

# 4

# Implementation Summary

## OVERVIEW

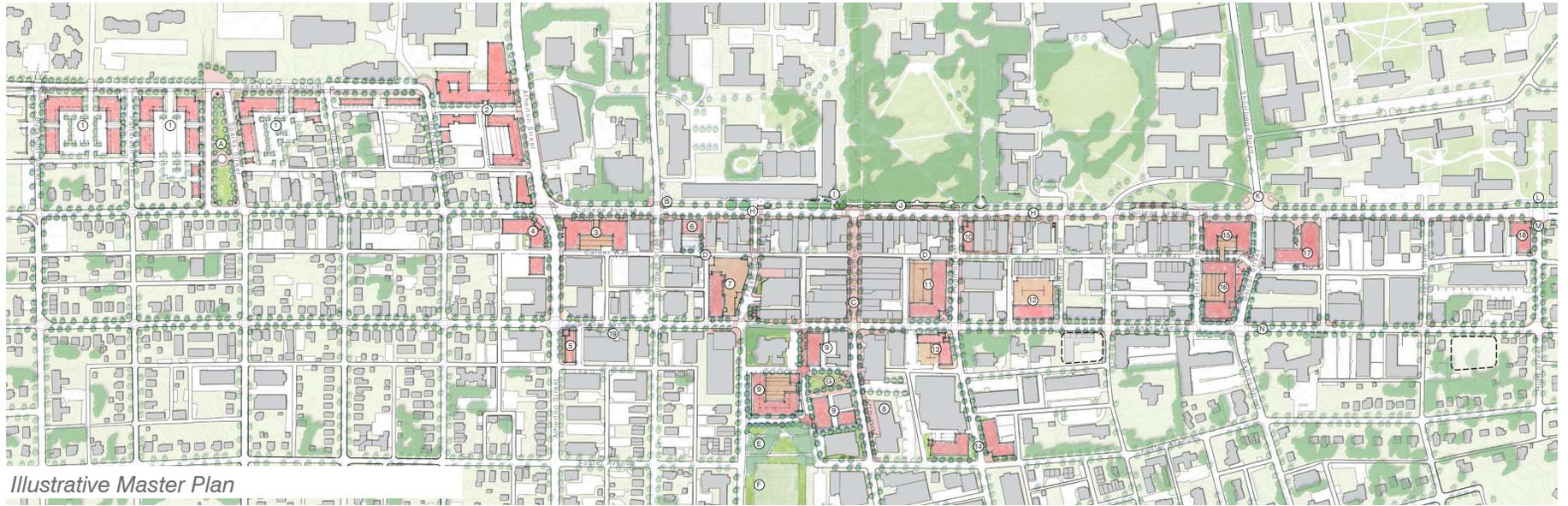
This master plan is a framework to guide growth and enhancements in Downtown State College over the next ten years and beyond. Implementation of the recommendations will occur incrementally by a partnership among many public and private entities and individuals as outlined throughout the report and below. It is important to note that the master plan is intended to be a guiding, yet flexible document. Many of the concepts illustrated will be further refined and vetted as they become real projects. Additionally, it is important to view the master plan as a “menu” of projects, particularly as it relates to redevelopment opportunities. The redevelopment scenarios illustrated and modeled would not all happen, certainly within the next 10 years. However, they serve as a guide should opportunities arise for particular properties. Similarly, opportunities may arise for properties not illustrated in this plan. The concepts of the plan, however, can be applied to these properties.

## IMPLEMENTATION PARTNERS

The potential implementation partners vary depending upon the specific project. Most projects will require a partnership among several partners, with one partner having the primary responsibility. Implementation partners for the Downtown State College Master Plan include:

- State College Borough**
- Downtown Improvement District**
- Penn State University**

- Arts in Public Places Committee
- Business Alliance for Local Living (BALLE) This group does not yet exist.
- Business Community
- Central Pennsylvania Convention & Visitors Bureau (CPCVB)
- Centre Area Transportation Authority (CATA)
- Centre Region Bicycle Coalition (CRBC) Development
- Chamber of Business and Industry (CBICC)
- Council of Governments (COG)
- Community
- Design Review Board (DRB)
- Housing Organizations
- Local Banks
- New Leaf
- Pennsylvania State Department of Transportation (PennDot)
- Planning Commission
- Property Owners
- Redevelopment Authority (RDA)
- State and Federal Funding Programs
- State College Coalition of Neighborhood Associations
- State College Community Land Trust
- Student Groups
- Townships



*Illustrative Master Plan*



*Allen Square*



*Traditional Downtown Core*

## IMPLEMENTATION STRATEGY BOARD

The Downtown State College Master Plan Implementation Strategy Board, divided among the following two page spreads, is a summary of the recommendations and time frames for implementation. The strategy board is organized by the five themes/strategies of the plan and the goals for each of those strategies. The time frames are divided out by Immediate Actions (2013), First Steps (2014-2015), Next Steps (2015-2017) and Long Term (2017-2025). With this strategy board, it is important to note:

- Recommendations will not be implemented all at once. Rather, they will be implemented in phases over many years.
- The themes are interrelated; therefore, each implementation phase will incorporate recommendations from each of the themes.
- The theme number does not imply an order of importance.

Each action listed in each phase is identified by the recommendation number as it is described in the report. Additionally, an abbreviation is provided after each recommendation, identifying the key implementation partners. Implementation will depend upon numerous partners working together, with key responsibilities lying with different partners, depending upon the project or recommendation.

As the master plan moves through implementation, representatives of the three primary partner groups (State College Borough, Penn State University and Downtown Improvement District) as well as other Steering Committee stakeholder groups will continue to meet on a regular basis to allow for on-going communication and coordination.

As the plan is implemented, a “Successes” column can be added immediately following each of the strategies. As actions are completed, they can be moved into that column. Ideally, this would occur during an “Annual Master Plan Summit” among key partners using this strategy

board as a guide. Some communities effectively use the summit to grade their progress, giving themselves an “A” if they completed the action; a “C” if some progress has been made; and an “F” if no progress has been made. It is important to note that an “F” should not necessarily mean failure. In some cases an action might not be completed because other actions became priorities, or the dynamics of that particular project changed. It is, therefore, important that the strategy board remain a fluid document.

Strategies	Immediate Actions 2013	First Steps 2014-2015
<h2 style="text-align: center;">Theme One: Marketing the District</h2>	<ul style="list-style-type: none"> <li>▪ Assess capacities of partners/partner organizations charged with implementing Theme 1 recommendations.</li> <li>▪ Convene partners and assemble working groups and committees to be involved in implementing Theme 1 recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adopt the Brand Statement/Tagline (1A)</li> <li>▪ Convene a committee to deploy the brand (1B) <i>E</i></li> <li>▪ Host a brand launch event (1C)</li> <li>▪ Redesign DID letterhead, cards, webpage (1D)</li> <li>▪ <b>Consider a redesign of the Borough's logo (1E)</b></li> <li>▪ Begin redesigning event logos (1F)</li> <li>▪ Launch new event "Twilight on the Town" (1F, 5C) <i>E</i></li> <li>▪ <b>Prepare and introduce a Downtown Marketing Program (1G*)</b> <i>E</i></li> <li>▪ Contemplate licensing rights for merchants to use the downtown brand (1G) <i>E</i></li> <li>▪ Install banners with the branding identity (1-H, 2-0) <i>I</i></li> </ul>
<h2 style="text-align: center;">Theme Two: Navigating the District</h2>	<ul style="list-style-type: none"> <li>▪ Assess capacities of partners/partner organizations charged with implementing Theme 2 recommendations.</li> <li>▪ Convene partners and assemble working groups and committees to be involved in implementation.</li> <li>▪ Coordinate how current and on-going transportation initiatives dovetail with recommendations of this master plan.</li> <li>▪ Prepare and release RFP for parking study.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Install advanced stop lines (2A)</li> <li>▪ Develop action plan for intersection safety and examine all pedestrian signal phase options (2C)</li> <li>▪ Continue to accommodate bikes, expand network and enforce regulations (2E, 2F, 2G) <i>D</i></li> <li>▪ Explore valet parking as part of parking study (2H)</li> <li>▪ <b>Explore variety of parking strategies and new structures as part of parking study (2H*)</b> <i>2, 3</i></li> <li>▪ Launch parking marketing pieces (2J) <i>3</i></li> <li>▪ Continue to explore application of reduced transit fare options (2K) <i>A, B</i></li> <li>▪ Work with CATA to determine transit priorities (2K – 2N) <i>B</i></li> <li>▪ Deploy initial part of wayfinding plan (2P), <i>3</i></li> </ul>
<h2 style="text-align: center;">Theme Three: Connecting the District</h2>	<ul style="list-style-type: none"> <li>▪ Assess capacities of partners/partner organizations charged with implementing Theme 3 recommendations.</li> <li>▪ Convene partners and assemble working groups and committees to be involved in implementation.</li> <li>▪ Coordinate how current Atherton streetscape project in context with master plan.</li> <li>▪ Refine Pugh Street design based on recommendations of this plan and complete construction drawings.</li> <li>▪ Develop RFP for Allen Street Promenade.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Construct Atherton Street project (N/A)</li> <li>▪ Dev. Public Art MP using PSU plan as model (3A) <i>E, I</i></li> <li>▪ Explore feasibility of Allen Square (3B, 4A) <i>G</i></li> <li>▪ Adopt cohesive streetscape design (3C, 3D) <i>F, G</i></li> <li>▪ <b>Experiment with pop-up cafes on Allen St.(3E*)</b> <i>I, E</i></li> <li>▪ Initiate Catalyst Project design with priority on Allen Street Promenade detail design (3E) <i>3, G</i></li> <li>▪ <b>Implement initial Pugh Street - Catalyst (3K)</b></li> <li>▪ Further study recommendations for West College Ave. and coordinate with Ferguson Twp. (3L) <i>2, H</i></li> <li>▪ <b>Explore funding options for streetscapes(5G)</b></li> <li>▪ Begin discussion with PennDot and municipalities for College Ave. corridor master plan and turn-back (3L)</li> </ul>

Next Steps 2015-2017	Long Term 2017-2025	Goal
<ul style="list-style-type: none"> <li>▪ Cont. implementing brand extension for events (1C)</li> <li>▪ Cont. introducing new events and apply brand (1F)</li> <li>▪ Continue Downtown Marketing Plan (1G) <i>E</i></li> <li>▪ Roll-out additional collateral material for brand (1H) <i>E</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ Refine and expand downtown marketing plan (1G) <i>E</i></li> <li>▪ Re-evaluate and update brand (1-I)</li> </ul>	<p>State College will cultivate downtown’s identity to residents, visitors, and investors through a comprehensive marketing initiative.</p>
<ul style="list-style-type: none"> <li>▪ Implement intersection safety for key intersections identified in the plan (2C)</li> <li>▪ Continue to expand bike network (2E) <i>D</i></li> <li>▪ Deploy branding as it relates to transit (2M)</li> <li>▪ Work with CATA to make bus routes attractive to commuters (2N) <i>B, D</i></li> <li>▪ Implement transit stop enhancements (coordinated with other projects) (2N) <i>B</i></li> <li>▪ Continue to implement wayfinding and expand system (2P)</li> <li>▪ Initiate High Street intersection design (3F) <i>2, C</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ Employ road diets. College Avenue as pilot project (2B, 3F)</li> <li>▪ Employ road diets on other streets (2B)</li> <li>▪ Update intersection safety study (2C)</li> <li>▪ Implement High Street intersection improvements (2C, 3F)</li> <li>▪ Implement adaptive traffic control for next signal timing project (2D)</li> <li>▪ Continue to implement transit stop enhancements (coordinated with other projects) (2N)</li> </ul>	<p>Downtown State College will continue to evolve as a pedestrian friendly, multi-modal district.</p>
<ul style="list-style-type: none"> <li>▪ Continue to develop Public Art MP (3A)</li> <li>▪ <b>Construct Allen Street Prom. and College Avenue intersection as part of catalyst project (3E*)</b></li> <li>▪ PSU sidewalk enhancements along College Ave. coordinated with Health/Human Development Building(3F)</li> <li>▪ Negotiate PennDOT turn-back for College and Beaver (3G) <i>C</i></li> <li>▪ Plan and design changes to Calder Way including branding as part of Catalyst Project (3H) <i>E, I</i></li> <li>▪ Construct changes to portions of Beaver as part of Catalyst Project (3I) <i>F</i></li> <li>▪ Implement changes to West College Ave. in conjunction with turn-back program (3L)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue implementing Public Art MP (3A)</li> <li>▪ Implement College Avenue streetscape (Borough portions) (3F)</li> <li>▪ Construct Calder Way improvements (3H)</li> <li>▪ Continue Beaver Ave. improvements (3I)</li> <li>▪ Implement Hiester Promenade (3J) <i>E, J, K</i></li> <li>▪ Complete Pugh Street enhancements with garage redevelopment (3K)</li> <li>▪ Implement other streetscapes throughout downtown as funding becomes available(3N)</li> <li>▪ PSU explores College Ave. improvements coordinate with dev. Projects when feasible (3F)</li> </ul>	<p>Downtown State College will be a comfortable, cohesive, and attractive district.</p>

Strategies	Immediate Actions 2013	First Steps 2014-2015
<p style="text-align: center;"><b>Theme Four: Living in the District</b></p>	<ul style="list-style-type: none"> <li>▪ Assess capacities of partners/partner organizations charged with implementing Theme 4 recommendations.</li> <li>▪ Convene partners and assemble working groups and committees to be involved in implementation.</li> <li>▪ Develop RFP for zoning code update</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Continue to coord. redev. projects (4A, 4B, 4C*)</b> <i>G</i></li> <li>▪ <b>Identify/work with key prop. owners (4A, 4B, 4C)</b> <i>3, E, G, P, Q</i></li> <li>▪ <b>Update zoning code and explore more flexibility in bulk regulations (4D, 4E)</b> <i>S</i></li> <li>▪ <b>Explore ways to incent higher quality design and incorporate into DRB process (4D, 4E, 4F)</b> <i>F, G, S</i></li> <li>▪ <b>Create a housing trust fund (4G)</b> <i>O</i></li> <li>▪ <b>Employer-Assisted Housing Program (4H)</b></li> <li>▪ <b>Implement co-working/accel./flex space (4-I)</b> <i>3, 2, T, G, N, Q, W</i></li> <li>▪ <b>Study public/private partnerships in other communities (4K*)</b> <i>O, P, Q, G, R</i></li> <li>▪ <b>Cont. to evaluate Centre Region growth (4L)</b> <i>2</i></li> <li>▪ <b>Explore funding options (4M)</b> <i>N</i></li> </ul>
<p style="text-align: center;"><b>Theme Five: Managing the District</b></p>	<ul style="list-style-type: none"> <li>▪ Assess capacities of partners/partner organizations charged with implementing Theme 5 recommendations.</li> <li>▪ Convene partners and assemble working groups and committees to be involved in implementation.</li> <li>▪ Identify venues/format to share and promote successes in recent years.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Communicate and promote successes in recent years (5A*)</b> <i>2, 3</i></li> <li>▪ <b>Increase awareness of RHI study, make available and continue to implement recommendations (5A, 5C)</b> <i>2</i></li> <li>▪ <b>Continue to implement Sustainable Neighborhood report recommendations (5D)</b> <i>V</i></li> <li>▪ <b>Market the downtown core as a “Traditional Downtown” (5E, 4A,1G)</b> <i>I, W, X</i></li> <li>▪ <b>Maintain physical character of the Traditional Downtown (historic character) (5E, 4A)</b> <i>F</i></li> </ul>

**Key:** (5E, 4A) - *Indicates recommendation number as it occurs in the report*

**1, 2, C, F etc.** – *Indicates Potential Partners to Engage in Implementation*

**Implementation Partners:**

- 1. Borough of State College
- 2. Penn State University
- 3. Downtown Improvement District

**Other Organizations/Partners**

- A. COG
- B. CATA
- C. PennDOT
- D. CRBC/Bicycle Advocacy Groups

- E. Downtown Businesses
- F. Design Review Board
- G. Property Owners
- H. Neighboring Townships
- I. Art in Public Places Committee

- J. PSU Landscape Architect
- K. Consultants
- L. Arts Fest
- M. Centre Foundation
- N. Federal/State/Local Programs, Grants, Funds

Next Steps 2015-2017	Long Term 2017-2025	Goal
<ul style="list-style-type: none"> <li>Replace Pugh Street Garage as part of a mixed-use development in accordance to parking study (4A, 2H)</li> <li>Advance key development project (4A, 4B, 4C) <i>O, P, Q</i></li> <li>Advance West End Revitalization (4B) <i>O</i></li> <li>Undertake an update of the zoning code (4E)</li> <li>Explore a local investment strategy (4J) <i>3, 2, T, G, N, Q, W</i></li> <li>Continue to evaluate Centre Region and PSU growth trends (4L) <i>2</i></li> <li>Continue to explore funding options (4M) <i>N</i></li> </ul>	<ul style="list-style-type: none"> <li>Continue to advance additional development/redevelopment concepts with property owners (4A, 4B, 4C) <i>V</i></li> <li>Implement additional development / redevelopments of key properties (4A, 4B, 4C) <i>G, Q, S</i></li> <li>Work with accelerator to leverage additional office space (4-I) <i>2, G, N, Q, W</i></li> <li>Continue to evaluate Centre Region and PSU growth trends (4L) <i>2</i></li> <li>Continue to explore funding options (4M) <i>N</i></li> </ul>	<p>Downtown State College will emerge as a place where professionals will live and work.</p>
<ul style="list-style-type: none"> <li>Explore more alcohol free venues in downtown (5C) <i>I, X, Y</i></li> <li>Continue implementation and recommendations of RHI study (5C) <i>2</i></li> <li>Continue implementation of Sustainable Neighborhood Report recommendations (5D) <i>V</i></li> <li>Assess economic impact of events (5F) <i>3, A, K, Y</i></li> </ul>	<ul style="list-style-type: none"> <li>Continue implementation and recommendations of RHI study (5C) <i>2</i></li> <li>Continue implementation of Sustainable Neighborhood Report recommendations (5D)</li> <li>Continue to assess economic impact of events (5F) <i>3, A, K, Y</i></li> </ul>	<p>Downtown State College will thrive as a safe and appealing destination.</p>

\* - Indicates Steering Committee priority

- O. Local Housing Organizations
- P. Developers
- Q. Redevelopment Authority
- R. Hamer Center
- S. Planning Commission
- T. Entrepreneurial Community
- U. Local Banks
- V. Neighborhood Associations
- W. CBICC
- X. CVB
- Y. Student Groups