



The Lewisburg Neighborhood Project

Findings and Recommendations of the
Lewisburg Neighborhood Task Force

SEDA Council of Governments
Community Resource Center
Lewisburg, Pennsylvania

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Prepared by
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Community Resource Center
Lewisburg, Pennsylvania

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Credits and Acknowledgements

Project Coordinator Kim Wheeler

Project Funding Appalachian Regional Commission, Borough of Lewisburg, Bucknell University

Planning and Design SEDA Council of Governments, Community Resource Center

Tom Grbenick, *Director*

Kim Wheeler, *Community Planner*

Brian Auman, *Landscape Architect*

Market Research Delta Development Group, Inc.

Geographic Information Systems SEDA Council of Governments, GIS Services

Funding Research Delta Development Group, Inc.

Printing and Graphics SEDA Council of Governments, Graphics and Printing Services

Development Plan Production SEDA Council of Governments, Community Resource Center

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Lewisburg Neighborhood Task Force Wayne Bromfield—*Chairperson*, John Baker, Martha Barrick, John Fernsler, Kevin Gardner, Paul Mauger, Mike Molesevich, Charlie Pollock, Chad Smith, Richard Smith, Kathy Snyder, and Judy Wagner

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The preservation and renovation of existing homes and the construction of new flood-proof structures will secure this neighborhood as a competitive housing option in the local market.

Introduction

The Lewisburg Neighborhood Project is a collaborative effort of Bucknell University and the Borough of Lewisburg.

Through joint action the Borough and Bucknell formed a task force to examine the effects of Bucknell student housing policies on Lewisburg's neighborhoods. The SEDA-Council of Governments Community Resource Center was engaged to provide technical assistance to the Task Force.

The Task Force is comprised of Bucknell administrators and faculty, Borough officials, local business owners, property owners, and Borough residents. Shortly after its convening, the Task Force initiated work on the Neighborhood Project. Through aggressive public involvement, the Task Force gained insights from the community and transformed these ideas into future-shaping development strategies beneficial to all constituencies.

For many years, Bucknell University Trustees recognized the value of having the entire student body reside in an academically-influenced atmosphere that mutually supported student educational and socialization needs. As part of the University's 1998 plan for residential life, the Trustees moved to return all students to campus living within ten years. This, coupled with Borough and resident concerns about off-campus student living arrangements and behaviors, provided impetus for the neighborhood study. The need for a broad-based study of the situation involving the community became increasingly apparent as the economic and social implications of such action could have serious negative impacts on the community.

Having established the need for the study, the Task Force next focused on a study area bounded by S. Fifth and S. Seventh streets and Market and St. George streets (Map 1). This area has the greatest concentration of student off-campus housing in Lewisburg. It includes approximately 205 residential units. Almost eighty percent (80%) of these are

student rentals (Appendix D). The area includes a mix of structures and uses, primarily detached houses, backyards, barns and garages, set on an interconnecting grid of streets and alleys. The area also includes a few freestanding shops, offices, and eateries catering to both downtown and the neighborhood and a small amount of mixed residential-commercial buildings.

Also located within the project area are the Borough Office Building, a mix of municipal and private off-street parking lots, and a small number of residentially-scaled structures owned by Bucknell. The entire area is located within the floodplain of Bull Run. The core of this area is dedicated to public open space and park uses. Structures within the 100-year floodplain near the center of the study area are subject to periodic flooding and many of these exhibit structural deterioration related to past flooding.

The number of student rental properties in the study area is a reflection of its proximity to the Bucknell campus, but also to the neighborhood's flood prone history. The proliferation of student rentals has helped escalate neighborhood property values. Today, there are relatively few owner-occupied residences in the area. And as the balance of resident population has shifted from longtime homeowners to transient apartment dwellers, many in the community feel that the character of the neighborhood has also changed for the worse. But this seeming decline may also create new opportunities for neighborhood improvement.

The Task Force study reveals mixed opinions about the situation. Use of the neighborhood is presently constrained by its flood prone condition. Yet the neighborhood is uniquely situated within the Borough as a potentially safe, clean, and green connection between downtown Lewisburg and the Bucknell campus. The Task Force study has started a necessary dialog among all concerned, including the area's landlords. If nurtured, this dialog has the potential to create a new and even-more viable neighborhood within the Borough—a neighborhood that could potentially reshape the status quo to new environmental, aesthetic, social, and economic advantage.

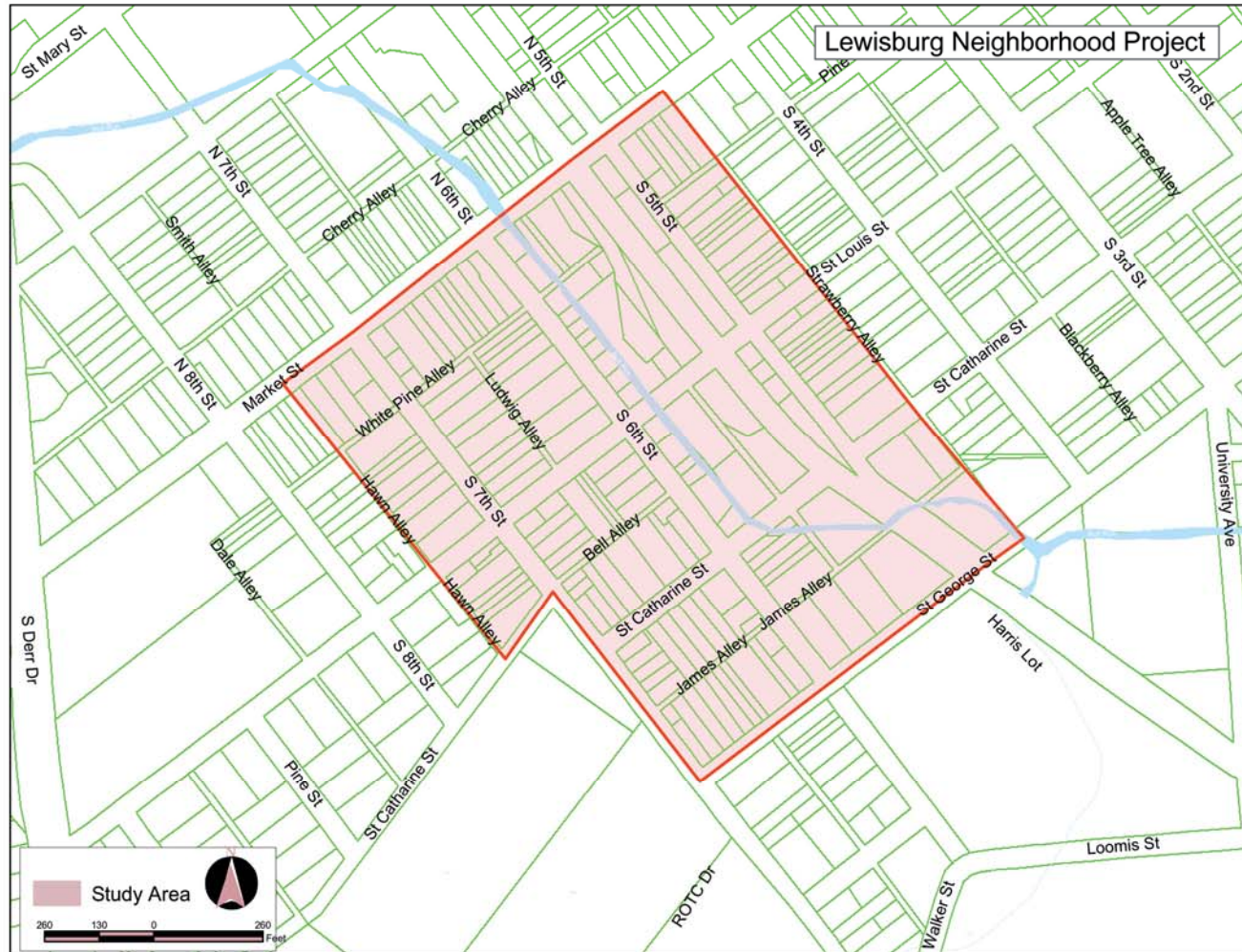
The Task Force findings also support the view that some measure of student housing is desirable within the neighborhood. At issue is the need for a better balance of permanent and transient residents, the character and quality of off-campus student housing, and the social make-up of the neighborhood to assure compatibility among stable residents and student transients. Many study participants acknowledged the important role that off-campus students play in making Lewisburg an even more lively and vibrant community. But for this idealized vision to be attained it is crucial that new partnerships of public and private interests be established—partnerships to improve housing stock and choices, to kindle normal and desirable relationships among neighborhood residents, and to reshape the neighborhood’s image and its natural and built environment.

In the months since this study was inaugurated, progress has been made and is continuing on varied fronts. Stakeholders are looking to other college communities for case study action models to build upon. Initiatives such as the newly formed Landlord Association promise enhanced communications and action involving the area’s key property owners. And Borough regulators and investors are finding solutions to stimulate adaptive reuse and reinvestment in vacant structures with results like Zelda’s Café.

The contents of this report summarize the progression of the Task Force study, findings, and recommendations. These findings and recommendations are offered as a point of departure for the next iteration of public dialog on neighborhood betterment in the project area. They convey the breadth of public opinion garnered through focus group and key person interviews, through community workshops and task force meetings. The report also summarizes the conclusions of market research relevant to attracting neighborhood residents and investors with an emphasis on the lifestyle characteristics necessary to neighborhood marketing and development. The report presents alternative development scenarios that address a mix of uses considered to be compatible with the neighborhood’s history and its future market potential.

The results of the Task Force study aim to make us aware of the issues facing Borough and Bucknell leaders and the residents and property owners within the affected area. Through collaborative decision-making involving the Borough and Bucknell, and neighborhood residents, property owners, and businesses, it is possible to advance innovative solutions to ordinary problems and to achieve results that would otherwise be unobtainable. That is the hope of this effort. The action strategies outlined in this report point the way. The need for public-private partnership has never been greater. The future prospects of the neighborhood will rise or fall in relation to the strength of this partnership.

Context Map



Map 1 - Study Area Boundaries: Market Street, St. George, Hawk Alley, Strawberry Alley.



Physical deterioration of streetscapes, structural facades, and yard maintenance coupled with noisy parties, inappropriate trash containment, and unacceptable language has created a hostile environment that is viewed as neither pleasant to look at or enjoyable to inhabit.

Issues of Importance

The issues of importance in this Lewisburg neighborhood were determined through personal contact and discussions with over 100 individuals from the Lewisburg and Bucknell communities.

These discussions and the analysis of relevant data led to an understanding of the strengths, weaknesses, opportunities, and constraints of the study area and the stakeholders involved. In reviewing the results from the input process, four overarching issues were consistently cited by participants: Future Land Use; Neighborhood Environment; Economic and Regulatory Limitations; and Communications and Collaboration among Stakeholders. The following synopsis reviews the most significant findings

Future Land Use

The primary future use of the properties should be residential with a mix of housing types that provide opportunities for homeownership as well as rentals. However, the greatest controversy revolving around land use involves differences of opinion about whether deteriorating structures in the study area should be renovated or demolished. Since seventy-five percent (75%) of the study area is in Floodplain A (100-yr floodplain), many of the structures have been subjected to numerous floods throughout time, leaving some structurally compromised. Many participants suggested that the most flood prone properties should be designated for open space or redeveloped with floodproof structures if the integrity of the existing structures continues to deteriorate. Many respondents felt that the community is willing to consider limited commercial development that could be used as a link to draw students and local residents together as long as this does not compromise existing Market Street businesses. This offers the opportunity to expand upon the concept of mixing small neighborhood commercial businesses with residential living.

Neighborhood Environment

Issues related to Neighborhood Environment relate to both physical and social characteristics. The first and most noticeable issue involves the fact that there are not enough positive interactions between Bucknell students and the local community, particularly with those residents who live in and around the study area. Concentrations of student housing in a one-time year-round residential neighborhood has been throwing off the physical and social balance of the community in recent years. Of 205 housing units in the study area, 161 units are student rentals or 78 percent. That results in approximately 15 percent homeownership within the study area. This has created an unbalanced renter to owner ratio, which supports a (continuous) transitional community that typically does not engage in community-building activities or relationships. Physical deterioration of streetscapes, structural facades, and yard maintenance coupled with noisy parties, inappropriate trash containment, and unacceptable language has created a hostile environment that is viewed as neither pleasant to look at or enjoyable to inhabit.

Most recently, a landlords association has been established to improve the quality of off-campus housing, clean up the neighborhood environment, and educate students on what it means to be a responsible tenant and neighbor. This is viewed by all stakeholders as an encouraging effort that can produce positive change.

Economic and Regulatory Limitations

Among the many economic and regulatory factors that may limit progress within the study area, renovations or new construction in the floodplain must follow stringent guidelines; most of the properties are owned by individual landholders; and the inflated purchase prices of student rental properties. An appropriate flood management plan would include regulations for local flood-proofing of structures as well as legal land use and environmental policy changes. In addition, current zoning regulations do not encourage accessory uses such as garage apartments. This would need to be re-examined if increasing density and diversity of housing types were found to be desirable. Working with individual landowners to achieve a common goal is usually a difficult process and often is never realized because of conflicts of



Building consensus among diverse interests in most successful when built upon a shared community vision.

interest and a lack of a shared community vision.

Financial limitations will also be a determining factor as to what can and will get accomplished over time. One of the most financially restrictive factors is the inflated values of student rental properties in the study area. Many of these properties were purchased at above market value due to student rental income potential. If the University sharply reduced the number of students living off-campus, the cost of housing rehabilitation would have to be considered along with the reduced rental income prospects for these units. This would potentially make the cost of necessary improvements prohibitive for the landowners. The inflated value also makes the possibility of purchasing multiple properties for intentional programming very difficult economically. This is where creative financing, public-private partnerships, and grant funding become increasingly important.

Communication and Collaboration among Stakeholders

Having clear lines of communication and a meaningful process that involves collaboration among various stakeholders in decision-making for the future is one of the most important ingredients for successful leadership and community achievement. However, these threads are not clearly established or realized between the Borough of Lewisburg, Bucknell University, and the landowners in town. Some of the conflicts recognized include: an unwillingness of certain parties to work with others, friction between Borough police and campus security, leniency of code and ordinance enforcement, lack of trust between stakeholders, and a lack of understanding and patience among stakeholders. Having successful communication and collaboration among stakeholders in a community acts like a lynch pin for all other issues of importance. Without these partnerships, meaningful accomplishments will never be realized in this community.

The resolution of these issues is important to the image, perception, relationship, and success of the University and the Borough in neighborhood planning. It requires the identification of clear roles, responsibilities, and policies that cannot be adequately considered on a unilateral basis. They will require a partnership between the Borough, the Uni-

versity, and the area's landowners in order to reach an understanding that will secure a stable and desired future for both new and long-time stakeholders.



Future target markets will be contracted by diverse cultural and entertainment experiences, such as food and beverage establishments, concerts, and movies.

Corner of Market Street and South 6th Street, looking east toward South 5th Street. Lewisburg, Pennsylvania.

Market Overview

Background and Assumptions

With a foundation of input from key stakeholders, focus groups, and the Neighborhood Design Charrette, the project team identified residential and commercial market opportunities linked to the Lewisburg Neighborhood Project. The identified market factors and trends summarized below provided insights that were considered in the preparation of the Neighborhood Development Concepts and Action Plan.

In completing the Market Overview certain assumptions were made:

- The mix of residential housing types in the neighborhood will not change significantly.
- Student housing will likely decrease by about fifty percent (50%) over the next ten years.
- Any new housing added in the neighborhood will likely be higher density housing to offset infrastructure and development costs.
- Commercial uses in the neighborhood should complement and not compete with Market Street businesses.

Caveats

The 2000 Decennial Census provides demographic, social, economic, and housing statistics for households based on who was living in the household at the time the census survey was taken. Census surveys collected from Bucknell students residing in Lewisburg Borough in April, 2000 were compiled with the data sets of the local geographic area. Therefore, the census statistics in this report reflect the data collected from students who lived in the Lewisburg Neighborhood in April, 2000.

It is also important to note that census data is tied to census tract and census block boundaries. Since the boundaries of Lewisburg Neighborhood Project study area lie within the boundaries of a larger census block group, it was necessary draw upon available data from the larger area. This method of data retrieval includes statistics from individuals and households not residing or located within the study area neighbor-

hood. As a result, percent data may be higher or lower than actually existed in 2000.

Current Socio-Economic Indicators

The market assessment approach used for this study analyzed key demographic and economic indicators. These data convey facts about the community and the people who live in it. Indicators can serve as a tool for identifying areas of concern, for bringing a community together to focus on a common cause, and as a catalyst for action. The following is an overview of the key indicators that suggest the presence of a potential market for housing and commercial establishments.

Population

Current population trends can be a key indicator of a potential housing market. If the local population is growing, there is likely an associated demand for housing. The following are key factors related to the local population

- The local population is growing. Union County and Lewisburg's surrounding townships have increased in population since 1990. In fact, the rate of population growth in the county ranked 6th in the State between 1990 & 2000 (15% increase). In comparison, Lewisburg's population decreased by three percent (3%). (Note: The total population includes group quarters such as college dormitories, prisons, hospitals, nursing homes, etc.)
- The neighborhood population is significantly younger than the population in the Lewisburg area. It is estimated that seventy-five percent of the neighborhood population is between the ages of 15 and 24 (student influence).
- Lewisburg exhibits a high degree of resident mobility. In 2000, fifty-eight percent (58%) of Lewisburg residents indicated that they had moved into their current residence within the past five years, as compared to forty percent (40%) in Union County. Over half of those moving to Lewisburg moved in from out of state. About ten percent (10%) came from other places within the County.

If current trends continue, the primary market opportunity for neighborhood housing will likely come from younger people moving into the area. Additional residents could be attracted to the neighborhood through some combination of housing rehabilitation and new construction aimed at improving housing quality and choices. Appealing housing opportunities in the neighborhood could compete successfully for new residents with other areas of Lewisburg and Union County.

Housing

Housing characteristics are among the most indicative measures of a community's overall health. Trends in characteristics such as home ownership, homeowner age and tenure can alert a community that its housing stock may not be adequate to meet the needs of particular age and income groups. Housing is generally the single largest source of tax revenue for a community. Unlike metropolitan areas where housing demand drives housing development, the existing housing stock in smaller communities can drive its population characteristics.

Population statistics indicate a high concentration of transient residents in Lewisburg Borough (influenced by off-campus student renter population). As shown in the 2000 Census statistics below, the local housing market reflects this statistic in its supply of rental housing units.

- 62.7% of housing units in the neighborhood were rental units as compared to 23.9% in Union County overall.
- Existing housing in the neighborhood is higher density than in the surrounding area with fewer single-family units.
- 91% of the housing units in the neighborhood were built before 1970, as compared to 62% within a five-minute drive of the neighborhood.

If trends continue, rental units will still be in demand; however, as students are moved back to the Bucknell campus, the demand for student rental units will obviously decrease. In this situation, rental units within the neighborhood will likely need renovation to be competitive in the local housing market. Current rental units can also be converted to

owner occupied units and their competitiveness in the local market could be enhanced with creative home ownership opportunities.

Income and Employment

A household as defined by the U.S. Bureau of Census is a person or group of persons occupying an individual housing unit. Household income is the total of all income received by all persons 15 years old and over occupying a housing unit. Since residents of the neighborhood will likely make up a large portion of the target market for any commercial development within the neighborhood, their household income is a key factor in ascertaining the potential for additional commercial development.

- Average household income in the Neighborhood is estimated at around \$37,000 as compared to almost \$53,000 in Pennsylvania. This reflects the high percentage of off-campus students living in rental apartments within the neighborhood. However, the average household income within a 5-minute drive-time of Lewisburg is almost \$55,000, about 4% higher than in Pennsylvania.
- Approximately 80% of the employed population within the neighborhood is employed in the service industry as compared with 46% in Union County.

By these indications, it is reasonable to assume that consumer spending potential within the neighborhood is significantly lower than for the surrounding area. However, these data do not reflect the spending potential of Bucknell students and regional and out-of-state visitors to Lewisburg. Although no ready data was found to support the spending potential of these population groups, it is likely that student spending potential is understated by the Census statistics. Furthermore, it may be reasonable to infer that student and visitor spending could add to the commercial potential of the neighborhood if neighborhood businesses served the specific needs and interests of these population groups.

Target Markets and Lifestyles

Plans and designs for neighborhood development must be marketable to be viable. Knowledge relevant to target market population groups and the lifestyle characteristics of these groups can be used to refine development concepts and build appealing character into neighborhood design concepts. Because a significant portion of the target residential market for the neighborhood is likely to be drawn from outside the area, lifestyle segmentation was used to analyze factors relating to consumer housing and commercial needs and choices, and preferences relating to neighborhood uses, configuration, design, and amenities.

The analysis of market potentials was performed by the Delta Development Group which employs an array of techniques to help its clients understand subtleties of the marketplace. Proceeding from the assumption that the types of housing within the neighborhood will not change significantly, Delta used the ACORN Lifestyle Segmentation system, a proprietary system of ESRI Business Information Solutions, to assess the expected lifestyle characteristics of target markets for housing types within the neighborhood.

The ACORN System enables planners, designers, and developers to associate households in a given neighborhood with 43 different lifestyle segments. Lifestyle segment profiles are based on basic demographic characteristics coupled with proprietary consumer market data. Each lifestyle segment is described in detail by demographic, socio-economic, and characteristics, as well as consumer preferences.

Residential characteristics embodied in the ACORN lifestyle segments were first examined to establish the specific lifestyles of the residential target market for the neighborhood. Lifestyle segments were identified for the current and potential future types of housing in the study neighborhood. From this analysis it was determined that the following lifestyle segments already exist or are likely to be attracted to the Lewisburg Neighborhood in the future

- Upper Income Empty Nesters
- Urban Professional Couples
- Active Senior Singles
- Twenty-Somethings
- College Campuses
- Heartland Communities



The greatest controversy over land use involves differences of opinion about whether deteriorating structures in the study area should be renovated or demolished.

D. Mensch House, Lewisburg, Pennsylvania.



The natural and built environment of the neighborhood offers opportunities and constraints to development.

1895 Flood. South 6th and Market Streets, Lewisburg, Pennsylvania.

Appendix B—Lifestyle Characteristics contains more details about each Lifestyle Segment and compares the local concentrations of each target segment.

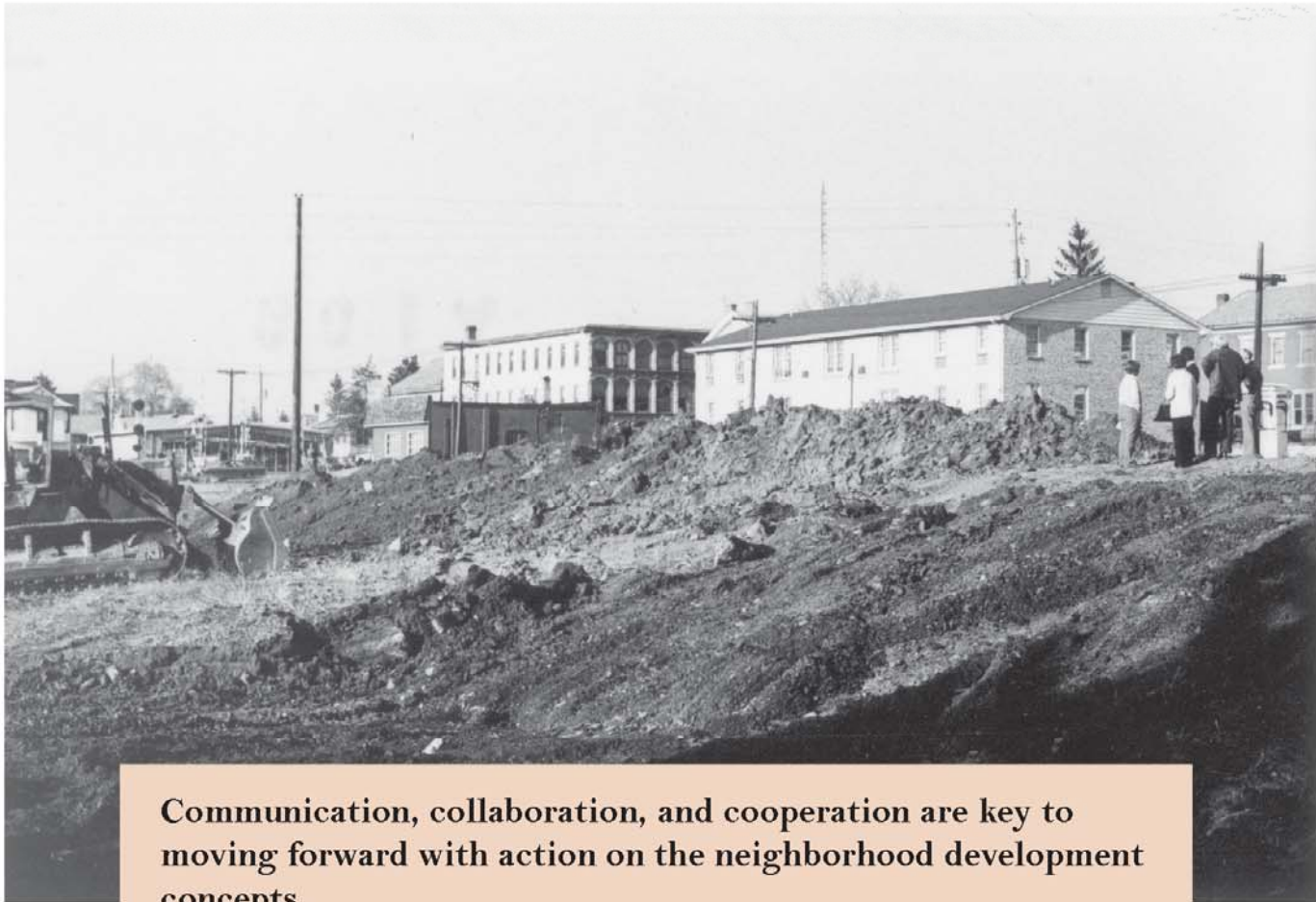
Following these determinations, Delta made an assessment of the typical consumer preferences pertinent to each segment. According to the preferences associated with the above-mentioned target markets, current and future residents of this neighborhood are most likely to engage in various health and fitness activities, such as bicycling, jogging, weight training, and team sports. In addition, these target markets are also likely to have heightened interest in a diversity of cultural and entertainment experiences, such as going to concerts, bars, nightclubs, and movies. See Appendix B for more detail.

Market Implications and Opportunities

1. While the mix of housing types are not expected to change significantly, the target market for housing in the future can be changed by altering factors such as home improvements, presence and mix of amenities, new housing, more homeownership options, special interest housing, neighborhood covenants, Neighborhood Improvement Districts, etc.
2. If current trends continue, one of the primary housing markets to take advantage of would be for people moving into the Borough of Lewisburg from out of the area.
3. New population growth and increased residential markets can be created by strategic economic diversification.
4. Commercial development should be neighborhood-oriented with neighborhood residents and students as the primary market, and the surrounding community as the secondary market.
 - Convenience-Oriented: Provide for day-to-day necessities & personal services such as laundry, barber and beauty shop, mini-market, etc.
 - Niche Markets: Cater to special interests, hobbies, needs, etc. such as those identified in lifestyle characteristics.

- Strategically Located: Generate foot traffic between Market Street and the Bucknell campus.

5. The neighborhood could serve as an 'integration zone' or 'melting pot' that encourages regular interaction among Bucknell students and faculty, the neighborhood, and the surrounding community. The University, the neighborhood, and the community are interdependent. Instead of thinking of each as separate entities, it would be advantageous to encourage out-of-the-box thinking to facilitate the formation of creative real estate partnerships and the development of uses that will encourage interaction, break invisible barriers, and benefit all.



Communication, collaboration, and cooperation are key to moving forward with action on the neighborhood development concepts.

Redevelopment Project-Construction of Hufnagle Park during 1985, Lewisburg, Pennsylvania.

A Neighborhood in Transition

The Lewisburg/ Bucknell Neighborhood is a neighborhood that has experienced many changes over the years, both physically and socially. It is a neighborhood that has witnessed extensive flooding, continuous deterioration of historic homes, the in-migration of transient student renters, and the out-migration of long-time homeowners. However, it has always been the neighborhood that stands between the heart of Bucknell University and the heart of downtown Lewisburg. This advantageous location continues to be one of its greatest assets. As the Borough of Lewisburg and Bucknell University search for a way to create new vitality and long-term direction for this neighborhood, it is the connection between town and campus that offers the most promising opportunities.

Recently, the neighborhood has seen the initiation of a Landlord's Association to improve the quality of the off-campus living environment, the renovation and re-use of a vacant building, renovations of some student rentals in anticipation of renting to non-students with higher standards of living, and a slowing rate of homeowner-occupied housing turning to student rentals.

Today, this neighborhood exists as a neighborhood in transition that is thirsty for innovative solutions to ordinary problems. A strategic plan for flood mitigation, stream habitat restoration, historic preservation, new construction, infrastructure improvements, neighborhood programs, and environmental and open space enhancements requires the careful development of public and private partnerships among all the key stakeholders.

Through creative and sustained partnerships, this neighborhood has the potential to develop a target housing market to draw a diversity of residents. The preservation and renovation of existing homes and the construction of new flood-proof structures will secure this neighborhood as a competitive housing option in the local market. Mixing neighborhood-oriented commercial businesses with residential living in strategic locations will draw students and residents together and act as an integration zone that encourages interaction. With a variety of housing

options, a mix of neighborhood amenities, and resourceful neighborhood planning, a diverse, lively and vibrant atmosphere will endure.

It will take creative planning practices, financing programs, and policy enhancement to realize the visions developed by the community throughout this process. As a way to illustrate the opportunities and visions expressed by the task force and the community, we prepared a Development Concept in graphic and written form. This concept was developed from gained insights from the community and burgeoning trends found in similar communities.

The Development Concept is divided into six neighborhood segments, each describing the development objective for that segment, how investments are likely to be funded, the potential land and property uses compatible with that segment, the infrastructure improvements needed to support the development, and environmental enhancements desired to increase the livability and appeal of the neighborhood.



Before, 101 South 6th Street,
Lewisburg, Pennsylvania.



After, 101 South 6th Street,
Lewisburg, Pennsylvania.

The best future for this neighborhood will result from a combination of restoration and new development projects aimed at clarifying its identity and enhancing its sense of place.

Development Concept
The Lewisburg Neighborhood Plan



The Lewisburg Neighborhood Plan

Development Concepts

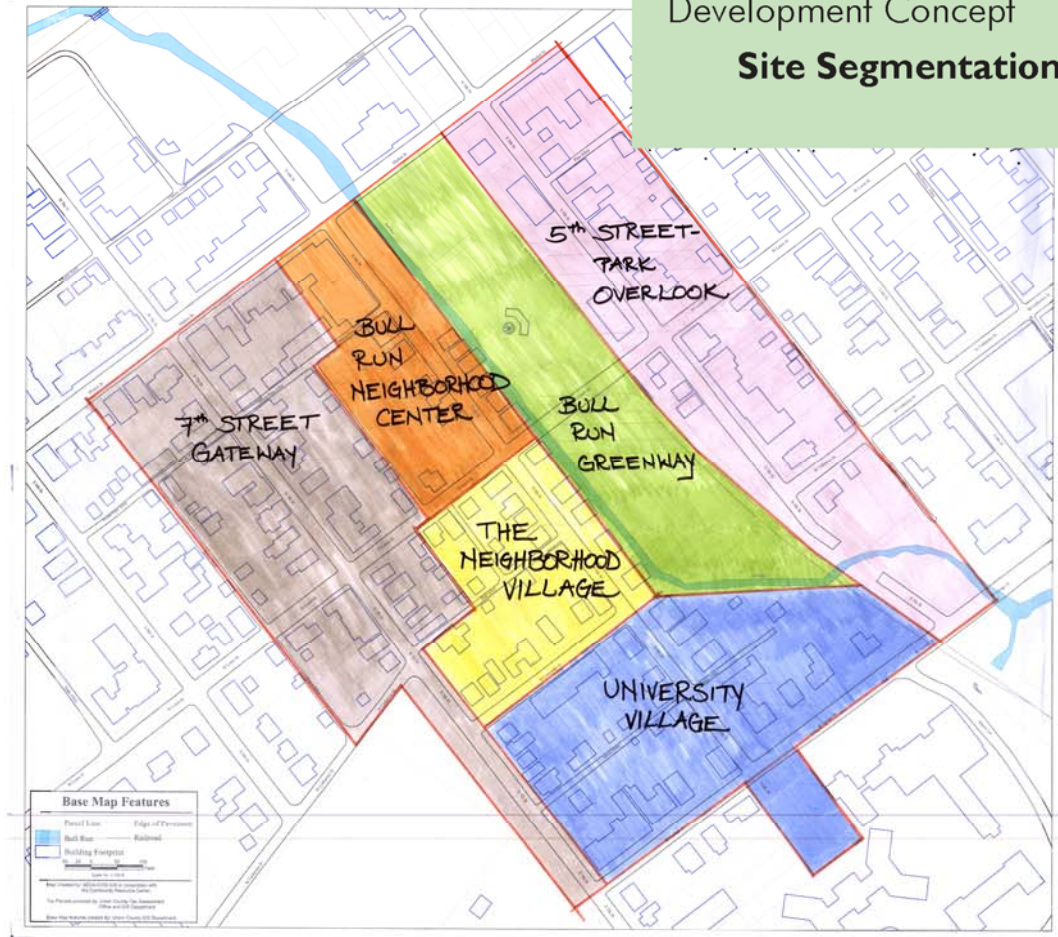
The concept plan for the Bull Run neighborhood prepared by SEDA Council of Governments and Delta Development poses a combination of long range ideas for neighborhood improvement and reinvestment aimed at equitably meeting the needs of all stakeholders in the process. The stakeholders include Bucknell University, the Borough of Lewisburg, neighborhood residents, and property and business owners.

Neighborhood reinvestment in the area between S. 5th, S. 7th, Market, and St George streets will require coordinated action and investments involving Bucknell University, the Borough of Lewisburg, and other public-private investors. Reinvestment in the neighborhood would be facilitated by the commitments and actions of Bucknell and the Borough as the lead entities in any future development scheme.

The conceptual development plan includes a mix of interrelated development possibilities. The plan subdivides the neighborhood into the following segments:

1. University Village
2. Neighborhood Village
3. Bull Run Neighborhood Center
4. Fifth Street Park Overlook
5. Seventh Street Gateway
6. Bull Run Greenway

Development Concept Site Segmentation



Development Concept
University Village



University Village

Location

Bounded by St. George, St. Catherine, Bull Run, and South 7th Streets.

Development Objective

This zone will provide a mix of building scales and densities to offer options for a student-faculty community. Larger, multi-unit residences could border the block on its edges, and smaller, accessory units, such as garage apartments, could share the interior space with communal greenspace. This zone offers university-affiliated residents the opportunity to live with or in close proximity to those who have similar interests. The university bookstore and related services could be located in this zone, further enhancing the vitality of the neighborhood.

Investment

- Public funding for infrastructure development
- Private funding for property acquisition, rehabilitation of existing structures, and infill development of new structures

Uses

- Thematic Multi-Use Student-Faculty Housing
- Attached Townhouses
- Accessory Apartments
- Community Outreach Center
- Common Open Space
- Pedestrian and Vehicular Circulation

Infrastructure

- Streetscape Improvements (sidewalks, streets, street curbing, pedestrian crosswalks, lighting, utility lines, and parking lanes)
- Intersection Improvements (South 6th and St. George Streets)
- Off-Street Parking

Environmental Enhancement

- Streetscape Improvements (street trees, tree lawns, banners, trash receptacles, benches, signage)
- Bull Run Improvements
- Plaza space in front and behind of Outreach Center



New infill housing attracts new investment and residents to urban neighborhoods.

Development Concept
Neighborhood Village



Neighborhood Village

Location

Bounded by St. Catherine, St. Louis, S. 6th Street and S. 7th Street.

Development Objective

This zone will act as a core residential center that attempts to regain a sense of community for the neighborhood. It will maintain and enhance the diverse housing stock by preserving homes with historic and architectural integrity and providing new infill housing to blend with the existing architectural characters. Density will be increased in this zone to provide characteristics of a more urban atmosphere and reduced property maintenance responsibilities. Accessory units, such as garage apartments, will be allowed and small greenspaces and courtyards will provide attractive amenities to in-town living. All streetscapes will be enhanced to provide a more attractive public space. Front porches and balconies will further enhance the street atmosphere and provide extended living space for residents.

Investment

- Public funding for infrastructure development
- Private funding for property acquisition, rehabilitation of existing structures, and infill development of new structures

Uses

- Detached Single and Two-Family Homes
- Attached Townhouse-type Homes
- Accessory Apartments
- Common Open Space
- Pedestrian and Vehicular Circulation

Infrastructure

- Streetscape Improvements (sidewalks, streets, street curbing, pedestrian crosswalks, lighting, utility lines, & parking lanes)
- Off-street Parking

Environmental Enhancements

- Home Improvements/ Restoration
- New Housing: 1st floor elevations raised above flood danger.
- Parking Accommodations at ground level with living quarters above.
- Streetscape Improvements (street trees, tree lawns, banners, trash receptacles, signage)
- Greenspaces and Courtyards
- Front Porches and Balconies



"Carriage House" residences enhance the usefulness of urban alleys.

Development Concept
Bull Run Neighborhood Center



Bull Run Neighborhood Center

Location

Bounded by Ludwig Alley, Bull Run Creek, St. Louis, and Market Street.

Development Objective

This zone will be a place where students and town residents meet, greet and learn from each other. It could be a place where artists work during the day and sleep at night. It could be a place where Bucknell and Lewisburg share and provide resources together under one roof. Drawing on Lewisburg's regional influence in cultural arts, this center could promote and enhance its regional attractions through creative programming.

Investment

- Public funding for infrastructure development
- Private funding for property acquisition, improvements to existing structures, and infill development of new structures

Uses

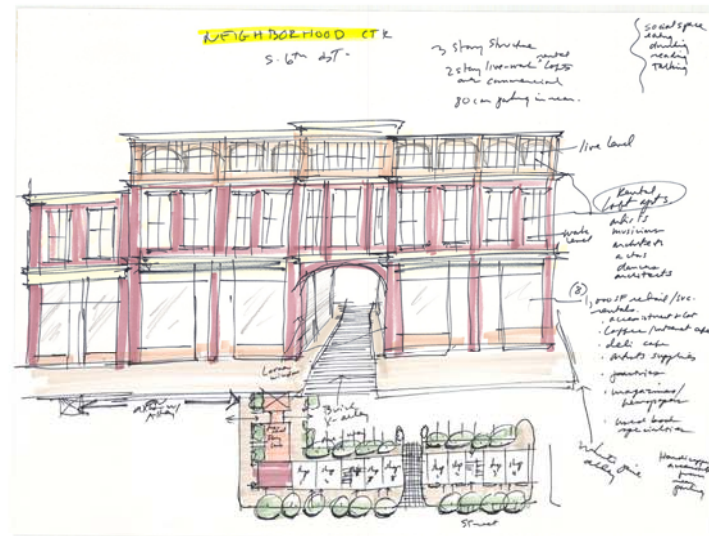
- Live/work – mixed use units
- Loft apartments
- Neighborhood Businesses
- Community gardens
- Rooftop gardens / cafes
- Municipal and private parking

Infrastructure

- Streetscape improvements (sidewalks, streets, street curbing, pedestrian crosswalks, lighting, utility lines, & parking lanes)
- Off-street Parking

Environmental Enhancements

- Architecturally-defined street edge along S. 6th Street
- Streetscape Improvements (street trees, tree lawns, banners, trash receptacles, benches, signage)



Development Concept
Fifth Street Park Overlook

LEGEND

-  EXISTING BUILDINGS
-  MULTI-UNIT RESIDENCES
-  SINGLE-FAMILY RESIDENCES
-  GARAGE APARTMENTS
-  LIVE/WORK UNITS
-  OTHER COMMUNITY BUILDINGS



Fifth Street Park Overlook

Location

South 5th Street from Market Street to St. Catherine.

Development Objectives

The “5th Street - Park Overlook” zone represents the highest topography in the study site and warrants special attention because of its visibility. Historic preservation and infrastructure maintenance should be priorities here.

Investment

- Public funding for infrastructure development
- Public/Private funding for housing rehabilitation

Uses

- Attached and Detached Rowhouses
- Pedestrian And Vehicular Circulation

Infrastructure

- Streetscape Improvements (sidewalks, streets, street curbing, pedestrian crosswalks, lighting, utility lines, & parking lanes)

Environmental Enhancements

- Home Improvements/Restoration
- Streetscape Improvements (street trees, tree lawns, banners, trash receptacles, benches, signage)



Development Concept
Seventh Street Gateway



Seventh Street Gateway

Location

South 7th Street from Market Street to St. George.

Development Objectives

This 7th Street Gateway zone should be redefined as a prominent gateway corridor between the University and the town with streetscape improvements, attractive gateway signage and paving details. Preservation of the homes in this zone should be a priority as their occupancy shifts from renter to owner.

Investment

- Public funding for infrastructure development
- Public/Private funding for housing rehabilitation

Uses

- Detached Single and Multi-Family Houses
- Pedestrian and Vehicular Circulation

Infrastructure

- Streetscape Improvements (sidewalks, streets, street curbing, pedestrian crosswalks, lighting, utility lines, & parking lanes)

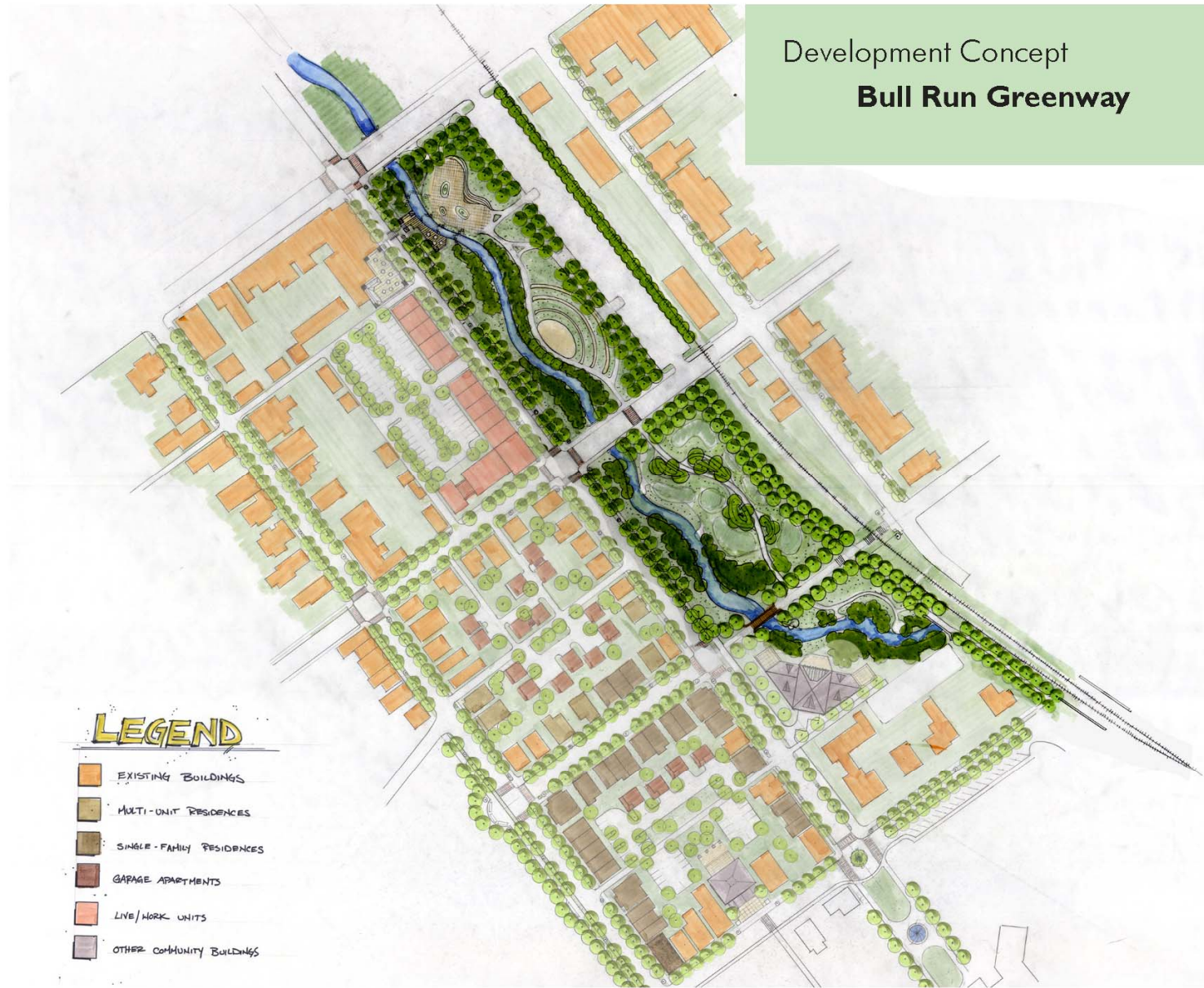
Environmental Enhancements

- Home improvements/restoration
- Streetscape Improvements (street trees, tree lawns, banners, trash receptacles, benches, signage)
- Pedestrian Path Along Cemetery
- Sitting Area/Focal Point on western-side of 7th Street at St. Catherine intersection
- Unified Design Elements for streetscape improvements (banners, trash receptacles, benches, signage)
- Attractive Paving Patterns along corridor



Single and multi-family housing can coexist along a streetscape, creating vibrant downtown neighborhoods.

Development Concept
Bull Run Greenway



LEGEND

-  EXISTING BUILDINGS
-  MULTI-UNIT RESIDENCES
-  SINGLE-FAMILY RESIDENCES
-  GARAGE APARTMENTS
-  LIVE/WORK UNITS
-  OTHER COMMUNITY BUILDINGS

Bull Run Greenway

Location

Bounded by S. 6th Street, S. 5th Street, Bull Run Creek and Market Street.

Development Objective

The Bull Run Greenway will provide both neighborhood and regional connections for increased recreational opportunities. The Greenway will utilize the rail corridor as a rail-with-trail pedestrian passage. Pedestrian linkages across to St. Catherine will create neighborhood connections, and new circulation paths within the park will enhance the usage and experience of this valued greenspace. Tree plantings will provide buffers and shade throughout the park and a new performance space will provide an attractive and more functional public space for concerts, festivals and gatherings.

Investment

- Public funding for infrastructure development, property acquisition, and stream restoration
- Public and private funding for park enhancements

Uses

- Recreation and Open Space
- Wildlife Corridor
- Flood Mitigation

Infrastructure

- Pedestrian Circulation Improvements

Environmental Enhancements

- Pedestrian Bridge
- Natural Features (native plantings, meadows, riparian buffers)
- Park Amenities (trees for shade and windblock, trash receptacles, benches, signage)
- Public Amphitheater
- Public Plaza
- Naturalized Stream with pedestrian access
- Outdoor Seating and Café Experience



Channelized urban streams can be restored to a more natural condition.

Development Phasing

The success of any development plan is closely linked to the phasing of development activity. The first phase of a neighborhood investment project in the South 6th and South 7th Street area of Lewisburg needs to respond to both University and Borough needs. It is important to strive for equity between the needs of Bucknell and the needs of the community and this should be considered in the structuring of Phase I actions and funding strategies.

The Task Force feels that the first steps in a revitalization effort in the Lewisburg/Bucknell Neighborhood should be a combination of concrete, visible actions and programmatic, policy, and organizational initiatives. The initiation and enhancement of forward-thinking policies and programs will create a foundation for University and Borough cooperation and exemplify their commitments to the community. Based on these objectives and careful consideration of the conditions of each site segment, it is recommended that significant steps be taken to enhance the desirability of the existing conditions, such as infrastructure reconstruction and maintenance of historic structures. These enhancements include parts of each neighborhood segment rather than the completion of any one segment as a whole.

However, before any physical action can and should be taken in the neighborhood, the task force feels that there are a number of key organizational agreements and commitments that need to be realized in order to engage successfully in a revitalization plan for the Lewisburg/Bucknell Neighborhood. Those actions are clearly defined in the Organizational Development section of the Neighborhood Action Plan.

Phase I

Phase I of the revitalization plan includes a combination of redevelopment goals and actions as well as guidelines for developing the organizational structures and partnerships needed to facilitate a positive change. The tasks included in Phase I are those actions that the task force feel are necessary to be completed within the next one to two years after this study is complete (August 2004). This is indicated in the

Action Priority section of the Neighborhood Action Plan. The following is a list of the key actions to be completed in this first phase:

Organizational Development

- Establish a 'Memorandum of Understanding' between Bucknell University and Borough of Lewisburg to establish mutual commitments and accomplish goals set forth by the Task Force;
- Create a permanent organization to spearhead long-term action;
- Conduct feasibility study for construction in floodplain, housing types, community center and University Bookstore;
- Conduct development feasibility study to determine the total project development costs and create a specific funding and finance strategy for implementing the project.

Programmatic and Policy Initiatives

- Clarify University's position on reducing off-campus student population;
- Maintain and enhance student conduct policies regarding off-campus behavior;
- Maintain and enhance Borough code enforcement and zoning policies;
- Initiate mortgage assistance program to offer incentives for home purchasing in neighborhood;
- Review the Lewisburg zoning ordinance with Borough to accommodate the proposed vision for the study area;
- Develop programs to rehabilitate deteriorating structures worthy of restoration;
- Develop guidelines for infill development to be in-scale and in character with existing structures as well as to be floodplain-friendly building type;
- Develop program to offer incentives for renters to become homeowners and work with real estate brokers to encourage the transition.

Physical Improvements

- Seek means for demolition of most flood-prone houses or those in the worst conditions and demolish those identified structures;
- Work with Borough and property owners to preserve and maintain existing structures of historical integrity;
- Seek means to repair, replace, and enhance sidewalks, street pavements, curbing, lighting, utility lines, and parking lanes (specifically on 5th and 7th Street).

A Phase I that consists of these key initiatives would appear to have advantages for all parties and stakeholders. Since the idea is to strive for equity between the needs of the community and the University, it is crucial that there be a balance between immediate actions and policy enforcement and longer-range planning starting with feasibility studies for future redevelopment. This would be the lead phase of a long-term multi-phased neighborhood development plan.

All Phase I actions are outlined in the Neighborhood Action Plan and marked with a 1-2 year action priority status.

Phases II and III should focus more on the physical reconstruction of the neighborhood, such as the investments that would take place in the University Village and 6th Street Gateway/ Pedestrian Promenade and then the Bull Run Greenway. These actions are outlined in the Neighborhood Action Plan and marked with a 3-5 or 5-10 year action priority status.

Development Funding

See Appendix A for Sample Funding Sources.



It is crucial that there be a balance between immediate actions and policy enforcement and longer-range planning starting with feasibility studies for future redevelopment.

Flood measurements on Fetter/Swank Barn, 6th Street, Lewisburg, Pennsylvania.



The first phase of neighborhood reinvestment in the South 6th and South 7th Street area of Lewisburg should address the common needs and interest of both Bucknell and the Borough.

Neighborhood Action Plan

The following set of strategies was developed in response to the issues of importance identified through numerous task force meetings, focus group sessions, key person interviews, community input at the all-day Design Charrette, as well as in response to the market opportunities research findings provided by Delta Development Group, Inc. The Development Plan and Strategic Action Plan both assumed that there will be a change in the number of students living off-campus within the next five to ten years. The assumption was made that there will be at least one-hundred-fifty less students living in off-campus housing in the Borough of Lewisburg within that time period. This decrease in student renters was also assumed to significantly affect the number of students able and willing to rent accommodations in the Lewisburg/ Bucknell Neighborhood.



The initiation and enhancement of forward-thinking policies and programs will create a foundation for University and Borough cooperation and exemplify their commitments to the community.

Freddy Reish Blacksmith Shop, corner of 6th and Market Streets, Lewisburg, Pennsylvania.

STRATEGIES FOR THE LEWISBURG/BUCKNELL NEIGHBORHOOD

ORGANIZATIONAL DEVELOPMENT								
GOALS	ACTIONS	ACTION PRIORITY			IMPLEMENTATION RESPONSIBILITY			
		YR 1-2	YR 3-5	YR 5-10	Borough	Bucknell	Property Owners	Other
SUSTAINING PARTNERSHIPS	1) Establish a 'Memorandum of Understanding' among key stakeholders in community.	X			X	X		
	2) Create a permanent organization to spearhead long-term action, such as a Neighborhood Association and/or a Community Corporation.	X			X	X		
NEIGHBORHOOD ACTIVITIES	1) Develop opportunities for neighborhood residents, landowners, and local business owners to work together on projects and programs.	X	X	X	X	X	X	
	2) Carry out neighborhood activities that promote positive interaction between residents and University affiliates (block parties, neighborhood clean-ups, bake sales, recreation events).	X	X	X	X	X	X	X
BOROUGH / BUCKNELL POLICIES	1) Clarify University's position on reducing off-campus student population.	X				X		
	2) Maintain and enhance student conduct policies regarding off-campus behavior.	X	X	X		X		
	3) Maintain and enhance Borough code enforcement and zoning policies.	X	X	X	X			
	4) Review Lewisburg zoning ordinance with Borough to accommodate proposed vision for the study area.	X			X	X		X

STRATEGIES FOR THE LEWISBURG/BUCKNELL NEIGHBORHOOD

ORGANIZATIONAL DEVELOPMENT								
GOALS	ACTIONS	ACTION PRIORITY			IMPLEMENTATION RESPONSIBILITY			
		YR 1-2	YR 3-5	YR 5-10	Borough	Bucknell	Property Owners	Other
NEIGHBORHOOD PROGRAMS	1) Jointly develop annual reports that catalogue University and Borough contributions to one another.	X	X	X	X	X		
	2) Engage in Hospitality Programs that will help strengthen town/gown connections and visibility.	X	X		X	X		
	3) Initiate a financing program to offer incentives for home purchasing.	X			X	X		X
	4) Develop alternative loan options such as a Loan Forgiveness Program for University affiliates.	X	X			X		X
	5) Organize a Neighborhood Preservation Foundation or Organization.	X			X		X	X
	6) Increase student volunteer programs, such as service learning projects that focus on housing rehabilitation.	X	X		X	X	X	X
	7) Initiate financing programs that offer incentives for home improvements.	X			X	X		
	8) Institute a process for coordinating rental listings with University and Borough.	X			X	X	X	
	9) Develop a phased tree removal and planting program.	X			X			
	10) Develop unified image and guidelines for rental signage.	X			X	X	X	
	11) Develop unified trash receptacle program.		X		X	X	X	
	12) Work with Union County Housing Authority to develop home ownership and rehab programs.	X	X		X	X		
	13) Maintain and enhance goals and objectives of Lewisburg Student Landlord Association.	X	X	X			X	

STRATEGIES FOR THE LEWISBURG/ BUCKNELL NEIGHBORHOOD

ENVIRONMENT								
GOALS	ACTIONS	ACTION PRIORITY			IMPLEMENTATION RESPONSIBILITY			
		YR 1-2	YR 3-5	YR 5-10	Borough	Bucknell	Property Owners	Other
FLOOD MITIGATION	1) Seek means for the demolition of the most flood-prone structures and those in worst conditions.	X			X	X		
	2) Establish a regional watershed planning team to address flood hazard mitigation.		X		X			X
	3) Improve stormwater management practices to reduce associated flooding impacts.	X	X		X			X
	4) Implement a Flood Damage Reduction Program to minimize property damage.	X			X			X
STREAM AND HABITAT RESTORATION	1) Analyze financial and engineering feasibility of alternative methods for stream bank treatment, such as wetland habitats, bio-swales, and meandering channels.		X		X	X		X
	2) Plant buffer vegetation where appropriate to reduce stormwater runoff and improve wildlife corridor.		X	X	X	X		X
	3) Collaborate with Watershed Associations to monitor and improve stream quality and habitat.		X		X	X		
	4) Improve visibility, access, and awareness of Bull Run.		X	X	X	X		X
GREENWAY DEVELOPMENT	1) Engage in regional greenway trail planning to connect downtown Lewisburg to the region and greater Susquehanna Valley.	X	X		X			X
	2) Explore rails-to-trails opportunities from western Union County through Hufnagle Park to the River.	X	X		X			

STRATEGIES FOR THE LEWISBURG/ BUCKNELL NEIGHBORHOOD

5th AND 7th STREET REVITALIZATION								
GOALS	ACTIONS	ACTION PRIORITY			IMPLEMENTATION RESPONSIBILITY			
		YR 1-2	YR 3-5	YR 5-10	Borough	Bucknell	Property Owners	Other
HISTORIC PRESERVATION	1) Work with Borough and property owners to preserve and maintain existing structures of historical integrity.	X	X	X	X	X	X	
	2) Develop programs to rehabilitate deteriorating structures worthy of restoration.	X			X	X	X	X
	3) Selectively remove deteriorated structures that compromise the quality of the neighborhood.	X			X			X
NEW CONSTRUCTION	1) Develop guidelines for infill housing to be in scale and in character with existing structures.	X	X		X	X		X
	2) Develop guidelines for new development to be floodplain-friendly building type.	X			X	X		X
	3) Develop strategy to offer diverse housing opportunities for multi-generational living.	X	X		X	X		
	4) Initiate creative business opportunities, such as live/ work units and outdoor cafes.		X			X	X	X
	5) Develop a detailed plan to maintain a range of building scales throughout the neighborhood for a range of users.	X	X		X	X		X
INFRASTRUCTURE IMPROVEMENTS	1) Repair, replace, and enhance sidewalks, street pavements, curbing, lighting, utility lines, and parking lanes.	X	X	X	X	X	X	
	2) Enhance pedestrian circulation with crosswalks and clear linkages.	X	X		X			

STRATEGIES FOR THE LEWISBURG/ BUCKNELL NEIGHBORHOOD

5th AND 7th STREET REVITALIZATION								
GOALS	ACTIONS	ACTION PRIORITY			IMPLEMENTATION RESPONSIBILITY			
		YR 1-2	YR 3-5	YR 5-10	Borough	Bucknell	Property Owners	Other
ENVIRONMENTAL ENHANCEMENTS	1) Improve streetscape character with new street trees, tree lawns, banners, trash receptacles, benches, and unified signage.		X		X	X		
	2) Coordinate with Lewisburg Cemetery to construct a pedestrian path along east edge of cemetery.		X		X	X		
	3) Coordinate with Lewisburg Cemetery to construct a sitting area/focal point on the western-side of 7th Street at St. Catherine intersection.		X		X	X		
	4) Develop unified design elements for streetscape improvements, such as banners, trash receptacles, benches and signage.		X		X	X		
	5) Design and implement attractive paving patterns along 7th Street corridor.		X		X	X		X
	6) Enhance vehicular circulation with defined visual cues for wayfinding.		X	X	X	X		X
NEIGHBORHOOD APPEAL	1) Offer incentives for renters to become homeowners and work with real estate brokers to encourage the transition.	X	X	X	X			
	2) Develop neighborhood plans that include and encourage university-related activities and events.	X	X		X	X		X
	3) Create pedestrian gateway between campus and Market Street.		X		X	X		

STRATEGIES FOR THE LEWISBURG/ BUCKNELL NEIGHBORHOOD

UNIVERSITY VILLAGE								
GOALS	ACTIONS	ACTION PRIORITY			IMPLEMENTATION RESPONSIBILITY			
		YR 1-2	YR 3-5	YR 5-10	Borough	Bucknell	Property Owners	Other
HISTORIC PRESERVATION	1) Work with Borough and property owners to preserve and maintain existing structures of historical integrity.		X		X	X	X	X
	2) Develop programs to rehabilitate deteriorating structures worthy of restoration.	X			X	X	X	X
	3) Selectively remove deteriorated structures that compromise the quality of the neighborhood.	X			X	X		X
NEW CONSTRUCTION	1) Conduct feasibility study for construction in floodplain, housing types, community center and University bookstore.	X			X	X		
	2) Develop guidelines for infill housing to be in scale and in character with existing structures.		X		X	X		X
	3) Develop guidelines for new development to be floodplain-friendly building type.		X		X	X		X
	4) Analyze the feasibility of developing thematic-multi-use student and faculty housing.	X				X		
	5) Develop a detailed plan to maintain a range of building scales throughout the neighborhood for a range of users, such as attached townhouses, duplexes, and accessory apartments.	X	X		X	X		X
	6) Analyze the feasibility of developing a Community Outreach Center for University and community projects and programs.	X	X			X		

STRATEGIES FOR THE LEWISBURG/ BUCKNELL NEIGHBORHOOD

UNIVERSITY VILLAGE								
GOALS	ACTIONS	ACTION PRIORITY			IMPLEMENTATION RESPONSIBILITY			
		YR 1-2	YR 3-5	YR 5-10	Borough	Bucknell	Property Owners	Other
ENVIRONMENTAL ENHANCEMENTS	1) Enhance pedestrian circulation to and from Park with pedestrian bridges and extended pathways.		X	X	X	X		
	2) Develop detailed design plan that creates places to sit and gather along streets.		X		X	X		X
	3) Develop South 6th Street into a pedestrian promenade between downtown and campus with attractive termini on both ends.		X	X	X	X		
	4) Improve streetscape with new street trees, tree lawns, banners, trash receptacles, benches, and unified signage.		X		X	X	X	
	5) Develop unified design elements for streetscape improvements, such as banners, trash receptacles, benches and signage.		X		X	X		
ENHANCE OPEN SPACE	1) Develop plans for neighborhood greenspaces or common open space between high density housing.		X		X	X	X	X
	2) Enhance edge conditions and accessibility of Bull Run.			X	X			X
INFRASTRUCTURE IMPROVEMENTS	1) Repair, replace, and enhance sidewalks, street pavements, curbing, lighting, utility lines, and parking lanes.		X	X	X	X	X	
	2) Consolidate parking to reduce vehicular congestion.	X	X	X	X	X	X	



The success of neighborhood revitalization and the realization of the development concepts outlined in this report will hinge on the understandings, interrelationships, and commitments of the Borough, Bucknell University, and other private sector partners.

Current conditions in the study neighborhood present a once-in-a lifetime opportunity to redefine a section of Lewisburg in need of a stronger image and identity. Considered action now will set the tone for an attractive, livable, economically stable, and environmentally sustainable community for decades to come.



Recommendations and Conclusions

Implementation of the neighborhood development concepts set forth in this report is linked to five overarching themes. These themes—Community Organization, Neighborhood Image and Identity, Lifestyle Marketing, The Natural and Built Environment, and Implementation Ways and Means—are central to the understanding and discussion of the strategies embodied in the Neighborhood Action Plan.

Community Organization

The success of neighborhood revitalization and the realization of the development concepts outlined in this report will hinge on the understandings, interrelationships, and commitments of the Borough, Bucknell University, and other private sector partners. Beyond that it is imperative that neighborhood and community residents understand and support the proposed development actions and that affected residents and property owners be given fair and meaningful opportunity to participate in the public aspects of neighborhood development.

To achieve the objectives inherent in these Task Force proposals it will be necessary to structure binding partnership agreements involving all entities having substantive roles to play in the development process. It is important for the Borough of Lewisburg and Bucknell University to set the tone for the future through formalized agreements. These agreements may be phased and conditioned to suit the needs and situations of the Borough and the University but it is important that both entities act early to convey the seriousness of their intentions. Such action can only facilitate additional and desired private sector involvement in the process of neighborhood betterment.

The foundation for future development partnerships and agreements is linked to the formation and formalization of public consensus on future direction for the neighborhood. Communication, collaboration, and cooperation will be the chief ingredients in moving forward with action on any of the development concepts. Recognizing this, it is important that the following occur:

- Stakeholder groups should continue efforts to achieve a common understanding of the impacts of various planning options, including the consequences of taking no action at all;
- Stakeholder groups should continue efforts to understand and appreciate the roles, the value, and the challenges of other groups;
- Stakeholder groups should commit to the development of processes which would enable them to collaborate and resolve key issues in an effective way.

Developing and sustaining partnerships, initiating neighborhood activities and programs, and maintaining and enhancing Borough and University policies are essential organizational goals. To facilitate progress with neighborhood reinvestment, Bucknell University and the Borough of Lewisburg should execute a formal 'Memorandum of Understanding' pertaining to neighborhood development and reinvestment. The 'Memorandum of Understanding' should stipulate 'Principles of Agreement' relating to the area, extent, nature, and objectives of Phase I development activities, and the desired actions, results, timeframes, and commitments of both Bucknell and the Borough as lead entities for fostering neighborhood improvement.

In weighing these 'Principles of Agreement' it is most important to define the actions that can be agreed upon now. Both parties should recognize that certain actions and commitments may require further study or evaluation before needed 'Development Agreements' can be structured. At present, it is most important to set a foundation from which to build future development partnerships and partnership agreements for specifically defined projects and investments.

With respect to community organization it is important to keep other private sector interests and perspectives in view. In general these views are those of neighborhood property owners—homeowners, rental apartment landlords, and other commercial property owners. Currently, the Lewisburg Student Landlord Association is working to improve the quality of off-campus housing, clean up the neighborhood environment, and educate students on what it means to be a responsible tenant and neighbor. And they are coordinating their efforts with the University and

the Borough to improve the management of off-campus housing.

The efforts of the Landlord Association are commendable and they are helping to facilitate town-gown communications. As efforts continue forward, consideration should also be given to the formation of a neighborhood organization, possibly even the structuring of a stand-alone neighborhood development entity, to provide an ongoing means for citizen involvement in the development process and a proper vehicle to foster regular communications and coordination of development investments and activities.

As efforts proceed it will also be necessary to evaluate the need for involving existing municipal or county authorities in the development process or the establishment of other organizational structures, e.g., a neighborhood development corporation, to access the gamut of ways and means for development, and to enhance the economic viability and feasibility of public-private development ventures.

Neighborhood Image and Identity

Lewisburg and Bucknell University convey a memorable image and a strong identity and these factors have much to do with the stature of the town and the University both regionally and beyond. But in the eyes of many, the predominant character of the study neighborhood does not measure-up to the higher standards associated with either the town or Bucknell. This is an important perception, if not reality, and the future of this neighborhood may very well hinge upon how successfully it reinvents its identity and reshapes its image to better position itself in the marketplace.

As a town and as a campus, both Lewisburg and Bucknell benefit from their distinctive sense of place. Both have advanced in the national marketplace of desired communities and educational institutions. Their individual identities are increasingly intertwined. And while imagery alone cannot set the course for their respective futures, it has much to do with how people value the community as a place for residence, business, and education. That said, it is clear that the study neighbor-

hood could benefit from some manner of renewal and that a renewed neighborhood could further boost the value of Lewisburg and Bucknell on a variety of measures.

The success of future development, renewal, or redevelopment efforts is tied to a blend of market and design imperatives. Lewisburg is an historic community. It has a rich heritage that is reflected in its natural setting and its built-environment. There is no question that future development must preserve the essence of the neighborhood's historic architecture and its predominantly residential character. But the matter of how to accomplish this requires continuing dialog among the many stakeholders interested in bettering the neighborhood's image and sense of place.

The best future for this neighborhood will result from a combination of restoration and new development projects aimed at clarifying its identity and enhancing its sense of place. And it could result in a mix of housing and commercial building types fitting to the neighborhood's present scale and consistent with the Lewisburg tradition which mixes houses and businesses on a small and desirable scale. Planning is essential to achieving these results. But design is also a powerful tool. Through design it is possible to shape a memorable and marketable image for this patch of Lewisburg. And the imagery created through Borough and University investments in design will stimulate other private reinvestment in neighborhood housing and businesses.

Lifestyle Marketing

Lifestyle marketing may hold the key to reshaping the study neighborhood. And this neighborhood is a compelling target for reinvention. Its immediate proximity and connection to Market Street downtown and the Bucknell campus makes it ideally situated as a gateway and as a functional and symbolic connecting space and passageway. It follows that persons seeking a strong connection with both the town and the University might find locational advantages in this neighborhood.

In the many dialogs conducted addressing the future marketability of

the neighborhood one thing repeatedly emerged. Future neighborhood residents and visitors are not likely to be joined by age and income or educational attainment, but rather by lifestyle preferences and habits. If there is a place for the unusual, the cutting edge, or a neighborhood linked by activity and outlooks, this neighborhood may very well be the one place in Lewisburg where such a small scale community can be openly nurtured and realized.

The neighborhood is well positioned as a future setting for residents and visitors drawn to the diverse arts and entertainment offerings in Lewisburg and at Bucknell. The neighborhood could accommodate Bucknell students, faculty, and others in a mix of non-family (young singles and couples), new family (young families), and post family (empty nesters) housing types, including bungalows, small houses, townhouses, accessory units over garages, apartments, and lofts. A variety of residential and commercial rental and ownership arrangements are possible, including cooperatives and condominiums.

The neighborhood is equally well located for a limited number of flex commercial structures—mixed-use buildings that accommodate both residential and commercial uses. Such ‘live-work’ units and lofts could be especially appealing to fine artists, musicians, designers, dancers, photographers, etc. Targeting this market and clustering creative enterprises and activities within the neighborhood would create added market potential for businesses that represent or serve the needs of such residents, including galleries, professional offices, instructional studios, etc., and it would help position Lewisburg higher in the realm of arts-oriented communities.

Plans for commercial development should be evaluated with the following points in mind

- New businesses should be located strategically to generate increased foot traffic between Market Street and the Bucknell campus.
- New commercial development should be targeted to the most viable sites—generally those closest to Market Street or to the Bucknell campus.
- New commercial development should be limited in scale so as not

to create undesirable conditions that would negatively affect the livability of neighborhood residences or residential property values.

- New businesses should not undermine existing businesses or the business objectives espoused for downtown development.
- New businesses should be convenience oriented, providing for day-to-day necessities and personal services such as laundry, hair cutting and styling, convenience foods and beverages, etc.
- New commercial development should serve niche markets linked to the lifestyle preferences and habits of neighborhood residents, Bucknell students and faculty.
- New businesses should add to the evening and weekend vitality of Lewisburg within the norms of acceptable business hours.

Future plans for the neighborhood should consider the integration of compatible housing, work places, and businesses within the physical setting of existing streets. The commingling of such uses will provide the synergy needed for neighborhood reinvention. By planning and designing the neighborhood to serve specific lifestyle preferences and choices, it is possible to create not only a desired ambience for the neighborhood but a population of residents and visitors to sustain the neighborhood far into the future.

Generally, this study revealed a range of lifestyle indicators that serve as points of departure to further explore the marketplace for real estate and business development. Those likely to be attracted to the neighborhood will be drawn for reasons relating to some combination of the following factors

- They are urban oriented in their values and outlook.
- They value neighbors that add richness to their life.
- They value the interconnection of daily life, work, and shopping routines in traditional town settings.
- They prefer compact living and walking over automobile use for the majority of their daily routines.
- They are attracted to the income earning potential inherent in urban real estate that is compatible with their place of residence.
- They seek regular social interaction and discourse with diverse

people irrespective of ethnicity, age, or social standing.

- They are attracted to streets, homes, and shops that exhibit authentic urban character as opposed to contrived and artificial places.
- They place a high value on local independently owned and operated businesses.
- They have more than a casual appreciation for the arts, for cultural activities and entertainment outside the home.
- They dine out frequently and enjoy mingling in neighborhood eating and drinking establishments.
- They use and enjoy public parks and open spaces.

Current conditions in the study neighborhood present a once-in-a-lifetime opportunity to redefine a section of Lewisburg in need of a stronger image and identity. Considered action now will set the tone for an attractive, livable, economically stable, and environmentally sustainable community for decades to come.

The Natural and Built Environment

The natural and built environment of the neighborhood offers opportunities and constraints to development. The chief constraint relates to periodic flooding of South Sixth Street and low-lying portions of other intersecting streets. Because these properties lie within the legally mapped 100 year floodplain or floodway of Bull Run, their future use and restoration or development potential are seriously limited by federal flood insurance regulations and Borough building codes and zoning stipulations.

Bull Run, which forms the neighborhood spine, is aptly named, for this regularly docile waterway is capable of being transformed into a raging menace to anything within its flooded path. Yet Bull Run is also one of the Lewisburg's most potentially unused and undervalued assets. For the neighborhood to achieve its highest and best use it will be necessary to address the flooding issue. While it is possible to address flood hazards through some combination of watershed planning and modifications to neighborhood structures and stream geometry, the

approach to flood mitigation or prevention is far from decided and a concerted intermunicipal effort, involving county, state, and federal officials and agency experts is now called for.

A few points are worth mentioning in this regard. First, Lewisburg Borough should carefully and routinely monitor all upstream development and land use change within and outside the Borough which could increase the potential for flash flooding along Bull Run. Second, the Borough should renew efforts to engage appropriate county, state and federal agencies in Bull Run watershed planning designed to mitigate the effects of population growth and development on downstream flooding. Such a study should look beyond conventional engineering solutions and consider also an ecological approach to stream restoration and further naturalization of the riparian zone wherever feasible.

It will take time and funds to address the causes of Bull Run flooding and other options warrant consideration and further study. These include the redesign of Hufnagle Park, including the alignment of Bull Run, to better absorb and deflect flood flows, the reconstruction of South Sixth Street to higher elevations, and the flood proofing of new and existing structures where such action is feasible and otherwise called-for. And it should also be noted that while it is possible to make structures more or less resistant to flood damage, structural solutions could also have serious impacts on the character of historic buildings, the traditional appearance of the affected streets, and the business potential of the area.

Theoretically, some combination of the above described measures could be employed to mitigate the impact of occasional flooding while preserving the essence of the neighborhood and allowing new construction to serve the marketplace. But such action requires a concerted effort on the part of the Borough and Bucknell. It requires forging new and mutually beneficial relationships with adjoining municipalities and with the necessary county, state, and federal agencies. And it requires a balanced vision that can only be brought to bear through the involvement of all stakeholders and critical viewpoints.

This is not a matter that can be resolved through engineering and money alone. Ecological perspectives, business perspectives, resident perspectives, historical and aesthetic perspectives, and construction perspectives all demand hearing and consideration.

As this will take significant time to accomplish it is especially important that the Borough of Lewisburg and Bucknell University, as the lead partners for neighborhood development, not lose sight of the desired ends. In exploring solutions, there may also be significant opportunities to tap the expertise of Bucknell faculty and students. These explorations should be charted systematically with logic and ongoing progress in mind and should be linked directly to the ongoing work of the involved governmental agencies to the fullest extent possible.

The future implementation of any proposed neighborhood development concept should first address the preservation, maintenance, and rehabilitation of all structures worthy of restoration. Simultaneously, a process for the removal of structures that structurally or aesthetically compromise the quality or safety of the neighborhood should be established. Any new infill development must complement the design character of the neighborhood while meeting all requirements for flood damage mitigation.

New development should enhance the diversity of land uses, housing choices, and compatible business opportunities while emphasizing improved vehicular and pedestrian circulation, useable open space, and enlivened streetscapes. Streetscape improvements, including decorative street and sidewalk paving, street landscaping, lighting, and signage are needed to revamp the neighborhood as a town-campus gateway and connector. Such improvements should draw upon the traditional pattern, look, and feel of Lewisburg streets. New neighborhood streetscapes should embellish the setting for architecture and people alike. They should enhance the functional use and safety of pedestrian and vehicular space. But strong streetscapes should never unduly compete for attention in and of themselves.

Implementation Ways and Means

The ways and means to neighborhood revitalization are many and varied. Community organization and consensus-building, market research and feasibility analyses, program and project development technical assistance, grants-in-aid and financing all play a role in making things happen and achieving development objectives. Understanding the interconnection of varied ways and means enables project developers to capitalize on market opportunities and craft creative and potentially innovative approaches to project structuring and development.

Considering the scope and menu of development activities outlined in this report, it isn't possible to set forth a single funding and financing strategy without further detailing the project parameters and the financial objectives and resources of the development entity. However, there are a range of programs and funding-financing vehicles that can be considered at the opportune time. These are both public and private in nature. In fact, neighborhood development depends on the combination of both public and private investment for its feasibility and results. And where needed programs do not exist, it may be possible to tailor new programs to address specific needs of the marketplace.

Any number of Borough, multi-municipal, county, state, federal, and private vehicles may be used to procure the needed funds and financing for implementing neighborhood infrastructure, public safety, historic preservation, housing, and commercial property improvements. As partners in neighborhood development, the Borough and Bucknell have access to an even wider array of funding and financing approaches. Grants-in-aid, equity investments, and debt financing are frequently packaged in combination to provide the financial resources needed to plan, design, and implement projects. And grants may be blended with financing to establish below-market incentives for action, something that the Borough has experience with.

The Borough should consider a mix of program funding sources for neighborhood development as appropriate. These include eligible uses of federal Community Development Block Grants and possibly the

redistribution of funds from the Lewisburg LOANS Program repayments account. Organizations like SEDA-COG or other federally tax-exempt entities may be able to assist in procuring federal Appalachian Regional Commission funds or private foundation funds targeted to specific social, environmental, or economic development objectives. And there are any number of aid programs and action vehicles potentially available to the Borough through the operative channels of the state and federal government and through the programs of local and county housing and redevelopment authorities, and other county, state, and federal agencies.

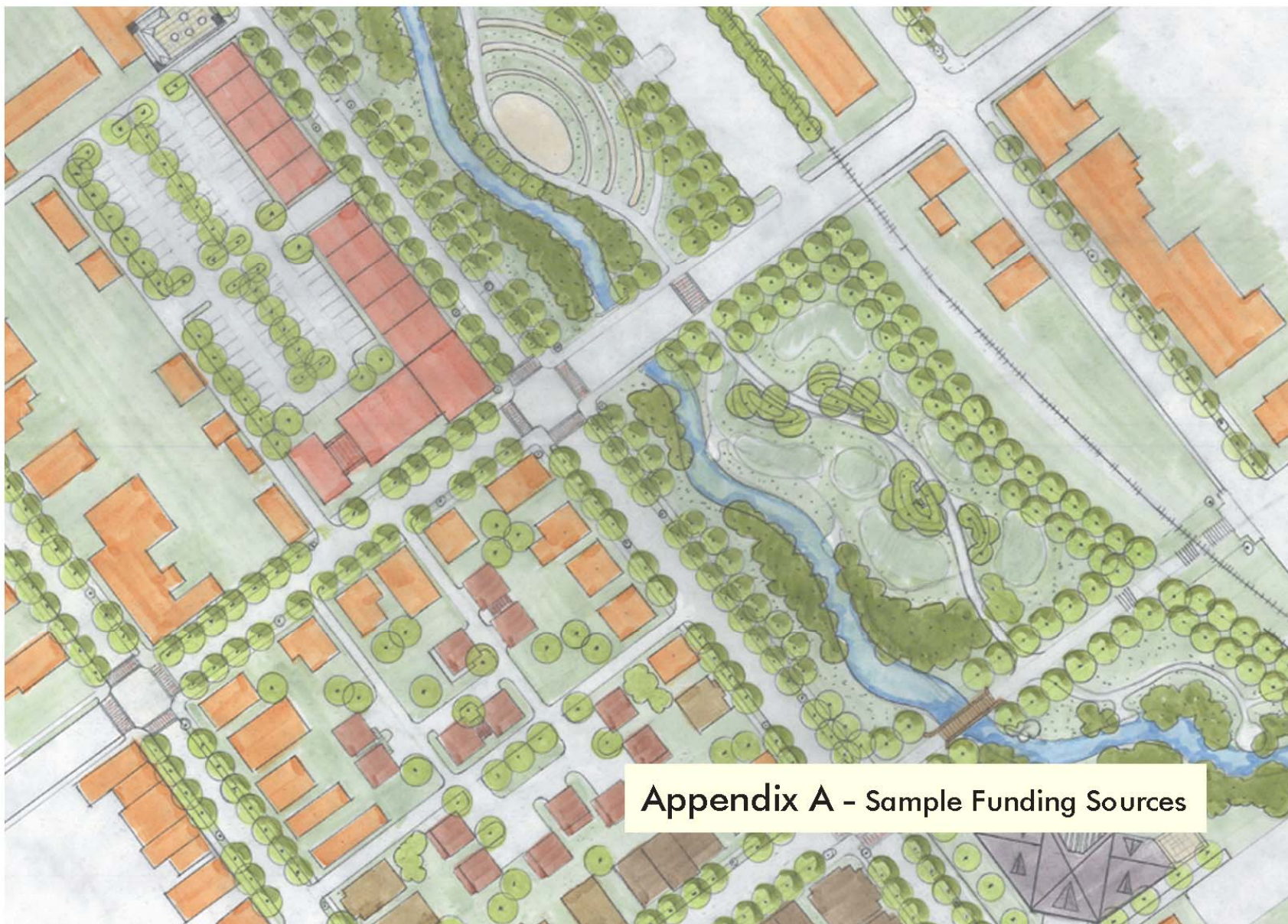
Additional project funding and financing possibilities are outlined elsewhere in this study. Further understanding of the applicability of these vehicles and approaches is required and at an appropriate time it would be beneficial for the Borough and the University to jointly explore available and applicable methods. But all of the funding and financing in the world is of little use in the absence of consensus on what to do with it and how to do it. Programs exist or can be created to increase home ownership, encourage reinvestment in historic properties, stimulate neighborhood revitalization, enhance streetscapes, and build a sense of community. But it will take persistent effort and a shared vision of the future to bring about desired results.

This Neighborhood Action Plan provides a starting point for decisive action involving neighborhood residents, community, and University leaders. This is an historic opportunity—a chance to exercise responsible leadership within the public and private sector and a chance to bring about much desired and needed change. It is the sincere hope of the Lewisburg Neighborhood Task Force that Lewisburg Borough and Bucknell University, working together, will find the ways and the means to address mutual interests and concerns and to help the larger community attain its aspirations and expectations for the future.



By planning and designing the neighborhood to serve specific lifestyle preferences and choices, it is possible to create not only a desired ambience for the neighborhood but a population of residents and visitors to sustain the neighborhood far into the future.

Hufnagle Park, Summer of 2004, Lewisburg, Pennsylvania.



Appendix A - Sample Funding Sources

SAMPLE FUNDING SOURCES

Lewisburg Neighborhood Project

F E D E R A L

Program	Eligible Uses
Annual Transportation Appropriations Act <i>Federal Highway Administration/ Federal Transit Administration/ State Departments of Transportation</i>	<ul style="list-style-type: none"> Provides funding for specific transit-related projects and, in some instances, specific highway projects. Legislative vehicle is passed annually in September.
Community Development Block Grant Program (CDBG) <i>U.S. Department of Housing and Community Development</i>	<ul style="list-style-type: none"> Provides funding for housing rehabilitation, public services, community facilities, infrastructure improvements, development and planning for projects that benefit low and moderate-income persons.
Section 108 Loan Guarantee <i>U.S. Department of Housing and Urban Development (HUD)</i>	<p>The most flexible financing tool the Federal Government offers to local governments. An entitlement community can borrow against its current and future CDBG allocation, which provides the collateral for a federally guaranteed loan. Eligible use of funds may include:</p> <ul style="list-style-type: none"> Industrial/Business expansion Land assemblage Public Facilities/Improvements Housing Rehabilitation
Economic Development Initiative <i>U.S. Department of Housing and Urban Development (HUD)</i>	<p>EDI competitive grants are used in conjunction with Section 108 loans to support a range of revitalization activities, including property acquisition, land assemblage, and construction costs.</p>
VA, HUD and Related Agencies Appropriations Act <i>U.S. Department of Housing and Urban Development</i>	<ul style="list-style-type: none"> Provides funding for specific HUD-related projects. Legislative vehicle is passed annually in September.
Technology Opportunities Program (TOP) <i>U.S. Department of Commerce</i>	<p>Funding is provided for projects that promote development, widespread availability and use of advanced telecommunications and information technologies to serve the public interest.</p>

SAMPLE FUNDING SOURCES

Lewisburg Neighborhood Project

S T A T E

Program

Eligible Uses

Capital Redevelopment Assistance Program
PA Governor's Office

- Site preparation and general infrastructure construction.

Communities of Opportunity Program
Department of Community and Economic Development

- Transit-related projects.
- Water/Sewer systems.

Community Revitalization Program
Department of Community and Economic Development

- Infrastructure construction or rehabilitation.
- Building acquisition, rehabilitation, or demolition.
- Community facility revitalization or construction.
- Purchase or upgrade of machinery & equipment.
- Transit-related projects.

Congestion Mitigation and Air Quality Improvement (CMAQ)
PENNDOT

- Transit improvements
- Shared-ride services
- Traffic flow improvement
- Pedestrian and bicycle programs.

Safety and Mobility Initiative (SAMI)
PENNDOT

- Limited scope transportation project designed to improve safety and mobility.

SAMPLE FUNDING SOURCES Lewisburg Neighborhood Project

S T A T E

<i>Program</i>	<i>Eligible Uses</i>
State Infrastructure Bank (SIB) <i>PENNDOT</i>	<ul style="list-style-type: none"> • Low interest loan program available to local organizations and government entities for improvements or new construction of highway and bridges, transit and rail passenger facilities.
Infrastructure Development Program (IDP) <i>Department of Community and Economic Development</i>	<ul style="list-style-type: none"> • Loans and grants to public entities for public infrastructure projects, such as transportation facilities, water and sewer system repairs and upgrades, parking facilities, and some site renovation and remediation.
Commercial Reinvestment Program <i>Department of Community and Economic Development</i>	<ul style="list-style-type: none"> • Grant funds available to revitalize a community's commercial area. • Projects must be supported by a locally adopted business district action plan and demonstrate a clear public benefit.
Pennsylvania Elm Street Program <i>Department of Community and Economic Development</i>	<ul style="list-style-type: none"> • Five-year program designed to help revitalize neighborhoods in proximity to a downtown. • The program utilizes organization, promotion design, neighborhood restructuring and clean, safe & green activities to develop a comprehensive strategy for neighborhood revitalization.

SAMPLE FUNDING SOURCES

Lewisburg Neighborhood Project

S T A T E

Program

Eligible Uses

New Communities Grant Program – Anchor Building Grant

Pennsylvania Department of Community & Economic Development

- A hybrid program that combines the best of the Enterprise Zone (EZ) Program and Main Street Program, New Communities seeks to revitalize urban centers and mitigate urban sprawl by enhancing local community competitiveness.

Public Improvements Project – PA Capital Budget

Department of General Services (DGS)

- Public improvement projects are included within the Capital Budget Project Itemization Act, legislation that authorizes large capital improvement projects. Projects that will be undertaken on state roads and public lands can be itemized within this section of the bill.

Community Conservation Partnerships Program

PA Department of Conservation & Natural Resources (DCNR)

- Funds are available to support planning activities, feasibility studies, and development projects that will deliver enhanced recreational opportunities to the community.

Environment and Communities Grant

William Penn Foundation

- Grants related to watersheds and ecosystems and grants promoting smart growth in the region are awarded within an expanded area that includes portions of the Delaware, Schuylkill, and Chesapeake Bay watershed.

SAMPLE FUNDING SOURCES

Lewisburg Neighborhood Project

S T A T E

Program

Eligible Uses

Flood Mitigation Assistance Program

Pennsylvania Emergency Management Agency (PEMA) (PEMA administers program on behalf of the Federal Emergency Management Agency)

- This program encourages communities to identify their flood vulnerabilities and to reduce their flood risk. Two (2) types of grants are available:
 - (1) Planning Grants: To develop or update flood mitigation plans; and
 - (2) Project Grants: To implement measures that reduce future flood loss.
 Eligible 'project grant' activities include acquisition of real property, relocation or demolition of insured structures, elevation of insured structures, and minor structural projects.

Hazard Mitigation Grant Program

Pennsylvania Emergency Management Agency (PEMA)

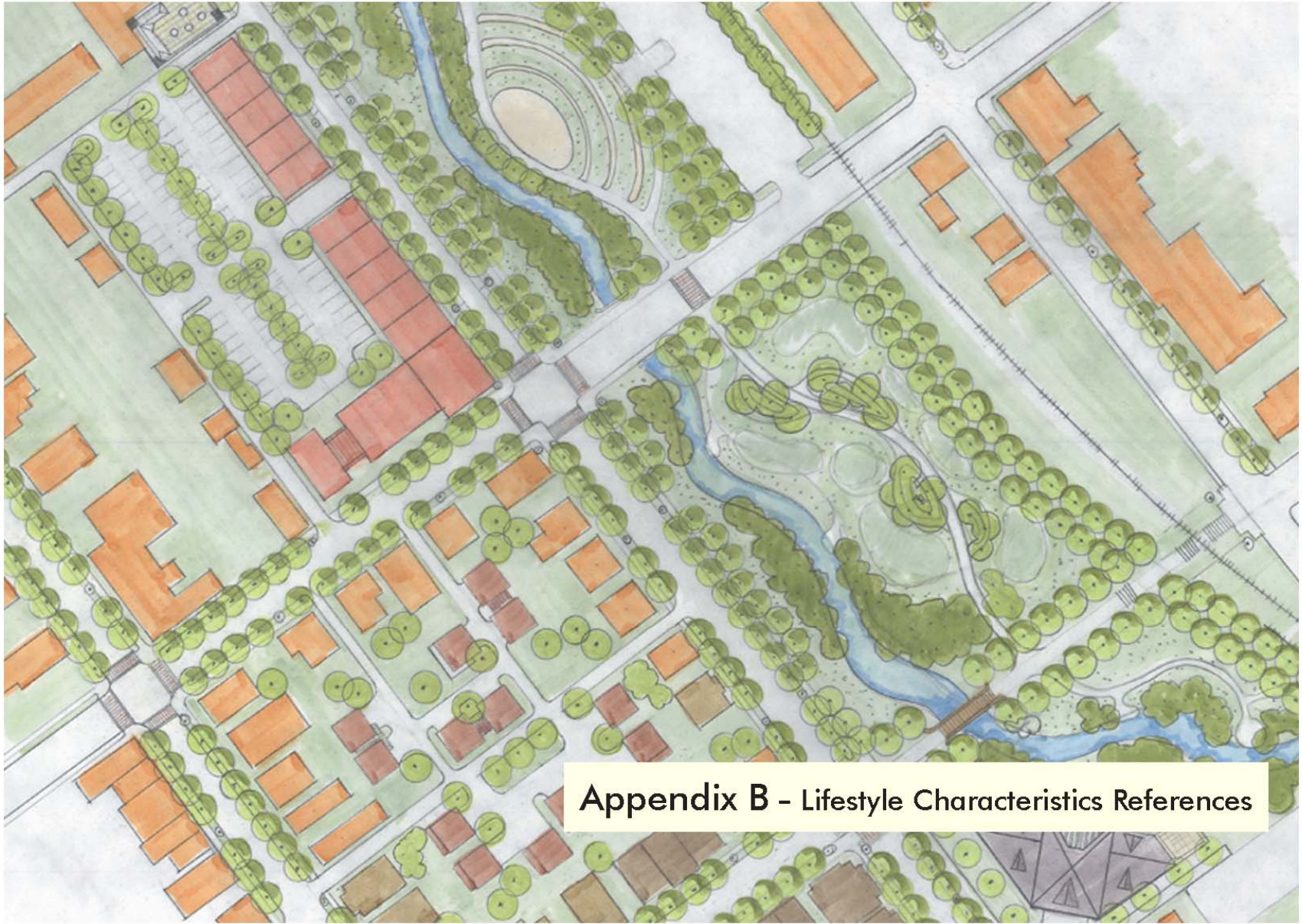
- Each state receives federal monies to administer this competitive grant program, which supports projects that reduce the long-term risk from natural hazards. Eligible projects include: property acquisition & relocation, retrofitting, and structural control.

POTENTIAL FUNDING SOURCES
Real Estate/Infrastructure
Lewisburg Neighborhood Project

NON-TRADITIONAL

<i>Program</i>	<i>Eligible Uses</i>
Tax Increment Financing (TIF)	<ul style="list-style-type: none"> The purpose of creating a tax increment-financing (TIF) district is to provide revenue for special projects within a defined district, especially development projects and other associated projects that will enhance the economy and quality of life.
Business Improvement Districts	<ul style="list-style-type: none"> In Business Improvement Districts (BIDs), property owners in designated geographic areas voluntarily collect annual assessments that are spent on projects that enhance the local business environment. These may include improvements to the streetscape, marketing efforts, business recruitment activity, and security programs.

*** Note:** The above listing is a sample of the types and sources of public funding that we have explored and/or accessed in the past for similar projects and does not necessarily represent an exhaustive list of currently available sources. Since funding sources are subject to continuing legislative and administrative changes, comprehensive research of current sources is typically completed during the development feasibility stage of a project after conceptual drawings and cost estimates are completed to ensure that sources are current and available.



Appendix B - Lifestyle Characteristics References

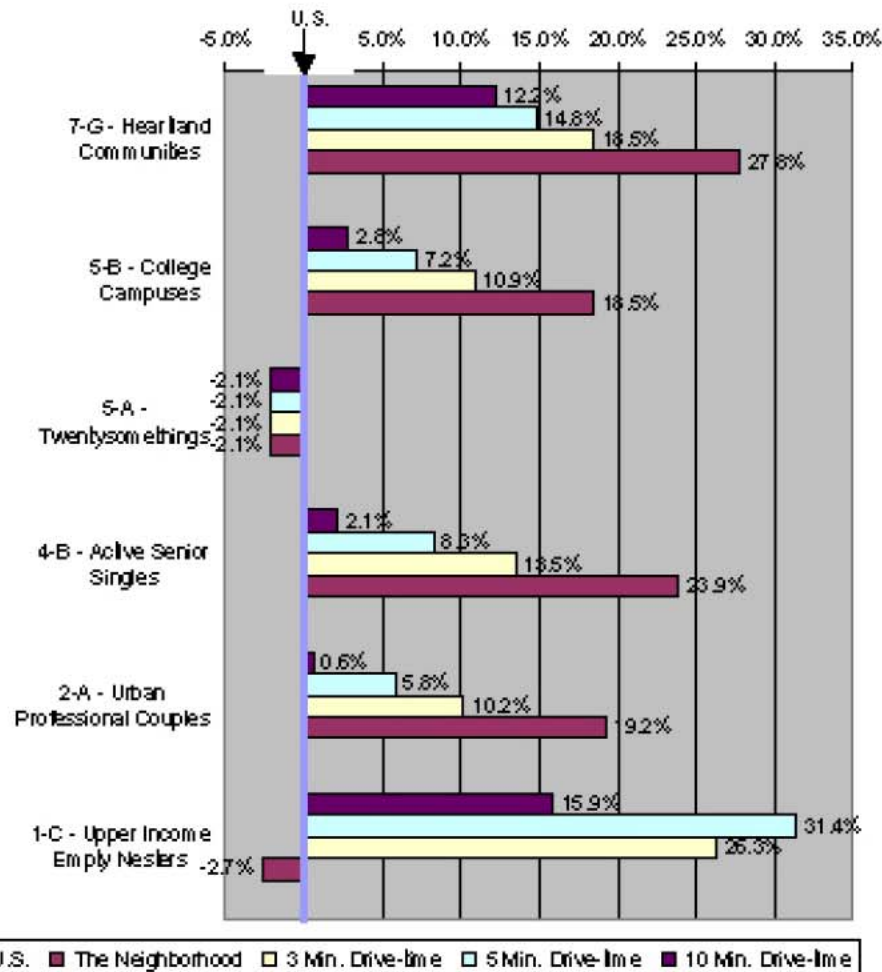
Lifestyle Characteristics and Preferences

The following charts show lifestyle descriptions of the types of household markets that could be targeted for the Neighborhood, and the current concentration of households in those lifestyle segments within the Lewisburg area.

Neighborhood Target Market – Lifestyle Descriptions			
Lifestyle Segment	Demographic Characteristics	Socioeconomic Characteristics	Residential Characteristics
1-C - Upper Income Empty Nesters	Married couples with no children living at home - between ages of 45 & 64	Prosperous with median HH Income of \$68,400 - 2/3 receive income from dividends, interest or rental properties. Usually business owners or managers (or retired) - highly educated, which is atypical of their generation	SF owner-occupied homes with median value of \$157,300
2-A - Urban Professional Couples	Median age of 37.8 - predominantly married-couple families with few or no children - also single-person & shared households - results of high divorce rates.	Median HH Income \$49,700 - high employment levels - well educated and employed mainly in professional or managerial positions	High-density mix of SF homes & townhouses - owner occupied - two to five unit rentals - median value \$142,700
4-B - Active Senior Singles	Median age of 43 (25% 65+) - many widowed	Median Household Income \$36,200 - many are retired - poverty & unemployment rates low - fairly well-educated - slightly more inclined to save than invest	Live in apartments - multi-unit built before 1970. Median value \$117,400 - high-density neighborhoods in Mid-Atlantic & Northeast
5-A - Twenty-somethings	Median age of 30 - mobile and in transition, completing college or starting careers - 60% single-person or shared households	Median income of \$26,700 - employment average - half employed part time. Education is key - over 35% have an assoc. degree or higher and 20% currently attending college	Live in city apts. - Rent generally below average - single-family, owner-occupied homes. Median value \$88,800.
5-B - College Campuses	College students median age of 21.7 - 45% in dorms & 55% in nearby neighborhoods	Well educated or on its way, over half with Bach. Deg. Or higher - Median income of \$21K, Over half employed, with most working part-time, low-paying service-sector jobs	Apartment rentals dominate off-campus housing - Below average rent
7-G - Heartland Communities	Older - median age of 41 - predominantly families, but married couples with no children at home & singles are becoming increasingly common	Median HH income of \$27K - Employment is low, especially for women, due to retirement or lack of opportunity - Over 40% draw SS - some self-employed - active financially - nearly 1/3 did not finish high school	Older, single-family owner-occupied homes - median home value of \$54,900

Current Local Concentration of Target Segments as Compared to U.S.

(Based on difference in % of Total Households)

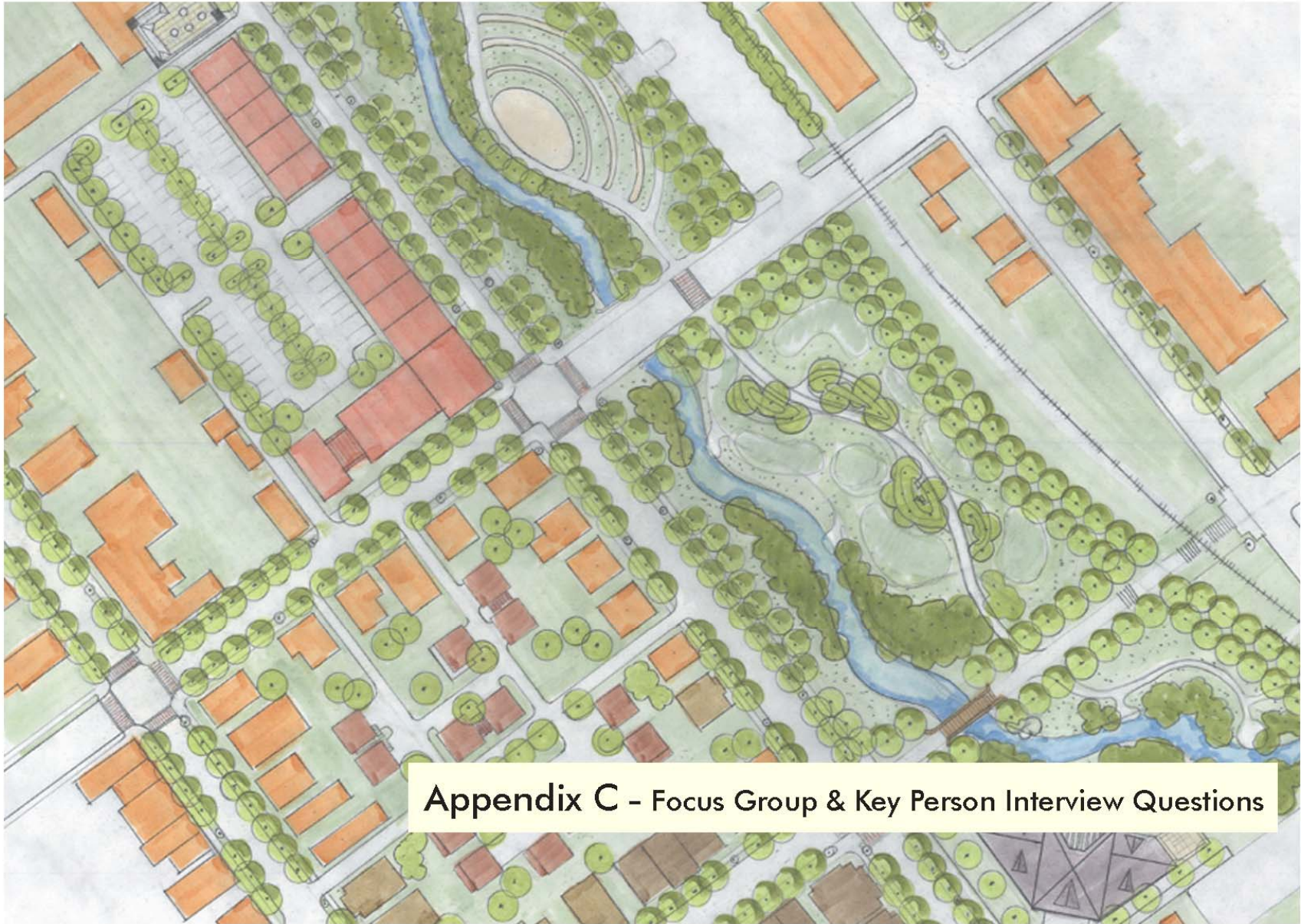


Preferences that span multiple segments should be considered as plans are made for redevelopment and related amenities.

Consumer Preferences of Target Market Segments						
Selected Preferences	Urban Professional Couples	Active Senior Singles	Twenty-somethings	College Campuses	Heartland Communities	Upper Income Empty Nesters
Visit museums	✓	✓	✓	✓		✓
Travel		✓		✓		✓
Travel Overseas	✓	✓				✓
Racquet & Team Sports			✓	✓		✓
Attend Concerts		✓	✓			✓
Imported Wines	✓	✓				
Golf	✓					✓
Bicycling	✓			✓		
Hiking			✓	✓		
Jogging	✓		✓			
Weight Training			✓	✓		
Movies			✓	✓		
Bars & Nightclubs			✓	✓		
CDs			✓	✓		
Books			✓	✓		
Alcohol			✓	✓		
Vitamins			✓	✓		
PCs				✓		✓
Watching TV Sports			✓	✓		
Watching Late-Night TV Shows			✓	✓		
Read Two or More Newspapers	✓					✓
Daily Business Magazines	✓					✓
Tennis	✓					
Sidewalk Sports						✓
Billiards				✓		
Health Clubs	✓	✓				
Camping					✓	
Hunting					✓	
Fishing					✓	
Join AAA	✓					

Consumer Preferences of Target Market Segments

Selected Preferences	Urban Professional Couples	Active Senior Singles	Twenty-somethings	College Campuses	Heartland Communities	Upper Income Empty Nesters
Frequent Flier Programs	✓					
Active Volunteers		✓				
Political Campaigns		✓				
Bottled Water		✓				
Variety of Premium Products		✓				
Swimming Pools						✓
Luxury Cars						✓
Young, Active, Urban Lifestyle			✓			
Active Social Lives				✓		
Gourmet Magazines	✓					
Metropolitan Magazines						✓
Travel & Lifestyle Magazines	✓					
Science & Computer Magazines			✓			
Country Magazines					✓	
Home Magazines					✓	
Outdoor Magazines					✓	



Appendix C - Focus Group & Key Person Interview Questions

Focus Group and Key Person Interview Questions

Focus Groups

Six focus group sessions were held during the months of November and December of 2003: Bucknell students, neighborhood residents (non-students), municipal officials, Bucknell officials and affiliates, landowners and business owners, and the Lewisburg Borough Council. The following questions were developed as a guide for the discussion.

LEWISBURG NEIGHBORHOOD PROJECT

Focus Group Questions

Bucknell Students

1. Ice breaker question to establish the identity and demographics of each participant.
 - Let's begin by introducing ourselves.
 - Please tell us your name; where you are from; whether you were raised in a city or town environment, a suburb, or the country; we'd also like to know your class year; major field of study; and whether you presently live on or off campus.
2. A question that probes their attitudes about on- and off-campus living.
 - We'd like to learn more about your housing preferences.
 - What do you perceive as the benefits and shortcomings of on- vs. off- campus living?
 - What are your expectations for on- vs. off- campus living (e.g., independence, social life, privacy, proximity to town, etc.)
 - How does the reality of on- vs. off-campus living measure up to your expectations?
 - Students living off-campus are predominantly clustered in the S. 6th and 7th street areas, but students also live above the stores on Market Street and they are scattered throughout other areas of town. What can you tell us about the reasons for choosing one location over another?
3. As present college students, how important were living accommodations to your selection of a college?
 - What schools did you visit or interview at?
 - How important were housing choices to your decision of one college over another and to your choice to attend Bucknell?
 - Did any of these schools offer living arrangements that you considered ideal?
 - If so, what school, and what was it that you liked in particular about the housing choices available at this school?
4. How would you describe your ideal living situation while a student at Bucknell?
 - A dorm room with shared bath facilities and group lounge
 - A dorm suite with shared living, cooking, and dining areas
 - Shared room vs. private room
 - Access to laundry facilities
 - Proximity to campus
 - Proximity to town shopping and services
 - Sound attenuation
 - Building type (room, house, townhouse, multi-story apartment)
 - Furnishings, features, and amenities
 - Ability to live among and socialize with like-minded peers or peers with shared interests, majors, and activities.
 - What would your ideal living situation (room, suite, apartment, etc.) look like?
 - How would it feel?
 - Where would it be located?
 - What would it allow you to do better than your present living arrangement?

5. How hard is it to find what you consider the ideal housing?

- Have you found your ideal housing arrangement? Where?
- What do you like most about it?
- What do you like least about it?
- How did you find it?
- For those of you living off campus or contemplating a move off campus, how did you find your place or how do you plan on finding it (word of mouth, newspaper ad, realtor, etc.)?
- What could be done to make this process easier for you and your parents?

6. In the final analysis, what really matters most to you with respect to your college living arrangements?

- House, dorm, apartment quality?
- House, dorm, apartment location?
- Compatible roommate, dorm, or house mates
- Ability to live privately yet connected with people sharing compatible interests?
- Appropriate space and accommodation for study?
- Safety and security?

7. For those of you who are seniors...

- Looking back, what one thing do you regret most about your living arrangement decisions, or would you change if you had it to do over again and could make it your way?

Neighborhood Residents

1. Ice breaker question to establish the identity and demographics of each participant.

- Let's begin by introducing ourselves.
- Please tell us your name; where you live; how long you have lived in the neighborhood.

2. We'd like to learn more about your housing preferences:

- Do you rent or own your current household?
- If you do not own, why not and would you like to?
- Why did you choose to move to this location in Lewisburg?
- Do you plan to stay here in the Borough?
- How important were housing choices to your decision of where to live?
- Does Lewisburg need different or more housing options for its residents?
- What is important to you when selecting a place to live?
- Do you or your family members work close to home?

3. How would you describe your ideal living situation?

- Proximity to town shopping and services
- Sound attenuation
- Building type (SF house, townhouse, multi-story apartment)
- Features and amenities
- Ability to live among and socialize with like-minded people or people with shared interests, and activities.
- What would your ideal living situation look like?
- How would it feel?
- Where would it be located?
- What would it allow you to do better than your present living arrangement?
- How hard is it to find what you consider ideal housing?
- Have you found your ideal housing arrangement? Where?
- What do you like most about it?
- What do you like least about it?
- How did you find it?

4. How do you feel about living close to the university and near to students?

- Why did you choose to live in a student neighborhood?
- What specific benefits keep you residing in this part of town?

- What do you value or enjoy most about living in close proximity to the university and the students?
 - Conversely, what difficulties have you encountered while living there?
 - What suggestions do you have for mitigating some of the concerns you have?
5. Are you satisfied with the current neighborhood conditions? If not, what would you like to see this neighborhood become?
- What kinds of arrangements, amenities, etc. would this neighborhood need for it to be considered an ideal quality of life for you?
 - More parks or social gathering spaces? What kind?
 - More convenience stores? Examples?
 - More diverse housing? What types?
 - A complete separation from the students?
 - More areas to interact with students?
 - More inclusion of natural features?
 - A community garden? Experimental or collaborative gardens by students and residents?
 - Neighborhood/ Community Center?
 - Neighborhood lounge with student entertainment/music?

Bucknell Officials/Landowner-Business Owners/Municipal Officials/Borough Council (General Questions)

1. What are some of the most significant trends you've seen in Lewisburg over the past few years?
 - Demographic, social, economic, academic, etc.
2. One of the key principles that is being emphasized with downtown development is the idea of the community not trying to look like something it's not. With that thought in mind, how would you characterize Lewisburg?

3. What are current draws for Bucknell students and faculty to the downtown area?
4. What currently inhibits Bucknell students and faculty from patronizing downtown?
 - What new amenities would be a draw for Bucknell students and faculty to downtown?
5. What are current draws to the Bucknell campus for community residents?
 - What future events/activities could draw community residents to the Bucknell campus?
6. How do you feel about what currently exists on S. 6th and S. 7th Streets?
 - What are you most concerned about?
7. Based on the above, if there were one key initiative/development or improvement that could be implemented in the study area, what would it be? (neighborhood, downtown, university)
8. If there were one unsatisfactory outcome of development in the study area, what would it be? (neighborhood, downtown, university)
9. What opportunities or strengths do you see that would contribute to the success of development in the study area?
10. What do you see as the greatest obstacles to development in the study area?

Other questions that guided the Bucknell Focus Group discussion:

1. What are Bucknell's intentions with regards to student housing and residential life?
 - What kind of environment are you looking to provide?
 - Do you see a way in which the Borough of Lewisburg can help provide the residential environment that you and/or the students want?
 - What are the possibilities you would consider?
2. What kinds of improvements would you like to see for this study area?
 - What kind of physical environment would be attractive and meaningful for the University?
 - Would you like to see something different in the way of physical connection between the University and the town? If so, what?
 - This neighborhood sits as a gateway to the University, but it does not currently act like one, how do you feel about that?
 - Would you like to see more housing for young faculty?
 - What expectations, if any, does Bucknell have of the town?
3. If some portion of the students are permitted to continue living off-campus – what is Bucknell willing to do to prepare these students to live in this type of setting?
 - Mandatory course or seminars?
4. If off-campus living became more of a privilege/ learning experience/ laboratory in a sense, what kinds of issues or subject matter can you see this being focused around? Business? Environment? Community Service/ Public Service?
5. Is the University interested in owning any more residential homes for this purpose, or other?

6. What kinds of programs/ initiatives is the University willing to explore? (work with residents/landlords/town)?

Other questions that guided the Landowner/ Business Owner Focus Group discussion:

1. What are you most concerned about?
 - Separation of town and University?
 - Communications?
 - Students not frequenting downtown establishments?
 - Deteriorating physical environment in town?
 - Loss of rental income from students? If some income would still be made, would landlords be satisfied?
 - Traffic patterns? Parking?
2. If the study area were to be redeveloped in some way, what kinds of development would you like to see?
 - What makes sense? Residential/Commercial – both? More recreation?
 - Who should it involve?
 - Who should it cater to? Young, old, families, locals, tourists? (residents want professionals and more residents with a vested interest in neighborhood)
 - Should it be a gradual replacement of buildings or a clean slate–new development scenario?
 - What is the right balance: student/renters/owners/businesses/etc?
3. What kind of relationship would you like to see between the Borough and the University?
 - Would you like to see something different in the way of physical connection between the University and the town? If so, what?
 - This neighborhood sits as a gateway to the University, but it does not currently act like one, how do you feel about that?
 - What expectations, if any, do you have of the University and Borough?

4. What kinds of University involvement/ assistance would you like to see from their staff, students, faculty, and administration?
 - Home repairs, public service, students working at local businesses, environmental/engineering assistance, more student research in town?
5. What kinds of situations/ relationships have you seen elsewhere that sticks in your mind as a good model of University and town integration/student housing/gateway from town to school, etc? Is there a certain place that has impressed you in this respect?

to improving this area of town?

- How can these constraints be overcome?
- Can the university be in the formula?
- Can the landlords and property owners be in the formula?

Other questions that guided the Municipal Officials and Borough Council Focus Group discussions:

1. What are the Borough's biggest concerns with this area of town?
 - Too many rentals?
 - Don't want students?
 - Traffic? Irresponsible driving through town? Parking?
 - Deteriorating physical environment?
 - Flood zone?
2. If the study area were to be redeveloped in some way, what kinds of development would you like to see?
 - What makes sense? Residential/Commercial – both? More recreation?
 - Who should it involve?
 - Who should it cater to? Young, old, families, locals, tourists?
 - Should it be a gradual replacement of buildings or a clean slate – new development scenario?
 - What is the right balance: student/renters/owners/businesses/etc?
3. From a municipal perspective, what are the biggest constraints

Key Person Interviews

In early January 2004, Delta Development and SEDA-COG held twelve personal interviews with key stakeholders from the Lewisburg and Bucknell community. These interviews were designed to gain more detailed knowledge and insight on the issues and opportunities present in the Lewisburg/ Bucknell Neighborhood.

LEWISBURG NEIGHBORHOOD PROJECT

Key Person Interview Questions

General Questions

1. What is your understanding of the current study area environment (both physical and social)?
2. Are you comfortable with the situation as it is?
3. What are the key issues you see that need to be addressed related to the current situation?
4. Do you believe these issues are real or perceived?
5. Stakeholder specific questions – (see below)
6. Do you favor a change in land use in the study area?
7. If so, to what degree and how quickly?
8. Do you favor a change in the list of eligible uses for properties in the study area? (may need to define “use”)
9. What uses would you like to see?
10. If you were charged with facilitating change in the study area, what are the top three things that you would initiate that you believe would have the greatest long-term impact in the study area?

Stakeholder Specific Questions

I. University

- A. Do you view the trustees’ decision to move 70 percent of students

currently living in the off-campus student housing area back on campus as irrevocable?

- B. If not, what factors do you think the trustees would find most persuasive if they were to agree to re-examine this question?
- C. In percentage terms, how likely is it that they would agree to re-examine the issue if they were presented with this persuasive information?
- D. In percentage terms, how likely do you think it is that the trustees would change their current policy intention?

II. Landlords and Realtors

- A. Absent the University’s announced policy to restrict the number of students in off-campus housing, do you see any other problems in the off-campus student housing area?
- B. Do these problems, if any, require any changes by any group in this situation? If so, what changes should be made, and by whom?
- C. What types of real estate are most salable in the student housing area? What explains this?
- D. In percentage terms, how much of the property owners’ preference for a continuation of the current number of student rentals is due to the differential between the sale price of rental vs. residential housing?
- E. Do you have any recommendations as to how this problem could be addressed?
- F. If the University implements the trustees’ current policy decision, what will be the response of property owners in the current stu-

dent housing area?

- G. In percentage terms, how likely do you think it is that the University will implement the Trustees' current policy decision?

III. Local Government Officials

- A. What effect(s) would the University's implementation of the Trustees' policy decision have on the Borough?
- B. Does the present arrangement of the University for off-campus student housing result in any unusual costs or present any unusual problems for the Borough?
- C. Would the implementation of the Trustees' decision solve any present problems which are generated by the current off-campus student housing area?
- D. Would the implementation of the Trustees' decision result in any predictable changes in costs or revenues for the Borough?
- E. Would implementation of this decision cause any other problems?
- F. Do you have any recommendations for any changes in the eligible property uses which should be permitted in the present student housing area?
- G. In percentage terms, how likely do you think it is that the University will implement the trustees' current policy decision to move 70 percent of current student residents back on campus by 2010?

IV. Police/Fire

- A. Based on your professional knowledge of the study area, how would you describe the impact of off-campus housing in the area on emergency services?
- B. What is the community's perception of the impact of off-campus

- housing in the study area on emergency services?
- C. Is the community's perception of the impact real or perceived?

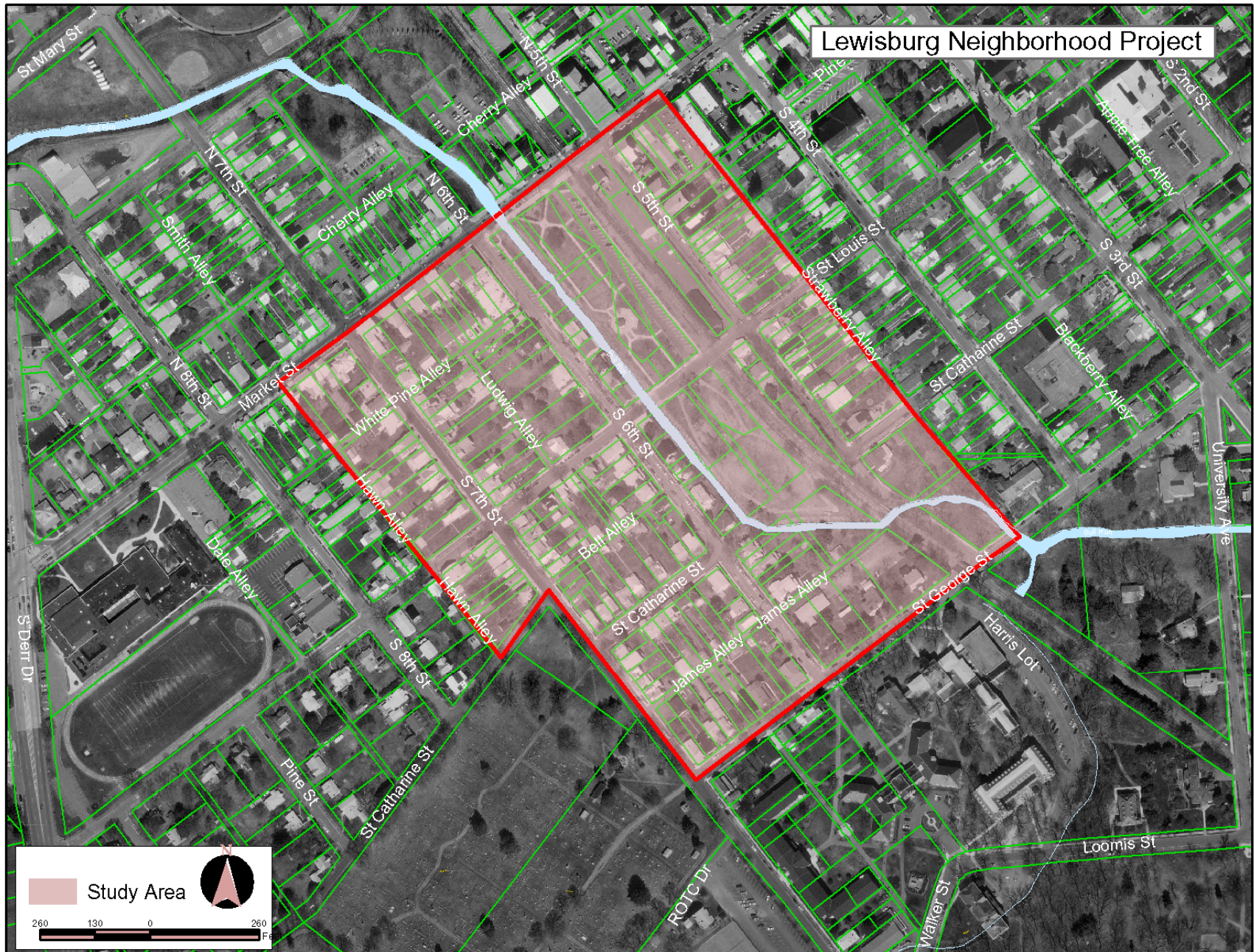
V. Housing Authority

- A. What is your current involvement in residential housing in the study area?
- B. Would the implementation of the Trustees' decision result in any changes in your involvement? (Describe)



Appendix D - Reference Maps

Lewisburg Neighborhood Project

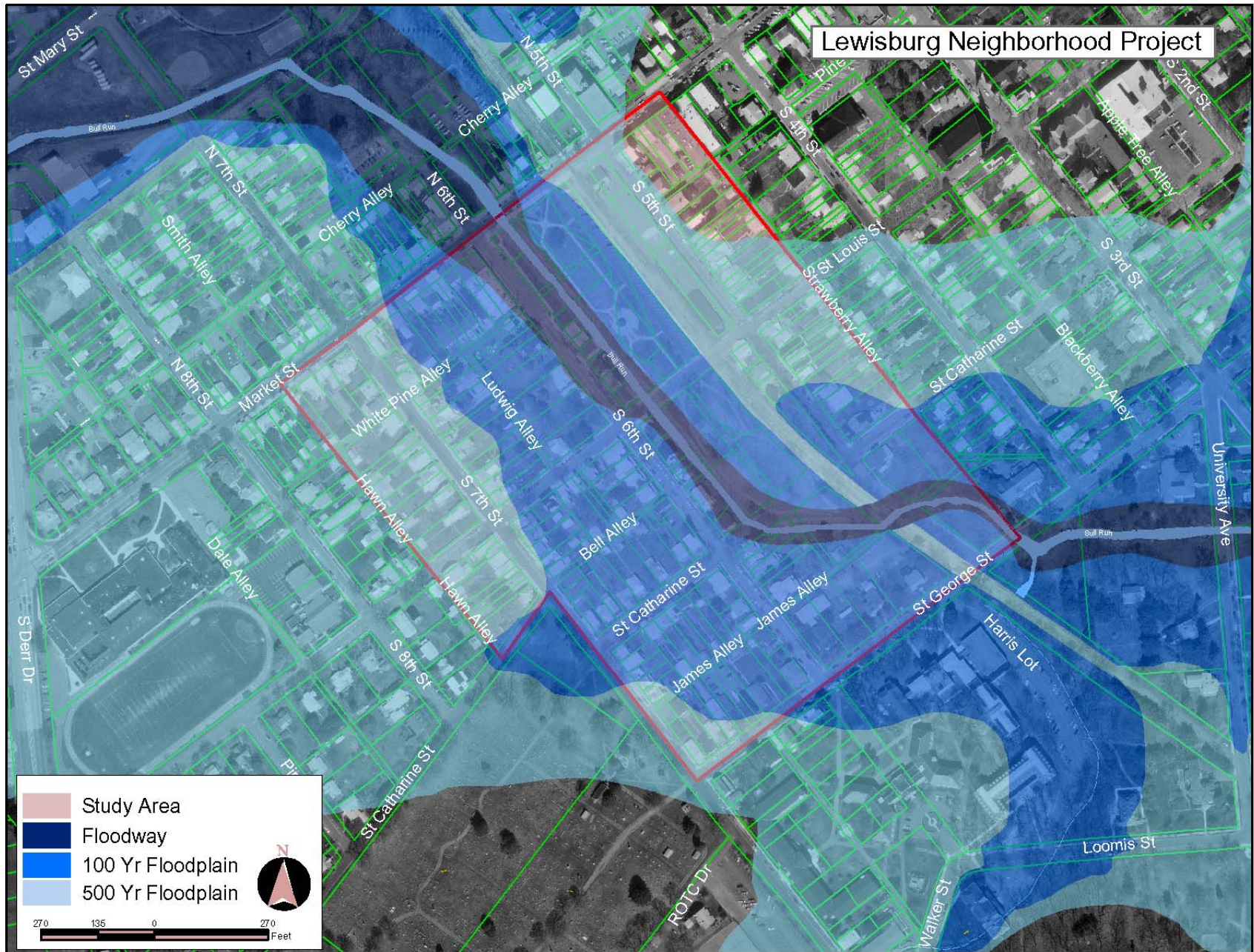


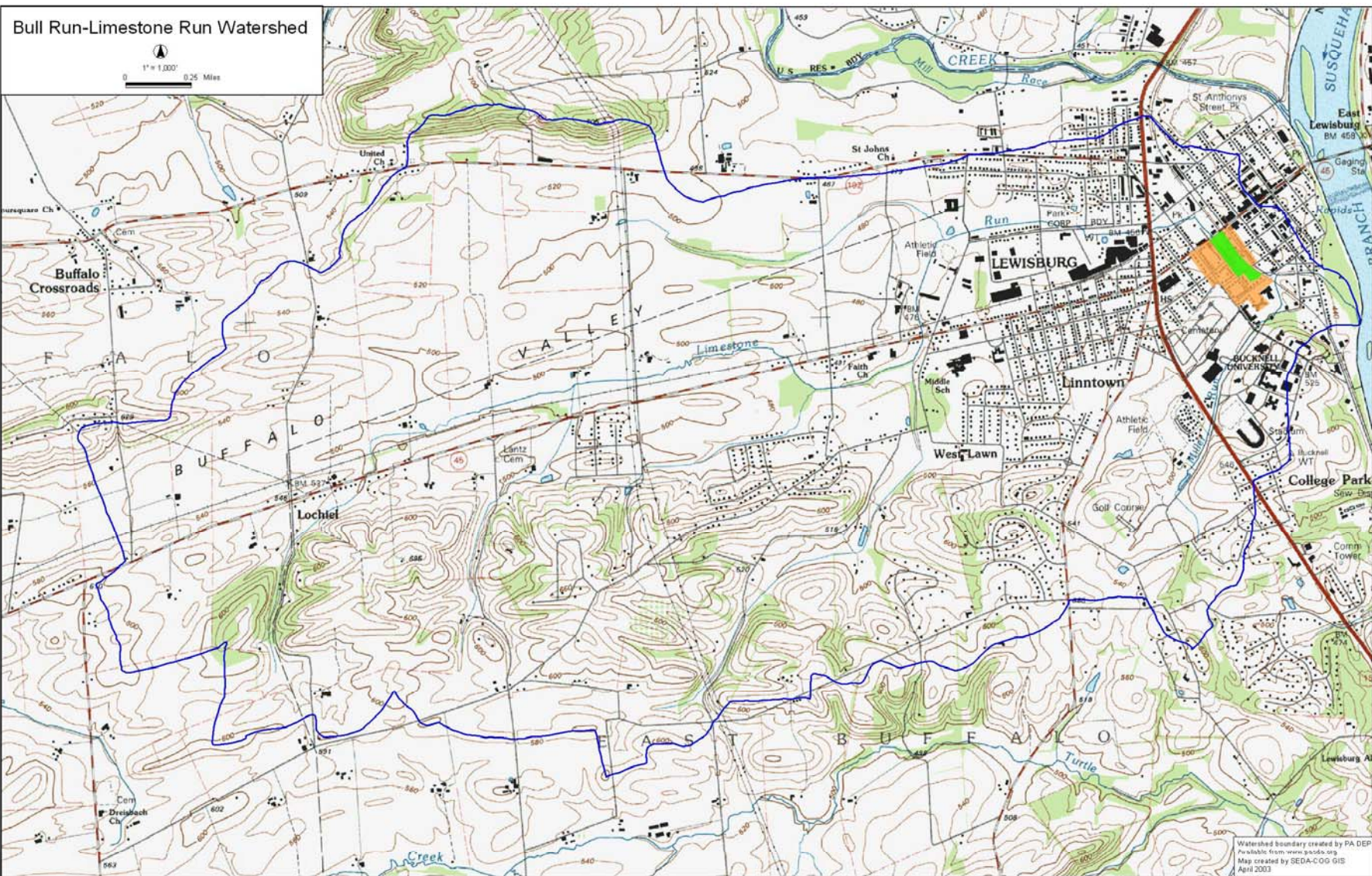


Lewisburg Neighborhood Project Rental Occupancy



Lewisburg Neighborhood Project



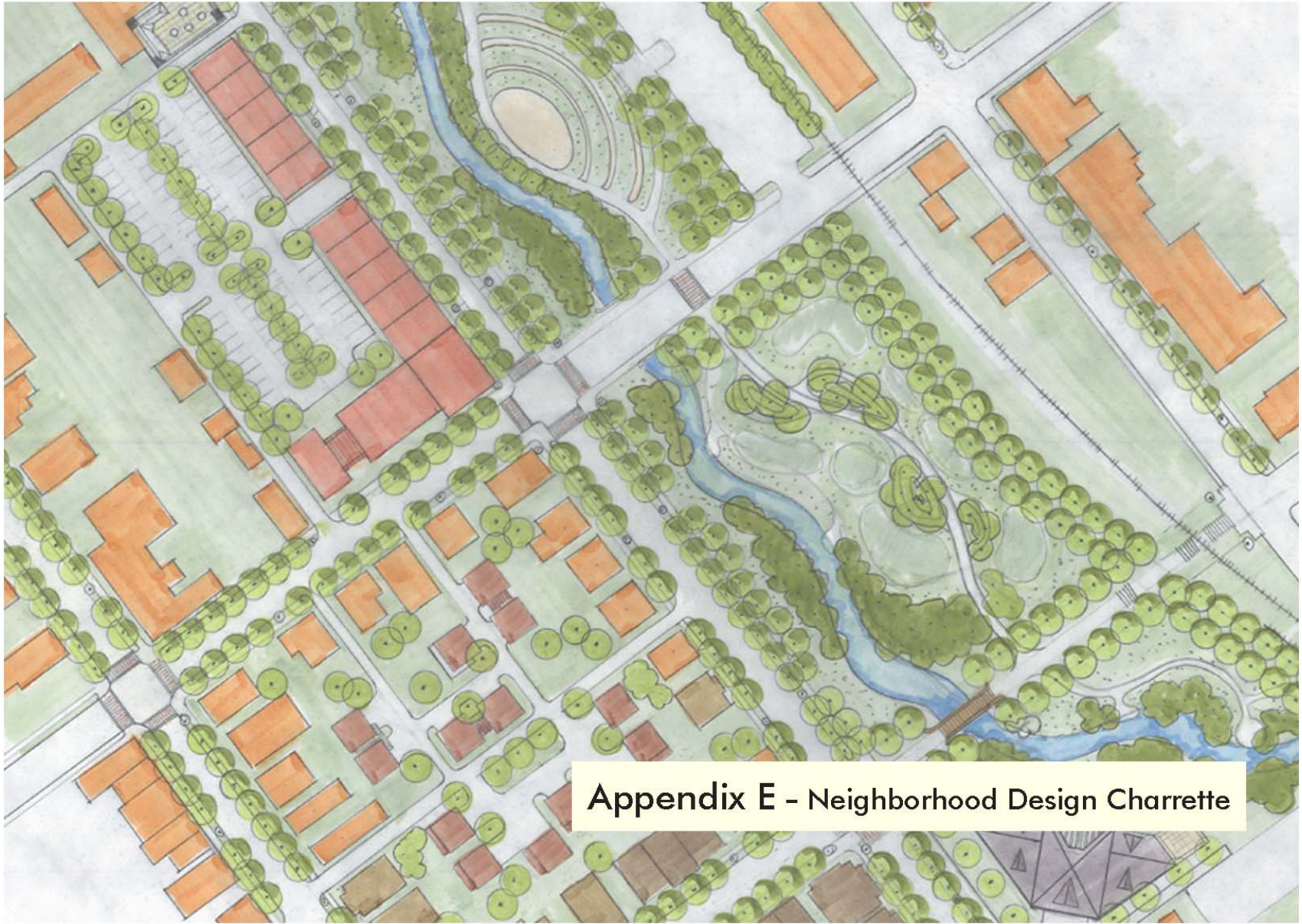




Existing Conditions — South 6th Street, looking toward Vedder Hall, Lewisburg, Pennsylvania.



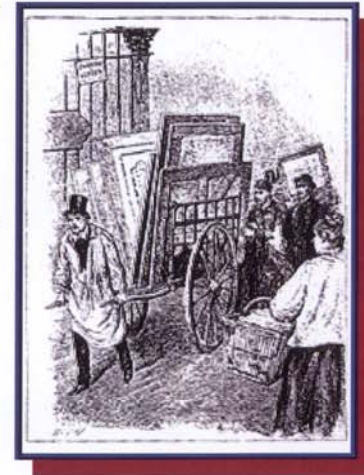
Potential Town—Campus Connection—Enhanced Streetscape and Bull Run Corridor.



Appendix E - Neighborhood Design Charrette

What is a Charrette?

Charrette is the French word for “little cart”. During the 19th century, at the famous Ecole de Beaux Arts architectural school in Paris, students would work intensely on high pressure design assignments. As the deadline approached, and a little cart —charrette— came through the school to collect their drawings to be juried, students would follow the cart along to jump on it to continue sketching. Today “charrette” means that same kind of energetic creative session, when a team gathers to focus on a specific problem and propose a design solution.



In communities, the charrette process allows a range of citizens to participate in the visioning and planning processes. Information about community issues (gathered at public meetings, interviews, or as a part of the charrette) is combined with thoughts of the charrette participants to create images and alternatives for the future of the community.



To help shape the future of your neighborhood!

Date: Wednesday, February 18th

Time: 1:00—4:00 pm, Brainstorming Sessions

7:00 pm, Public Presentation and Open Discussion

Place: Brynwood Room, 19 South 6th Street



The project study area

Lewisburg residents, business and property owners are invited to participate in the Lewisburg Neighborhood Project design workshop that is being held for the area bounded by 5th and 7th Streets, and extending from Market to St. George Streets. Join invited neighborhood planning and design experts, and Borough and Bucknell representatives to help explore ideas and alternatives needed to shape the future of this Lewisburg neighborhood.

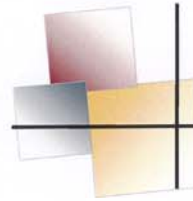


The Lewisburg Neighborhood project is a cooperative project of Bucknell University, the Borough of Lewisburg, and the Lewisburg/Bucknell Task Force to address concerns revolving around off-campus student housing and neighborhood betterment within the Borough. The Neighborhood Project is working to involve citizens in efforts to define public-private strategies and partnerships needed to implement neighborhood objectives.

Please join your neighbors and others on February 18th to help brainstorm ideas for bettering the neighborhood and to shape the agenda for future planning, design and development. For more information, call Kim Wheeler at 524-4491.

Help develop ideas on what your neighborhood can look like!

Sponsored by the Lewisburg/Bucknell Task Force and SEDA-Council of Governments.



Lewisburg Neighborhood Project



Lewisburg Neighborhood Design Charrette
Wednesday, February 18, 2004

Agenda

Morning

- 9:30-10:30 Neighborhood Tour
- 10:30-11:30 Discussion of key issues and findings, opportunities, constraints
- 11:30-12:45 Lunch and informal presentations by:
 - Dina El-Mogazi, *landscape architect*
 - Thomas Sauer, *Director, Central Keystone Council of Governments – speaking on code regulations*
 - Scott Stieler, *local property owner and real estate investor*
 - Rich Karcher, *architect*

Afternoon

- 1:00-4:00 Group Brainstorming Sessions
(concept development, scenario-building, graphic illustrations, community participation)
- 4:00-5:00 Synthesis Session
(pin-ups of design developments and group dialogue)

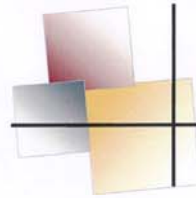
Evening

- 5:00-7:00 Working Dinner
(facilitators and other interested participants preparing for presentation)
- 7:00-9:00 Public Presentation

SEDA-COG Charrette Facilitators:

- Kim Wheeler (Project Manager)
- Tom Grbenick
- Brian Auman
- Program Assistant: Sharlene Pollock

"Tell me, I forget. Show me, I remember. Involve me, I understand." - Chinese Proverb



Lewisburg Neighborhood Project



Design Charrette Program

Brainstorming Session Checklist for All Groups

- Introduction to project and team scenario, review of assumptions and ground rules
- Establish Goals and Objectives
- Develop Program Elements based on scenario
- Develop potential organizational arrangements and structures
- Explore potential partnerships and funding opportunities
- Develop Vision Statement

General Assumptions

- There will be a gradual absorption of off-campus students by Bucknell University within the next 10 years.
- Currently 78.5% of the housing units in the study area are student rentals.
- For more, see *Project Fact Sheet*.

Team #1: Improved Status Quo

Description: to address issues of public infrastructure, streetscapes, and development of park and open space design concepts. Development of programs and organizational structures is emphasized.

Assumptions

- existing structures to remain in present location;
- existing zoning, HARB, and other regulations are not altered;
- existing rail line remains operational but other options are possible.

Team #2: Minor Redevelopment

Description: to revolve around housing issues and alternative housing concepts. How much redevelopment and how far-reaching it is, is left for group to determine. Development of programs and organizational structures is encouraged.

Assumptions

- redevelopment options based on floodplain and structural conditions;
- existing regulations may be amended with rationale;
- redevelopment can be parcel-based or encompass multiple parcels;
- maintain existing street patterns.

Team #3: Major Redevelopment

Description: opportunity to explore new development scenarios throughout study area, such as mixed-use and thematic concepts. Development of programs and organizational structures is encouraged.

Assumptions

- redevelopment based on floodplain codes;
- various land uses have varying spatial requirements;
- existing regulations may be amended with rationale.



Tour through the neighborhood





Design Charrette





Evening presentation to the public



VISION 1: IMPROVED STATUS QUO

VISION: Achieve neighborhood revitalization by investing in streetscape and park improvements that create dynamic people places linking the university and downtown, and realize the recreational and environmental benefits of connecting residents to a larger open space system along Bull (Limestone) Run and the Susquehanna River.

PROGRAM ELEMENTS

- Financial and other incentives for young families, baby boomers and visiting professors.
- Pedestrian gateway, rail/stream/street corridors, connection across Market St.
- Transportation/parking circulation system plan.
- Buried overhead utilities. Reconfigured alleys, off-street trash collection, painted & landscaped homes, more street trees, modified rental signs, unified trash receptacles.
- Wetlands, open space, infiltration, bio-swales, evacuation plan for neighborhood
- Lake/still water in park, meandering channel, removed rip rap
- Hospitality programs, block parties, student volunteers.

GOALS AND OBJECTIVES

- Diversify community by increasing owner occupancy, attracting non-students
- Enhance pedestrian circulation
- Improve parking congestion, remove cars from street
- Improve aesthetics and neighborhood character
- Address flood hazard through watershed planning and stream restoration
- Enhance aesthetics and accessibility of stream
- Improve community cohesiveness and communication / interaction

ORGANIZATIONAL AND PARTNERSHIP OPPORTUNITIES

- Cooperation with Bucknell
- Service learning projects
- Survey / Analysis study
- Elm Street program, Neighborhood Preservation Foundation, pub-

lic / private partnership

- Watershed Association (Growing Greener grant program)

VISION 2: MINOR IMPROVEMENTS / REDEVELOPMENT

VISION: To develop facilities for a broad range of people who enjoy human diversity, amplified by pedestrian access to amenities.

PROGRAM ELEMENTS

- Diverse housing stock
- Neighborhood green spaces
- Mid-block crosswalks
- Transitional spaces
- Gathering spaces/ Termini
- Integrating university with the Borough
- Greenway along rail line

GOALS AND OBJECTIVES

- Develop multi-use and multi-functional spaces, including "Wi-Fi" (high speed wireless internet hot spots, ~ 300' radius)
- Allow live/work, i.e., units with small shops and residential space
 - floodplain-friendly building type.
- Maintain and enhance diverse housing stock.
- Create places to site/gather along street
 - Develop/create/enhance gateways
 - Create termini to views, streets
- Maintain a range of building scales throughout the site for a range of users.
 - Careful adaptive re-use of existing buildings
 - Remove non-contributing (flood compromised) structures
- Improve alley corridors
 - Consolidate parking
 - Consolidate common spaces
 - Mid-block crosswalks
- Gradual movement from student-occupied units to home-owners and live/work opportunities.
- Migrate piece of Bucknell into town:
 - Bookstore

- Craft center
- Community service center
- Encourage diverse group of residents
 - Families with children
 - Seniors
 - (Honors) students
 - Young professionals
 - Artists, live/work studios
 - Faculty

ORGANIZATIONAL AND PARTNERSHIP OPPORTUNITIES

- Live/work Program– “brain-gain”
- Faculty housing

Semester class for student involvement in neighborhood projects

- University-backed home loans
- Gateways between University and town
- Public/University partnerships
- Homeowners Association
- Neighborhood Investment District

PARK VISIONS

- Regularized park edges on adjacent streets
 - West 6th Street edge to be redeveloped in context with S. 5th Street
 - Improve streetscapes (trees/plantings along park edge)
 - Continuous facade
- Greenway between park and university; green buffer to open green spaces
- Promenade along 6th Street
- Ecological restoration of Bull Run: remove floodplain walls, remove rip-rap
- Improve visibility, access and awareness of Bull Run
 - More accessibility to Bull Run, less geometricized stream
 - Improve pedestrian circulation to and from park with pedestrian bridges, etc.

VISION 3: MAJOR IMPROVEMENTS / REDEVELOPMENT

VISION: To make the Lewisburg Neighborhood study area a rejuvenated environment that blends the assets and aspirations of the University and the town.

PROGRAM ELEMENTS

- Pedestrian corridors as gateways between town and campus
- Unified streetscapes from town to campus on 6th and 7th streets
- Diversity of housing options including two-story townhouses
- Courtyards or common spaces for denser housing layouts
- Hufnagle Park as hub on regional greenway
- Visually appealing termini to both ends of S. 6th Street

GOALS AND OBJECTIVES

- Rejuvenate the neighborhood
- Make 6th and 7th Streets a pedestrian connector – “a place that is welcoming and useable...user-friendly, a blendable area between Bucknell and town.
- Create a neighborhood environment and all that it implies, i.e., mixed residents (age, race, occupation) and mixed uses (park, streets, structures, uses).
- Remove deteriorated housing on east side of S. 6th Street
- Maintain section of neighborhood closest to Bucknell for student housing
- Densest housing to be located closest to Bucknell and on the west side of S. 6th Street across from Hufnagle Park.
- Create transition of denser housing around park and near university to less dense, single-family occupied housing on 7th Street.
- Create more opportunities for owner occupancy throughout neighborhood.
- Introduce pedestrian connections across Hufnagle Park at southern end of neighborhood.
- Create visually appealing termini to both ends of S. 6th Street.

VISION 1: IMPROVED STATUS QUO

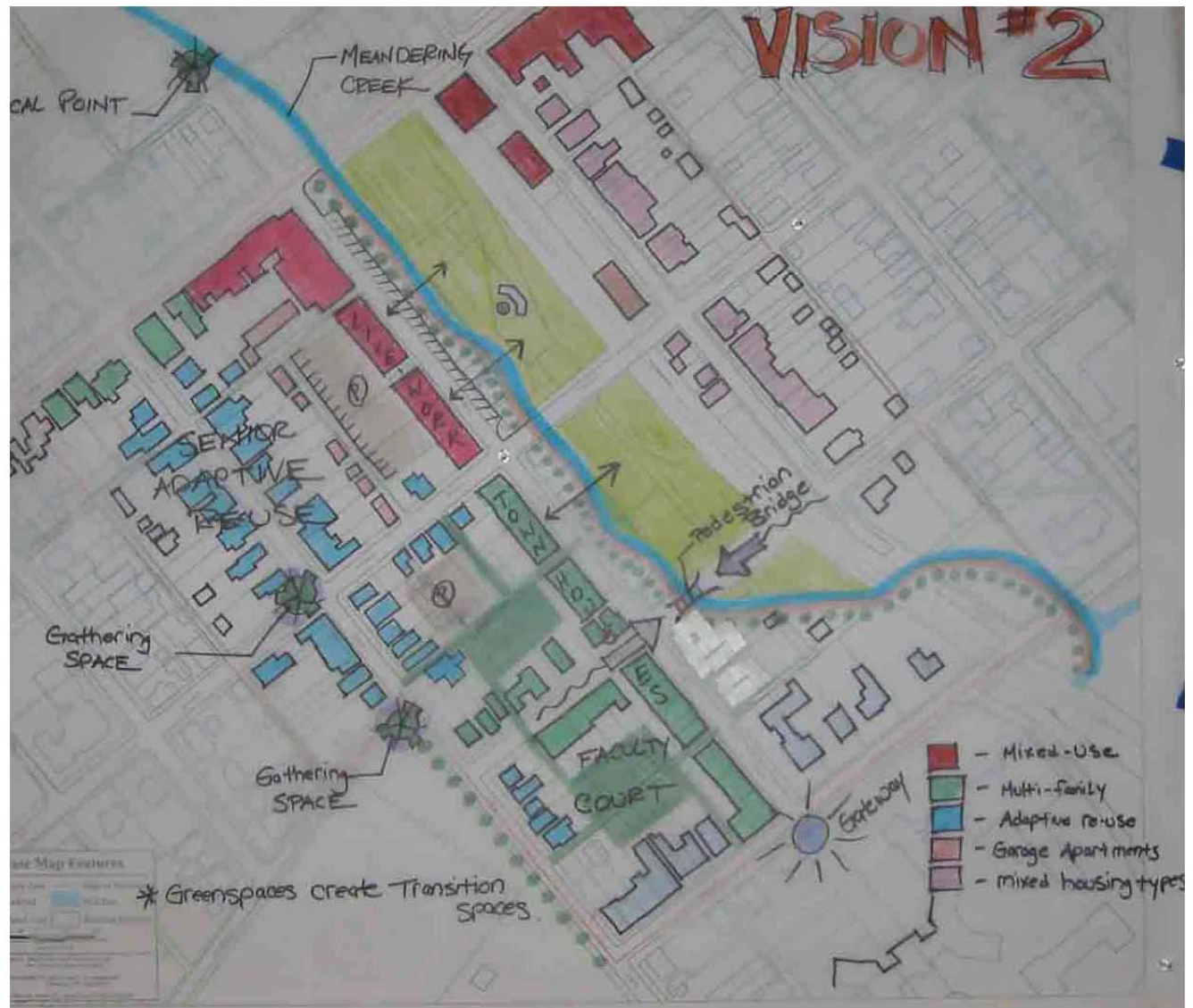


PEDESTRIAN CONNECTIONS

☐ BULL RUN GREENWAY



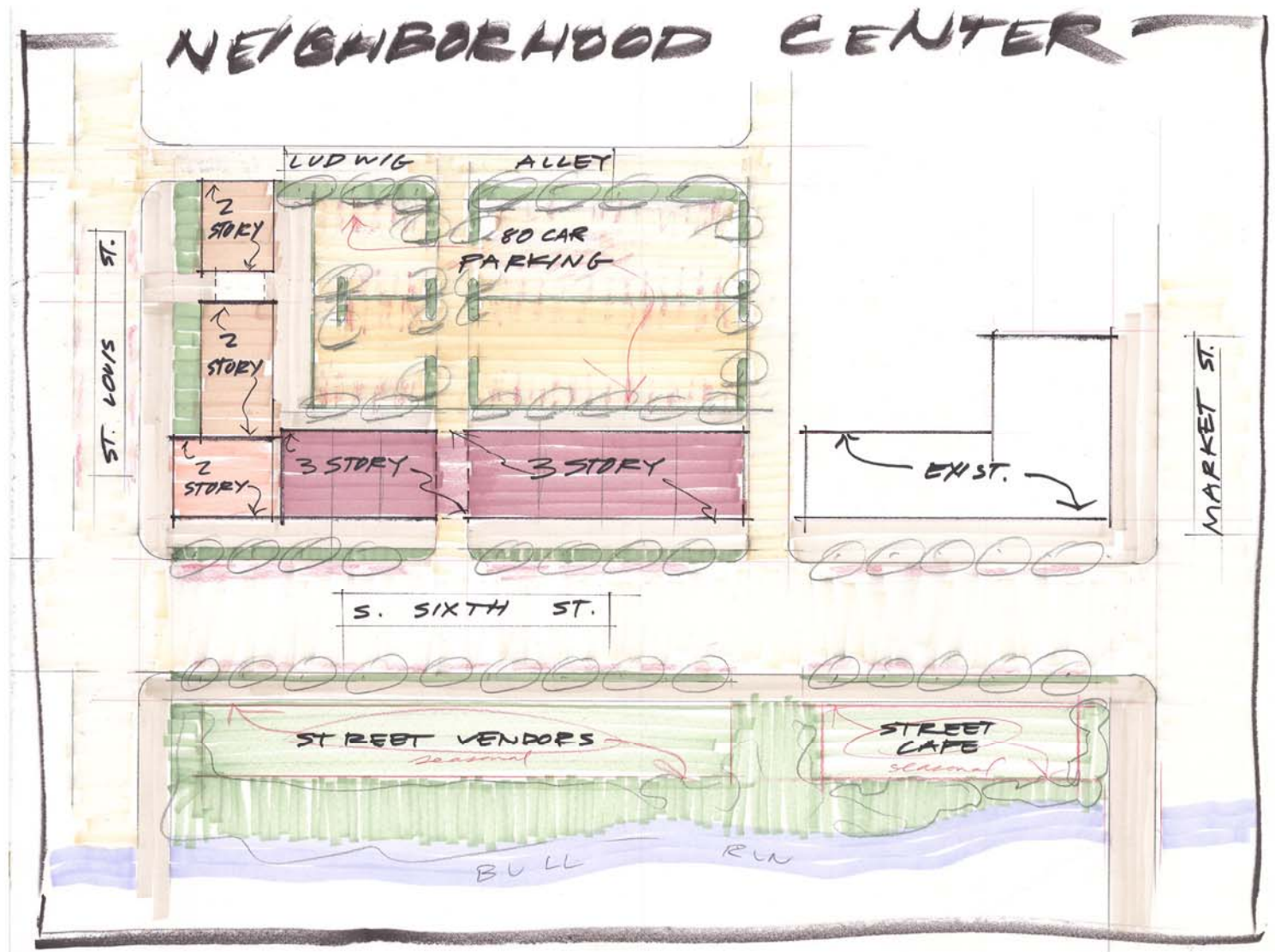
VISION 2: MINOR IMPROVEMENTS / REDEVELOPMENT



VISION 3: MAJOR IMPROVEMENTS / REDEVELOPMENT



VARIOUS DESIGN CONCEPTS FOR LEWISBURG/BUCKNELL NEIGHBORHOOD

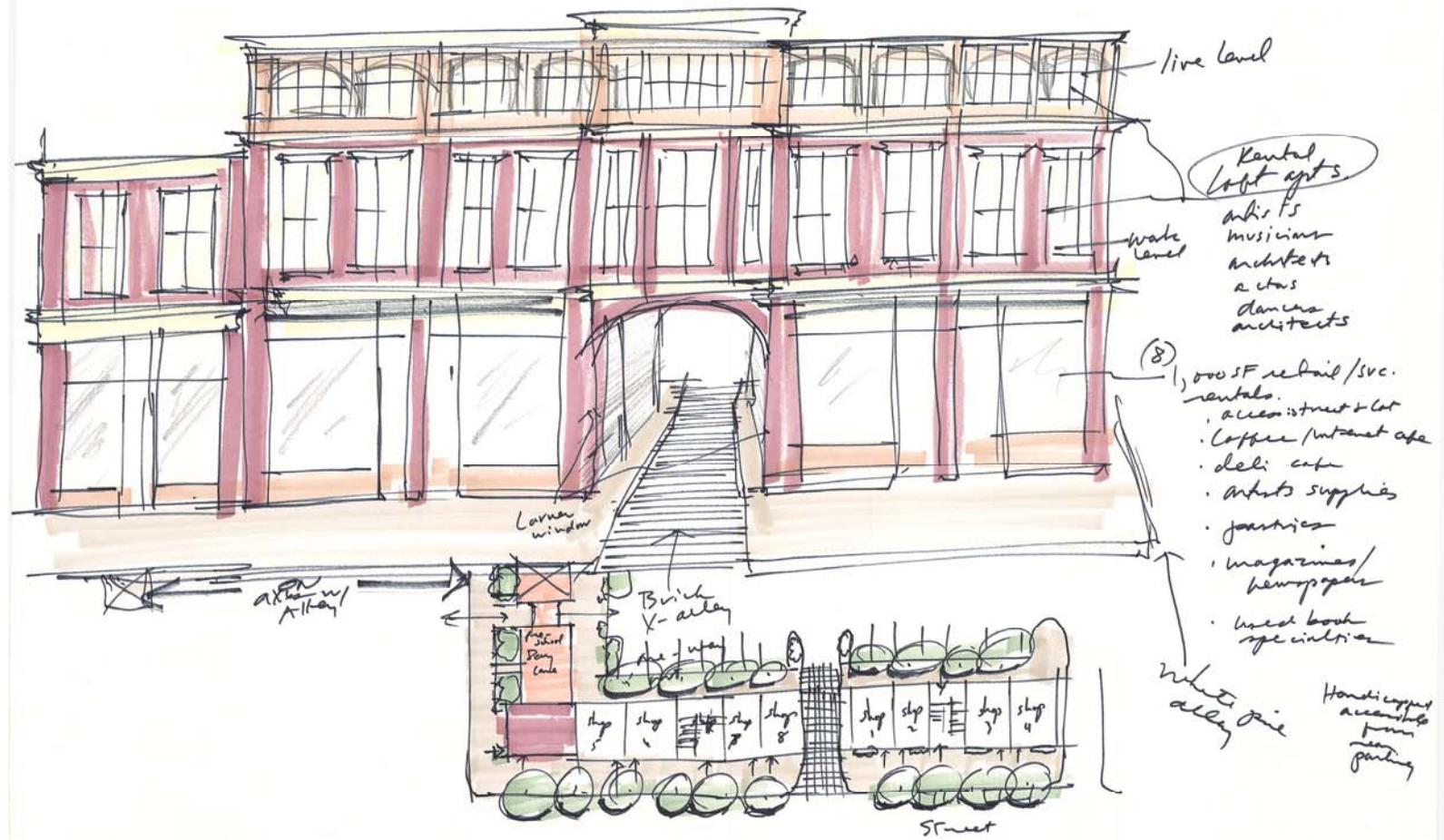


NEIGHBORHOOD CTR

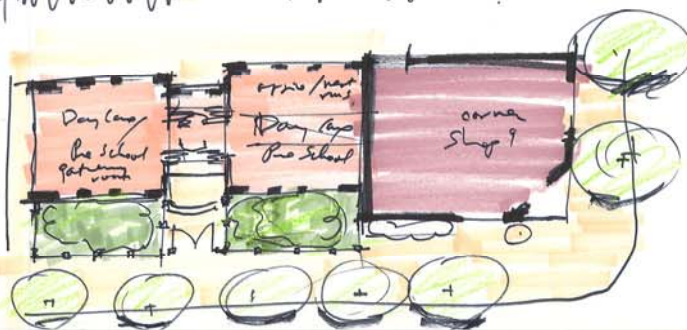
S. 6th St.

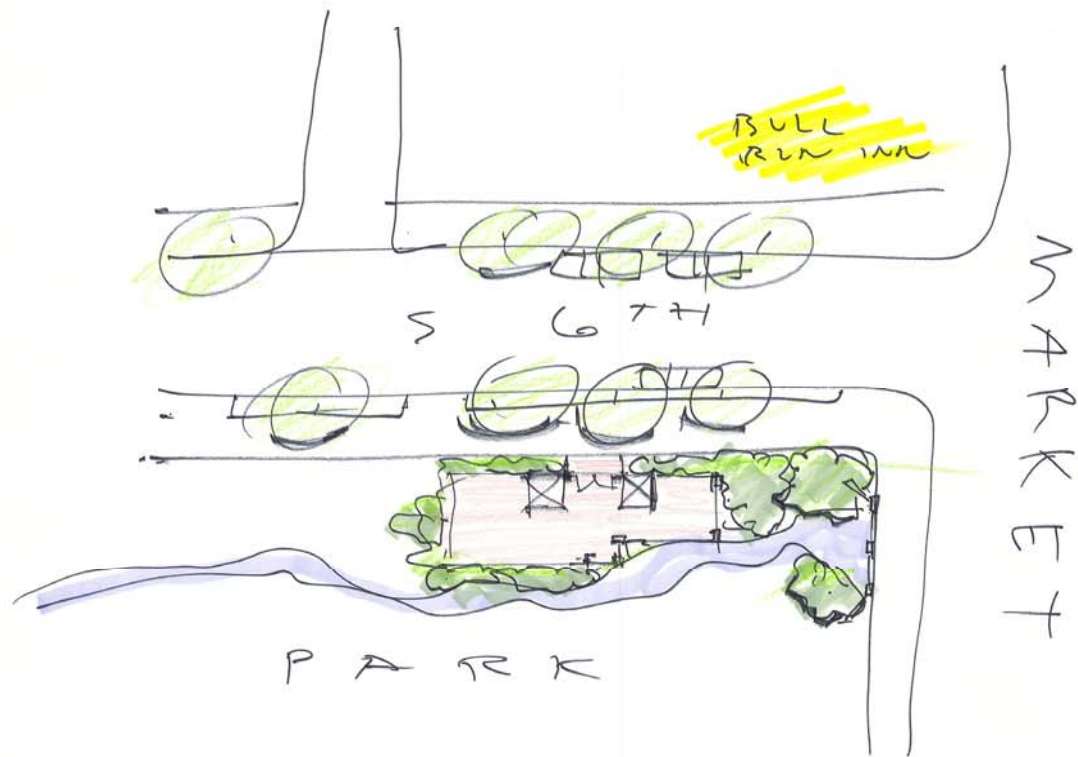
3 story structure
2 story live-work units
are commercial
80 car parking in rear.

social space
eating
drinking
reading
talking

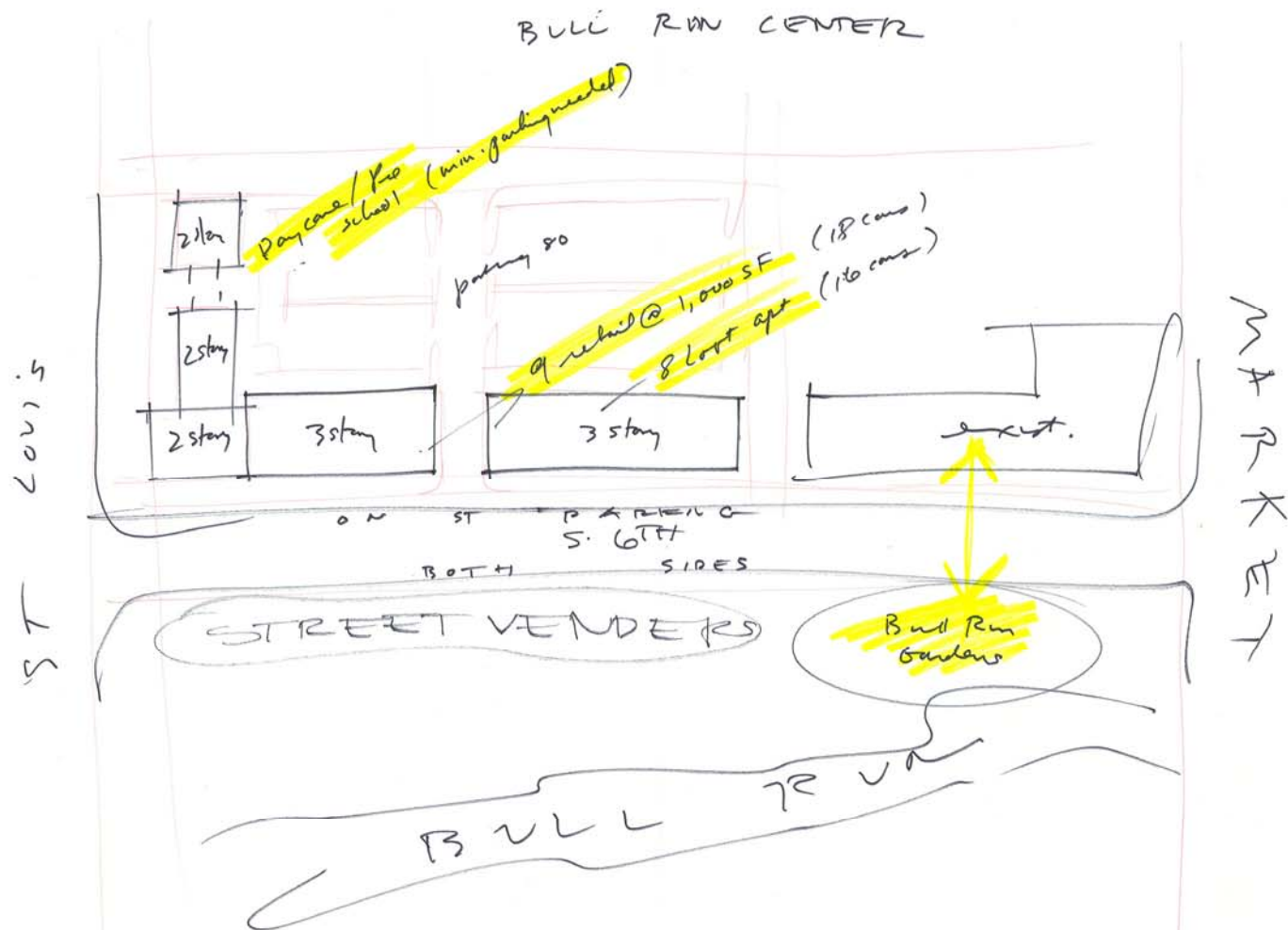


NEIGHBORHOOD CTR
ST. LOUIS ST.
PRE SCHOOL - DAYCARE

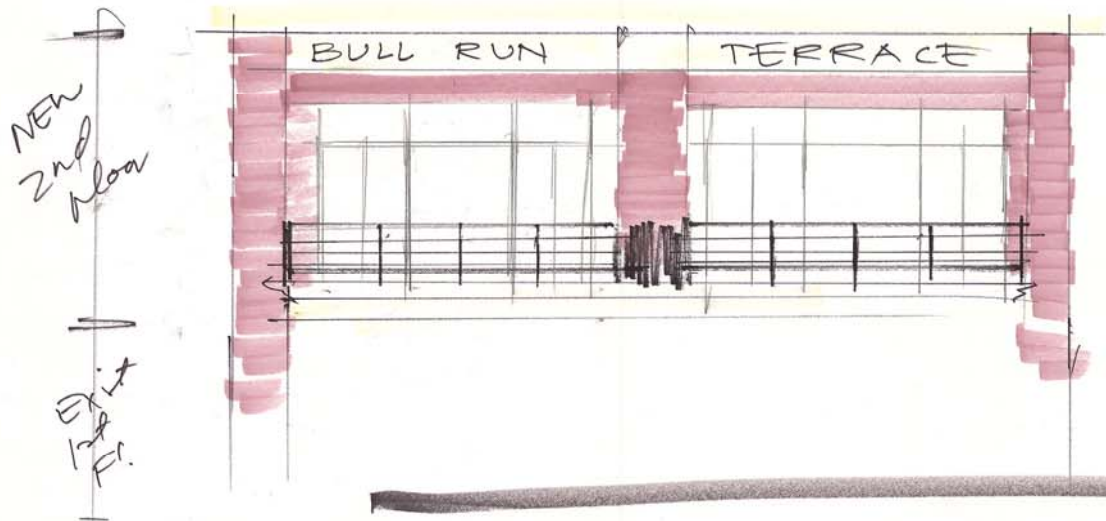
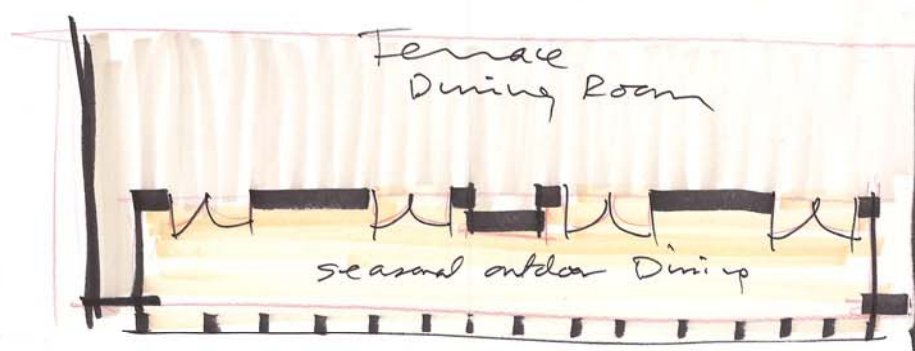




BULL RUN GARDENS CAFE

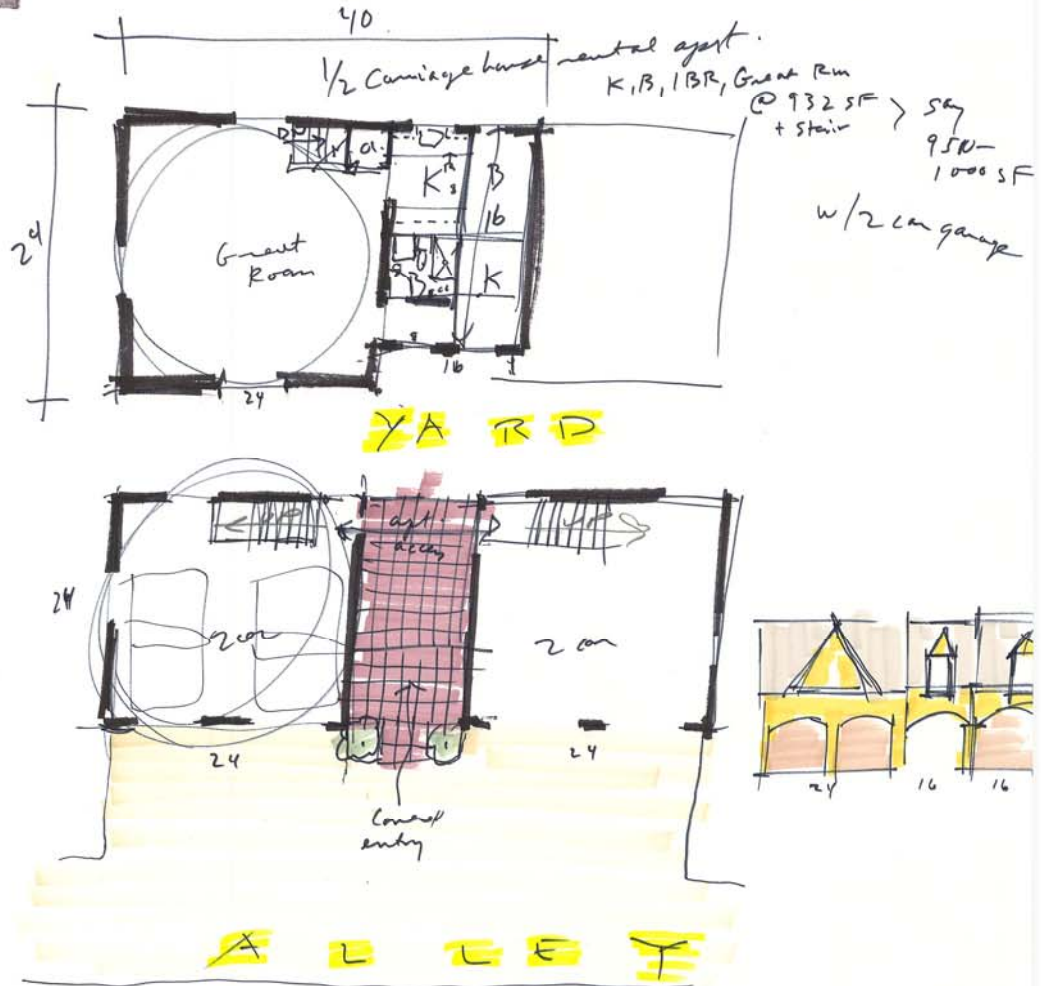


ROOFTOP RESTAURANT



total # units 8?
total parking
garage 10
5th to drive 8 +
24 +

note: Design 2 or
more models
to eliminate
"project" look

$$\begin{array}{r} 24 \\ 24 \\ \hline 96 \\ 48 \\ \hline 576 \\ 256 \\ \hline 932 \end{array}$$




Appendix F - Case Study Research

Case Studies

Union College – Schenectady, NY

The Union – Schenectady Initiative
AKA: “A Partnership for a Better Community”

The U-S Initiative is a broad-based plan to revitalize the neighborhood immediately to the west of campus and stimulate homeownership in that area. The initiative is based on the premise that at residential liberal arts colleges, the living and learning environments are inseparable. The college also realizes that one of the best ways to assure community revitalization is by encouraging home ownership. Therefore, the initiative offers incentives to purchase and maintain homes in the area, including infrastructure improvements to create a safe and attractive neighborhood. With this initiative, Union College is a national leader in successfully integrating a college into its surrounding community.

Community Outreach Center

(include sketch from literature)

A community center located in the neighborhood offers: a homework center and tutoring program for kids; programs for weekend activities in the neighborhood park; access to important health and wellness information; and workshops on issues of interest to the community.

The College Park Neighborhood Association

The neighborhood association is made up of Union College employees and residents of the neighborhood that are working to establish community standards for exterior property aesthetics, trash handling, landscaping, and other maintenance issues. They are also planning to work closely with the college security office and city police to establish a neighborhood watch program.

Education and Home Ownership

The US Initiative offers incentives for area homeowners, such as scholarships and enticing mortgage programs. Scholarship funds cover full tuition costs for children of qualified homeowners in the US Initiative

area. Union College is encouraging faculty and staff to live in the College Park Neighborhood by offering an impressive mortgage for those who purchase a primary residence in the area.

Residential Housing

The college has acquired about forty properties in the Initiative area, which will house students, faculty, and staff in apartment-style living. Union has committed about \$20 million to renovate and redesign houses to offer students space that will support interaction, fun, and togetherness. “Each house will provide its members with an intimate social setting, and the physical space will offer an ideal opportunity for interaction with students, faculty, and staff.” All faculty will have house affiliations and they will work with house members in the planning and organization of educational and cultural events.

There will be a “smart classroom” in each house to encourage a variety of living and learning opportunities. This gives students and enriching out-of-classroom experience with their professors.

Field trip to Schenectady, New York, March 29, 2004



Renovated and restored housing in the College Park neighborhood



Improved streetscape / renovated homes



The field trip group (minus Paul)



Consolidated residential parking



Historical integrity of housing stock



Enhanced pedestrian corridor



Visual link to campus



Union College Community Outreach Center



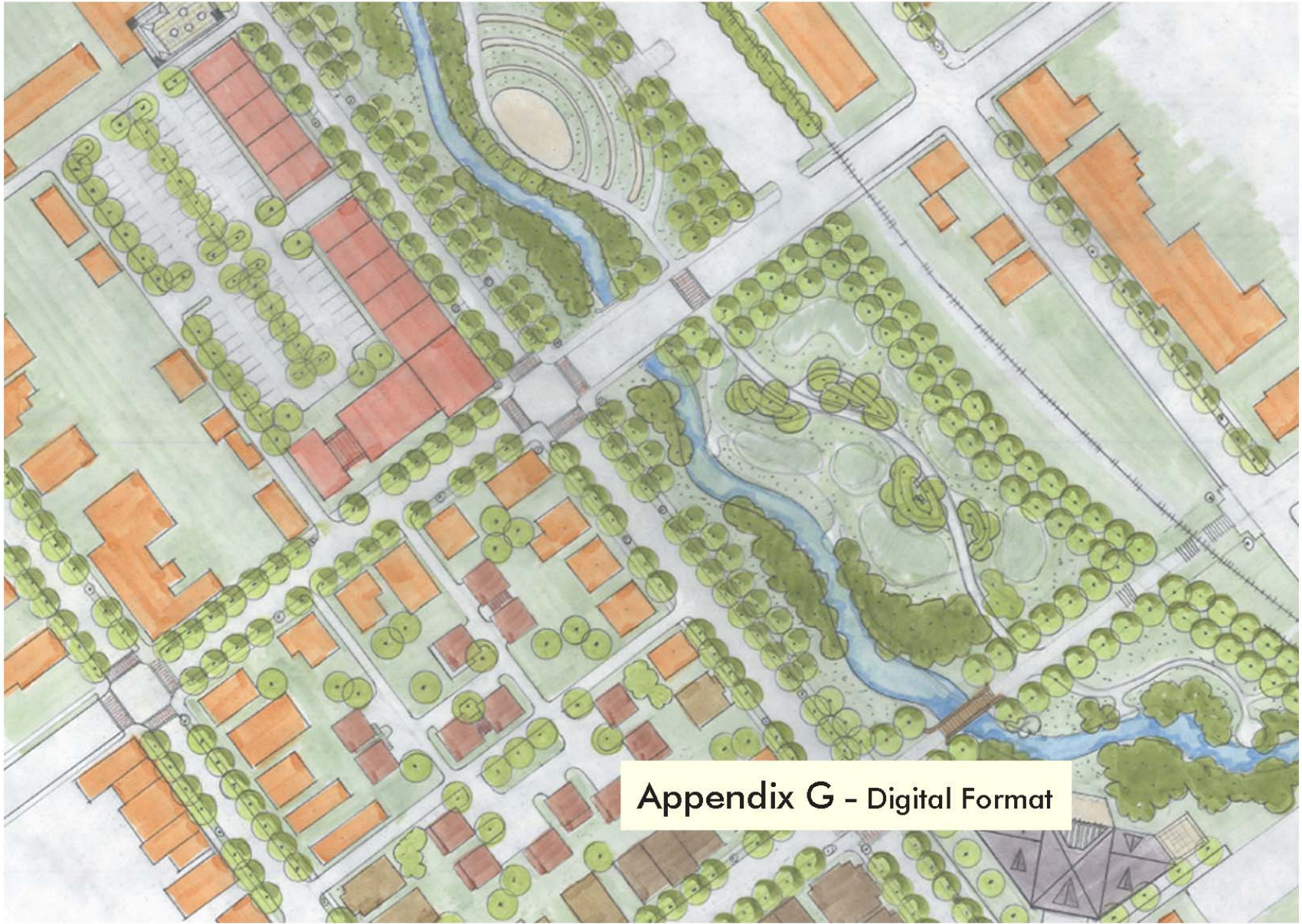
Interior of Community Center



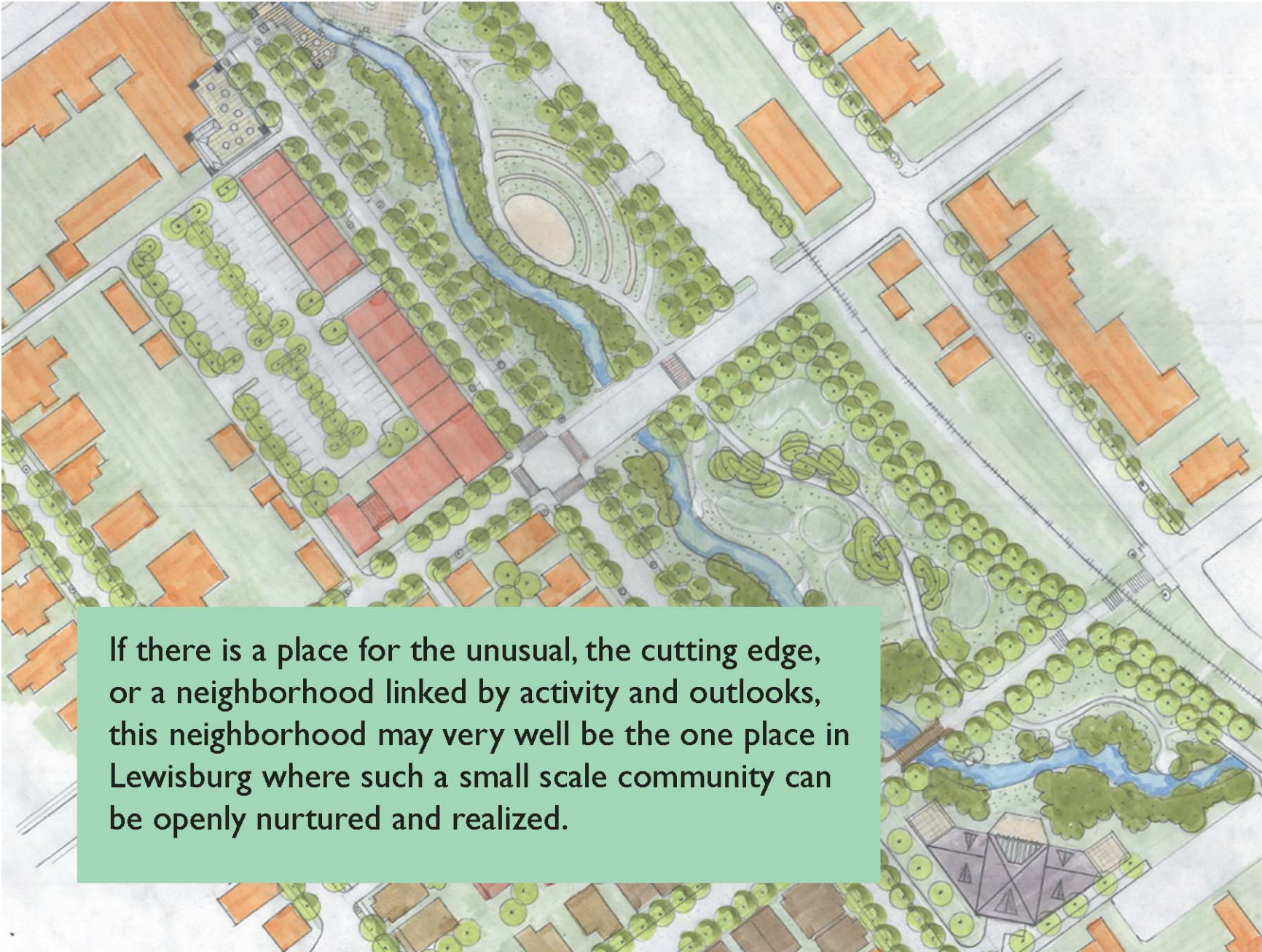
Residential streetscape



Boulevard on edge of campus



Appendix G - Digital Format

An aerial architectural rendering of a neighborhood plan. The plan shows a central area with a winding blue river or stream. To the left of the river is a large parking lot with several red rectangular buildings. To the right of the river is a green area with many green circular trees and a curved path. Further right are more orange rectangular buildings. In the bottom right corner, there is a cluster of buildings with purple roofs. The overall layout suggests a mix of residential, commercial, and recreational spaces.

If there is a place for the unusual, the cutting edge, or a neighborhood linked by activity and outlooks, this neighborhood may very well be the one place in Lewisburg where such a small scale community can be openly nurtured and realized.