



Indiana Community University District Master Plan

Master Plan

Indiana, Pennsylvania | January 8, 2016

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1.0 INTRODUCTION

- Project Overview + Purpose
- Planning Focus
- Planning Process
- Community Involvement in the Planning Process

Project Overview + Purpose

After four years of working collaboratively to address community concerns related to community economic viability, development patterns, traffic, and placemaking, community leaders from Indiana County, White Township, the Borough of Indiana (Borough), and Indiana University of Pennsylvania (IUP) committed to work together to prepare a plan to guide the future development of the area surrounding the IUP campus. To assist in the planning and urban design aspects of the project, this coalition of stakeholders retained the services of SmithGroupJJR, a multi-disciplinary firm of designers and planners from Michigan.

The study area, dubbed the Indiana Community University District (District), focused on the areas around the IUP campus on the Wayne Avenue/7th Street and Oakland Avenue corridors, from Indian Springs Road to Philadelphia Street (refer to Figure 2. Existing Land Use). These corridors function to move people into and from campus and downtown. They also provide for many of the housing, retail and service oriented business needs of students and long tenure residents of the community. This study provides recommendations for physical improvements to the publicly owned rights-of-way and open spaces. It also provides planning guidance for the development of the land along the corridors and the area between campus and downtown Indiana.

The Indiana Community University District Master Plan contains a broad set of recommendations, including:

- A guiding master plan driven by community input
- An implementation plan for the District which can be built over time
- A strategy for implementation with specific measurable benchmarks
- A guide for encouraging desired development patterns and setting public investment priorities

The District Partners (Indiana County, White Township, the Borough, and IUP) noted above have all contributed to this effort and plan to use the Indiana Community University District Master Plan to suit their specific needs. In general, the Master Plan can be used as:

- A guide to update comprehensive master plans or campus master plans, as applicable
- A source to incorporate key ideas into the White Township Subdivision and Land Development Ordinance (SALDO)
- A source to incorporate key ideas into the Borough zoning ordinance.

- A resource to pursue funding and implementation of public improvement projects
- A catalyst to build long-term partnerships among the participating entities and outside agencies that have been engaged in the planning (e.g. Pennsylvania Department of Transportation (PennDOT))

Planning Focus

Community leaders recognize the mutual dependence of IUP and the communities that surround it - White Township and the Borough. While the community supports a healthy downtown and a number of stable and attractive neighborhoods, several trends and conditions in the community have raised concerns that require attention; for instance:

- The district character of the two major corridors through the community does not present a positive image to visitors which impacts the ability to market to new residents.
- New student-oriented rental housing units have been developed in White Township, in places leapfrogging over single-family neighborhoods, creating impacts to traffic, campus access, and parking needs near campus.
- New developments near campus have raised concerns about the appropriate scale of buildings, placement of buildings relative to the street, and the design of the buildings relative to the historic architecture of the core area of the community.
- Pedestrian and non-motorized travel in the community surrounding campus has increased, causing the volume to overwhelm existing sidewalks and paths. In turn, pedestrians moving towards campus must travel along and across corridors that do not accommodate safety.
- Existing student housing, near-campus apartments, and single-family homes are struggling to remain competitive with newer apartments. Also, many of the older apartments offer limited amenities and unattractive settings.

The past student housing and commercial development patterns, and public street infrastructure have resulted in a District that is unwelcoming, unattractive, and difficult to navigate. Newer development has addressed many of these fundamental concerns, but has missed the mark in key areas, such as building scale. Unhappy with both historic building patterns and new development, the community recognizes the need to refine and improve local planning and redevelopment strategies for the District.

At the core of resolving these issues is the need to increase the quality and consistency of the outdoor environment of the community - what some refer to as the “creating a sense of place” or “place making.” Place making can be defined as “structuring the placement and design of built and natural elements to create unique places where the community interacts and lives in a way authentic to that place.” Elements of the physical environment that influence the sense of place include street design, architecture, open space, and connectivity. Attributes of placemaking that provide value to communities include:

- Attracting people, businesses, residents, students, tourists, and development is a critical focus of place making
- PLACE MAKING IS AN ECONOMIC DEVELOPMENT TOOL, not just a trend to make things “pretty”
- High quality places are interesting and memorable - they are places where we want to be
- A community’s unique physical and social qualities should be emphasized; be authentic to the community
- A strong sense of identity for the community must be created and maintained in a way that fits the people and attributes of that specific community
- A walkable and connected place is a key attribute to attracting and retaining younger and more active residents

The community and IUP have significant assets from the place making perspective - many beautiful campus places, high quality open spaces (e.g. Mack Park), and a compact, walkable downtown. Building from these strengths will allow the community to reach its potential to become a stronger place, and elevate the quality of life for residents. The planning process for the District was organized in three distinct phases, each of which involved a robust



Development patterns in older student housing areas are visually cluttered, disorganized, and lacking in open space.

Planning Process

community involvement component (refer to Figure 1. Planning Process). In addition to direct community engagement, the SmithGroupJJR Planning Team (Planning Team) worked with a Steering Committee comprised of key staff members from each of the District Partners and held interviews which provided focused discussions among those with shared interests.

During **Phase I: Discovery** the Planning Team assessed a range of subjects including economic market conditions, land use patterns, the transportation network, and community character. To kick off Phase I, a two-day workshop was held inviting the community to participate in a study area walking tour, stakeholder interviews, and a public workshop. The workshop asked participants to offer input as to the attributes and places in the community that should be Preserved, Enhanced, and Transformed (P.E.T.). The results of the analysis and workshop were documented and became the basis of upcoming ideas and recommendations.

In analyzing the community structure and conditions, clear patterns of land use, street use, community character, and function emerged, and allowed the Planning Team to categorize the District into three typological areas or zones, including the Campus to Downtown area, Campus to Neighborhood area, and Suburban Corridor (refer to Figure 6. Typological Areas). “Typology” is a phase used by planners and designers to categorize streets and geographic areas based on common characteristics (e.g. traffic patterns, land use, pedestrian activity, and architectural character). These three areas have distinctive traits, ideas and recommendations specific to each area being developed.

A four-day community workshop became the focus of **Phase II: Community Workshop**. The workshop provided an opportunity for community members to review the results of Phase I and refine the list of ideas for the community’s future related to three topics:

- Housing and Development
- Transportation Infrastructure
- Open Space and Green Infrastructure

During the workshop, community members assisted the Planning Team in developing illustrative plans and sketches for civic improvement in the downtown/north campus area, along the corridors of Wayne Avenue and Oakland Avenue (where IUP borders neighborhoods and off-campus housing), and along the corridors in the southern suburban areas. Developing and reviewing ideas with the community provided guidance to the Planning Team as the recommendations were refined and mapped.

The Planning Team worked with the Steering Committee during **Phase III: Recommendations** to refine the planning and design ideas into a set of draft proposals for consideration and review by the community. A final workshop was held, in an open house setting, to present draft ideas with other community initiatives.

Based on the results of the Phase III workshop the Planning Team assembled this Indiana Community University District Master Plan Summary Report.



A good range of community residents participated in the planning process.

Community Involvement in the Planning Process

The planning process for the Indiana Community University District Master Plan involved an unprecedented number of community participants through a series of outreach efforts, including:

- The Phase I: Discovery Workshop involved 160 community participants in a tour of the study area, a participatory workshop, and interviews of community stakeholders. The results of this workshop included a list of critical issues and ideas which the community expressed. These broad, far-reaching ideas for improvement became known as the “Big Ideas” for the District (outlined in Section 3 of this report). The workshop also included the P.E.T. Analysis described later in this report.
- The Phase II: Community Workshop, held over 4 days in October of 2015, during which 250 community members offered input as to the how the Big Ideas could be applied to specific parts of the District. Stakeholder meetings were conducted to provide detailed discussions of the emerging Big Ideas, and included sessions with elected and appointed officials, local school children and urban planning students from IUP. Participants also helped develop a range of conceptual plans and sketches which offered alternative designs for improving and redeveloping critical areas in the District, such blocks between downtown and the IUP campus.
- The Phase III: Recommendations Open House, which included 120 participants, offered an opportunity to review the draft results of the planning process, understand how the ideas presented worked with other community improvement initiatives, and establish a sense of priority and depth of community support for the Indiana Community University District Master Plan ideas. During the Open House, several Planning Team members conducted a roaming, mobile poll of people at the event, and comments were also collected on a large marker board on which community members offered input.
- On-the-Street Interviews were conducted by planning staff interns from Indiana County, and received nearly 300 responses on several key questions about the study area, including “Describe the areas around campus in 20 years” and “The areas around campus should have, be or need.....” The interviews were conducted in neighborhoods, downtown, on campus, at the Indiana Mall, and at an IUP football game, and included participants representing a full range of community members-students, long-term residents, faculty and staff, and downtown business owners.

Community input shaped the definition of the issues facing the District and the ideas for making the District a better place, and established a sense of priority as to which of the ideas should be pursued as the most important.



On-the-Street Interview.

Phase I: DISCOVERY

Phase II: IDEA GENERATION

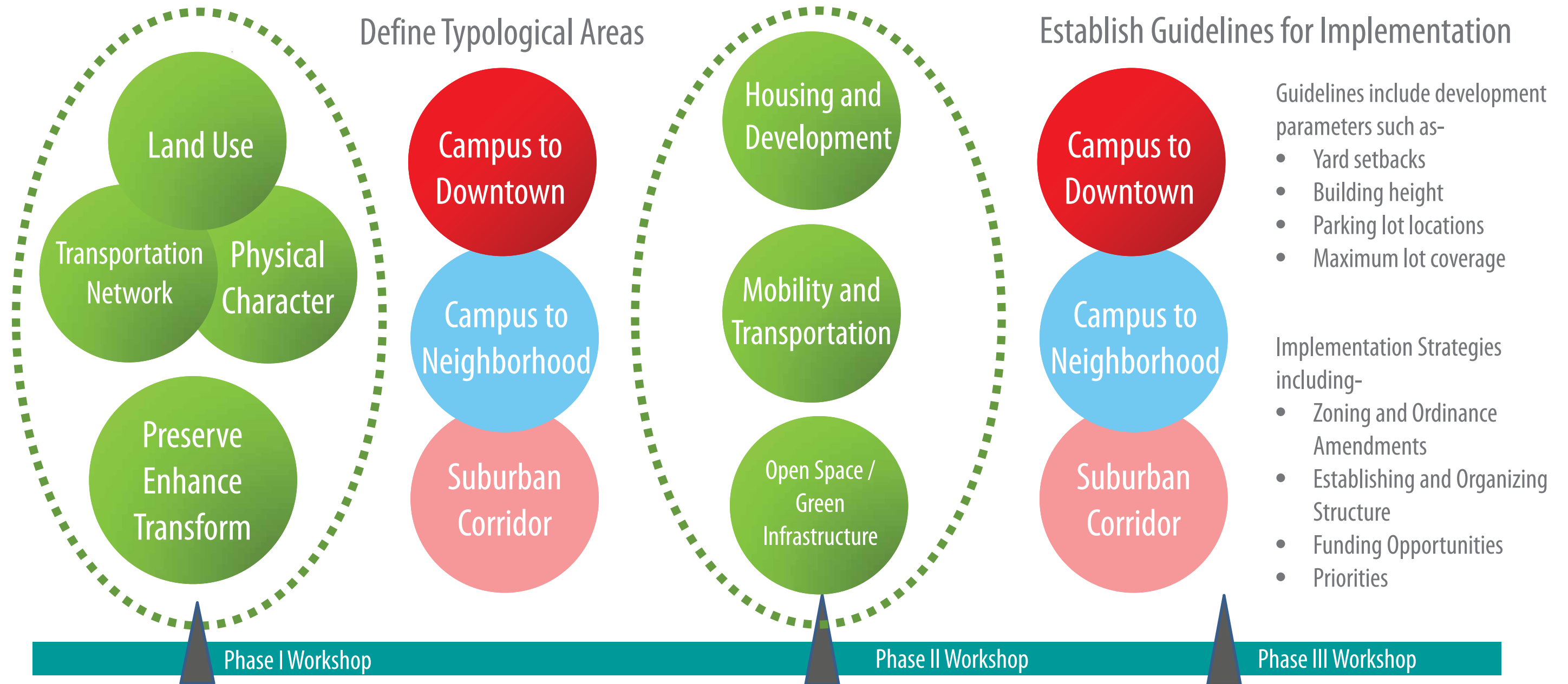
Phase III: RECOMMENDATIONS

Analyze the Community

Develop Big Ideas for Each Area

Define Typological Areas

Establish Guidelines for Implementation

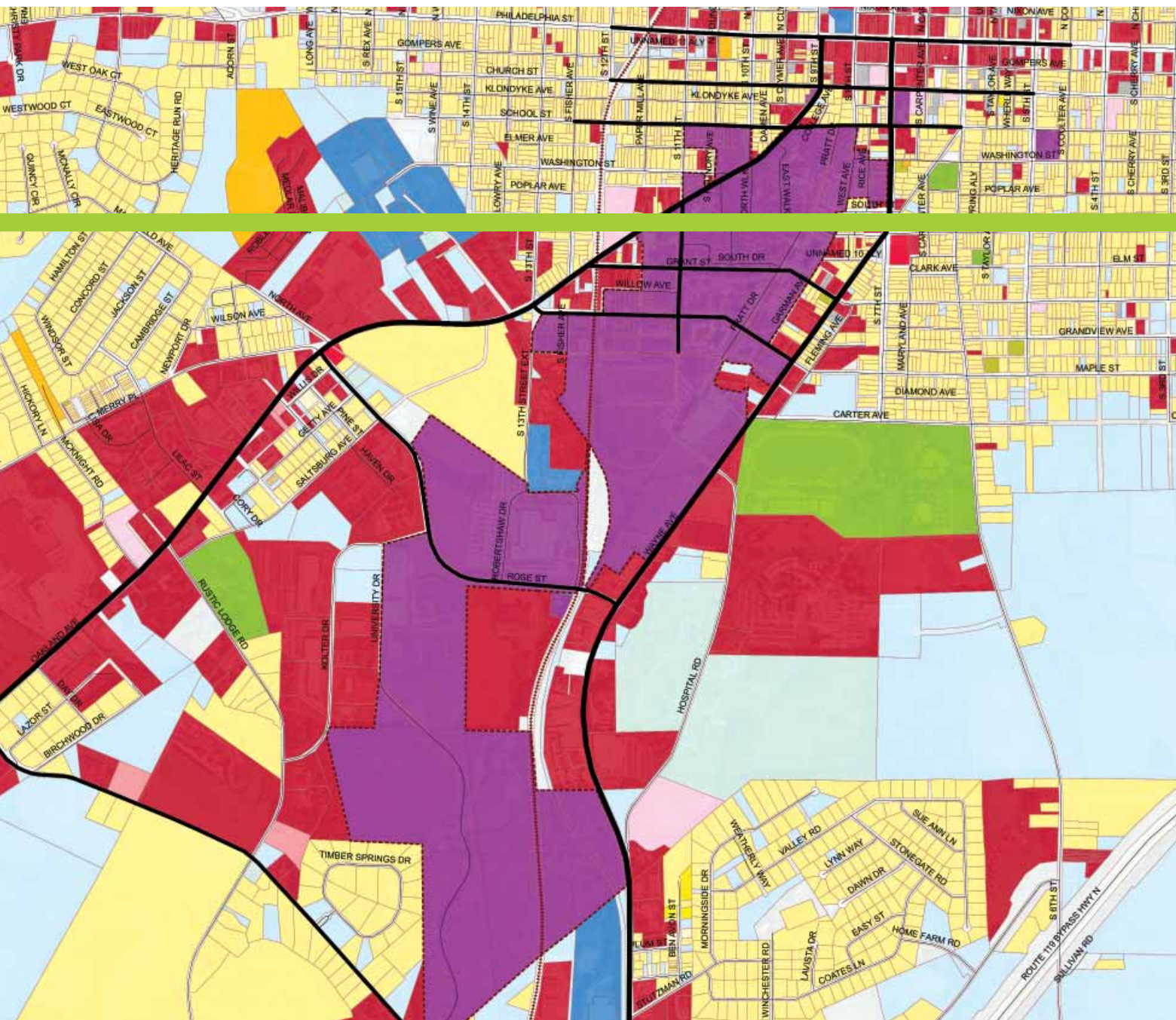


Indiana Community University District

SMITHGROUP JJR

Analysis of the communities lead to defining the District into three Typological Areas (areas within the study area that shared common characteristics) and gave structure to the recommendations.

Figure 1. Planning Process



2.0 District Analysis

- Community Systems
- Physical Attributes of the District
- P.E.T. Analysis
- Market Analysis

Community Systems

Introduction

To understand how to improve a community, planners and community members must first analyze the existing conditions of the area being studied. For the District the Planning Team utilized a range of analytic and investigative tools, including an assessment of community systems, the physical attributes of the District, a public participatory assessment of areas within the District to Preserve, Enhance and Transform (P.E.T.), and finally, a market and demographic analysis.

Analyzing and comparing the community attributes (e.g. land use) individually allows planners and community members to understand in more detail how the community is structured and how it functions as a set of systems. The systems analyzed and mapped for the District include the following:

Land Use and Zoning

Land uses occur in communities based on a response to the market, as well as local government policies that are expressed in zoning maps, ordinances, and comprehensive master plans. Refer to Figure 2 for a summary of existing land uses in the study area. There are four primary land use classifications in the study area including commercial, institutional (e.g., schools and churches), industrial and residential. These four categories tend to cluster themselves along the main road corridors and vary in density, scale and mix along the length of the corridors.

Transportation Networks

Movement within and through communities happens in a variety of modes, and university communities typically need to support a higher percentage of people travelling outside of a standard passenger vehicle. People move through the study area on streets and thoroughfares (pedestrian, transit, and vehicular use), and on trails and off-road non-motorized routes, which were mapped and analyzed (refer to Figure 3. Transportation Networks).

Character Area

Character areas describe the general mix of uses and physical form of the built environment (buildings, streets, uses). The analysis of the District identified 11 different categories that dissect the architectural and use characteristics from downtown, through the university influenced corridors, and out to the suburban edge, as illustrated on Figure 4. Character Areas.

Street Character

The streets are part of the “Public Realm” and are how people experience a community on a day-to-day basis. 12 categories of street character were identified based on the land use context and the primary function of the street in moving people, as illustrated on Figure 5. Street Character.

Summary and Direction

While examining detailed systems is critical to understanding the structure and function of a community, it is imperative to understand how these systems work together to create the physical community form. This involves examining all these factors individually and collectively to look for distinctions and similarities, and boil these community attributes down to the essence referred to by planners as the “typology” of a given area within a community. The resulting synthesis categorizes parts of the community into typological areas of similar use, structure appearance, scale and density. The analysis of the District categorized the study area along the road corridors into three typologies: Campus to Downtown, Campus to Neighborhood, and Suburban Corridor which are illustrated on Figure 6. Typological Areas.

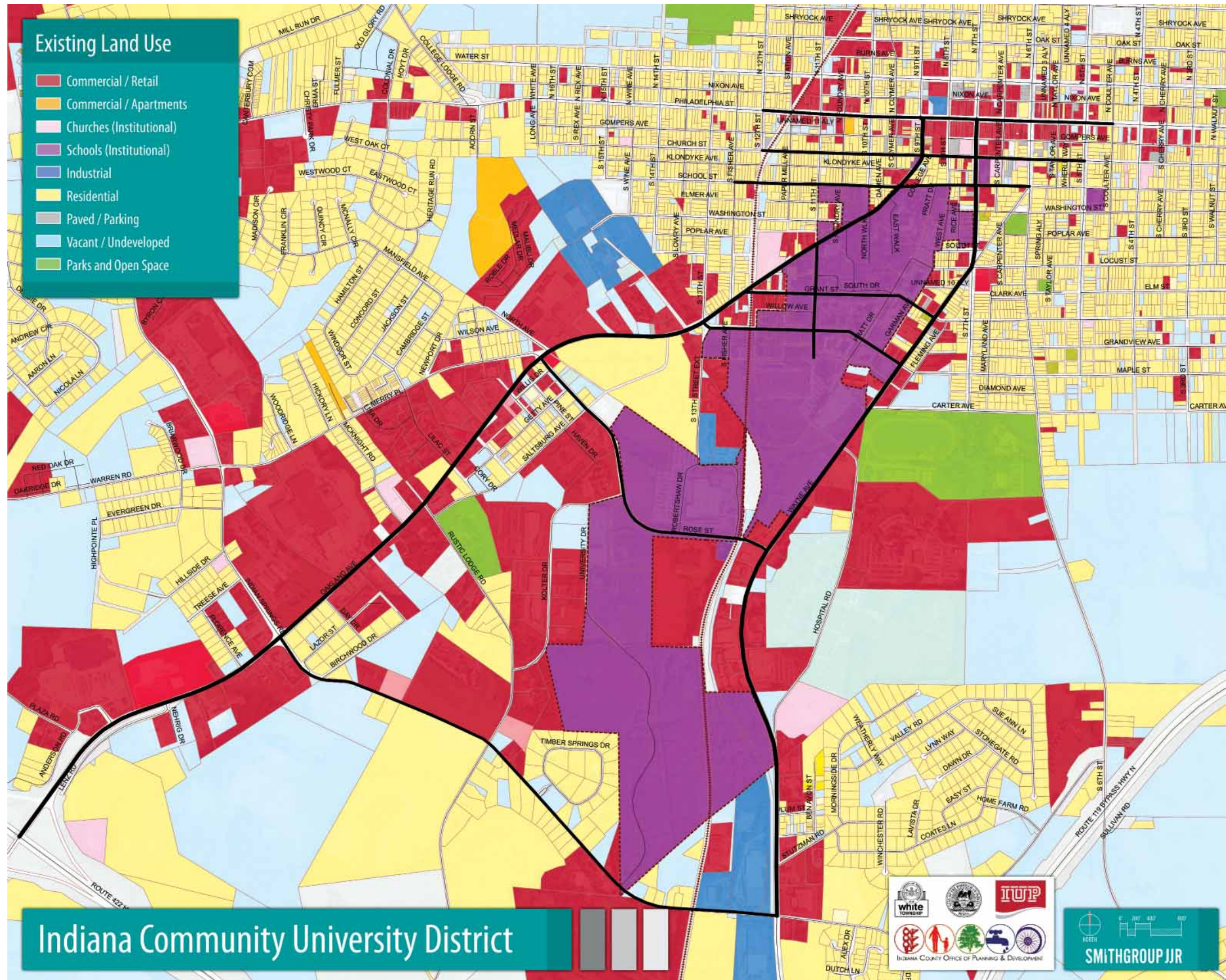


Figure 2. Existing Land Use

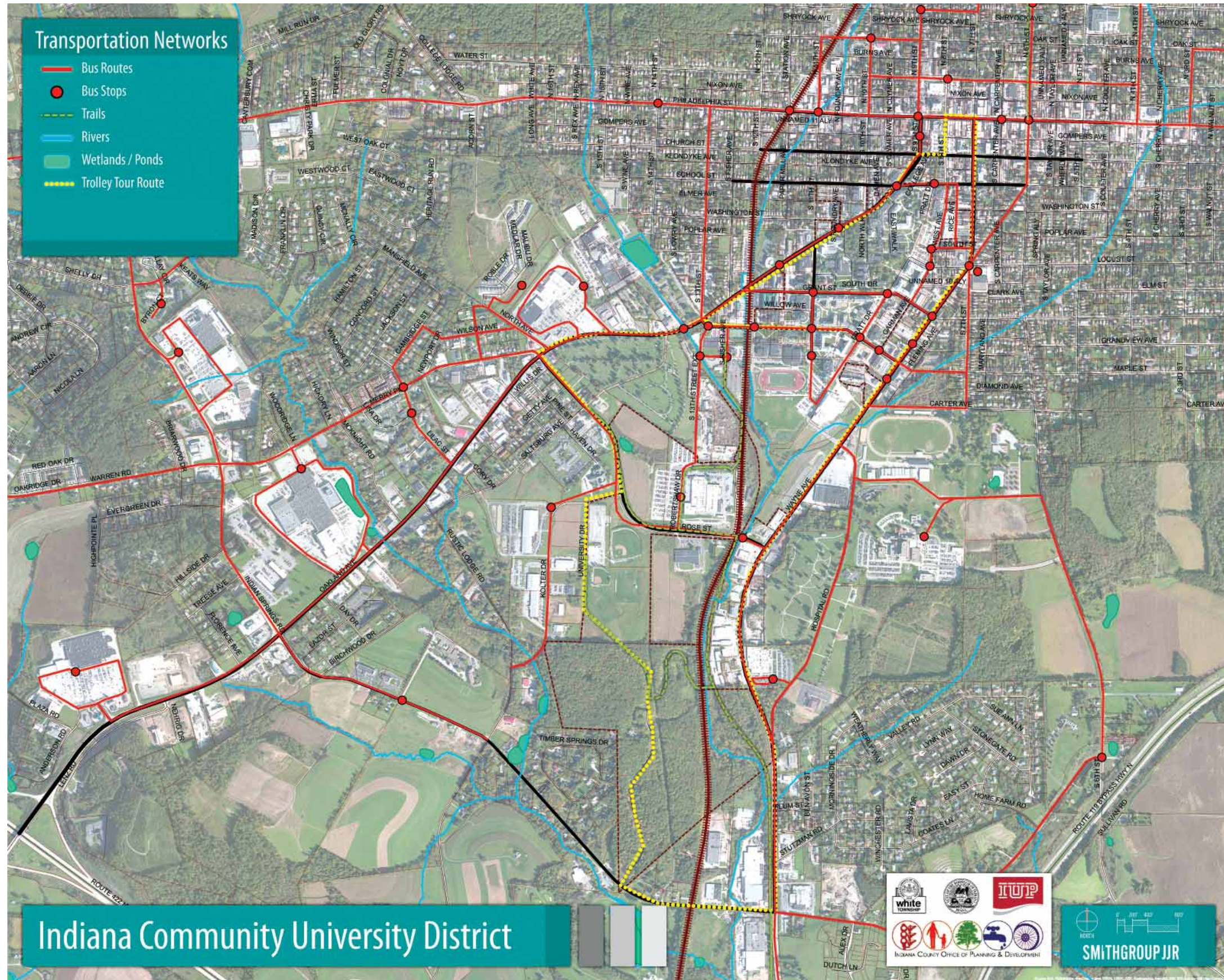


Figure 3. Transportation Networks

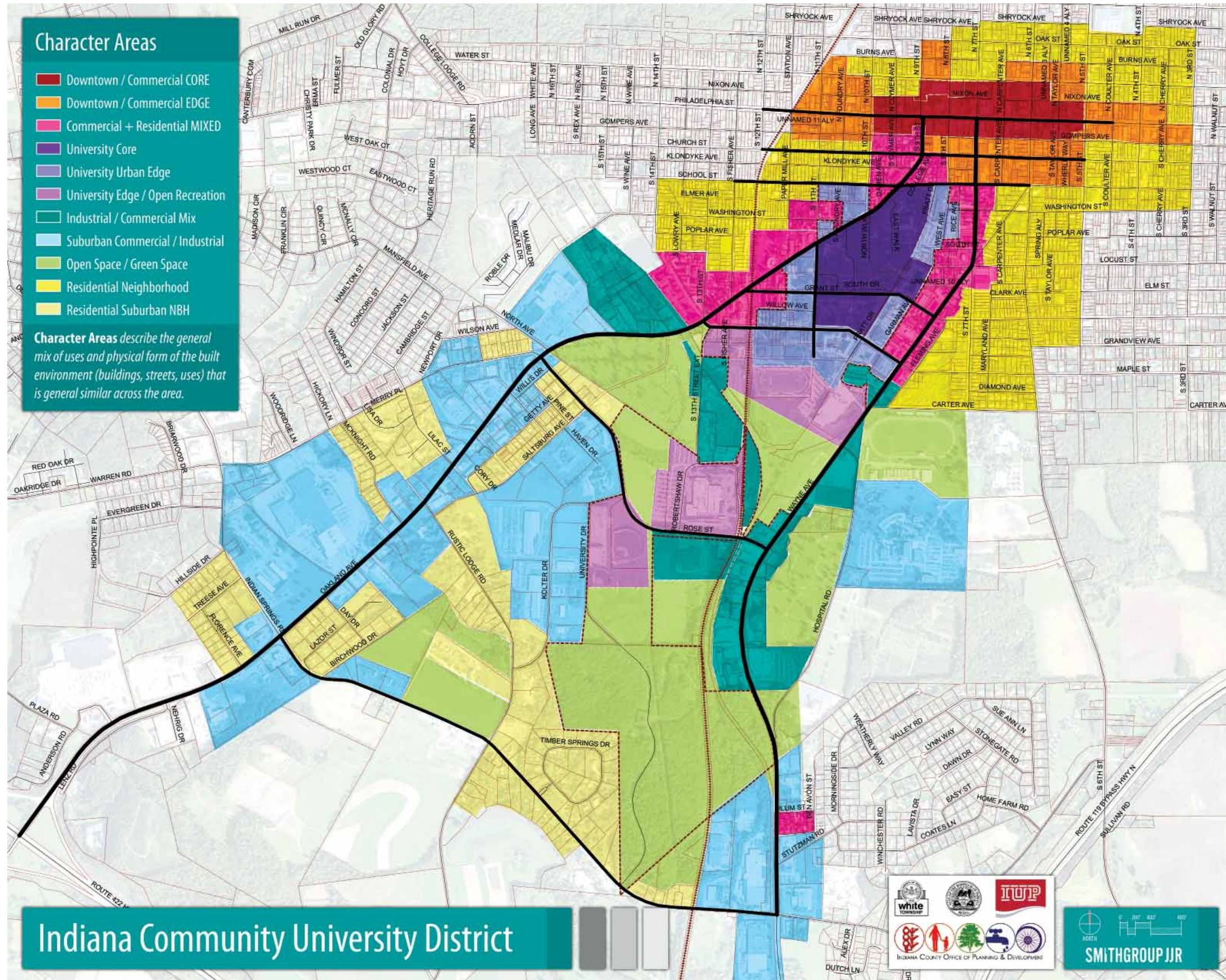


Figure 4. Character Areas

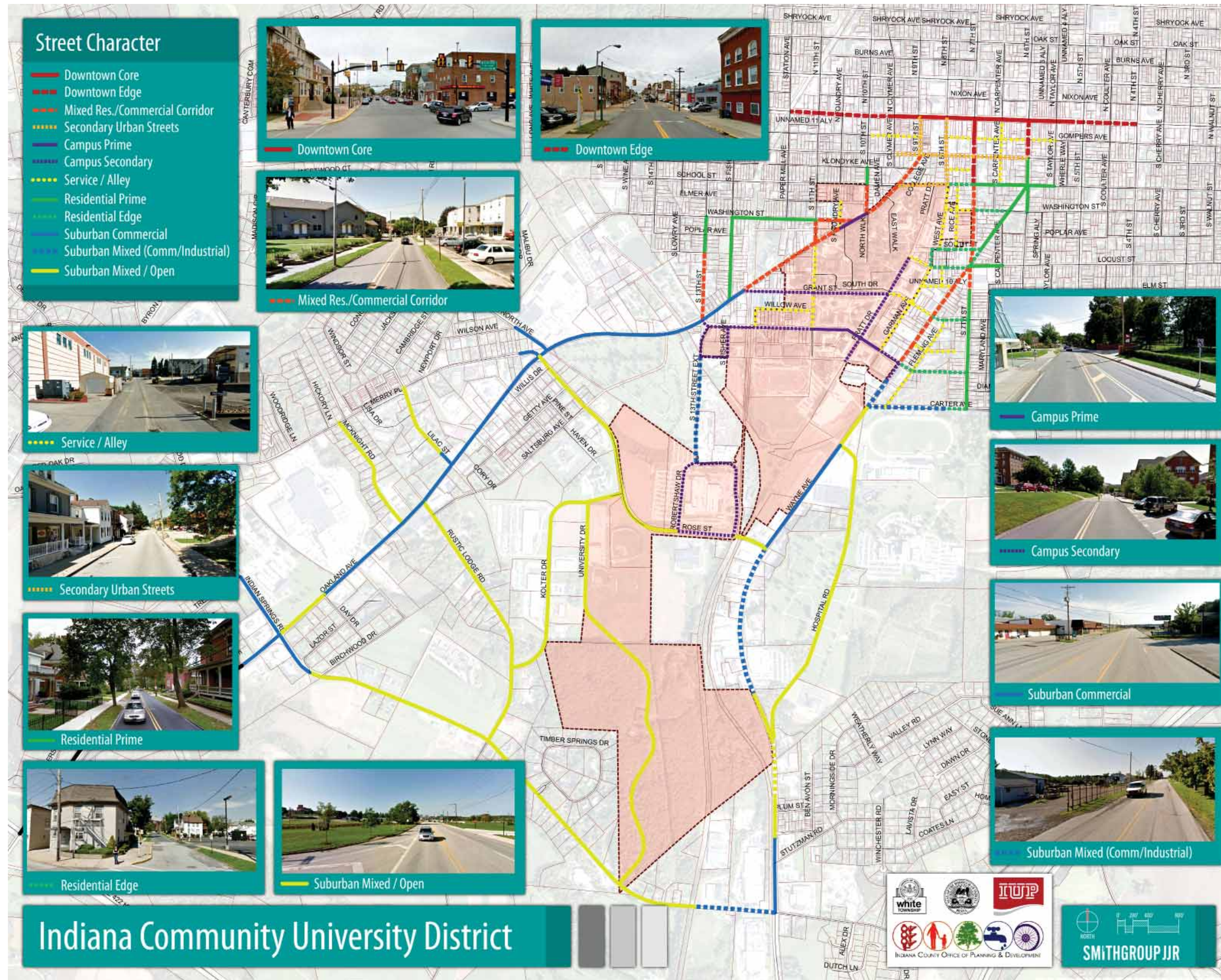


Figure 5. Street Character



Downtown Campus Interface

Neighborhood Campus Interface

Suburban Corridors

Figure 6. Typological Areas

Physical Attributes of the District

Introduction

As illustrated on Figure 6. Typological Areas, the analysis of the District previously discussed was utilized to identify three typological areas, Campus to Downtown, Campus to Neighborhood, and Suburban Corridor. Each area has a set of common attributes related to land use, street function, development patterns, and character, which are illustrated and described on the following pages. The identification of the three typological areas is important to the planning process as they will be used as the basic structure for the recommendations of this study.

The next several pages summarize some of the key physical attributes of each typological area of the District.

Campus to Downtown

Attributes include:

- Poor pedestrian experience (narrow sidewalks and lack of trees and open space)
- Inconsistent building pattern and a “gap” of commercial activity and energy between campus and downtown
- “Hard” parking lot design character with limited landscaping
- The need for improved wayfinding and signage
- Town and campus edges are architecturally ragged

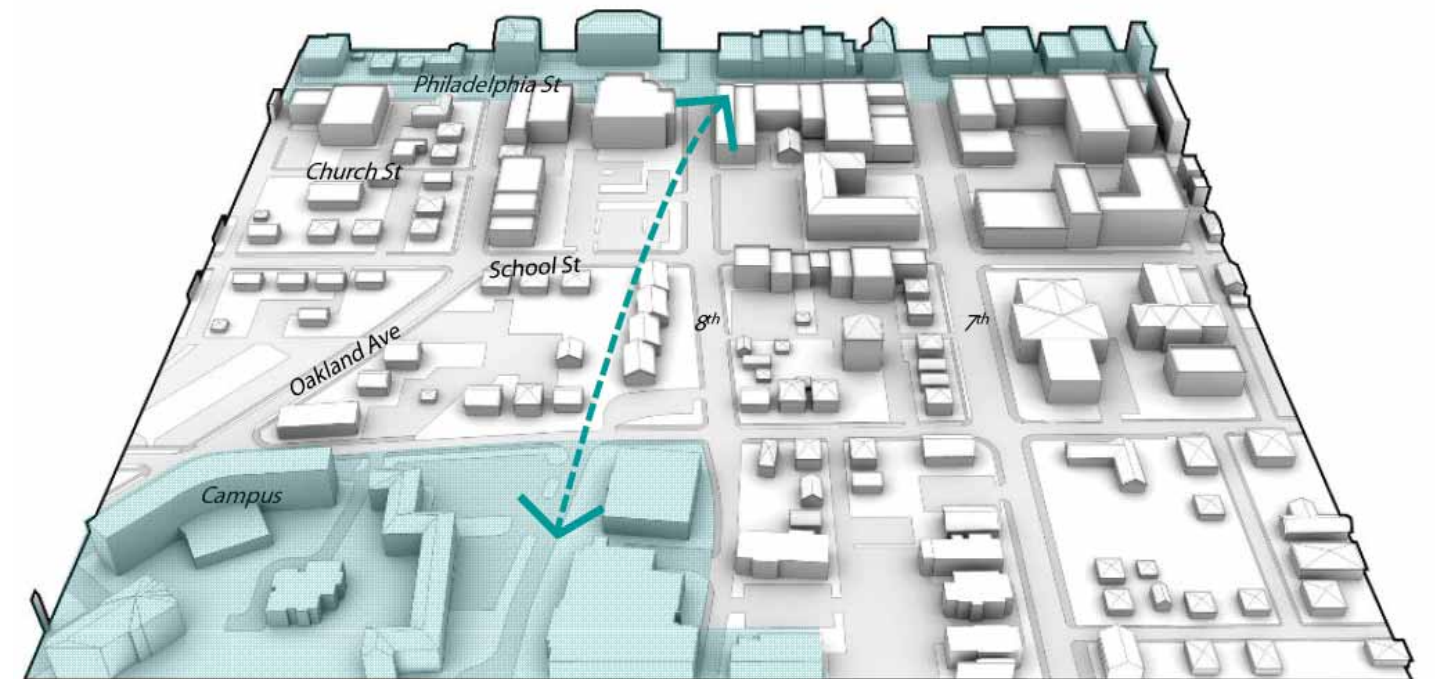


Figure 7. Campus to Downtown Interface

Physical Attributes of the District

Campus to Neighborhood

Attributes include:

- Vehicular traffic flow is often heavy, causing pedestrian conflicts
- Utilities and street elements detract from street character
- Lack of green space, streetscape trees and landscape

- Sidewalk experience is poor, widths are inadequate and safe use is questionable
- Variable building scales and development patterns detract from corridor character
- The location and landscape buffering lots is inconsistent
- Gateway opportunities, which could benefit the community and campus, exist
- Frequency of curb cuts is high in some areas and inconsistent

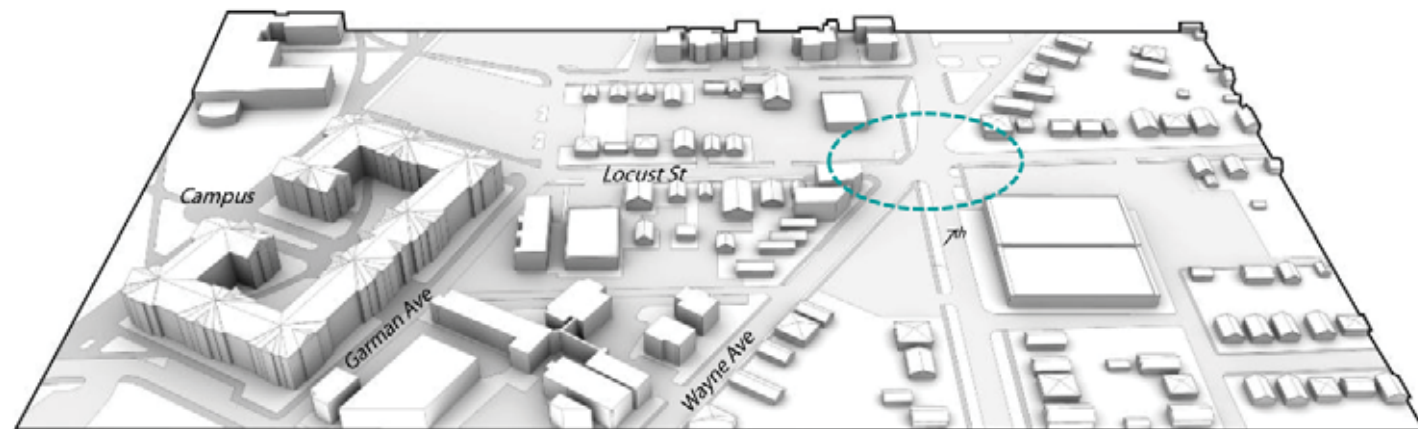


Figure 8a. Campus to Neighborhood Interface - Wayne Avenue

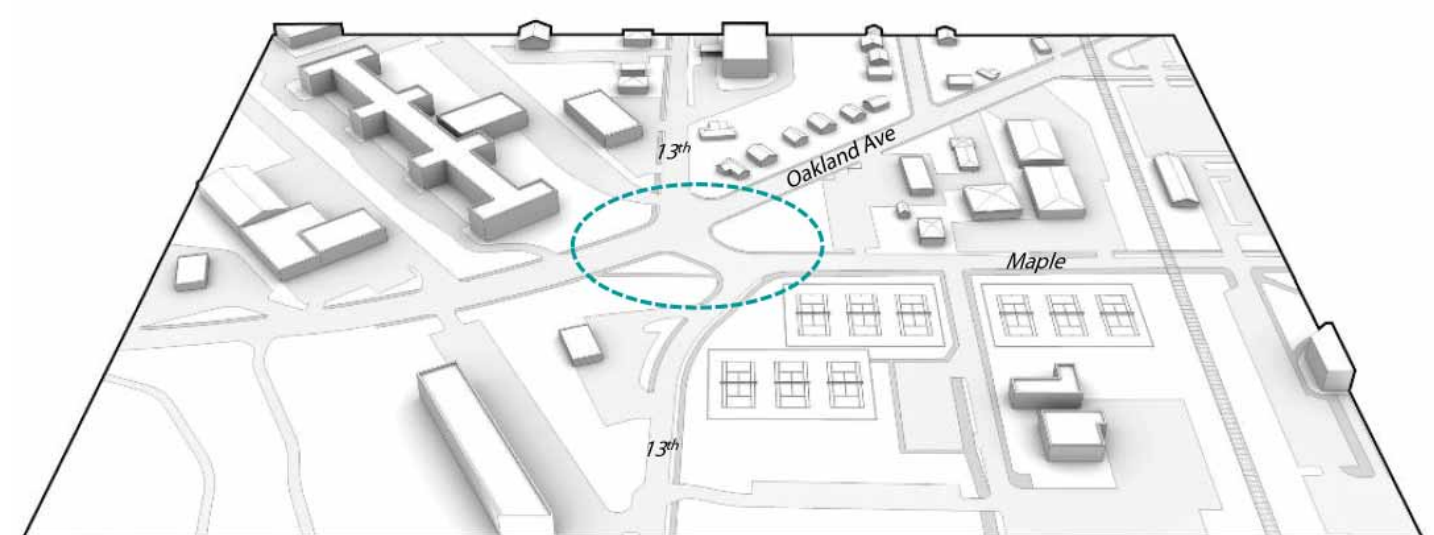


Figure 8b. Campus to Neighborhood Interface - Oakland Avenue

Physical Attributes of the District

Suburban Corridor

Attributes include:

- Some parking lots appear over-sized
- The location and landscape buffering of parking lots is inconsistent
- Variable building scales, development patterns, and landscape treatments create a less than pleasant arrival into the community
- Frequency of curb cuts is too high, unnecessarily increasing points of conflict
- Lack of accommodation of non-motorized users and sidewalk inconsistency

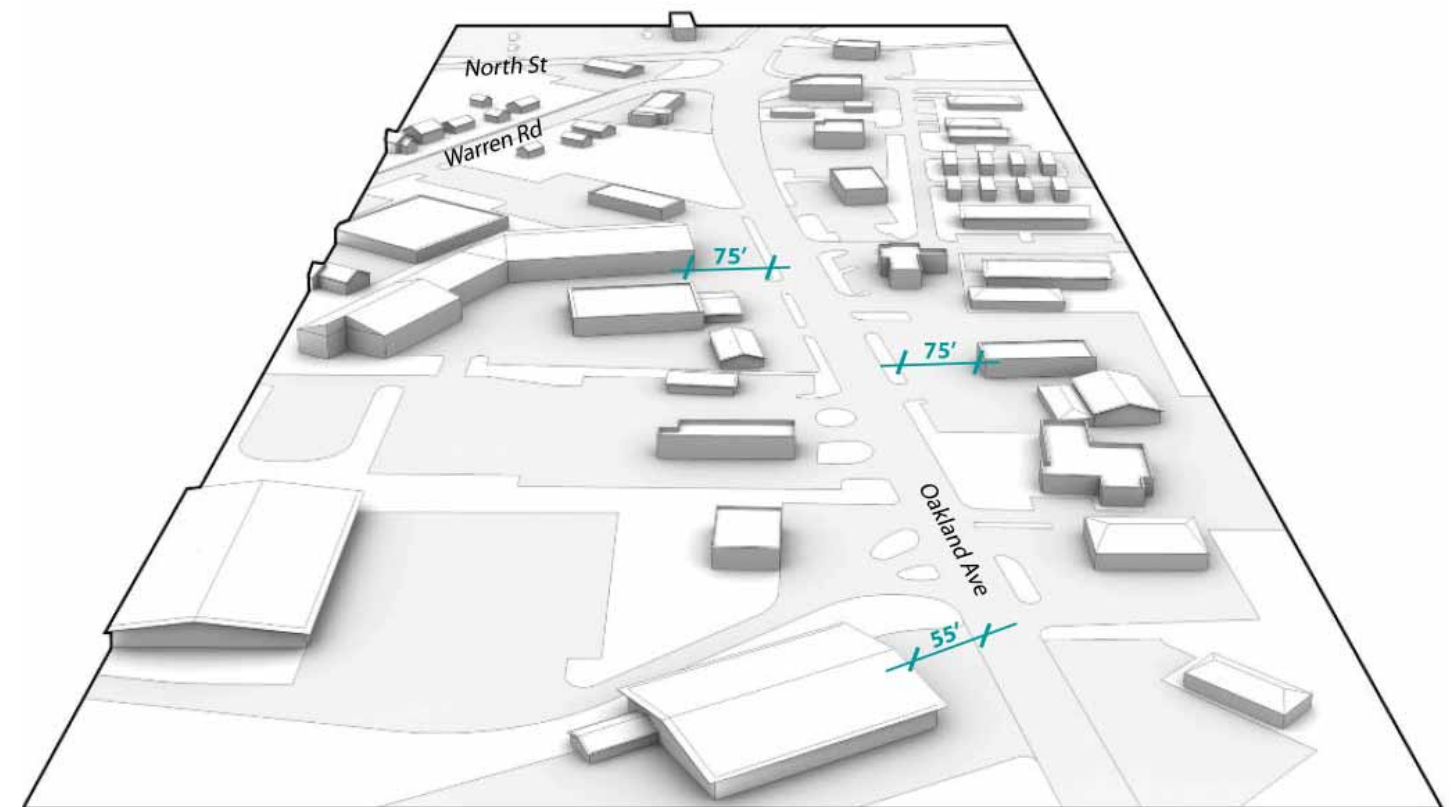


Figure 9. Suburban Corridor

P.E.T. Analysis

The analysis findings noted above were presented to the community during the Phase I: Discovery Workshop. In small, facilitated groups, meeting participants were asked to identify which elements of the study area's physical environment they would Preserve, Enhance, or Transform (P.E.T.) using maps, photographs, and flip charts to record the information and stimulate discussion.

- **Preserve:** Places or key attributes within the study area that strongly contribute to the community's economic, cultural, architectural, and social strength and should be preserved based on their value to the community.
- **Enhance:** Places or attributes within the study area that demonstrate positive potential as to their physical form and economic and cultural importance but are in need of reinvestment to help them reach their potential.
- **Transform:** Places or attributes within the study area that are in need of more dramatic change or complete redevelopment and should be transformed in use, physical form, etc.

Typically, strong patterns emerge from this exercise illustrating what the community values and wants changed in their neighborhoods and community. These patterns provide an excellent guide to the subsequent planning efforts. When you step back from the detail of the map (Figure 10. P.E.T. Summary Analysis) and look at the patterns one can clearly see that the clustering of red (Transform) dots along the Wayne Avenue corridor, especially between Church Street and 7th Street, and along the Oakland Avenue corridor near the intersection with Maple Street. Additionally, there is a discernible cluster of blue (Enhance) and red (Transform) dots in the area between downtown and campus.

Participants in the P.E.T. exercise were encouraged to make notes on the plans to help explain the intent of their voting. These notes were recorded and analyzed. Some of the key observations of the P.E.T. analysis notes include:

- Preserve:
 - 50% of the comments advocated for the preservation of open space and parks
 - 33% of the comments involved the preservation of the built environment, including the downtown and single-family residential areas
- Enhance and Transform:
 - 44% noted the need for better non-motorized facilities and improved walkability
 - 15% noted the need for improved or additional open spaces

- 18% noted the need for improved roadways and intersections, or traffic issues
- 8% called for increased diversity of retail offerings or improvements in development form

Based on results from the P.E.T. analysis and comments received from the workshop, there is a strong and clear concern in the community that pedestrian and non-motorized safety and movement is a leading priority and this input shapes and informs the recommendations of this study.



Improving pedestrian safety is a primary concern for residents.

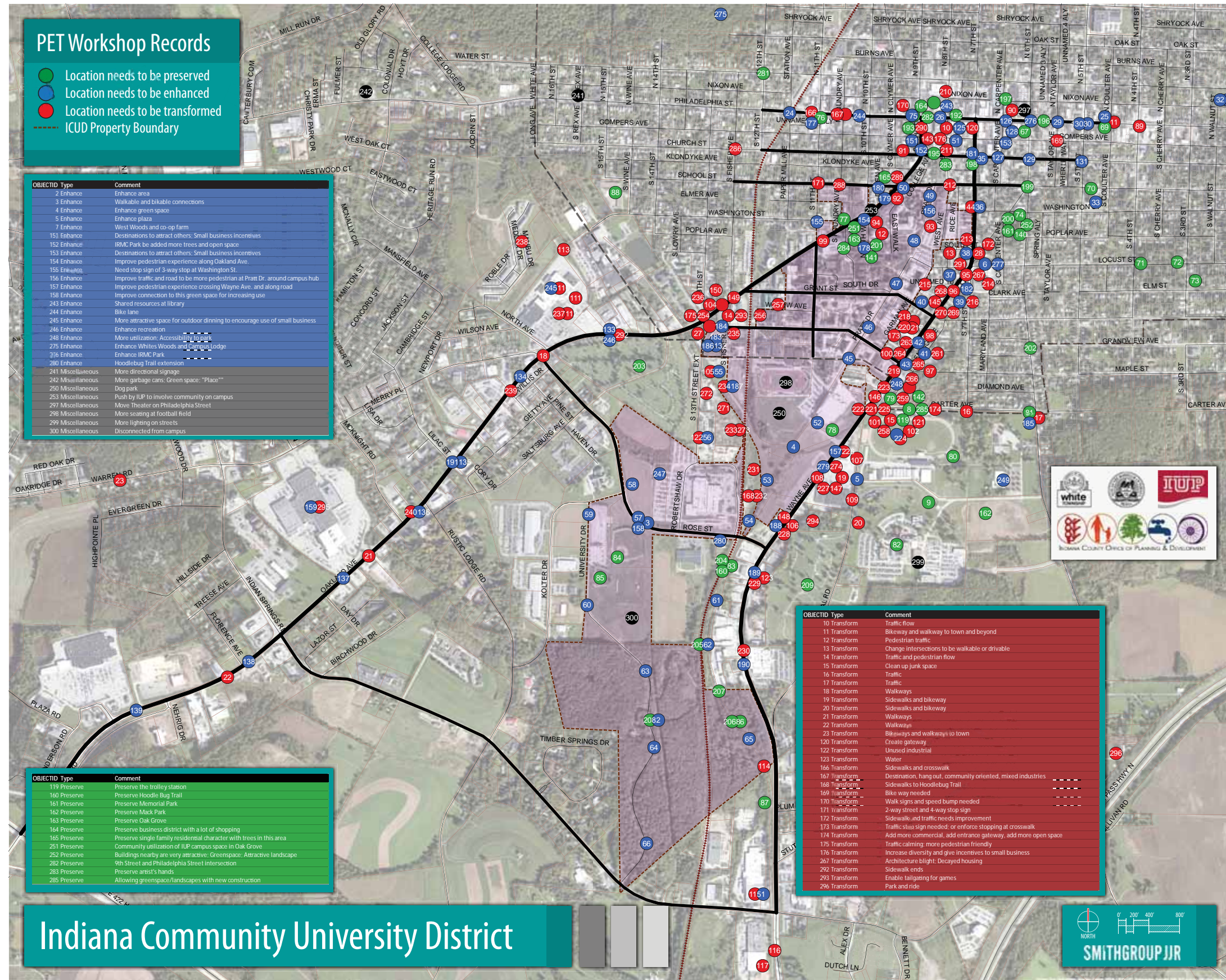


Figure 10. P.E.T. Summary Analysis

Market Analysis

The final part of the community analysis conducted in Phase I: Discovery was a market and demographic snapshot of the community, conducted by 4ward Planning, a sub-consultant to SmithGroupJJR. The analysis examined data from the primary market area, White Township, the Borough, and Indiana County. The purpose of the analysis was to guide the Planning Team's efforts so that the land use development recommendations are anchored in market realities. The market and demographic snapshot, as attached in Appendix A, is summarized below in four key areas of interest:

Population and Households

- Since 2010, population of the market area is generally flat and has experienced a slight decline in recent years
- The number of households have grown, especially in the category of non-family households
- Income in the market area has risen rapidly, especially in medical and other high-education fields

Multi-family Housing

- As of July 2014, vacancy rates are generally considered low, which suggests a healthy market for multi-family housing; however, brokers in the area have indicated that new student housing opportunities are experiencing increasing vacancy rates
- New housing demand is relatively low; 800 new units are needed by 2019 in the market area, with 200 projected to be located in the study area

Retail and Restaurant

- Typical lease rates are at an affordable rate of \$8 - \$10 per square foot
- Consumer spending is below national averages per household, which relates to the high level of student population
- There is little demand for new retail space
- There is potential to capture business from outside White Township and the Borough to increase demand

Employment and Office

- The area experienced modest employment growth, along with gains in income
- Typical lease rates are \$12 - \$14 per square foot; more for medical related uses
- Office vacancies are currently difficult to fill; the market for medical offices is stronger than other types of offices
- Market demand for office space is anticipated to grow modestly

Summary

For the purposes of the overall study, key findings of the market and demographic snapshot include:

- The market is not likely to support a measurable amount of new retail or office space in the next five years
- New businesses will likely be filling existing space or replacing outdated facilities
- New housing needs are predominately to suit the needs of non-student households, such as young professionals, active adults, and graduate students
- Student housing areas are not likely to experience rapid change, but may experience redevelopment as facilities age past their useful life and competitive pressures to provide improved amenities grow

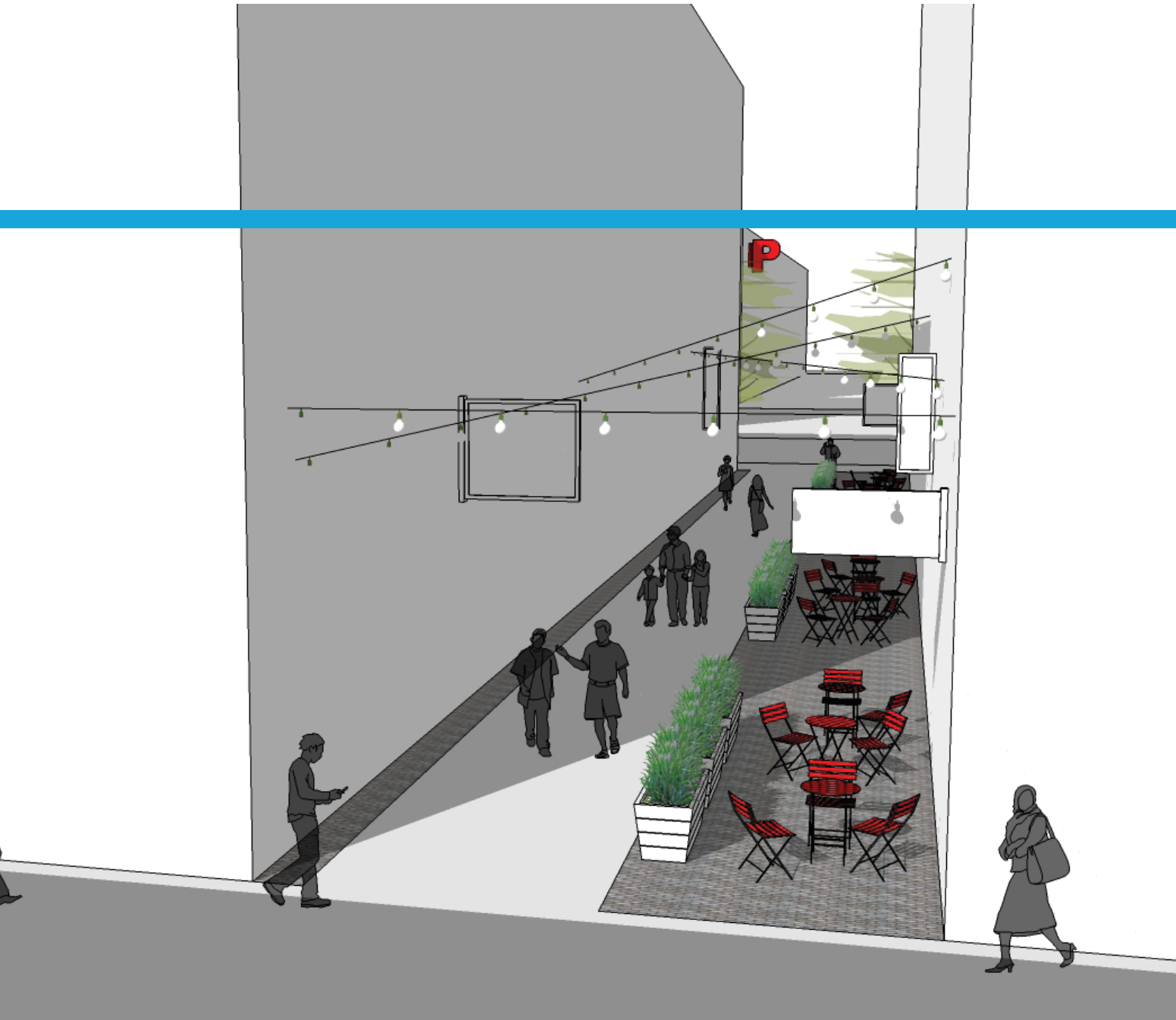
This analysis by 4ward Planning helps to establish basic expectations for economic growth and land development, and to shape the planning recommendations of SmithGroupJJR, as follows:

- The study needs to identify key areas in the District that are suitable for the demand for new housing types not abundantly available in the community
- Recommendations for future development on private land needs to recognize that change is likely going to happen incrementally

3.0 PHYSICAL IMPROVEMENT RECOMMENDATIONS

Big Ideas

Application of the Big Ideas



Big Ideas

Introduction

The analysis of the community outlined in the previous section of this report gave the Planning Team a detailed understanding of the strengths of the District, the areas of concern expressed by the community, the market realities of how the private real estate market could play a role in community development, and the fabric and structure of the community-how it functions as a place to live.

Based on the understanding gained during the initial phase of analysis, the Planning Team developed a set of overarching urban planning strategies for the District and community. This section of the report will explore the ideas generated by the public participants and the Planning Team for improving the District. The ideas that form the framework for improving the community became known as the “Big Ideas,” in response to the bold and broad approach supported by the community during workshops and interviews. While the list of ideas is comprehensive, the planning approach can be summarized in some key principals, including:

- Safely connecting resident and students to their work, study and daily life destinations through improvements to the transit system, better bike and pedestrian facilities along the streets and major corridors, and providing multi-use trails through parks, open spaces, and campus.
- Creating a stronger sense of place through better planning and design of public streets, open spaces, and private development, focusing on neighborhood-oriented development nodes on the major corridors and in the space between campus and downtown.
- Encouraging new land development to meet the community needs, either by providing the type of land uses and housing not currently offered, and by scaling and placing development to suit the neighborhood it is located within.
- Building on the strengths of the greater community - access to recreation and open space, a well-developed downtown, a beautiful and vibrant campus, so that future change enhances and reflects the community.

The Big Ideas

The Planning Team sifted through the results of the community analysis (summarized in Section 2.0 of this report) and public input and organized a list of the Big Ideas for the study area, categorizing the ideas into four primary areas - mobility and transportation, housing and development, open space and green infrastructure, and community image, the Big Ideas include:

- **Mobility and Transportation:** This topic includes streets, paths and walks to move people in whatever form they take, whether it be on foot, on bicycle, in a wheel chair or in a vehicle. Inherent in the discussion of mobility is the presumption that the community will consider the needs of all users, of all abilities, to insure universal access in all places possible. The Big Ideas for mobility and transportation include:
 - Widen and add sidewalks, particularly along the major roads
 - Install pedestrian amenities (e.g. street trees, lights, etc.) to make the streets safer and more attractive
 - Improve intersections for traffic and pedestrian use, allowing for safe pedestrian crossing without unduly limiting vehicular capacity
 - Create clear and safe connections through neighborhoods for pedestrians, students and long tenure residents
 - Develop more bike facilities where possible (e.g. off-road multi-purpose trails like the Hoodlebug Trail and on-road facilities such as bike lanes)
 - Manage parking lot locations and design to create more active and attractive streets
 - Better utilize the parking deck in downtown by improving access, wayfinding, and lighting
 - Coordinate near downtown parking needs with IUP, the Borough, and private development
 - Improve transit with a new hub in the downtown area
- **Housing and Development:** The design of site and building developments shapes our experiences as visitors and residents to a community, contributes to the quality and sense of place, and reflects the community’s values. The Big Ideas for encouraging new and better housing and development include:
 - Guide new form and placement of new development to encourage place making
 - Improve the connection from downtown to campus with street improvements and new development, including housing

Big Ideas

- Create neighborhood based centers or nodes along each corridor that provide for a mix of uses and services, including small scale retail and services
- Expand and diversify the range of housing options, especially for non-family households, young professionals, and aging independent adults
- Strengthen downtown as the destination and heart of the community
- Preserve single-family neighborhoods from being overwhelmed by student housing
- Encourage a broader diversity in retail and food offerings
- **Open Space and Green Infrastructure:** The community values open space and green infrastructure that supports leisure time activities, contributes to the positive small town character of the community, and reflects the community’s desire to promote sustainability and stewardship of the natural environment. The Big Ideas for improving the Open Space and Green Infrastructure of the District include:
 - Create more and improve existing open space
 - Provide open space amenities (e.g. pedestrian lighting) and access in each part in the District
 - Provide space and program support for a broader range of positive outdoor activities
 - Actively pursue greenway and non-motorized connections (e.g. bike trails and lanes)
 - Promote the use of best management practices for stormwater and encourage habitat restoration throughout the District
 - Improve wayfinding for community visitors and downtown users
 - Continue to enhance community/university gateways along Oakland Avenue and Wayne Avenue
- **Community Image:** A number of ideas expressed by the community did not have a specific physical component to them, but spoke to the higher goals for the community’s image and values. Some of these ideas recorded during the planning process, include the following:
 - Create more of a “college town” physical character through streetscape design, building placement, and architectural quality
 - Strengthen university and community physical/social/cultural ties
 - Insure that the community remains a family friendly place
 - Build a stronger sense of being a creative, artistic place
 - Become a more open, welcoming, relaxed, and accepting community

Mapping the Big Ideas

The Big Ideas outlined above are applicable to the District and community in a broad sense, and establish a overall approach to improving the District. During the preparation of the District Analysis and the public input workshops, opportunities were identified within the District for applying the Big Ideas to a particular place or places within the District. These site specific opportunities for improving the District were illustrated on a series of maps, which were used as a starting point by participants in the Phase II: Community Workshop for developing more detailed planning and design ideas. The Big Ideas maps include the following:

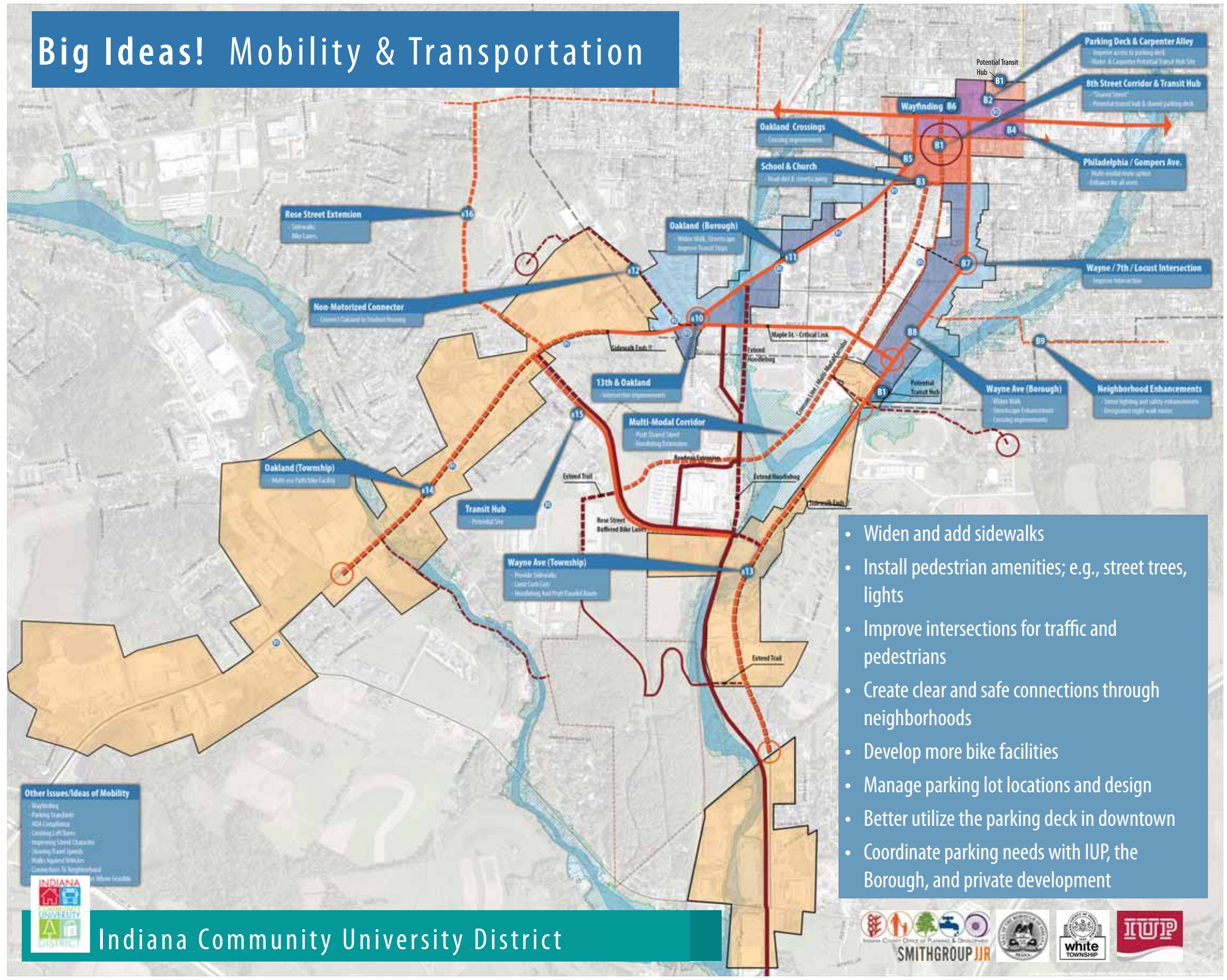
- Figure 11. Mobility and Transportation
- Figure 12. Housing and Development
- Figure 13. Open Space and Green Infrastructure

BIG IDEAS FOR CHANGE: MOBILITY INFRASTRUCTURE
 Improving the pedestrian realm is critical for place-making and making a more vibrant community. Residents and students want a walkable, connected, and safe way to move as pedestrians and cyclists.

- 1 Widen sidewalks to accommodate pedestrian volumes – particularly around IUP and along Wayne + Oakland.
- 2 Provide consistent sidewalks for the entire Oakland and Wayne corridors.
- 3 Install pedestrian amenities: street trees, pedestrian scaled lighting, adequate lighting, protection/buffering from traffic lanes. *POCKET PARK ALONGSIDE ALLEYS* *TRASH CANS*
- 4 Create clear and safe (well-lit) connections through neighborhoods where needed to direct pedestrian traffic to safe crossing points.
- 5 Improve intersections for traffic flow and pedestrian safety.
- 6 Develop more bike facilities-lanes, parking areas, on-street trails, and bike share.
- 7 Manage parking lot locations and design elements such as landscaping requirements, to improve community character.
- 8 Better utilize the parking deck downtown. *SCARY FEELING* *UNDESIRABLE PARKING* *IF COMES TO CAPACITY COULD HAVE A PARK ? (RIDE SHUTTLE SERVICE TO DOWNTOWN)*
- 9 Coordinate parking needs with IUP, the borough, and private development. Encourage more use of commuter lots (with reliable transit connections) for student parking off-site.
- 10 ENCOURAGE USE OF PUBLIC TRANSPORTATION *BRAND ? RIDE / SHUTTLE SERVICES*

Example of comments/input as to which of the “Big Ideas” were most important.

Big Ideas! Mobility & Transportation



- Widen and add sidewalks
- Install pedestrian amenities; e.g., street trees, lights
- Improve intersections for traffic and pedestrians
- Create clear and safe connections through neighborhoods
- Develop more bike facilities
- Manage parking lot locations and design
- Better utilize the parking deck in downtown
- Coordinate parking needs with IUP, the Borough, and private development

Indiana Community University District

Figure 11. Mobility and Transportation

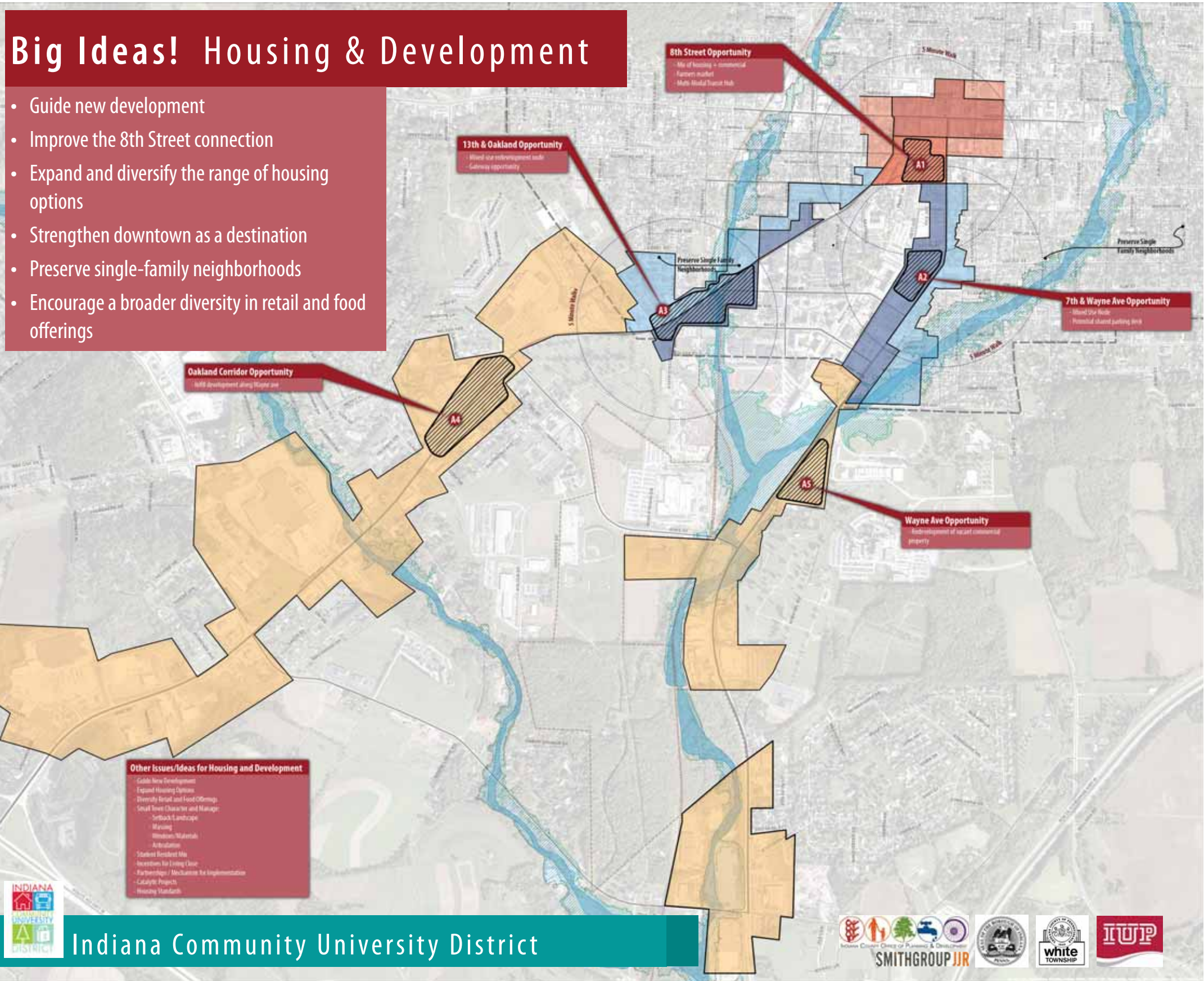
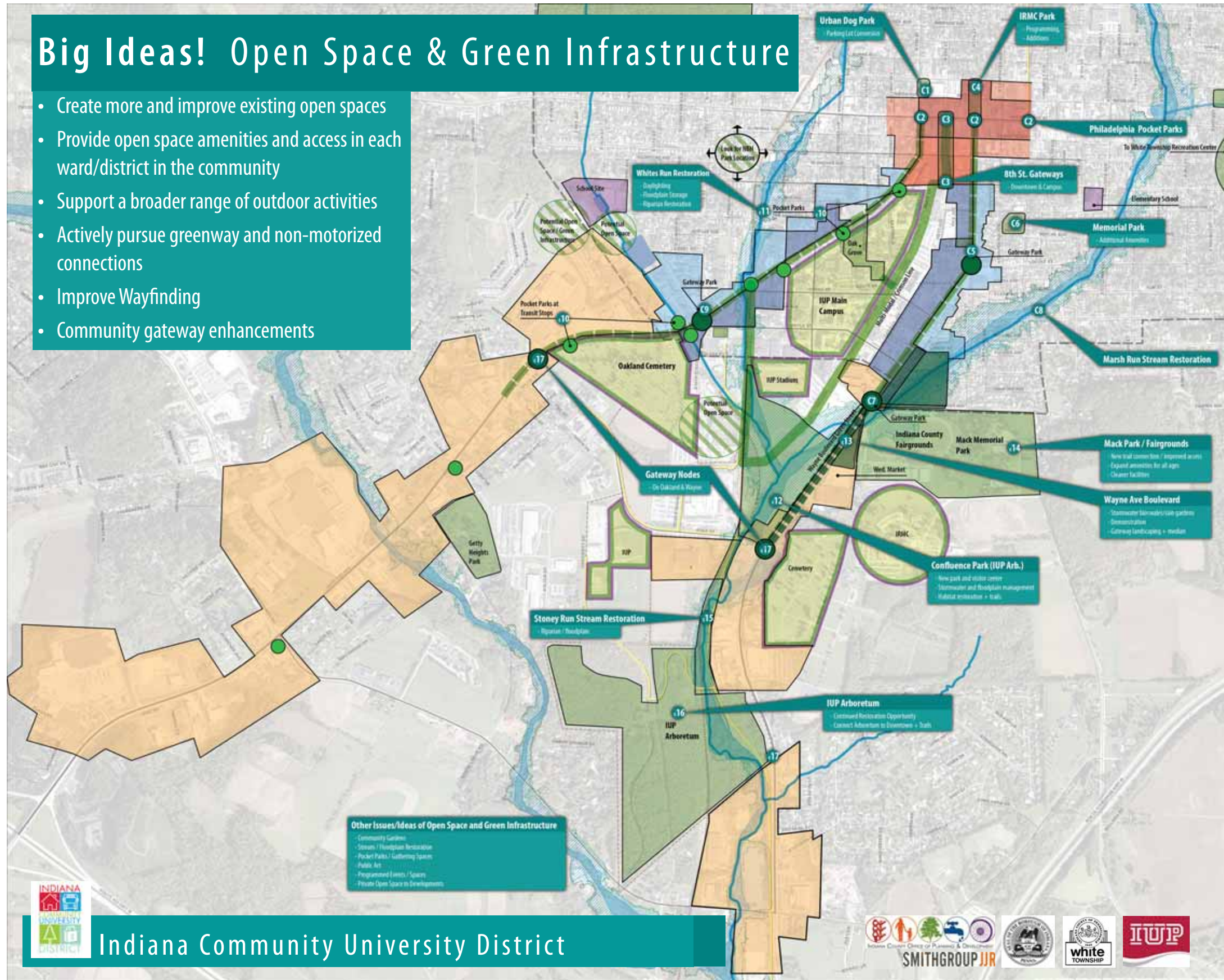


Figure 12. Housing and Development

Big Ideas! Open Space & Green Infrastructure

- Create more and improve existing open spaces
- Provide open space amenities and access in each ward/district in the community
- Support a broader range of outdoor activities
- Actively pursue greenway and non-motorized connections
- Improve Wayfinding
- Community gateway enhancements



Indiana Community University District



Figure 13. Open Space and Green Infrastructure

Application of the Big Ideas

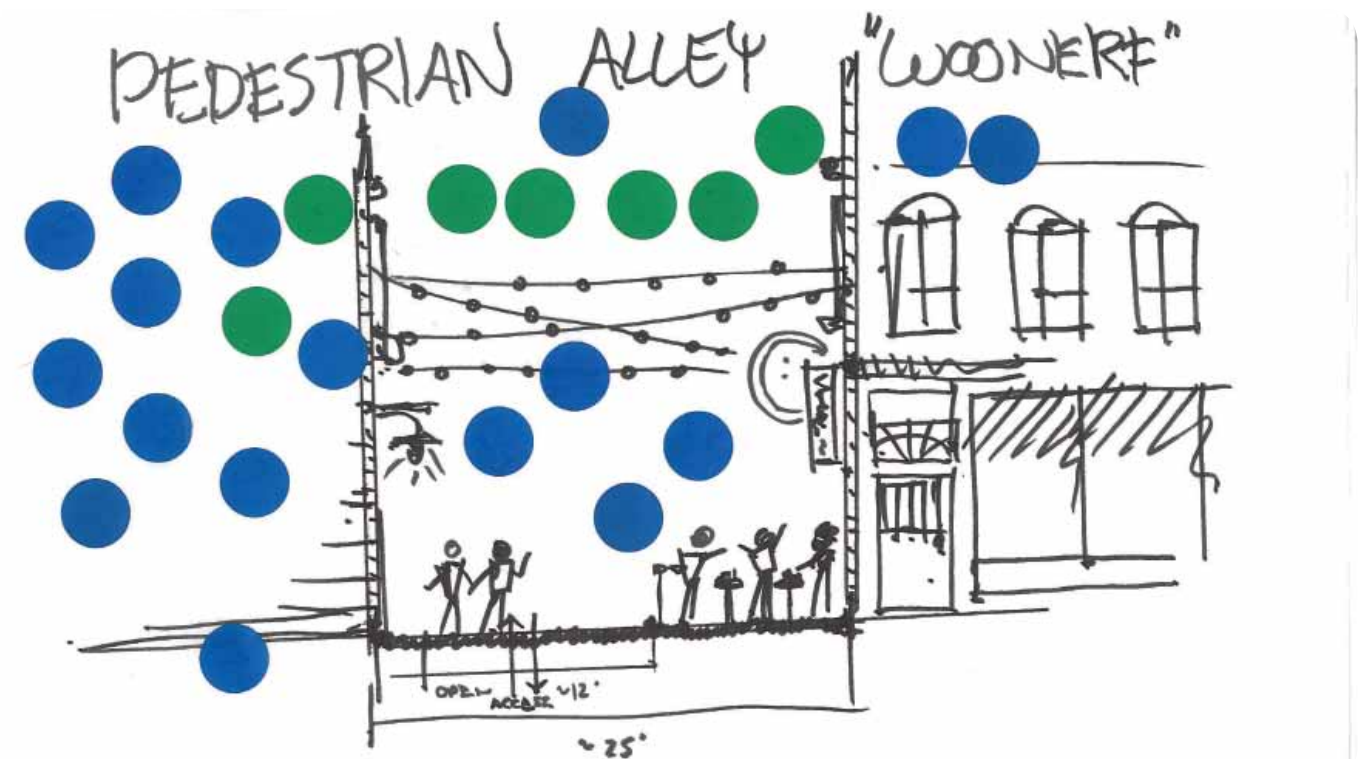
Most of the Big Ideas relate to a specific place in the District. The focus of the Phase II: Community Workshop was to work with the community to apply the Big Ideas and understand how these ideas could translate into actual changes in the District. To help make these improvements more tangible, the Planning Team prepared a series of conceptual site plans for different areas in the District. These alternative ideas do not represent a particular specific design recommendation, but show the range of possible solutions for the community to consider.

The workshop participants were given an opportunity to help develop these ideas, express their preferences as to which ideas made the most sense to them individually, and suggest new ideas that complement those under consideration.

Following the Phase II: Community Workshop, the Planning Team synthesized the input from the community into a series of three illustrative boards, each containing an overall plan of the typological area within the District, a listing of improvement ideas, and a series of conceptual site plans and computer generated perspectives which illustrate the application of the ideas. The ideas are organized on each plan into the three improvement categories (Housing and Development, Mobility and Transportation, and Open Space and Green Infrastructure).

The following pages outline the following for each of the three typologic type areas defined in the analysis of the District (refer to Section 2.0):

- Planning Objectives - the “big picture” strategies for each area
- Project Ideas - specific projects which are recommended for each area
- Conceptual Illustrations - illustrations of what the Project Ideas might look like if implemented. The illustrations simply show intent, and multiple options are included for some areas to illustrate a range of approaches that can be explored



Example of conceptual design graphic development during the Phase II: Community Workshop.

Application of the Big Ideas

Campus to Downtown

Planning Objectives:

- Encourage mixed-use redevelopment of underutilized parcels, creating housing opportunities for seniors and small households (consistent with the Comprehensive Master Plan)
- Provide commercial and civic energy along 8th Street to draw people between downtown and campus
- Provide new commercial development along 7th Street as a front door to downtown

- Seek potential partnerships for improving parking supply in the area while increasing density
- Create a strong link to the parking deck and improve street crossings for pedestrians
- Create complete streets for multiple users; focused non-motorized and transit function on 8th Street connected to campus and Philadelphia Street

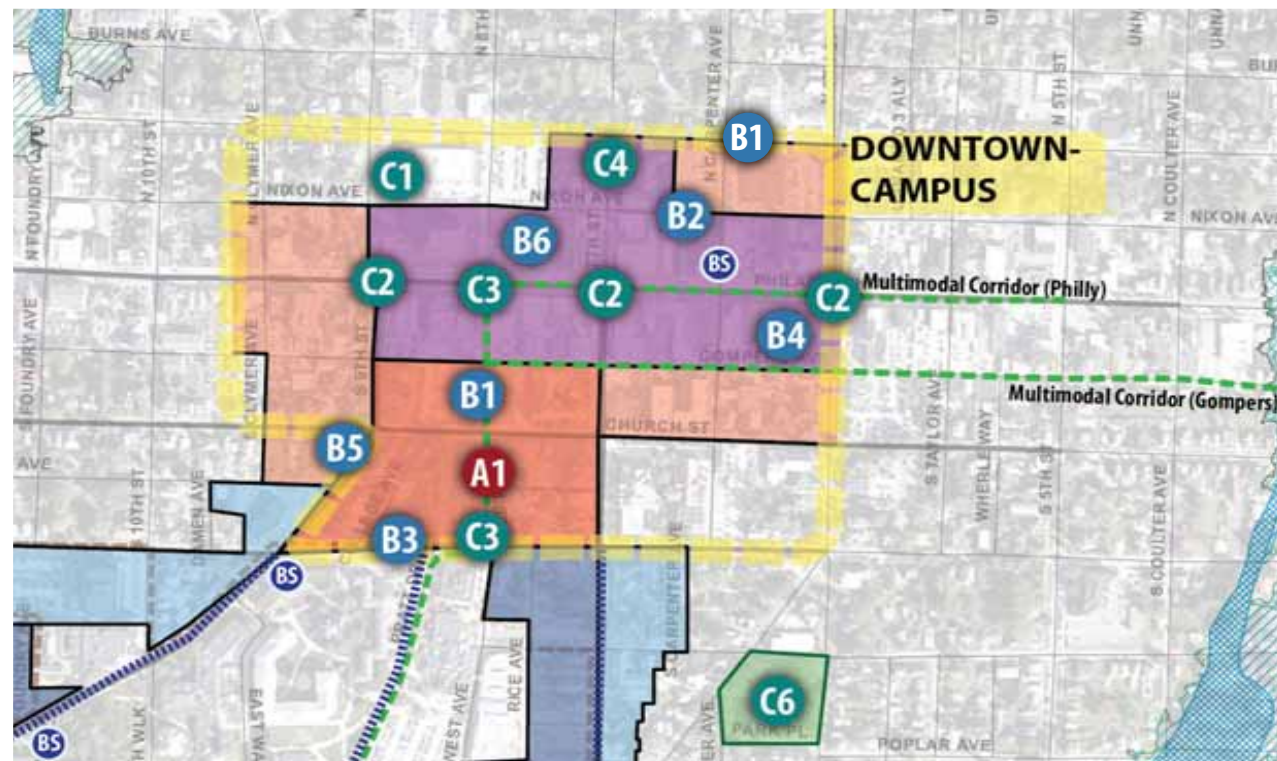


Figure 14. Project Ideas for Campus to Downtown Area

Project Ideas

Housing and Development

- A1. Redevelopment sites along 8th Street (multiple) – Mix of housing for grads, young professionals, retirees - possible 8th Street Farmers Market opportunity.

Mobility and Transportation

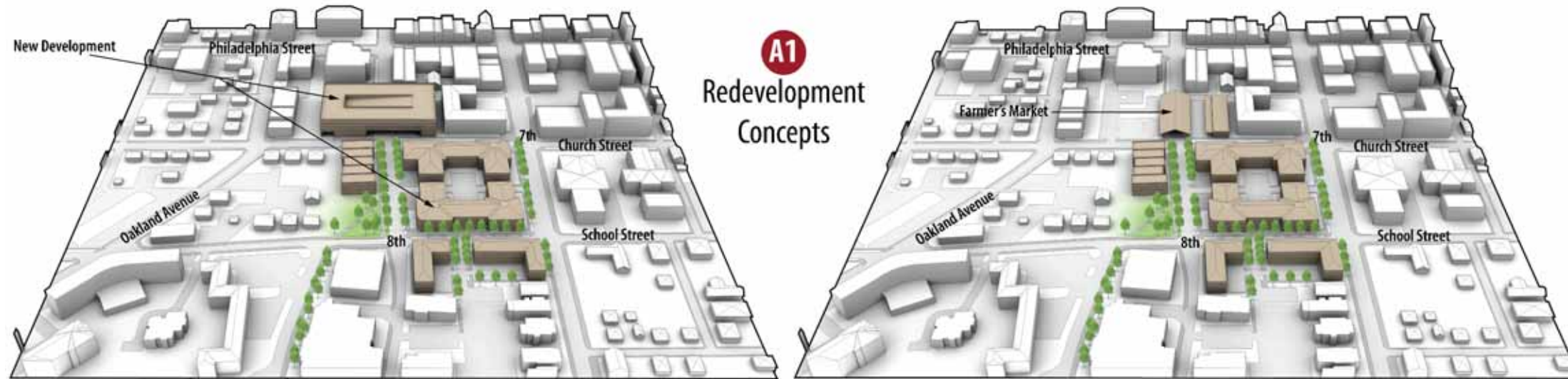
- B1. Transit Hub & 8th Street Improvements
 - New parking deck (8th street parking lots)
 - 8th Street Streetscape Improvements
 - Transit Hub - Other Location: Water & Carpenter
- B2. Improve access to existing parking deck + Alley enhancements (Carpenter)
- B3. School + Church Street Improvements
- B4. Multi-Modal Corridor (Philly/Gompers/etc.)
- B5. Crosswalk improvements (Oakland/School, Oakland/Church)

- B6. Improved wayfinding (overall)

Open Space + Green Infrastructure

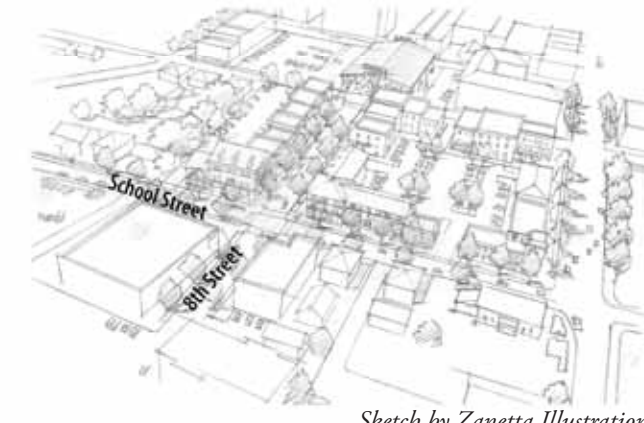
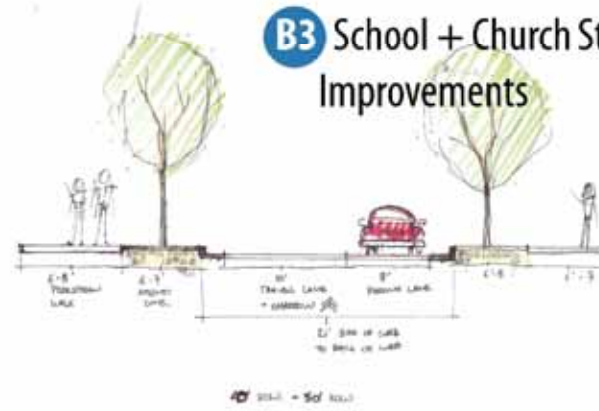
- C1. Public parking lot conversion to park space (possible dog park)
- C2. Pocket parks / seating nodes on Philly
- C3. Transitional gateways between Campus + Downtown on 8th street
- C4. Continued IRMC Park Enhancements for events

Downtown-Campus Zone



A1
Redevelopment
Concepts

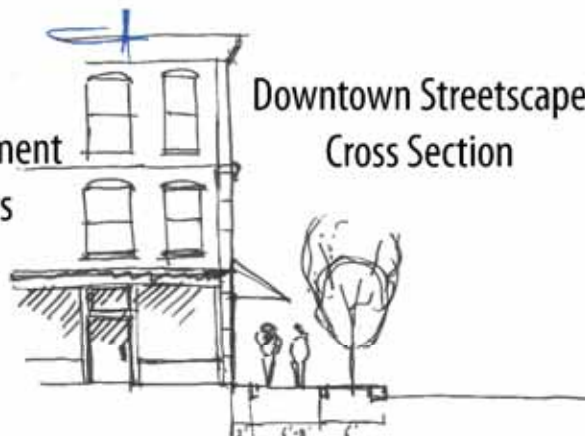
Perspectives Looking North



Sketch by Zanetta Illustration



A1
Redevelopment
Concepts



B2
Alley Improvements
& Parking Garage
Access



C3 8th Street Gateway Development

INDIANA UNIVERSITY DISTRICT

Indiana Community University District



Figure 15. Sketch Ideas for Campus to Downtown Area

Application of the Big Ideas

Campus to Neighborhood

Planning Objectives:

- Encourage the development of a mixed-use neighborhood node at or near key intersections
- Redevelop off-campus student housing areas to improve access to campus, provide common open space, create a more pedestrian friendly street environment along Wayne Avenue
- Consolidate development parcels through private property acquisition or encourage partnerships, where possible, for more unified development pattern
- Transition from commercial and higher intensity uses on Oakland and Wayne Avenues to established single-family residential areas to help preserve the neighborhoods

- Improve Oakland Avenue for non-motorized users with wider sidewalks and bike lanes (out to the Walmart site)
- Consider boulevard median, where possible, in this corridor
- Add transit drop-off lanes at key stops
- Improve the Wayne Avenue/7th Street and the Oakland Avenue/13th Street intersection to improve level of service for all users
- Pursue the potential for a public/private partnership to provide parking
- Improve intersections and traffic flow for both cars and pedestrians

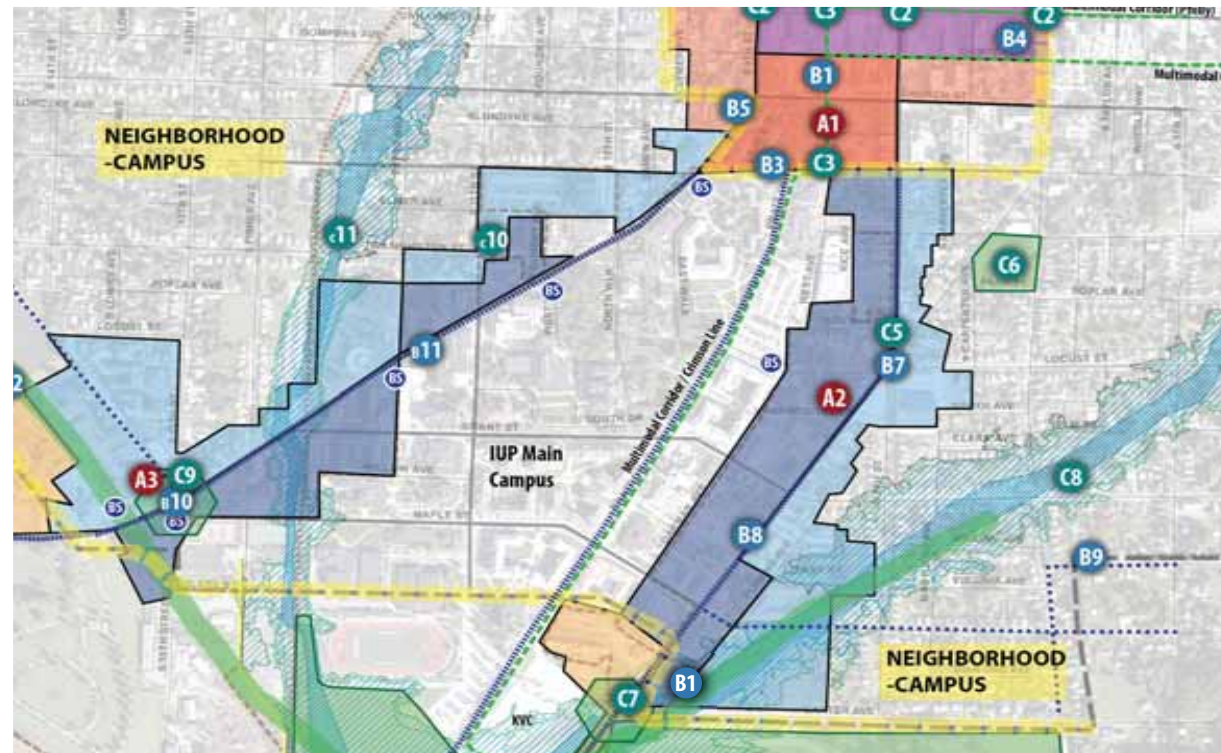


Figure 16. Project Ideas for Campus to Neighborhood Area

Project Ideas

Housing and Development

Wayne/7th

- A2. U1 District Redevelopment to Mixed-Use Nodes. Consolidate development parcels.
- Possible shared parking deck
 - Transitional redevelopment
 - Carter & Wayne Node

Oakland

- A3. Development Node: 13th & Oakland Area & Grant

Mobility and Transportation

Wayne/7th

- B1. Transit Hub - Alternate Location at Carter & Wayne
- B7. Improve 7th/Wayne/Locust intersection – consider road leg closures/redirect
- B8. Streetscape Enhancement on 7th + Wayne for non-motorized use. Improve midblock and secondary street crossings
- B9. Maple & 6th Street NBH – Pedestrian lighting at night designated safe-walks home

Oakland

- B10. Improve Oakland/13th/Maple intersection for all users
- B11. Oakland Streetscape Enhancements & Transit Stop Enhancements

Open Space + Green Infrastructure

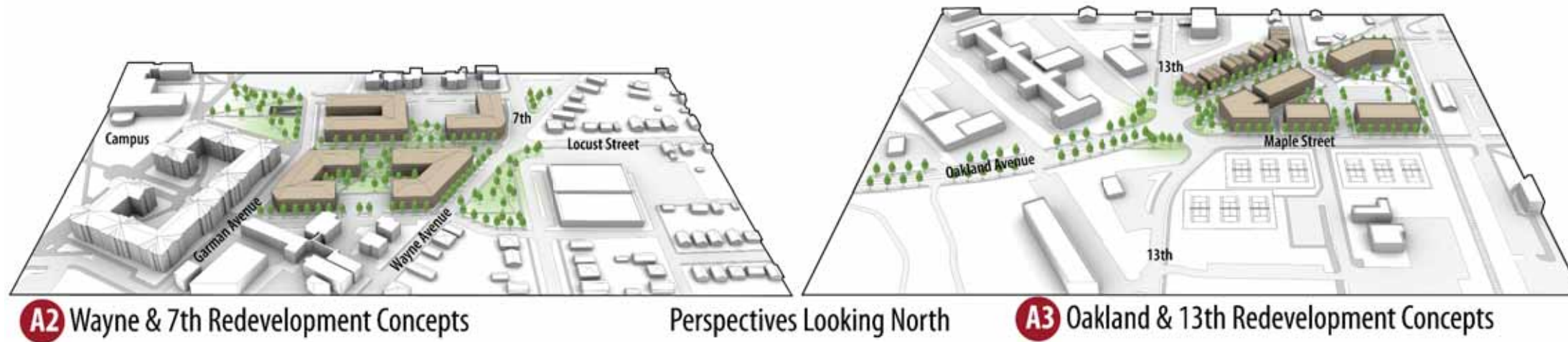
Wayne/7th

- C5. Create more green space at key intersection (pocket park notion) (7th & Wayne)
- C6. Memorial Park – additional amenities
- C7. Gateway & Wayne & Carter
- C8. Wayne: Marsh Run stream restoration + floodplain management

Oakland

- C9. Gateway node at 13th & Oakland
- C10. Oakland Ave Green Nodes at Bus Stops
- C11. Oakland: Whites Run stream restoration + floodplain management

Neighborhood-Campus Zone



A2 Wayne & 7th Redevelopment Concepts

Perspectives Looking North

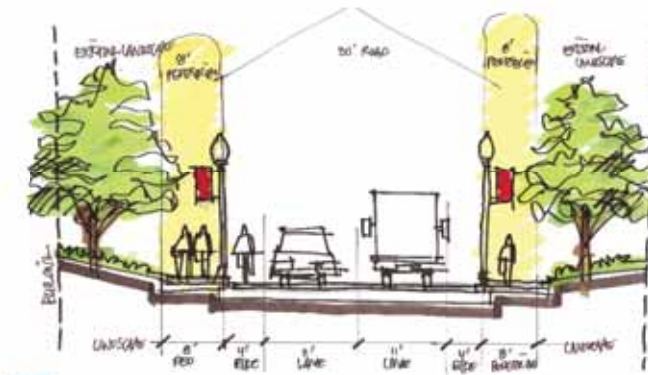
A3 Oakland & 13th Redevelopment Concepts



B7 Wayne & 7th Intersection Improvements



A3 Oakland & 13th Development



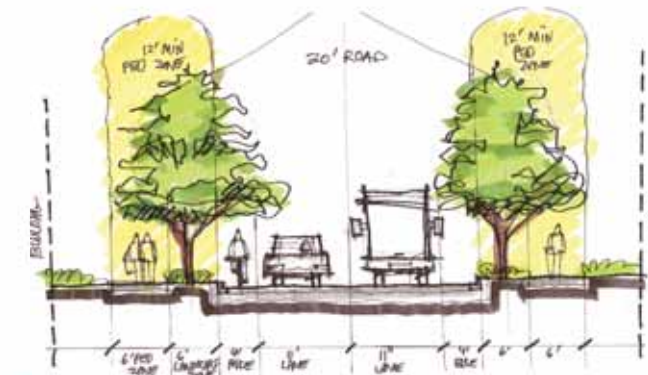
B11 Oakland Streetscape Improvements Cross Section



B7 Wayne & 7th Intersection Improvements



Wayne & Maple Redevelopment



B8 Wayne Ave Streetscape Improvements Cross Section



Figure 17. Sketch Ideas for Neighborhood to Campus Area

Application of the Big Ideas

Suburban Corridor

Planning Objectives:

- Continue suburban development model, to allow for auto-oriented businesses but guide development towards improving non-motorized access with sidewalks and moving buildings closer to street to improve the character and pedestrian/cyclist access
- Provide for street trees, stormwater management, landscaping, and improved signage
- Encourage infill development along street frontage where site has excess of parking

- Manage curb cuts per current standards
- Consider use of shared access drives and side streets
- Provide non-motorized connections to multi-family housing that is located near Oakland Avenue, but behind the commercial frontage
- Complete trail network parallel to Wayne Avenue
- Create a new multi-use path for pedestrians and cyclists along Oakland Avenue in this corridor out to the Walmart site
- Consider boulevard median where possible in this corridor, particularly at the north end of the Suburban Corridor and on both Wayne and Oakland Avenues

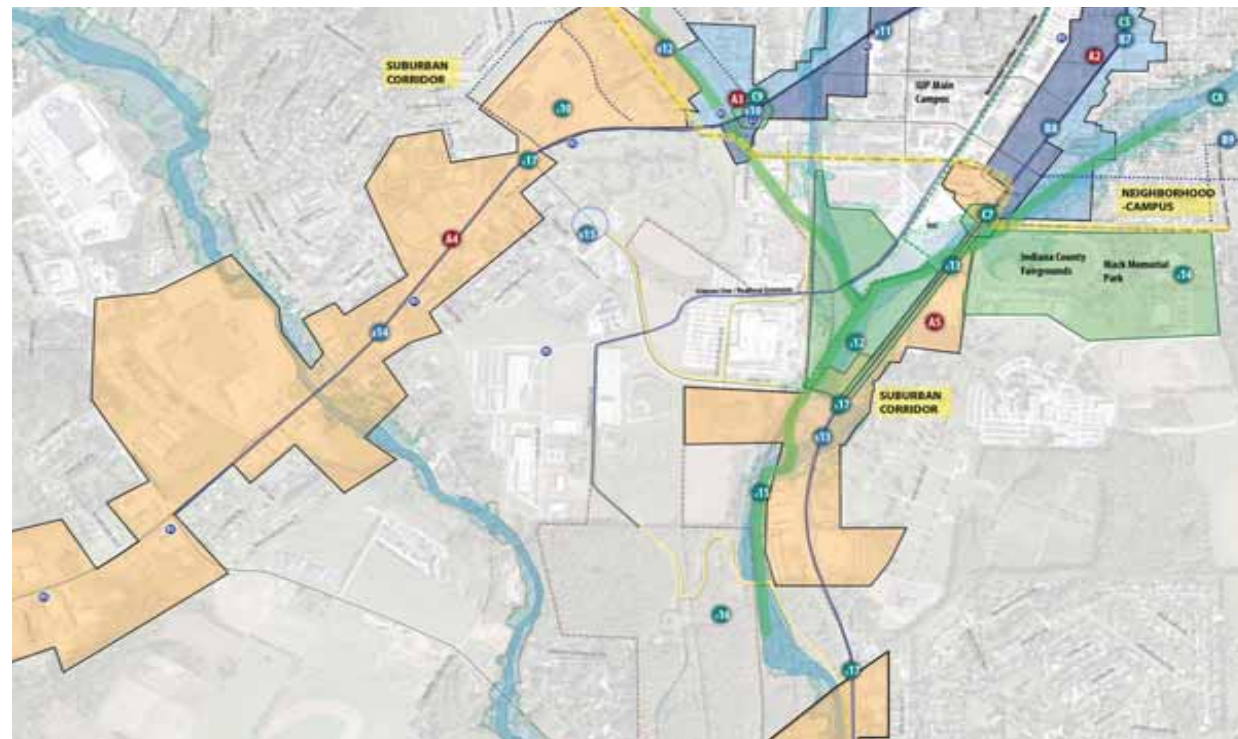


Figure 18. Project Ideas for Suburban Corridor Area

Project Ideas

Housing and Development

- A4. Infill commercial/mixed-use development along street frontage
- A5. Wayne & Hospital road – redevelop vacant commercial lot New hotel site

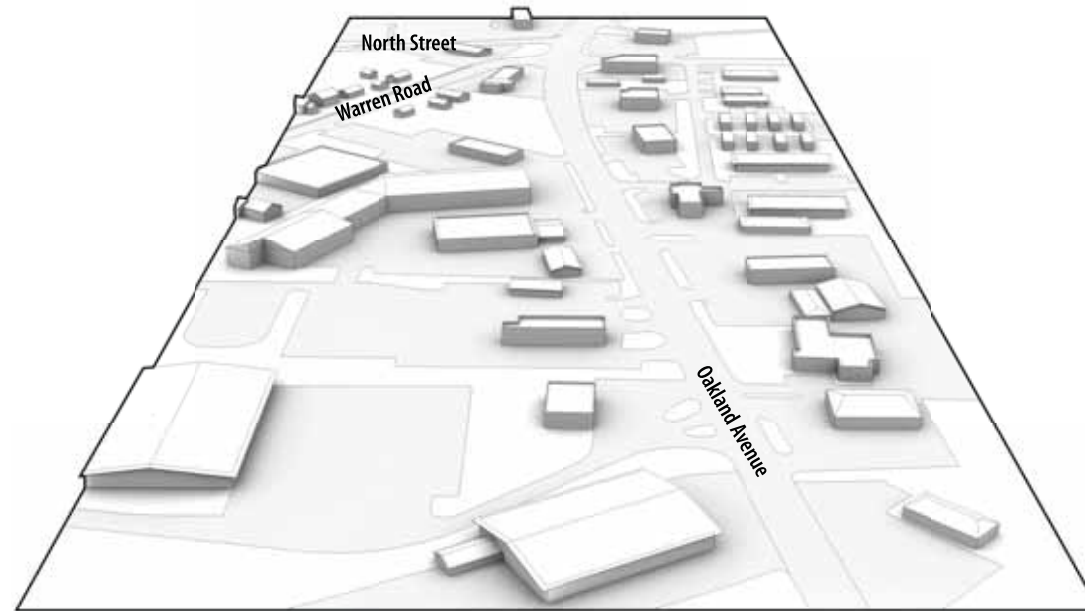
Mobility and Transportation

- B12. Non-Motorized connection from Copper Beech / Grove to Wayne
- B13. Wayne: Sidewalks/Path + Streetscaping
- B14. Oakland: Sidewalks/Path + Streetscaping
- B15. Transit Hub / Exchange: Rose + Saltsburg Ave
- B16. Rose Street extension

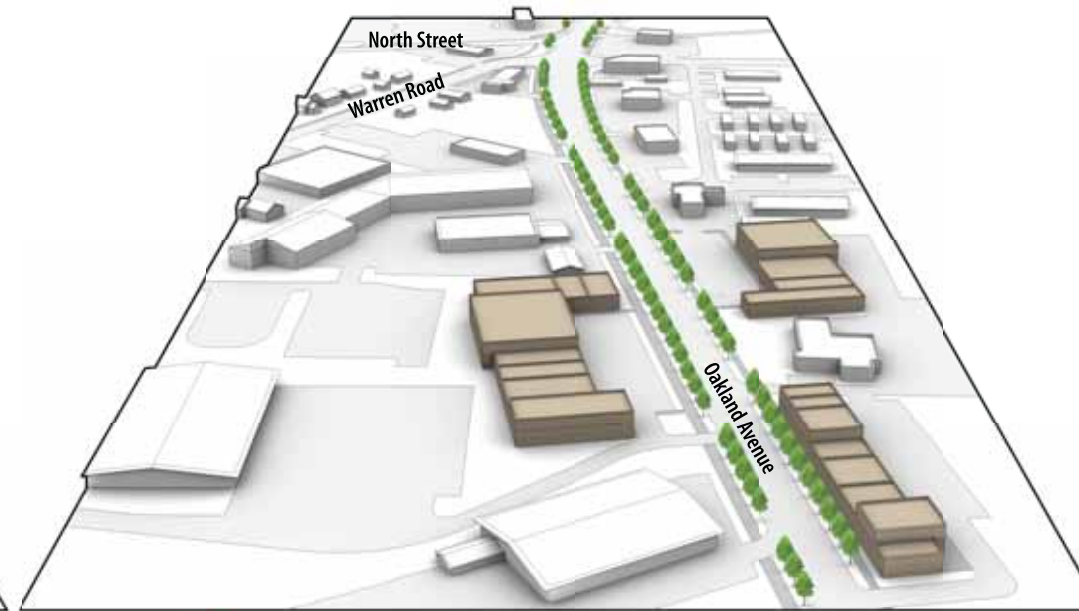
Open Space + Green Infrastructure

- C12. Implement Confluence Park Concept & floodplain improvements
- C13. Landscape Boulevard/median on Wayne ave
- C14. Improve connectivity to and through Mack Park / Fairgrounds / Enhancements
- C15. Stoney Run: stream restoration + floodplain management
- C16. Arboretum restoration
- C17. Establish stronger gateway node/experience & key points

Suburban Corridor Zone



Oakland Corridor - Typical Existing Condition



A4 Oakland Corridor - Redevelopment Concept



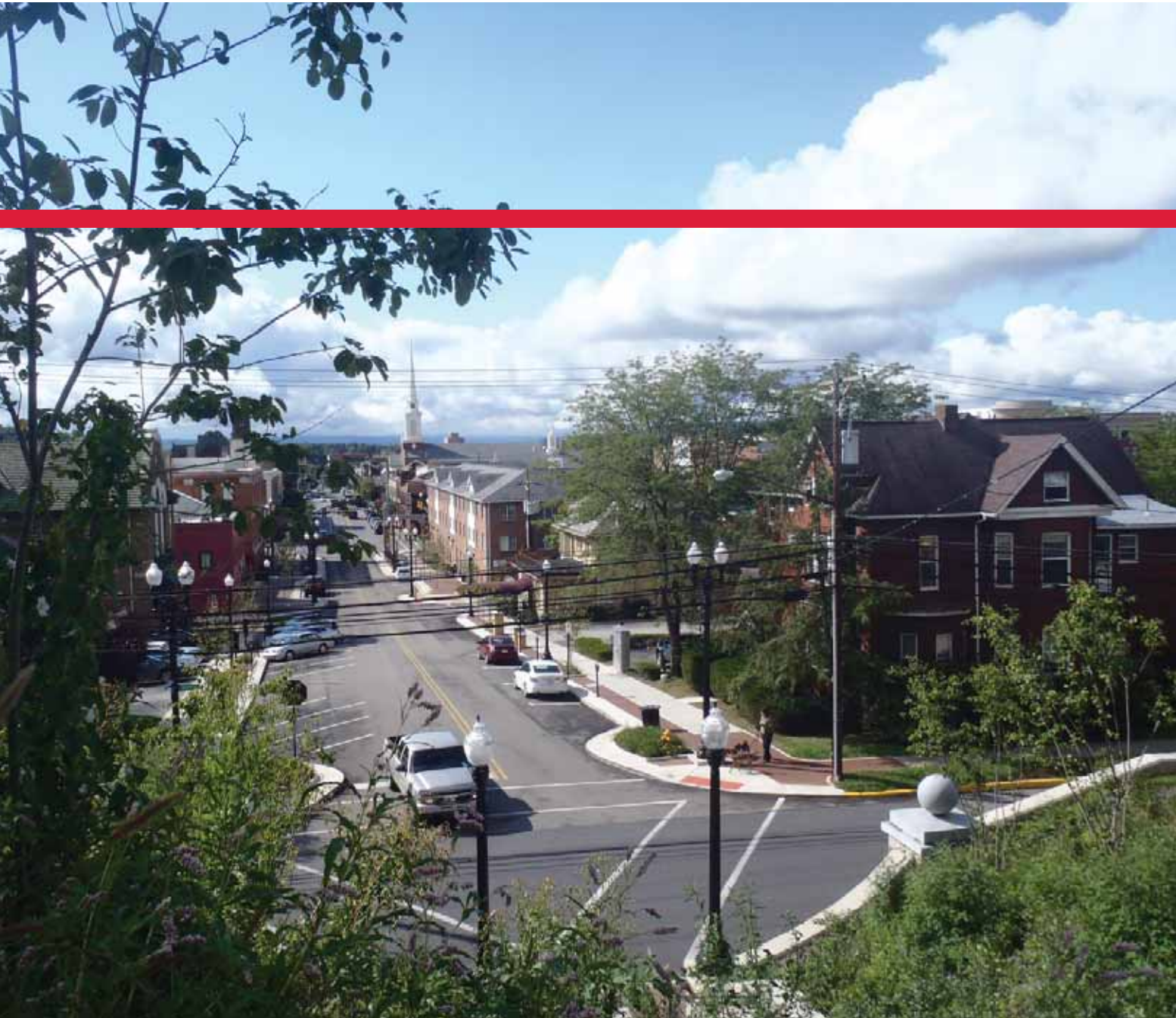
B14 Oakland Streetscape & Multi-Use Path



Oakland Corridor - Infill Development Concept



Figure 19. Sketch Ideas for Suburban Corridor Area



4.0 DESIGN GUIDELINES

Design Guidelines for Future
Development

Design Guidelines for Future Development

Introduction

Communities help guide new development to meet the goals expressed by residents in master plans through the use of zoning ordinances and development guidelines. Different municipalities utilize different tools to manage growth; in this case, the Borough primarily relies on zoning ordinances, and White Township utilizes a Subdivision and Land Development Ordinance (SALDO). This section of the report outlines an approach to improving these documents, and provides specific recommendations for change.

The zoning ordinance of the Borough and the SALDO of White Township guide development by establishing requirements related to yard setbacks (expressed as minimums), building height (expressed as a maximum), density of development, site coverage, and related concerns. This approach has been utilized for decades by the planning profession across the country. While this approach has served to protect the basic planning related interests of the community, it has fallen short of creating the qualities of a community that many citizens now demand or encourage development patterns that maximize the potential for using development to create “place”.

Over the last 20 years, community residents and the real estate development industry have adopted a new approach to guiding development. This new approach is less focused on managing specific land uses, and pays more attention to the siting and form of new buildings, creating a mix of land uses within a particular site or district, and creating a welcoming and useful public realm of streets and open spaces. The real estate market has responded well to this trend and to changes in housing markets including an increased demand for more urban living environments. Developers are willing to work within a broader set of planning and design guidelines because this approach is creating projects that meet consumer demands. Community residents support the approach of expanded guidelines when they are utilized in a way that results in new development with positive attributes that contribute to the aesthetic, economic, and environmental aspects of the built environment.

Community planning officials are responding to these shifts by adopting “form-based codes” and design guidelines that focus more on the form of development and less on land use than traditional zoning codes.

Planning Principals

Based on feedback from the public who participated in the District study, the community supports the use of new guidelines for development which can improve upon the nature and quality of new development. The underlying principles which drive this desire include:

- Creating complete streets that serve passenger and service vehicles, transit, cyclists and pedestrians of all abilities
- Encouraging development in specific nodes or neighborhood centers that have their own identity
- Guiding new development to create a more appropriate transition in building size, height, and design from highly developed areas to single-family neighborhood
- Improving development standards to more deliberately create “place”
- Improving the suburban model to create welcoming corridors that function and are safe
- Integrating sustainability in public and private development
- Orienting development in the Borough to streets and open space amenities
- Strengthening non-motorized and transit connections to key destinations (e.g. campus, open spaces, retail and services)

Design Guidelines for Future Development

The Indiana Community University District Master Plan is unique in that the area studied crosses municipal and institutional borders. The plan does not represent a singular focused set of recommendations tailored only for one entity, and, as such, the plan should not be formally “adopted” as a community master plan would be. Rather, our goal is that the District Partners support the plan’s recommendations, and consider implementing it through:

Community Master Plans

Each community and IUP proactively prepare comprehensive master plans to guide community development and establish strategies for encouraging on-going improvements to their respective places. This Indiana Community University District Master Plan should be relied upon in the preparation of future community and campus master plans as a reference for specific ideas and policies.

Zoning Ordinances

The Borough currently regulates the development of private property through the Chapter 460: Zoning and related documents. For those communities with zoning ordinances, under the Commonwealth of Pennsylvania enabling legislation (Pennsylvania Municipalities Planning Code Act of 1968, P.L. 805, No. 247 as reenacted and amended) there are two specific zoning tools indicated for guiding development patterns: a Planned Residential Development (PRD) ordinance, and a Traditional Neighborhood Development (TND) ordinance.

The Borough previously adopted a TND ordinance. While the idea of a TND ordinance made sense enough to lead to the adoption of such an ordinance, the practical application of the ordinance proved to be problematic, and it was repealed in 2014. One of the key issues with the ordinance was the fact that the District was defined too broadly and did not adequately address the need to create a transition from higher density areas to lower density neighborhoods. A second issue with the ordinance was the lack of specificity within the ordinance to manage architectural materials, details and building location. We recommend that the Borough consider a new draft of a TND that would address concerns about the previous ordinance; another (perhaps) more effective approach would adopt a new district ordinances for the Downtown - Campus Area and along the Neighborhood-Campus Area consistent with Figure 20. Planning Areas.

White Township should consider adopting a zoning ordinance, to help ensure an orderly redevelopment of this important part of the township. Adopting a new ordinance will also help avoid new high density or high activity developments impacting existing low density rural residential areas.

Development Regulations

White Township relies upon the development regulations outlined in “Chapter 275: Subdivision and Land Development” to shape new development, including Article VI Multifamily Residential Development and Article VII Commercial and Industrial Developments. While these development regulations do not proscribe where these lands uses may be built in the township, they offer a thorough set of metrics and guidelines for how the land uses may be developed. Should the township establish a set of zoning ordinances, the articles noted above would be a good first draft. If a zoning ordinance is not pursued, then we recommend that the articles be amended to incorporate some of the metrics discussed in Section 4 of this report.

Design Guidelines for Future Development

Figure 20. Planning Areas illustrates the three typological areas of the District. Given that these three zones have distinct (existing and proposed) attributes, each area should have design guidelines that reflect their uniqueness. The defined Planning Areas of Figure 20 not only reflect the analysis for this study, but also the comprehensive master plans for the Township and the Borough. Specifically, Figure 20. Planning Areas blends the areas identified on Figure 6. Typological Areas (which was the result of the District analysis completed for this study) and the land use zones identified in the Borough’s Land Use Plan (found in the Indiana Borough Comprehensive Master Plan, Map No. 3). These two documents showed a very strong correlation in the planning areas identified, so Figure 20 establishes a logical boundary for amending the current zoning district map.

One of the key goals of this plan is to create better transition from the density of downtown and the corridors to the adjacent neighborhoods, particularly in the Borough. As such, the two Planning Areas located in the Borough, Campus to Downtown and Neighborhood to Campus, have each been split into two subcategories for the purposed of establishing new design guidelines. A two-tiered approach in the Campus to Downtown and Campus to Neighborhood areas creates a transition of the density and height of development.

Recommended Regulation Changes

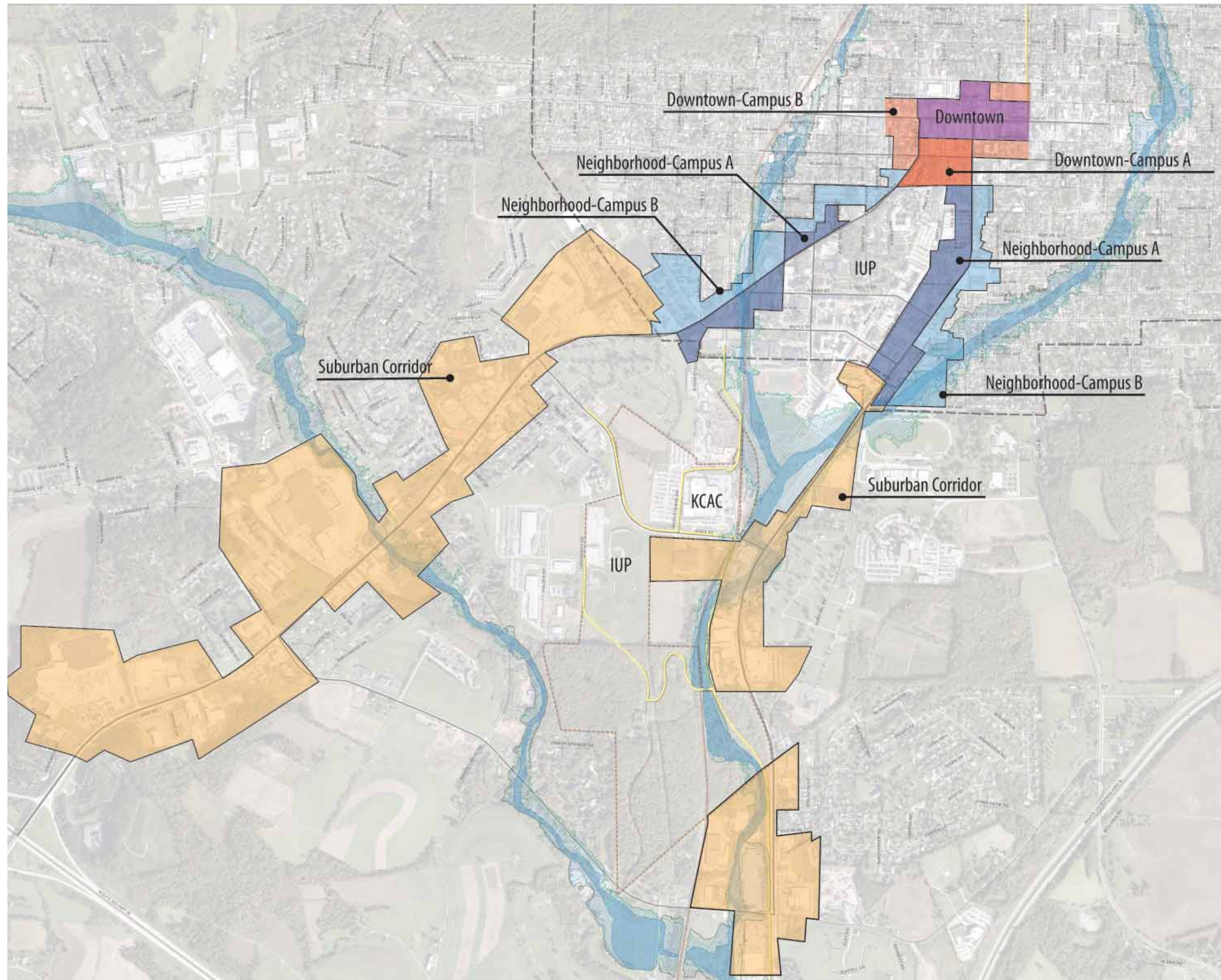
The zoning ordinances of the Borough and the White Township Subdivision and Land Development Ordinance (SALDO) were reviewed as part of this study and compared with the development standards that are typically recommended to refocus community ordinances toward place making and mixed-use development. Table 1 (below) provides the following:

- An overview of existing design guidelines of White Township and the Indiana Borough
- Recommended changes to the existing guidelines that are consistent with the goals and character of the community, as exposed through the results of this study
- New guidelines that address other design parameters that communities across Pennsylvania and the country are adopting to create a better “place.” These are recommended based on the existing ordinances and guidelines, and the scale and quality of desired development in the community as expressed in the workshops

These recommendations have been prepared with a high level of thought and consideration; however, as changes to ordinances are considered by local elected and appointed officials and residents, there are opportunities to further refine these ideas into a set of proposals that fit the community.

	Downtown-Campus A	Downtown-Campus B	Neighborhood-Campus A	Neighborhood-Campus B	Suburban Commercial/Industrial
CURRENTLY REGULATED					
Front Yard Building Setback	0	10	10	15	20
Setback for Residential Zones (typ. side)	10	10	20	20	25
Maximum Lot Coverage	80	70	60	50	40
Maximum Building Height	75	50	75	40	60
Max. Number of Stories	6	4	6	3	5
Recreation Space	0	0	50-100 SF/unit	50-100 SF/unit	50-100 SF/unit
Number of Curb Cuts	0	1	1 per 100 ft.	1 per 100 ft.	1 per 100 ft.
PROPOSED REGULATED					
Minimum Height in Stories	3	3	2	2	1
Minimum Building Mass at front yard (%)	80	70	60	50	25
Incentive Building Height	7	5	7	4	4
Parking Lot Location	rear	rear	rear or side	rear or side	front, rear, or side

Table 1. Design Guidelines

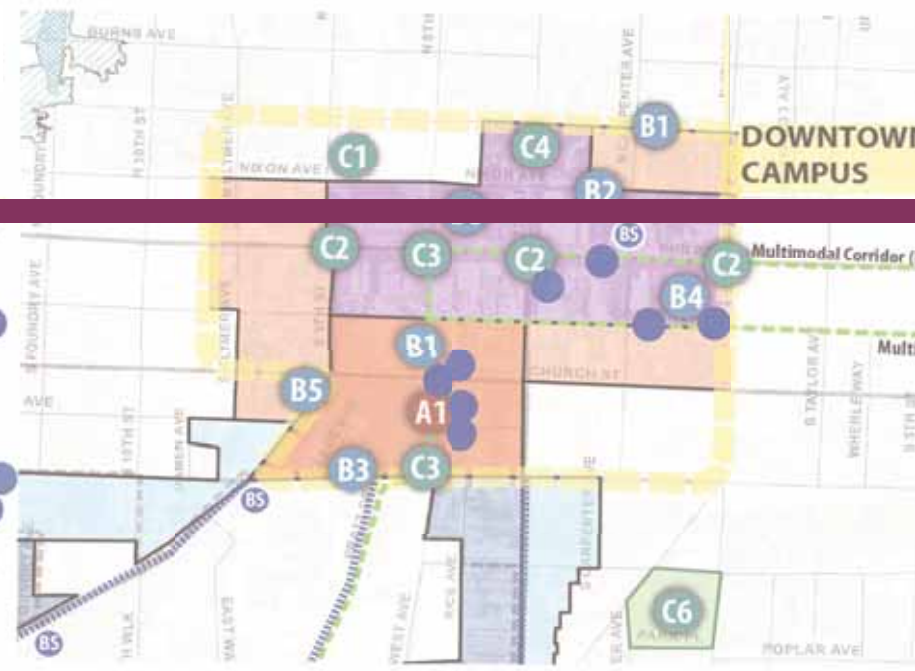


The District has three distinct typological areas, as noted above. The two zones within the Borough are further divided into two levels to create a transition to adjacent neighborhoods.

Figure 20. Planning Areas

5.0 PRIORITIES + IMPLEMENTATION

- Long-term Partnerships
- Funding Opportunities
- Implementation Priorities



Project Ideas

Housing and Development

A1. Redevelopment sites along 8th Street (multiple) – Mix of housing for grads, young professionals, retirees – possible 8th Street Farmers Market opportunity.

B6. Improved wayfinding (overall)

Open Space + Green Infrastructure

C1. Public parking lot: conversion to park space

C2. Pocket parks / seating nodes on Philly

C3. Transitional gateways between Campus

street

C4. Continued IRMC Park Enhancements for

Mobility and Transportation

B1. Transit Hub & 8th Street Improvements

- New parking deck (8th street parking lots)

- 8th Street Streetscape Improvements

- Transit Hub - Other Location: Water & Carpenter

B2. Improve access to existing parking deck + Alley enhancements (Carpenter)

B3. School + Church Street Improvements

B4. Multi-Modal Corridor (Philly/Gompers/etc.)

B5. Crosswalk improvements (Oakland/School, Oakland/Church)

ZONE OBJECTIVES:

- Create complete streets that multiple users;

- Encourage mixed use re-development of underutilized parcels, creating housing opportunities for seniors and small households (consistent with Comprehensive Plan)

- Provide commercial and civic energy along 8th to draw people between downtown and campus.

- Provide for new commercial development along 7th as a front door to downtown.

- Seek potential partnerships for improving parking supply in the area while increasing density.

Design Guidelines:

	Downtown Campus A	Downtown Campus B
CURRENTLY REGULATED		
Front Yard Building Setback	0	10
Setback from Residential Zones (Opp. Side)	10	10
Maximum Lot Coverage	80	75
Maximum Building Height	75	52
Max. Number of Stories	6	5
Recreation Space	0	0
Number of Curb Cuts	0	1
PROPOSED REGULATED		
Minimum Height in Stories	3	3
Minimum Building Mass at front yard (%)	90%	70%
Incentive Building Height	7	5
Parking Lot Location	rear	rear

Long-term Partnerships

Introduction

The purpose of this report section is to outline the value of developing an organization structure and maintaining partnerships, describe potential funding sources, and propose a set of priority actions to be taken by each District Partner.

The foundation of the Indiana Community University District Master Plan and planning process is the partnership formed between White Township, the Borough of Indiana, IUP, and Indiana County. The underlying notion that lead to this partnership is that there are community planning and development issues which contribute to the vitality of each entity that can best be addressed by working together.

The planning process further validated a common sense of purpose and vision in this effort. Further, the process has demonstrated the value of collaboration. Each entity has their own issues to address and ideas to pursue as a result of this planning process, and each has gained insight into the needs and values of their counterparts.

Establishment of an Organizing Structure

To build on the collaborative value created during the planning process, we recommend that the entities involved establish a community and economic development organization to:

- Fund and implement key physical improvements that cross jurisdictional boundaries (e.g. a bike path and lanes along Oakland Avenue)
- Continue to coordinate and communicate ongoing initiatives within each partner organization that are relevant to the District (e.g. Rose Street multi-use path connection)
- Collaborate on implementing changes to development guidelines and ordinances that are derived from the recommendations of this study
- Promote redevelopment and economic investment in the District

There are several organizational mechanisms which would allow the District Partners to continue to work together. The simplest is to have each partner commit to meeting on a regular basis to update one another on the progress of the initiatives of this study. This would require very little organizational effort up front, but does establish strong organizational basis for collaboratively seeking funding and implementing projects.

Two forms of organizational structure have been used throughout Pennsylvania to promote economic redevelopment. These are typically groups that operate with the blessing of the local government entities, but independent from them. These organizations are sanctioned by enabling legislation in Pennsylvania, and can accept and manage many grants and programs. The first such organization is a Community Development Corporation (CDC). This group is typically focused on the stabilization and development of neighborhoods, paying more attention to housing than other development needs. This is not necessarily the only focus of the CDC, as the Wilksburg CDC demonstrates in their activities and programs related to business district revitalization. A second common form of organization is the Economic Development Corporation (EDC). Most EDC's, like the Indiana County EDC, tend to focus on job growth and industrial development; however, like the CDC's, they are able to take on a broader role in community development.

In the long run, the businesses along the corridors may be well served by the expansion of the Downtown Indiana Business Improvement District (BID) or the creation of a new BID. This organization allows business districts to work together to fund and manage maintenance and improvement initiatives within a given district. The formation of a BID does not fill the need for a organizing structure for the District as discussed above, but would be complementary.

Each of these approaches should be studied further to understand which best fits the needs of the local district and its partners. Given the need to tackle some of the fundamental issues discovered during this study and the potential complexity of solutions, it is prudent to consider how to best take advantage of the cooperation of the District Partners.

Long-term Partnerships

Maintaining Links to Key Resources

The planning process for the District has successfully engaged a broad range of residents and stakeholder groups. To successfully move forward on the recommendations of this study it is important to continue building positive working relationships with local stakeholder groups such as:

- Downtown Indiana BID
- PennDOT District 10
- Neighborhood organizations and community based organizations (e.g. Welcome to Indiana)
- Local non-profits engaged in community services and redevelopment
- Indiana County Transit Authority (IndiGO)
- Business focused organizations and private developers
- Property owners

As initiatives from this study move forward, the community would be well serviced by engaging these groups in the implementation process. Should the District Partners opt to pursue a long-term organizational structure, it would help to broaden the participants, and perhaps include representatives of some of these groups on a board of directors.

Together the private and public sector shape the physical setting of our communities and the recommendations of this study recognize the need for a collaborative and balanced approach to development. Often public investment in streetscapes, plazas and parks, and community amenities, independent from private development, can act as a catalyst for subsequent community improvements and private investment. An approach in which the public sector works hand-in-hand with the private sector to invest in public improvements that directly support new development can be an even more effective method.

Engaging the Community

Thanks to the energy invested by the District Partners, the District planning process involved an unprecedented number of local residents in the development of the Indiana Community University District Master Plan. This effort has helped hundreds of citizens become informed about planning in the community, many of whom now support the vision and planning ideas that are represented in this report. As community improvement initiatives are pushed forward, the local community should continue to encourage public involvement and sense of ownership in the projects and the greater community.



Funding Opportunities

Local communities and IUP cannot rely on their own resources to implement the recommendations of this study. Luckily there are a number of state and federal programs that have been established to assist local communities in these kinds of proposals. Such grant and funding programs are typically targeted in one of two ways:

- Grants, tax advantages, loans and loan guarantees to support the private development of (and supporting public infrastructure for) sites that are located in distressed and under-utilized parts of communities, include obsolete or abandoned structures, or involve environmental contamination.
- Grants that fund public improvements related to recreation facilities, trails, streets and streetscapes, and similar facilities.

Many of these funding programs are managed by the Pennsylvania Department of Community and Economic Development (DCED). The DCED offers an array of grants, loans, loan guarantees and tax credits and other incentives to help businesses, communities, and municipalities succeed in Pennsylvania, including:

- The Commonwealth Financing Authority (CFA) offers programs, such as:
 - Alternative and Clean Energy Program;
 - Building PA;
 - Greenways, Trails and Recreation Program;
 - High Performance Building Program;
 - Multi-modal Transportation Fund; and, the
 - Community Development Block Grants
- Industrial Sites Reuse Program
- Keystone Communities Program
- Community Economic Development Loan Program
- Historic Preservation Tax Credit
- Business in Our Sites Program

PennDOT also offers grants through the Multi-modal Transportation Fund which is distinct from the program run by the DCED. This funding source supports projects related to transit as well as non-motorized travel (e.g. bike paths).

These grant opportunities need to be compared with the priorities of the District Partners and then more thoroughly studied to understand the appropriateness of the fit between project and funding source. Often meeting with representatives of agencies like the DCED can be fruitful in terms of understanding the funding mechanisms and building support for a particular project.

Implementation Priorities

Community Investment

Credit is due to each of the District Partners for their past investment of time and money to increase the livability and economic viability of the overall community. Significant infrastructure and development investments have been made over the past decade by each of the District Partners and within the District, including:

- Construction of the Hoodlebug Trail
- Development of the Kovalchick Convention and Athletic Complex
- Development of new student housing (both on- and off-campus) and academic facilities on-campus
- Neighborhood stabilization and home ownership programs in the Borough
- Traffic capacity and signalization improvements along Wayne and Oakland Avenues
- Upgrades to the wastewater treatment plant and interceptor improvement on Wayne Avenue
- Indiana Borough deemed Playful City USA
- Indiana Borough planted over 1000 trees and was deemed ShadeTree City USA

Evidence of the commitment by the District Partners to maintain a vibrant university and community continues to display itself, through current initiatives already planned to be implemented in the next five years, including:

- Indiana Multi-modal Corridor
- A new hotel adjacent to the Kovalchick Convention and Athletic Complex
- Building the downtown streetscape project
 - 9th to 10th Streets, Philadelphia Street and all infrastructure
 - 5th to 6th Streets, Philadelphia Street and all infrastructure
 - North 7th Street, Philadelphia Street to Water Street, steps and wall below Vinegar Hill and the Indiana Regional Medical Center (IRMC) Park
- SINC-UP, Oakland Avenue to Philadelphia Street and east on Philadelphia Street to 3rd Street. Synchronize all lights to mitigate congestion
- Elm Street Improvements

- 600 Grant Street, 400 Grant Street and all infrastructure
- 400 and 500 Locust Street and all infrastructure
- 500 School Street and all infrastructure
- Future plans include improvements from 6th to 9th Streets and infrastructure
- Future plans include upgrades to the Indiana Free Library/Community Center
- Transit Operations Center

Project Priorities

During the final project workshop conducted in February of 2015, community members were asked to provide input for priorities to pursue for each of the three typological areas by means of a dot voting exercise. The key projects identified through this exercise are as follows:

Campus To Downtown Area Priorities Include:

- The redevelopment of the 8th Street corridor in all the proposed aspects - creating a more pedestrian friendly complete street, and potentially including a new transit center, a farmer's market, and new housing targeted to young professionals and older adults. Of the 99 dots placed on a map of the Campus to Downtown Area, 43 were placed on these projects or ideas
- Locating a new transit hub or center in the Campus to Downtown Area
- Create a bike friendly multi-modal corridor on Gompers Avenue and/or Philadelphia Street
- Provide new commercial development along 7th Avenue as a front door to downtown
- Look for opportunities to add pocket parks and seating nodes along Philadelphia Street and 8th Street

Implementation Priorities

Campus To Neighborhood Area Priorities Include:

- Improving the Oakland Avenue/13th Street/Maple Avenue intersection for all users
- Improving the 7th Street/Wayne Avenue/Locust Street intersection - considering road leg closures or redirection
- Stream restoration and floodplain management for Marsh Run and Whites Run Common

Suburban Corridor Area Priorities Include:

- Implement the transit operation and maintenance facility near the intersection of Rose Street and Saltsburg Avenue
- Implement the Confluence Park concept, an important “gateway” development opportunity on Wayne Avenue, which will include a University Visitors Center, Arboretum Welcome Center, and hotel; provide critical linkages to the Hoodle Bug Trail, the Arboretum, and Campus; and create natural habitat and additional flood plain improvements
- Redevelop the vacant commercial property at Wayne Avenue and Hospital Roads
- Completing the Hoodlebug Trail network and creating a new multi-use corridor along Oakland Avenue

While these expressed priorities make sense in terms of being high need/high impact projects, the list needs to be more fully vetted with the District Partners and funding sources. Many key projects may not have garnered votes based on the graphics emphasis of the maps, for instance, and yet are important to the larger community (e.g. the potential multi-use path as an “extension” of Rose Street).

In our experience there is a great deal of wisdom expressed by the comments member participation. We recommend that these priorities be adopted.

Most of the priority projects identified by community members are more substantial projects that require a great deal of time invested to move the project forward. We recommend that the District Partners also look at identifying a short list of less complicated but valuable projects which can be accomplished in the short-term to provide some evidence of success for the partnership while building community support.

Policy and Administrative Priorities

The effort to come together to develop a master plan for the District also represents a significant investment and the partnerships strengthened during this process, which will continue to yield positive results. Much can be accomplished in the District when the partners collaborate on key projects, but each partner also has an individual role and responsibilities in creating a successful future for the community. Some immediate initiatives that each individual governmental unit should pursue include the following:

The Borough of Indiana

- Consider creating a new zoning approach to the near downtown and corridor areas consistent with the Comprehensive Master Plan
- Lead the development of a plan for a new transit center and public/private redevelopment in the Campus to Downtown Area
- Work with PennDOT to assess the feasibility of reconfiguring the intersections of Wayne Avenue and 7th Street, and Oakland Avenue and 13th Street
- 7th Street, Wayne Avenue, and Locust Street corridor improvements
- Work with IUP on the implementation of the multi-modal trail connection to and through downtown (Hoodlebug Tail extension)
- Make infrastructure improvements and improve aesthetics of corridor

White Township

- Update the SALDO to address development practices on the suburban corridors and/or implement a zoning ordinance
- Develop a strategy to encourage the redevelopment of the Wayne Avenue corridor, and explore the opportunities for building private/public partnership to develop vacant and underutilized parcels
- Work with PennDOT and IUP to insure the completion of the Indiana Multi-modal Corridor (IMMC)
- Implement a sidewalk development strategy to provide sidewalk access along Oakland and Wayne Avenues

Implementation Priorities

Indiana County

- Lead in the assessment and implementation of organizational structures for the District Partners, as outlined earlier in Section 5
- Provide technical planning assistance to the District Partners

IUP

- Work within IUP campus (intra-modal) on the implementation of non-motorized trail connections through campus
- Take a leadership role in exploring the opportunity for intergovernmental and private/public partnerships to address the parking need near the north end of campus
- Work with IndiGo and the Borough to locate and construct a new transit center in the Campus to Downtown Area
- Address the IUP Long-Range Campus Facilities Master Plan to compliment District program

