

STATE COLLEGE

DOWNTOWN MASTER PLAN

Executive Summary

Adopted August 19, 2013



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Executive Summary

Introduction

Benefits of a Downtown Master Plan

While this introductory section of the report describes the background for the master plan in terms of its purpose and scope, the partnership formed to develop the master plan, the planning process, project goals and study area, it is important to begin by summarizing the benefits of having a master plan. The master plan provides a framework to guide growth and change for a community. Change will, indeed, happen downtown; this master plan will enable the community to guide that change rather than simply react to it. Specifically, having a Downtown Master Plan will help:

- Preserve and increase the tax base
- Encourage private sector investment
- Sustain existing businesses
- Expand the diversity of housing options
- Protect the adjacent neighborhoods
- Identify possibilities for property owners, particularly if they are willing to cooperate with adjacent property owners
- Invigorate downtown with a variety of uses and events

Analysis: Downtown Today

Like any community, State College's downtown contains numerous assets from which to build and several challenges from which to overcome. The planning and design team, with community stakeholders explored these through an analysis of the market conditions, physical conditions and how downtown promotes and brands itself.

Market Assessment

From a market analysis standpoint, the planning and design team examined downtown in terms of retail, office, hotel and housing markets.

Retail Market: State College is part of the Centre region market and downtown was once its primary retail center. Like most communities, State College has experienced the typical migration of basic retail out of the downtown to suburban locations. A particular challenge to State College is that much of this migration has moved to other jurisdictions. While downtown has lost numerous basic retail goods, it has remained a vibrant specialty shopping, dining and nightlife district and remains the center of culture for Central Pennsylvania. This is attributed to the adjacency of Penn State University and its students, staff, faculty, alumni and visitors defining a true "town-gown" character for downtown. While downtown has many retail offerings for a broad cross section of the community, there remains a perception that there are no offerings for the local community. The reality is that there are offerings for the local community, but there remains a desire for more. The market research indicated the best opportunities for retail growth in downtown exist in the categories of home furnishings; special food services

and specialty food; health, personal care, beauty and cosmetics; and clothing and clothing accessories. Each of these categories can be uniquely tailored to appeal to a student, permanent resident and visitor market and the most successful stores will strive toward this broad approach in order to counteract the seasonality of a student market.

Office Market: Downtown offers very little Class A office space and most is in the range of 1,000-2,000 SF. Additionally, there is very little market for significant office space, however, national trends indicate that companies, particularly those that are technological to locate downtowns and this trend is extending to university communities as well. A trend that is gaining real traction is co-working space where multiple solo entrepreneurs share space and common areas. Most university communities are opening both incubators and co-working space in their downtowns in spaces ranging between 10,000 and 20,000 SF and are a partnership between the University and local entities.

Hotel Market: The State College hotel market is marginally healthy when compared to the state as a whole. While occupancy rates have declined slightly recently, average daily rates have increased to the fourth highest in Pennsylvania's fourteen reporting areas. Additionally, revenues per available room remain among the highest in the Commonwealth. The long-term outlook for hotels in the region is positive and several "Select Service" hotels are not yet in the market which represents an opportunity for downtown, particularly as part of mixed-use developments. While it takes several years for the market to realize these developments, opportunities should be identified and preserved in the downtown.

Housing Market: Downtown State College has had little residential construction geared toward the non-student population due to the attractive market conditions for developing student housing. However, there is likely some demand for residential projects catering to non-students. Many stakeholders expressed the desire to provide more workforce housing and downtown opportunities for young professionals. This non-student housing would need to

be high quality, offer excellent amenities and be marketed aggressively. The reality of developing non-student housing, however, is contingent on the Borough providing some incentives to make it economically feasible.

In addition, there is also a need to develop high quality student housing in the downtown to absorb a larger share of student housing otherwise moving to surrounding townships and to minimize student housing moving into the neighborhoods adjacent to downtown. While the suburban student housing offers amenities not available downtown (abundant parking, pools, clubhouses, etc.), downtown student housing can compete with its proximity to campus and to downtown retail and restaurant offerings.

Physical Assessment

Downtown State College is quite wide in an east-west direction and shallow from north to south. This linear arrangement has naturally led the downtown to naturally evolve as a series of sub-districts included within three broad districts: the West End Urban Village, the Traditional Downtown and the East End Collegiate District.

Transportation: Downtown State College and the Penn State campus are true multi-modal districts with a fairly well-defined transportation network that accommodates cars, buses, bicycles and pedestrians. The car remains a dominant mode of transportation; however, CATA offers excellent campus-oriented (not commuter-oriented) bus service and there is an expanding bicycle network. The need exists to further expand the bus network and to enhance amenities at bus stops. It will also be important to continue to expand the bicycle network, particularly by completing missing connections, and to expand bicycle amenities.

Unlike most small downtowns and even many college and university communities, downtown State College enjoys a significant amount of pedestrian activity and is already a very walkable community. In fact, the pedestrian volumes can be so heavy at times, that some sidewalks cannot accommodate the number of people. As part of the master

plan, it will be important to expand pedestrian sidewalks areas where possible for both comfort and safety.

In addition to expanded accommodations to bus, bicycle and pedestrian facilities, State College continues to exam and implement facilities related to cars including signal timing upgrades, intersection safety improvements, and service/loading accommodations and parking accommodations. There are several opportunities to expand sidewalk areas related to parking, including replacing some on-street parking with sidewalk. This solution needs to be considered in context with other parking strategies which will be developed as part of the Borough's parking study.

Physical Design and Placemaking: Downtown State College is characterized by an urban form that is in distinct contrast to the broad open lawns and green spaces of the Penn State campus and the leafy historic neighborhoods that are adjacent. While Downtown lacks a “town square” and other large civic spaces, its sidewalk areas and, in some cases, streets comprise the important downtown public places – places for social engagement, venues for events and a canvas for public art. Allen Street is the heart of downtown and the location for significant outdoor events and festivals. Calder Way is a “funky” shared space that already accommodates cars, service vehicles, bikes and pedestrians. College Avenue is the seam that joins “town” and “gown”. There are opportunities to build upon this solid framework to enhance the downtown public realm.

In addition to the physical aspects of placemaking, downtown's community brand plays an important role in the community's image and sense of place. Currently, downtown State College itself does not have a distinct brand image. Downtown Improvement District is using a logo and brand but it is not used as part of a comprehensive marketing initiative. It is imperative that downtown State College has a brand that is compelling, interesting and cohesive. It is also important that downtown has a brand that distinguishes itself from Penn State University, while reinforcing the integral relationship between the two entities. The community is dynamic and deserves a dynamic brand system.

The Vision: Looking Forward

Vision Statement

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

Best Practices from Great Places

In order to achieve the vision, the downtown master plan draws upon “best practices” from throughout the world. These include:

- Reinforcement of the town/gown experience
- Diversity in retail offerings, downtown housing and things to do
- Transportation choices
- Connectivity
- Human scale
- Density
- Attractive and comfortable public realm
- Sustainability

Guiding Themes

The master plan recommendations are organized around five guiding themes. While each theme has a primary focus, they are all interrelated. Therefore, many recommendations reinforce multiple themes. The five themes are:

- Theme 1: Marketing the District-Cultivating Downtown's identity to residents, visitors and investors.

- Theme 2: Navigating the District – Building a pedestrian-friendly, multi-modal downtown
- Theme 3: Connecting the District – Creating a comfortable, cohesive and attractive downtown
- Theme 4: Living in the District-Establishing downtown as a place for professionals to live and work
- Theme 5: Managing the District – Fostering a safe and appealing downtown

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

1-A: Brand Statement and Tagline

Adopt the Brand Statement and Tagline.

1-B: Brand Committee

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

1-C: Brand Launch Event

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

1-D: Downtown Improvement District Brand Identity

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

1-E: State College Borough Brand Identity

Explore a redesign of Borough logo and branding materials.

1-F: Brand Extension for Events

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

1-G: Downtown Marketing Program

Deploy the Brand in an aggressive marketing program.

1-H: Collateral Material

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

1-I: Brand Evaluation

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

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

2-A: Advance Stop Lines

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

2-B: Road Diets

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

2-C: Intersection Safety

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

2-D: Traffic Control

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

2-E: Bicycle Network

Expand the bicycle network downtown.

2-F: Bicycle Accommodations

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

2-G: Bicycle Regulations

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

2-H: Parking Strategies to Consider

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

2-I: Wayfinding Signage for Parking Resources

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

2-J: Parking Marketing Resources

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

2-K: Transit Fare Study Applications

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

2-L: Enhanced Transit Stops

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

2-M: Branding

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

2-N: Transit System

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

2-O: Banners

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

2-P: Wayfinding Signage

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

Where the Blue & White adds some

COLOR



DOWNTOWN State College ...The Best Times of Your Life



The Downtown State College brand identity and tagline can be used to market the downtown's unique assets (top left and far left), advertise downtown events (middle left to right, four images), promote transportation services (bottom, far left) and communicate positive messages during the implementation of physical improvements (bottom, middle).

Bottom left (two images): The brand identity for Downtown State College, Inc. is distinct from the overall downtown brand, but the two are integrated through the use of like typefaces and colors. Downtown State College, Inc. should leverage the brand to highlight successes and build credibility with constituents and potential partners.



Walk. Bike. Ride. Park. Valet.

It's **EASY** to
DISCOVER The Best Times of Your Life

DOWNTOWN State College ...The Best Times of Your Life



Community Branding

Downtown State College is not only a quintessential college town, but also boasts what is one of the most distinct delineations between “town” and “gown.” While downtown has lacked a cohesive identity, a tremendous opportunity exists to better sustain itself by selling its assets, dispelling misperceptions, attracting investment and providing a platform for existing stores, restaurants, entertainment venues, residential opportunities and offices to highlight downtown as a truly one-of-a-kind place.

A community brand is more than a logo or a tagline, it is a promise a place makes with people. Downtown should establish its brand values that will be used to guide constituent groups to believe in and adopt the overall brand system. The brand values for downtown are as follows:

- Downtown is a college town.
- Downtown is also a place for all people: Local residents/families, regional residents/families, visitors, students, alumni, faculty/staff and entrepreneurs.
- Downtown adds value for and is an important complement to Penn State University.
- Downtown is a collection of special places.
- Downtown is vibrant and full of life.
- Downtown is where memories are made.

Brand attributes are the tools that the graphic artist uses to construct materials that market the community. The brand attributes for downtown include typefaces, colors, a logo, and a tagline and are detailed in the master plan.

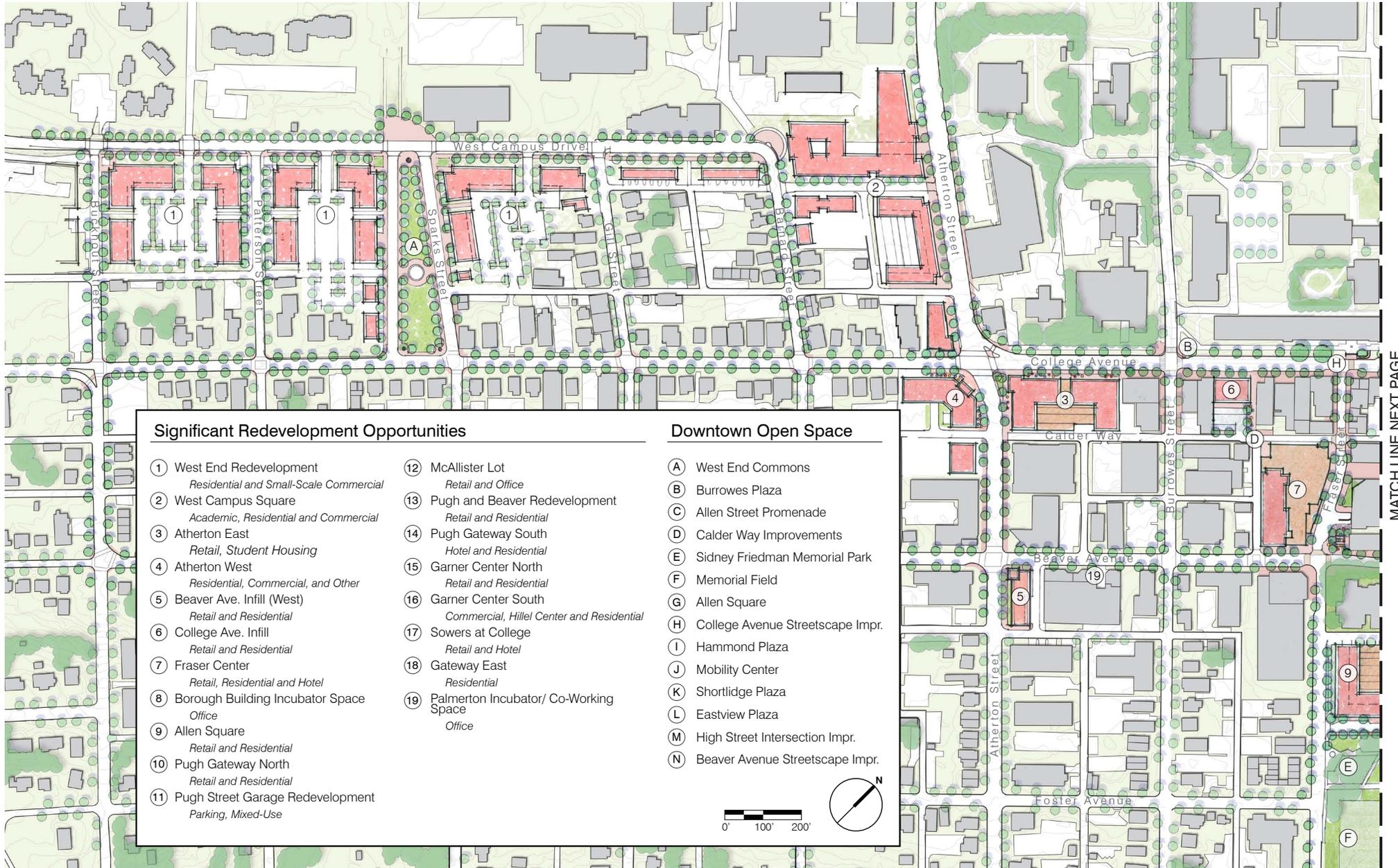
A brand statement for downtown State College was prepared to explain the tagline, “The Best Times of Your Life.” This statement can be used altogether or pieced apart to market a particular aspect of downtown.

Top far right: The brand statement for Downtown State College captures the brand values and provides a vision for the type of place downtown is to become.

Bottom far right: The brand logo and tagline capture the unique identity of downtown and serve as the basis for the brand system. The examples shown illustrate the flexibility of the system to be printed in full color, two-tone, single-color, and black and white.

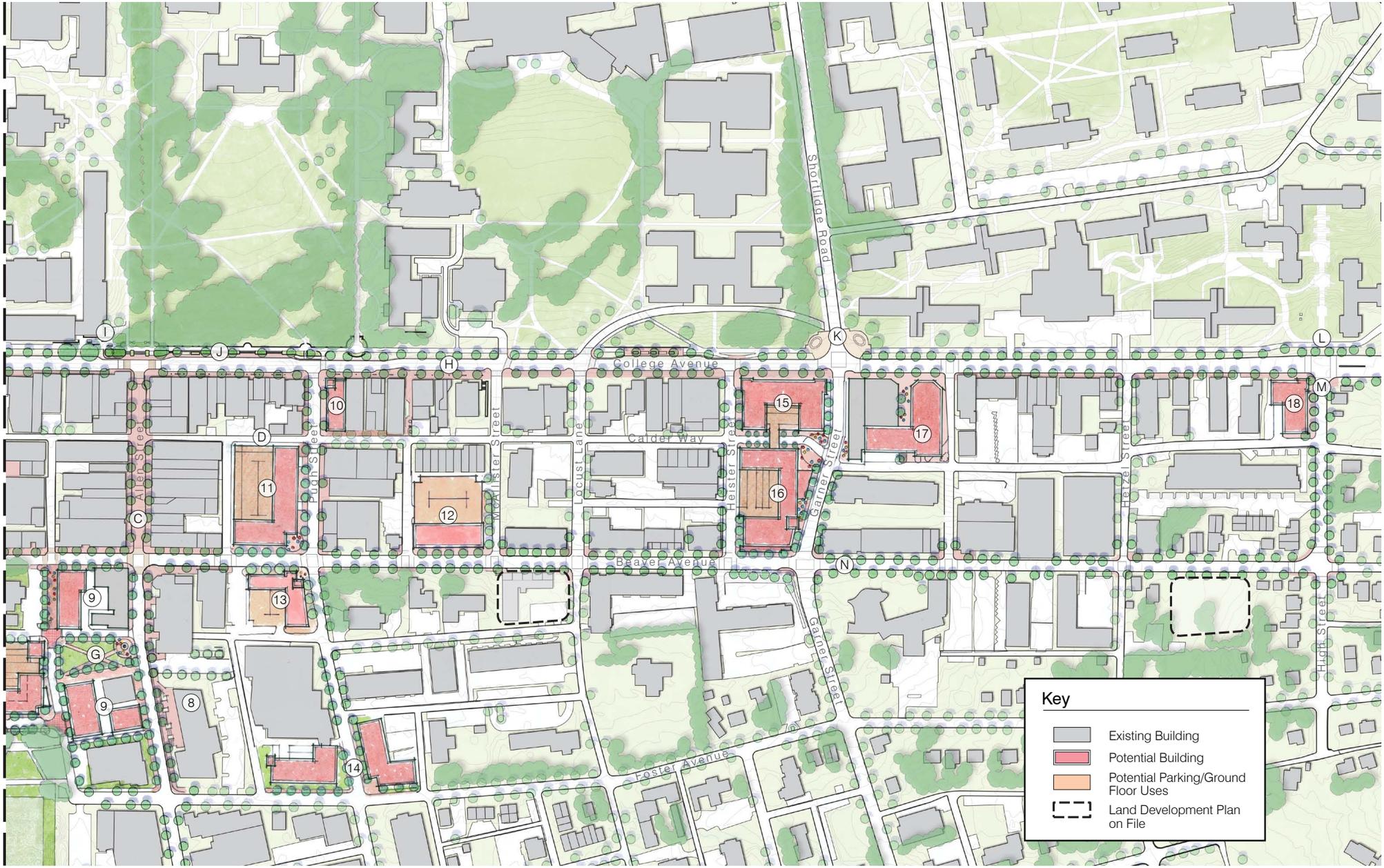


State College Downtown Master Plan



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

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

3-A: Downtown Public Art Program

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

3-B: Downtown Open Space Network

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

3-C: Cohesive Design

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

3-D: Streetscape Typologies

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

3-E: Allen Street Promenade (Catalyst Project)

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

Streetscape Type A - Primary

(See pages 16-17.)

3-F: College Avenue (Catalyst Project - Allen Street Intersection)

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

Streetscape Type A - Primary and Secondary

(See pages 18-19.)

3-G: PennDOT Turnback Program

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

3-H: Calder Way (Catalyst Project - Burrowes Street to Hiester Street)

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

Streetscape Type D

(See pages 20-21.)

3-I: Beaver Avenue Streetscape Enhancements (Catalyst Project - Miller Alley to Pugh Street)

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

Streetscape Type B - Primary and Secondary

(See pages 22-23.)

3-J: Hiester Promenade

Streetscape Type A - Primary

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

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

Streetscape Type B - Primary

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

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

Streetscape Type C

3-M: West Campus Drive and Other West End Streets

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

Streetscape Type A - Secondary

3-N: Other Streets

Incrementally improve other downtown streets to complete the streetscape network.

Streetscape Type E

Allen Street Promenade between College Avenue and Calder Way



Allen Street Promenade - Closed for Special Event



Far left: Illustrative cross sections of Allen Street show how the street would function during a regular day (top) and during special events when all or a portion of the street would be closed to vehicles (bottom).

The recommendations for the Allen Street Promenade include bringing the roadway at grade with the sidewalks and installing continuous brick paving from building face to building face. Sidewalks would be separated from parallel parking areas by bollards, as has been done in Greenville, SC (top left).

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

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

Allen Street Promenade

The concept for the Allen Street Promenade is to treat this block of Allen Street as a “great place”—one that becomes the “town square” for State College. The proposal does not permanently close this block of Allen Street to vehicles, but rather allows great flexibility in how it functions. Most of the time, the block will facilitate two-way traffic and on-street parking as it currently does. Other times, it could be closed to accommodate events or increased pedestrian volume, either entirely (College Ave. to Beaver Ave.) or in segments (College Ave. to Calder Way or Calder Way to Beaver Ave.).

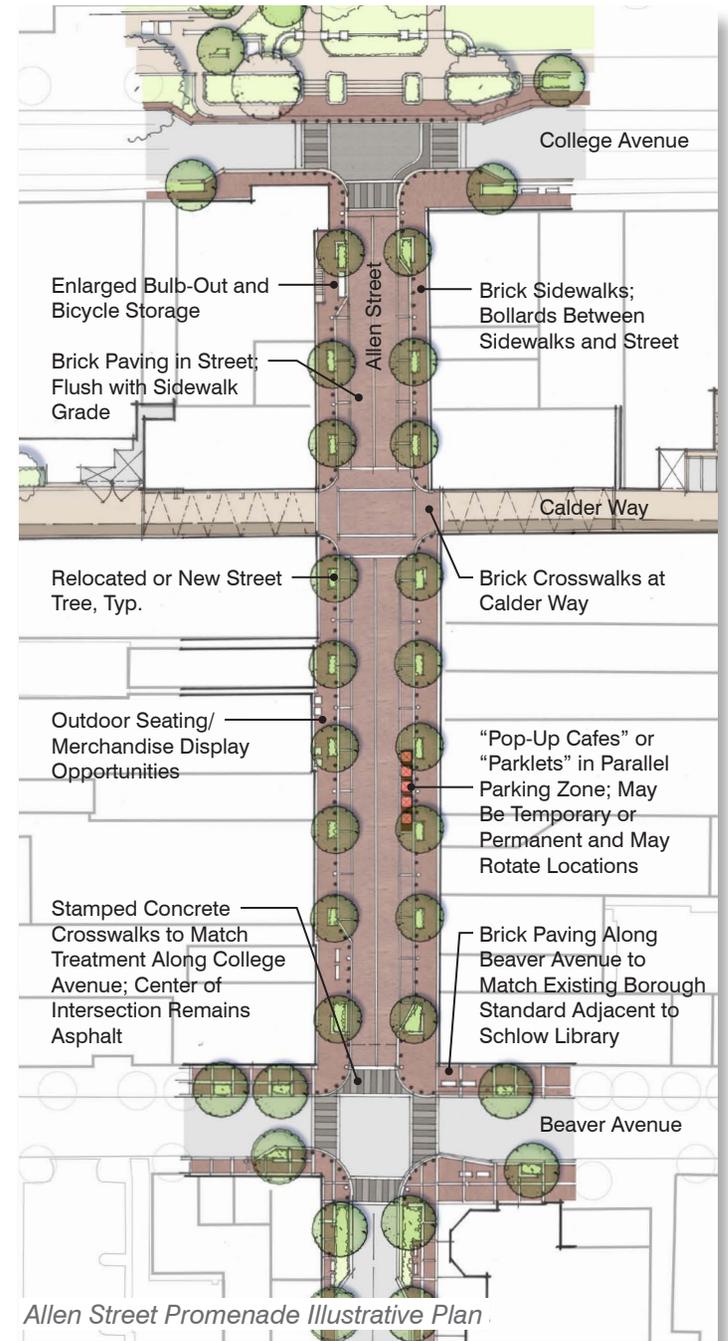
Downtown State College, Inc. and the Borough should experiment with regular closings during weeknight evenings, weekends or for special events. On-going evaluation of the success of closing and programming the space will be important and should be well-coordinated with the business community, particularly those along Allen Street.

Design enhancements are illustrated on pages 16-17 and explained in detail under Master Plan Recommendation 2-E.

Additional design recommendations and materials are outlined in Appendix C: Design Guide of the Master Plan. The intersection with College Avenue is described and illustrated under Recommendation 2-F of the Master Plan.



Right: View of Allen Street looking north from Beaver Avenue. This block already serves as the home for special events throughout the year and has great potential to become State College’s “town square.”

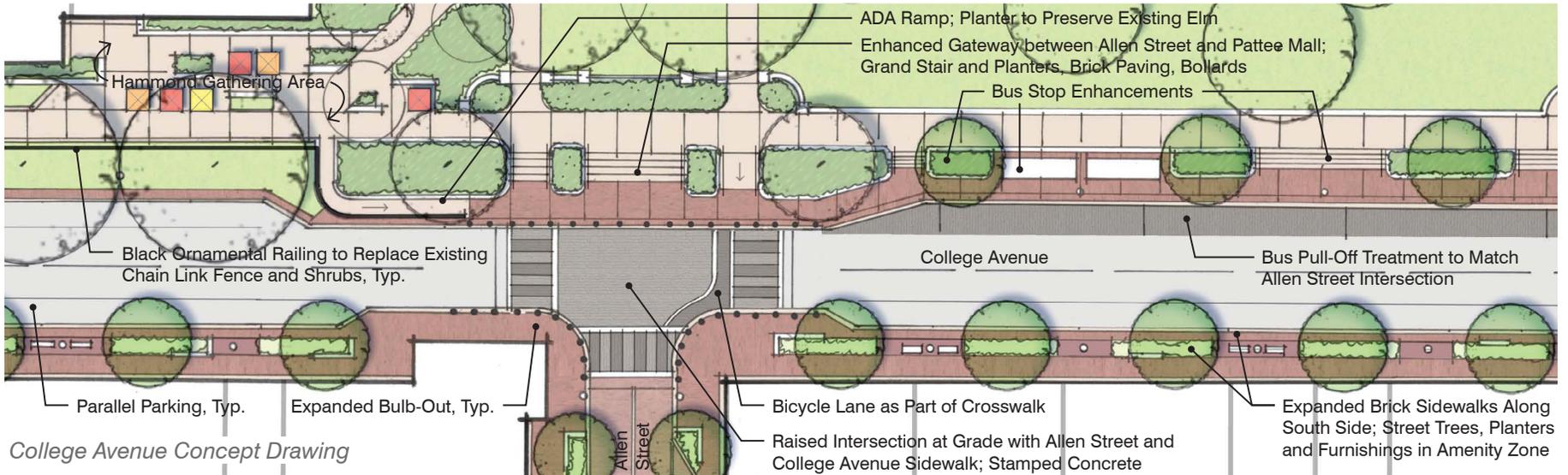




College Avenue Proposed Cross Sections: Varying Treatments of Amenity Zone



Above: The College Avenue banner system reinforces its unique identity and ties back to the overall brand for Downtown through colors and font styles.



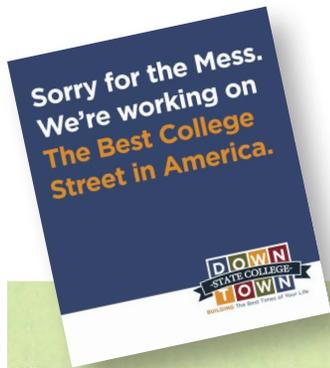
College Avenue Concept Drawing

College Avenue



Above: The brand identity and tagline for College Avenue.

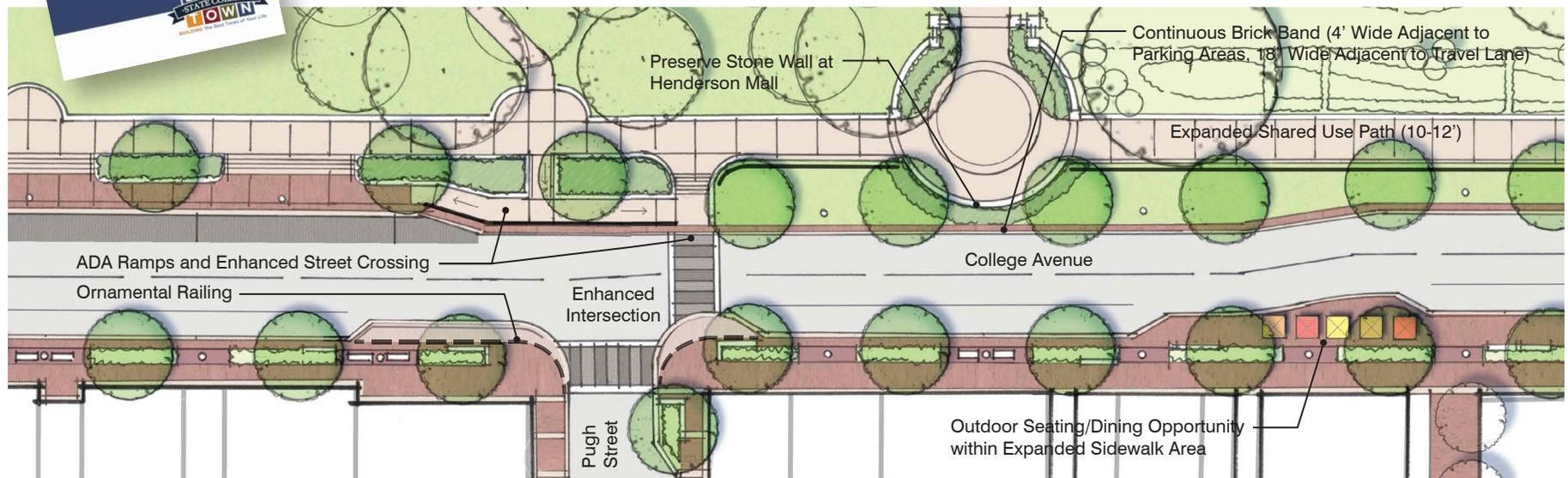
Below: Brand collateral for College Avenue.



The overall concept for College Avenue from Buckhout Street to University Drive is to create a distinct brand, safe and comfortable pedestrian environment and a unified streetscape image that complements the unique qualities of each side of the street: the broad lawns and traditions of the Penn State campus and the vibrant college town environment of downtown State College.

Recommendations include removing the north side parallel parking and relocating the travel lanes and south side parallel parking in most areas to allow for expanded sidewalks and pedestrian areas on the south side; using unified streetscape elements and materials; implementing a distinct brand identity; opening up views to the Penn State campus to make it more visible from College Avenue; expanding in most locations the existing sidewalk on the campus side of College Avenue to 10-12' in width; utilizing bulb-outs at intersections to better accommodate ADA access to campus and improve aesthetics through

expanded planting areas; enhancing the Allen Street intersection by eliminating the curbs at the intersection and raising the street grade to sidewalk level to reduce vehicle speeds and provide improved ADA and bicycle accessibility between Downtown and Pattee Mall; further improve pedestrian safety by limiting crosswalks to the east side of most intersections to minimize vehicle conflicts; enhance transit stops by improving ADA accommodations and installing shelters, benches, trash and recycle containers and newspaper corrals; creating more substantial gathering areas at select nodes on the campus side of the street by installing portable tables and chairs, seat walls, benches and, in select locations, broad stairs; maintaining existing restrictions on loading and provide for designated loading areas; and creating a true intersection at High Street rather than the existing free-flowing movement from onto eastbound College Avenue to improve pedestrian safety and accessibility to campus.





Calder Way Proposed Condition



Above: The brand identity and collateral materials for Calder Way capture the unique, funky nature of the space and tie into the overall Downtown brand.



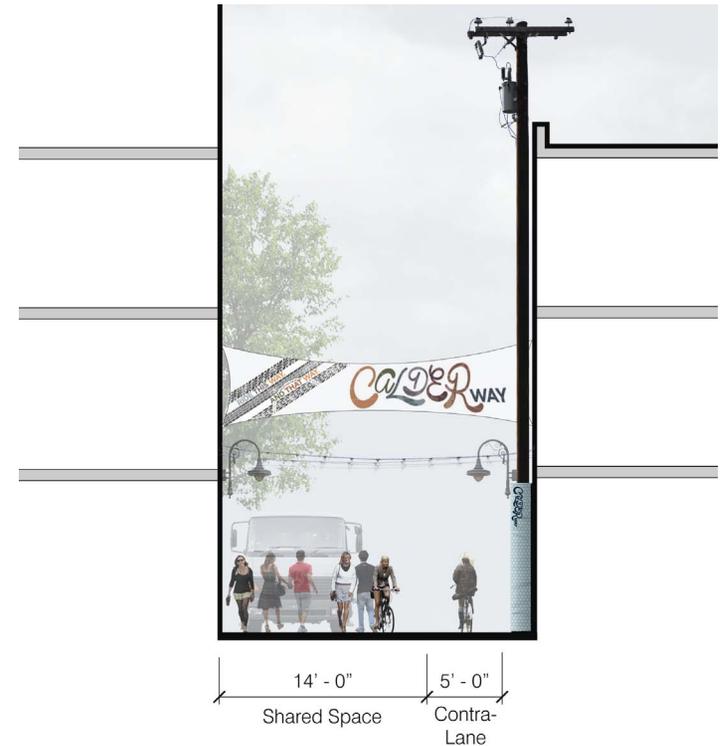
Caption regarding the funky nature and pedestrian scale of Calder Way... Public art opportunities to build on existing...

Calder Way

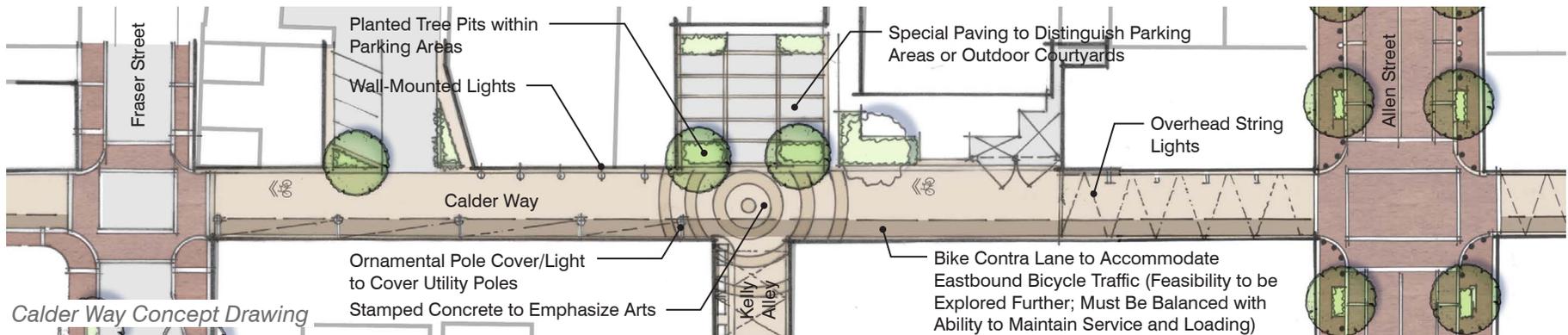
The concept for Calder Way is to create a “shared space” that facilitates service, vehicular, pedestrian and bicycle traffic at the same time. The design shows preference to the pedestrian and discourages motorists from using the alley as a short-cut. Physical enhancements and a unique brand identity offer opportunities to build on the “funky,” artsy qualities that currently exist.

Specific design enhancements include the removal of curbed sidewalks where feasible, use of stamped asphalt or concrete paving incorporating arts themes in key locations and use of “sharrows” to designate shared bike space for westbound traffic. The designation of a “contra-flow” lane should be explored to allow for eastbound bicycle traffic.

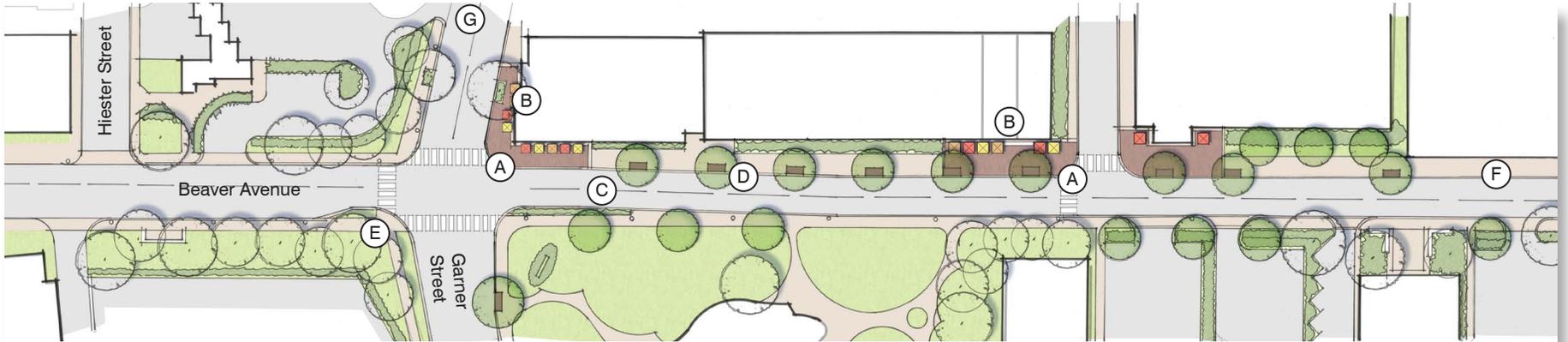
The alley would be animated by special lighting affixed to adjacent buildings, ornamental lights “wrapped” around existing utility poles and overhead string lights. The space should also be a venue to engage artists to expand the mural program, develop “living walls” on blank building walls, incorporate arts-themed banners and incorporate unique façade treatments that might not be appropriate on “front door” streets. As redevelopment occurs, active uses should face and engage the alley, particularly at intersections.



Calder Way Between Allen St. and Pugh St.



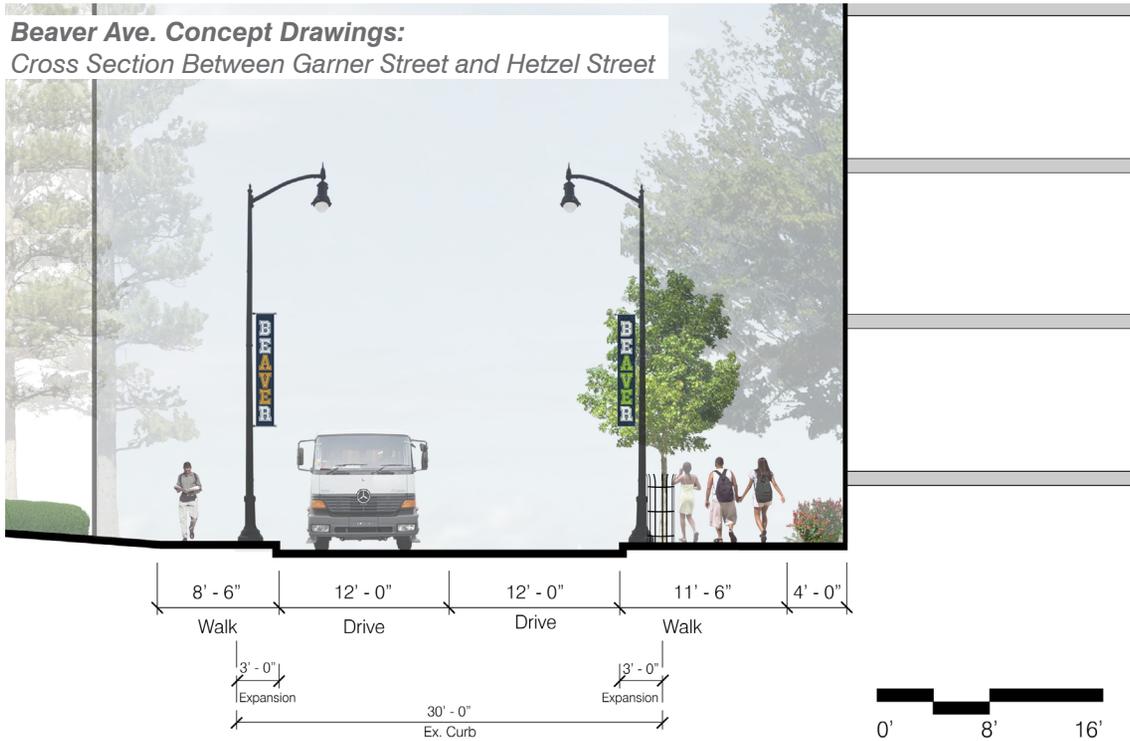
Calder Way Concept Drawing



Beaver Ave. Concept Drawings:
Illustrative Plan - Typical Segment

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

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



Beaver Avenue

The concept for Beaver Avenue is to create a public realm and streetscape character that at once unifies the street and acknowledges the varied character that exists along it. This will be realized by developing a unique brand identity for the street; expanding sidewalks, providing curb bulb-outs and narrowing travel lanes where possible; building on the palette of materials and furnishings already in use between Fraser and Allen Streets; and enhancing transit stops.

The brand tag line for Beaver Avenue (“All kinds of character”) provides the opportunity to play up the traditional downtown character west of Pugh Street and a more student-oriented identity east of Pugh Street.

Narrowing lanes where possible from 15' wide to 12' wide, particularly between Garner and High Streets, will allow for sidewalk expansion of 3' (+/-) on each side. Between Fraser and Pugh Streets, utilize the brick with concrete banding paving pattern already in use along some sections of the sidewalk. Beyond Fraser and Pugh Streets, utilize primarily scored concrete with large brick fields at intersections.

Right: The streetscape character in front of Saint’s Cafe illustrates the potential for the rest of Beaver Avenue. Expanded pedestrian areas, outdoor seating and dining, and cohesive materials and furnishings should be encouraged where possible along the street.

Far right: The Beaver Avenue brand identity captures the unique character of the street, yet remains grounded in the overall Downtown brand through like colors and font styles. The brand is expandable for events, notices and banners (bottom) throughout the corridor.



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

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.

(See pages 26-27.)

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.

(See pages 28-29.)

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.

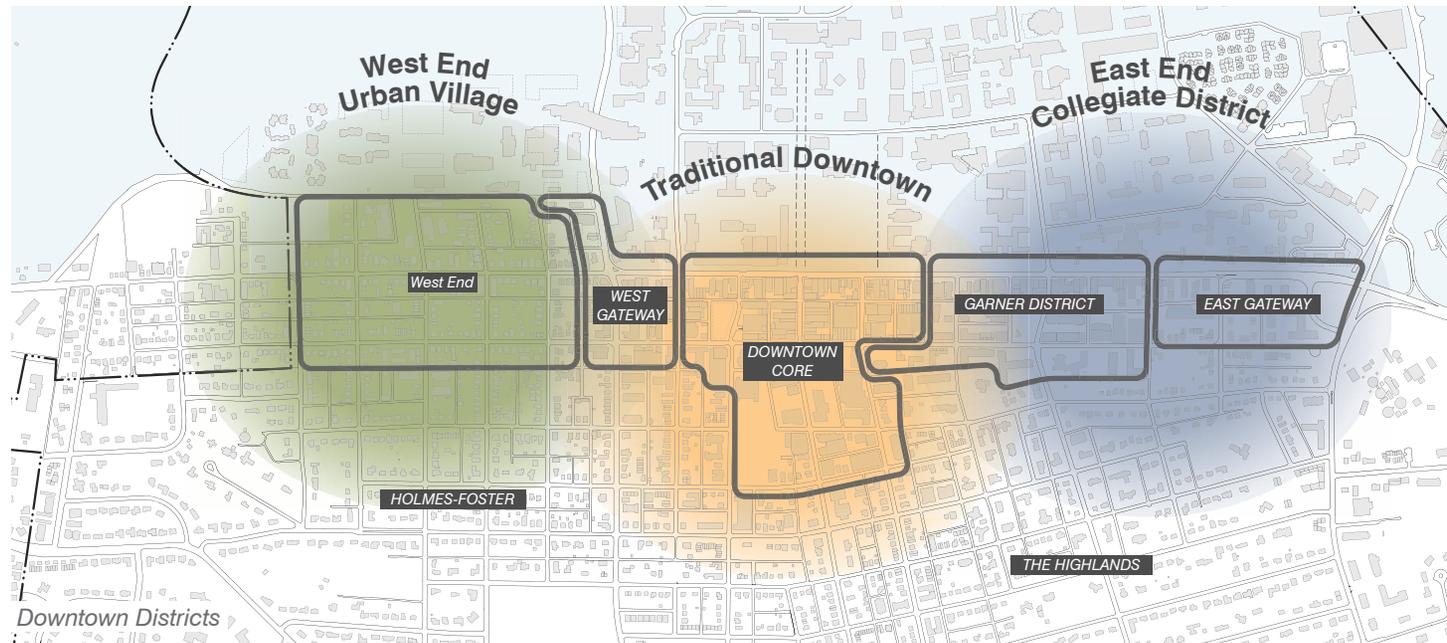
(See pages 30-31.)

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.

4-E: Zoning Code Update

Perform a stakeholder-based comprehensive update to the existing zoning code to simplify and make more user-friendly.



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.

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

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.

4-I: Co-Working Incubator and Flex Space 
Develop co-working entrepreneurial incubator and “flex” space in downtown.

4-J: Local Investment Strategy 
Explore ways for the local community to invest in business start-ups in State College.

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.

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.

4-M: Funding Options
The Borough and all of its partners should explore additional funding options for downtown improvements.

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

5-A: Communication of Initiatives Done to Date
Identify recent and current initiatives undertaken by the Borough, University, D.I.D. and other partners and share with the community.

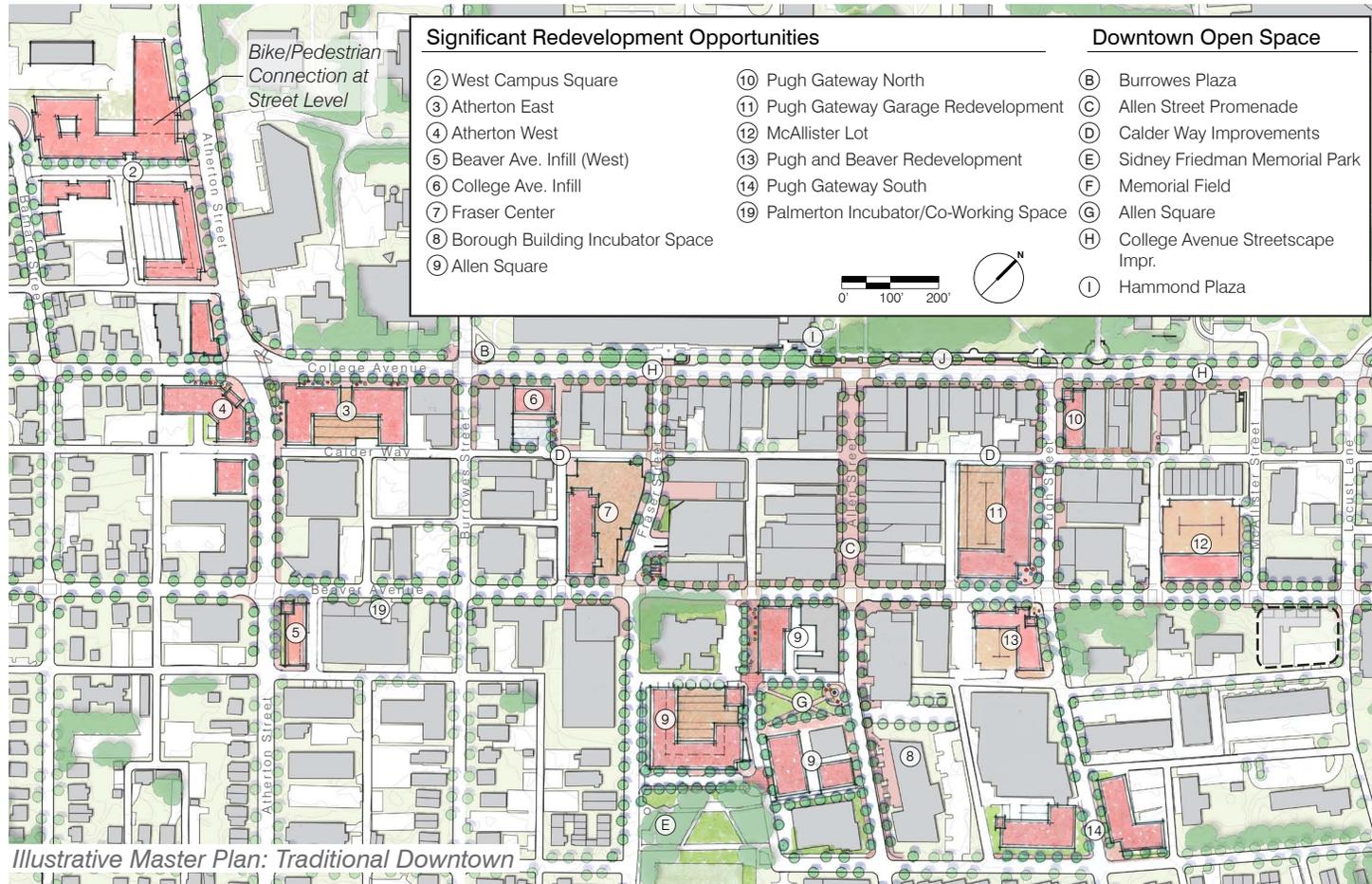
5-B: Downtown “Clean and Green” 
Build upon the Borough and DSC, Inc.’s successful efforts of keeping downtown clean by including businesses and student groups.

5-C: Responsible Hospitality Institute (RHI) Study – Review and Prioritization
Review the RHI report from 2009 and identify those recommendations that are still relevant and prioritize actions.

5-D: State College Borough Sustainable Neighborhood Report 2012 Actions
Continue to use the State College Borough Sustainable Neighborhood Report as a guide for assessing stabilization of the existing neighborhoods surrounding downtown.

5-E : “Traditional Downtown”
Continue to reinforce the downtown core as a “traditional downtown.”

5-F: Economic Impact of Local Events.
The DID and the Borough of State College should partner with Penn State University to regularly assess the economic impact of special events on Allen Street and throughout downtown.



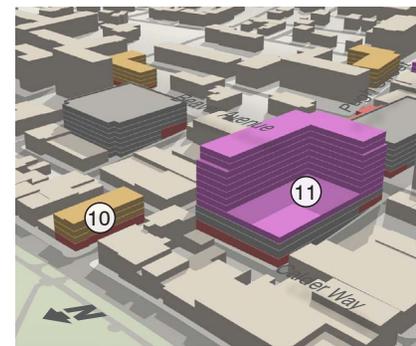
Bottom: Model images show some of the redevelopment proposals for significant sites in the Traditional Downtown.



Atherton East and West



Fraser Centre



Pugh Street Redevelopment



Traditional Downtown

The downtown core or “Traditional Downtown” is a unique and varied district, with Allen Street at its center surrounded by the most historic-feeling blocks of downtown. Moving out from this area, a mix of development density exists. The Borough should target this district for redevelopment, including the College/Atherton intersection, and emphasize a mix of uses that reinforces a traditional downtown character that includes non-student housing, hotel, office, incubator space, co-working/flex space, gallery space and additional retail. The following traits should be fundamental to future development in this district:

- The Allen Street area and adjacent blocks along College Avenue (indicated in the zoning plan) should be areas that remain as true as possible to the historic development patterns of State College.
- Opportunities for denser development should be explored in the broader downtown core as allowed in the existing zoning code, provided that development pays attention to how buildings interact with the street in order to preserve the “traditional” feel of downtown.

Bottom right: 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.

Bottom far right: The Allen Square redevelopment project illustrates how effective coordinated development of multiple projects can define a great place while linking other downtown districts and assets.

Key characteristics of future development in the district include: respect for the historic patterns and scale of the downtown core; attention to the quality, scale and mix of uses of the first floor; and an emphasis on a high-quality, walk-able public realm.

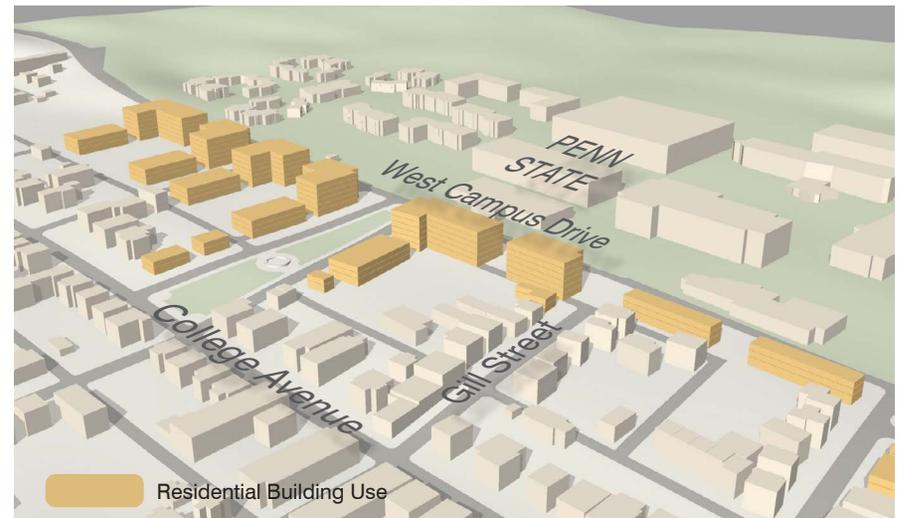


- Upper floors should combine a variety of uses including employment, residential (with an emphasis on non-student housing), hotel, family related and cultural uses and public services.
- Ultimately, the downtown core should evolve as a walkable area with a variety of ground floor uses appealing to local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

Key projects for the Traditional Downtown district as detailed in the master plan include: West Campus Square, Atherton East, Atherton West, Beaver Avenue Infill (West), Palmerton Incubator/Co-Working Space, College Avenue Infill, Fraser Centre, Allen Square, Borough Building Incubator/Co-Working Space, Pugh Gateway North, Pugh Street Garage Redevelopment, McAllister Lot, Pugh and Beaver Redevelopment, and Pugh Gateway South.



West End Urban Village - Three Story Development



West End Urban Village - Three to Six Story Development

West End Urban Village

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

The following components of the West End Plan should be strongly considered as part of the Downtown Master Plan:

- Protect the neighborhood character and reinforce the existing single-family nature of the area.
- New infill development, particularly adjacent to Penn State's West Campus, would be beneficial to the neighborhood, the borough, and the university.
- Penn State's master plan identifies building and open space development for the West Campus. The Borough should look to redevelop the adjacent West End to reinforce a positive town/gown relationship.
- Provide newer, attractive housing options close to campus to combat the ongoing conversion of private single-family homes to rental housing.
- Encourage a limited mix of commercial uses as described in the Urban Village ordinance (cafes, neighborhood support retail, etc.).

Far right top to bottom: Examples of the existing neighborhood character of the West End that should be preserved (e.g. single-family development with a limited amount of commercial uses).

Opposite page, bottom: Model views illustrate the potential for new infill development in the West End that reinforces the town-gown relationship with the Penn State campus, respects the scale of the existing neighborhoods and creates a new public open space, West End Commons.

The Borough should also revise the zoning ordinance related to new infill development in the Urban Village District to accommodate revitalization of the West End. In particular, the master plan makes recommendations regarding allowable square footages, building height restrictions, design standards and treatment of parking resources.

Important components of the West End Revitalization include: West Campus Drive Shared Use Path, West End Commons, West End Redevelopment and Neighborhood Stabilization and Preservation.





Building Use

- Commercial
- Residential
- Office
- Hotel

Top left and far left: The core of the Collegiate District includes the Garner Center North (15), Garner Center South (16) and Sowers at College (17) redevelopment projects. These infill sites have the potential to

Bottom: Rendering of the intersection of College Avenue and Garner Street showing streetscape enhancements and the Garner Center North redevelopment project as described in the master plan. Incentives should be considered to allow for greater setbacks and the addition of bike lanes along Garner Street.



Collegiate District

The East End “Collegiate District” is notable because of its concentration of midrise, densely developed student housing that is likely to remain in place for many years to come. This area is adjacent to significant on-campus student housing at South Halls and Eastview Terrace. However, it does not interface well with the University and the influence of dense student housing impacts into adjacent neighborhoods.

The Collegiate District makes the most sense for the development of additional student housing, a recommendation that was part of the State College Borough Sustainable Neighborhood Report 2012. The Borough and Neighborhood Coalition should support and encourage additional downtown student housing in this area and allow for increased density/FAR in targeted areas in exchange for high quality design and other incentives.

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 home to a handful of owner-occupied residents. As is the case with the rest of downtown, a mixture of uses should be considered within the following parameters:

- New student housing should incorporate retail space when applicable focus student amenities such as gathering areas, workout facilities and meeting areas on the ground floors facing major streets.
- Explore hotel space as a potential component of a mixed-use development strategy.
- Reclaim some of the streetscape and connect uses within the district as surface parking lots are developed.
- Preserve adjacent single-family housing and transition to new development accordingly.

Some of the opportunity sites in the East End Collegiate District are: Garner Center South, Garner Center North, Sowers at College and Gateway East.



Far right, middle: An example of student housing illustrating sound urban design practices, including attention to the ground floor of mixed-use buildings, architectural articulation at street corners and a comfortable pedestrian environment, that could serve as a model for State College.

Far right, bottom: Massing model 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 and surface parking.

Implementation

Summary

The Master Plan Implementation Strategy Board, divided among the following two page spreads, is a summary of the recommendations and time frames for implementation.

It is important to note that implementation phases will incorporate recommendations from each of the themes during each of the phases. It is also important to note that the theme number does not correspond to order of importance in terms of implementation phase.

Implementation will depend upon numerous partners working together, with key responsibilities lying with different partners depending upon the project or recommendation. As the master plan moves through implementation, representatives of the three primary partner groups (State College Borough, Penn State University and Downtown State College, Inc.) as well as other Steering Committee stakeholder groups will continue to meet on a regular basis to allow for on-going communication and coordination.

Implementation Responsibilities

Potential implementation partners for each theme of the master plan recommendations are outlined below.

Theme 1

Primary: Downtown State College, Inc.

Partners: Business Community, State College Borough, Penn State University

Theme 2

Primary: State College Borough

Partners: PennDOT, CATA, COG, CRBC, PSU

Theme 3

Primary: State College Borough

Partners: Penn State University, Downtown State College, Inc., PennDOT, CATA, COG, DRB, Property Owners, Local Townships, and Arts in Public Places Committee

Theme 4

Primary: Property owners and developers (redevelopment); Borough (partnerships and guidance)

Partners: PSU, DSC, RDA, Planning Commission, COG, housing organizations, State & Federal funding programs, CBICC, BALLE, local banks

Theme 5

Primary: Borough (follow up and check-in on status)

Partners: Borough, PSU, DSC Inc., CVB, Student Groups

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

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

Strategies	Immediate Actions 2013	First Steps 2014-2015
<p style="text-align: center; color: white; background-color: #f4a460; padding: 20px;"> Theme Four: Living in the District </p>	<ul style="list-style-type: none"> ▪ Assess capacities of partners/partner organizations charged with implementing Theme 4 recommendations. ▪ Convene partners and assemble working groups and committees to be involved in implementation. ▪ Develop RFP for zoning code update 	<ul style="list-style-type: none"> ▪ Continue to coord. redev. projects (4A, 4B, 4C*) <i>G</i> ▪ Identify/work with key prop. owners (4A, 4B, 4C) <i>3, E, G, P, Q</i> ▪ Update zoning code and explore more flexibility in bulk regulations (4D, 4E) <i>S</i> ▪ Explore ways to incent higher quality design and incorporate into DRB process (4D, 4E, 4F) <i>F, G, S</i> ▪ Create a housing trust fund (4G) <i>O</i> ▪ Employer-Assisted Housing Program (4H) ▪ Implement co-working/accel./flex space (4-I) <i>3, 2, T, G, N, Q, W</i> ▪ Study public/private partnerships in other communities (4K*) <i>O, P, Q, G, R</i> ▪ Cont. to evaluate Centre Region growth (4L) <i>2</i> ▪ Explore funding options (4M) <i>N</i>
<p style="text-align: center; color: white; background-color: #f4a460; padding: 20px;"> Theme Five: Managing the District </p>	<ul style="list-style-type: none"> ▪ Assess capacities of partners/partner organizations charged with implementing Theme 5 recommendations. ▪ Convene partners and assemble working groups and committees to be involved in implementation. ▪ Identify venues/format to share and promote successes in recent years. 	<ul style="list-style-type: none"> ▪ Communicate and promote successes in recent years (5A*) <i>2, 3</i> ▪ Increase awareness of RHI study, make available and continue to implement recommendations (5A, 5C) <i>2</i> ▪ Continue to implement Sustainable Neighborhood report recommendations (5D) <i>V</i> ▪ Market the downtown core as a “Traditional Downtown” (5E, 4A, 1G) <i>J, W, X</i> ▪ Maintain physical character of the Traditional Downtown (historic character) (5E, 4A) <i>F</i>

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

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

Implementation Partners:

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

Other Organizations/Partners

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

- E. Downtown Businesses
- F. Design Review Board
- G. Property Owners
- H. Neighboring Townships
- I. Art in Public Places Committee
- J. PSU Landscape Architect
- K. Consultants
- L. Arts Fest
- M. Centre Foundation
- N. Federal/State/Local Programs, Grants, Funds

Next Steps 2015-2017	Long Term 2017-2025	Goal															
<ul style="list-style-type: none"> Replace Pugh Street Garage as part of a mixed-use development in accordance to parking study (4A, 2H) Advance key development project (4A, 4B, 4C) <i>O, P, Q</i> Advance West End Revitalization (4B) <i>O</i> Undertake an update of the zoning code (4E) Explore a local investment strategy (4J) <i>3, 2, T, G, N, Q, W</i> Continue to evaluate Centre Region and PSU growth trends (4L) <i>2</i> Continue to explore funding options (4M) <i>N</i> 	<ul style="list-style-type: none"> Continue to advance additional development/redevelopment concepts with property owners (4A, 4B, 4C) <i>V</i> Implement additional development / redevelopments of key properties (4A, 4B, 4C) <i>G, Q, S</i> Work with accelerator to leverage additional office space (4-I) <i>2, G, N, Q, W</i> Continue to evaluate Centre Region and PSU growth trends (4L) <i>2</i> Continue to explore funding options (4M) <i>N</i> 	<p>Downtown State College will emerge as a place where professionals will live and work.</p>															
<ul style="list-style-type: none"> Explore more alcohol free venues in downtown (5C) <i>1, X, Y</i> Continue implementation and recommendations of RHI study (5C) <i>2</i> Continue implementation of Sustainable Neighborhood Report recommendations (5D) <i>V</i> Assess economic impact of events (5F) <i>3, A, K, Y</i> 	<ul style="list-style-type: none"> Continue implementation and recommendations of RHI study (5C) <i>2</i> Continue implementation of Sustainable Neighborhood Report recommendations (5D) Continue to assess economic impact of events (5F) <i>3, A, K, Y</i> 	<p>Downtown State College will thrive as a safe and appealing destination.</p>															
<p><i>* - Indicates Steering Committee priority</i></p> <table border="0"> <tr> <td><i>O. Local Housing Organizations</i></td> <td><i>T. Entrepreneurial Community</i></td> <td><i>Y. Student Groups</i></td> </tr> <tr> <td><i>P. Developers</i></td> <td><i>U. Local Banks</i></td> <td></td> </tr> <tr> <td><i>Q. Redevelopment Authority</i></td> <td><i>V. Neighborhood Associations</i></td> <td></td> </tr> <tr> <td><i>R. Hamer Center</i></td> <td><i>W. CBICC</i></td> <td></td> </tr> <tr> <td><i>S. Planning Commission</i></td> <td><i>X. CVB</i></td> <td></td> </tr> </table>			<i>O. Local Housing Organizations</i>	<i>T. Entrepreneurial Community</i>	<i>Y. Student Groups</i>	<i>P. Developers</i>	<i>U. Local Banks</i>		<i>Q. Redevelopment Authority</i>	<i>V. Neighborhood Associations</i>		<i>R. Hamer Center</i>	<i>W. CBICC</i>		<i>S. Planning Commission</i>	<i>X. CVB</i>	
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