. Brick Paving to Highlight Campus Entrance |
| B. ADA Ramp; Planter to Preserve Existing Mature Elm | G. Allen Street Promenade, See Page 107 |
| C. Bulb-Out with Brick Paving at Street Grade, Typ. | H. Bike Lane as Part of Intersection Enhancements |
| D. Grand Stair and Planters | I. Ramp to Allow for Bicycle Connection to Campus |
| E. Raised Intersection at Grade with Allen Street and College Avenue Sidewalk; Stamped Concrete; Bollards Between Sidewalks and Street | J. Stamped Concrete Crosswalks |
| | K. Planter to Preserve Existing Mature Elm |

College Ave. Concept Drawings:
Allen Street Intersection Plan Enlargement

Top right: The existing borough standard is a 24' dimension for on-street parking spaces/shared zone and 48' light pole spacing

Bottom right: Example of a pedestrian gathering area at the terminus of the pathway connecting to Pattee Mall across Old Main lawn.



a transit shelter should be provided at this stop.

- Allen Street: Redesign the transit stop to include grand stairs and planters that relate to the historic Allen Street gates, Old Main Lawn and Wall. Extend the length of the bus stop to approximately 300' to accommodate 5-6 buses per CATA needs, where a bulb-out is proposed ahead of the bus stop, it will be important to include a queue-jump mechanism. Provide transit shelters in

locations that minimize obstructed views to the Allen Street Gates and Old Main while allowing minimum 8' clearance (greater distance desired) for wheelchair use.

- Allen Street Alternate Location: In addition, continue to explore feasibility of relocating the bus stop to west side of Allen Street, once Hammond is upgraded to include air conditioning which will reduce conflicts with bus exhaust and noise. The relocation of the stop will not be feasible until such time that the remaining Elms near Allen Street become diseased and are removed and enhancements to Hammond Building are complete. The concept design on page 112 illustrates this option. Depending on the timing of the College Avenue improvements, this option can occur initially or phased in at a later date.
- Heister: Utilize a retaining wall on the north side of the shared-use path to allow the grade of the path to be lowered to street level. This will allow for an expanded gathering area for pedestrians (allow 8' min. clearance for wheelchairs). In addition, expand the bus pull-off zone to 10' by relocating the curb further to the north by approximately 2'. The design will need to be coordinated with the shared use path design to minimize conflicts between cyclists and pedestrians waiting for transit.

Pedestrian Gathering Areas: With the exception of some wall elements at the College Avenue intersections of Shortlidge and Burrowes Streets and at some transit stops, the Old Main Wall is the only real gathering place for pedestrians to hang out and enjoy the activity of College Avenue. The narrow sidewalks on the south side of the street limit the potential for outdoor gathering and dining. More importantly, the south side is often in shade while the north side of College Avenue enjoys southern exposure and is often in full sunshine. During the spring and fall shoulder seasons, this could make a difference in whether or not a place is comfortable to sit.

There is the opportunity to create larger gathering areas at select nodes on the campus side of the street. These include the intersection of Burrowes, the Hammond "portal"

- A. *Black Ornamental Railing to Replace Existing Chain Link Fence and Shrubs*
- B. *Hammond Building Plaza; Opportunities for Outdoor Seating/Dining; Potential Planters and Seat Walls*
- C. *ADA Ramp Between Plaza and College Avenue; Planter to Preserve Existing Mature Elm*
- D. *Outdoor Seating/Dining Opportunities Outside Entrance to Hammond Building*



College Ave. Concept Drawings:
Hammond Gathering Area Plan Enlargement

College Avenue

Precedent images show seating options as well as the overall character of the proposed Hammond Plaza.

Top: Penn State

Middle: Boston, MA

Bottom: Greenville, SC



at Fraser Street, the west side of the Pattee Mall at the corner of Hammond Building (Hammond Plaza), the terminus of Henderson Mall and at the intersection of Shortlidge. Additionally, the attractive gateway at Eastview Terrace could become a more significant gateway area with safe pedestrian crossings provided across College Avenue at High Street (described below as part of the High Street intersection reconfiguration).

For some of these areas, the use of portable umbrella tables and chairs could be added to provide seating and color, particularly in front of Hammond Building which could be enlivened with color. In others, seat walls and benches could be utilized. In addition, the transit areas can be treated with broad stairs to provide more informal seating for pedestrians as they wait for the bus. Should the Hammond Building ever be demolished, consideration with new campus development should be given to establish uses that help engage and activate the College Avenue frontage and take advantage of the southern exposure.

Service and Loading: Maintain existing restrictions on loading and provide for designated loading areas. These areas should be determined at time of detail design and coordinated with the overall streetscape design and location of curb bulb-outs.

High Street Intersection Reconfiguration: Reconfigure this intersection to establish a true intersection rather than a free-flowing movement from High Street to eastbound College Avenue. The development of Eastview Terrace on the Penn State Campus has resulted in increased pedestrian activity on the eastern end of the College Avenue corridor. Frustratingly, this is a very attractive campus gateway and one of the few that aligns with the existing downtown street network, yet pedestrians can't "get there from here." Accessibility between the downtown sidewalk network and the campus sidewalk network is limited in this area. Crosswalks extend across College Avenue at the University Drive ramp to the east and Hetzel Street to the west, but this leaves approximately ¼ mile in-between with no suitable crossing opportunities.

Because this intersection is such an obvious place to connect downtown and the campus, hazardous pedestrian crossing behaviors occur frequently. Also, the multi-lane free-flow of traffic on High Street makes crossing High Street difficult for pedestrians. For these reasons, the following have been evaluated and proposed:

- **Traffic Signal:** Pedestrian volumes were counted at the intersection (and adjacent mid-block locations) in the Fall of 2012. The pedestrian volumes observed meet the warrant #4 threshold in the Manual on Uniform Traffic Control Devices (MUTCD) for installation of a traffic signal based on pedestrian activity. To evaluate the feasibility of this improvement, pedestrian and traffic volumes were modeled with signalized intersection control in traffic analysis software. The traffic analysis indicates the intersection would operate at acceptable levels of service (LOS) if a traffic signal were installed and coordinated with adjacent signals. In the feasibility analysis, traffic volumes were conservatively forecasted assuming a 20 year design horizon.
- **Reduced Curb Radii:** Reduce the curb radii to require traffic to stop or slow significantly before turning on to College Avenue.
- **Crosswalks:** Provide a crosswalk on both the west and east side of this intersection.
- **Lane Narrowing:** Narrow travel lanes to allow for addition of platform and pedestrian ramp on north side of College Avenue in vicinity of the gateway walls.

Unified Materials: Utilize a cohesive family of materials and streetscape elements along the College Avenue corridor. Specifically, the streetscape elements will include:

- Brick paving (south side walks and lower walks/paved areas on north side, adjacent to curb)
- Signal mast arms (Borough standard)
- Street and pedestrian lighting (Borough standard)
- Site furnishings (black in color - campus standards north

side; Borough standards south side)

- Wall elements (limestone, west of Garner Street intersection or brick, east of Garner Street intersection)
- Planting – unified palette emphasizing low shrubs, groundcovers and seasonal plantings and tall canopy shade trees
- Wayfinding signage (proposed downtown standard illustrated in Theme 2)

Street Trees: Work with Borough Arborist and Tree Commission to determine existing trees to protect and incorporate into the final streetscape design. Tree preservation is an important goal, however, the decision to preserve or protect a tree will need to be carefully balanced with other goals.

These are further described in detail in Appendix C: Design Guide



Left: The intersection of College Avenue and High Street is especially hazardous for pedestrians due to the free flow traffic lanes and the absence of crosswalks over College Ave.

- A. Parallel Parking and Bump-Out at Intersection
- B. Switchback ADA Ramp
- C. Brick Sidewalk Along South Side of College Avenue
- D. Stair Connection from College Avenue to East View Terrace
- E. Expanded Sidewalk Area with Brick Paving to Highlight Campus Entrance; 18" Wide Brick Band East and West of Intersection
- F. Proposed Traffic Signal
- G. Existing University Sign
- H. Reduced Curb Radii; Elimination of Free-Right Turn Lanes
- I. Stamped Concrete Crosswalks
- J. Ornamental Tree and Groundcover Planting on Slope
- K. Lane Narrowing to Allow for Sidewalk Expansion on North Side
- L. Ornamental Fence to Channel Pedestrians to Crosswalk



College Ave. Concept Drawings:
High Street Intersection Plan Enlargement

3-G: PennDOT Turnback Program

Negotiate PennDOT's Highway Transfer "Turnback Program," which allows transfer of state-owned roads, serving primarily a local traffic purpose, to local government ownership.

Implementation: Borough of State College, PennDOT

The turnback of College and Beaver Avenues from PennDOT to the Borough is an available option. The turnback program has been previously discussed between both groups for the Downtown corridor and other State Routes within the Borough. As PennDOT publication 310, State Highway Transfer Policies and Procedures Manual states, the objectives of the turnback program are:

To provide for the rehabilitation, maintenance and transfer of those highways identified as functionally local State Highways to the local municipalities in which they are located;

- To provide municipalities an additional opportunity to improve their local transportation system, further develop their community and positively impact the economic development of their municipality.
- The turnback of College and Beaver Avenues would include a negotiation process between PennDOT and the Borough to determine the cost to bring the roadways to "satisfactory condition" prior to transfer of ownership. Once transfer terms are agreed upon, PennDOT would provide annual maintenance payments in the amount of \$4,000 per mile to the Borough. The maintenance payment amount is set by law and was last increased in 2006.
- Consideration of the turnback program should include a detailed analysis of future maintenance costs. The annual \$4,000 per mile maintenance payment is likely insufficient to cover maintenance costs on the multi-lane corridors of College and Beaver Avenue. When analyzing future maintenance costs, it should be noted that the Borough is currently responsible for maintenance costs of sidewalks, streetlights, traffic

signals and drainage structures on College and Beaver Avenues based on current State law.

- Other factors, however, may make the turnback option desirable. Some potential benefits include:
- Greater design flexibility since PennDOT criteria would not be required;
- Reduced implementation time frames since PennDOT review and approval would not be required;
- Potential cost reduction for construction since PennDOT standards would not be required;
- Potential State funding for streetscape improvements visioned in Downtown Master plan as part of the "satisfactory condition" negotiation process with PennDOT.

Future direction on the turnback of College and Beaver Avenue will likely influence the final implementation of the Downtown Master Plan since significant differences exist in the feasibility of many elements between PennDOT's jurisdiction of the road and the Borough's.

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Calder Way

Focus Project 3 (Catalyst - Burrowes Street to Heister Street)

Recommendation 3-H Calder Way

Recognize Calder Way, between Atherton and Sowers Streets, as a funky alternative to other downtown streets and further reinforce how it functions for motorists, service vehicles, pedestrians and bicyclists. Implement portions as part of the Catalyst project.

*Implementation: **Borough of State College**, Design Review Board, Art in Public Places Committee*

Streetscape Type D

Concept: There is potential for Calder Way to function as “shared space,” allowing service, vehicular, pedestrian and bicycle traffic to use the space at the same time. However, the space would be designed to show preference to the pedestrian. While vehicular traffic would be permitted to service businesses or access to parking areas not accessible from other streets, the space would be designed to be inconvenient to motorists who want to use the alley as a short-cut. There is an exciting opportunity to focus on the arts and build upon the “funky,” artsy qualities that currently exist.

Specific design enhancements include the removal of curbed sidewalks (where feasible), use of stamped asphalt or concrete paving incorporating arts themes in key locations and use of “sharrows” to designate shared bike space for westbound traffic. Additionally, the feasibility of designating a “contra-flow” lane should be explored to allow for eastbound bicycle traffic. It will be important to maintain existing service and loading areas, so the contra-flow lane may not be possible. Efforts should be made, however, to arrive at a balanced solution during detailed design.

Right: Images from Calder Way display its unique, funky character that should be built upon through branding and streetscape improvements.

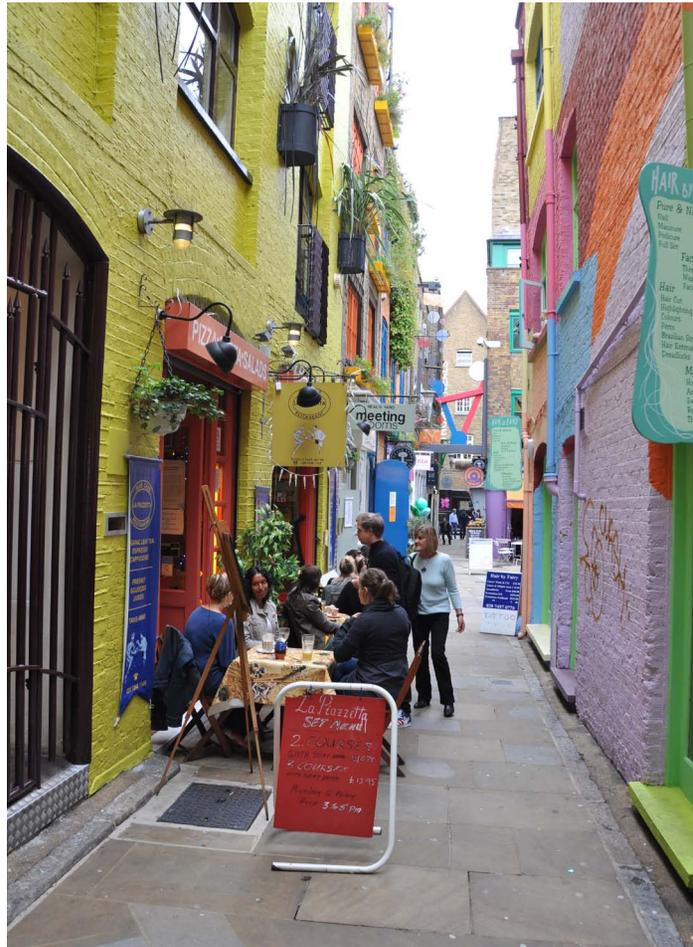


Special lighting would be used in the form of arm brackets affixed to adjacent buildings, ornamental pole lights “wrapped” around existing utility poles and overhead string lights to further animate the space. Calder Way should also provide a venue to engage artists to expand the mural program, develop “living walls” on blank building walls, incorporate arts-themed banners and incorporate unique façade treatments that might not be appropriate on “front door” streets. Additionally, as redevelopment occurs along the alley, active uses should be encouraged to face and engage the alley, particularly at intersections. The Fraser



Centre proposal is a successful example of how this can be done.

While there have been proposals in the past to bury the utilities in Calder Way, it is not feasible because of significant costs implications as well as limited room beneath the alley to accommodate additional utilities. Instead, the intent is to maintain the overhead utilities, perhaps wrap the poles with an ornamental covering and create enough interest with the elements described above to draw attention away from the utilities. The appeal of Calder Way is that it is a service alley



Examples of “shared space” and creative use of color in London, England.

Top right: Simple, yet effective, alley treatments in Fort Collins, CO.

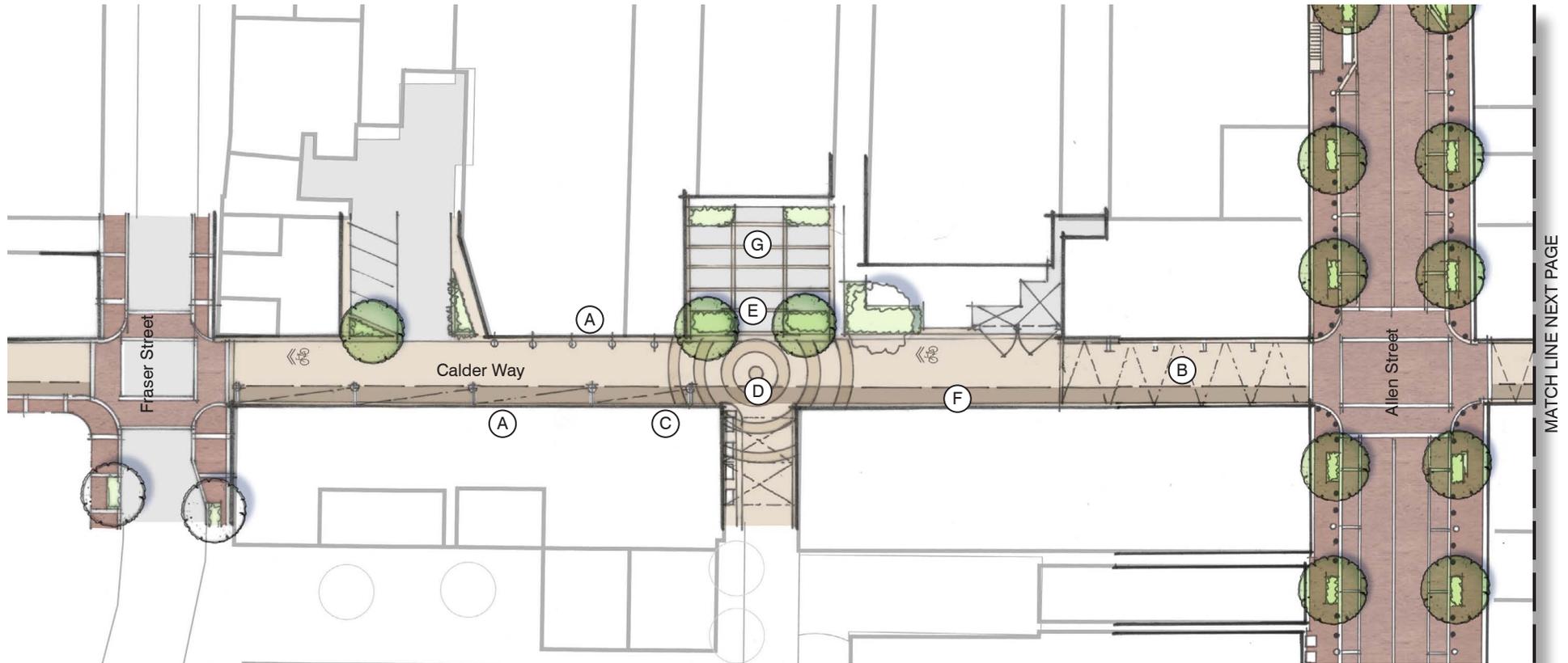
Bottom right: Building-mounted lights in a pedestrian alley in Massachusetts.

Top and bottom far right: Overhead string lights in Greenville, SC.

that also serves as a special place, quite different from the more traditional streets throughout downtown.

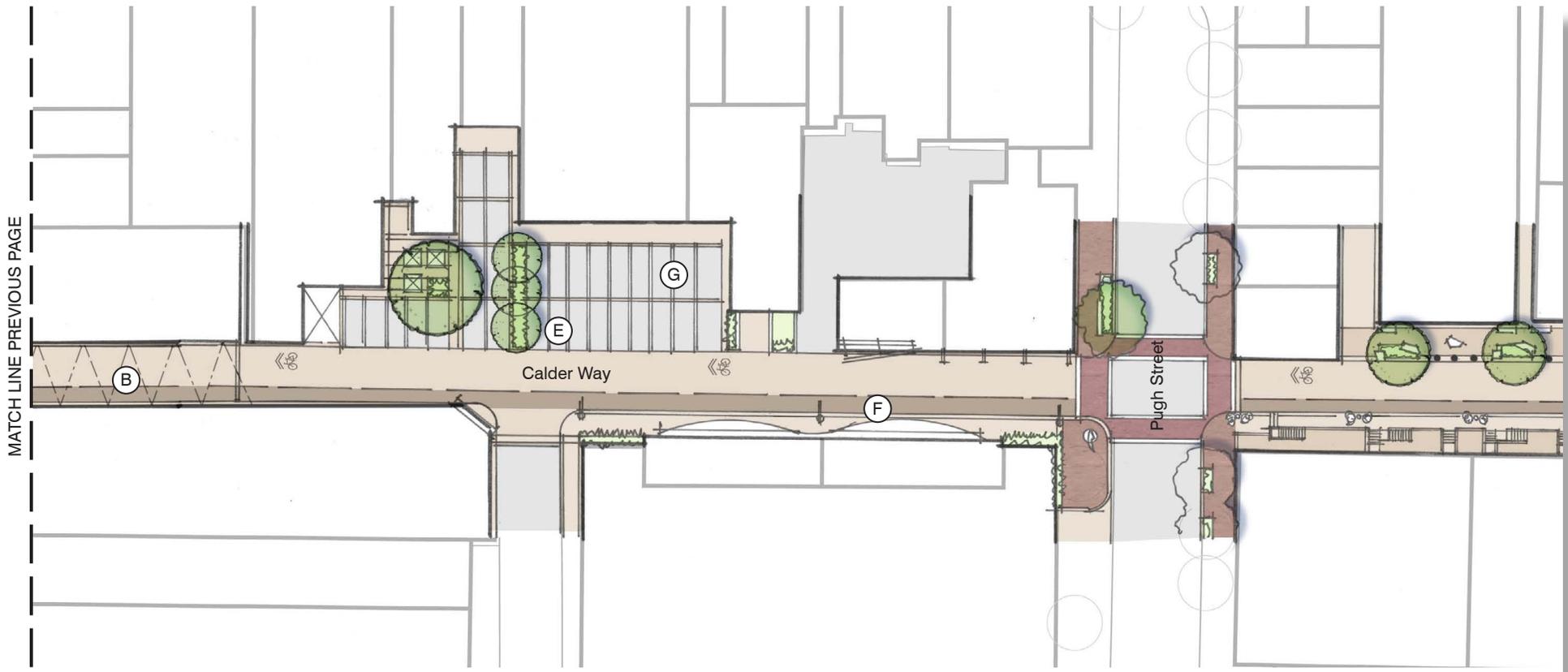
There may be some opportunities to bury utilities along some sections in conjunction with major redevelopment projects, such as between Garner and Heister Streets. This feasibility should be explored as redevelopment plans are developed (see recommendations under Theme 4). Specific programmatic recommendations include giving consideration to closing Calder Way to vehicular traffic on specific evenings or during special events only, this can be tested and evaluated.





- A. Wall-Mounted Lights
- B. Overhead String Lights
- C. Ornamental Pole Cover/Light Such As "Wrap-A-Post" or Custom Pole Wrap Developed with Local Arts Community to Cover Utility Poles
- D. Stamped Concrete to Emphasize Arts
- E. Planted Tree Pits within Parking Areas
- F. Bike Contra Lane to Accommodate Eastbound Bicycle Traffic (Feasibility to be Explored Further; Must Be Balanced with Ability to Maintain Service and Loading)
- G. Special Paving to Distinguish Parking Areas or Outdoor Courtyards

Calder Way Concept Drawings:
Illustrative Plan - Typical Segment



MATCH LINE PREVIOUS PAGE



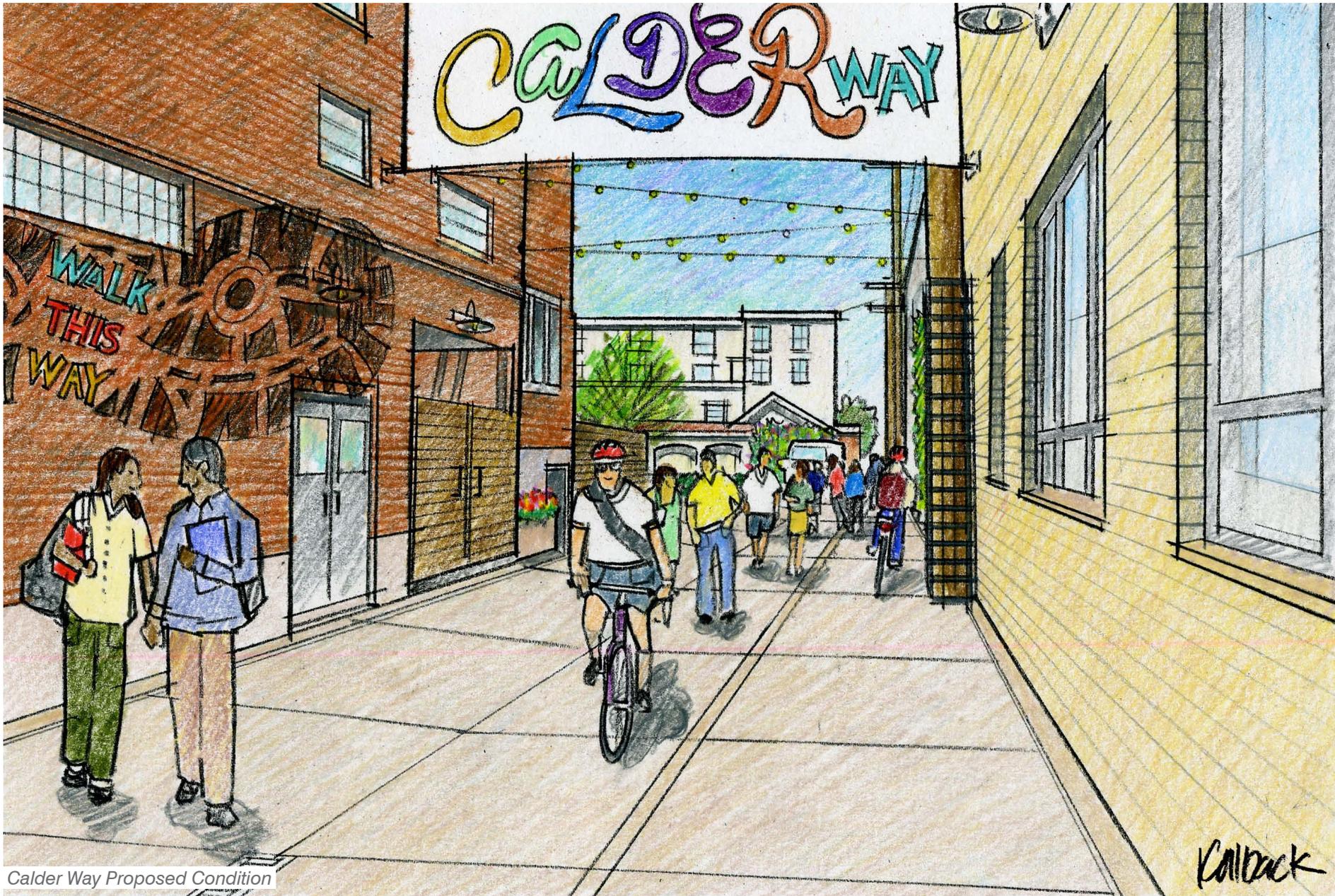
Calder Way Between Allen St. and Pugh St.



Calder Way Existing Condition

Left: Existing condition of Calder Way includes narrow sidewalks for pedestrians as well as highly visible service and dumpster areas.

Opposite page: The proposed condition for Calder Way is a shared space that improves the experience for pedestrians and cyclists while allowing necessary vehicular access. Public art, overhead string lights and wrapping utility poles are some of the enhancements proposed for the alley.



Calder Way Proposed Condition

Specific design recommendations for Calder Way are illustrated on the following pages and outlined in Appendix C: Design Guide.

Branding and Identity: Develop a unique identity for Calder Way. Calder Way is a truly unusual street with many unique businesses and unique art. The street has the opportunity for its own distinct “funky” brand that could use the colors of downtown but depart from the “block” approach used for the entire district. The brand for Calder is relaxed and more cursive allowing for the art and streetscape to define the ultimate identity of this important part of downtown.



Left: Brand typeface and layout for Calder Way, utilizing the color scheme for the Downtown brand.

Far left: Examples of identity graphics for Calder Way. The “Ride This Way and That Way” message (bottom) would be used if the contra lane were implemented. If the contra lane is determined to be unfeasible, the message could be revised to read “Ride This Way.”





WALK
THIS
WAY.

CalDERway



DISCOVER The Best Times of Your Life



Beaver Avenue

Focus Project 4 (Catalyst - Miller Alley to Pugh Street)

Recommendation 3-I Beaver Avenue Streetscape Enhancements

Modify Beaver Avenue to enhance aesthetics and expand pedestrian areas where possible. Implement as part of Catalyst project.

Implementation: **Borough of State College, Design Review Board**

Streetscape Type B - Primary and Secondary

Concept: Narrow travel lanes on Beaver Avenue and along High Street to College Avenue to provide wider sidewalks and gathering areas. Between Garner and Atherton Streets, maximize opportunities to widen sidewalks and provide extended sidewalk bulb-outs such as those improvements implemented between Fraser and Allen Streets. Between Garner and High Street, widen sidewalk areas in conjunction with narrowed travel lanes. Specific design considerations include:

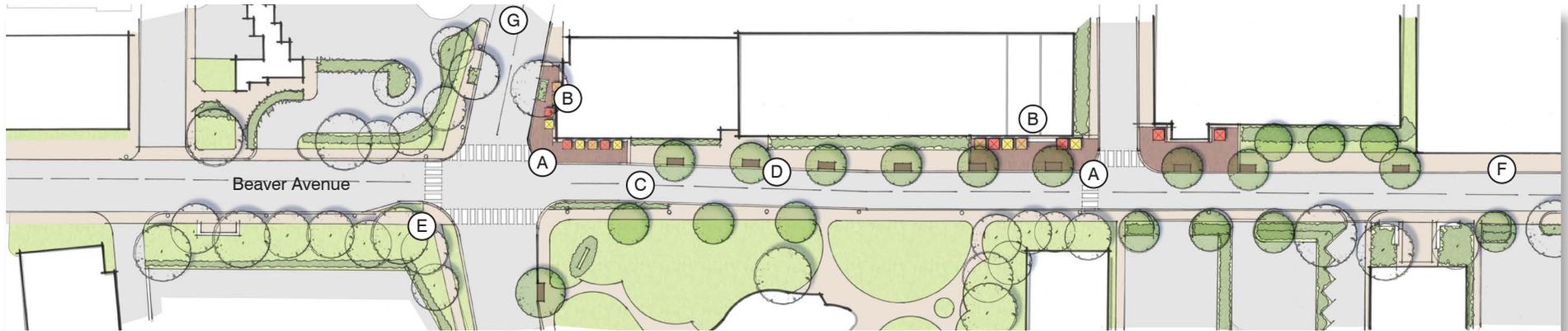
Branding and Identity: Develop a unique identity for Beaver Avenue. Beaver Avenue is a unique street that transforms in character from east to west. There is an opportunity to brand Beaver Avenue and capitalize on this with the tag line “All kinds of character.” This provides the opportunity to play up the traditional downtown character west of Pugh Street and a more student-oriented identity east of Pugh Street. Creating a separate brand identity for Beaver Avenue is more of a long term recommendation. The opportunity is to develop an identity that incorporates a bolder “collegiate” block letter motif along with banners. Initially, however, Beaver Avenue should incorporate the overall downtown brand.

Lane Narrowing and Sidewalk Expansion: Where possible, particularly between Garner and High Streets, narrow lanes from 15’ wide each to 12’ wide. This will allow for sidewalk expansion of approximately 3’ on each side.

Top right: The brand identity and tagline for Beaver Avenue emphasize that Beaver Avenue is a unique street that transforms in character from east to west, from student-oriented to traditional downtown, respectively.

Bottom right: Banners help to reinforce Beaver Avenue’s unique identity inside of the larger downtown.





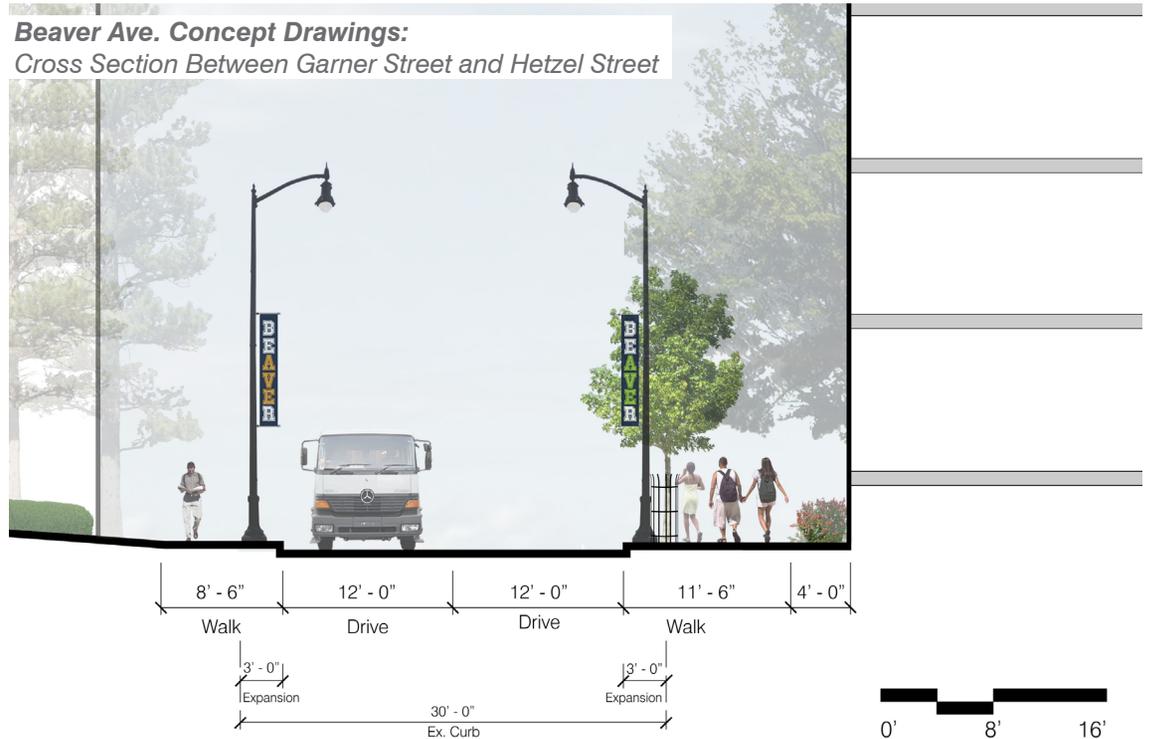
Beaver Ave. Concept Drawings:
Illustrative Plan - Typical Segment

- A. Large Fields of Brick Pavement at Intersections
- B. Opportunity for Outdoor Seating/Dining in Expanded Sidewalk
- C. Lane Shift to Allow for expanded sidewalks
- D. New Street Trees in Tree Grates
- E. Bulb-Outs
- F. Expanded Sidewalk
- G. Sharrows to Designate Garner Street as Bike Route Until Bike Lanes Can Be Added (If Feasible)

Pavement: Between Fraser and Pugh Streets, utilize the paving pattern already utilized on some sections of the Beaver Avenue sidewalk (brick with concrete banding). Beyond Fraser and Pugh Streets, in each direction, utilize primarily scored concrete with large brick fields at intersections.

Transit Stops: As described earlier under Theme 2, enhance the transit stops along Beaver Avenue. Specifically, consider relocating the existing stop on the west side of Garner Street to the east side if it cannot be enhanced in its existing location. Also, work with the Church of Jesus Christ of the Latter Day Saints (LDS) to explore the potential of an easement on their property to provide more gathering space and access to the existing transit stop near High Street. This will require a modification to their approved site plan for the Gospel and Worship Center.

Beaver Ave. Concept Drawings:
Cross Section Between Garner Street and Hetzel Street



Top right: Looking north on Heister Street towards College Avenue

Middle right: Outdoor dining/seating on west side of Heister Street.

Bottom right: Example of a "pop-up cafe." As on Allen Street, these temporary seating areas would add activity and color to the street as well as offer dining spaces that do not currently exist downtown.

3-J: Heister Promenade

Implementation: *Borough of State College, Design Review Board, PSU Landscape Architect, Consultants*

Streetscape Type A - Primary

Concept: Consider allowing the 100 block of Heister Street to function similar to the 100 block of South Allen where it is closed on occasion or during special event weekends. This could be particularly valuable on the east end of downtown to provide larger gathering areas and relief from crowding along the Beaver Avenue sidewalks. This block of Heister and the connecting block of Calder Way currently have restaurants and outdoor dining areas that activate the edges, reinforcing the desirability of this street over others for temporary closures. Any redevelopment considered for the surface parking lot adjacent to this block of Heister Street should consider how ground floor uses could further activate the Heister Street frontage. Refer to Theme Four recommendations for a description of development/redevelopment potential.

While the Heister Street Promenade will function similarly to the Allen Street Promenade, the design treatment does not need to be taken to the same level, as temporary closures for programming would likely be fewer than for Allen Street. The street would maintain curbs and would not include extensive special paving. If temporary closures of the street and programming are successful, then long-term consideration might be given to doing a more elaborate design treatment, similar to the Allen Street Promenade.

Other streets identified by stakeholders as alternatives to Heister street for temporary closures include Garner Street and Locust Lane. Garner Street, while a good option for temporary closure in terms of uses and location, is an important connecting street to the University and areas to the south. Therefore, periodic closures would be likely be problematic. Some stakeholders suggested Locust Lane because it is currently closed regularly for the farmers market. However, it lacks the appropriate uses along the edges necessary to activate the space.



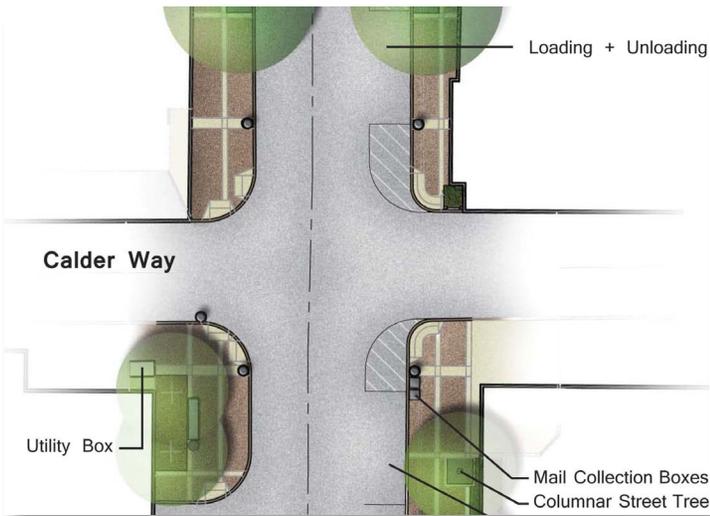
**Recommendation 3-K
Pugh Street
(Catalyst Project - All Sections Except Pugh Street
Garage Frontage)**

Proceed with the current streetscape design with minor modifications to the paving pattern and implement as part of the Catalyst project.

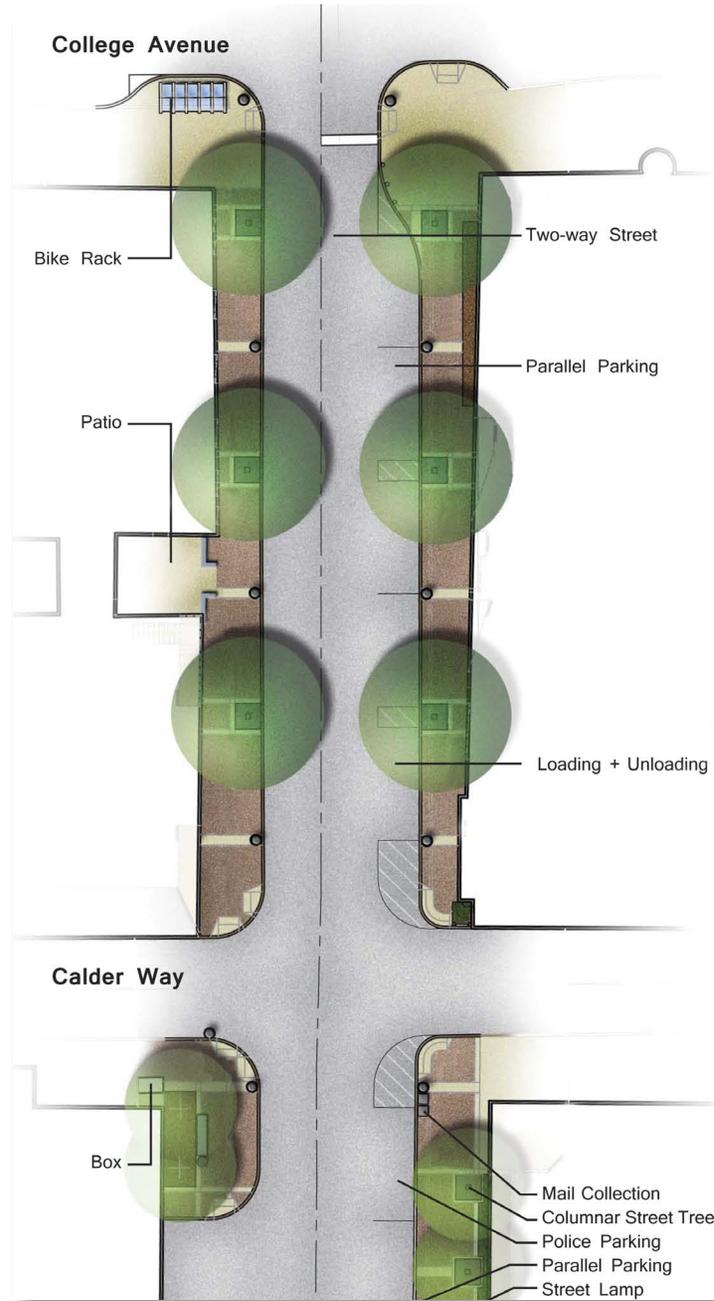
Implementation: Borough of State College

Streetscape Type B - Primary

Concept: Pugh Street functions as the “bookend” to the heart of the downtown core area, with Fraser Street functioning as the other bookend. The current design concept that matches Fraser Street and provides expanded sidewalk areas in some locations is a good one. The materials and design should reflect the Fraser Street streetscape; however, consideration should be given to eliminating the center concrete band that runs the length of the sidewalk area to simplify the pavement pattern. Because the Pugh Street garage will be replaced in the near future, the streetscape improvements might focus on the stretch between College Avenue and Calder Way for both sides and only the east side between Calder Way and Beaver Avenue.



Current Concept (By Others)



Recommendations: Eliminate Linear Concrete Band

Left: The current streetscape design concept for Pugh Street includes concrete banding along the length of the sidewalk.

Far left: It is recommended that the streetscape design concept be slightly modified to eliminate the concrete banding that runs parallel to Pugh Street. The banding running perpendicular to Pugh Street should remain as shown.

3-L: College Avenue (West of Atherton Street)

Provide pedestrian and bicycle enhancements with road diets as part of PennDOT Turnback Program.

Implementation: *Borough of State College, Penn State University, Neighboring Townships*

Streetscape Type C

As described earlier, College Avenue between Atherton and Buckhout Streets is being considered for road diets to reduce to one travel lane. With these lane reductions, consider the addition of parallel parking on one side of the street and a 5' bike lane on the opposite side. As redevelopment occurs along West College Avenue as part of the West Side Revitalization, the parallel parking could support small-scale commercial uses as well as promote a traffic calming effect.

The concept of reducing College Avenue to one lane has sparked much debate within the community. Prior to any detail design, further traffic studies should be conducted as well as providing additional opportunities for community input. Additionally, considerations should be given to "testing" the improvements with temporary pavement markings before making permanent changes.

Design materials for these streets will utilize the downtown standards. Paving will be predominantly concrete with brick accents in key areas, however, brick should be emphasized in the vicinity of Sparks Street and the proposed West Side Square as described below. As detail designs are developed, the design should be coordinated with the Ferguson Township streetscape improvements currently underway for areas west of Buckhout Street to create an appropriate transition.

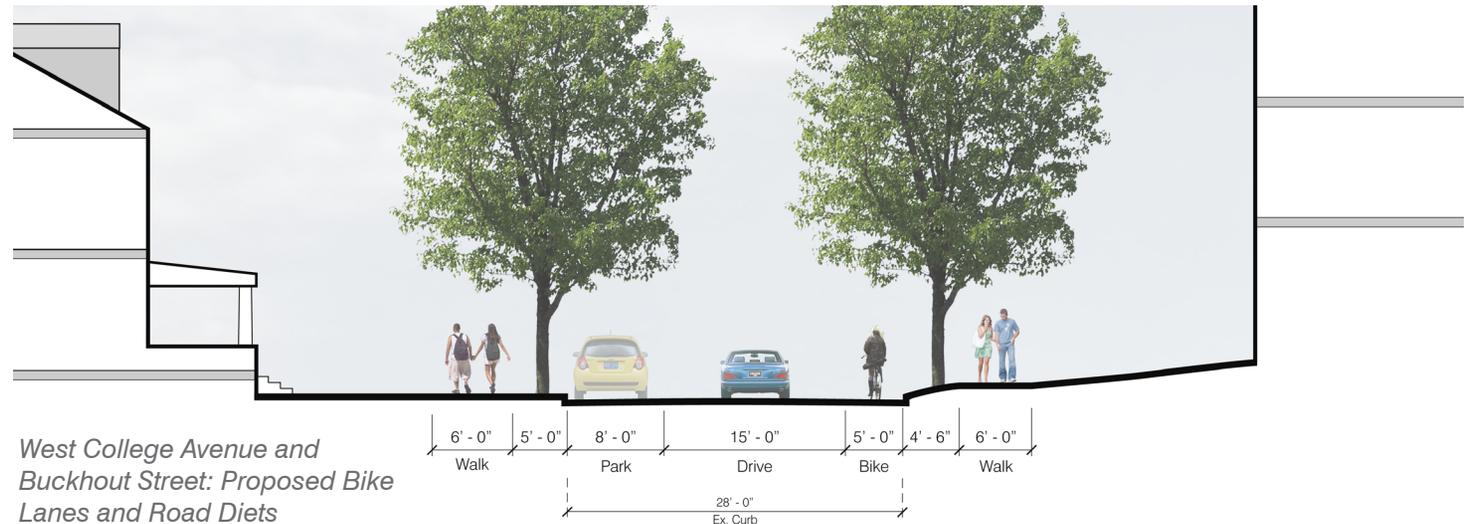
Coordination: It will be important that the detailed planning and design for College Avenue is a coordinated planning effort among the Borough, University, and College and Ferguson Townships, particularly at gateways

**Recommendation 3-M
West Campus Drive and Other West End Streets**

Reinforce the town-gown identity between the West End Urban Village and Penn State's West Campus.

Implementation: *Borough of State College, Penn State University*

Streetscape Type A - Secondary



West Campus Drive should be designed similar to College Avenue (west of Garner Street), utilizing the same design standards and creating a pedestrian-friendly urban streetscape. This treatment should extend around the street network that ultimately defines the new West End Commons which will likely include Sparks Street and a segment of West College Avenue.

Recommendation 3-N

Other Streets

Incrementally improve other downtown streets to complete the streetscape network.

*Implementation: **Borough of State College***

Streetscape Type E

Concept: Less significant streets will utilize the same family of materials but not to the same level of intensity as streets described above, particularly as it relates to the use of special paving. The intent is that these streets are enhanced and convey the downtown image but are clearly lower in the hierarchy than College, Allen, Beaver, Fraser, Pugh and Garner Streets, among others.

Specific design criteria is described in Appendix C: Design Guide.

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THEME 4 - LIVING IN THE DISTRICT: ESTABLISHING DOWNTOWN AS A PLACE FOR PROFESSIONALS TO LIVE AND WORK

Overview

Downtown State College enjoys a vibrant pedestrian-oriented environment with numerous restaurants, shopping and cultural venues. However, there is concern that downtown is becoming too student oriented and less attractive to locals. In particular there are few downtown housing options for non-students including young professionals, seniors and the general workforce. Penn State has indicated that it is difficult to sell downtown living to new employees because there are so few opportunities. Additionally, there are limited opportunities for entrepreneurship and places for young professionals to work.

While earlier master plan themes addressed ways to attract locals and young professionals to downtown through marketing and branding, events and improving public space, Theme 4 addresses opportunities for new development that will support and sustain a non-student population. It is important to note, however, that student housing remains an important component of downtown housing, particularly in key areas. When compared with other Big 10 schools, Penn State has the least amount of graduate student housing, presenting a real opportunity for downtown. The recent State College Sustainable Neighborhoods Report indicates that the Borough has for the first time in years, not had a year over year increase in single family conversions to student rentals. Denser student developments closer to campus that also are well designed and amenity rich will attract the type of student (grad students and more mature students) than will the “least common denominator” housing. Providing appropriate student housing in the right locations will also help to protect opportunities for young professionals and families to live in the close-in neighborhoods.

In order to attract the right kind of development, it is important to minimize frustrations on the part of the Borough

and investors and provide clear development criteria and procedures. It will also be important to increase the quality of development to attract people to downtown. This is particularly important as State College loses its tax base to surrounding townships which are rapidly developing. If these townships continue to be successful with retail development and are able to create housing that is appealing to young professionals, State College will be left “holding the bag.”

The Case for Density

Dense development patterns are critical for successful vibrant communities. Communities have historically built density in their cores where there is the hub of government functions, transportation systems, services and major employment, such as PSU. Density is critical to maintain walkable communities where it is easier and preferable to walk rather than drive. Dense communities result in less dependency on the automobile and allow for a significant reduction in vehicle miles traveled; and density enables transit to be cost effective. Yet, the word “density” often creates unease and negative reactions. These negative reactions to density tend not to be directed at density itself, rather they are usually associated with badly executed density.

High quality design is critical for effectively implementing dense development patterns. While the term “high quality” can be interpreted differently by many people, for this instance it refers to development that includes the following characteristics, many of which are already present in downtown State College:

- Buildings that orient to and define the street edge with parking located behind or underneath (or above).
- Articulated first floors with taller ceiling heights, use of overhangs and awnings, uses that activate the sidewalk area with large display windows, entrances and outdoor dining.
- Articulated overall building form with a clear “base”, “middle” and “top”, regardless of the number of floors.

- Changes in the façade elevation to articulate corners, entrances, window areas.
- Façade elements that relate to adjacent architectural context.

In some instances, the current zoning ordinance strives to achieve some of the above elements but in other instances, zoning requirements present barriers to high quality dense development. This is discussed further later in this section of the report.

Opportunity Sites

The overall master plan for downtown integrates the mobility and public realm enhancements described in Themes 2 and 3 with the redevelopment opportunities described in this section. While downtown has a distinct core, the downtown area is much broader and is comprised of five sub-districts within three broader districts. The broader districts include the West End Urban Village, The Traditional Downtown and the East End Collegiate District and are illustrated in *Exhibit 19: Downtown Districts* (page 158). Please note that while the five districts are identified with firmer boundaries, the three broader districts are more “fluid.” This is done deliberately to illustrate that downtown’s character will evolve and overlap as new development and redevelopment takes place. Within downtown, there are numerous sites that, in particular, present opportunities for redevelopment within each of the districts described above. Many of these sites have been identified based on discussions with the property owners while others have been identified based on existing uses that don’t represent the highest and best use for their location. Still others are identified because of their adjacencies to other properties that, if combined and planned in a coordinated manner, could result in a significantly more effective redevelopment than if they were to develop on their own in an uncoordinated manner. This is particularly important given the small lot sizes and narrow lot dimensions of many downtown properties.



Bethesda, MD (top left) and Arlington, VA (bottom left) are excellent examples of a downtown areas that increased density through high quality design.



Some of these sites would likely redevelop earlier than others and some may never redevelop at all. Additionally, there will likely be others that redevelop that are not shown in this master plan. It is important, however, to identify the potential opportunities and to illustrate their potential so that redevelopment can occur in a planned, proactive manner vs. a reactive one. Opportunity sites are identified in *Exhibit 20: Master Plan Framework* (page 159) in conjunction with the public realm enhancements described under Theme 3.

Master Plan Framework

As mentioned on the previous page, State College has several sites that represent key opportunities for redevelopment. These are illustrated in context with the overall downtown and with the public realm enhancements described in Theme #3 in *Exhibit 21: Illustrative Master Plan*. Conceptual site considerations for each of these sites are further detailed under specific recommendations outlined in Theme 4 on the following pages. The recommendations are arranged within the three broad districts mentioned above and illustrate how many of the opportunity sites can be developed using the existing zoning and incentive zoning available in downtown. Several sites require a zoning modification which is described for each of those sites.

Following the site specific recommendations outlined by district, this chapter also includes recommendations that address ways to explore zoning code changes to clarify some regulations, recommend changes to other regulations and provide for added incentives for high quality development. It is important to note that the market potential for all of these sites to develop with the density illustrated here is unlikely (particularly in the short term) and that the bulk and massing illustrations show full build-out potential under current and proposed regulations. These model views and the accompanying sketches provide a tool that the Borough can use on any potential redevelopment site in downtown and can also serve as examples for properties not illustrated in this plan.

This section concludes with some recommendations about facilitating redevelopment in Downtown State College. In the case of downtown development and redevelopment, regardless of location, the best projects are a result of the cooperation of a pro-active local government working with the development community on projects. This proactive approach, quite different from the typical “applicant and regulatory review” process will foster developments that both satisfy key goals of the Borough while providing the developer a marketable product. The result is that development on opportunity sites will add to the tax base while enhancing the quality of life of State College. Both the Borough and Downtown Improvement District can play an important partnering role with the property owners to market the properties, work on conceptual plans when needed, and facilitate input from the community.

Creating a proactive and cooperative process is just the first step in ensuring successful developments and redevelopments. Market inducements even in vibrant communities like State College encourage creative thinking and higher quality projects. This section explores tools such as housing trust funds, employer assisted housing, and employment space such as co-working to create a broader array of uses downtown attractive to permanent residents.

Recommendations

For the recommendations on the following pages, the primary implementation partners (the organizations that takes the lead in implementation) are bolded and other potential supporting partners appear unbolded.

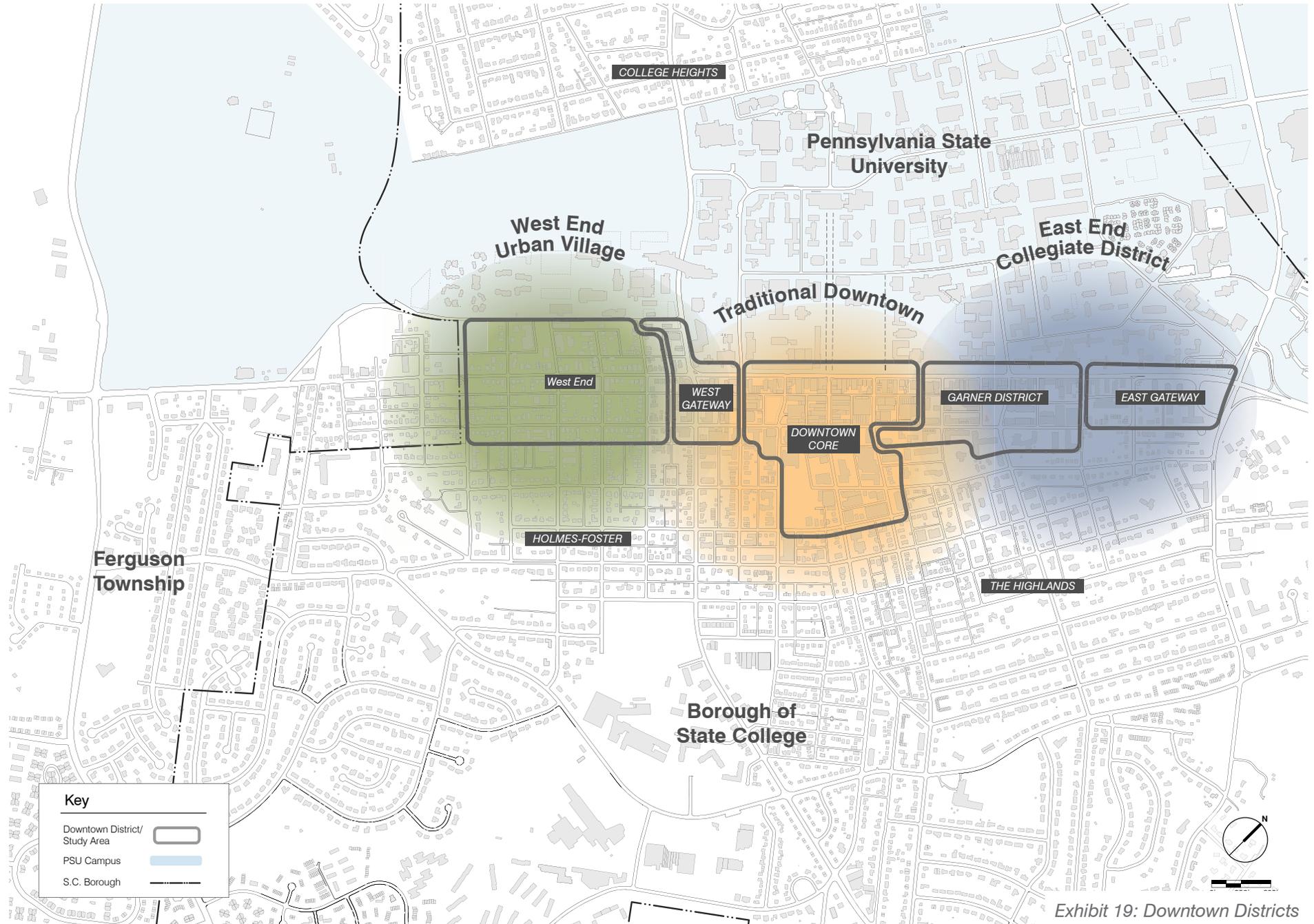


Exhibit 19: Downtown Districts

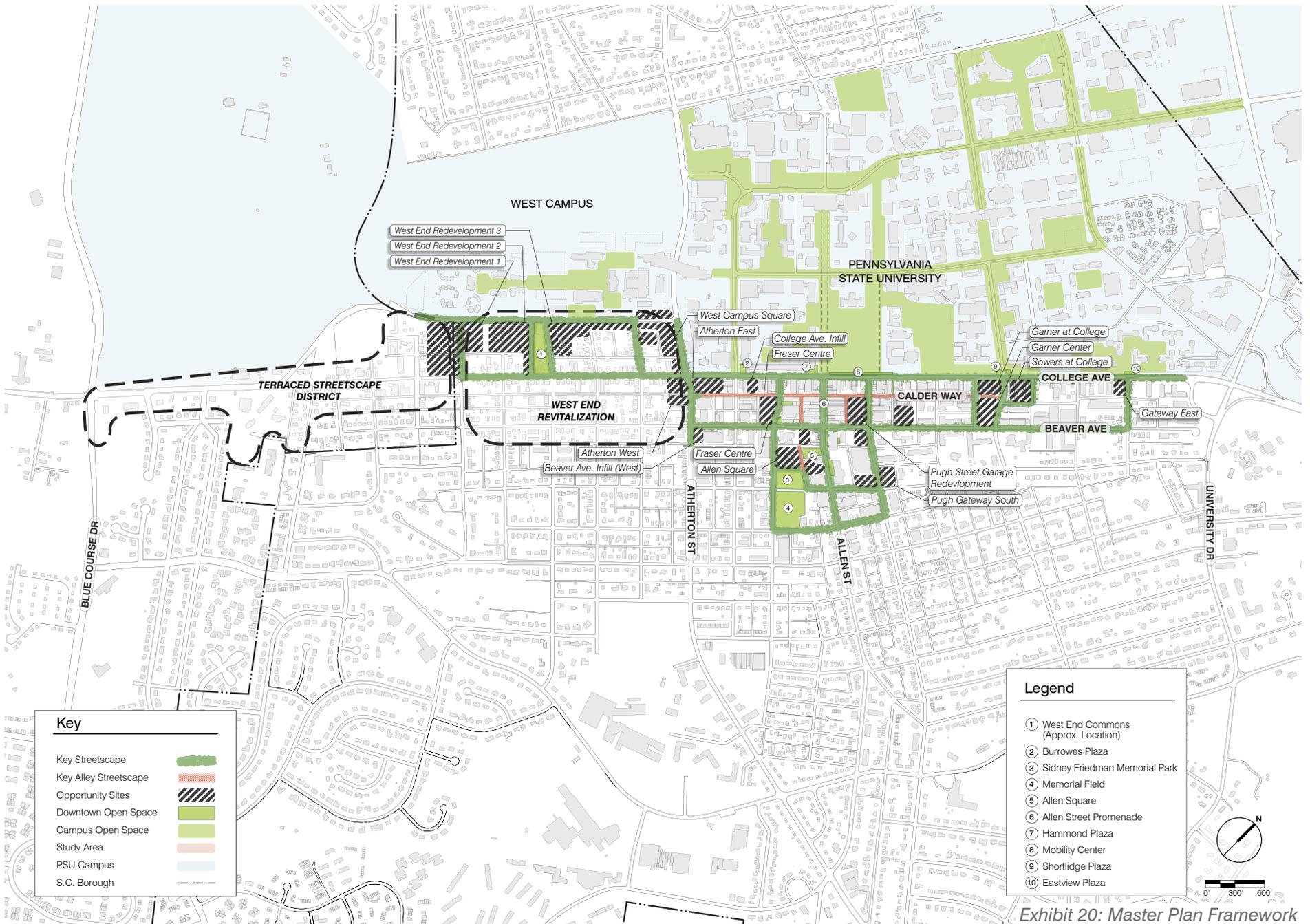
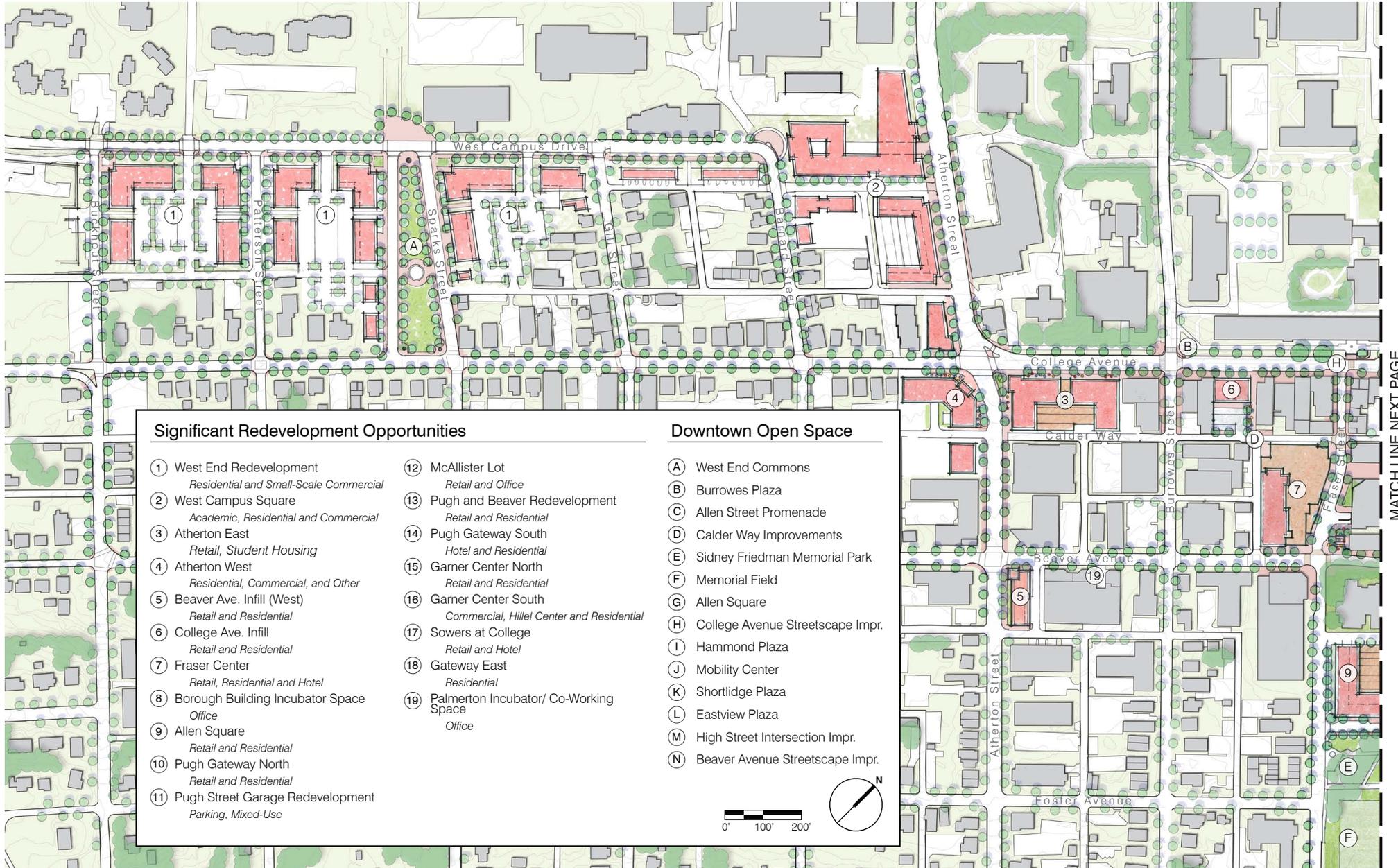


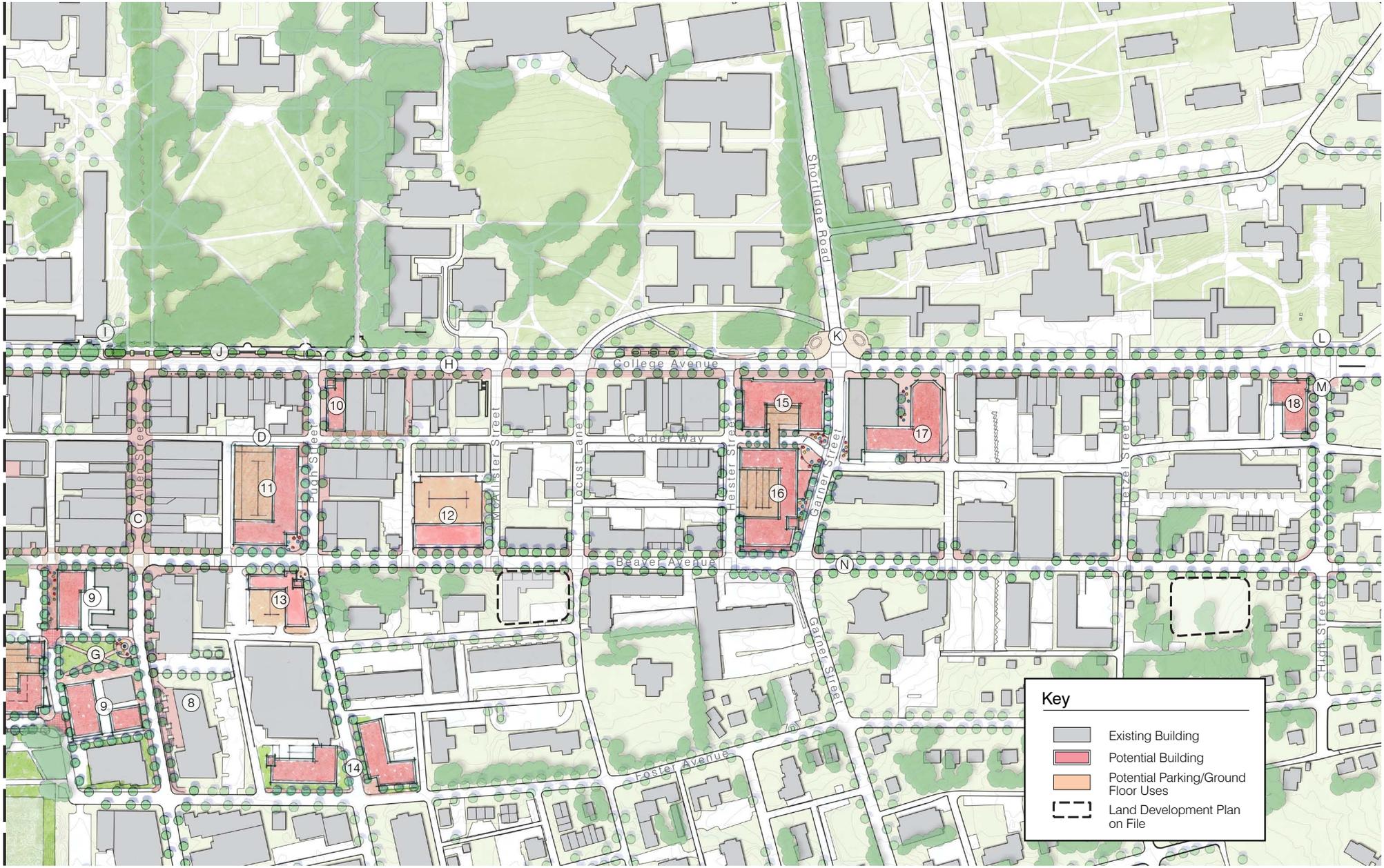
Exhibit 20: Master Plan Framework

State College Downtown Master Plan



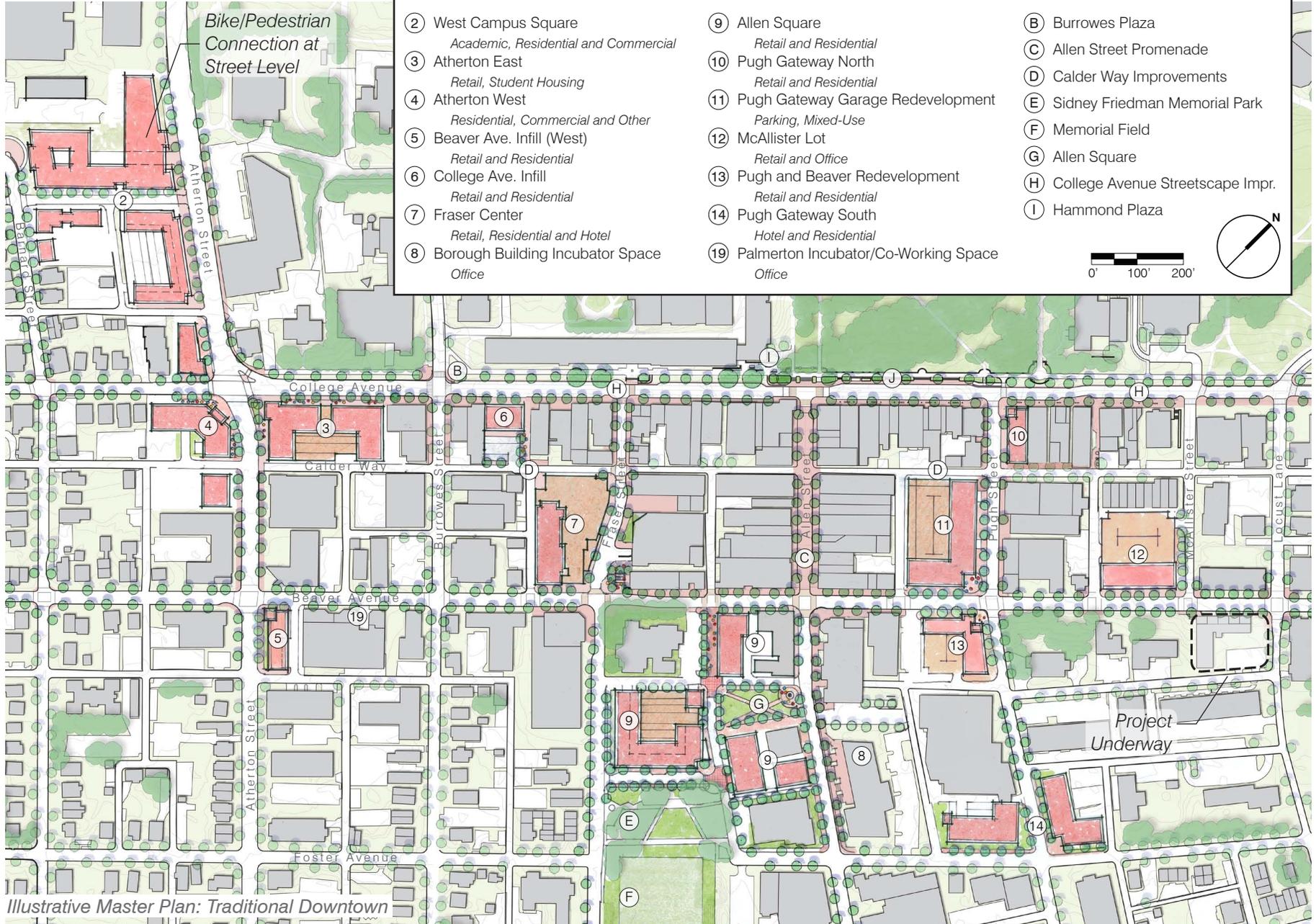
Significant Redevelopment Opportunities		Downtown Open Space	
① West End Redevelopment <i>Residential and Small-Scale Commercial</i>	⑫ McAllister Lot <i>Retail and Office</i>	Ⓐ West End Commons	
② West Campus Square <i>Academic, Residential and Commercial</i>	⑬ Pugh and Beaver Redevelopment <i>Retail and Residential</i>	Ⓑ Burrowes Plaza	
③ Atherton East <i>Retail, Student Housing</i>	⑭ Pugh Gateway South <i>Hotel and Residential</i>	Ⓒ Allen Street Promenade	
④ Atherton West <i>Residential, Commercial, and Other</i>	⑮ Garner Center North <i>Retail and Residential</i>	Ⓓ Calder Way Improvements	
⑤ Beaver Ave. Infill (West) <i>Retail and Residential</i>	⑯ Garner Center South <i>Commercial, Hillel Center and Residential</i>	Ⓔ Sidney Friedman Memorial Park	
⑥ College Ave. Infill <i>Retail and Residential</i>	⑰ Sowers at College <i>Retail and Hotel</i>	Ⓕ Memorial Field	
⑦ Fraser Center <i>Retail, Residential and Hotel</i>	⑱ Gateway East <i>Residential</i>	Ⓖ Allen Square	
⑧ Borough Building Incubator Space <i>Office</i>	⑲ Palmerton Incubator/ Co-Working Space <i>Office</i>	Ⓗ College Avenue Streetscape Impr.	
⑨ Allen Square <i>Retail and Residential</i>		Ⓘ Hammond Plaza	
⑩ Pugh Gateway North <i>Retail and Residential</i>		Ⓝ Mobility Center	
⑪ Pugh Street Garage Redevelopment <i>Parking, Mixed-Use</i>		Ⓚ Shortlidge Plaza	
		Ⓛ Eastview Plaza	
		Ⓜ High Street Intersection Impr.	
		Ⓝ Beaver Avenue Streetscape Impr.	

MATCH LINE PREVIOUS PAGE



Key

- Existing Building
- Potential Building
- Potential Parking/Ground Floor Uses
- Land Development Plan on File



Significant Redevelopment Opportunities		Downtown Open Space
② West Campus Square <i>Academic, Residential and Commercial</i>	⑨ Allen Square <i>Retail and Residential</i>	Ⓑ Burrowes Plaza
③ Atherton East <i>Retail, Student Housing</i>	⑩ Pugh Gateway North <i>Retail and Residential</i>	Ⓒ Allen Street Promenade
④ Atherton West <i>Residential, Commercial and Other</i>	⑪ Pugh Gateway Garage Redevelopment <i>Parking, Mixed-Use</i>	Ⓓ Calder Way Improvements
⑤ Beaver Ave. Infill (West) <i>Retail and Residential</i>	⑫ McAllister Lot <i>Retail and Office</i>	Ⓔ Sidney Friedman Memorial Park
⑥ College Ave. Infill <i>Retail and Residential</i>	⑬ Pugh and Beaver Redevelopment <i>Retail and Residential</i>	Ⓕ Memorial Field
⑦ Fraser Center <i>Retail, Residential and Hotel</i>	⑭ Pugh Gateway South <i>Hotel and Residential</i>	Ⓖ Allen Square
⑧ Borough Building Incubator Space <i>Office</i>	⑰ Palmerton Incubator/Co-Working Space <i>Office</i>	Ⓗ College Avenue Streetscape Impr.
		Ⓘ Hammond Plaza

0' 100' 200'

N

Illustrative Master Plan: Traditional Downtown

Traditional Downtown

4-A: “Traditional Downtown”

The Borough should target the core area of downtown and area centered on the College/Atherton intersection, and emphasize a mix of uses that reinforces a traditional downtown, including non-student housing, hotel, office, incubator space, co-working/flex space, gallery space and additional retail.

Implementation: Borough of State College, Downtown Improvement District, Downtown Businesses, Property Owners, Local Housing Organizations, Developers, Redevelopment Authority, Neighborhood Associations, Planning Commission

The downtown core or “Traditional Downtown” is a unique and varied district. At its center is Allen Street and the blocks adjacent to it that define the most traditional historic feel of downtown. Moving out from this area, zoning allows for denser development that has happened in some places and not in others. The “Traditional Downtown” is characterized by the following traits that should be fundamental to any development happening in the area:

- The Allen Street area and adjacent blocks along College Avenue (indicated in the zoning plan) should be areas that remain as true to the historic development patterns of State College as possible. This means ground floor retail and restaurant space, two to four story buildings and a diverse array of offerings for all ages within the local community.
- The broader downtown core has opportunities for denser development as allowed in the existing zoning code and as recommended by this plan. However, preserving the “traditional” feel of downtown can be accomplished in this area provided denser developments pay particular attention to how buildings interact with the street as described earlier. Development should include ground floor retail, restaurant, and service uses that are geared to the downtown local consumer.

Right: Artists rendering of West Campus Square Streetscape (looking North on Atherton Street)

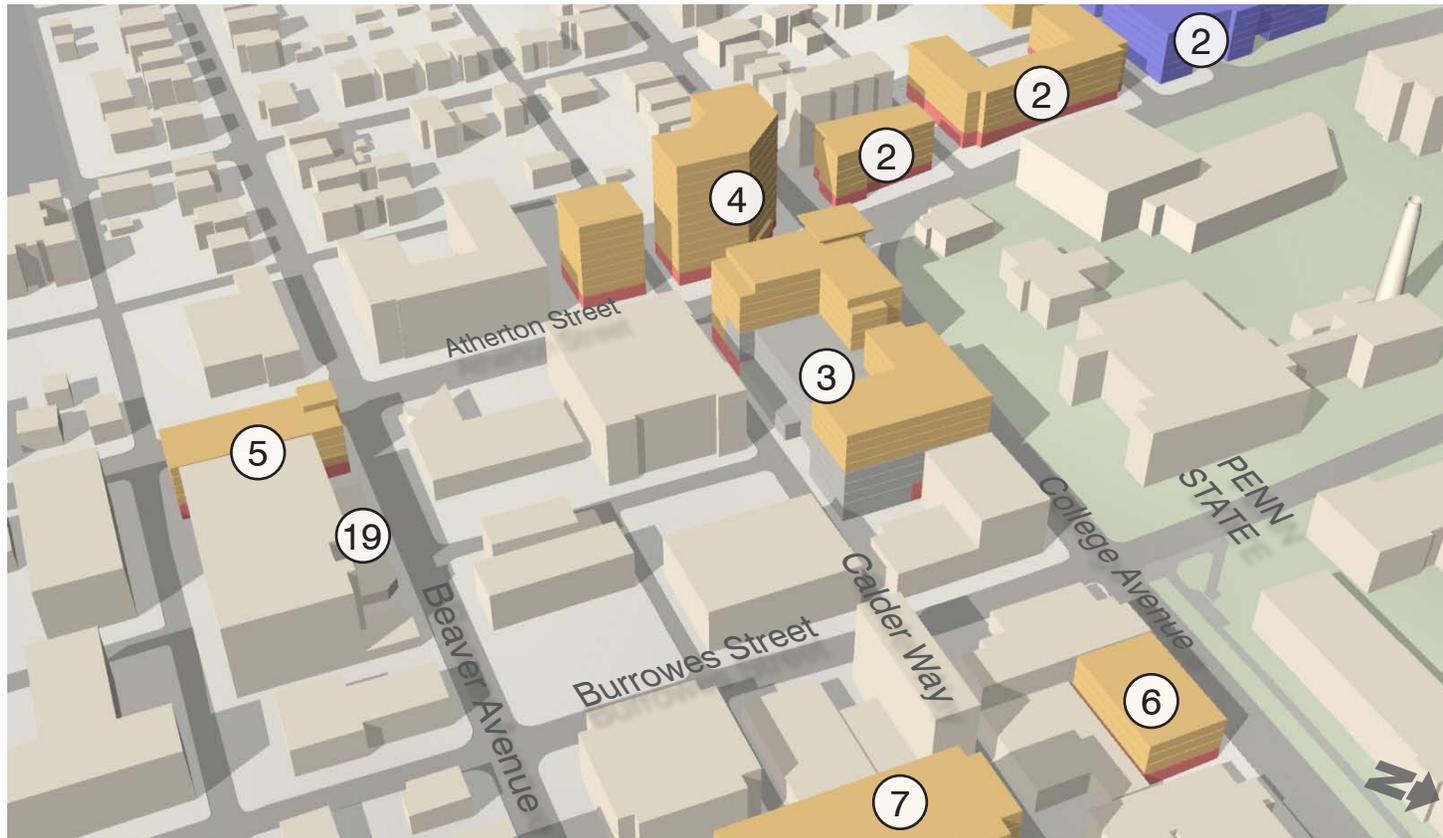
- Upper floors can combine a variety of uses including employment, residential (with an emphasis on non-student housing), hotel, family related and cultural uses and public services.
- Ultimately the downtown core should continue to evolve as a walk-able area rich in a variety of ground floor uses appealing to first to local residents as well as students, visitors, and alumni.

These tenets are expanded in descriptions of the following opportunity sites in the downtown core. All of these are identified on *Exhibit 21: Illustrative Master Plan* (page 160) while some are further illustrated in more detail on the following pages. The number that follows each project title references its location on the Illustrative Master Plan.

West Campus Square ②

This site is comprised of properties owned by Penn State as well as other property owners. Several years ago, Penn State





developed conceptual plans for the site showing how an academic and mixed-use building could be developed along the Atherton Street frontage. This approach is still relevant and should consider the following:

- Incorporate active ground level uses along the Atherton Street frontage, particularly in the mixed-use building south of Railroad Avenue.
- Design the academic building to allow for a pedestrian/bike linkage that connects Atherton Street with West Campus Drive. This could be a continuation of a shared use path along West Campus Drive.
- Use the mixed-use building to “wrap” a parking structure along the Atherton Street and Railroad Avenue frontages.
- Coordinate with property owner at corner of Atherton and West College Avenue to include that parcel in the overall redevelopment. This would allow a prominent building to be constructed on the corner with parking accommodated in the structure developed as part of the mixed-use building.

Atherton East ③

This site is comprised of multiple properties along College Avenue, just east of Atherton Street. While these properties are currently occupied by viable uses, they present a long-term opportunity for coordinated mixed-use development of a “signature” project at this important intersection. While these properties could be developed individually,

Far right: Model views showing potential redevelopment scenarios of "Atherton East":

Top: Using base CID district criteria

Middle: CID district with bonuses

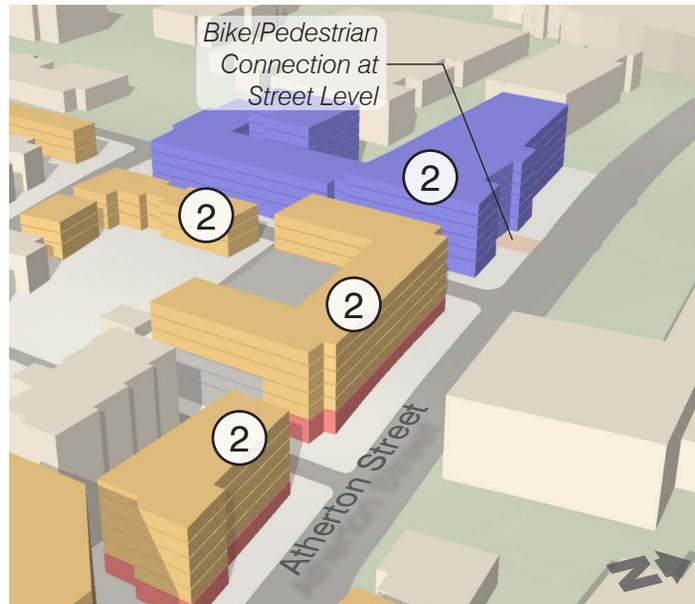
Bottom: Using existing signature development criteria

Bottom right: West Campus Square model view

this is one of the few sites downtown where coordinated development would allow for the integration of multiple levels of parking above first floor retail uses. Potential for the property includes graduate student housing, non-student housing, PSU faculty and employee housing, retail uses and office space (should there be a market). The model views show various scenarios of how the site could develop under existing zoning classifications including the CID district (student housing at 2.0 residential FAR), CID district (non-student housing at 3.0 residential FAR) and "Signature Development" overlay with a site FAR of 8.0 (and 3.0 residential FAR). The site could also be developed with less intensive development that is 2-4 stories in height. Regardless of the development intensity, an appropriately-scaled first floor is critical to activate College Avenue and reinforce connections across Atherton Street to the West End.

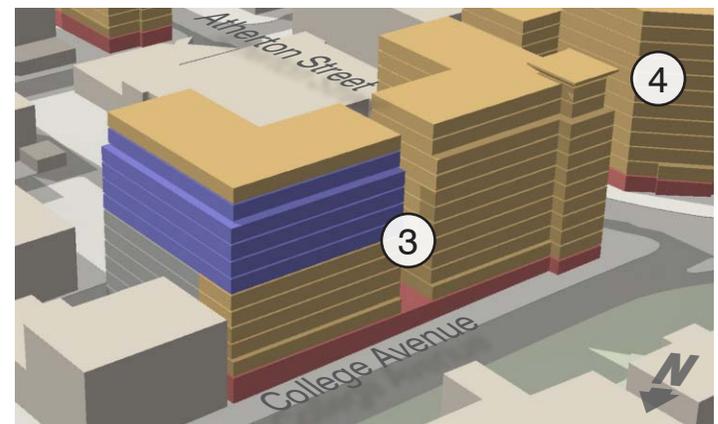
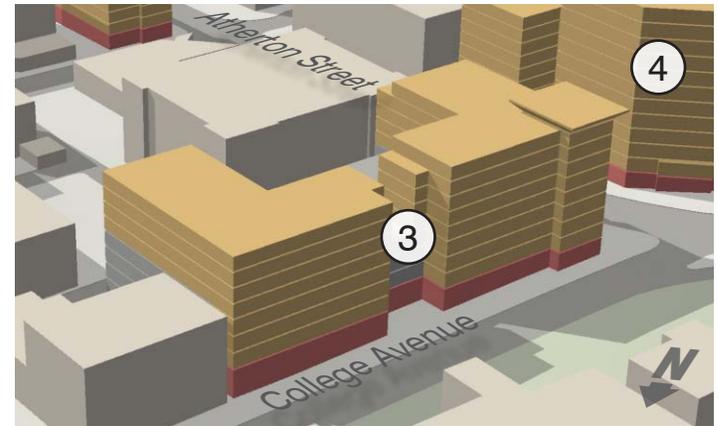
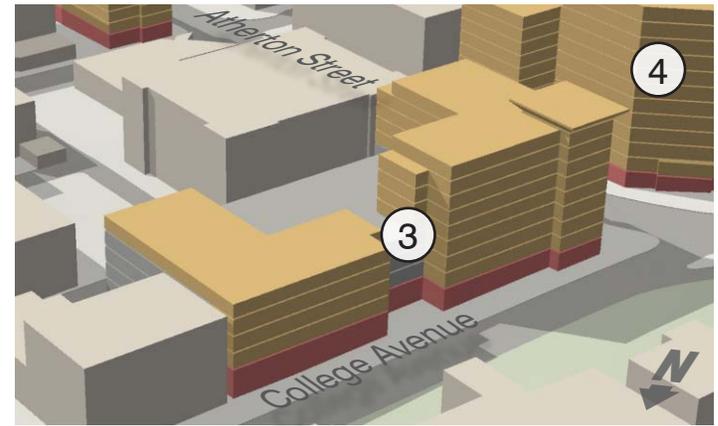
Atherton West ④

This site is located on the southwest corner of College Avenue and Atherton Street and represents an opportunity for non-student housing (such as PSU faculty and employee



Building Use

- Commercial
- Residential
- Office
- Hotel



housing) or graduate student housing over ground floor retail uses. The site is small so parking would need to be accommodated below grade. Because of the prominent location of the site and prominent sight lines (particularly from the north and east), this site is well-suited for a “signature” development. Regardless of the architectural style of any new building, the building should be articulated in a way that responds to the intersection. A small plaza and/or gathering space should also be provided at the corner to provide expanded pedestrian areas at this busy intersection.

Ideally, this redevelopment would incorporate the property to the south (existing motel) if there is interest from the property owners to coordinate. At such time that the motel property redevelops on its own (if there is no interest in a coordinated approach among property owners); it should be redeveloped with the building oriented to the street edge with parking located behind and/or below. The site is well-suited for ground level retail and upper floor office (if the market exists at the time of redevelopment) or upper floor housing.

Beaver Avenue Infill (West) ⑤

The existing one-story retail use at the corner of Beaver and Atherton is an under-utilization of this prominent corner. At such time the property owner wishes to redevelop this property, the property should be redeveloped with lower level commercial uses and upper level residential or office uses. The building should be oriented to the street edge with parking located to the rear or underneath.

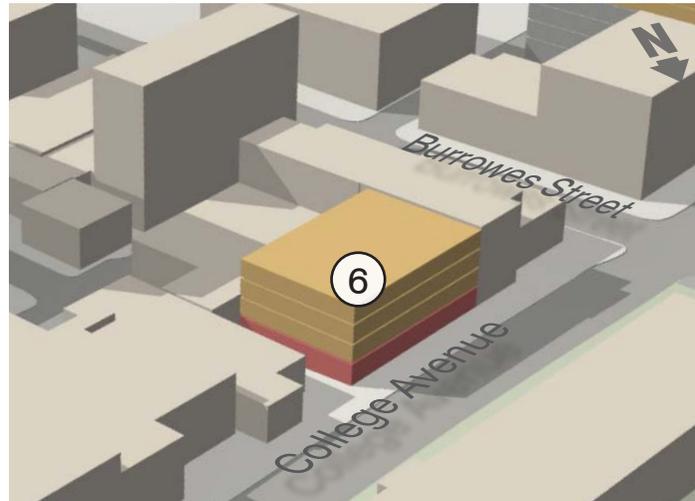
Palmerton Incubator/Co-Working Space ⑱

The Palmerton was developed with ground-level commercial space, the majority of which has been vacant for some time. Because of the property location, the low first floor height and dark glass, the space is not ideal for retail uses. This could be an ideal space to accommodate incubator and co-working space.

College Avenue Infill ⑥

While the retail uses are important for College Avenue, the existing one-story shopping center, between Fraser and Burrowes Streets does not represent the highest and best

use for this site. Should the property owners ever desire to redevelop this property, there is an opportunity to replace the existing retail development with new retail and upper floor uses. The upper floors would be ideal for residential uses or incubator/co-working office space, depending upon when the property would be redeveloped and the need for office space at that time. While residential uses could include student housing, this site would be better served for non-student housing.



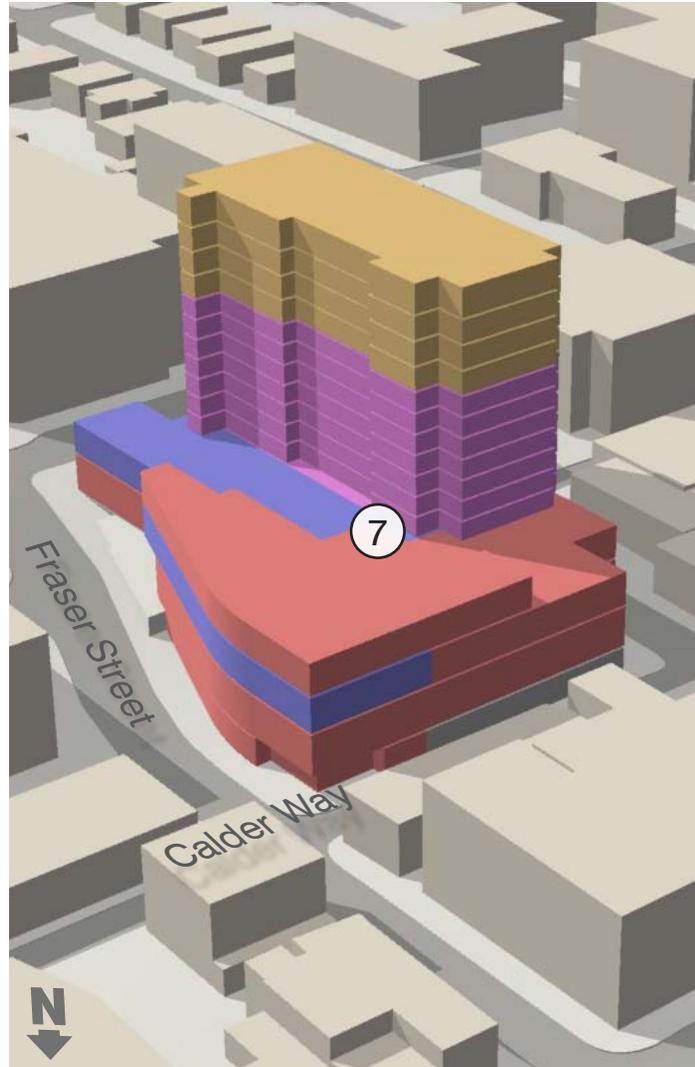
Top right: The vacant commercial space at The Palmerton is ideal for use as incubator or co-working space.

Bottom right: College Avenue Infill model view

Fraser Centre ⑦

This mixed-use development includes for-sale condominiums, hotel, retail and commercial uses and represents a pivotal project for downtown. Following some delays the project seems to be moving forward and will establish a significant east anchor development for Calder Way and the Downtown Core. The development represents

a good model for downtown re-development in that it is characterized by a high level of design and it includes pedestrian-oriented uses on the ground levels which will activate the frontages of Beaver Avenue, Fraser Street and a portion of Calder Way. Once completed, it will serve as an important west anchor for the immediate downtown core and for Calder Way.

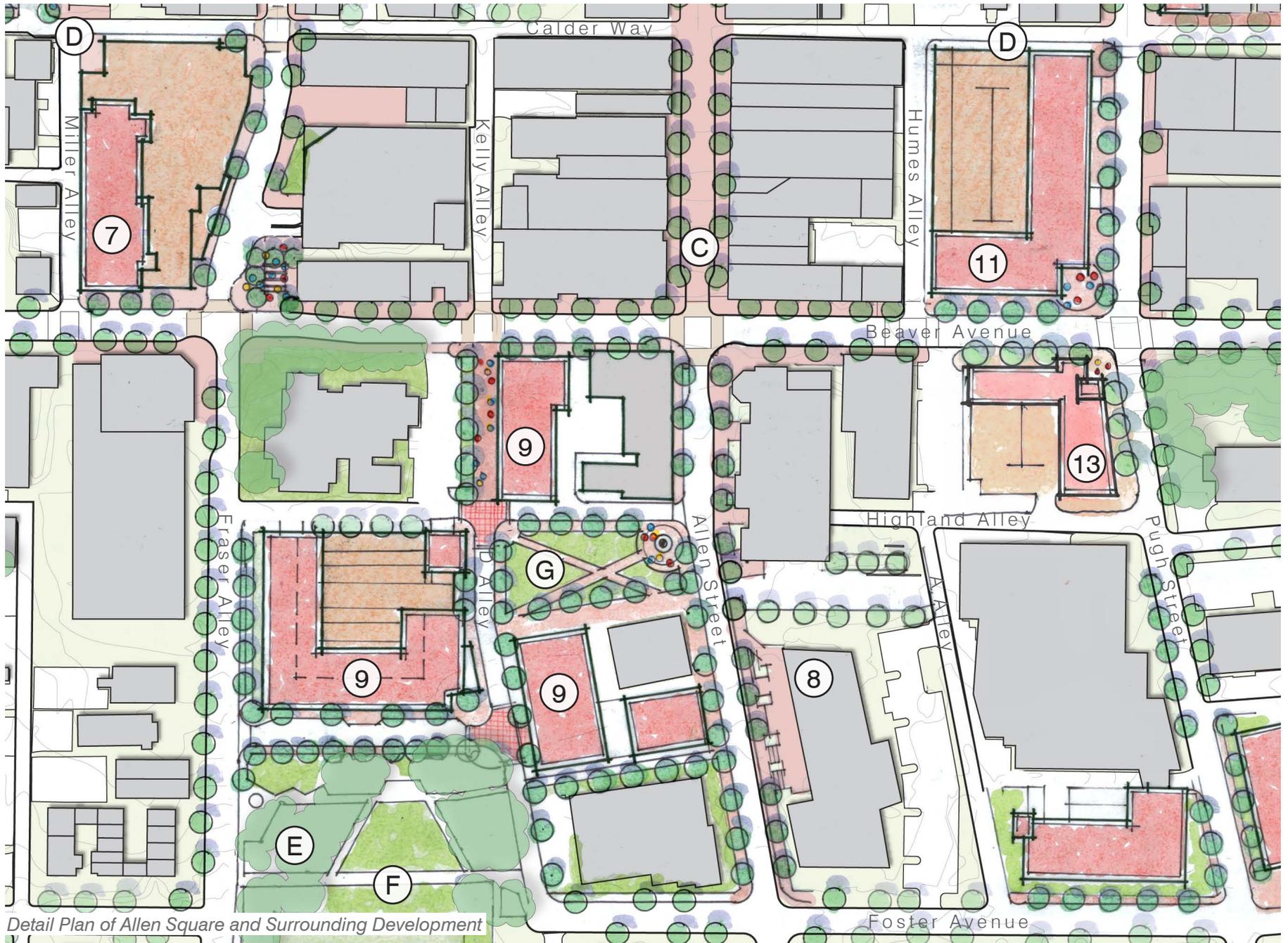


Building Use

- Commercial
- Residential
- Office
- Hotel

Far right: Site of the proposed Fraser Centre. Coupled with Fraser Street streetscape improvements, this project will create a significant east anchor for Calder Way and the Downtown Core





Detail Plan of Allen Square and Surrounding Development

Allen Square ⑨

The area bounded by Beaver Avenue, Allen Street, Foster Avenue and Fraser Street represents one of the most significant redevelopment opportunities for downtown State College. If well done and coordinated among a partnership of multiple property owners, including the Borough, redevelopment could achieve many positive results including:

- Expand the family/local-oriented downtown core.
- Minimize the barrier effect of the ridge that separates the downtown core from areas south of Highland Avenue.
- Leverage the value of open space frontage for future redevelopment of the post office site while activating the park with new active uses around its perimeter.
- Provide additional opportunities for family-related uses such as expansion of the Discovery Space.
- Provide clear and attractive connections among the Borough Building, library, park, Memorial Field, Discovery Space and Calder Way (via Kelly and “D” Alleys).

Redevelopment of this area should consider the following:

- Creation of a focal point “Allen Square” at the corner of Allen Street and Highland Alley. As described earlier in the master plan report, this location is one of the few sites in downtown where a new open space could work. It is on the ridge so it is still visually connected to College Avenue. It is located at a bend in Allen Street, increasing the prominence of the site and it is adjacent to many family and local oriented attractions and businesses which could activate it. It could provide an additional venue for outdoor events or expanded venue as part of the Allen Street Promenade. Additionally it could also accommodate bicycle activities given it’s location along the Allen Street bike route.
- The creation of a connecting street, “Foster Lane”, which would provide frontage for the park and new development on the post office site.
- Pedestrian connection through the surface parking lots



Credit: City of Hagerstown

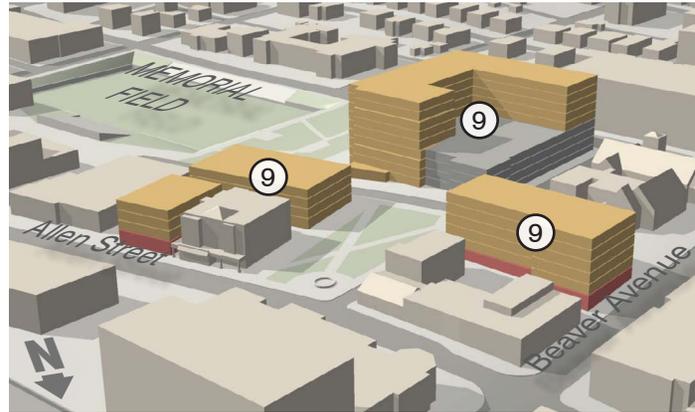


Top right: Photo of University Plaza in Hagerstown, MD shows use of flexible common area for programming.

Bottom right: Bond Street Wharf in Baltimore shows how development fronts onto open space and activates open space.

(Borough and church owned) linking Kelly Alley with D Alley (and better connecting the site to Calder Way).

- Redevelopment of the post office site as non-student housing. This housing could be high density (illustrated) wrapping a parking structure or lower density with surface parking. The important aspect is that it be oriented to several important edges: the park (and the new Foster Lane described above), Fraser Street and "D" Alley/Allen Square.
- Incorporation of post office into the redevelopment. Consideration should be given to incorporating a post office convenience center or use into the lower level of the housing and parking if the larger facility is ever relocated.



Building Use

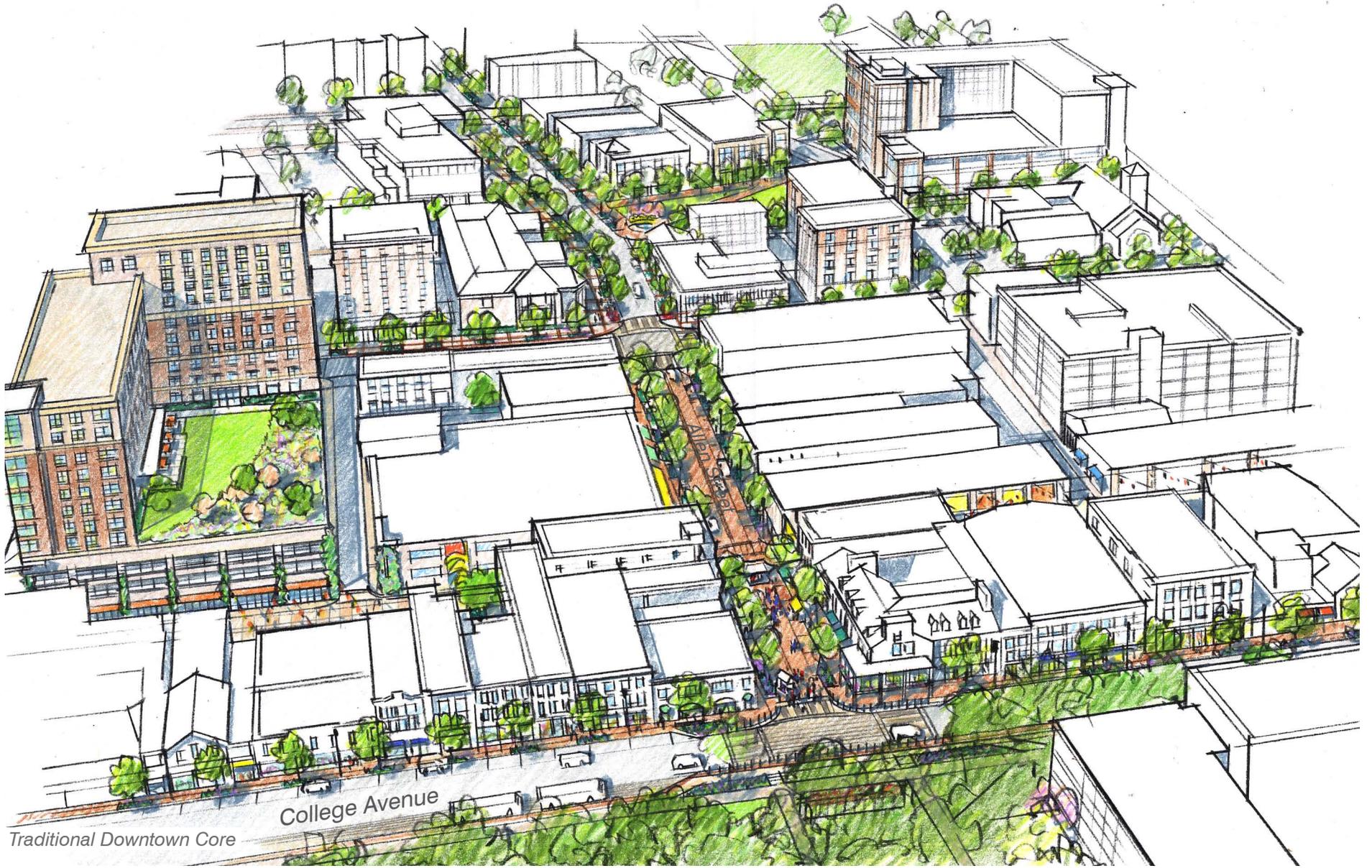
- Commercial
- Residential
- Office
- Hotel



Allen Square

Model view (left) and sketch (bottom left) illustrate how effective coordinated development of multiple projects can define a great place while linking other downtown districts and assets.

Opposite page: Sketch of the traditional downtown core showing Allen Square in relationship to Allen Street Promenade, the enhanced College Avenue-Allen Street intersection and the Pugh Street Garage redevelopment project.



Traditional Downtown Core

College Avenue

- The proposed residential building on the post office site could also incorporate a new senior center (in place of that located in the Fraser Street garage).
- Infill development on the Beaver Avenue surface parking lot with active uses along the new pedestrian connection, Beaver Avenue frontage and frontage on the proposed Allen Square.
- Infill residential (or expansion) behind the new residential building on Allen Street and within the surface parking lot. This development will be challenging as it should front onto and/or activate Allen Street, Allen Square, the existing park and the pedestrian connection to the south of the existing surface lot.
- This could also be an ideal location for incubator/co-working space along the garage frontage on “D” Alley and/or Highland Avenue.

The success of Allen Square is dependent of coordinated development. The Borough could provide additional incentives to the property owner if they work toward a coordinated effort. Property owners should be engaged early on to build enthusiasm for the project.

Borough Building Incubator/Co-Working Space ⑧

The existing Borough Building has approximately 3,500 SF of vacant space on the third floor which could be used as office incubator/co-working space until such time that space can be developed as part of a new development project.

Pugh Gateway North ⑩

The property at the southeast corner of College Avenue and Pugh Street is a highly visible corner within the downtown core and enjoys a prominent location along College Avenue at the foot of the Henderson Mall. Currently the site is developed with a one-story building; however, the site offers greater potential for a higher density development. The property should be considered for ground level retail uses and upper floor residential. The residential would be appropriate for non-student or student markets. Important considerations include the following:

- Maximize window display areas on both the College Avenue and Pugh Street frontages.
- Consider articulating the corner architecturally.



Illustrations show how small one-story properties along College Avenue, such as this one as the corner of Pugh and College (existing conditions top left, model view bottom left, sketch opposite), can be redeveloped with higher and better uses while respecting the scale of historic development. The sketch also illustrates College Avenue streetscape enhancements.

Building Use

- Commercial
- Residential
- Office
- Hotel



Pugh Gateway North

Pugh Street Garage Redevelopment ⑪

The Borough is currently exploring alternative locations for the replacement of the Pugh Street Garage as part of the overall parking study. While replacing the garage in its current location is an option, this is not desirable as it would take 491 parking spaces off line until the new structure is completed. Ideally, the replacement would be developed in another nearby location and this site could be redeveloped with other uses including some component of parking.

Because this is a Borough-owned parcel, it represents a significant opportunity for important downtown uses that would not otherwise be developed without incentives. Potential uses include meeting space, incubator space, workforce housing, housing for young professionals and retirees, hotel, retail and some supporting parking. The site is centrally located to the core of downtown and offers magnificent views of Old Main and the campus from upper floors. Following are considerations for development:

General Considerations: Regardless of the uses developed for this site, the following should be incorporated into the planning and design:

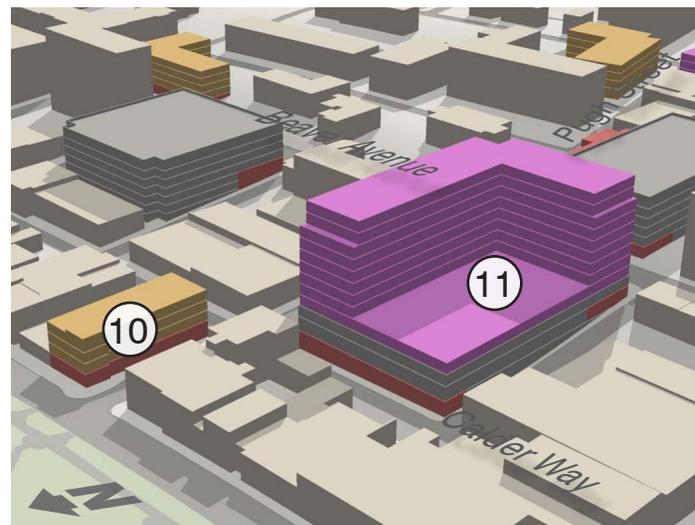
- Include active ground floor uses along Calder Way, Beaver Avenue and Pugh Street frontages.
- Include gallery/exhibit space in ground floor.
- Include small plaza/gathering space at corner of Pugh and Beaver and/or Calder and Pugh. A location on Calder Way could help activate this important pedestrian link. A location on Beaver would take advantage of southern exposure.
- Incorporate façade treatment, special lighting, along Calder Way that reinforces the artsy/funky nature of the alley, particularly on lower levels of the building.
- Coordinate with the adjacent property owner to maximize the development of the entire block defined by Beaver, Pugh, Calder and Humes.

Option 1—Pugh Street Garage Replacement: Should it be determined that the Pugh Street garage does need

to be redeveloped in this location, the following should be incorporated into the planning and design:

- Public restrooms.
- Bike storage/ Bike Commuter Parking.
- Consideration for upper floor incubator space
- Consideration for partnering with a developer to include above the parking
- Use of “green walls” particularly along Calder Way

Option 2—Pugh Street Garage Relocated: Should the public parking garage be reconstructed on another site, this site should be developed with high density mixed-use development. The site is well suited for a hotel with associated meeting space and/or non-student housing if a hotel is most feasible. The views to Old Main from upper floors could be quite attractive to alumni, visitors to the region, young professionals and retirees. The Inn at the Colonnade adjacent to Johns Hopkins University in Baltimore is a good model that includes 6-7 floors of condominiums over 3 floors of hotel. While the demand for downtown hotel space is limited at this time, if the market changes at the time of the garage replacement, this concept should be



Building Use

- Commercial
- Residential
- Office
- Hotel

considered. Otherwise, the site could be used primarily for non-student housing. The following could be considered for the planning and design of a mixed-use development in this location.

- Include a parking component to supplement parking provided in Pugh Street Garage replacement and to support some of the uses in the building.
- Consider hotel and meeting space (non-residential uses) on lower levels.
- Consider green roof/outdoor space on roof of lower level space (parking/meeting space/commercial space).
- Consider housing on upper levels (or for the majority of the building if a hotel is not feasible).
- Consider a component of incubator space on lower levels.

Examples of creative mixed-use development that could serve as models for the Pugh Street garage site.

Top far right: Colonnade Hotel and Condominium adjacent to Johns Hopkins University, Baltimore.

Bottom far right: Hotel, residential, mixed-use, arts incubator, public parking in Greenville, SC

Right: Arts incubator space lining parking structure. Greenville, SC



McAllister Lot 12

The existing site bounded by Beaver, Calder, McAllister Street and McAllister Alley is owned by multiple property owners, including the Borough. The southern portion that includes the parking deck and existing small footprint buildings along Beaver Avenue could be redeveloped to better utilize this site. The site could be intensified to provide additional public parking it or it could be redeveloped with a mix of uses, along with some parking component. The following should be considered for the planning and design of this parcel:

General:

Regardless of the uses developed for this site, the following should be incorporated into the planning and design:

- Consider incorporating a plaza space or increased setback area at either (or both) corners along Beaver Avenue to provide some expanded areas to accommodate high volumes of pedestrians.
- Activate the Beaver Avenue frontage with ground level commercial uses including incubator/co-working space.



- It is not feasible to activate McAllister Street and Alley with retail uses, but these facades should have high level of design.
- Consider use of “green walls” as part of parking deck facades, particularly along McAllister Street and McAllister Alley.

Option 1 - Additional Public Parking Amenities:

While the dimensions of this site are tight for an efficient parking structure, the site could be developed as a significant public parking resource if the property owners are willing to partner. In addition to ground level retail uses, some upper floor office/incubator space could also be incorporated into the parking structure. In addition, public restrooms and bike storage should also be incorporated into the ground level.

Option 2 - Mixed Use Development:

Another alternative for this site is mixed-use development. In addition to ground level retail uses along Beaver Avenue, mixed-use development might consider upper floor residential. This site is close enough to the downtown core that it could be appropriate for workforce non-student housing, however, student housing would likely be most appropriate given the site’s proximity to the “East End Collegiate District.” The design of any housing should consider a north/south orientation or “U” configuration facing Beaver Avenue to avoid reinforcing the continuous “wall” of buildings.

Pugh and Beaver Redevelopment 13

Property at the southwest corner of Beaver and Pugh could be a significant redevelopment parcel if considered in conjunction with a portion of Highland Avenue and the property to the south (the one-story commercial space connected to the Days Inn). While it is not typically desirable to eliminate a street connection, the library development already truncated Highland Avenue. Therefore, this is one block in downtown where consideration might be given to eliminating the remainder of the street to allow for a larger contiguous development parcel. This would require interest in a partnership among the property owners.

General: Regardless of the uses developed for this site, the following should be incorporated into the planning and design:

- Active ground-level commercial uses along Beaver Avenue and portions of Pugh Street frontage.
- Architectural articulation to take advantage of bend in Pugh Street which results in strong visual connection between College Avenue and this corner.

Option - Mixed-Use Development: This site is suitable for mixed-use development. Specifically, the location is part of the downtown core and would be well-suited for non-student housing and/or hotel expansion with lower level retail uses and structured parking. Because of the grade change from south to north, two levels of parking could be provided without the need for internal ramping. Mixed-use development could work on the corner site at Pugh and Beaver or a combined site as described above. If the properties are combined, provision should be made for a pedestrian connection to the Borough Building, library and proposed Allen Square, between the existing hotel and new development.

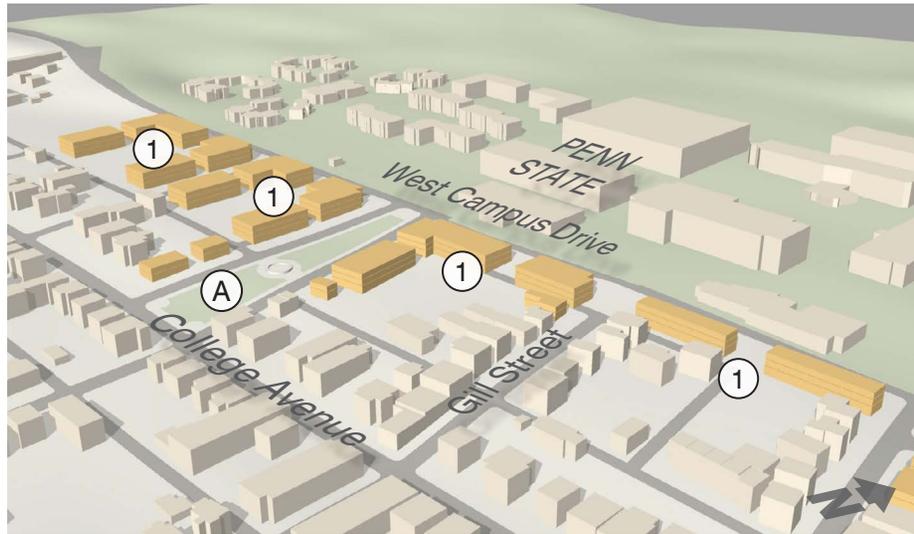
Pugh Gateway South 14

This opportunity includes the properties on each side of Pugh Street at Foster Avenue. The west property currently includes two levels of parking, serving the existing hotel and the east property includes 4 single homes that have been converted to rental properties. Because of the location of these properties near the southern edge of the downtown core, higher density and better utilization of the property is appropriate. Redevelopment should consider the following:

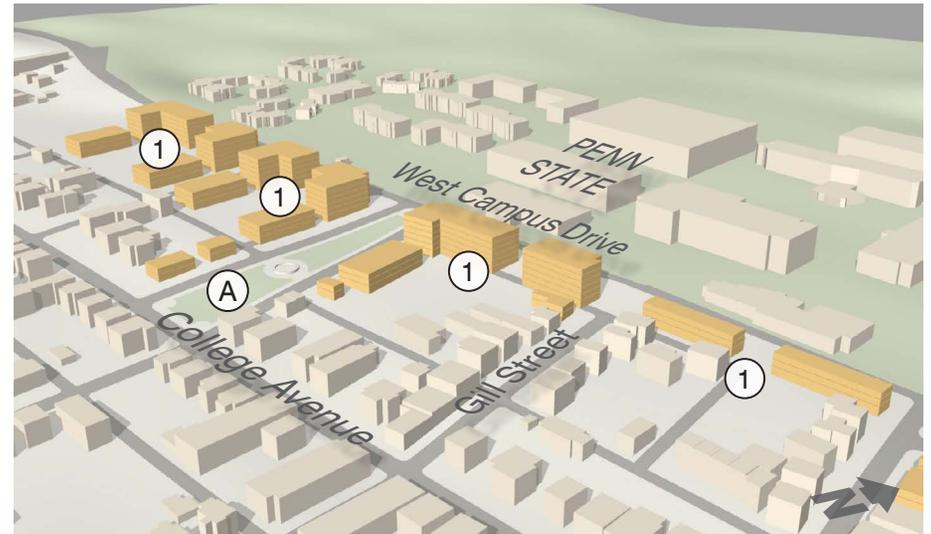
- Possible hotel expansion (illustrated) for the existing hotel on the east side of Pugh Street, with a building that addresses both the Pugh and Foster frontages.
- If hotel expansion is not feasible, a multi-level parking deck could be developed here, provided there would be a high quality architectural design and streetscape treatment provided along the street frontages. While

ground level active uses would be desirable, they would likely not be feasible this far outside of the core, with the exception of potential incubator space or expanded attraction space such as Discovery Place.

- The west side of Pugh Street should be reserved for residential development and could be appropriate for non-student or student housing.



West End Urban Village - Three Story Development



West End Urban Village - Three to Six Story Development

West End Urban Village

4-B: West End Revitalization Plan Implementation

The Borough should advance the West End Revitalization Plan, establishing the West End's identity as an "Urban Village" and coordinate with Penn State University to stimulate preservation and revitalization of existing uses while encouraging investment and new infill development.

Implementation: Borough of State College, Downtown Improvement District., Downtown Businesses, Property Owners, Local Housing Organizations, Developers, Redevelopment Authority, Neighborhood Associations, Planning Commission

The West End Revitalization Plan was thorough and has merit. In particular the following components of the plan should be strongly considered in this plan:

- The West End Revitalization Plan focused protection of neighborhood character and reinforcing the existing single-family nature of the area. Much of the plan is dedicated to this goal.
- However, the plan recognizes that new infill development, particularly along the north side of the district adjacent to Penn State's West Campus would be beneficial to the neighborhood, the borough, and the university as this boundary between the campus and Borough has long functioned as "back door" space for both entities.
- Penn State's master plan identifies building and open space development for the West Campus to create more of a cohesive campus environment. This presents the opportunity to redevelop the adjacent West End to reinforce a positive town/gown relationship.
- As mentioned before, providing newer, attractive housing options close to campus will help relieve the pressure to continue converting homes within the neighborhood to rental housing and this "boundary" area is ideally suited for graduate and married student housing, faculty, employees, and workforce housing.

- In addition to the housing outlined above, a limited mix of commercial uses are described in the Urban Village ordinance (cafes, neighborhood support retail, etc.).

The Borough developed a well-intentioned Urban Village District in the zoning ordinance to accommodate revitalization of the West End; however, the ordinance is too restrictive and not realistic as it relates to new infill development. The current caps of 3000-4500 GSF for any one building preclude the ability to develop significant infill development that is appropriate along the campus boundary. While the ordinance does allow building heights of up to 65' for a distance of 75' back from the northern district boundary, this limit does not reconcile with the building size limits (a 4500 SF building over 6 floors would result in a building footprint of 750 SF or 15' x 30'). Incentives tied to superior design should be developed that allow for larger building footprints and taller building heights that transition up from Clay Lane to the north.

Additionally, planned development will allow for consolidated and well-designed parking resources that can be located behind buildings, as well as for consolidated and well-designed open spaces.

The State College Borough Sustainable Neighborhood Report 2012 identifies advancing the West End Redevelopment Plan as one of Council's objectives for 2012-2013. It is important to note that with the development of Ferguson Township's Terraced Streetscape District, there is the potential that State College could lose important redevelopment opportunities if the West End Redevelopment Plan is not pursued.

Important components of the West End Revitalization Plan are illustrated in the West End Urban Village plan enlargement (previous page) and described below.

Building Use

-  Commercial
-  Residential
-  Office
-  Hotel

West Campus Drive Shared Use Path

Develop a shared-use path for bikes and pedestrians along West Campus Drive. At a minimum, West Campus Drive should be designated as a bike route as shown in the Bicycle Network (see *Exhibit 14: Proposed Bicycle Network*, page 82). However, a dedicated shared use path separate from the road on either the north or south side is desirable.

West End Commons (A)

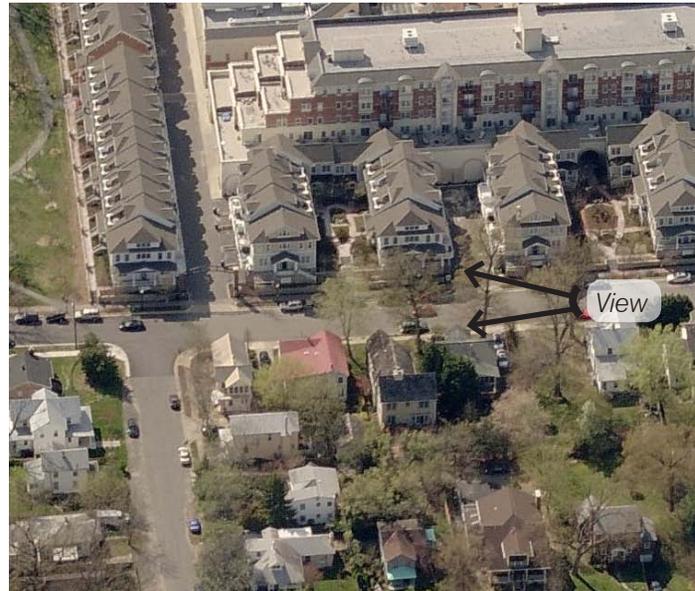
The original master plan for the West End revitalization identified several options for the creation of a commons, connecting West College Avenue with West Campus Drive and the Penn State campus. While one option is illustrated as part of this plan, it can be incorporated in many ways as illustrated in the West End Revitalization Plan. The concept has merit in creating a neighborhood focal point, particularly since downtown State College has limited public spaces.

West End Redevelopment (1)

The master plan illustrates how new infill development can reinforce street edges, define the new West End Commons and strengthen the town gown relationship. The plan illus-

trated very much mirrors what was illustrated in the West End Revitalization Plan but is not possible under the current Urban Village ordinance because of the maximum building size limitations. Specifically, the following should be advanced for the West End:

- Use design incentives to allow larger building sizes and increased densities for the areas identified as redevelopment in the West End Revitalization Plan (primarily north of Clay street). Increased density, provided that it is well designed, is important for economic viability, the proximity to the West Campus and the proximity to and potential competition from Ferguson Township's Terraced Streetscape District. Design goals should focus on articulating larger buildings in a manner compatible with the existing smaller scale buildings to be preserved closer to College Avenue.
- Use design incentives to allow up to six story building heights along the northern property line (as currently allowed by zoning) and transition to four stories and then three stories for the remainder of the district as shown in the massing models.



An example of well-designed density transitions from single family to mixed-use development in Arlington, VA.

Far left: The street view shows ends of townhouse groups designed to appear as single family detached housing to match the pre-existing development across the street.

Left: Aerial view showing the context of these townhouses and how they aid in transitioning to denser development.

- Continue to encourage consolidation of parking into larger lots located behind buildings and allow for low scale structured parking (2-3 levels) provided it is located behind buildings (or below grade).
- Continue to limit the size of commercial establishments as currently identified in the Urban Village District zoning and allow for the same commercial uses as prescribed.
- Use redevelopment to the north to reinforce the existing street network and to define a central open space that links to College Avenue.
- Utilize streetscape improvements to reinforce the existing character of the tree-lined streets and link preservation areas, redevelopment areas and the West Campus and define a walkable neighborhood.

Neighborhood Stabilization and Preservation

Implement recommendations of West End Revitalization Plan to stabilize and preserve existing structures with the goal of converting rental properties back into home ownership; improving the diversity and quality of rental opportunities to attract a broader range of residents; and supplementing the neighborhood with small scale commercial uses.

Photographs of existing development within the West End.

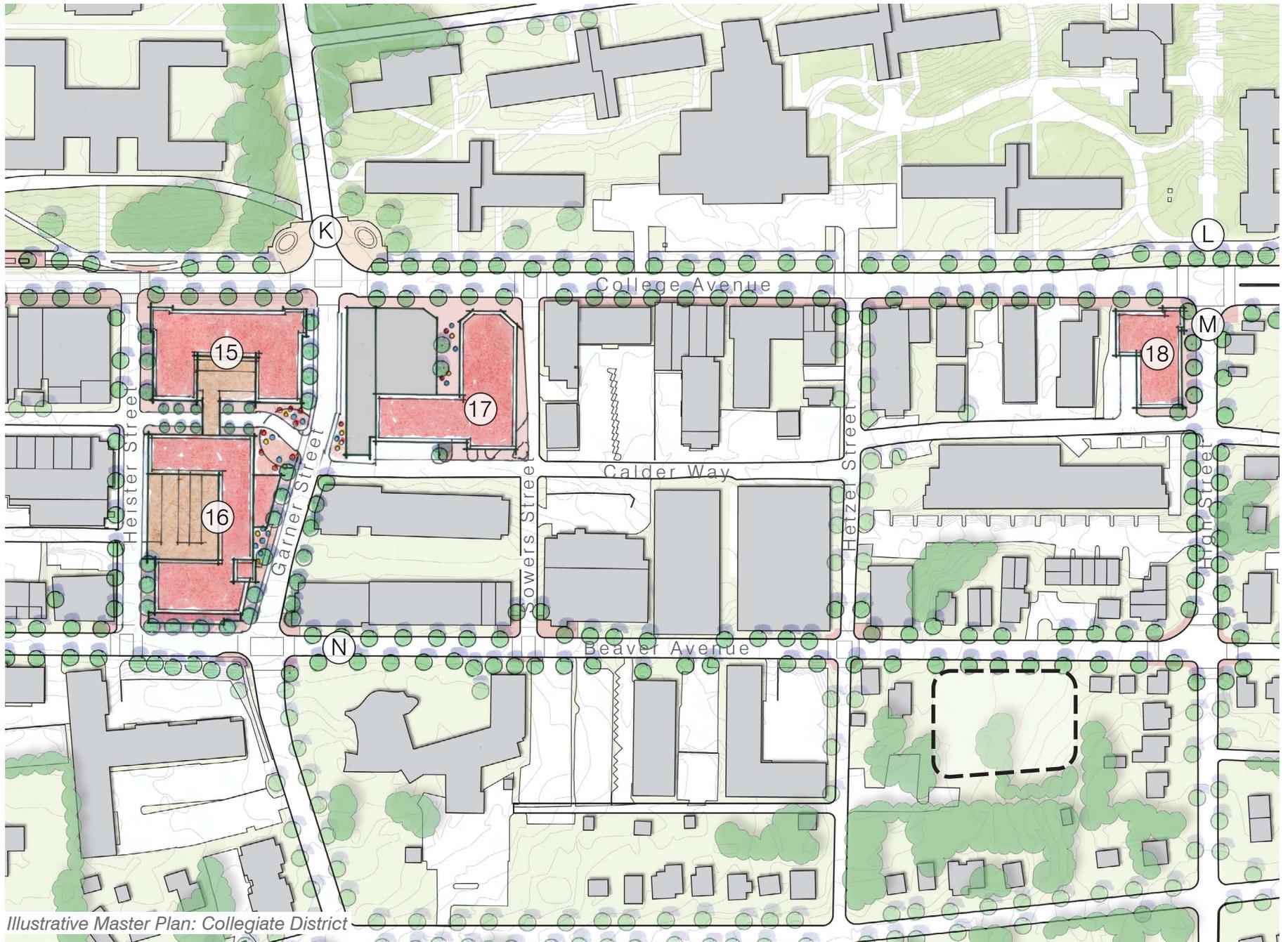
Bottom right: Properties along the northern part of the West End represent important redevelopment opportunities within the West End.

Far right top: Additional small scale commercial uses such as those that currently exist should be encouraged for ground floors.

Far right middle: Many of the existing homes have been converted into apartments. West End Revitalization Plan goals to stabilize these structures and convert many back into home ownership remain important goals.

Far right bottom: View looking East along College Avenue shows the residential scale/ small-scale commercial character which should be preserved south of Clay Lane.





Illustrative Master Plan: Collegiate District

Collegiate District

4-C: East End “Collegiate District”

The Borough and Neighborhood Coalition should support and encourage additional downtown student housing, particularly in the East End, and allow for increased density/ FAR in targeted areas, in exchange for high quality design and other incentives.

Implementation: Borough of State College, Downtown Improvement District, Downtown Businesses, Property Owners, Local Housing Organizations, Developers, Redevelopment Authority, Neighborhood Associations, Planning Commission

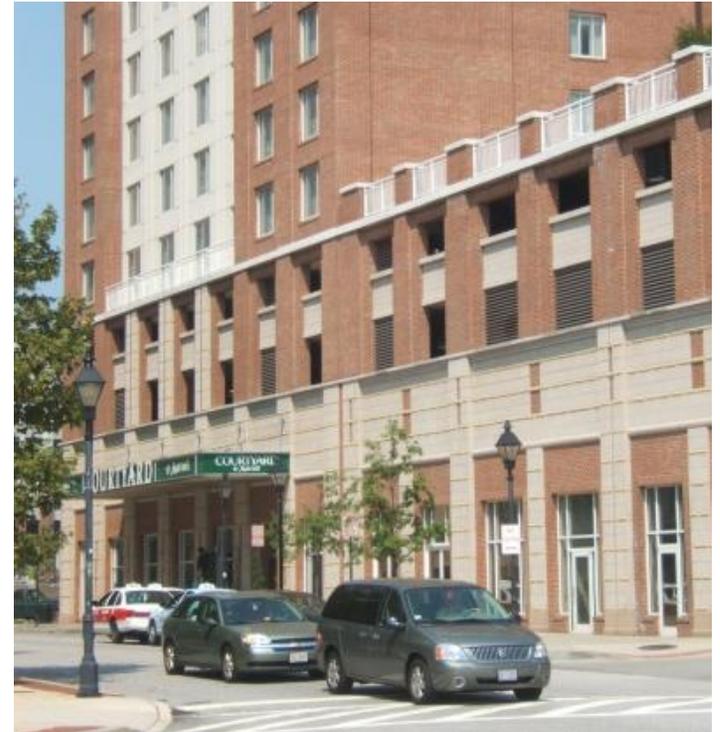
The East End “Collegiate District” is notable because of its concentration of mid-rise, densely developed student housing that, by the nature of its construction, is likely to remain in place for many years to come. This area is also adjacent to significant on-campus student housing at South Halls and Eastview Terrace. However, the University and this area do not interact well and the influence of dense student housing spills over into adjacent neighborhoods.

The State College Borough Sustainable Neighborhood Report 2012 identified as one of Council’s Objectives to “develop more student housing in downtown.” This recommendation has merit in that it will help to take pressure of rental conversions within the neighborhoods and provide more living options close to campus. The Collegiate District at the east end of downtown makes the most sense for student housing as this location is not desirable for non-student housing.

The area does not have to develop exclusively for student housing however. There are institutional uses including Churches, the proposed PSU Hillel Center and the proposed LDS Worship/ Gospel Study Center planned for the area, existing restaurants and cafes, and a small but important selection of retail. Perhaps most uniquely, the area is indeed home to a handful of owner-occupied residents. As is the

Examples of how active ground floor uses can be maintained with parking developed above.

*Top: Baltimore, MD
Bottom: Arlington, VA*



case with the rest of downtown, a mixture of uses should be considered within the following parameters:

- New student housing development should strive to incorporate retail space when applicable or, at a minimum focus student amenities such as gathering areas, workout facilities, and meeting areas on the ground floors facing major streets.
- Mixed-use development including potential hotel space could work in this district as the market continues to evolve.
- The area has a chance to “reclaim” some of the streetscape and connect uses within the district as new developments replace existing surface parking lots.
- While new single family detached housing is unlikely within the area, the edges of this area should be developed in a way that adjacent single family housing is preserved and new development transitions accordingly.

Some of the specific opportunity sites are described below.

Garner Center South 15

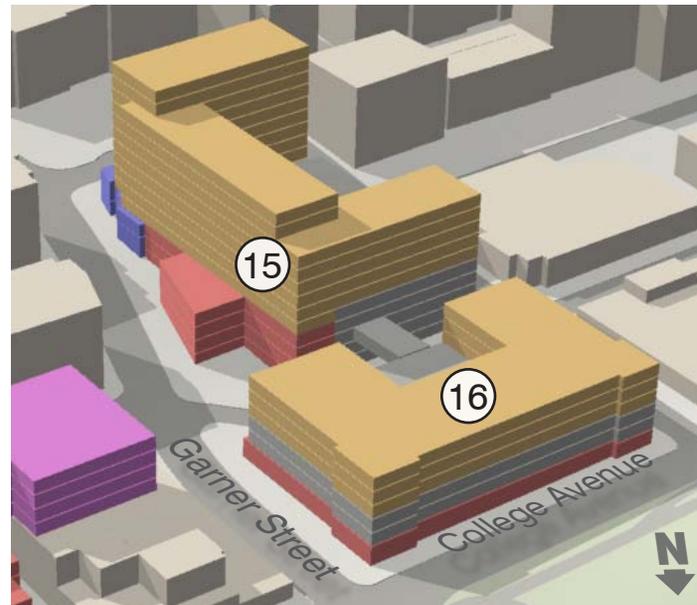
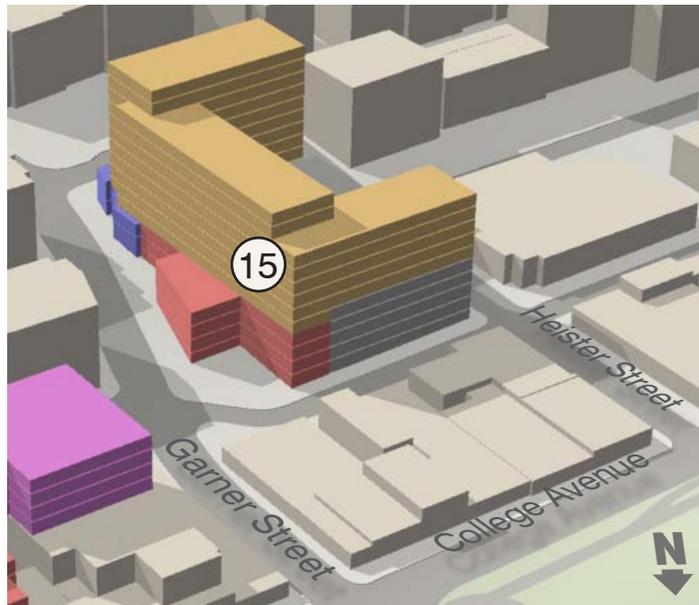
This site is one of the most significant mixed-use development opportunities in downtown and is comprised of three separate properties. The property facing Beaver Avenue is being developed as the Hillel Student Center and will provide a variety of student functions. There is an opportunity to plan and integrate this center into a larger development project that includes the adjacent properties (existing surface parking lots). Planned and designed carefully, this could allow for the development of the air rights over the Hillel facility while still distinguishing Hillel’s identity. The Center could also function as a “book end” to the Fraser Center, several blocks to the west.

Because of the site’s location in the East End Collegiate District, non-student housing would likely not be feasible, however, this would be an appropriate location for additional student housing. Important considerations for this site include:

Far Left: Model view illustrates redevelopment potential for “Garner Street South” that incorporates the PSU Hillel Center into a coordinated development.

Left: Model view illustrates long-term redevelopment of the one-story buildings along College Avenue into a mixed use development (“Garner Street North”) that should be coordinated with Garner Street South.

Opposite Page: Perspective sketch showing how these two developments at the corner of College and Garner Streets. Incentives should be considered to allow for greater setbacks and the addition of bike lanes along Garner Street.



Building Use

- Commercial
- Residential
- Office
- Hotel



Garner Center South

- Consider working with the Borough to provide some public parking as part of the mixed-use project rather than just providing for parking that only meets the needs of the uses on site. With coordinated development, an efficient parking deck layout can be achieved.
- Provide retail/active uses along Garner Street and Calder Way frontages, in addition to that being provided by the Hillel Center. For frontages that may be difficult to accommodate retail, consider incubator/co-working space.
- Take advantage of the prominent site and architecturally address the corner of Beaver and Garner, the corner of Calder Way and Garner and the corner of Calder Way and Heister.
- Provide an open plaza area at Calder Way to create a gathering area and reinforce an east gateway for Calder Way.
- Consider providing additional development incentives if expanded setback is provided to allow for expansion of Garner Street and addition of bike lanes to extend the existing bike lanes to Calder Way. This will need to be evaluated with the program of the development and required site dimensions. A minimum of 10' would be needed to allow for a 5' bike lane in each direction along Garner Street.
- Consider options for utilizing green walls and green roofs.

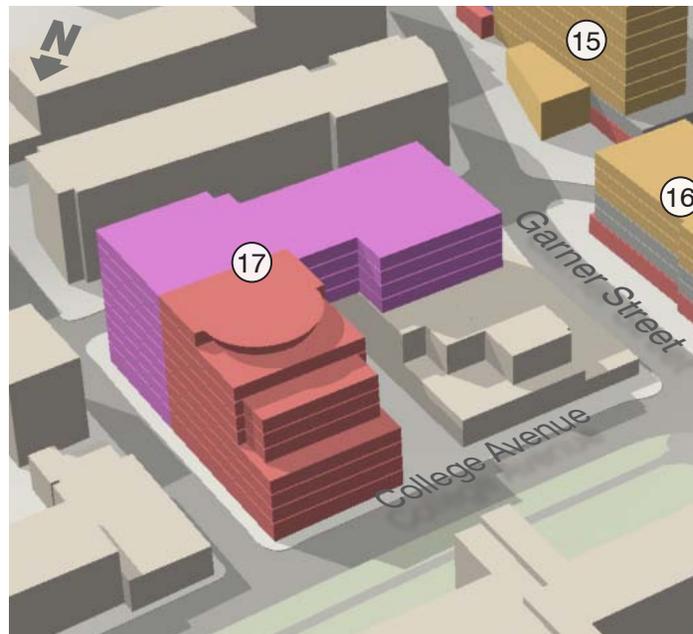
Garner Center North ⑩

This site includes the properties between Garner and Heister Streets and between College Avenue and Calder Way. These properties are all under the same ownership and, when considered together, provide appropriate dimensions for structured parking. While the properties are currently occupied by viable businesses, the buildings are all one-story and do not represent the highest and best use for the site in the long-term. Should the property owner wish to redevelop, there is a tremendous opportunity to develop a significant mixed-use building at this prominent intersection. Important considerations for the site include:

- Even if developed at a separate time from Garner Center (described above), consideration should be given to how



Left: Model views showing long-term development potential in the vicinity of Garner Street at College and Beaver Avenues.



Building Use

■	Commercial
■	Residential
■	Office
■	Hotel

the two sites might be coordinated. From a functional standpoint, there may be the opportunity to connect upper floor parking with parking in Garner Center to avoid ramping at the retail level. This may require (and encourage) undergrounding the Calder Way utilities in this section.

- This block of Calder Way is activated by a variety of uses and any new development should incorporate uses that activate both Calder Way (particularly at the corners with Heister and Garner) and College Avenue as well as the Garner and Heister Street frontages.
- Similar to Garner Center, consider providing additional development incentives if an expanded setback is provided to allow for the expansion of Garner Street and continuation of bike lanes to College Avenue and the Bike Route along Shortlidge Drive.

Sowers at College 17

This site is located between Garner and Sowers Street and presents an additional opportunity for significant mixed-use development along College Avenue with retail uses and student housing. The property owner has conceptual plans developed for the property.

Gateway East 18

The existing property at the southwest corner of High Street and College Avenue is a highly visible site at the eastern gateway to downtown along College Avenue. While currently occupied by a viable business, the site is developed with a one-story building setback behind surface parking. A multi-floor building oriented to the street edge would be a higher and better use for this site. Additionally, new development oriented to the street would reinforce the pedestrian environment along High Street and new crossing of College Avenue as described in Theme 3.

In the short-term, streetscape enhancements should be considered as part of the High Street intersection improvement that would include a low hedge or ornamental fence to define the edge of the surface parking lot, until redevelopment occurs.

Right: Model view showing long-term potential for infill development at the corner of High Street and College Avenue, showing potential for this important gateway site currently occupied by a one-story building with parking in front.

This site could be developed as a potential partnership between the Borough, Penn State and the property owner. At a minimum, the Borough and Penn State should partner on the intersection and streetscape improvements described earlier.

4-D: Bulk Regulation Flexibility

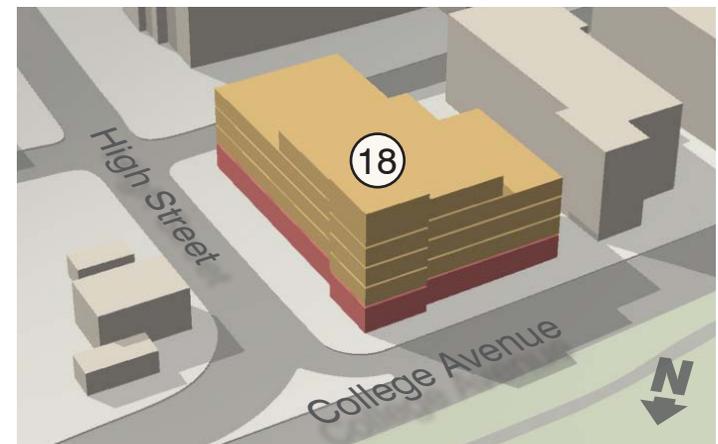
Consider more flexibility in bulk regulations to allow for appropriately-scaled first floor retail space, higher quality architectural design and more functional parking.

Implementation: Borough of State College, Planning Commission, Design Review Board

Building Heights

Building heights are not consistently described in the ordinance. In some instances they are described in terms of “stories”, in others in terms of “feet” and others in terms of both. It will be important to identify maximum number of floors to discourage construction of “low” first floors to allow “squeezing in” an upper floor.

While it is important to provide a limit on the number of floors, there should be limits on number of feet, however, with more flexibility in the actual height to allow for specific design treatments with appropriately scaled floors (particularly the first level which should be 14-20’ floor to floor) and to allow



for parapet walls. A well designed 6 story building that is technically taller than a poorly designed 6 story building will make a more positive contribution to the downtown.

General Changes to Consider

Define height maximums in terms of “floors.” Also define in terms of “feet” but allow for some variance in the number of feet depending upon use and design. Specifically, consider the following:

- First Floor/Commercial Use Floor Height: 14’ minimum to 20’ to allow for appropriately scaled retail and commercial level and comfortable scale to visually “support” upper floors.
- Upper Floor Residential Heights: 10’-11’
- Roof Articulation (non-inhabitable): 10’-20’ additional depending upon architectural treatment.

In relationship to maximum number of floors and assuming one level of retail uses with a 20’ height, the above measurements would translate to:

- 4 Floors: 44’-53’ - (plus roof articulation)
- 7 Floors: 74’-86’ (plus roof articulation)
- 9 Floors: 94’-108’ (plus roof articulation)
- 12 Floors: 124’-141’ (plus roof articulation)
- 14 Floors: 144’-163’ (plus roof articulation)

Some taller buildings may have multiple levels of commercial programming in which case allowances should be made to accommodate the additional number of feet in height for those commercial floors.

Potential Changes by District

C District: 4 floors where currently identified as 45’. This will maintain the smaller, historic character of the central downtown core along the 100 block of Allen Street and along the core frontage of College Avenue. An exception to consider is the College Avenue block between Heister and Garner which should be allowed to increase to 7 floors with design incentives.



Existing buildings in downtown State College:

Top left: Lower building heights and lower densities do not guarantee good design. This 4-story building awkwardly addresses the street.

Middle and bottom left: With no floor limits, it is possible to “squeeze” 7 floors into a 65’ height limit, resulting in uncomfortably short first floors.



Top right: Existing building in Baltimore, MD shows a well-proportioned first floor.



Bottom right: 14-floor building in Baltimore illustrates how design incentives can be used to articulate taller buildings.

CID District: 7 floors where currently identified as 65' and 9 floors where currently identified as 95' (allowable with incentives). For the Signature Development Area, Increase up to 12 floors with incentives with the ability to increase to 14 floors with additional incentives.

Urban Village District: 3 floors south of Clay Lane; 4 floors north of Clay Lane (with incentives) and 7 floors in areas currently identified as 65'.

Refer to *Exhibit 22: Potential Maximum Building Heights* (page 192).

Increased Building Height Incentives

In order to increase building heights as described above, the following incentives should be considered (the appropriate incentive mix and number of incentives will need to be determined as part of the zoning update):

- Additional design consideration including use of higher quality materials such as brick and excluding lower quality materials such as Dryvit; articulation of the architecture where it corresponds to parapet height of adjacent buildings; articulated building corners and use of tower elements; articulated rooflines, etc.
- Additional setback area along sidewalk, provided the general "build-to" plane is maintained for the street or an appropriate transition is accommodated.
- Increased window area and percentage of windows/display areas on first floor.
- Enhanced streetscape amenities along frontage.
- Clear and creative articulation of building "base", "middle" and "top" through materials, colors, increased setbacks, etc.
- Incorporation of green roofs, green walls, and other green technologies.

Lot Size for Signature Development

Signature Development is restricted to minimum lot sizes of 30,000 SF. There should be more flexibility to allow

for signature development on smaller lots if the bulk requirements can be adequately addressed and incentives provided. Incentives could be design related similar to those described for building heights.

Density

Residential Density
Commercial Density

Residential FAR's and Percentages for Key Locations

The practice of limiting residential FAR's is a good one to encourage more mixed-use density within the downtown and to encourage more owner occupied housing. These limitations are not always realistic, however, and discourage higher density development in some parts of downtown where significant amounts of other uses are not feasible. The Borough should consider more flexibility in increasing residential FAR's for both rental and owner occupied projects if tied to design incentives.

Potential FAR Changes by District

Maintain the residential FAR limits as they currently exist, however, use design incentives to allow for increased residential FAR's as described below:

C District: Increase to 3.0 with incentives in areas currently designated as 2.0 and 2.5 FAR; Increase to 3.5 with incentives in areas currently designated as 3.0 FAR.

CID District: Increase to 3.0 with incentives. For the Signature Development Area, increase to 4.0 with incentives and up to 6.0 with additional incentives. Additionally, reduce requirements that Signature Development must maintain 40% non-residential uses to a minimum of 20% for projects with an FAR up to 4.0. Increase the non-residential requirement incrementally (up to 40%) for projects with residential densities between 4.0 and 6.0.

Urban Village District: Establish residential FAR of 2.0 for the district with increases up to 3.0 with incentives for areas north of Clay Lane.

Increased Residential Incentives

In order to increase residential densities as described above, the following incentives should be considered (the appropriate incentive mix and number of incentives will need to be determined as part of the zoning update):

- Provisions for owner-occupied housing.
- Provisions for/contributions toward workforce housing.
- Provisions for/contributions toward shared parking resources.
- Provisions for/contributions toward public realm improvements within the downtown area.
- Design incentives as described for increased building heights.

Refer to *Exhibit 23: Potential Residential Development Densities* (page 193).

Parking Requirements

The Borough is considering a reduction of on-site parking requirements for downtown housing to 1 space/800 SF. Further reduction or elimination of on-site parking requirements for both residential and commercial development should be considered, provided that the parking can be accommodated elsewhere in downtown using the techniques recommended for the parking study as described under Theme 2. Reduction of the on-site requirement is important, particularly considering the small block sizes and narrow parcel configurations which don't always allow for on-site parking.

4-E: Zoning Code Update

Perform a stakeholder-based update to the existing zoning code to provide for incentive-based design, to better accommodate appropriate redevelopment and to provide for a more user-friendly document.

Implementation: Borough of State College, Planning Commission, Design Review Board

Over-all, the requirements of the zoning code are appropriate for downtown districts with the exception of bulk regulations that make high quality development difficult, some ground floor use requirements and conflicting language (as a result of numerous modifications) that creates confusion. Using a stake-holder based process, the Borough should update the existing zoning code to allow for higher quality and economically viable development while eliminating language

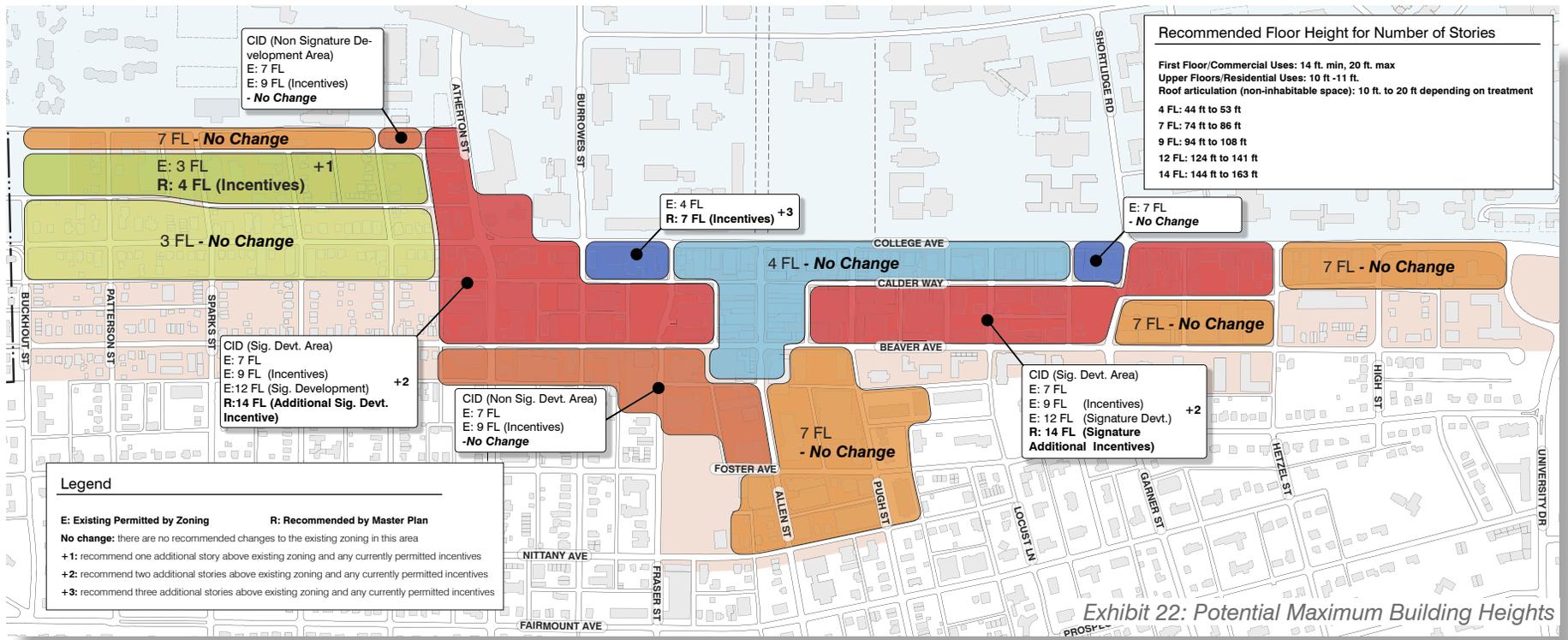
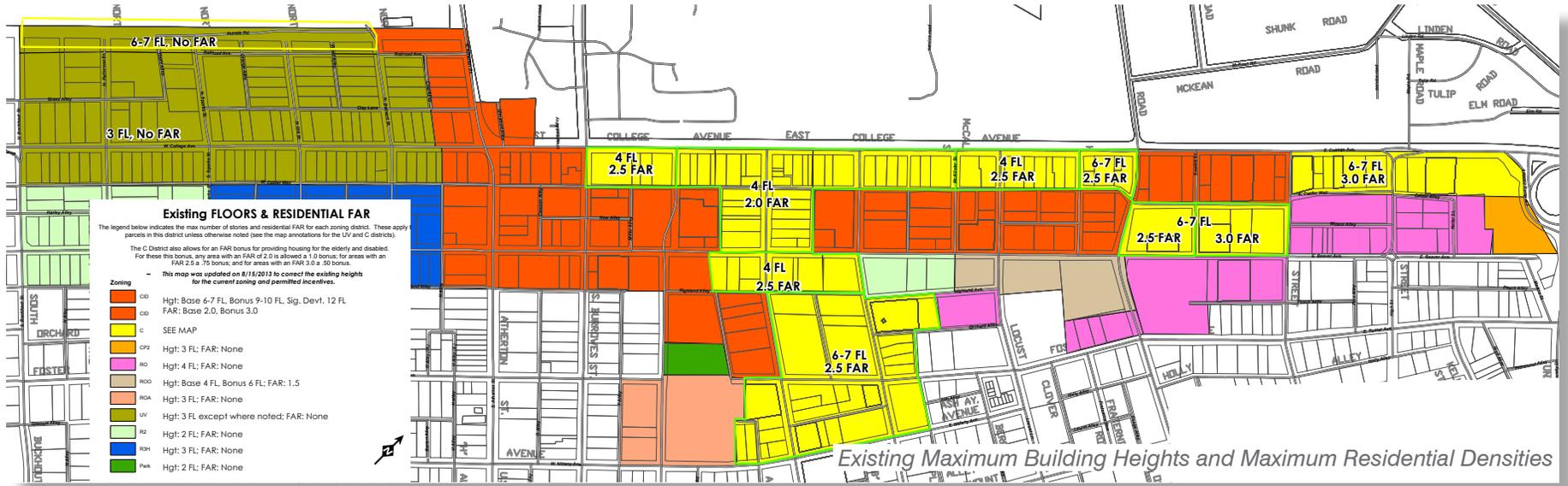
conflicts and making the ordinance more user-friendly. Specifically, the update should include:

- Changes in bulk regulations as described under 4-D.
- Modifications to ground-floor use restrictions for some block faces. The intention to get non-residential and non-parking uses on ground floors is appropriate for most areas within the downtown core. However, the



Right: Good examples of high density residential development in Bethesda, Maryland showing façade and roof articulation and accommodations for ground-floor commercial uses.





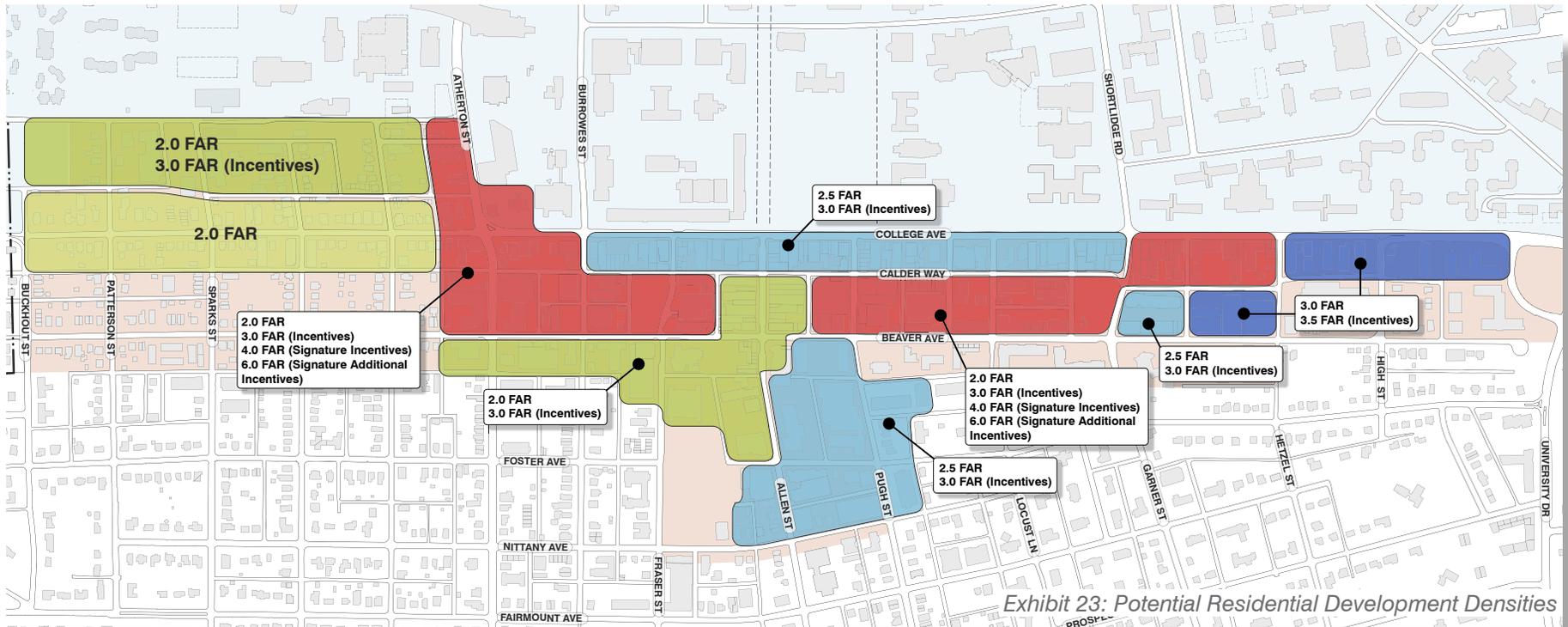


Exhibit 23: Potential Residential Development Densities

requirement as it exists may be too restrictive for some street frontages, particularly for shallow depth blocks where it may be necessary for structured parking to face a portion of that edge. Similarly, while entire block lengths need not all be restricted, restricting the corners to non-residential and non-parking uses (particularly at Calder Way) could enhance the pedestrian environment along this important corridor as well as for streets where it is not necessary to restrict the entire frontage. Refer to *Exhibit: 24 Proposed Ground Level Use Requirements* (page 195).

- Update to all sections of the ordinance to provide consistency in language.
- Update to all sections to minimize cross references.
- The type of ordinance to be developed (Form-Based Code, Conventional Zoning Ordinance or hybrid) should be determined as part of the zoning code update.

4-F: Incentive-Based Design

Develop density bonuses for quality designed student housing and mixed-use development and update the design guidelines to be used by the Design Review Board.

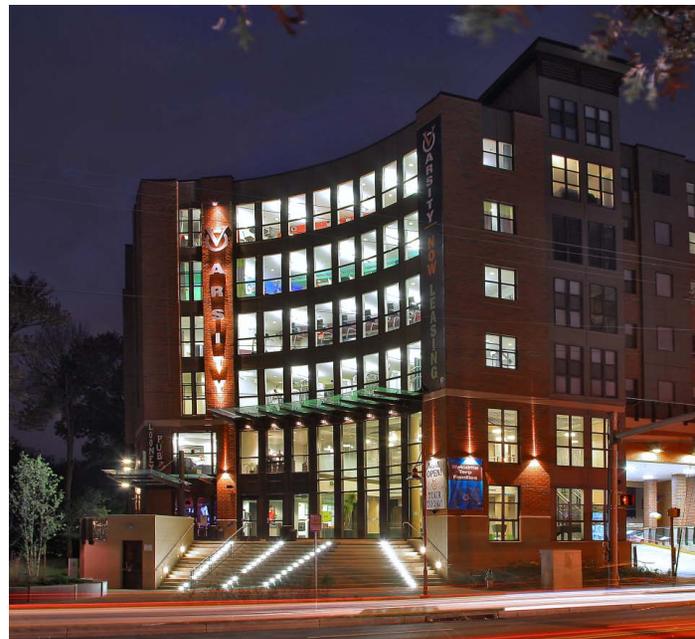
Implementation: Borough of State College, Planning Commission, Design Review Board

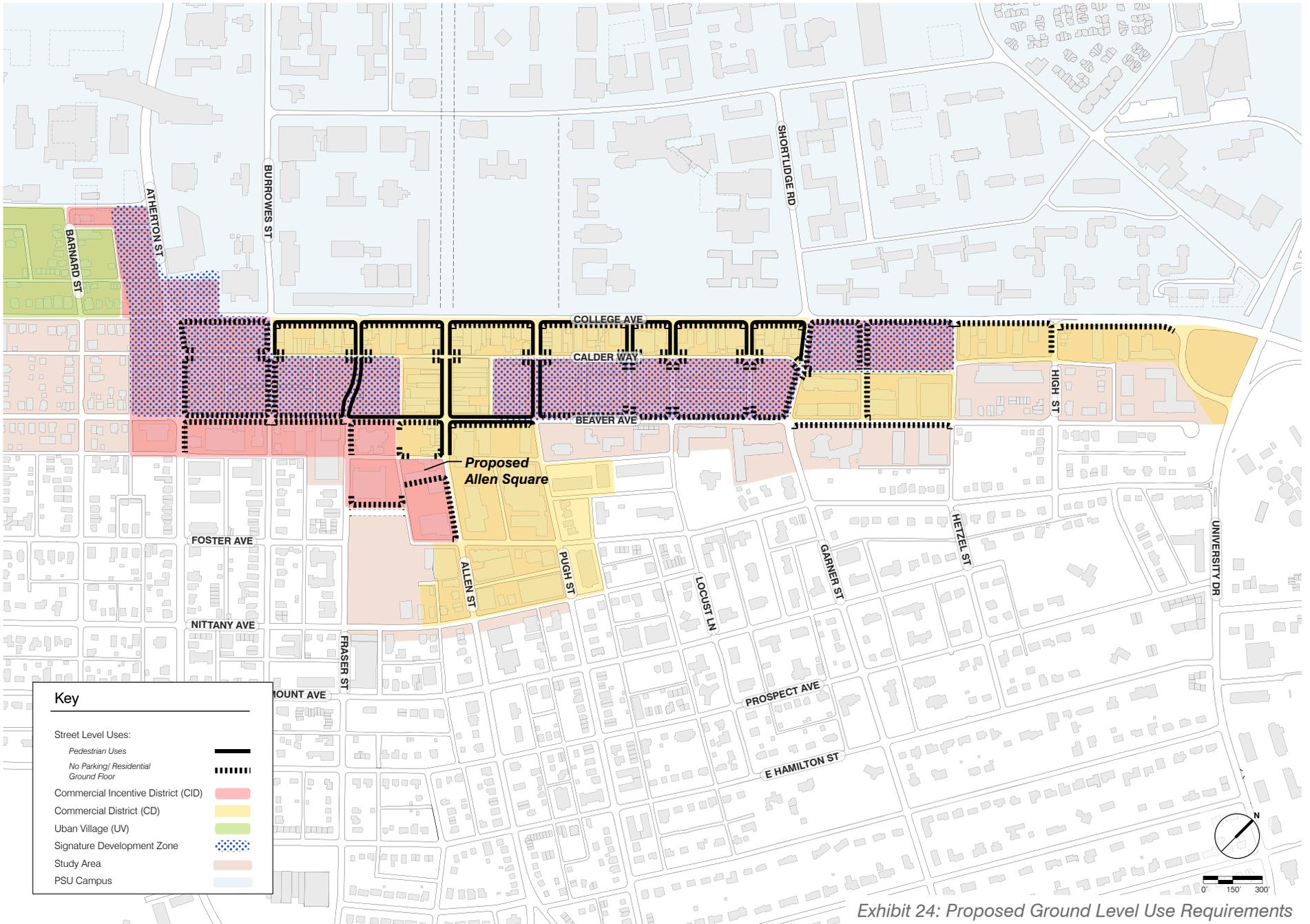
Update design guideline documents to include incentive based design guidelines that promote a higher degree of design quality. More and more mixed use-student residence projects are being developed in College and University towns throughout the US. These projects are being developed by the colleges themselves via public/private partnerships when the land is owned by the college, and via private developments. The most successful projects, no matter what the ownership, are those which are actively attentive to the goals and priorities of both the college and the town; and those that contribute to the quality of the streetscape and thusly to the vitality of the town. Such results can be achieved with building design approaches, features, systems and materials that are cost effective, market competitive and minimally proscriptive. In fact, for downtown student housing to be competitive with suburban “resort-like” complexes



Top left: Well-designed building in State College with active ground floor uses and well-proportioned window openings.

Bottom left: New student housing with active ground floor uses and well-proportioned first floor in College Park, Maryland.





Key

Street Level Uses:

- Pedestrian Uses
- No Parking/ Residential Ground Floor

Commercial Incentive District (CID)

Commercial District (CD)

Urban Village (UV)

Signature Development Zone

Study Area

PSU Campus

Exhibit 24: Proposed Ground Level Use Requirements



*Top and bottom far left:
Examples of student housing
illustrating sound urban design
practices that could serve as a
model for State College.*

*Bottom left: Consideration
should also be given for
enhancing facades of traditional
buildings in downtown's historic
core.*



(plenty of parking, swimming pool, clubhouse and other recreational amenities), it will need to offer amenities and quality spaces. Quality student housing downtown is imperative for the ongoing success of downtown. In Pennsylvania, design review is not allowed unless it is under an incentive based program.

Additionally, consideration should be given to encouraging higher quality of architectural design and incorporation of “green” technologies in downtown for building renovation in addition to new construction. Incentives should also be considered in exchange for façade improvements.

Downtown State College has a varied mix of downtown commercial buildings including Queen Anne era structures, traditional early twentieth century commercial buildings, Art Deco structures, and contemporary buildings from the 1950’s to the present. While attention is often focused on historic buildings for façade improvements, some of the contemporary buildings offer great possibilities for creative façade treatments. Indeed, several successful examples exist already in State College including the Urban Outfitters and the Chipotle and Gingerbread Man on Heister Street. Calder Way offers the potential to be creative with rear facades. Consider a façade improvement program that encourages and/or provides incentives to business and property owners to enhance their facades.

Specific elements of the design guidelines are outlined in Appendix C: Design Guide.

4-G: Create a Housing Trust Fund

Create a Housing Trust Fund to help encourage additional work-force and non-student housing downtown.

Implementation: Borough of State College, Local Housing Organizations

According to the Center for Community Change in Washington, DC, “Housing trust funds are the single most impressive advance in the affordable housing field in the United States in the last several decades.” Nationally, housing trust funds have experienced phenomenal growth

with less than 50 in 1965 to over 600 in existence now. Forty states have communities with housing trust funds and the Commonwealth of Pennsylvania has had trust fund legislation on the books since the early 1990s.

Local housing trust funds follow a similar overall pattern but are extremely flexible in their goals. Some focus exclusively on providing housing to very low-income families while others delve into workforce housing, public private partnerships and even creative financing for market rate developments.

One of the biggest challenges of any Housing Trust Fund is capitalization. Having a dedicated revenue source stabilizes the fund and makes it feasible. A one-time infusion of capital, grants, or donations will not make for a successful Housing Trust Fund. State College should explore the following suggestions for its Housing Trust Fund:

- Use the funds derived from fee-in-lieu payments on multi-family developments to capitalize the fund. Currently developers in State College Borough are allowed to pay a fee in lieu of providing inclusionary housing product in their development. This money could be specifically allocated to the Housing Trust Fund. Another capitalization option would be through a direct allocation through bonding for a housing trust fund.
- Gather technical assistance from the Center for Community Change (<http://housingtrustfundproject.org>) to explore options on creating a housing trust fund for State College.
- Contemplate working on a partnership between the Community Land Trust and the State College Coalition of Neighborhoods.

The Borough is already taking an important step toward implementing a Housing Trust Fund through a proposed Homestead Investment Program. The program would be established through a \$5 million bond issue in the Borough’s 2014-2018 Capital Improvements Program. \$1 million will be dedicated each year from 2014-2018, with income from homes that are resold coming back into the program. As an

added funding option, the Borough would explore the idea of Neighborhood Incentive Districts, where incremental tax value increase would be placed in neighborhood specific funds to complement the bond issue.

A major goal is to recapture single-family homes that have been converted to rentals, purchase and rehab through program funds, and resell as deed-restricted owner-occupied housing. The focus of the initiative initially will be on the Highlands, Holmes-Foster and the College Heights neighborhoods—the neighborhoods immediately adjacent to Downtown State College and Penn State’s Campus.

In the future the Borough could work with a management company to expand the program to rental unit with the same philosophy or reclaiming housing in the Borough to be occupied by non-undergraduates through a rental program.

One important objective for the effort would also be to continue the Borough’s policy of supporting affordable housing. Ten to twenty percent of homes could be coordinated through the State College Community Land Trust to be resold through an affordable housing/income qualifying process or a lease-to-own model.

4-H: Employer-Assisted Housing Program

Explore the creation of an Employer-Assisted Housing Program to provide incentives for employees to live near their place of employment.

Implementation: Borough of State College

Employer assisted housing programs provide incentives for employees to live within designated places near their place of employment. There are many benefits to such a program including reducing dependence on automobiles and the commiserate commute times, pollution, and stress; increasing employees loyalty to the locale where they work; and providing a sustainable program to ensure that housing stays stable and affordable.

These programs take many forms but there are two opposite objectives that drive Employer Assisted Programs. The first is the need to invest in neighborhoods where housing demand is weak, the neighborhood is unstable, and where an influx of stable families committed to home ownership will strengthen the market. The opposite end of the spectrum is to expand affordability in neighborhoods that already are strong. This is most common in areas where housing prices are too high to be attractive as starter homes for families.

The latter approach is most appropriate for State College and many Employer Assisted Housing Programs are partnerships with Universities. The University of Kentucky provides up to a \$15,000 forgivable loan for designated areas in nineteen designated neighborhoods in Lexington. Similar programs exist with the University of Chicago, Yale University, and Syracuse. In each case they are used differently. Yale, for example has a very aggressive assistance program designed to stabilize the neighborhoods of New Haven new the school while others use the fund to ensure affordability.

Other partnerships have worked with local businesses, start-ups, and institutions (such as hospitals) to provide some down payment assistance that is matched by the local government or housing trust fund. The Borough could start small with a program like this by engaging many small start-up businesses or middle-sized employers in the area in addition to trying to develop a partnership with Penn State.

4-I: Co-Working Incubator and Flex Space

Develop co-working entrepreneurial incubator and “flex” space in downtown.

Implementation: Borough of State College, Downtown Improvement District, Entrepreneurial Community, Penn State University, Property Owners, Federal/State/Local Programs Grants Funds, Redevelopment Authority, CBICC

Although the terms are sometimes interchanged, there are some distinct differences between co-working space and incubators. Co-working spaces tend to focus on more long term sustainability for small businesses that wish to share

space in order to write down overhead expenses while creating “synergy” among a variety of business types. The classic incubator model is expressly designed to get a start-up business going with the eventual objective of moving the business out of the incubator space.

Classically, the incubator model would locate in a research or industrial park location and encourage manufacturing, technology, or other focused forms of businesses. More recently incubator spaces are including retail and dining as part of the model with a focus on the creative economy, entrepreneurship, and a wide variety of business types. The trend for co-working and incubator spaces is rapidly growing and downtowns are the new location for these facilities. These incubators take many forms including those developed by purely private entities, non-profits established for the sole purpose of creating the spaces, and public private partnerships. Many of these facilities are developed through a partnership with nearby universities who see the value of investing in their local downtowns while fostering innovation and entrepreneurship. 2012 was a banner year for these facilities with expansions and new openings of incubators and co-working spaces across the country. The following institutions of higher education and their adjacent downtowns have partnered to create downtown spaces for business to grow:

- University of Alabama, Downtown Tuscaloosa, The EDGE <http://www.tuscaloosachamber.com/theedge/>
- University of Louisville, Downtown Louisville, Nucleus <http://nucleusky.com>
- Northwestern University, Downtown Evanston, INVO <http://entrepreneur.northwestern.edu/index.php/directory>
- Bucknell University, Downtown Lewisburg, Bucknell University Entrepreneurs Incubator (BUEI) <http://www.bucknell.edu/BUEI.xml>
- University of Buffalo, Downtown Buffalo, UB Biosciences Incubator <http://www.buffalo.edu/news/releases/2012/12/011.html>

- Arizona State University, The Alexandria Network <http://www.asuventurecatalyst.org/p/content/alexandria-network>

Other co-working, accelerator spaces have developed that do not depend on university partnerships to succeed. Some of these are public private partnerships while others are funded primarily by the private sector:

- Springboard, Baton Rouge, Louisiana <http://springboardbr.com>
- CoCo, Minneapolis, Minnesota <http://cocomsp.com/locations/minneapolis/>
- NEXT, Greenville, South Carolina <http://www.greenvillenext.com>

These examples represent just a few of the case studies of downtown incubators as a key way to link local universities with entrepreneurship in downtowns. Many of these centers are seeing unprecedented success. The community should come together to explore a downtown incubator. The University already has experience with similar projects in downtown Altoona. The project could be positioned so as not to compete with the existing CCIDC program at Innovation Park, could cooperate with New Leaf Initiative, and explore partnerships with the Centre Foundation to pursue these efforts. The Borough alone is not likely to be the lead partner in such an initiative but could play a role alongside Penn State University and other community partners (such as the Centre County Community Foundation). Additionally, these partners should consider joining the National Business Incubation Association (<http://www.nbia.org>) to further explore these options. The organization hosts an annual conference and training institute.

Another facet of incubator, co-working, and accelerator space centers more on the arts using shared studio and gallery space as a way to incubate the creative economy. The philosophy is nearly identical to that of co-working spaces for other industries but focuses instead on the arts. State College should research the work of ArtSpace (www.artspace.org).

artspace.org), which is the largest private developer of shared art space in the United States. Another excellent resource would be to participate in training programs offered by National Arts Strategies (www.artsstrategies.org). This organization provides high-level training at affordable prices with nationally renowned experts on the arts.

Whether it is for the arts or for a mixture of businesses, two sites were frequently mentioned as having potential locations for co-working space. The first was the unused space in the Borough Hall building and the second was the ground floor of Palmerton House. It is important to note that should any of these uses be located in the Borough Hall or Palmerton House, it will be done by partnering with people outside of the Borough and the Palmerton House. The uses would not be a function of the Borough nor the ownership/management of the Palmerton House.

The ultimate goal of incubator, co-working and accelerator uses is that it will create a mechanism to grow business in downtown. With other incubators, businesses that get their start in downtown tend to grow to have dedicated office space in downtown. For State College this will diversify the uses downtown and make for a more vibrant community overall.

4-J: Local Investment Strategy

Explore ways for the local community to invest in business start-ups in State College.

Implementation: *Borough of State College, Downtown Improvement District, Entrepreneurial Community, Penn State University, Property Owners, Federal/State/Local Programs Grants Funds, Redevelopment Authority, CBICC*

While Venture Capital funds have been around for a while and several have invested in businesses in State College, these funds are typically “closed loop” investment funds that involve a relatively small group of focused investors. State College has the opportunity to look at an ‘open loop’ way to encourage entrepreneurship, local investing, and local partnerships in downtown. A well-educated, local oriented population already exists in State College that would

be a prime market for such a system. Some community foundations are exploring new investment options and this may present an opportunity for State College to partner with the Centre Foundation on future efforts. At the national level, the Securities and Exchange Commission is still exploring how the rules of these new investment tools might work but there are several specific opportunities the community should explore:

- Business Alliance for Local Living Economies (BALLE) is a national 501(c) 3 organization that promotes local first, do it yourself entrepreneurs, community capital, and community partnerships to create an eco-system for local investing, shopping, and business. Major national organizations are working as partners with BALLE in this endeavor. Meanwhile, local BALLE chapters all over the country are following the BALLE model with innovative results. www.bealocalist.org
- Crowd-funding is a growing national trend with sites such as Kickstarter www.kickstarter.com offering opportunities for entrepreneurs to raise capital. The return on investment for such sites is minimal. A more advanced model that is exploring everything from company investing to real estate is Fundrise that has been working in the District of Columbia www.fundrise.com State College should explore these models.
- Local Stock Exchanges are being promoted as future opportunities for communities especially after the Jumpstart Our Business Startups Act (JOBS Act) was enacted in April of 2012. The state of Hawaii and Lancaster, Pennsylvania have both pursued Local Stock Exchanges and author, economist, and attorney Michael Shuman has written extensively about the possibilities of local investing in communities. His website www.small-mart.org offers a wealth of information on the concept.

Views of the front (top far right) and rear (bottom far right) facades of Kent Square in Blacksburg, VA.

4-K: Public-Private Partnerships Study

Study public-private partnerships in other communities, particularly College and University communities to explore feasibility for application in State College.

Implementation: *Borough of State College, Penn State University, Local Housing Organizations, Developers, Redevelopment Authority, Property Owners, Hamer Center*

State College should explore how public, private, university partnership organizations have developed to address development issues in a community. One of the more successful formal organizations using this structure is the Blacksburg Partnership (<http://stepintoblacksburg.org>). Formed thirteen years ago, the Blacksburg Partnership is a tri-part organization with representatives of the Town, the University, and the business community of Blacksburg. Their chief objectives are to serve as an economic development partner for all organizations, an ombudsman between the development community and the Town, and a promotional organization to tout the quality of life aspects of living, working, and locating a business in Blacksburg. The Downtown Blacksburg Incorporated organization plays a partnership role with the Blacksburg Partnership on many issues. Continued dialogue should occur to explore a similar organization that would unite the same partners in State College.

Regardless of the outcome; public, university, and private partnerships will be particularly important when trying to encourage non-student housing, hotel development and to accommodate structured parking. Some project examples include:

Blacksburg, Virginia: Blacksburg has completed two mixed-use projects and is in the process of a third development in downtown. The first, Kent Square is a mixed-use development where the Town participated in the construction of a 350 space parking deck wrapped by development. The ground and second floors offer 80,000 square feet of office space and the third and fourth floors are condos primarily leased to students but also to residents

and game day visitors. A private developer completed Clay Court across the street with 52 residential units primarily marketed to game day visitors and permanent residents with 9,000 square feet of retail on the ground floor. A third project is underway that will offer a similar mix of residential though it will be exclusively designed and marketed as high end condo residences and not configured for students (the bedroom configurations are more conventional to permanent residents). This project will also have ground floor retail use.

Kent Square:

<http://www.kentsquarecondos.com>

West Lafayette, Indiana: Wabash Landing in West Lafayette, Indiana is a mixed use development that includes 300,000 square feet of retail space, 92 units of residential



(largely student occupied), a 9 screen theatre, and a Hilton Garden Inn hotel. The City of West Lafayette implemented a Tax Increment District to fund the public parking garage to support the project. The project won the Indiana Planning Association: Outstanding Project Award (2002), the Indiana Land Use Consortium: Models of Success Award (2002), and the National League of Cities: James G. Howland Gold Award (2004).

Links:

Apartments

http://property.onesite.realtor.com/templates/template_concept04_sheehan/default.asp?w=wabashlanding&siteid=1486605

Shopping

<http://www.wabashlanding.net>

Hotel

<http://hiltongardeninn3.hilton.com/en/hotels/indiana/hilton-garden-inn-west-lafayette-wabash-landing-LAFWLG1/index.html>

Newark, New Jersey: The New Jersey Institute of Technology has partnered with the City of Newark, the James Street Historic District Association, and St. Michaels Medical center on the redevelopment of land into an \$80 million student housing project that will co-house honors college students with fraternities in a village atmosphere. The project is now under construction and is a major pillar in Newark's downtown redevelopment initiatives.

Article Link:

http://www.nj.com/news/index.ssf/2012/05/njit_breaks_ground_on_housing.html

College Park, Maryland: The University of Maryland, City of College Park and a private developer partnered to develop The Varsity, a 5-story, 258-unit, 900-bed student living development in College Park, MD. The project also includes a 20,100 sq. ft. of ground-level retail to serve the residents. The project serves as a catalyst for revitalization of the Route 1 corridor in College Park. The three partners coordinated to



Left: The Varsity at University of Maryland, College Park, MD.

address a complex set of challenges to achieve the project. The project has received numerous awards including Best Place to Live by the National Association of Home Builders and the 2012 Multifamily Pillars of the Industry award.

Link:

www.campussuites.com/communities/the-varsity-at-college-park/

Baltimore, Maryland: Johns Hopkins University and a private developer developed Charles Commons adjacent to its North Baltimore campus. Charles Commons is a residential, dining and retail complex in Charles Village. Opened in 2006, the complex provides suite-style housing for 618 undergraduate students in two towers (10 and 12 stories) connected by a bridge. The project also includes 25,000 SF of living-learning and academic support spaces, a 24,000 SF dining and conference commons, a 23,000 SF Barnes & Noble bookstore, and an additional 3,000 SF of retail space for a Hopkins related credit union. The Charles Commons project has served as a catalyst for revitalization of the Charles Village commercial district. Charles Commons was named the 2007 Student Housing Project of the Year by "Multi-Family Executive Magazine."

Top and bottom right: Charles Commons, adjacent to Johns Hopkins University, in Baltimore, MD.



Link:

<http://www.multifamilyexecutive.com/architecture/charles-commonsjohns-hopkins-university.aspx>

University Research Foundations: University Research Foundations are playing a critical role in the development of mixed-use in college and university towns. Several are worth exploring and comparing to the Penn State Research Foundation www.research.psu.edu/patents/penn-state-research-foundation and include the Purdue Research Foundation www.prf.org and the Virginia Tech Foundation www.vtf.vt.edu to name a few.

Public/private partnerships work best when partner organizations are regularly involved with each other on efforts such as these. The Borough and its partners such as Penn State, the Board of the Downtown Improvement District and RDA should meet regularly, such as an annual “summit”, to discuss the recommendations of this report and determine their roles and capacities towards implementation. Additionally, the DSC might consider exploring the successful model of the National Historic Trust’s Main Street Program to explore application to the DSC and its potential role beyond “clean and green” programs and downtown events.

4-L: Evaluation of Centre Region and Penn State Growth Trends



Regularly evaluate the impact of growth trends in the Centre Region on the downtown housing, retail and office markets and evaluate the impact on the implementation of the marketing and redevelopment strategies for downtown.

Implementation: Borough of State College, Penn State University

State College Borough and Penn State should work with the Centre Region Council of Governments regularly to evaluate the impact of growth trends in the Centre Region and at Penn State on the downtown housing, retail and office markets and evaluate the implementation of marketing/redevelopment strategies in concert with those trends. The market of the region is dynamic with many jurisdictions pursuing their

own initiatives. Downtown plays an important role in the region and will most certainly be affected by regional market dynamics.

4-M: Funding Options

The Borough and all of its partners should explore additional funding options for downtown improvements.

Implementation: Borough of State College, Penn State University, Federal/State/Local Programs, Grants, Funds

The Borough has an excellent track record of creatively using funding to execute projects throughout the community and in downtown including Community Development Block Grants, Enterprise funding, Highway Aid, and the McKinney-Vento Homelessness Act funding.

The Borough and its partners should continue to explore creative funding options for improvements in downtown including the following tools:

- Local Economic Revitalization Tax Assistance (LERTA) – This program is a tax abatement program up to 10 years for eligible projects in Pennsylvania communities. The abatement occurs on improvements made to the property. Many Pennsylvania communities run the LERTA program through their local Redevelopment Authorities.
- Ben Franklin Technology Development Authority – The Authority was created in 2001 to build capacity for Pennsylvania entrepreneurs and companies. The organization works on several creative projects including Keystone Innovation Zones (already used at Innovation Park) and a Venture Investment Program. Keystone Innovations Zones are already in place in the area and there is no reason why downtown might not be an addition Keystone Innovation Zone. Eligible business types in Keystone Innovation zones receive tax credits.
- Marketing to Attract Tourists – Pennsylvania has acknowledged a need to develop assets to help increase visitor length of stays. The Marketing to Attract Tourists

Program provides direct grants to “support and develop heritage assets, enhance outdoor recreation and support the growth or development of various events.” The grants can fund a variety of projects including bricks and mortar development as well as deployment of a marketing strategy. The Downtown Improvement District could use the branding to apply for this grant to deploy the recommendations in this report.

- Transit Revitalization Investment District (TRID) and Tax Increment Financing (TIF) – Both of these programs are available in Pennsylvania as a way to capture the investment made in particular areas and use it directly to pay for public improvements in the district where the TRID or TIF is established. While the TRID program was originally written with a nod toward urban Philadelphia, the criteria may be applicable to State College because of its extensive transit program. Tax Increment Financing can capture additional revenue from a project in a district and allocate that revenue toward public improvements in the TIF district. Both of these programs should be explored in greater detail.

These funding options represent just a sample of the tools available in Pennsylvania. The Borough, Downtown State College, and the Redevelopment Authority should explore all funding options. The best clearinghouse for funding options is the state itself through the Department of Community and Economic Development. Their search page <http://www.newpa.com/find-and-apply-for-funding/funding-and-program-finder> provides an excellent jumping off point for exploring funding options.

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THEME 5 - MANAGING THE DISTRICT: FOSTERING A SAFE AND APPEALING DOWNTOWN

Overview

The National Citizen Survey completed in 2012 by the National Research Center and the International City/County Management Association indicated that State College scores higher than other communities and peer university communities in terms of a broad spectrum of quality of life issues. While most residents of State College recognize the importance of students in sustaining a vibrant downtown, there is a perception among some that downtown can be unsafe and is overrun by students as a result of several specific incidents. The year 2008/2009 school year was a particularly low point for downtown when there was a significant level of alcohol abuse and related incidents that negatively impacted downtown and resulted in bad publicity. Since that time, the Borough, Penn State University and the Downtown Improvement District. established a partnership (Campus Community Partnership) and worked diligently to address negative issues and perceptions and have undertaken several important efforts to address these issues.

- Following the incidents of 2008/2009, the Borough Manager and Vice President of Student Affairs at PSU met weekly. A committee was formed to address issues but now this committee meets once or twice a year because a lot has been accomplished.
- In 2009, the Responsible Hospitality Institute (RHI) did a study and the process had a good mix of public and private participation. The report has not been widely reviewed, but the recommendations are important to revisit and pursue with additional community stakeholders.
- Penn State is taking a more aggressive approach to alcohol abuse and communicate with students on a regular basis. Certain offenses are subject to more

severe punishment . Penn State reaches out to students and has established a Student Conduct Department.

- The Borough has encouraged Penn State to require a Freshmen seminar on what it means to be part of a community. A decision to do this is up to the faculty senate and they have been reluctant to do so because it takes time away from other instruction.
- The partnership established a Social Norming Campaign through which they work with student groups to talk about student responsibility. They started a “respect campaign” as a joint project during the first 8 weeks of fall semester. It involves police, New Leaf, code enforcement, health, etc.
- The Borough has installed portable restrooms downtown and increased fines to \$600 for public urination, however, they may not have been as effective as hoped.
- The Borough has been addressing the litter problem from late night activity and event weekends. During football weekends the Borough employs nighttime trash collection and work with student groups who volunteer to cleanup downtown with gloves and bags provided by the Borough. Additionally, key late night businesses such as Canyon Pizza have been responsive to cleaning up litter that accumulates at their storefront. Additionally, the Downtown Improvement District has made commendable contributions to the cleanliness of downtown. Additional recommendations related to downtown cleanup are included later in this section of the report.

As a result of the above efforts, the Borough has seen a reduction in incidents, however, it continues to be a concern for stakeholders.

In addition, the Borough has outlined a number of implementation actions in the State College Borough Sustainable Neighborhood Report 2012 under Goal 1: Maintaining Safe, Stable and attractive Neighborhoods. These implementation actions are centered on three concepts: Community building, Regulatory and Marketing.

Recommendations

For the recommendations listed below, the primary implementation partners (the organizations that takes the lead in implementation) are bolded and other potential supporting partners appear unbolded.

5-A: Communication of Initiatives Done to Date

Identify recent and current initiatives undertaken by the Borough, University, Downtown Improvement District and other partners and share with the community.

*Implementation: **Borough of State College, Penn State University, Downtown Improvement District***

While ensuring a high quality of life in State College is an on-going effort, many in the community are not aware of all that has been done to address issues since 2008-2009. The Borough and University should publicize efforts and associated successes. In addition, the Borough should also identify initiatives that have not been successful and how they are being modified.

5-B: Downtown “Clean and Green”

Build upon the Borough and the Downtown Improvement Districts successful efforts of keeping downtown clean by including businesses and student groups.

*Implementation: **Downtown Improvement District, State College Borough, Penn State University***

Work with downtown businesses to encourage more individual responsibility related to keeping sidewalk areas in front of businesses clean on a regular basis. Additionally, work with student groups to be involved in regular cleanups in addition to those the Borough does related to special events.

5-C: Responsible Hospitality Institute (RHI) Study – Review and Prioritization

Review the RHI report from 2009 and identify those recommendations that are still relevant and prioritize actions.

*Implementation: **Borough of State College, Penn State University, Downtown Improvement District, CVB, Student Groups***

The RHI study was made possible through four funding partners: The Visitors Bureau, Downtown Improvement District, Penn State and the Borough. The main premise of the study was to create more diversity and economic activity downtown in the evening hours. There was general agreement among the partners that the report's recommendations were good and several sub-committees were established to implement the recommendations. A clear mission for the sub-committees was not evident, however, and implementation lacked momentum.

The RHI study was comprehensive, had a broad foundation of public and private participation and resulted in many solid recommendations. As the design and planning team reviewed the recommendations of the study, it became evident that many of the RHI study recommendations dovetail with recommendations outlined in this master plan. These include:

- Include highly visible restrooms in the new parking garage.
- Address Pedestrian Load on Sidewalks. As described earlier in this report, Pedestrian LOS numbers were analyzed and found several blocks of Beaver and College Avenue to be at levels of service “D” and “E.” The public realm enhancements for College Avenue and Beaver Avenue provide for permanently expanded sidewalks in several areas. In addition, there remains the potential to pursue recommendations of the RHI study to temporarily expand sidewalks at peak pedestrian times by closing off a parking lane and allowing pedestrians to use that area rather than walking in the street. This could be particularly effective along some blocks of Beaver Avenue. It should be noted, however, that this should only be explored if College and Beaver Avenues are transferred to the Borough through the Turnback Program discussed earlier in the report. PennDOT has not been receptive to this concept as long as they retain ownership of the two streets.

- Provide multi-use sidewalks that provide for vitality and pedestrian safety. The RHI study recommended the use of kiosks, outdoor seating, performances to create a pleasant sense of place and comfortable place for people to stay.
- Enhance streetscapes. The Borough has been enhancing the downtown environment with streetscape enhancements to Fraser, Pugh and Atherton Streets. The additional recommendations of this master plan will reinforce a positive image for the downtown core area.
- The RHI study indicated that there was limited awareness about parking availability and validated parking by merchants. The branding and marketing recommendations of this master plan provides the Borough and D.I.D. with tools to implement this recommendation.
- Reduce Pedestrian Load on Beaver and College Avenues by Enhancing Pedestrian Environment of Calder Way. The RHI report recommended the exploration of closing Calder Way to cars, however, this is not feasible as it is an important service street and provides access to parking areas and deliveries. Calder Way will be an enhanced as a pedestrian environment by establishing it as “shared space” and using the community branding and arts to make it a more attractive option for pedestrians as described in Theme #3. Additionally, further exploration can be given to closing Calder Way temporarily during certain evenings or event s. This idea was not well-received by several within the community when the idea was suggested at the time of the RHI study. However, it is worth re-visiting as described under Theme 3 as one of many strategies for Calder Way.
- Use Events to Attract a More Diverse Mix of Ages. The RHI study identified marketing techniques to attract a more diverse age group to downtown. Events are important in marketing the downtown, its businesses and in erasing negative perceptions. The Borough has been expanding events and should continue to do so, focusing on drawing a more diverse crowd, earlier in the evenings. The plans for Allen Street Promenade

described in Theme #3 illustrate how the 100 Block of Allen Street can become a venue for regularly scheduled family-friendly events, both large and small. In addition, the plans for Allen Square as illustrated and described in Theme #4 show how the existing park can be better connected to the downtown core through coordinated development of several properties, including a new square on Allen Street. This network of spaces, close to the library and Discovery Space can also be used for event venues. Depending on the size of the event, they could be used in addition to or in place of Allen Street Promenade.

Additionally, RHI’s recommendation to focus on keeping older demographics out between 10PM and midnight are good and regularly scheduled events can help to do this. The recommendation for a new event “Twilight on the Town” as described in Theme 1 reinforces this recommendation.

Communities across the country recognize the importance of events on the downtown economy and downtown’s vibrancy. Refer to Recommendation 5-F for background on evaluating the economic impact of events in other communities.

- The RHI study identified concern with negative press. The branding developed as part of this master plan creates a positive message about downtown and demonstrates how downtown can take control of its image rather than the image being defined for it.
- The study indicated the importance of socializing and the need for more alcohol-free venues. Unfortunately, plans for downtown theater went away, and Sozo moved out of downtown. The Positive news is that Hillel Student Center moving to Beaver and Garner will have a significant presence and will provide meeting and gathering spaces in an alcohol-free environment. Additionally, many of the co-working and incubator spaces in downtowns, as proposed in Theme 4 include spots for gathering for workers etc. At the CRC at Virginia Tech there is a café and coffee shop. The cafe can serve as a gathering spot for workers.

- RHI indicated gaps in dining and a need for higher-end establishments, late night venues with ambient music to allow for conversation, high quality vegetarian restaurants, and venues appealing to families and diverse cultural markets. The market for dining will need to be carefully cultivated and is a challenge on many college campuses. One approach is to consider some sort of food hub/demonstration kitchen as part of a development in the future.
- RHI identified wayfinding as an important feature to attract new customers to downtown and make older customers feel more comfortable. The signage developed in Theme#2 responds to this recommendation.

The Visitors Bureau, Downtown Improvement District, Penn State and the Borough have the opportunity to reinforce the importance of the above actions as part of an overall strategy to improve quality-of-life issues.

5-D: State College Borough Sustainable Neighborhood Report 2012 Actions

Continue to use the State College Borough Sustainable Neighborhood Report as a guide for assessing stabilization of the existing neighborhoods surrounding downtown.

*Implementation: **Borough of State College, CRBC/Bicycle Advocacy Groups***

The 2012 Sustainable Neighborhoods Report identified several future action suggestions including:

- Implement Good Neighbor Program and launch a pilot for the 2012/2013 academic year.
- Develop strategies to implement a Restorative Justice Program and launch a pilot program for the 2013/14 academic year.
- Improve neighborhood communications.
- Implement a Centre Region Building Safety and Property Maintenance Code (PM Code) Revisions
- Expand First-Time Homebuyer Program

- Prepare Neighborhood Community Asset Maps

All of these recommendations and the overall strategies relate strongly to the health of downtown State College and should be implemented for the neighborhoods in the time frames identified in the plan. In addition to these recommendations, some particular tools are explored in greater detail in the recommendations under Theme 4 of this plan.

5-E: “Traditional Downtown”

Continue to reinforce the downtown core as a “traditional downtown.”

*Implementation: **Downtown Improvement District, Borough of State College, CBICC, CVB, Design Review Board***

This is not a new recommendation, rather a repeat of Recommendation 4-A. It warrants referencing here as the projects outlined under Recommendation 4-A are particularly applicable to the premise of Theme 5; to “foster a safe and appealing downtown.”

5-F: Economic Impact of Local Events.

The DID and the Borough of State College should partner with Penn State University to regularly assess the economic impact of special events on Allen Street and throughout downtown.

*Implementation: **Borough of State College, Downtown Improvement District, COG, Consultants, Student Groups***

There are several excellent studies that detail the methodology to conduct the direct, indirect, and induced impacts of special events on downtown. Among the best is Steven R. Miller’s Quantifying the Economic Impact of Community Events from Michigan State University. (<http://www.cea.msu.edu/uploads/files/44/event%20impacts.pdf>)

A detailed study of existing and potential events in State College could provide the community several key things. First, it could demonstrate the economic impact of existing events on downtown. Second, it could suggest new events

that might be considered, evaluate capacity for those events, and propose funding options. And finally, it could help the Borough and Downtown Improvement District build capacity for future events.

Studying the economic impact of special events on Allen Street will help quantify the impacts on local businesses and the overall economy. The survey instrument can specifically ask about spending patterns along Allen Street, in downtown State College as well as provide information about the visitor origin. Outlined below is some additional background information on communities that have found events to be important aspects of downtown in terms of economic development and community vitality.

Events as Economic Development Tools

Ocean Springs and Columbus, MS: Many studies have been conducted that evaluate the economic impact of special events on the local economy. One of the most recent is an assessment of the Peter Anderson Arts Festival in Ocean Springs Mississippi. Mississippi State University used statistically valid intercept surveys to determine that the event had a residual impact of \$13 million in 2010 which rose to \$22 million in 2011 after the event got national sponsorship from Blue Moon Brewing which amplified the advertising for the event and resulted in a 13% increase in attendance. The Peter Anderson Arts Festival closes Washington Avenue in the heart of Ocean Springs.

Source: National Trust for Historic Preservation Main Street Center (<http://www.preservationnation.org/main-street/main-street-news/story-of-the-week/2012/120627festivals/measuring-the-economic-impact.html>)

Berlin, MD: Berlin, Maryland has 19 events on the calendar that require street closures and these have been recognized as “economic engines.” Director of Community and Economic Development, Michael Day, indicates that when someone is interested in trying to start a business in Berlin, he tries to get them to come to town during an event. While some of Berlin’s merchants expressed the fact that some events hinder customers coming in and shopping that day, they recognize that the events expose them to hundreds of

potentially new customers. According to Michael, most of the events require street closure of at least two blocks and he has found that the merchants located where the street is not closed now come forward requesting that the street in front of their shop be closed as well.

Frederick, MD: Downtown Frederick Partnership commissioned a study by Davidson-Peterson Associates titled, First Saturday Attendee Profile Study, April 2009 to assess the economic impact of the City’s First Saturday event that occurs monthly. The study indicated that the events are a big draw to downtown, on average they bring in nearly \$450,000 to downtown area businesses during each event; over half of the attendees return to downtown a few days after the event and spend on average \$118. During the event, each attendee spends on average \$133. In addition, the regular occurring event is well-publicized and attendees just know it happens and plan to be downtown.

For more information, contact: Downtown Frederick Partnership (www.downtownfrederick.org)