

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.

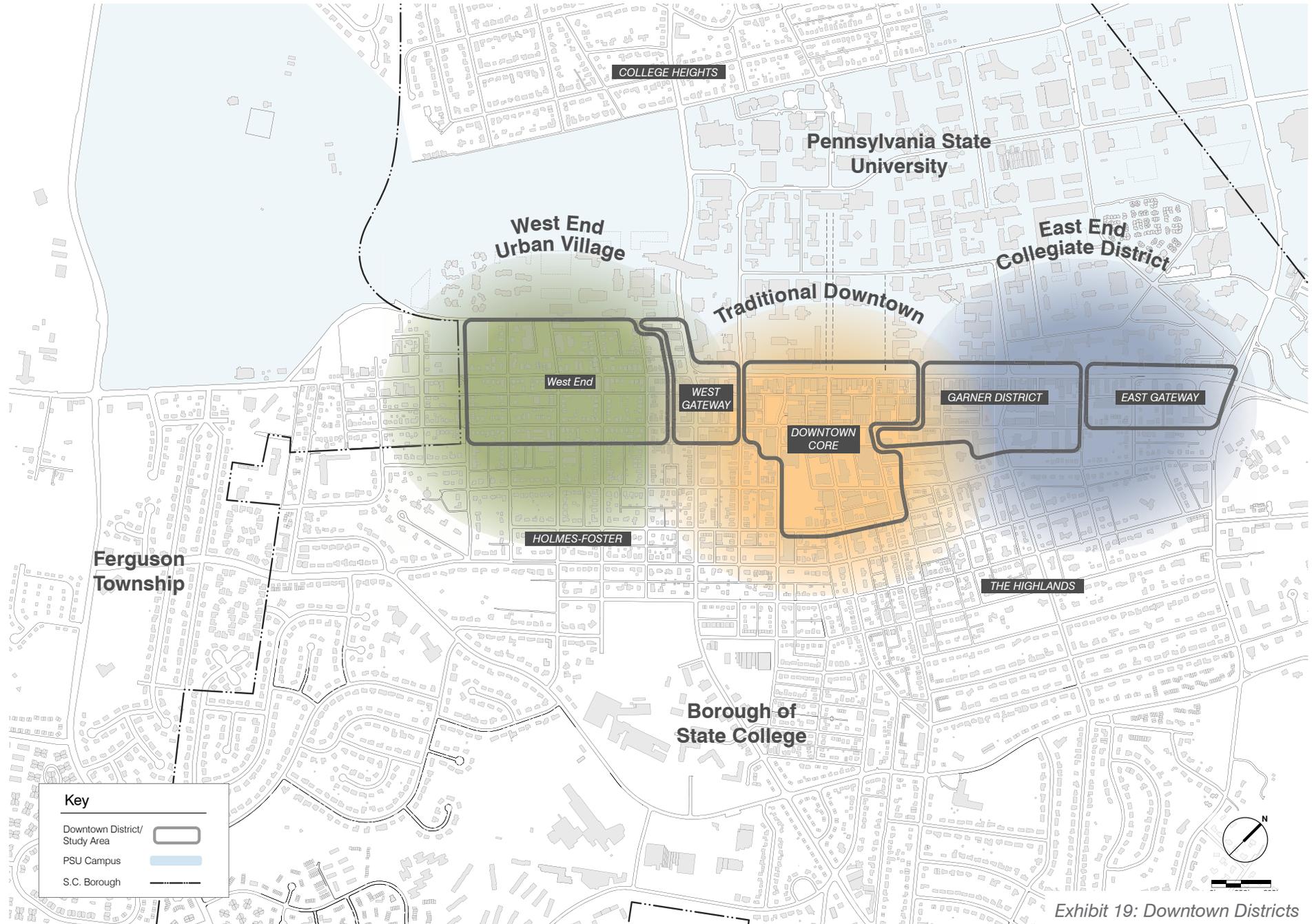


Exhibit 19: Downtown Districts

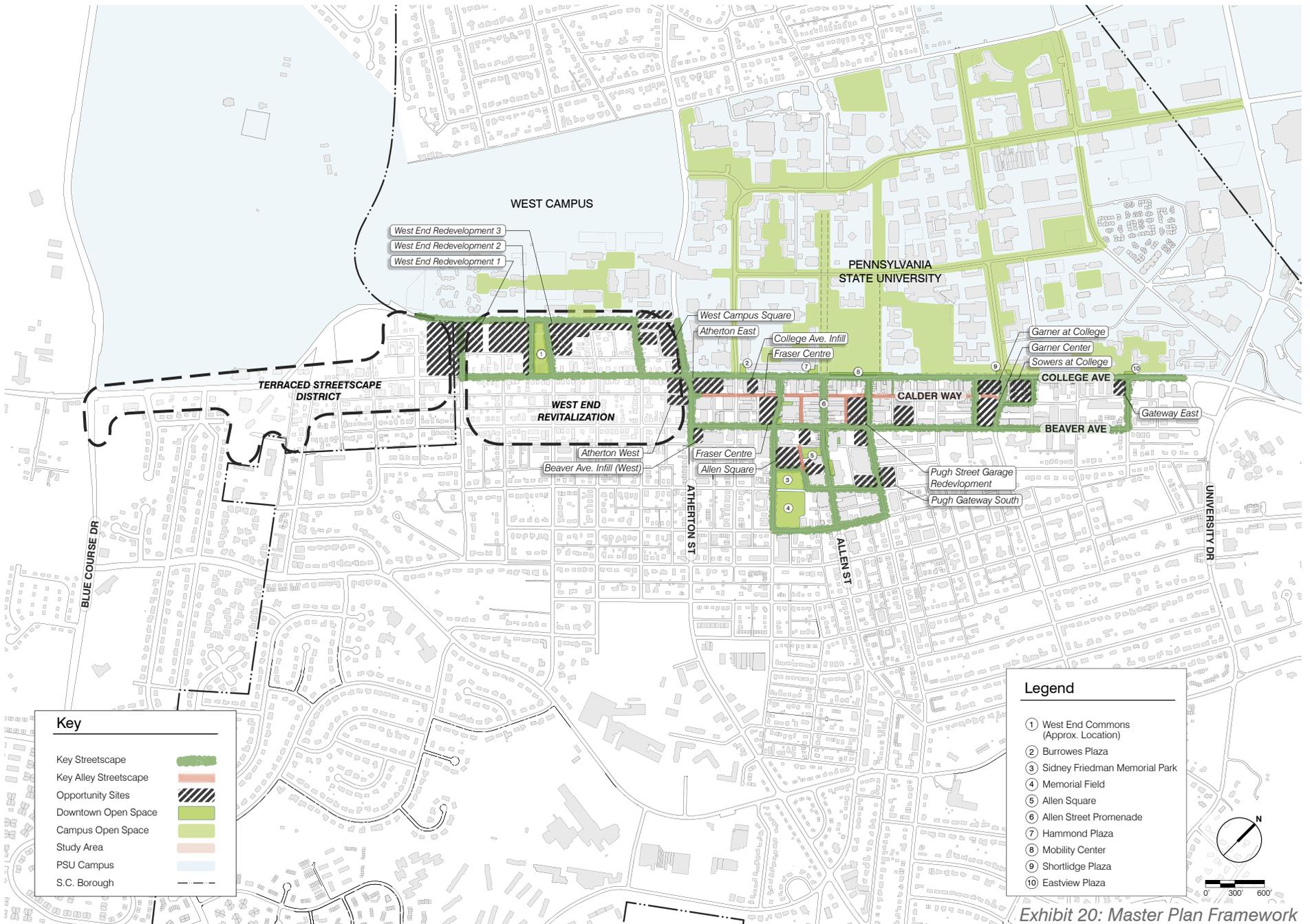
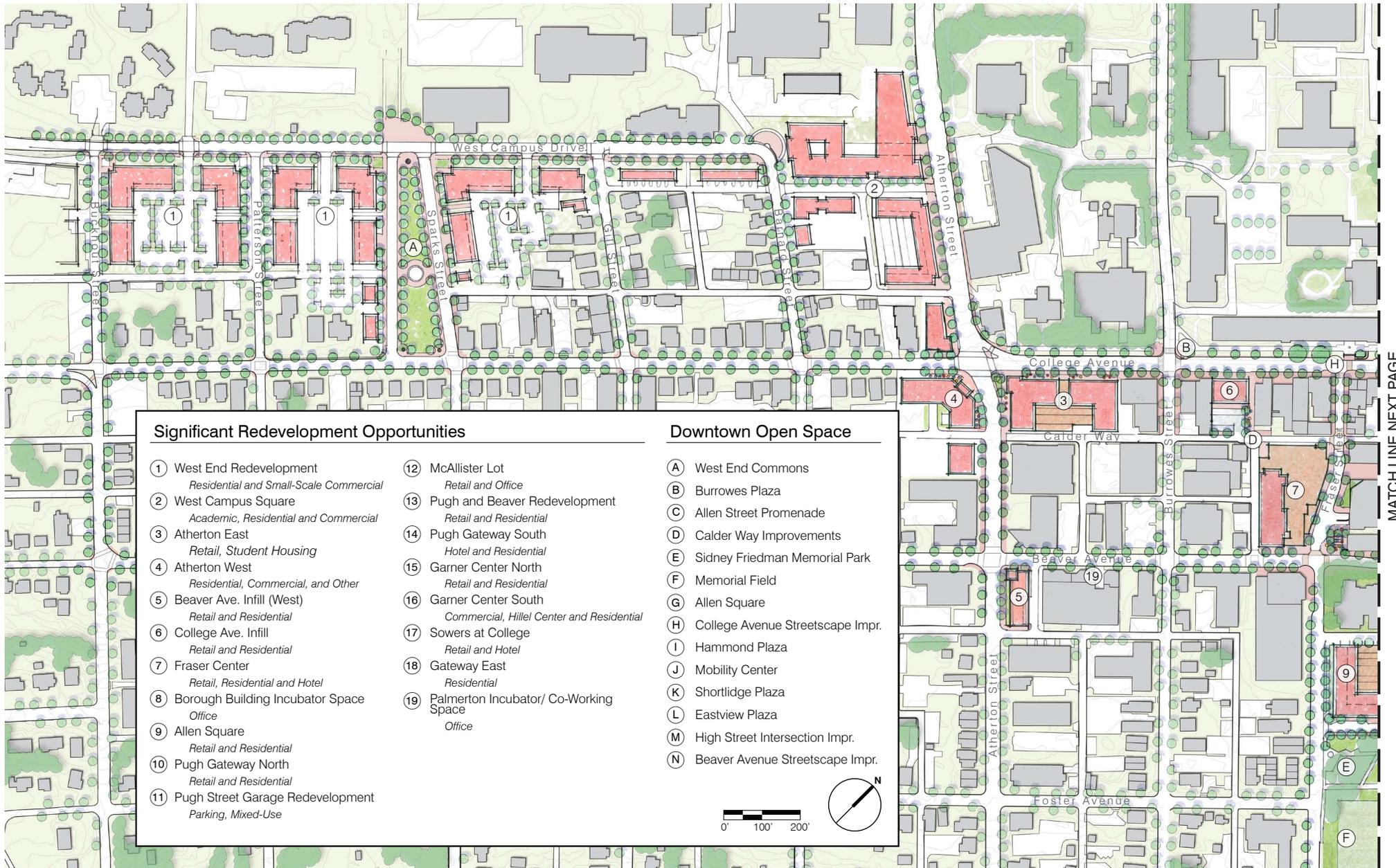


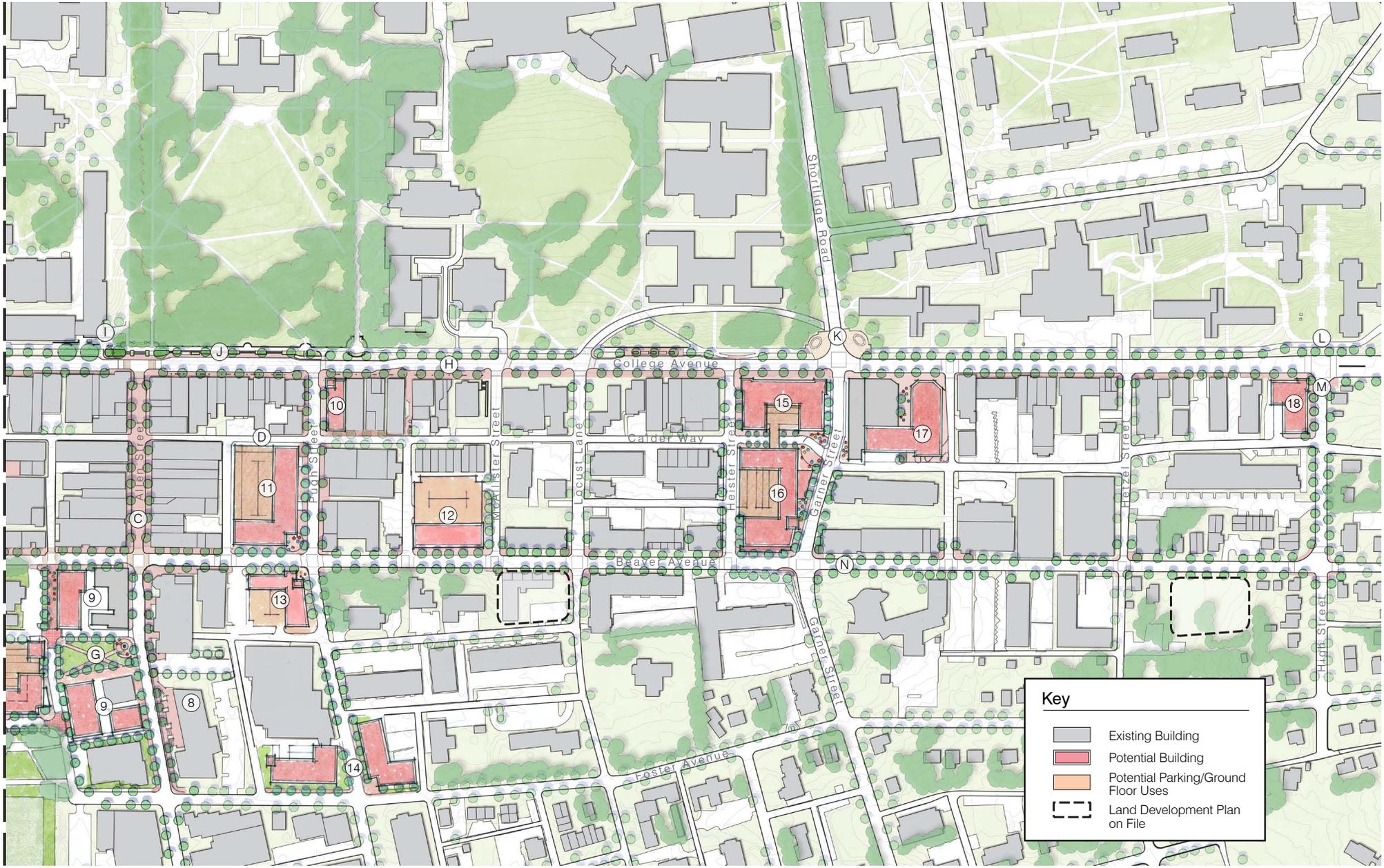
Exhibit 20: Master Plan Framework

State College Downtown Master Plan



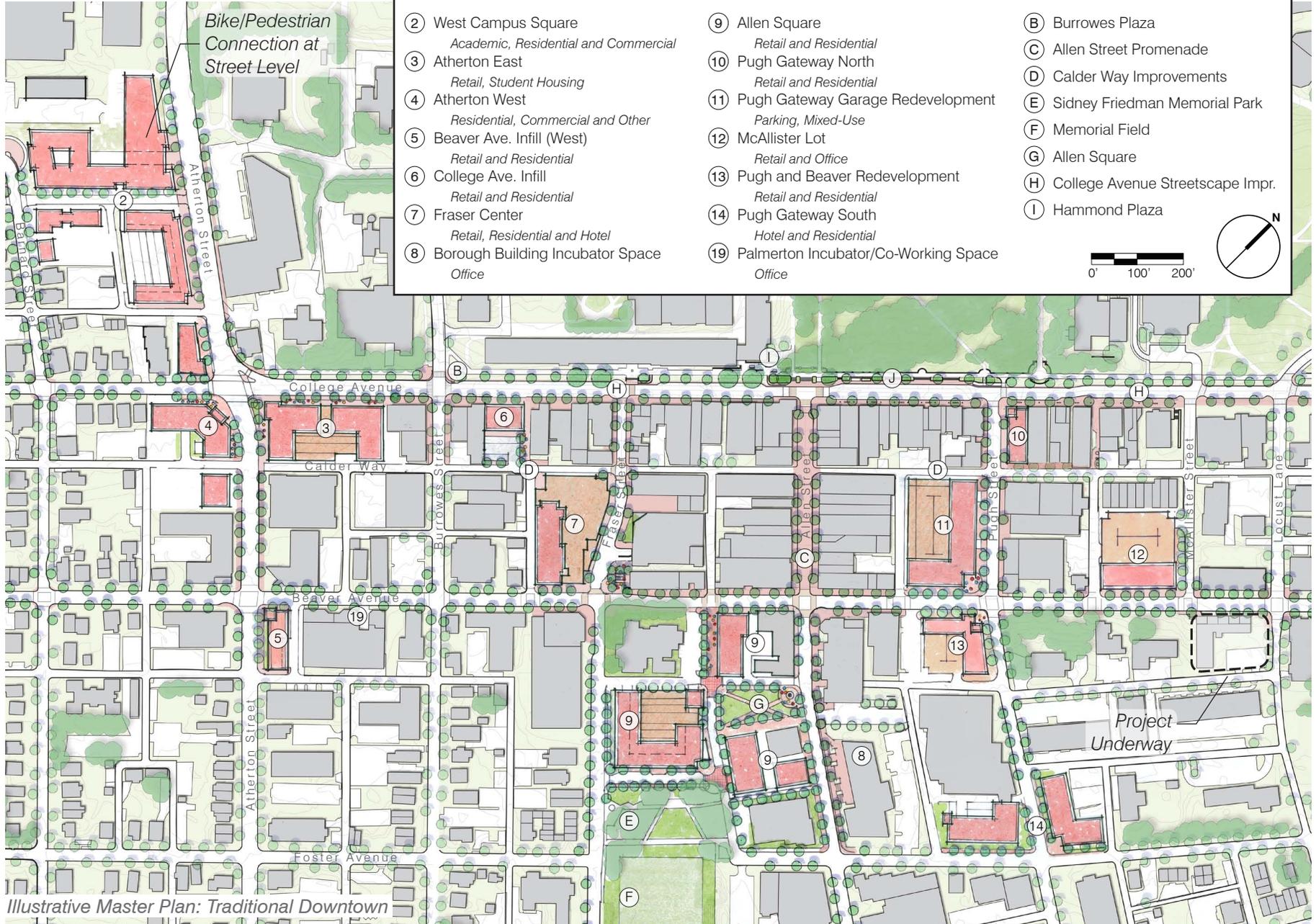
Significant Redevelopment Opportunities		Downtown Open Space	
① West End Redevelopment <i>Residential and Small-Scale Commercial</i>	⑫ McAllister Lot <i>Retail and Office</i>	Ⓐ West End Commons	
② West Campus Square <i>Academic, Residential and Commercial</i>	⑬ Pugh and Beaver Redevelopment <i>Retail 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>		⓵ 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



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)

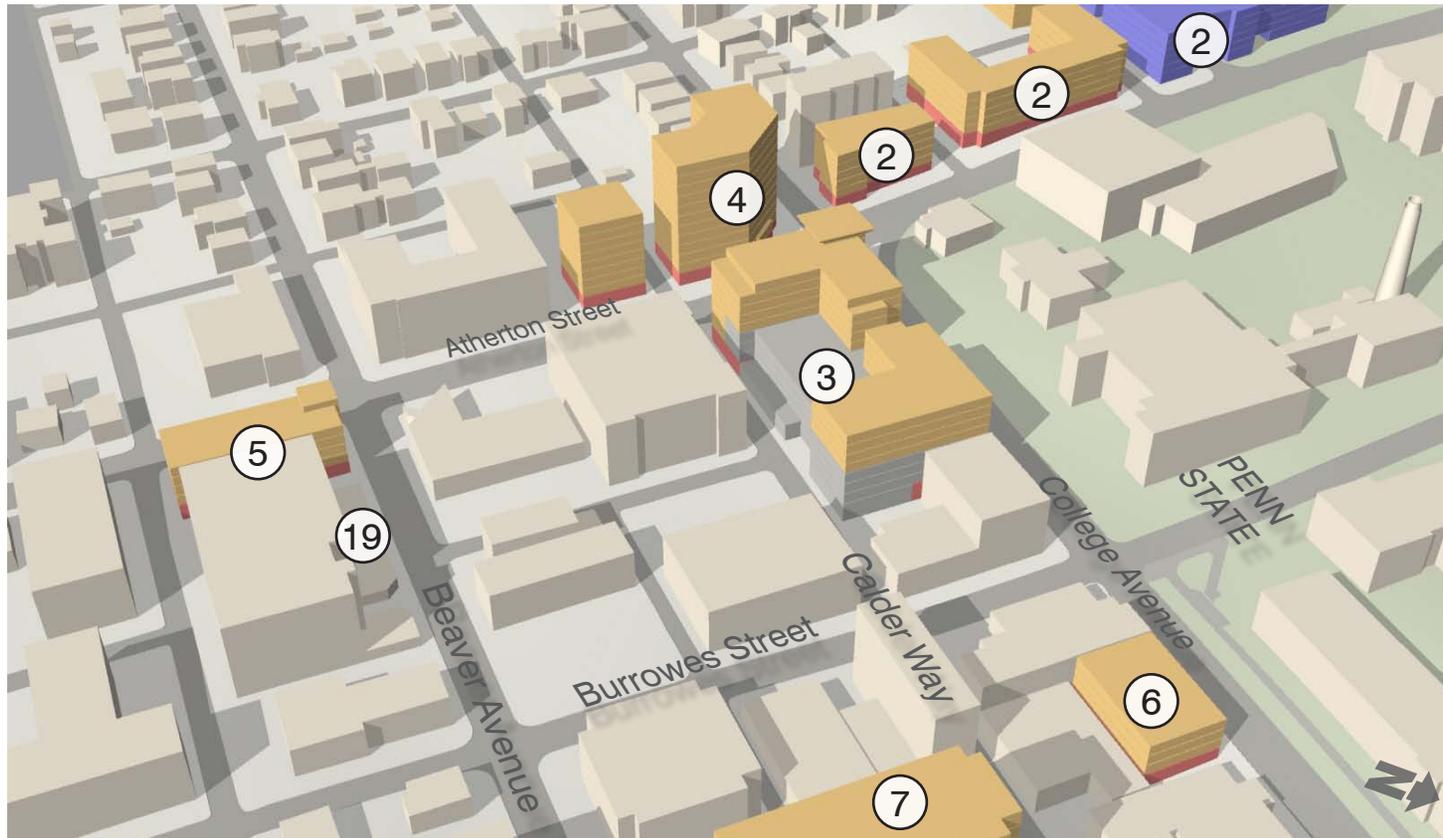
- Upper floors can combine a variety of uses including employment, residential (with an emphasis on non-student housing), hotel, family related and cultural uses and public services.
- Ultimately the downtown core should continue to evolve as a walk-able area rich in a variety of ground floor uses appealing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

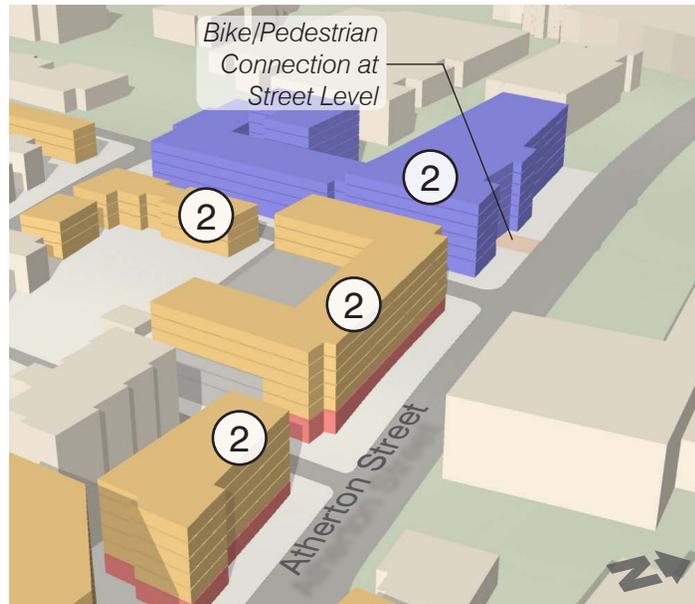
Bottom: Using existing signature development criteria

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.

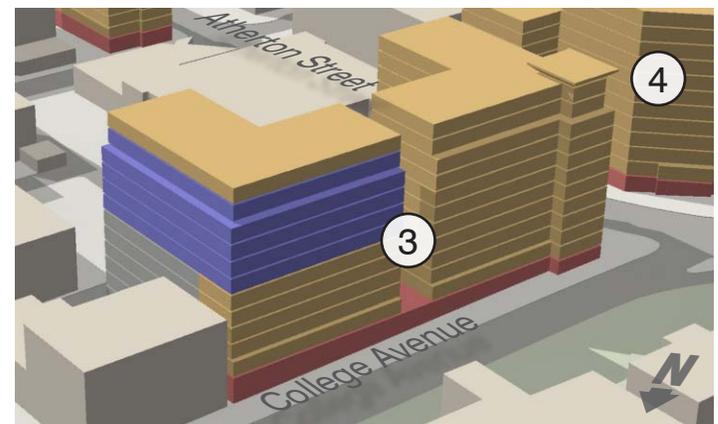
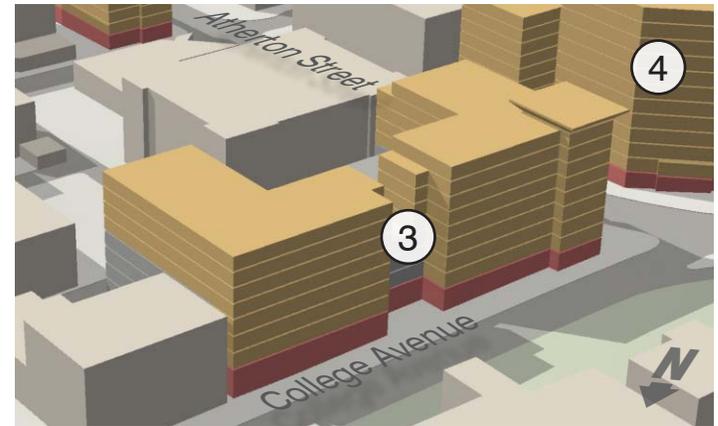
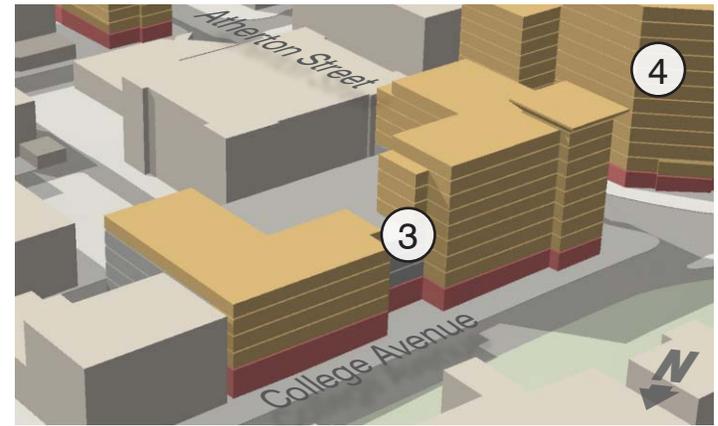
Atherton West ④

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.

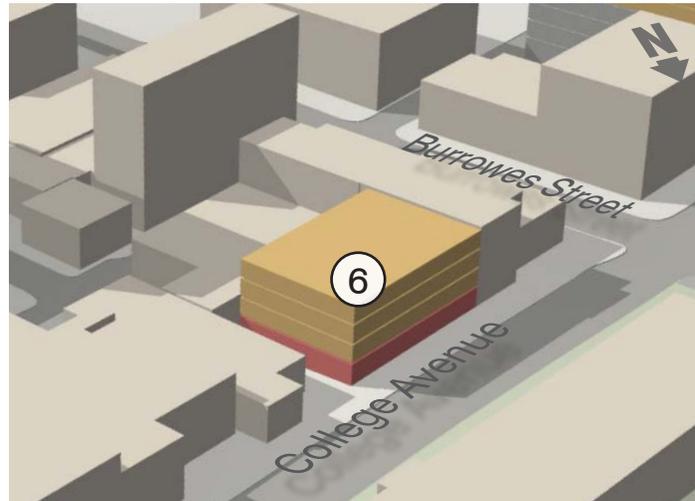
Palmerton Incubator/Co-Working Space ⑱

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.



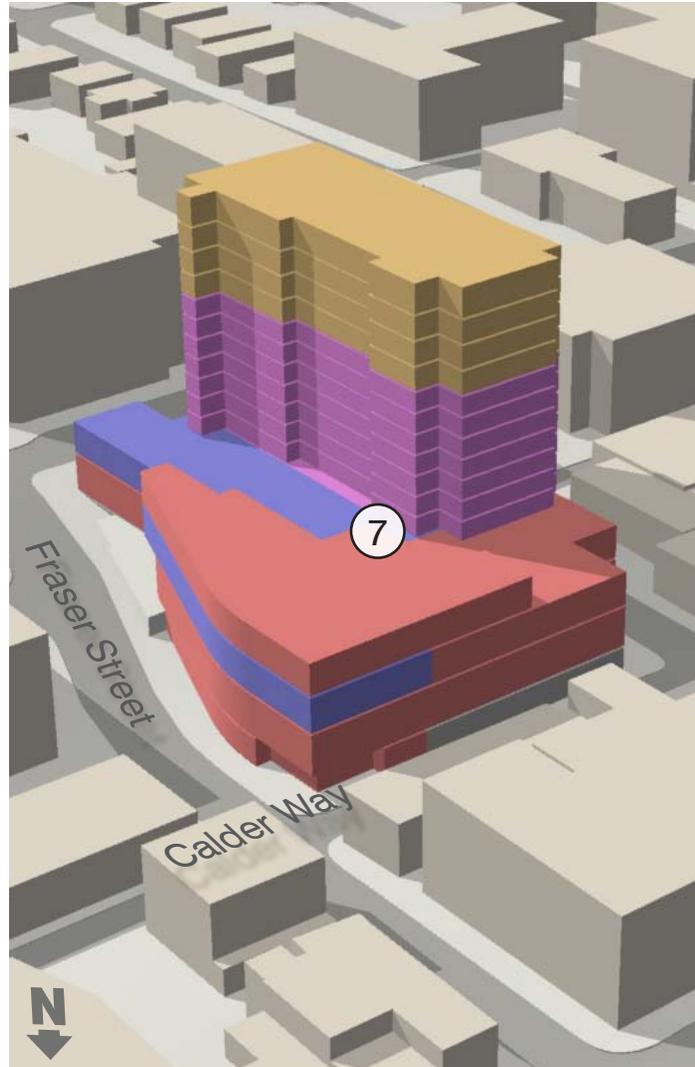
Top right: The vacant commercial space at The Palmerton is ideal for use as incubator or co-working space.

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.

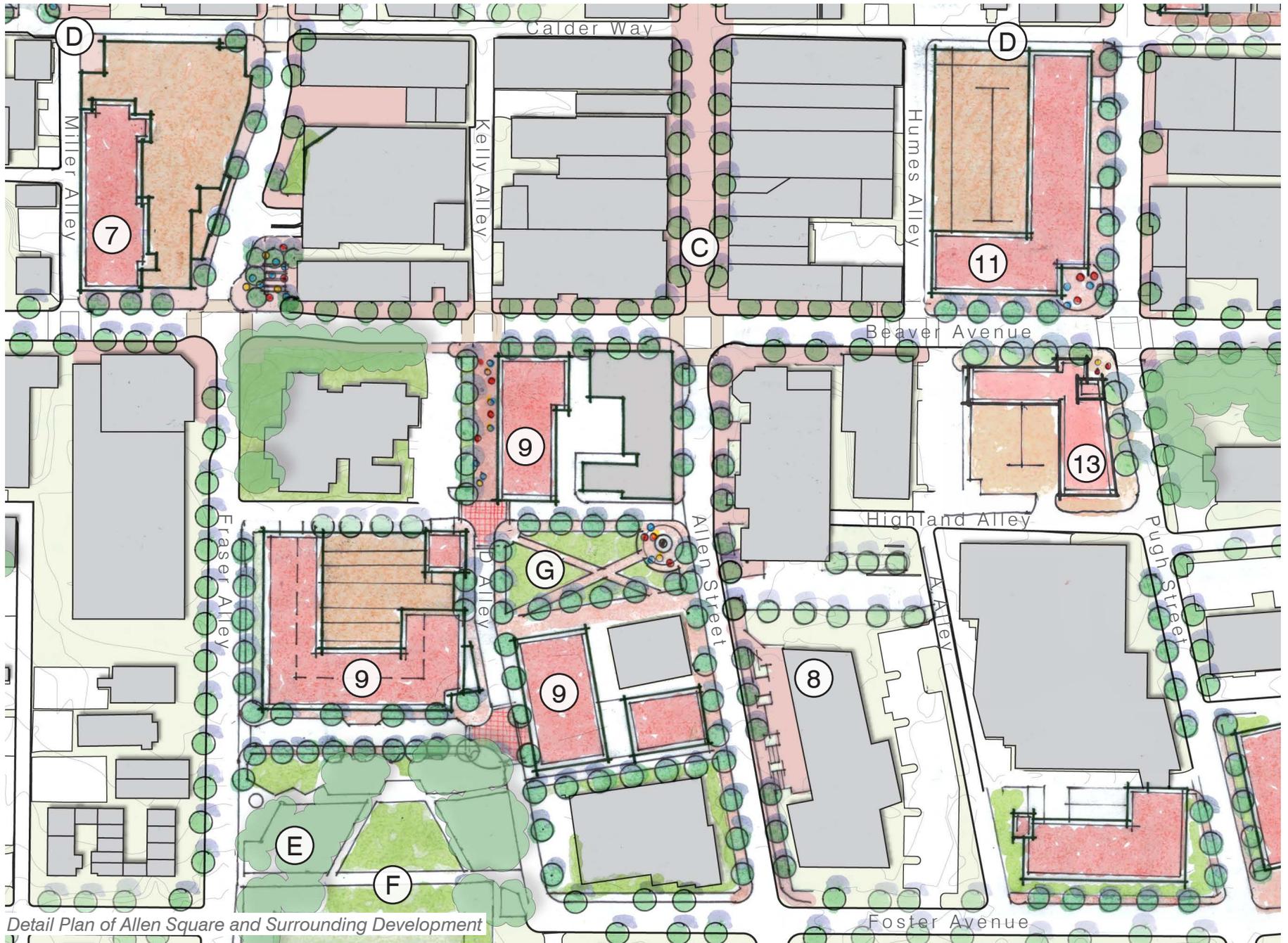


Building Use

- 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

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.

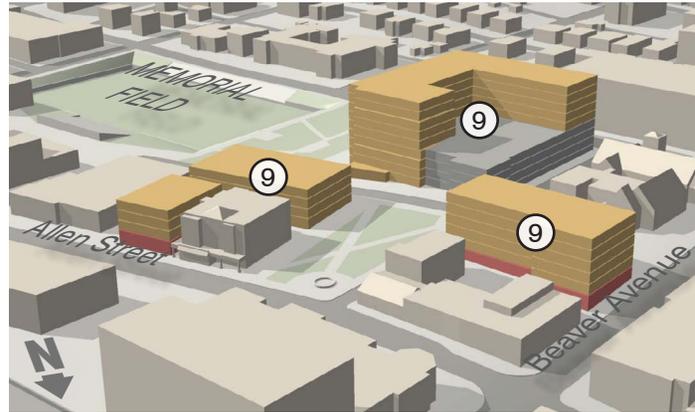


Credit: City of Hagerstown



(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

Allen Street

- 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:

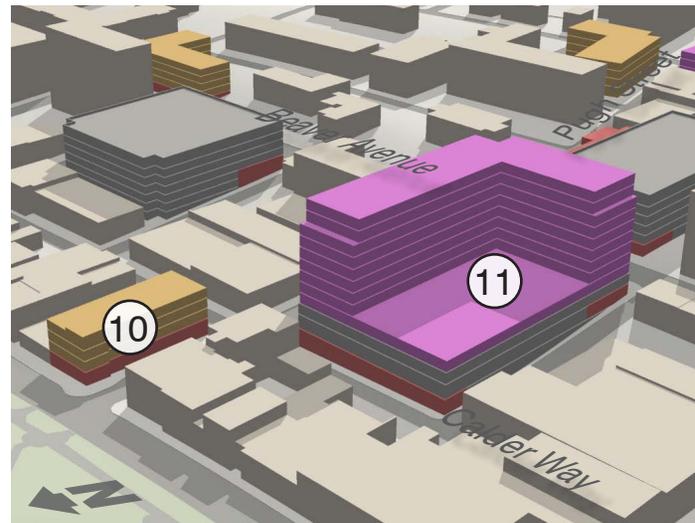
- Include active ground floor uses along Calder Way, Beaver Avenue and Pugh Street frontages.
- Include gallery/exhibit space in ground floor.
- Include small plaza/gathering space at corner of Pugh and Beaver and/or Calder and Pugh. A location on Calder Way could help activate this important pedestrian 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.

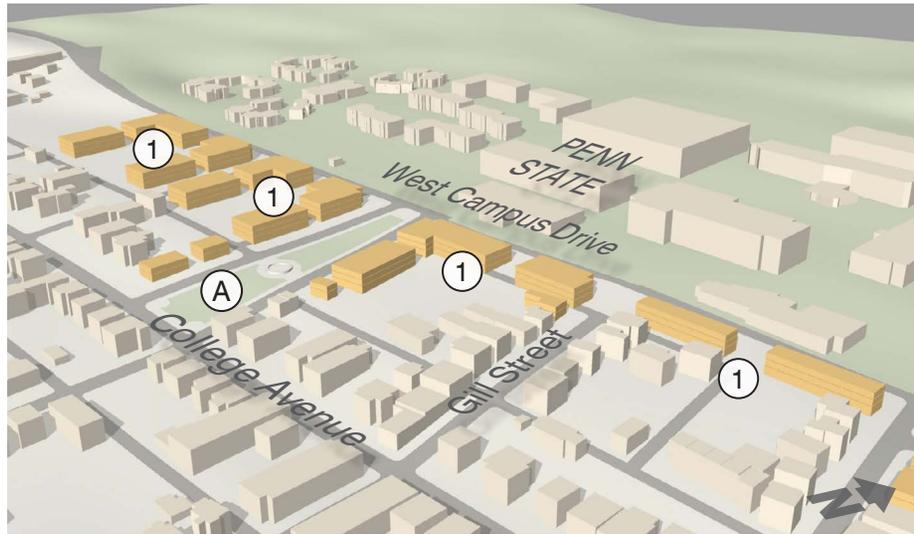
Pugh Gateway South 14

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:

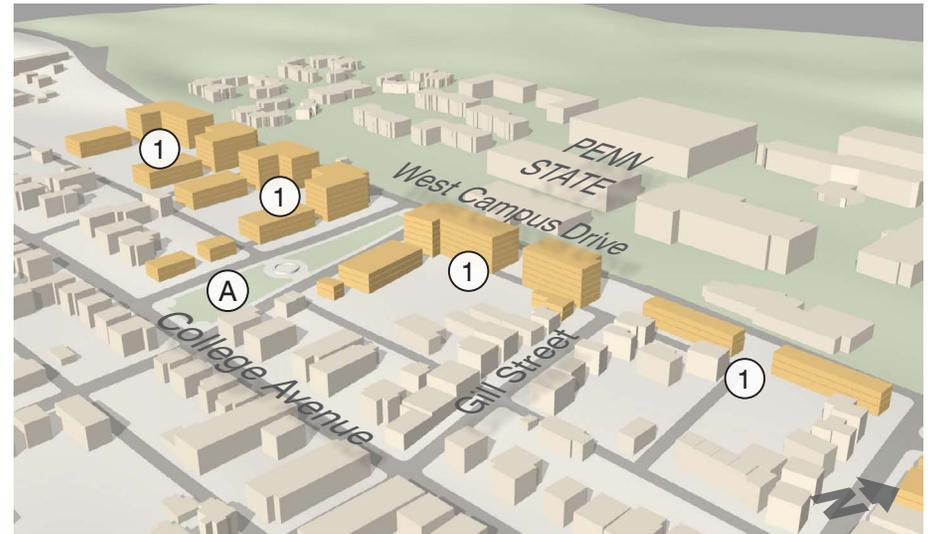
- Possible hotel expansion (illustrated) for the existing hotel on the east side of Pugh Street, with a building that addresses both the Pugh and Foster frontages.
- If hotel expansion is not feasible, a multi-level parking deck could be developed here, provided there would be a high quality architectural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

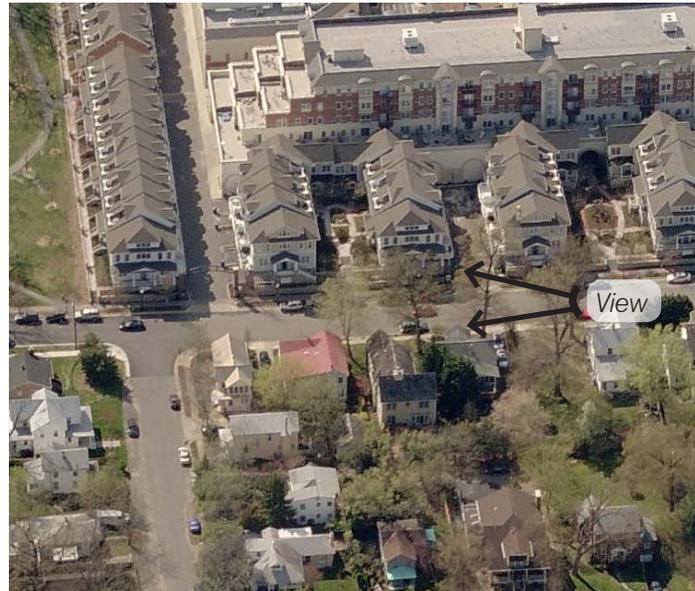
The original master plan for the West End revitalization identified several options for the creation of a commons, connecting West College Avenue with West Campus Drive and the Penn State campus. While one option is illustrated as part of this plan, it can be incorporated in many ways as illustrated 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.

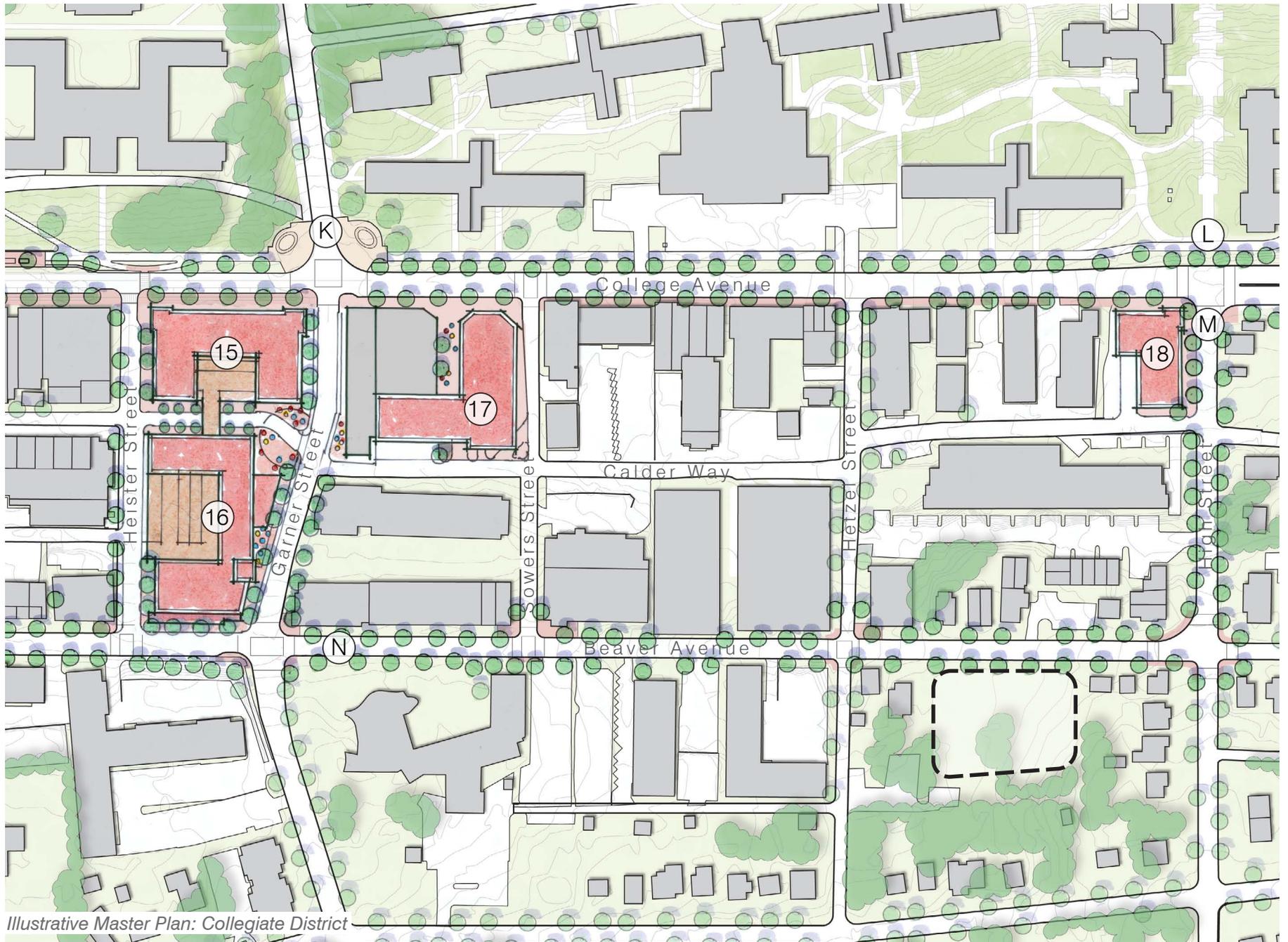
Bottom right: Properties along the northern part of the West End represent important redevelopment opportunities within the West End.

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*

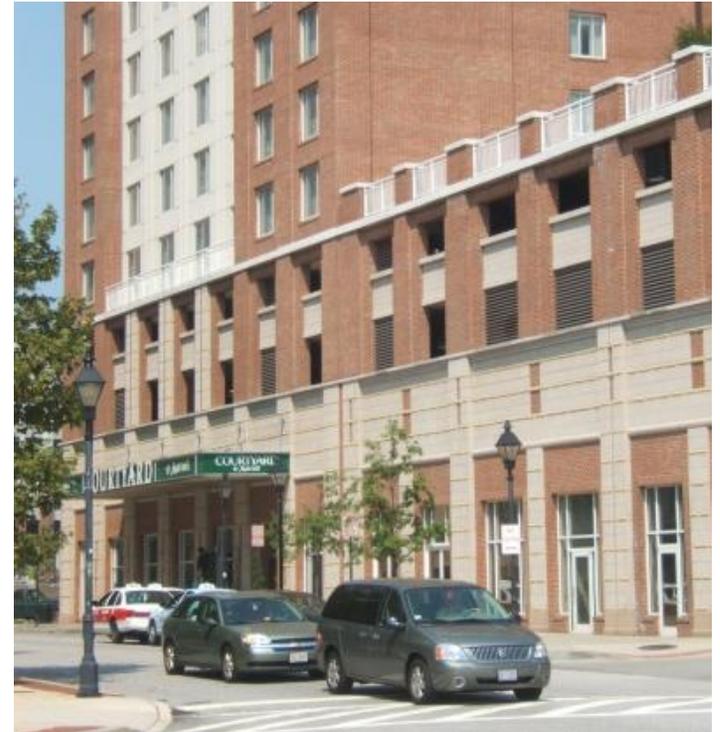
The East End “Collegiate District” is notable because of its concentration of mid-rise, densely developed student housing that, by the nature of its construction, is likely to remain in place for many years to come. This area is also adjacent to significant on-campus student housing at South Halls and 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

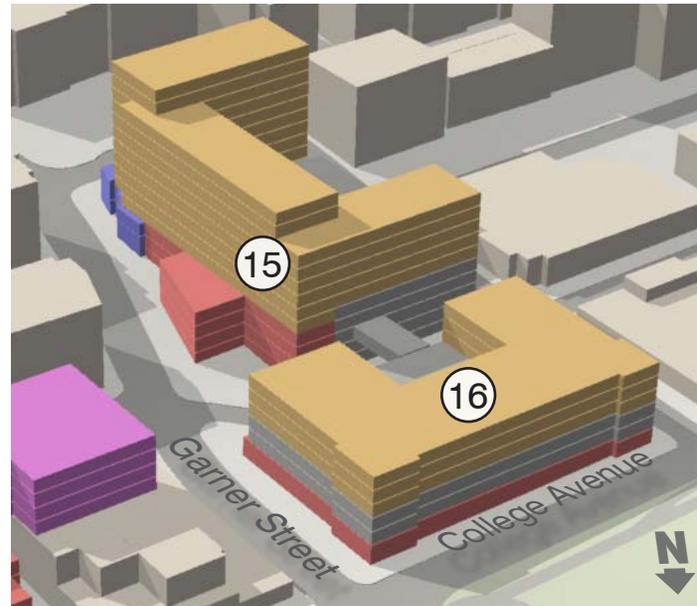
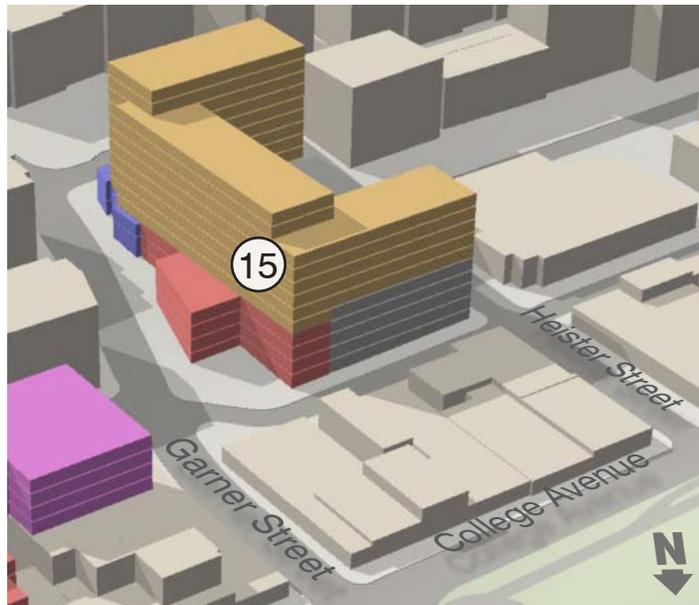
This site is one of the most significant mixed-use development opportunities in downtown and is comprised of three separate properties. The property facing Beaver Avenue is being developed as the Hillel Student Center and will provide a variety of student functions. There is an opportunity to plan and 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.

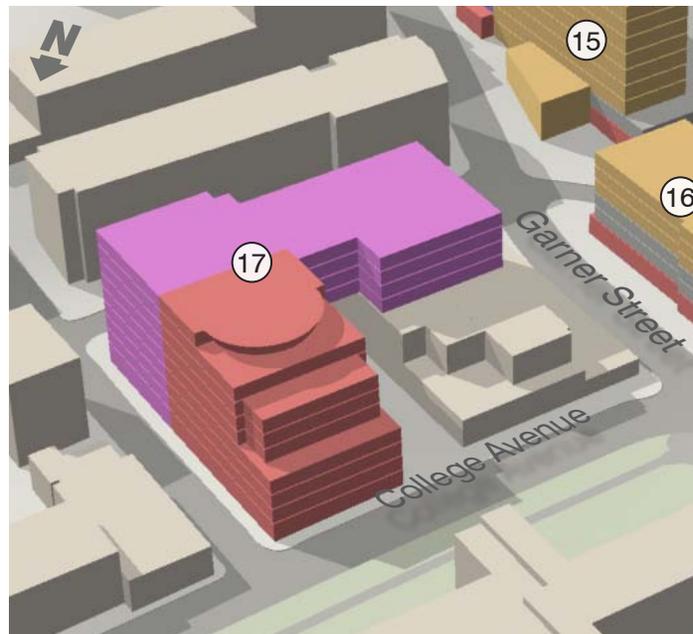
Garner Center North ⑮

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

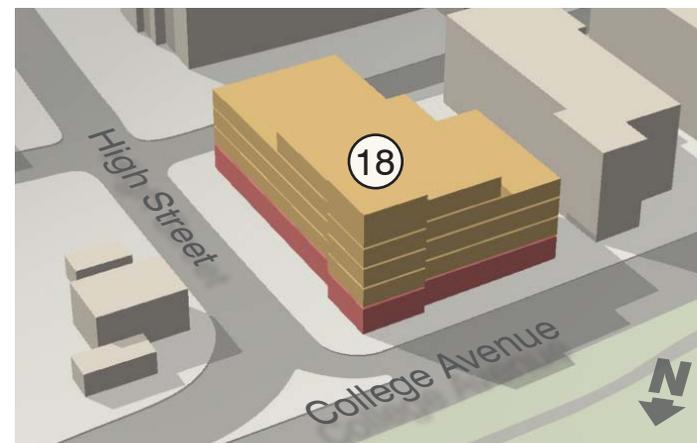
Consider more flexibility in bulk regulations to allow for appropriately-scaled first floor retail space, higher quality architectural design and more functional parking.

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

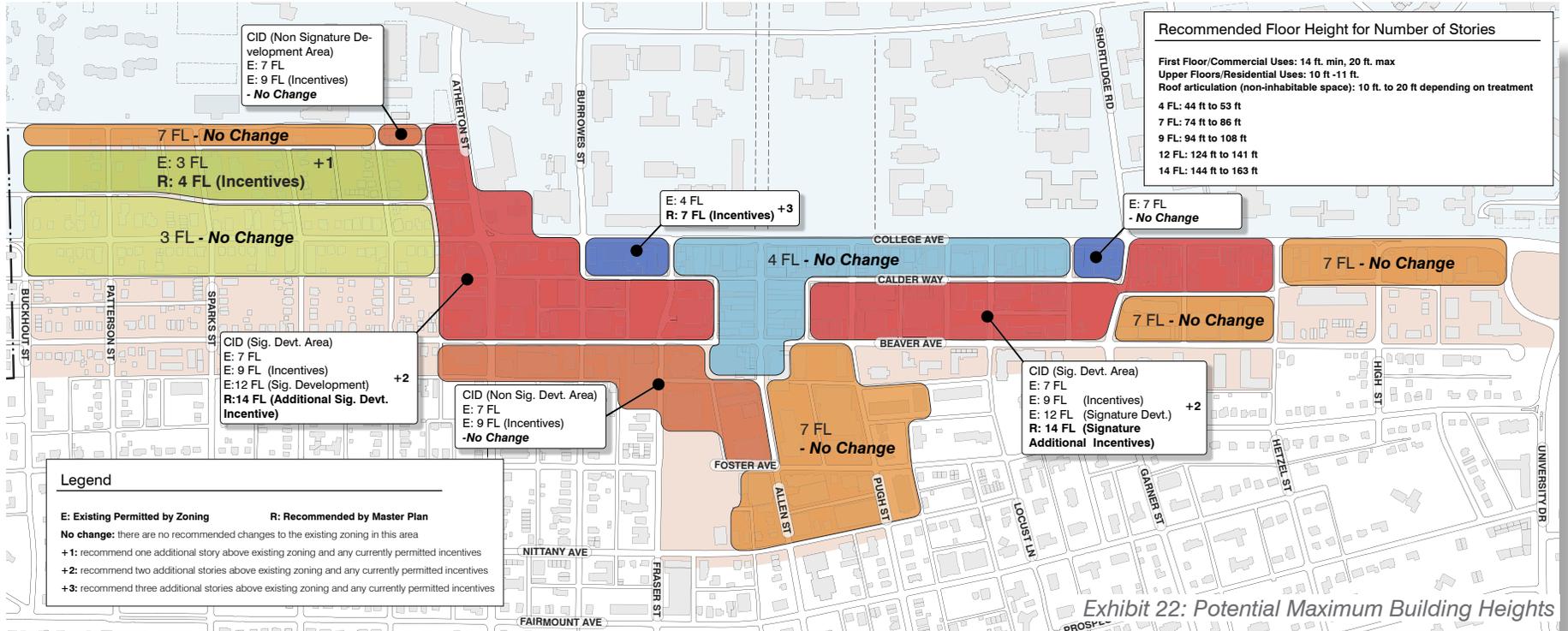
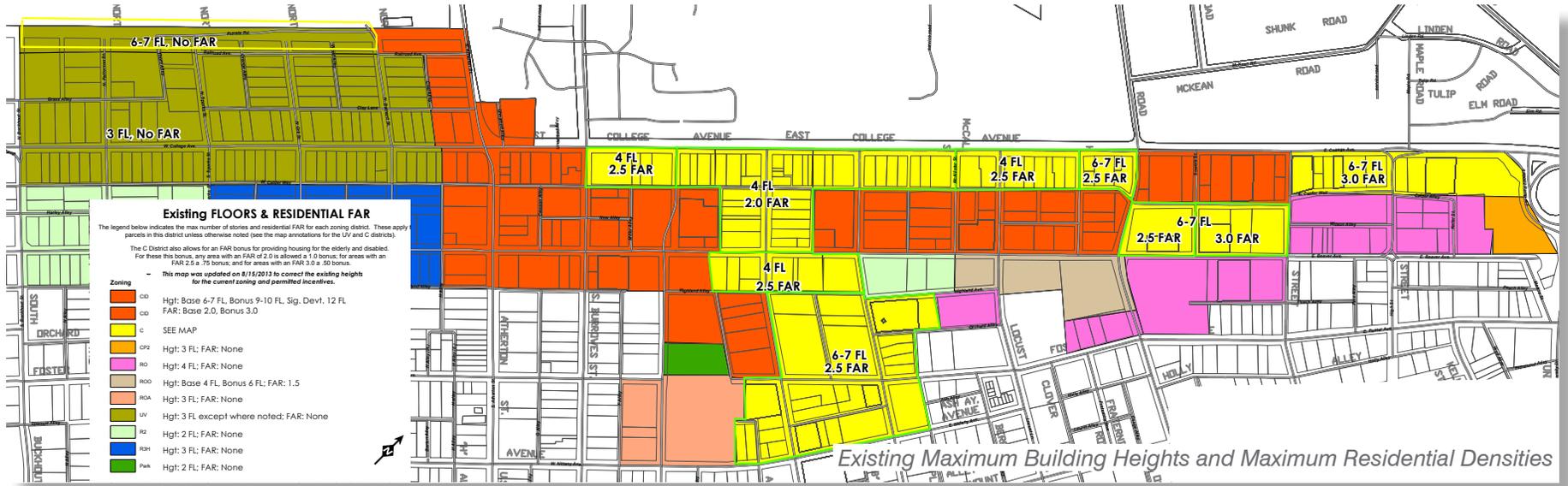
conflicts and making the ordinance more user-friendly. Specifically, the update should include:

- 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.





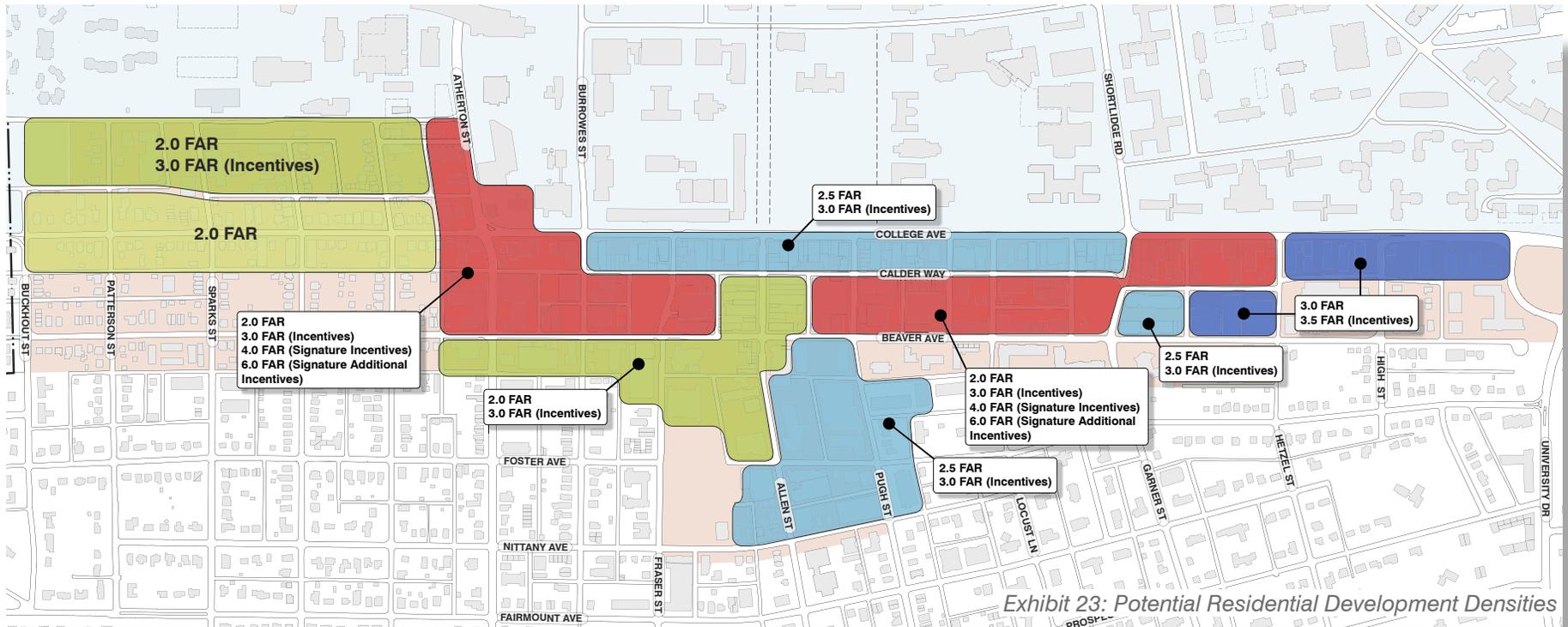


Exhibit 23: Potential Residential Development Densities

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

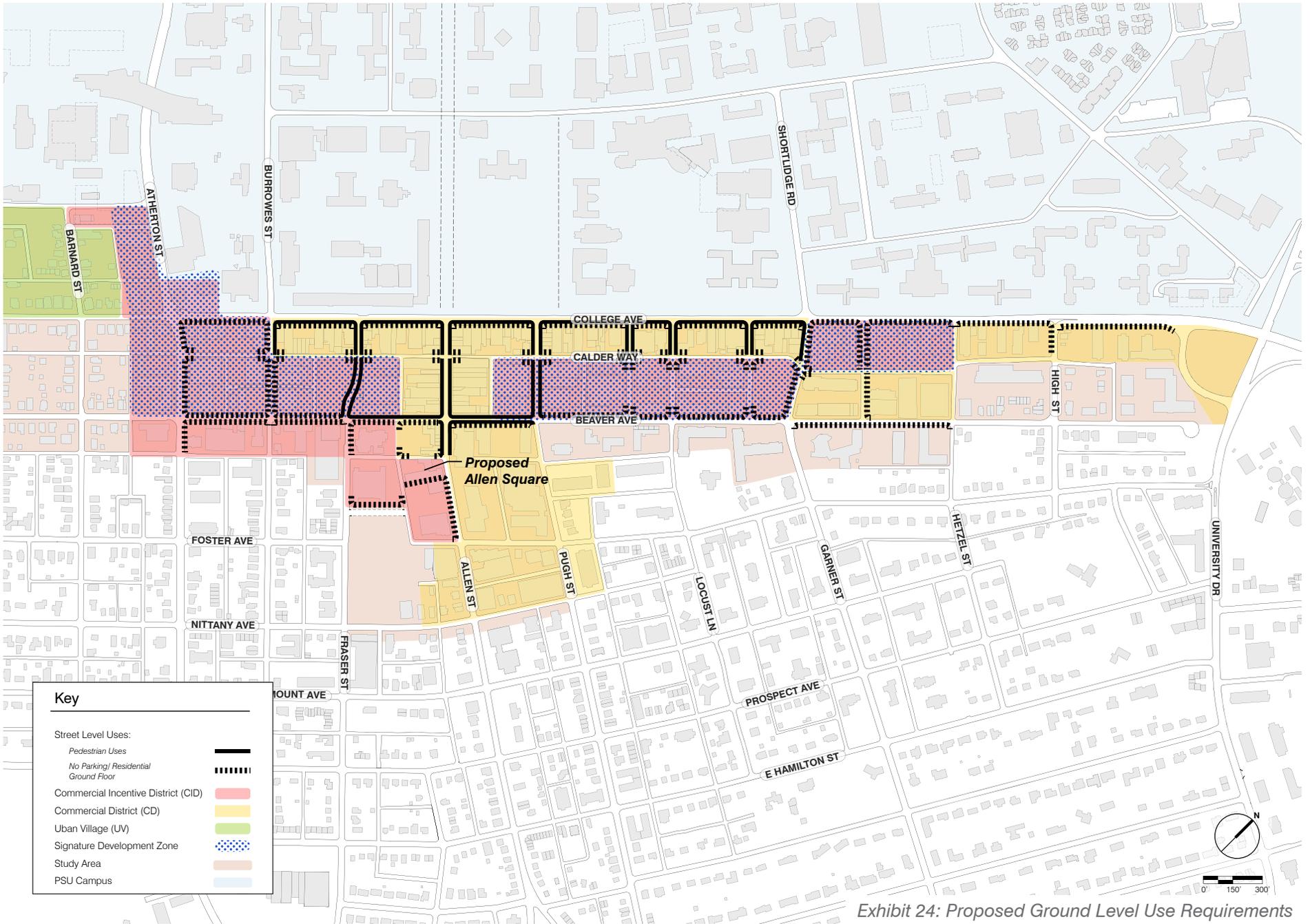
Update design guideline documents to include incentive based design guidelines that promote a higher degree of design quality. More and more mixed use-student residence projects are being developed in College and University towns throughout the US. These projects are being developed by the colleges themselves 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.realepage.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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