

The background features several dashed lines in blue, orange, and green, some forming circular shapes. A blue location pin icon is positioned above the word "Destination".

# Destination *Lock Haven*

**City of Lock Haven Comprehensive Plan  
Adopted April 2021**

 *Existing Conditions and Trends*

 *Community Engagement*

 *Action Strategies*

# City of Lock Haven Comprehensive Plan

## Destination Lock Haven

Adopted April 2021

Prepared by the City of Lock Haven



Prepared with assistance from:



*This project was funded in part by the Commonwealth of Pennsylvania, Department of Community and Economic Development (DCED) Strategic Management Program (STMP) and from the federal Department of Housing and Urban Development (HUD), under the administration of the Commonwealth of Pennsylvania, Department of Community and Economic Development (DCED) Community Development Block Grant (CDBG).*

CITY OF LOCK HAVEN

RESOLUTION NO. 2021-12

A RESOLUTION OF THE CITY OF LOCK HAVEN,  
CLINTON COUNTY, PENNSYLVANIA  
APPROVING THE ADOPTION OF THE LOCK HAVEN COMPREHENSIVE PLAN.

- WHEREAS, The Lock Haven Planning Commission (the Commission) serves as the official planning agency for the City of Lock Haven (City); and
- WHEREAS, Section 301.4 of the Pennsylvania Municipalities Planning Code (Act of 1968, P.L. 805, No. 247 as reenacted and amended) requires that municipal plans be generally consistent with the adopted county comprehensive plan; and
- WHEREAS, The City Council and the Commission organized a planning advisory committee to oversee the preparation of the Comprehensive Plan, including the development of goals, policies and action strategies to achieve the City's vision for the future, and to conduct a public involvement process by holding community meetings and conducting stakeholders' meetings to gain insights on existing conditions and issues under their purview; and
- WHEREAS, the socioeconomic and housing data, transportation and land use patterns, sustainability, cultural and environmental resources, and City facilities and services were analyzed to create the framework for the plan; and
- WHEREAS, the Comprehensive Plan is a guide to future growth, development, land use, and community character; and
- WHEREAS, The Planning Commission has conducted a public meeting pursuant to Section 302 of the Pennsylvania Municipalities Planning Code as amended; and
- WHEREAS, The Planning Commission distributed copies of the draft of the goals and objectives of the Comprehensive Plan to adjacent municipalities and Keystone Central School District, and a draft of the Comprehensive Plan to the Clinton County Planning Commission for review and comment, and has taken the comments of these entities into consideration in preparing the Comprehensive Plan;


NOW, THEREFORE, BE IT RESOLVED by the City Council of Lock Haven, a City of the Third Class self-governed under Article V of the Optional Third Class City Charter Law (Act of Jul. 15, 1957, P.L. 901, No. 399)

THAT the Lock Haven City Council recognized the Commission as the official planning commission for Lock Haven and that such agency promotes public interest in, and understanding of, the Comprehensive Plan and the planning profession; and


- THAT the Comprehensive Plan submitted by the Planning Commission is hereby adopted by the City Council as the official Comprehensive Plan of the City of Lock Haven, rescinding the Lock Haven Comprehensive Plan adopted in 2005; and
- THAT the Lock Haven City Council will consider the community development goals and objectives presented in the Comprehensive Plan when dealing with planning issues requiring action by the City Council; and
- THAT the Lock Haven City Council strongly urges all Authorities, Boards, and Commissions in Lock Haven, as well as county and state agencies, to review and consider the Comprehensive Plan in their planning and decision-making processes; and
- THAT the City Clerk shall distribute copies of this Resolution to the proper staff, Authorities, Boards, and Commissions in the City whose further action is relied upon to achieve the purpose of this Resolution.

Adopted this 19 day of April 2021


APPROVED:



Gregory Wilson, City Manager



Joel Long, Mayor



Abigail Roberts, City Planner

## Acknowledgments

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The City of Lock Haven Comprehensive Plan – Destination Lock Haven was prepared by a dedicated Planning Team. The Lock Haven City Council and Planning Commission were also actively involved in the planning process and some members participated in a Steering Committee to serve in an advisory capacity. Several Lock Haven and Clinton County stakeholders also contributed to this Plan update.

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Keystone Central School District  
Lock Haven Emergency Services  
Lock Haven University  
Lock Haven YMCA  
Nerd Haven  
Odd Fellas  
Penn State University SBDC  
Piper Aviation Museum  
Realtylease Properties  
STEP, Inc  
The Bus Stops Here  
UPMC Lock Haven

The City of Lock Haven wishes to thank the Record and Laura Jameson with The Lock Haven Express for providing media coverage; the Annie Halenbake Ross Library & William T. Piper Memorial Airport for hosting meetings; the Avenue 209 Coffeehouse and Simone's Bakery for providing refreshments.



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## Introduction

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The Lock Haven experience is held in very high regard by residents and visitors alike. Lock Haven residents and visitors expressed an appreciation of the small-town charm, visual quality characteristics, the river, the University and other natural, cultural, recreation and tourism resources and amenities that are found here.

The **Destination Lock Haven** name emerged as a perfect summation of the Lock Haven experience, its characteristics, and assets. It asserts that Lock Haven is a growing community and is not a gateway to someplace else.



Lock Haven is a nature tourism and river town destination



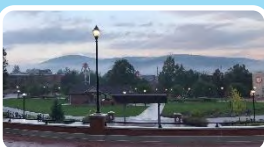
Lock Haven is a historical and cultural tourism destination



Lock Haven is a family friendly destination



Lock Haven is an economically unique destination



Lock Haven is a destination for higher education

**Destination Lock Haven** also challenges the community to want to improve and enhance its business atmosphere, housing market, quality of life standards, and visual qualities to better establish itself as a destination

A secondary theme of ‘rediscovering’ Lock Haven also emerged in the planning process. This theme captures a renewed enthusiasm that the quality of life offered in the City is one of its greatest assets. This Plan strongly emphasizes rediscovering connections with Lock Haven University; rediscovering community connections; rediscovering community pride and rediscovering the natural beauty and historic characteristics that make residents and visitors want to be in Lock Haven.

The **Destination Lock Haven Comprehensive Plan** is truly a Plan developed by the people of Lock Haven; for the people of Lock Haven. Engagement with City residents and stakeholders was the most important part of this planning process. The results helped to identify community needs, priorities, and actions. This Plan achieves a balance between enhancing the best qualities of Lock Haven, establishing opportunities, and addressing problems detracting from the Lock Haven experience.

The following sections of the Plan are organized to highlight the following.



## **Where We Are**

### **EXISTING CONDITIONS & SPECIAL STUDIES**

## **What We Want**

### **COMMUNITY ENGAGEMENT & PRIORITIES**



## **What We Will Do**

### **PRIORITY GOALS & ACTION ITEMS**



# **TRENDS AND CONDITIONS**

## **“Where We Are”**

The following section provides concise profiles on conditions and trends in Lock Haven. This section is not a massive collection of regurgitated data and information. This section provides the most important and essential trends and conditions to be aware of in the City.

This section starts with a review of the history of Lock Haven and a community setting and continues with identification of critical issues facing the community. Opportunities where the City is experiencing positive momentum are also identified. The information provided in this section is relevant and supports the future actions and Action Strategies included in this Plan.

Detailed summaries of existing conditions and trends are provided in the Appendix document (Volume 2).



# HISTORY OF LOCK HAVEN

The City of Lock Haven has gone through many changes since its original settling in the late 1700s. The town was originally known as Fort Reed and was one of many frontier forts situated along the banks of the Susquehanna River. The first plan for Lock Haven was put together in 1833 by two heirs of the area's first settlers, Jerry and Willard Church. They were the first to recognize the economic potential of the natural resources in the area, particularly timber. Construction of the Pennsylvania Canal and its lock system in 1834 provided an efficient way to transport local lumber resource products to markets and accelerated growth for the town. The City of Lock Haven is named for the Pennsylvania Canal Locks. The town continued to thrive as a timber town and was a haven for loggers, boatmen, and other travelers on the West Branch Susquehanna River. Railroad access replaced the canal system in 1859 and provided a more reliable means of product transport. This further helped expand growth in the area. By the early 1900s, the lumber industry had been replaced with various other industries including furniture, paper, fire bricks and silk. In 1938, the Piper Aircraft Corporation began production of its signature small planes in town. Piper Aircraft remained one of the City's largest employers until in the 1980s.

Lock Haven University is also a major contributor to the character, fabric, and notoriety of the City. The University, its students, faculty, and facilities all have an influence on housing, economics, and community life characteristics of the City. The Lock Haven student body is also reflected in census related data published for the City. What is now Lock Haven University was originally founded in 1870 as the Central State Normal School. In 1926 it became the Lock Haven Teacher's College and was renamed Lock Haven State College in 1960. The College was officially granted University status in 1983. Lock Haven University is part of the thirteen (13) school Pennsylvania State System of Higher Education.



The City has evolved from its beginnings as a frontier fort, to a lumber town, to a manufacturing and industrial center, and now to a growing destination community. Lock Haven has many desirable amenities and characteristics including being a designated 'River' Town, Lock Haven University, historical and cultural resources, the Water Street Historic District, a growing downtown area, easy access to regional transportation, the Riverwalk and Amphitheater, the Heisey

House and Piper Aviation Museums, and the William T Piper Memorial Airport. These resources, combined with its location within one of the Commonwealth's most beautiful outdoor recreation and natural areas, makes the City Lock Haven a very desirable place to live and visit.



# COMMUNITY SETTING

The City of Lock Haven is located in southeastern Clinton County in the heart of Pennsylvania. Lock Haven is the county seat of Clinton County. Lock Haven is guided by the Third Class City Code as well local ordinances. Lock Haven has many qualities, resources, and assets that provides it with advantages over other communities in the surrounding region. The following highlights some of important advantages that are helping to grow Lock Haven as a destination community.



## **Lock Haven has Access to Major Transportation Routes**

SR 120 (Paul Mack Boulevard & N. Jay St), SR 150 (E. Main Street), and the nearby U.S. 220, Interstate-80 & U.S. 15 corridors effectively connects the City to the surrounding region.



## **Lock Haven has Outdoor Recreation & Nature-Tourism Assets**

The West Branch Susquehanna River, City Beach facility, William Clinger Riverwalk & J. Doyle Corman Amphitheater, a growing trail system, Zindel Park, and the Lock Haven City Authority's watershed property provides unique water-based, recreation, outdoor entertainment, and greenspace area opportunities.



## **Lock Haven has a Growing Central Business District**

A growing number of retail, business, living, professional service, dining opportunities are creating renewed enthusiasm in the downtown area.



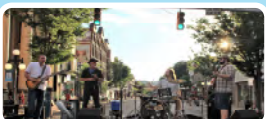
## **Lock Haven has Local and Regional Service Providers.**

City and Clinton County offices, resources and community service-oriented providers are available to City residents.



## **Lock Haven has Health, Aviation, Cultural, and Educational Facilities**

Lock Haven University, Keystone Central School District, William T Piper Memorial Airport & Business Park, UPMC Lock Haven, the Piper Aviation & Heisey House Museums, and the Water Street Historic District improve the quality of life for residents.



## **Lock Haven has Attractive Outdoor Events**

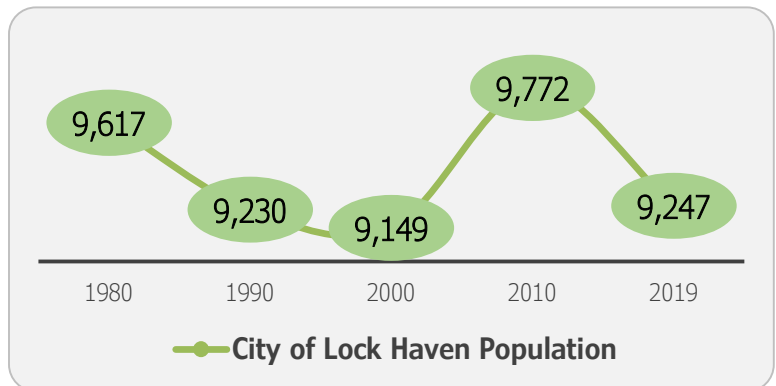
The annual Summer Concert Series and the Downtown Pedestrian Mall attract residents and visitors to the downtown area.



# DEMOGRAPHIC CONDITIONS

## Population Trends

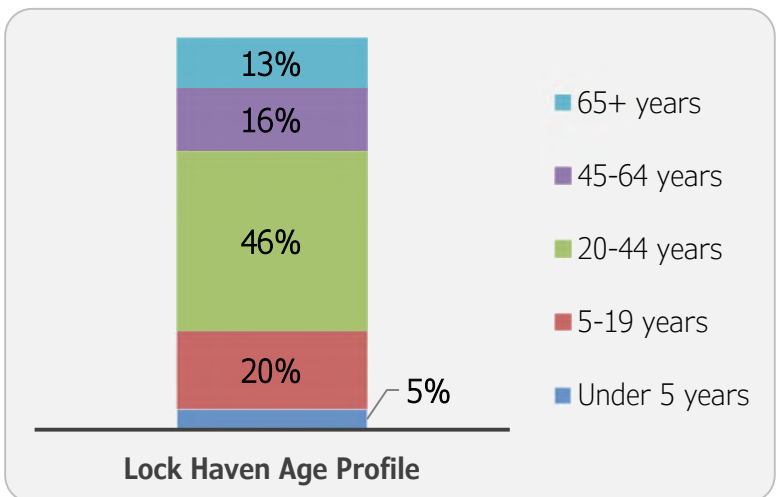
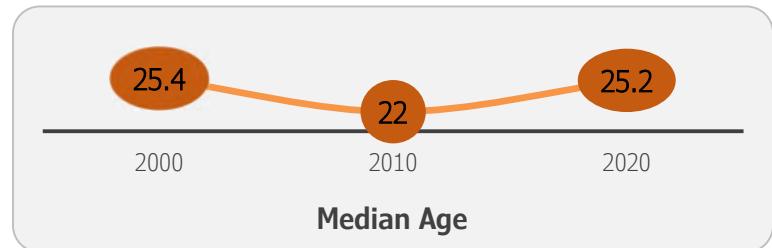
It is a positive sign that Lock Haven has had a relatively stable population over the past 40-years. Since 1980, the City's population was at its lowest, 4,894, in 2000 and peaked at 9,772 in 2010. Since 2010, the population has dropped by a little over 500 persons. This declining trend should be verified with the 2020 Decennial Census figures.



## Age Profile

A median age comparison and overall age breakdown for the City is shown on the charts to the right.

- The median age Lock Haven is staggeringly low. This is well below what is reported for Clinton County and in the surrounding municipalities. The Lock Haven University students influence the overall age demographic in the City.
- There is a noticeably high percentage of the population in the traditional family age group (20-44). The City also has a comparatively low percentage of its population between 45-64 years of age and over 65 years.



- An overall younger population is a positive statistic for the City and is viewed as an asset. This informs the City and its Planning and Community Life Departments that events, services, and amenities can be geared to a slightly younger audience than what may be found in other communities in the surrounding region. This information can assist existing retail businesses to align their products and hours of operation to serve this younger age group.

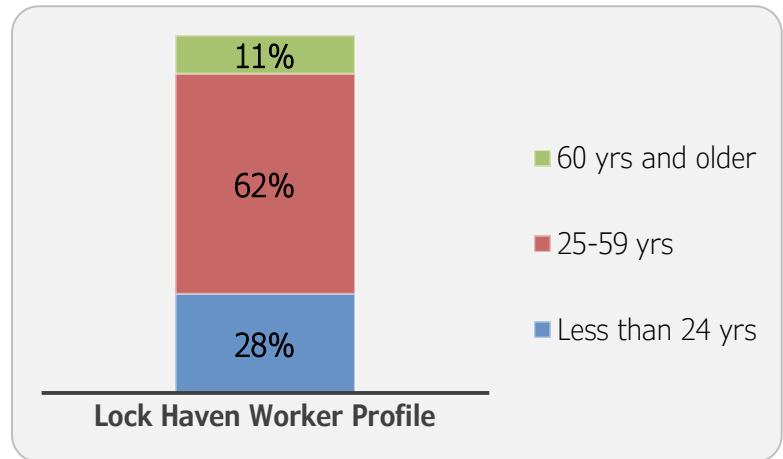




# ECONOMIC CONDITIONS

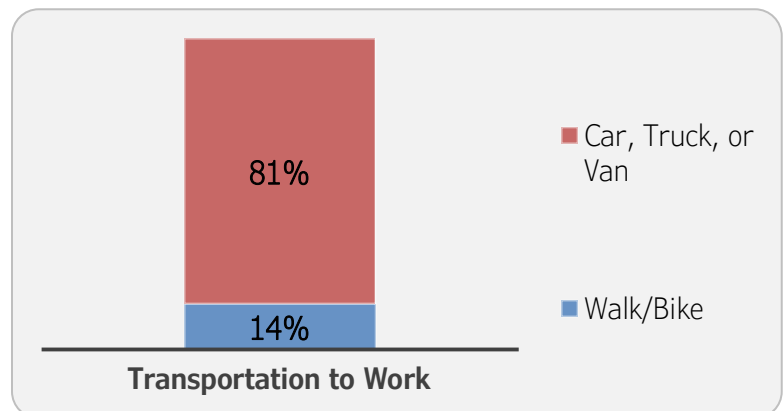
## Worker Profile

A large portion of the City's residents over 16 years of age and are participating in the labor force. There is high percentage of workers less than 24 years of age living in the City. This percentage is considerably higher than what is found across the County. This condition informs local employers that there is an ample pool of students and other younger workers that can be incorporated into their businesses through internships, work-to-learn arrangements, mentorship scenarios, or other creative methods.



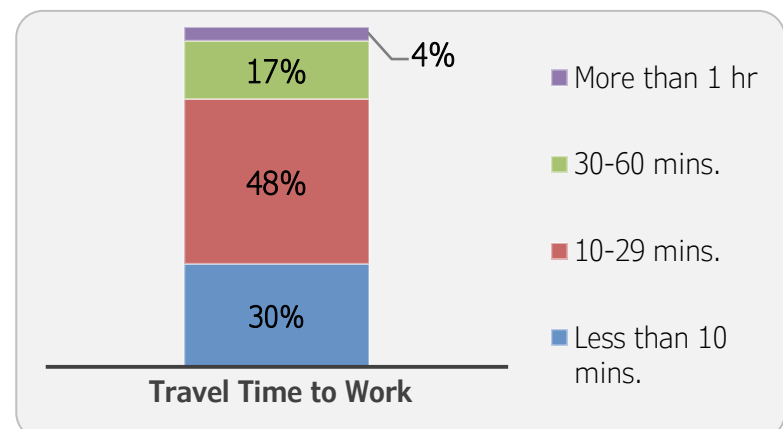
## Transportation to Work

It is not surprising that a high percentage of Lock Haven residents use some kind of motor vehicle to get to their place of work. However, it is encouraging that a high percentage of residents are able and willing to walk/bike to work. This shows that the pedestrian system in Lock Haven has good connectivity making it possible for residents to use this type of work commute. It also highlights that a good portion of residents are willing and capable of making such a commute.



## Travel Time to Work Profile

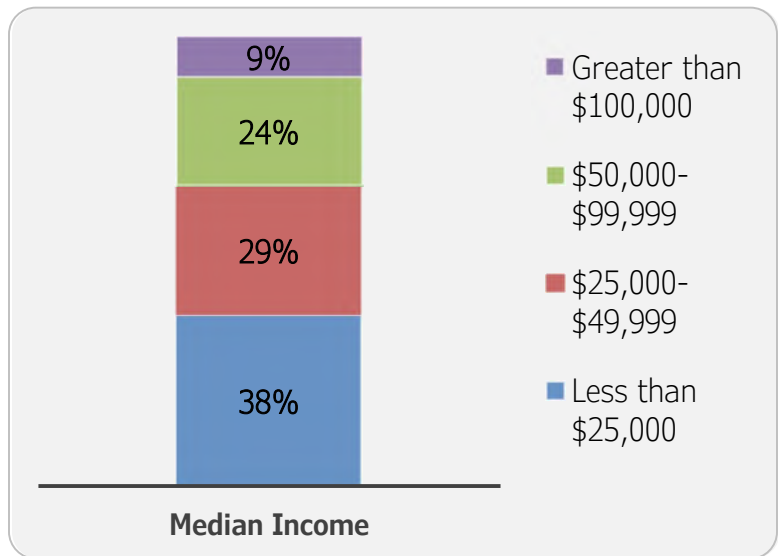
Another positive condition in Lock Haven is that 30% of workers travel less than 10 minutes to work and nearly half travel less than 30-minutes to their work. This information coupled with the understanding that 14% of workers walk or bike to work presents a clear understanding that Lock Haven is an ideal place to live and work.





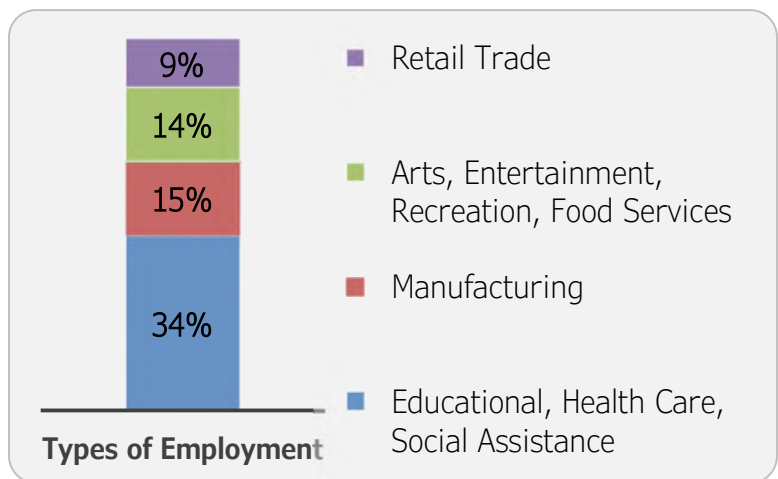
## Income Profile

In terms of the overall median incomes, conditions in Lock Haven are well below what is reported for the County as a whole. This could be explained, in part, due to the large number of students who fall into the 'workers less than 24 years of age' category. Although the percentage of Lock Haven households earning less than \$50,000 per year is rather high, it is more noteworthy that a low percentage of households earn over \$100,000 a year. This in part could be reflecting that higher earning professionals do not live in the City.

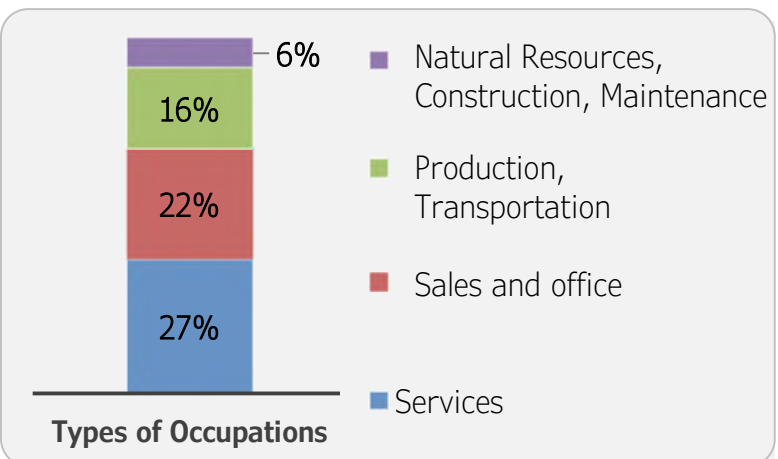


## Type of Employment Profile

Lock Haven residents are employed in four (4) primary types of industries. These industries directly reflect the characteristics of the community. Of note is the higher percentage of employees within the educational services, health care, social assistance, and manufacturing industries. This is not too surprising given the presence of the Hospital, University, school district and County services facilities, and manufacturing types of businesses in and near the City.



City residents are employed in five (5) primary types of occupations. A majority of residents are in some type of management, business, service, and sales occupations.

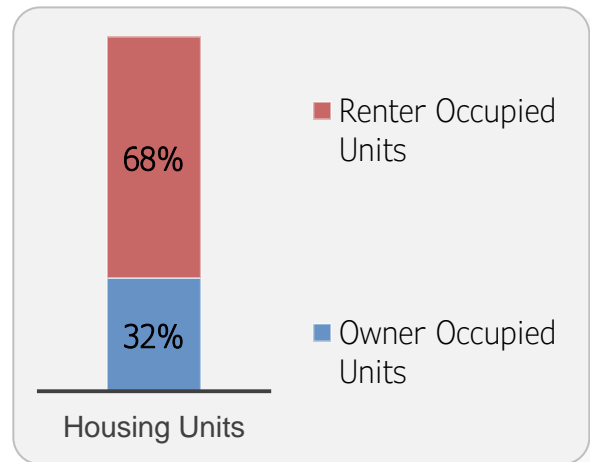
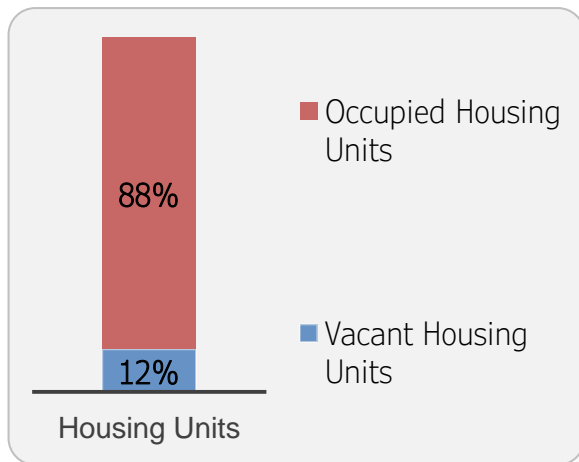




# HOUSING CONDITIONS

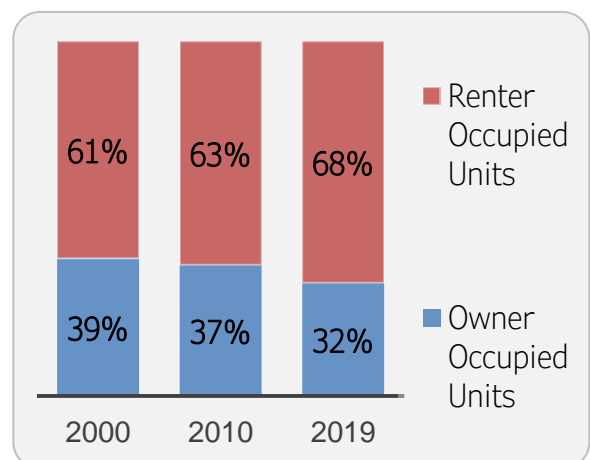
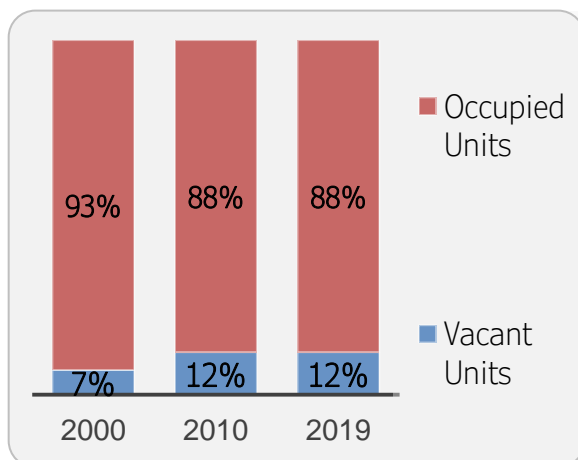
## Housing Occupancy

The City of Lock Haven has approximately 3,860 total housing units. Lock Haven has a relatively high occupancy rate at 88%. Having some vacant units shows that there is turnover in the market and that housing is available for new residents. Lock Haven has a significantly high number of renter occupied units and conversely, a lower percentage of owner-occupied units. This high rental rate can be explained in part by the large amount of rental housing occupied by Lock Haven University students.



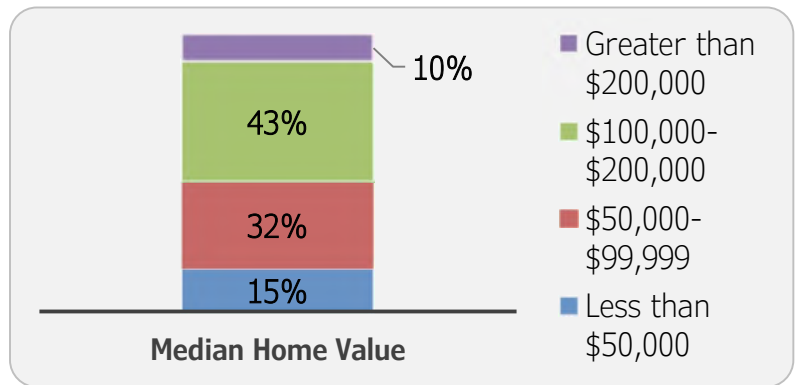
## Housing Trends

The percentage of occupied housing units has been decreasing and conversely, the percentage of vacant housing has been increasing, since 2000. The balance of owner occupied versus renter occupied has remained relatively unchanged over time.



## Housing Values

Houses in Lock Haven have modest values. Median home values are slightly over \$100,000. A majority of houses have a value between \$100,000 and \$200,000. There is also a higher percentage of homes with values between \$50,000 and \$99,000. Approximately 15% of homes are valued below \$50,000 while only approximately 10% of homes have a value above \$200,000. It is encouraging that housing values have steadily increased since 2000.

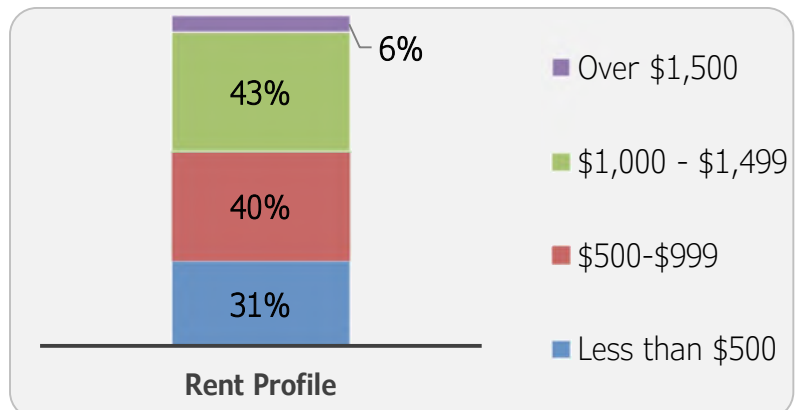


Median Home Value		
2000	2010	2019
\$76,100	\$89,700	\$104,500

## Rent Profile

Nearly half of rental units in Lock Haven have a monthly rent that is over \$1,000. 43% are between \$1,000 and \$1,499 and approximately 6% have a monthly rent over \$1,500 a month.

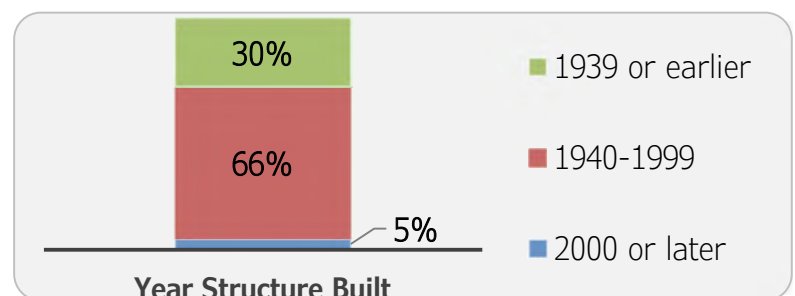
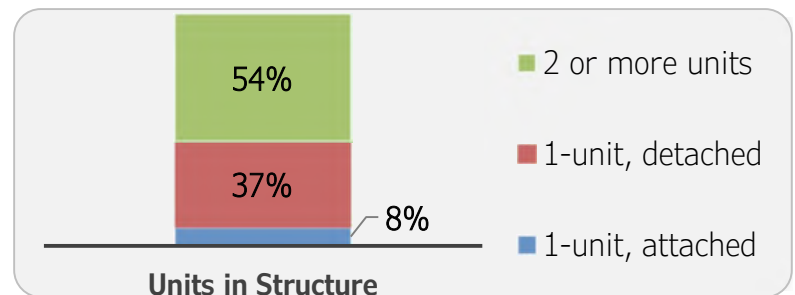
It is also noteworthy that median rent amounts have nearly doubled between 2000 and 2019. This trend raises concern that the rise in rental prices may be outpacing the quality of rental units.



Median Rent		
2000	2010	2019
\$405	\$644	\$747

## Housing Characteristics

Structures with two (2) or more units are the most common type of housing in Lock Haven. This is followed by traditional single-family homes with detached garages. Single-family homes with attached garages make up less than 10% of the housing stock. Most houses in Lock Haven were built between 1940-1999. Nearly a third of homes were built before 1939. A very small percentage (5%) of houses in Lock Haven were built after 2000. Only approximately 0.4% of homes have been built since 2014.





# COMMUNITY FACILITY ISSUES






Adequately managing and providing a range of community facilities is directly related to having a successful and sustainable community. The following highlights important community facilities issues and describes opportunities about how they are operated in the City.

Overcoming long-tenure staff turnover, retaining volunteers, and recruiting new volunteers

Building community awareness and appreciation for the Lock Haven Fire and Police Departments

Obtaining funding to replace or repair aging equipment and infrastructure

Current code enforcement staffing levels are not adequate to conduct timely property maintenance investigations and enforcement actions

-  Develop a mutually beneficial public safety capital improvement plan.
-  Fire and Police departments conduct community outreach to raise awareness of their value to the community.
-  Better promotion will lead to better community appreciation which will improve the morale of staff and volunteer and will directly help with new volunteer recruitment efforts.
-  Emphasize digitizing information and utilizing GIS systems to document information, locations, and knowledge before it is lost due to staff turnovers.
-  Consider options for increasing code enforcement staffing and capacity.



# COMMUNITY SERVICE ISSUES






The community services in Lock Haven are geared towards enhancing the family-oriented environment that makes Lock Haven a good place to raise a family. The following describes important community service resources present in Lock Haven and opportunities for improving their connections to the community.

Free & low cost resources including City provided recreation, park areas, and public concerts are valuable contributors to the City's family friendly atmosphere

Resources including the YMCA and the Annie Halenbake Ross Library add to the quality of life found in Lock Haven

Local service-oriented organizations such as the Sons of Italy, Elks, Lions Club, Kiwanis, Rotary, and other similar organizations are positive aspects of the City

The Lycoming-Clinton Counties Commission for Community Action (STEP) develops programs and forms partnerships to engage individuals and families

-  Better communication and coordination between service providers is needed to reduce redundant services and competing events.
-  Service providers need to improve their advertising and the promotion of their services and events to the public.
-  The City can be better at distributing information about their resources and hosted events.
-  More activities for local youth and younger aged children and more events for kids (pre-school and younger) are needed.
-  The City can serve as a facilitator/liaison between the STEP resources and those being offered by existing community organizations and groups.





# NATURAL & CULTURAL ISSUES

Saying that Lock Haven is a beautiful and cultural significant place is more than a wishful slogan. Residents and visitors are drawn to Lock Haven for its natural, cultural and historical resources. The natural setting created by the Susquehanna River and mountains and the preservation of historic features in the Water Street Historic District and downtown area make it a beautiful and enjoyable place to be.

The following natural and historical resource themes represent the City of Lock Haven as one of Pennsylvania's most intriguing areas for historical, cultural, and naturally beauty. Appreciation of the natural and historical assets in the City must continue and must be at the forefront of all decisions regarding revitalization efforts.

Aviation	<ul style="list-style-type: none"><li>• The Piper Aviation Museum celebrates the more recent history of the City as the original home of the Piper Aircraft Corporation.</li></ul>
Industrial Heritage	<ul style="list-style-type: none"><li>• The Heisey House Museum and the Clinton County Historical Society interpret how the PA Canal Lock System, railroads, manufacturing, and timber industries forged development of the area.</li></ul>
Scenic Landscapes and the Natural Environment	<ul style="list-style-type: none"><li>• The Natural beauty of the surrounding hillsides along with the Zindel Park, the Lock Haven City Authority land, and the City's connection to the PA Wilds are key assets.</li></ul>
A River Town	<ul style="list-style-type: none"><li>• Lock Haven's connection to the West Branch Susquehanna River and Susquehanna Greenway will benefit the City's revitalization.</li></ul>
Lock Haven University	<ul style="list-style-type: none"><li>• The City of Lock Haven and the Lock Haven University are integrally connected.</li></ul>
Water Street Historic District	<ul style="list-style-type: none"><li>• Includes a number of Victorian era homes and churches as well as those constructed during the lumber industry boom.</li></ul>



Projects and actions that help to maintain and improve natural and cultural assets in Lock Haven are community priorities.



Projects and actions that attract nature-based and outdoor enthusiasts to the City are community priorities.



# TRANSPORTATION ISSUES




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Several transportation related deficiencies are present in the City of Lock Haven. The following highlights the most critical deficiencies and identifies opportunities for how they can be addressed.

Gaps and deficiencies with pedestrian infrastructure is limiting active transportation opportunities in the City

Current bus service is inadequate and not a permanent part of the transportation infrastructure

There is a lack of directional/wayfinding signage to help residents and visitors find places of interest

-  Completing actions that result in improved pedestrian conditions, facilities, and amenities allowing residents and visitors to actively move around town is a priority.
-  Support River Valley Transit and their expansion of public transportation into Lock Haven and surrounding areas.
-  Developing a unified signage system throughout the City that would guide residents and visitors to a grouped set of amenities and resources is a priority.



# RECREATION ISSUES

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Lock Haven maintains several public spaces throughout the City. These include playgrounds, sports parks and play fields, and passive park areas. The Lock Haven City Authority oversees Zindel Park and manages an over 5,000-acre watershed area which supplies the potable water to the City of Lock Haven and surrounding communities. The City also maintains approximately 6.5 miles of earth levee and the 2.25-mile William Clinger Riverwalk, the City Beach area, and the J. Doyle Corman Amphitheater located along the Susquehanna River. Clinton County continues to develop the Bald Eagle Valley Trail (BEVT) network between Castanea and the Jersey Shore Trailhead of the Pine Creek Valley Rail Trail. The following describes important recreation issues and opportunities for improving recreation amenities.






Additional open spaces and gathering places that can be used for public enjoyment, get-togethers, and as event venues are needed in the City

Existing outdoor spaces need enhancements to accommodate the needs of younger residents and adults seeking more passive recreation opportunities

Designated and safe inter-community biking routes are lacking in the City

Existing City parks should include more amenities including WiFi access, walking/biking paths, public art, lighting and outdoor work stations

Lock Haven is not connected to the Bald Eagle Valley Trail (BEVT) and should explore collaborations to ensure the connection is made

-  Reimagine outdoor spaces as places for public art, outdoor workstations, and public entertainment venues.
-  Enhance outdoor spaces with more amenities including Wi-Fi access, walking/biking paths, lighting, and other safety features.
-  Opportunities for developing multiple designated biking routes should be explored and acted upon. Priority connections include between the Central Business District and Lock Haven University, and within the downtown area.
-  Opportunities to restore Zindel Park and the City's Watershed area should be explored.
-  Connecting Lock Haven University, Central Business District, and the Water Street Historic District to the BEVT trail access point located at the Castanea Train Station is a priority.

# SPECIAL STUDIES

The following section is a continuation of the Existing Conditions and Trends Section.

Information on the two (2) existing Federal Opportunity Zones designated in the City is provided to help the City better understand how Opportunity Zones use tax incentives to encourage private investment.

Information on Housing Priorities, the Community's vision for housing in the City, results of a zoning / housing evaluation and a review of housing incentives is provided.





# FEDERAL OPPORTUNITY ZONE

This special section of the Plan describes the Federal Opportunity Zone program and defines the two Zones located within Lock Haven. Guidance and an outlined approach for how the City can best position itself to use this Zone to increase economic development in the city is also provided.



**What are Federal Opportunity Zones** - On December 22, 2017, the Federal Tax Cuts and Jobs Act (TCJA) created Qualified Opportunity Zones (QOZ). The Federal Opportunity Zone Program is an economic development tool designed to stimulate long-term economic development and job creation in distressed communities.



**How Do Opportunity Zones Work** - The Opportunity Zone Program enables individuals or businesses to defer, reduce, or eliminate their capital gains tax liabilities when they invest their capital gains in Qualified Opportunity Zone Funds. The longer an investment is held in the Opportunity Fund, the higher the percentage of tax incentive received. A Qualified Opportunity Zone Fund must invest at least 90% of its assets into industrial, commercial, and residential projects within a QOZ.



- **Taxpayers get capital gains tax deferrals for making investments in Qualified Opportunity Zone Funds**



- **Qualified Opportunity Zone Funds invest in QOZ Projects**



- **Investors see benefits of tax deferral, reduction, or elimination**





**Types of Tax Incentives** - Investors can receive up to three (3) tax benefits by investing their capital gains in a Qualified Opportunity Zone Fund:

1. Deferral - Investors can defer tax due on prior capital gains if the capital gains are invested within 180 days of realization into a Qualified Opportunity Zone Fund. Tax payments are deferred until the investment is sold or exchanged, or until December 31<sup>st</sup>, 2026, whichever comes first.
2. Reduction - If investment in the Qualified Opportunity Zone Fund is held for at least 5 years, there is a 10% exclusion of the deferred gain. If held for at least 7 years, there is a 15% exclusion of the deferred gain.
3. Elimination - If investment in the Qualified Opportunity Zone Fund is held for at least 10 years, the investor can be permanently excluded from taxation of any capital gains that accrue after their investment in a Qualified Opportunity Zone Fund. The QOZ program increases the basis of any investment held in a Qualified Opportunity Zone Fund to 100 percent of its fair market value on the date it is sold or exchanged.



**QOZ Projects** - Real estate properties located in a QOZ are generally eligible to receive investment from Qualified Opportunity Zone Funds. The following provides additional clarification:

- Funds may generally be invested in for-profit entities located in a QOZ.
- Qualified Opportunity Zone Funds may generally hold an interest in qualifying real estate located in QOZs (either directly or through business entities) and may be used to develop real estate properties. Qualified properties include the following:
  - Ground-up construction and development projects
  - Properties which have been vacant for at least three (3) years prior to purchase
  - Properties which have been vacant for at least one (1) year before the a QOZ was designated (June 14, 2018)
  - All properties at Brownfield Sites
  - If the property does not qualify as one of the above - substantial improvement to a structure on a purchased property must be completed. Substantial improvement is defined as double the adjusted basis of the structure on the property during a 30-month period



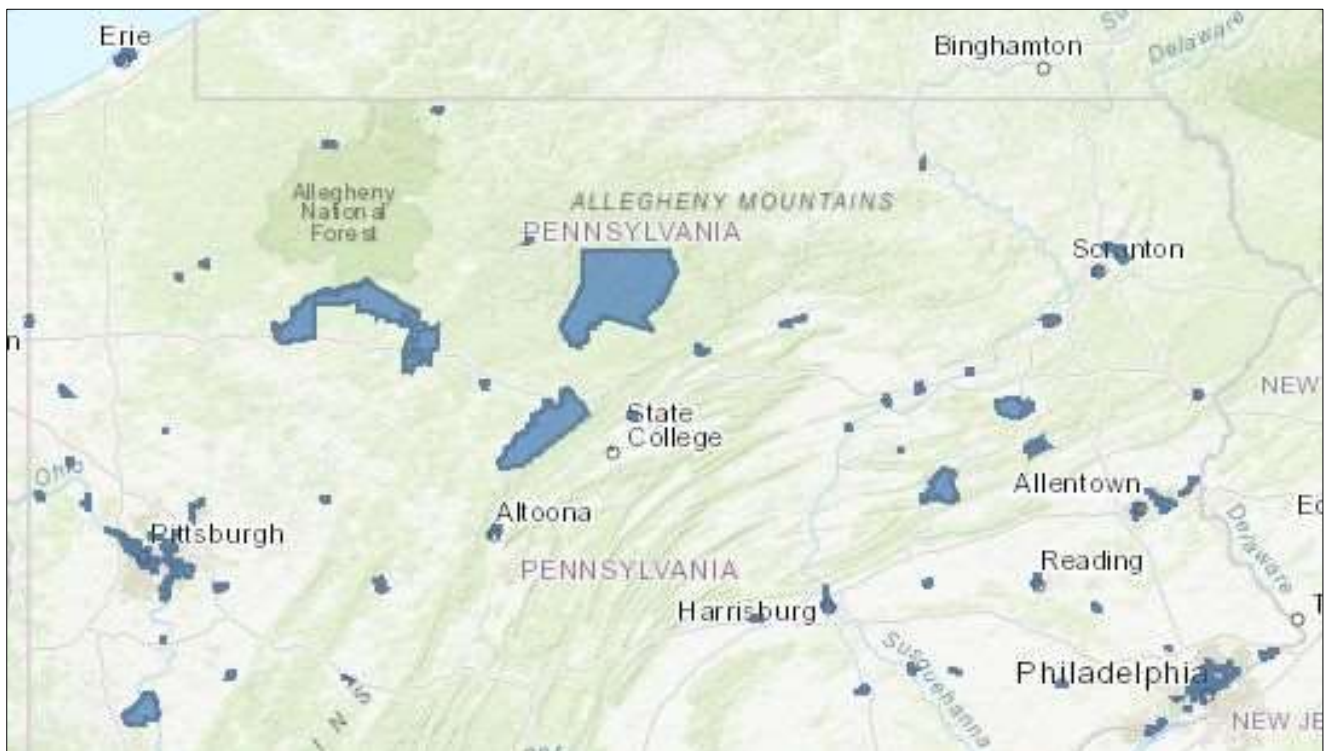
**Pennsylvania Federal Opportunity Zones** - Creation of this program enabled Governor Tom Wolf to designate certain eligible census tracts as Opportunity Zones. Eligible census tracts included those with the following:

- Poverty rates of at least 20 percent
- Median family incomes of no more than 80 percent of statewide or metropolitan area family income

There were nearly 1,200 eligible census tracts in Pennsylvania. Governor Wolf was able to designate only 25 percent (a total of 300) of these as Opportunity Zones.

The final selection of Pennsylvania's 300 Qualified Opportunity Zones was based on an area's distressed economic status, recommendations from local partners, and the likelihood of private-sector investment in those specific census tracts. Priorities of local economic development partners and community organizations were given special consideration in the selection process. Special consideration was also given to the poorest areas of the state as well as to population centers throughout Pennsylvania that have potential for economic investment.

The following Pennsylvania Opportunity Zones were formally designated on June 14, 2018.



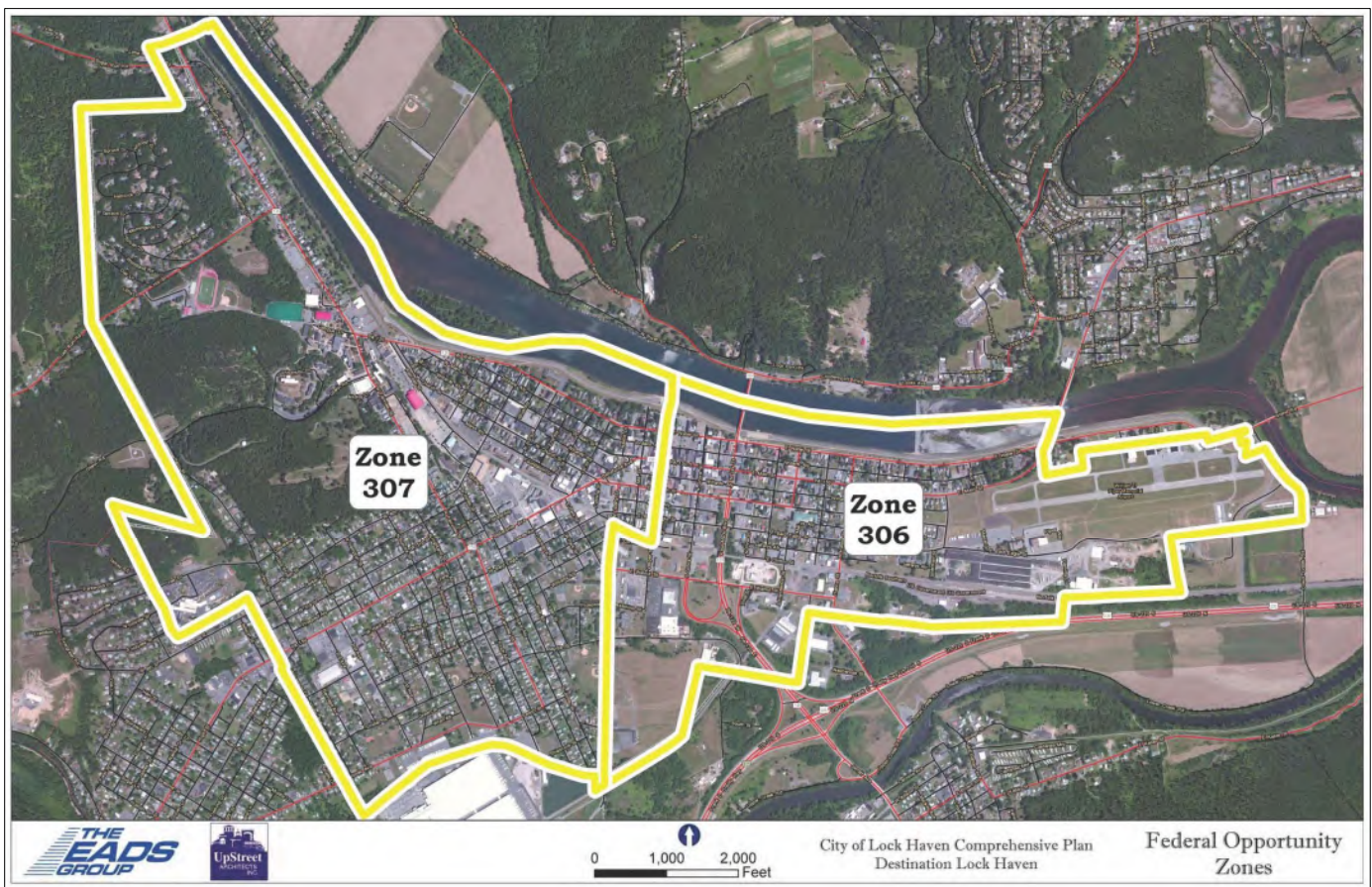


**City of Lock Haven Federal Opportunity Zones** - There are two (2) designated Federal Opportunity Zones in Lock Haven. They are identified as Zone 307 and Zone 306.

- Zone 307 includes the western side of the City
- Zone 306 includes the eastern half of the City

Zone	Population (est.)	Size (Sq. mile)	People per square mile	Below Poverty Line	Number of Households	Per Capita Income	Median Household Income
307	6,880	1.7	4,146	26.3%	2,426	\$18,341	\$36,481
306	2,465	0.8	2,946	50.1%	1,086	\$14,590	\$30,086

OpportunityDb (The Opportunity Zones Database) – [www.opportunitydb.com](http://www.opportunitydb.com)



Clinton County also has Zone 301 that encompasses the Renovo Industrial Park and parts of Chapman, Leidy, West Keating, Noyes and East Keating Townships.





**Successful Opportunity Zone Implementation Example - Flagship Opportunity Zone – City of Erie, Pennsylvania** - The City of Erie has been extremely active in utilizing their Federal Opportunity Zones to secure economic development actions. The City of Erie, City area businesses, and non-profit leaders have supported the common goal of promoting Erie's Opportunity Zones, which they have designated as Pennsylvania's Flagship Opportunity Zone. The Flagship Opportunity Zone Development Company was created under the umbrella of the Erie Regional Chamber and Growth Partnership to prepare an investment portfolio, promote viable and socially impactful projects, and to attract investments. The Flagship organization is guided by the Erie Neighborhood Growth Partnership, the Flagship Task Force, and an Advisory Committee made up of local civic, business, and community leaders. The Flagship Opportunity Zone Development Company serves as a single point of contact and assists with identifying projects, local investors, funds, and partner investment and with promoting the Zone, eligible projects, entrepreneurs, investors, and funds. Erie has invested over two (2) years of time, dozens of meetings, and hundreds of hours of financial modeling as part of their Opportunity Zone strategy. This effort has paid off, with nearly \$50 million in Opportunity Zone investments being made in the City. Nearly \$37 million of this has come through Opportunity Zone commitments from Erie Insurance via the Arctaris Impact Fund. Additional Information about Erie's efforts can be found at [Why Invest in Erie, Pennsylvania? - Flagship Opportunity Zone](#).



**Lock Haven's Opportunity Zone Strategy** - Having two (2) designated Federal Opportunities Zones in Lock Haven provides no active advantage or benefits to the City. The designation itself does not give the City direct access to Opportunity Zone Investment Funds or to grant funding. It only makes the City eligible to have Qualified Opportunity Zone Fund investments directed toward projects within the two (2) Opportunities Zones. And since Lock Haven is competing against 300 other designated Opportunity Zone areas in Pennsylvania and over 8,000 designated Opportunity Zones across the Country, it is unlikely that an Opportunity Zone Investment fund will seek out Lock Haven on its own.

The best opportunity Lock Haven has to successfully compete against other Opportunity Zones for investment dollars is to follow the Erie approach and prepare an Investment Prospectus for the City and actively communicate why investment should be brought to the City. Completing the full Prospectus will require coordination with City and County officials and economic development Stakeholders. This will assure mutual buy in by Lock Haven and Clinton County officials and will organize economic development stakeholders around a unified vision for future growth and development in the City. An additional benefit comes from preparing and promoting the Investment Prospectus to local and regional residents, entrepreneurs, and existing businesses. Promoting the benefits and advantages of living and working in the City Lock Haven, relocating an existing business, or opening a business in Lock Haven will elevate excitement and momentum around the City. This will result in new private development, new projects and initiatives, new businesses being opened and a renewed appreciation for all the good things happening in the community. An outline for preparing the Lock Haven Investment Prospectus is provided on the following page.



### Section 1 - Introduction to Lock Haven

The introduction section will describe the Community Setting and will highlight the best elements and attributes of Lock Haven. This is an opportunity to tell potential investors why they should consider projects in Lock Haven. Identify and describe in this section all projects and initiatives that are building momentum in the City. This will draw attention to the positive trends happening in the City. The use of local testimonials is a good way to portray positive attributes, advantages, and amenities about the City in a concise manner.



### Section 2 - Economic Conditions

This section will be data driven. Include and describe general demographic, economic, and employment related profile information. This section will identify some of the City's larger employers and anchor institutions. Recent awards and recognitions received directly by the City and/or by City businesses/institutions/individuals will be described to help call attention to the positive momentum occurring in Lock Haven.

### Section 3 - Community Assets

This section gives the City an opportunity to highlight why Lock Haven is special and different from other communities and worthy of outside investment. Emphasis should be placed on the following:

- Downtown renaissance – point out successful businesses in the downtown area.
- Unique industries and historical themes.
- Attractions and points of interest.
- Interesting and unique businesses, projects and initiatives occurring in the City.
- Innovative groups and organizations active in the City like Downtown Lock Haven, Inc.
- Recent start-ups and incubator projects.
- Local partnerships that are working to make things happen.
- Identify recent catalytic investments and recent improvements to show what is already happening in the City.

The Prospectus can be a printed document or maintained as a digital only file. Information included in this Comprehensive Plan Update provides the basis for preparing the Lock Haven Investment Prospectus. The Community Setting description and the information included in the Profile Sections will be important facets of the Prospectus. Promotional materials already prepared by the City, Downtown Lock Haven, Inc., Clinton County, and others can be used. Representatives from Downtown Lock Haven Inc., Lock Haven University, William T Piper Memorial Airport, First Quality, UPMC Lock Haven, prominent business owners, Clinton County Economic Partnership, and the Visitors Bureau, County Commissioners, City Planning, and Community Life staff should be brought together to work on this effort.





# HOUSING STUDY

Listed below are six (6) types of residential areas within the City. The housing map on the following page highlights the locations of these residential areas.



The Sunset Pines area is a smaller clustering of single-family homes nestled into an area just north of the Lock Haven University Campus.



Modestly sized single-family homes on smaller sized lots are located in the southwest side of the City.



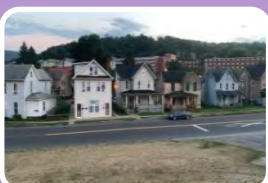
Modestly sized single-family homes on quarter acre or smaller sized lots are located on the eastern side of the City. Some public housing facilities are also located in this part of the City.



The Water Street Historic District area is characterized by tree lined streets and larger, older homes on manicured lots.

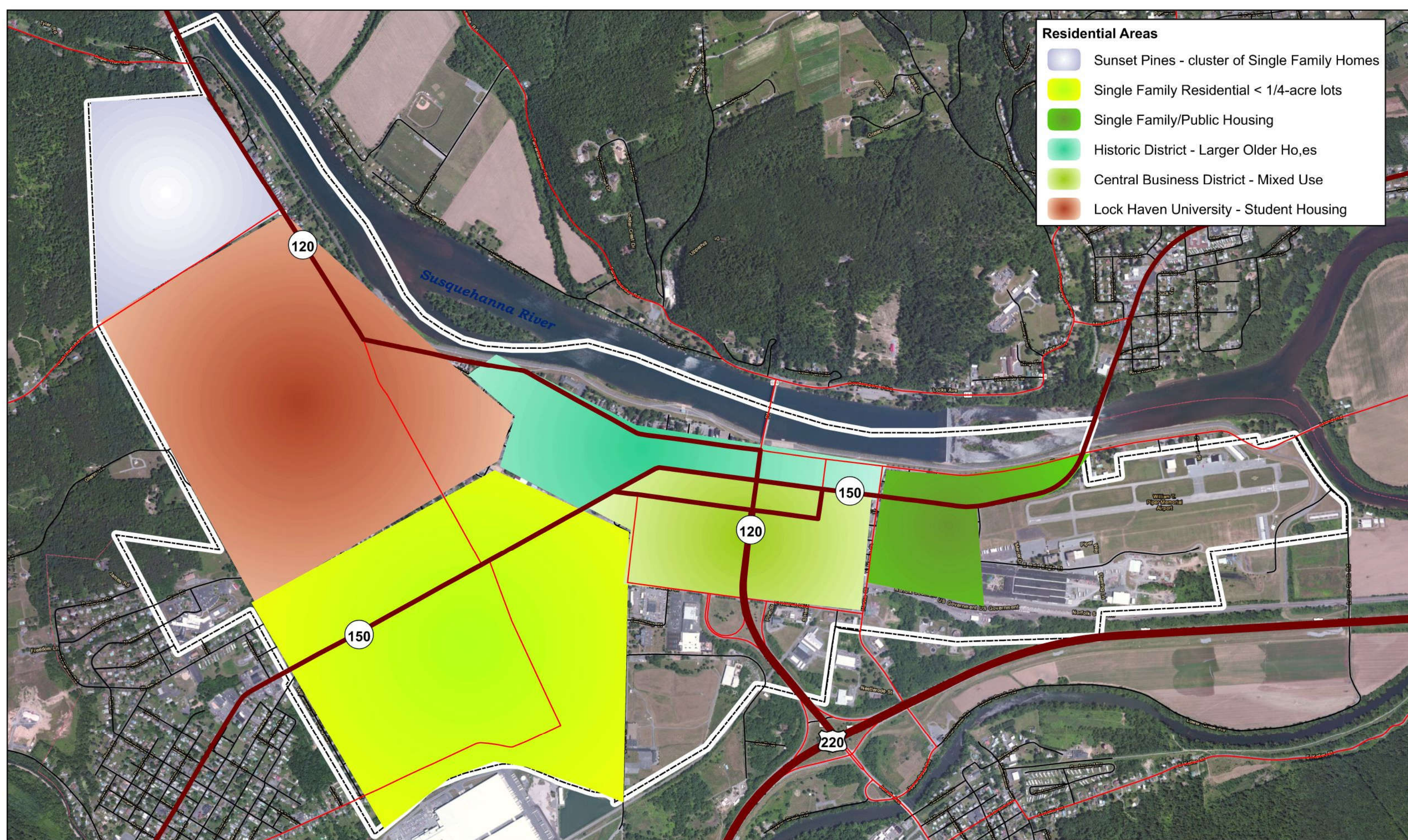


The Downtown area contains some mixed-use residential/commercial structures. A limited number of upper floor apartments can be found in the downtown area.



Student housing is concentrated along N. Fairview Street and on Water Street near the Lock Haven University Campus.









## Housing Priorities – Community Survey

As part of the Community Survey conducted during the Community Engagement process, residents were asked to identify what kind of housing and/or housing related actions they would like to see in the City. The results showed a clear separation between High and Low Priorities.

Residents emphasized affordable starter homes and better housing for seniors as high priorities. Residents also expressed that addressing high rental costs, encouraging renovations and conversions (from rentals back to single family), and encouraging downtown living were all housing related action priorities. Conversely, short term rentals, Bed and Breakfast style lodging (B&Bs), Airbnbs, mixed use options, condominiums/townhouses, and more student housing were all low ranking housing priorities.

High Priority	Low Priority
<ul style="list-style-type: none"><li>• Affordable Starter Homes</li><li>• Senior Housing</li><li>• Addressing High Rental Costs</li><li>• Encouraging Renovations &amp; Conversions</li><li>• Creating Downtown Living Opportunities</li></ul>	<ul style="list-style-type: none"><li>• Short Term Rentals/B&amp;Bs/Airbnbs</li><li>• Mixed Residential / Commercial Development</li><li>• Condominiums &amp; Townhouses</li><li>• New High End Rentals</li><li>• Student Housing</li></ul>



## Housing Priorities – Housing Focus Group

A Housing Focus Group was convened as part of the Community Engagement effort for this Plan. A working session with the Focus Group was held to better define housing related issues and opportunities in Lock Haven. Representatives from the Clinton County Housing Authority and Housing Coalition, Davis Real Estate, HTD Real Estate, and Realtylease Properties participated in the session. The participants were invited based on their related advocacy, expertise, and perspective on housing conditions and needs in the City. The following highlights the top three (3) priorities identified by the Housing Focus Group.

## **1: Increase Housing Choices**

### **Issues:**

A major housing issue is the lack of housing options in the City.

Specific types of housing options lacking in the City:

- Higher end rentals/condos to attract higher earning 'professionals'.
- Starter homes to attract recent graduates and 'young professionals'.
- Downtown living opportunities (apartments) to attract a mix of younger persons and professionals.
- Smaller and maintenance free housing for residents (seniors) wanting to downsize.
- Affordable housing for lower income residents.

### **Opportunities:**

Create additional mixed-use housing/commercial developments along Water Street.

Encourage renovations/conversions of older homes into new living spaces.

Improving the atmosphere downtown area to encourage downtown living.

Conduct education meetings focused on home renovations.

## **2: Improve Housing Market to Address High Cost of Rental Housing**

### **Issues:**

Perception that rent prices are significantly higher in the City.

Differing opinions emerged on whether rental prices were actually too high or are at a reasonably sustainable level.

Recent rental trends artificially increased rental prices which resulted in a number of single family homes being converted into multi-unit housing rental facilities.

### **Opportunities:**

Increase competition among rental property owners may result in property improvements and lower rents.

Establish revolving loans or low interest loan programs for housing projects.

Support the Clinton County Housing Authority on their efforts to make Section 8 Housing Vouchers available.

### **3: Renovate & Remediate Blighted Properties**

#### **Issues:**

Blighted properties negatively impact the small town atmosphere residents & visitors expect in the City.

Several blighted properties are located along main access ways to Lock Haven University.

Limited code enforcement staff and high workloads makes it difficult to conduct property maintenance inspections and to enforce actions in a timely manner.

#### **Opportunities:**

Building capacity within the City's Code and Zoning Office to improve enforcement and provide opportunities for remediation actions to occur.

Designate N. Fairview Street as a targeted blight removal/remediation corridor.

Encourage the City to evaluate code enforcement's responsibilities to prioritize inspections and enforcement.

Involve the Redevelopment Authority in Conservatorships and Land Banking of properties in the City.

Volunteer groups and professional donations can support home improvement projects.

City/County/School District Tax Abatement for housing related investments.

Reestablish City façade grants.





## Community's Vision for Housing

The culmination of this Housing Study is defining the Community's Vision for housing in Lock Haven. The following Vision Statements reflect input received from many different individuals and groups during this planning process. The Vision Statements best reflect what the community seeks to achieve for housing in Lock Haven.

### Reduce Blighted Housing

- Support from community groups and professionals will aid this effort.
- Improve City Code and Zoning Office investigation and enforcement capacity is a priority.

### Attract New Residents - University graduates and telecommuters

- Create outdoor work spaces with WiFi, improve outdoor space, and provide pedestrian/bike routes will aid this effort.

### Create low maintenance housing options for younger professionals & seniors

- Connect young professionals to events, activities and opportunities in Downtown.
- Provide seniors with age-in place appropriate housing opportunities.

### Create mixed use commercial/ residential opportunities

- Gather a coalition of supporters willing to share tips and experiences to assist with renovations.
- Engage design professionals for exterior upgrades and historic preservation guidance.

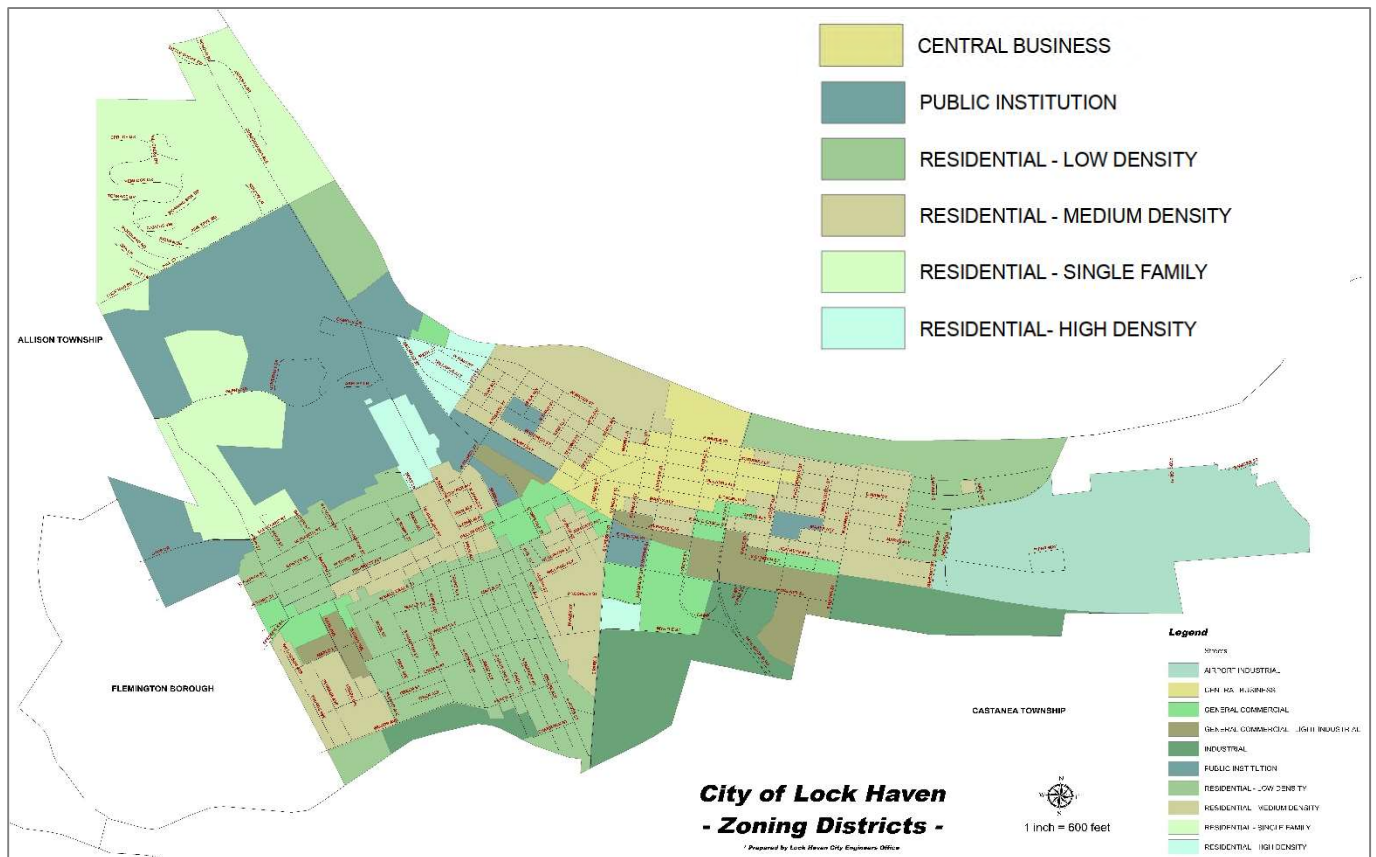
### Create higher end housing options to attract higher earning professionals

- Improve amenities and access to community assets.



## Housing and Zoning Analysis

The Lock Haven Zoning Code protects existing residential neighborhoods, promotes innovative residential design, and encourages the creation of a sense of community to provide diverse housing opportunities, including housing that is affordable. The Code helps to ensure the opportunity for a diverse population to obtain satisfactory housing through encouraging a range of housing types where appropriate. The image below shows the City's Zoning Map. A summary of the housing types permitted in each 'residential' zoning district is provided on the following page.



R-1 Single Family Residential District	<ul style="list-style-type: none"> <li>• Single-Family</li> <li>• Two-Family</li> </ul>
R-L - Low Density Residential District	<ul style="list-style-type: none"> <li>• Single-Family</li> <li>• Two-Family</li> </ul>
R-M - Medium Density Residential District	<ul style="list-style-type: none"> <li>• Single Family</li> <li>• Two Family</li> <li>• Multi-Family</li> <li>• Multi-Family Conversions</li> </ul>
R-H - High Density Residential District	<ul style="list-style-type: none"> <li>• Single Family</li> <li>• Two-Family</li> <li>• Multi-Family</li> <li>• Multi-Family Conversions</li> </ul>
PI - Public Institutional District	<ul style="list-style-type: none"> <li>• University Housing</li> </ul>
CBD – Central Business District	<ul style="list-style-type: none"> <li>• Upper floor apartment dwelling units above permitted nonresidential use</li> <li>• First floor rear residential</li> </ul>

The City maintains six (6) different zones for residential uses. Many of which permit the same type of housing. Single Family is permitted in four (4) zones; Two-Family is permitted four (4) zones; Multi-Family is permitted in two (2) zones. There is no real advantage for the City to maintain this number of Residential Zones. It creates confusion and restricts the types of residential development wanted in the City. It also creates a cookie-cutter effect in the City that adds to an inconsistent development pattern. The current zoning also lacks a focus on Mixed-Use Zones that can help to increase density with new developments and allow for residential infill projects to occur.



**Future Action – Simplify the Number of Residential Zones from six (6) to three (3) Zones:**

1. The R-1 Single Family Zone – Is necessary to guide development in the Sunset Pines area and surrounding residential areas.
2. The R-L Low Density Zone, R-H Density Zone, and the R-M Density Zone can be combined into a new Village Style Zone. This will increase housing densities and will encourage residential infill development in appropriate areas including adjacent to the Central Business District Zone.
3. CBD - Central Business District Zone – Is necessary to guide development in the downtown area.



**Future Action – Incorporate Mixed-Use Land Uses to Create a More Dynamic Town Center Atmosphere.**

**Consideration should be given to the following:**

- Create interconnected uses by adding pedestrian friendly facilities
- Stack uses such as residential or office uses over retail uses
- Allow different densities and heights
- Include flexible uses – reduce restrictions on residential and commercial projects
- Incorporate density incentives in return for including public benefits and amenities with projects
- Develop a set of Design Guidelines that visually represent the types of residential / commercial development desired



**Future Action – Evaluate Adding a Mixed-Use Overlay Zoning District along Major Corridors to Encourage Diverse Developments without Impacting Surrounding neighborhood areas:**

- SR 120 - N. Jay St through the downtown area and towards Renovo
- SR 150 - E. Main Street through the Central Business District and towards Flemington Borough
- East and West Water Street through the Water Street Historic District

**Consideration should be given to the following:**

- Create pedestrian-oriented neighborhoods
- Encourage innovative use of space
- Incentivize energy-efficient design
- Promote infill development



## Housing Incentives & Resources

The following describes existing incentives and resources the City can use to address Housing Priorities identified in this Housing Study.

### **Local Economic Revitalization Tax Assistance (LERTA)**

The City offers a LERTA program for qualified improvements to any industrial, commercial, or other business property owned by an individual, association or corporation and located within areas zoned as Central Business Districts, General Commercial Districts, General Commercial/Light Industrial Districts, and Industrial Districts. The concept behind a LERTA is rather straightforward. A property owner who improves their property within the LERTA area is able to phase over time the resulting increased tax obligation on a set schedule instead of being responsible for the whole increased tax obligation all at once. A LERTA program is an important incentive for encouraging new development and rehabilitation projects. A LERTA is approved for use by the local taxing authorities - City, County, and School District. The City's LERTA Program is currently not applicable to residential projects.



**Future Action - The City of Lock Haven will explore a revision to their LERTA Ordinance to include eligible Residential Projects.**



**Future Action - The exemption schedule for new construction and improvements made to residential properties should be consistent with the schedule for Retail/Commercial Improvements.**

### **Historic Preservation Tax Credit (HPTC)**

The PA HPTC program can provide up to \$500,000 per year in total tax credits to qualified taxpayers who make substantial improvements to a qualified historic structure to convert it into an income producing property in a manner that is consistent with the Secretary of the Interior's Standards for Rehabilitation. Tax credits may be applied against the tax liability of a qualified taxpayer which includes an individual, corporation, business trust, limited liability company, limited liability partnership, or any other form of legal business entity. Properties located in Lock Haven's Water Street Historic District can become eligible to receive historic preservation tax credits if they renovate their properties in accordance with the U.S. Secretary of the Interior's Standards for Rehabilitation. More information about this tax credit program is available from the Pennsylvania Historical and Museum Commission ([www.phmc.state.pa.us](http://www.phmc.state.pa.us)).



**Future Action - The City will contact the Pennsylvania State Historic Preservation Office (SHPO) to discuss potential projects and to schedule a site visit.**



**Future Action - The City will host workshops focused on educating property owners on the Tax Credit Program and the Secretary of the Interior's Standards and Guidelines for historic preservation.**



# COMMUNITY ENGAGEMENT

## “What We Want”

The Destination Lock Haven Comprehensive Plan is a community developed plan. A variety of options and opportunities were provided for residents and other stakeholders to be involved with the planning process. Connecting the community to the Plan ensures a high level of ownership of and investment in implementation efforts.

The following section shows what residents, business owners, and other stakeholders want to achieve for Lock Haven’s future. The Destination Lock Haven Team was committed to obtaining input from the community to be used as guidance to develop the Action Strategies included in this Plan. These Action Strategies address the community’s top priorities.

Detailed summaries of each engagement meeting and other sources of community input, guidance, and feedback are provided in the Appendix document (Volume 2).

## Community Engagement Process

The following highlights the engagement efforts completed for this Plan.

### Kick Off Meeting



City Council  
Planning Commission  
City Departments

### Public Meetings



Group & 1-on-1 discussions  
Over 100 comments received

### Outreach Event



Interactions with residents & visitors  
Held during the Pedestrian Mall &  
Summer Concert

### Virtual Town Hall



Broadcast via Facebook  
Live & YouTube

### Focus Groups



Business, Housing,  
Service Providers, and  
City-County Sessions

### Public Workshop



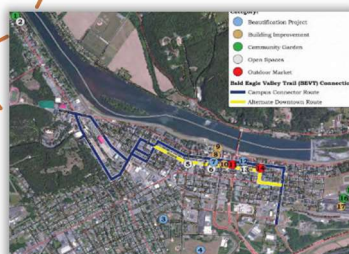
Reviewed Draft Priorities  
& Action Items

### Community Survey



Community Assets,  
Problems, and Priorities  
193 responses

### Comment Map



Site-Specific Comments  
and Suggestions

### Media Support



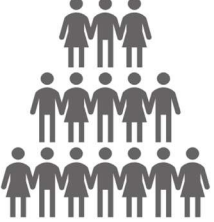




The Lock Haven Express  
The Record

## Community Priorities

The community's desire to become a better destination was evident throughout the Engagement process. Residents, City, and County officials and staff, and other participants helped to identify an initial list of items they wanted to see accomplished in the City. This initial list ranged from infrastructure, community life, business opportunities, community housing and development, Lock Haven University, transportation, blight removal, events, programs, and other related community improvements. Most of this initial input came from the public engagement meetings, workshops, the public outreach event, and the virtual Town Hall session. The Community Survey helped to further define specific types of goals and objectives wanted by the community. The Interactive Comment Mapping helped to identify specific locations for facility improvements, enhancements, and other amenities.

A series of targeted focus group sessions were completed to review public input and to gain consensus on top priorities. The following highlights the resulting top five (5) community improvement priorities this Plan addresses.

Community Improvement Priorities				
				
Housing	Business	Service Providers	Recreation	Sustainable Community

These overall improvement priorities are rather broad on their own. Public input, results from the focus group sessions, along with input from the Destination Lock Haven Planning Team helped to identify more specific goals and objectives included in each improvement category. The following pages highlight the goals and objectives in each improvement category.



## Housing Improvements

Improve building code and property maintenance.

Reestablish Façade grants – previous program provided good improvements to the City.



Address the high cost rental market.

Better promotion of existing higher end rental options – for the professional demographic.

Encourage housing conversions and renovations.

Encourage more people to live downtown.

Types of new housing wanted include affordable housing options, mixed use housing/commercial developments, market rate/affordable housing, affordable starter homes, senior housing, and housing for lower incomes.

## Business Improvements

Attract new businesses and customers via digital marketing, social media, and promotion efforts.

More events that attract residents and visitors to the downtown area - First Fridays, Taste & Tours, outdoors markets, streets fairs, etc.



Optimize business operation schedules - hours, days, methods of sales, and marketing approaches.

Connect empty storefronts with opportunities to attract new businesses, incubator programs, shared space options, open houses, business, and entrepreneur mentorships, etc.

Connect Lock Haven students with local jobs/businesses.

Types of new business wanted include those that sell tangible items like clothing, gifts, craft/fabric supplies, nutritional foods, fitness/exercise, home goods, books, and unique items made locally or in PA. More sit-down restaurants, entertainment and art venues, ice cream parlors, and those that cater to outdoor- and eco- tourists.

## **Service Provider Improvements**

Develop opportunities for more targeted children and youth activities.

Create outreach opportunities for City Police, Fire, and EMS to maximize volunteer recruitment, fundraising, community awareness, and community pride in their services.



Establish better communication between the government and public needs.

Better promotion and distribution of information on free or low-cost opportunities for recreation, parks, concerts, views, vistas, WiFi access, YMCA, library, festivals, camps, City open spaces, etc.

Enhance the family-oriented environment that makes the City a good place to raise a family.

Improve communication between the City and service providers.

Identify effective ways the City/this Plan can support community-based service providers.

## **Recreation Improvements**

Improve pedestrian and bicycling facilities and routes within the City.

Improve bicycling safety in the City.



Connect Lock Haven with existing regional trails.

Improve City owned parks and other outdoor spaces. Suggested improvements included children's play area downtown, Wi-Fi access, walking paths, hiking/biking trails, indoor recreation, dog park, and new skate park.

Reimage public spaces for social distancing gatherings.

Explore open space and recreation opportunities on Lock Haven City Authority (LHCA) properties.



## Sustainable Community Improvements

More activities that engage residents and attract visitors.

Building renovations and blight removal.



Wayfinding signage improvements.

Farmers markets and community gardens.

Outdoor work spaces with WiFi access.

Beautification and visual improvement projects - at City gateways and throughout town. This includes more tree and vegetation plantings, solar projects, and public art projects.

The City of Lock Haven hosted a Community Workshop to review these Priorities as well as the Goals and Objectives for each. Participants provided constructive comments, guidance, and additions. Following this Community Workshop, the City generated a public “no contact” online survey review. Results of the public reviews shaped the final Priorities, Goals, and Objectives included in the Action Strategies described in the following section.

The following summarizes the process used to evolve all the initial community input into Final Priorities, Goals, and Objectives.



Initial list of community wants and needs condensed into Community Focus Areas



Community Focus Area refined by Targeted Focus Groups  
Resulted in five (5) Improvement Priority Goals



Final Priority Goals and Objectives established  
through the Public Review process

# ACTION STRATEGIES

The process for updating this Lock Haven Comprehensive Plan evoked a tremendous response from the community. A level of collective optimism among the participants, including many younger residents, was tangible throughout. Slogans such as “we are all part of something greater”, “we are here to stay” and “we are all in this together” symbolized the community’s commitment to working together for a better Lock Haven. The high level of community participation and support is what makes ‘Destination Lock Haven’ an appropriate name for this Plan. Generating renewed enthusiasm within the community is one of the most important outcomes of the Plan.

The following section presents five (5) Actions Strategies for the City to implement over the next ten (10) years. The priority goals and actions items included in the Strategies are not absolutes. A certain amount of flexibility should be considered as implementation occurs. This allows the City to adjust and modify the Strategies to take advantage of new opportunities.

The following approach guided the development of the Action Strategies:



## **Identified Community Focus Areas**

The Community Engagement process identified four main focus areas for the plan.



## **Evolved Community Focus Areas into Priority Goals**

Focus Groups elaborated on strengths and weaknesses to help create goals for the future.



## **Developed Priority Goals and Action Items**

Implementable goals and actions items were generated from community input.

The Destination Lock Haven Team presents the following five (5) Action Strategies. These Strategies reflect what Lock Haven residents want to achieve and reflect how the City can address Implementation. Each Strategy reinforces an important component of the **Destination Lock Haven** brand.



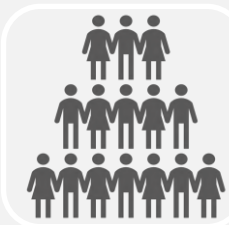
## **Housing Strategy**

**Create a Sustainable Housing Market**



## **Business Strategy**

**Create a More Vibrant and Business Friendly Atmosphere**



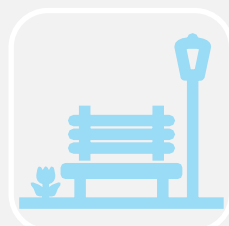
## **Service Provider Strategy**

**Improve Capabilities, Opportunities, and Abilities to Serve**



## **Recreation Strategy**

**Reimage Outdoor Spaces and Venues**



## **Sustainable Community Strategy**

**Enhance Infrastructure, Facilities, and Connections**

# HOUSING STRATEGY



Lock Haven residents want to have additional affordable starter homes, better housing choices for seniors and those with lower incomes and more opportunities for downtown living. They also want the City to address high rental costs and have a plan for encouraging more renovations/conversions of blighted/underutilized properties back into productive use. Local housing advocates and experts also identified blight removal/remediation, addressing the high cost of rental housing, and providing more housing choices to attract/accommodate different age groups and income levels as top priorities. Making pragmatic progress on housing priorities in the City starts with setting realistic goals and action items that are achievable using local resources and partnerships.

The Lock Haven Housing Strategy focuses on four (4) Priority Goals. Recommended action items for each Priority Goal along with implementation guidance are provided on the following page.



**Priority Goal** - Foster an Attractive and Sustainable Housing Market



**Priority Goal** - Develop a Strategy to Encourage Conversion of Rental Stock into Owner-Occupied Housing



**Priority Goal** - Implement and Enforce the International Property Maintenance Code



**Priority Goal** - Encourage and/or Incentivize Energy-Efficient Improvements to Local Housing Stock

## Priority Goal - Foster an Attractive and Sustainable Housing Market

### ACTION ITEMS:

- Encourage downtown living among professionals.
  - Consider new or updated condo living opportunities to provide low maintenance options.
- Develop an aging-in-place program to allow older residents to stay in the City.
  - Connect needs of residents with appropriate services (housekeeping, landscape services, snow removal, etc.).
- Encourage mixed-use developments that support various uses for residents and visitors.

## Priority Goal – Develop A Strategy to Encourage Conversion of Rental Stock into Owner-Occupied Housing

### ACTION ITEMS:

- Generate a comprehensive list of rental properties targeted for renovations.
- Establish a program that offers assistance in purchasing or renovating rental properties with the intentions of converting the property into single-family homes.
- Develop relationships with local groups to assist in renovation projects. Examples include, but are not limited to: Habitat for Humanity, church groups, Keystone Central School District, and STEP's housing program.

## Priority Goal - Implement and Enforce the International Property Maintenance Code

### ACTION ITEMS:

- Sustain the workload within the City's Code and Zoning Office so that enforcement can be done more regularly.
- Explore the City's administration and oversight of rental inspections.

## Priority Goal – Encourage and/or Incentivize Energy-Efficient Improvements to Local Housing Stock

### ACTION ITEMS:

- Explore programs that educate homeowners on energy efficient and green energy initiatives.
- Establish a weatherization program for low-moderate income homeowners to benefit from energy efficient improvements.




# BUSINESS STRATEGY




The Lock Haven business community worked diligently throughout this planning process to identify and describe core issues, problems, and other impediments they experience in the Central Business District. They also very adeptly identified a number of opportunities that would help build the business climate and retail draw of the City. Downtown Lock Haven, Inc. promotes the promise of Lock Haven by working with business owners, merchants, community volunteers and elected officials to promote and preserve the economic viability as well as the historic value of Lock Haven.

The Lock Haven Business Strategy focuses on four (4) Priority Goals. Recommended actions items for each Priority Goal along with supporting implementation guidance information are provided on the following pages.

 **Priority Goal** - Support Downtown Lock Haven, Inc. Initiatives to Assist Businesses Within the City

 **Priority Goal** - Promote Housing Options Within the Central Business District to Build a Sustainable Customer Base

 **Priority Goal** - Continue to Explore Opportunities to Enhance the Atmosphere of the Central Business District

 **Priority Goal** - Simplify the City's Zoning Ordinance and Zoning Districts to Enable More Business-Friendly Development



## Priority Goal - Support Downtown Lock Haven, Inc. Initiatives to Assist Businesses Within the City

### ACTION ITEMS:

- Provide assistance for the organization to regain Main Street certification.
  - Once this certification is achieved, explore the implementation of a façade grant program.
- Continue to address the feasibility of the adaptation of the Masonic Temple into a County Cultural Center.
  - Support the recommendations made in the Feasibility Study.
- Collaborate with the organization to implement events, programs, and initiatives that support business owners and promote economic development activities within the City.



## Priority Goal - Promote Housing Options Within the Central Business District to Build a Sustainable Customer Base

### ACTION ITEMS:

- Encourage apartment buildings downtown to install elevators to expand the variety of tenants interested in the property.
  - Pursue funding options that can be used to support or incentivize building owners to make these improvements.
- Introduce Mixed-Use Zones into the Zoning Ordinance to increase density of new developments and allow for infill developments where available.
- Encourage improvements to historic downtown buildings while adhering to the Secretary of the Interior's Standards and Guidelines for historic preservation.



## Priority Goal - Continue to Explore Opportunities to Enhance the Atmosphere of the Central Business District

### ACTION ITEMS:

- Invest in passive public spaces within the Central Business District.
  - Explore the feasibility of Wi-Fi capabilities in public spaces.
- Collaborate with local groups to bring festivals and events to the Central Business District that improve the quality of life in the Central Business District and City.
- Maintain amenities to ensure walkability and safety for all residents.
  - Continue to maintain streetscape improvements.
  - Improve traffic control devices as technology advances.



## Priority Goal - Simplify the City's Zoning Ordinance and Zoning Districts to Enable More Business-Friendly Development

### ACTION ITEMS:

- Investigate the introduction of Mixed-Use Zones to develop walkable and diverse neighborhood centers in areas of the City that will benefit from this designation.
- Adapt zones to focus development along major corridors that will not encroach on low to medium residential neighborhoods.
  - Create a Financial Prospectus to encourage business development in these areas and within the City's Federal Opportunity Zones.
- Incorporate overlay districts for uses such as the William T. Piper Airport and Lock Haven University.

# SERVICE PROVIDER STRATEGY



Promoting and enhancing Service Providers and the valuable community resources, services, and opportunities they provide to City residents further sets Lock Haven apart from other communities. Strengthening, enhancing, and encouraging these Service Providers will build support for those in need, awareness of community needs, and a feeling of togetherness that collectively strengthens Lock Haven as a destination.

The Lock Haven Service Provider Strategy focuses on three (3) Priority Goals. Recommended actions items for each Priority Goal along with supporting implementation guidance information are provided on the following pages.




**Priority Goal** - Work to facilitate a network of interconnected service providers with the goal of reducing duplication of services and strengthening individual providers' capability



**Priority Goal** - Work with community-based service providers to enhance recreational and educational opportunities on City-owned properties



**Priority Goal** - Encourage investment in public safety to build volunteers and advance technology



## Priority Goal - Work to Facilitate a Network of Interconnected Service Providers with the Goal of Reducing Duplication of Services and Strengthening Individual Providers' Capability

### ACTION ITEMS:


- Continue to have City Staff participate on boards and committees related to service providers and make connections between the providers' goals and community needs.
- Analyze reports and documents produced by service providers within the City and recognize how the City can support their intended actions.



## Priority Goal - Work with Community-Based Service Providers to Enhance Recreational and Educational Opportunities on City-Owned Properties

### ACTION ITEMS:

- Promote the use of City-owned parks for day camps, sports leagues, and other organized activities.
  - Connect with service providers to realize the potential of the open spaces within the City.
- Use public spaces as a way to enable service providers to provide free or low- cost opportunities for youth in the community.
- Continue to allow clubs and organizations in the community to hold events on City-owned property.



## Priority Goal - Encourage Investment in Public Safety to Build Volunteers and Advance Technology

### ACTION ITEMS:

- Explore the reinvigoration of the Junior Firefighter program.
  - Connect with students at Keystone Central School District and other youth programs in the community.
- Encourage community engagement and outreach events hosted by the City of Lock Haven Police and Fire Departments.
  - Continue to collaborate with the City's Diversity Roundtable group to gain an understanding of the ever-changing community.
- Continue to pursue funding opportunities to properly equip officers and firefighters.
  - Collaborate with Police and Fire Chiefs to better understand the needs of the departments.
  - Plan for larger investments in advance to ensure the purchases are within a sustainable budget



# RECREATION STRATEGY



Outdoor recreation areas, open-air workstations, and gathering places are among the growing trends for recreation spaces. Lock Haven offers many public parks that include playgrounds, sports parks, passive parks, and greenspaces. Enhancing existing recreation opportunities by investing in outdoor spaces and public venues will improve the quality of life of Lock Haven residents and set the course for Lock Haven to be a destination community.

The Lock Haven Recreation Strategy focuses on three (3) Priority Goals. Recommended actions items for each Priority Goal along with supporting implementation guidance information are provided on the following pages.



**Priority Goal - Enhance Outdoor Parks, Public Spaces, and Outdoor Venues**



**Priority Goal - Designate a Preferred Inter-Community Bicycle Route**



**Priority Goal - Enhance Recreational Use of Lock Haven City Authority (LHCA) Land While Sustaining High Water Quality**



## Priority Goal – Enhance Outdoor Parks, Public Spaces, and Outdoor Venues

### ACTION ITEMS:

- Upgrade and maintain City parks and playgrounds to ensure safety and boost recreational activity in the community.
  - Ensure all parks and playgrounds meet all applicable standards including, but not limited to, Americans with Disabilities Act (ADA) Standards for Accessible Design, American Society for Testing and Materials (ASTM), and Consumer Product Safety Commission (CPSC).
  - Incorporate various uses within parks and playgrounds to satisfy a variety of users.
- Re-imagine public spaces and outdoor venues to reflect the interests, culture, and identity of the community.
  - Implement passive uses such as walking paths and working spaces.
  - Continue to adapt the Summer Concerts Series to reflect public interests.
- Explore the feasibility of incorporating Wi-Fi capabilities in public parks and spaces.
- Prepare a Parks and Open Space Plan and Master Site Development Plan for all City parks.
- Pursue funding opportunities to support improvements to parks, playgrounds, and public spaces.



## Priority Goal - Designate a Preferred Inter-Community Bicycle Route

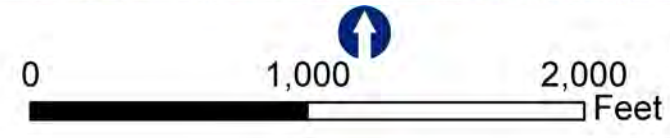
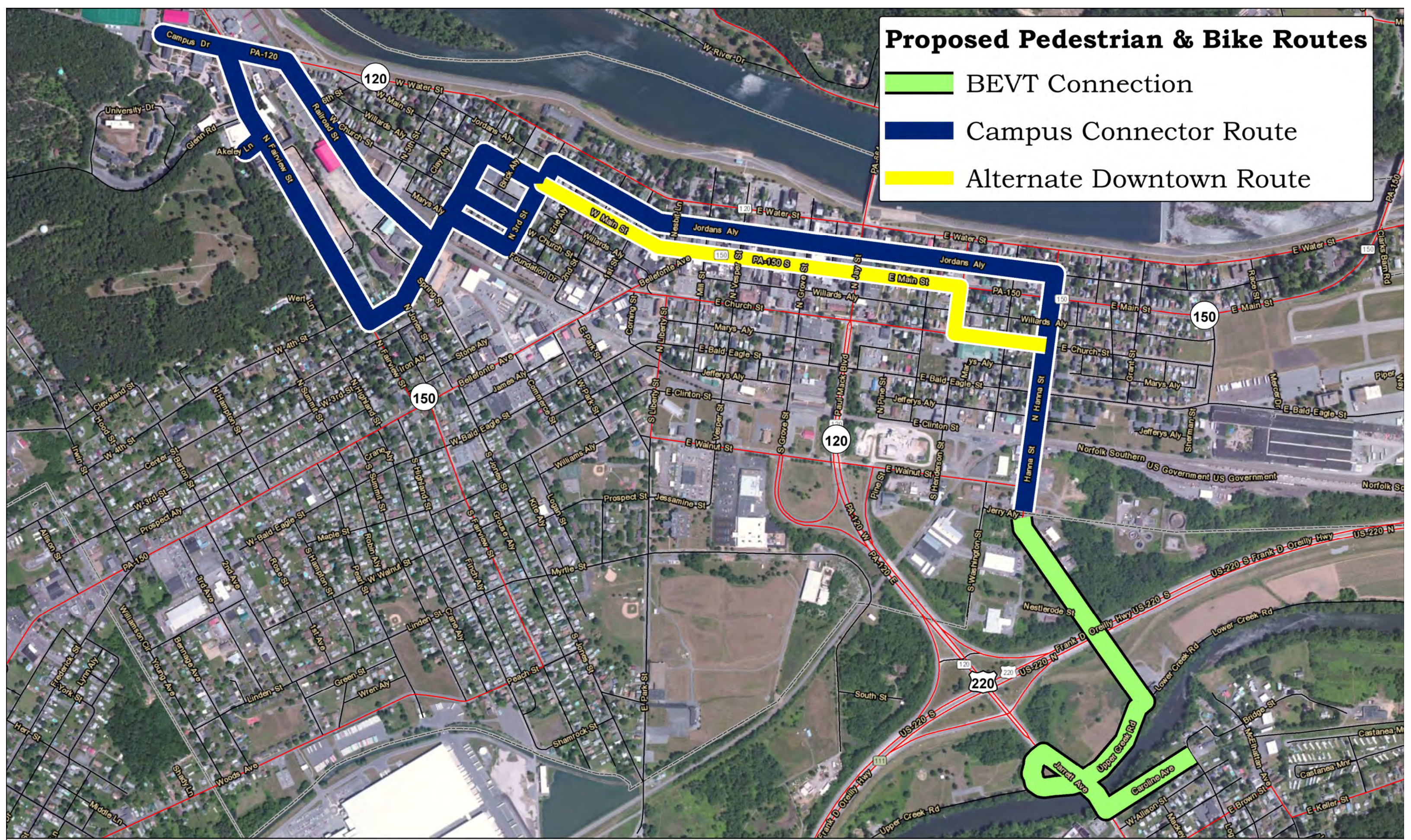
### ACTION ITEMS:

- Collaborate with prominent partners to develop safe bicycle routes in the City.
  - Utilize public input from this plan and further community engagement strategies to identify a desired route.
  - Suggested routes include the Campus Inter-Connector Route and the Alternative Downtown Route – these routes are shown on the map on the following page.
  - Connect with the Pennsylvania Department of Transportation (PennDOT) and other necessary partners to complete safety studies and implement the route.
- Connect bicycle infrastructure to the Bald Eagle Valley Trail (BEVT) and other regional trail networks in the area.
  - Evaluate Hanna Street as a potential connection route to the BEVT (see map on following page).
- Pursue funding opportunities to support the implementation of bicycle route and development of associated infrastructure.



# Proposed Pedestrian & Bike Routes

- BEVT Connection
- Campus Connector Route
- Alternate Downtown Route



City of Lock Haven Comprehensive Plan  
Destination Lock Haven

Pedestrian & Bike Routes





## Priority Goal - Enhance Recreational Use of Lock Haven City Authority (LHCA) Land While Sustaining High Water Quality

### ACTION ITEMS:

- Develop and implement a comprehensive plan for a sustainable trail system.
  - Create and distribute detailed maps of trail system once established.
  - Properly sign all trail routes to ensure safety of users.
  - Pursue funding opportunities to support these efforts.
- Increase outreach to the public regarding recreation, watersheds, activities, etc. on LHCA land.
  - Promote trail system with maps, signage, and tourism outreach.
  - Collaborate with the Department of Conservation and Natural Resources (DCNR) to develop on-site educational programs for youth.
- Explore options to enhance/restore Zindel Park.
  - Pursue funding to support the rehabilitation and enhancement of the park.
- Coordinate with the appropriate partners about recreation potential and activities within the LHCA land.
- Continue to manage the property through the Working Woodlands Program.
  - Use the LHCA FSC-Certified Forest Management Plan of 2013 to guide best management practices and carry out scheduled activities.

### Park and Recreation Area Enhancement Funding

The City is eligible for PA Department of Conservation and Natural Resources (DCNR) Community Conservation and Community Conservation Partnerships Program (C2P2) funding to develop Parks and Open Space Plans and Master Site Development Plans for each Park area. Parks and Open Space Plans promote greenways and corridors that connect people, parks, historic/cultural sites and natural areas. Master Site Development Plans are site-specific studies that include site information and analysis of activities, facilities, maintenance, and operations. These studies lead to completion of a site development drawing in conformance with current design standards and cost estimates for the full development or redevelopment of a park or other recreational use. DCNR also provides grant funding for the development and/or rehabilitation of community parks.

The City is eligible for Department of Community and Economic Development (DCED) Greenways, Trails and Recreation Program (GTRP) for Public Park and Recreation Area planning funding. Eligible projects involve the rehabilitation and development of public indoor and/or outdoor park, recreation and conservation areas and facilities. Parks and recreation areas include those for use as a neighborhood, community or regional public park and recreation site. Property may be acquired for active and/or passive recreation use to create new parks and recreation areas and/or expand existing recreational sites. Planning Projects funded by the GTRP “lay the groundwork” for future land acquisition, development and/or management of parks, recreational facilities, critical habitat, open space, natural areas, greenways, motorized and non-motorized trails and river/watershed corridors. Planning projects also include the development of business plans for expansion or establishment of outdoor recreation businesses.



## Trail and Pedestrian/Bike Route Funding

The PA Department of Conservation and Natural Resources (DCNR) and Department of Community and Economic Development (DCED) Greenways, Trails and Recreation Program (GTRP) for Greenways and Trail Program also funds development of linear public facilities, such as bicycle, walking, equestrian, snowmobile, and nature trails. Funding is also available for related support facilities including access roads, parking areas, walks, comfort station, lighting, landscaping, and signage. PennDOT has also been a source of funding for enhancement projects. Typical enhancement projects have included sidewalks, trails, safe routes, and similar types of pedestrian improvements. The Commonwealth Financing Agency's (CFA) and PennDOT's Multimodal Transportation Fund programs are also good sources of funding for pedestrian/bike route projects. Funds may be used for the development, rehabilitation, and enhancement of transportation assets to existing communities, streetscape, lighting, sidewalk enhancement, pedestrian safety, connectivity of transportation assets and transit-oriented development.

The following is a summary of potential Parks, Recreation and Trail Related funding sources.

Criteria	DCNR C2P2	DCED CFA - GTRP	PennDOT – Enhancements	PennDOT Multimodal	CFA Multimodal
Grant Award Amounts	Over \$100,000	Up to \$250,000	\$50,000 – \$1,000,000	\$100,000 – \$3,000,000	\$100,000 – \$3,000,000
Local Match Requirement	50%	15%	All Pre- Construction Activities	30%	30%
Typical Submission Cycle	Annually April	Annually May	2-yr cycle 2022	Annually December	Annually July

- PennDOT - Pennsylvania Department of Transportation
- DCNR - Department of Conservation and Natural Resources
- DCED - Department of Community and Economic Development
- C2P2 - DCNR's Community Conservation Partnerships Program
- Enhancements - PennDOT's Transportation Enhancement Programs
- GTRP – CFA's Greenways, Trails and Recreation Program
- CFA - Commonwealth Financing Authority
- MTF - Multimodal Transportation Fund

# SUSTAINABLE COMMUNITY STRATEGY





The previous four (4) Action Strategies all focused on specific aspects of the City – Housing, Business, Service Providers and Recreation. However, there are four (4) additional goals the City wishes to pursue that are aimed at improving the community’s standard of living. These include addressing infrastructure needs, connecting residents to needed resources, creating a more energy efficient community, and creating a more pedestrian and biking friendly community.


The Lock Haven Sustainable Community Strategy focuses on four (4) Priority Goals. Recommended action items for each Priority Goal along with supporting implementation guidance information are provided on the following pages.

 **Priority Goal** - Update Aging Infrastructure in City-Owned and Operated Utilities of Water, Sewer, and Stormwater.

 **Priority Goal** - Connect Residents with Local Food and Nutrition, Culture, and Art Resources.

 **Priority Goal** - Encourage and/or Incentivize Energy Efficient Improvements to Public and Private Facilities

 **Priority Goal** – Work to Develop a Multimodal Friendly Transportation Network



## Priority Goal - Update Aging Infrastructure in City-Owned and Operated Utilities of Water, Sewer, and Stormwater

### ACTION ITEMS:


- Continue to identify and address outdated infrastructure and areas of inefficiency within the water, sewer, and stormwater systems.
- Explore funding opportunities to finance water, sewer, stormwater, and other infrastructure related projects throughout the City.
- Ensure infrastructure is adequate for future development.



## Priority Goal – Connect Residents with Local Food and Nutrition, Culture, and Art Resources

### ACTION ITEMS:

- Initiate a Local Foods, Local Places program to encourage residents to eat and live healthy lifestyles while supporting the local food system.
- Support the continuation of a local farmers market in the City.
  - Develop ways to connect low to moderate income populations to this event.
- Implement community gardens at favorable sites in the City.
  - Collaborate with local clubs and organizations to maximize the access and benefits of the gardens.
- Invest in beautification projects throughout the City.
  - Collaborate with local groups and organizations to implement beautification projects.
- Promote the connection between youth in the community with arts and culture.
  - Support public art that reflects cultural topics.
  - Encourage local arts groups to collaborate with youth in the community.
- Work with Clinton County Conservation District for Urban Agriculture Grants.



## Priority Goal - Encourage and/or Incentivize Energy Efficient Improvements to Public and Private Facilities

### ACTION ITEMS:

- Continue to investigate alternate energy uses at public facilities.
  - Explore funding opportunities to support these initiatives.
  - Collaborate with private sector developers interested in bringing alternative energy within the City.
- Explore programs that assist building and homeowners in making energy efficiency improvements.
- Encourage energy efficient building standards for new developments within the City.

- Examples include but are not limited to LEED (Leadership in Energy and Environmental Design), Energy Star, and National Green Building Standard, Enterprise Green Communities and US Passive House.
- Achieve the Platinum standard under the Sustainable PA Community Certification for the City of Lock Haven.

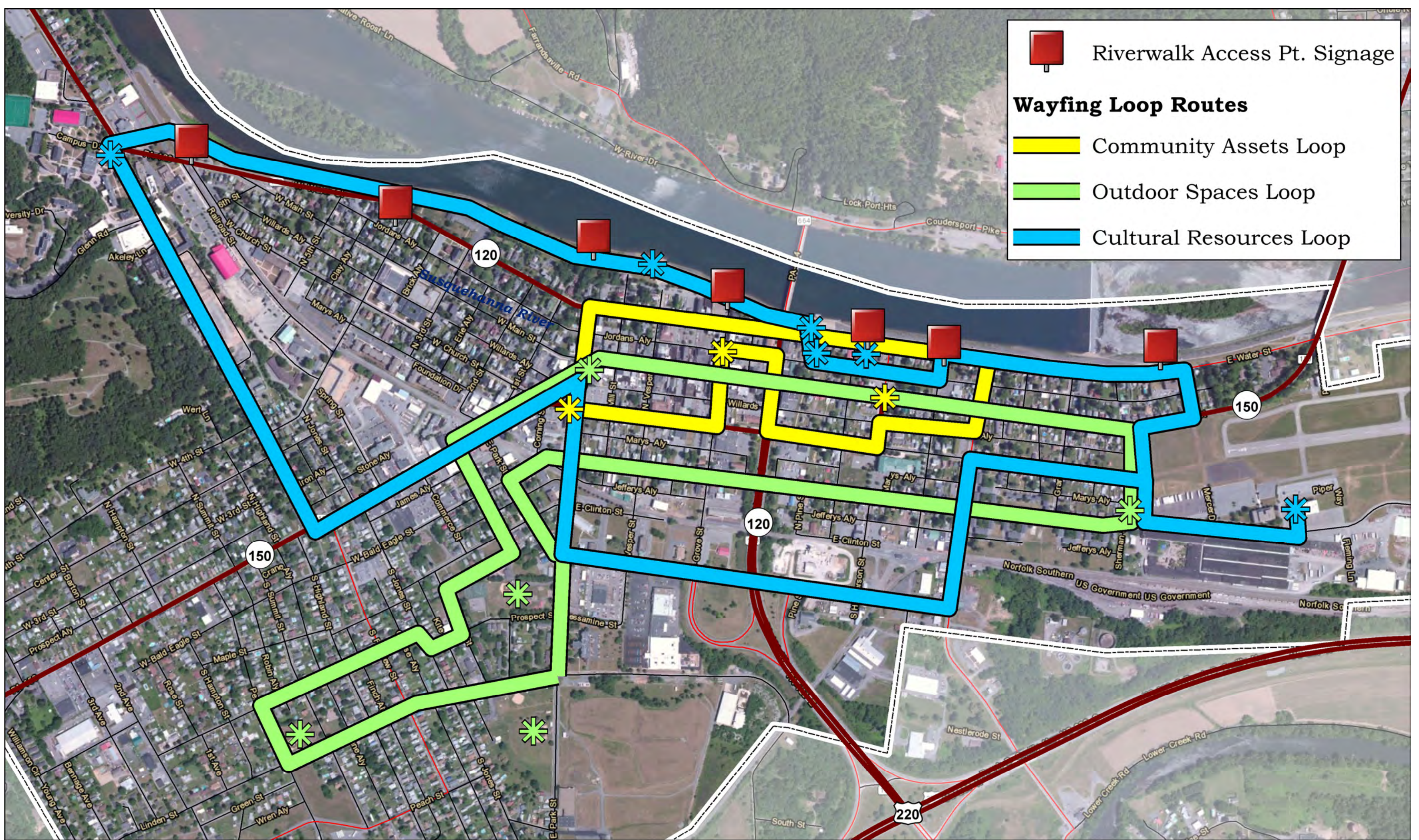
## Priority Goal - Work to Develop a Multimodal Friendly Transportation Network


### ACTION ITEMS:

- Develop and sustain a safe intercommunity bike route.
  - Identify a corridor for the route that will benefit the community and ensure the safety of users.
  - Pursue potential funding opportunities to support development of the route.
  - Apply for Walk Friendly Communities (<http://walkfriendly.org/>) and Bike Friendly Community (<https://www.bikeleague.org/community>) Designations.
  - Organize a Bike/Pedestrian Subcommittee under the Recreation and Parks Committee to identify additional ideas on how to improve the bike/ped conditions in the City.
- Continue to maintain sidewalks, crosswalks, and other pedestrian infrastructure.
  - Ensure public pedestrian ways meet all relevant codes.
  - Assessment of sidewalks, crosswalks, curb cuts for walkability and ADA.
  - Work with private property owners to ensure private pedestrian ways meet all relevant codes.
  - Explore funding options and continue existing programs to assist property owners in making necessary upgrades.
- Support River Valley Transit and their expansion of public transportation into Lock Haven and surrounding areas.
  - Continue to have a representative from the City involved in River Valley Transit business.
  - Advocate for the service to continue in the area.
  - Boost ridership in the City by investing in bus stops, promoting bus routes, and encourage the incorporation of the organization in community events.
- Install wayfinding signage to help pedestrians, bicyclists, motorists, to navigate places of interest within the City.
  - Identify “loops” that connect commonly visited places to increase tourism and support active living.

The map on the following page provides examples of potential connection “loops”.









Riverwalk Access Pt. Signage


**Wayfinding Loop Routes**



Community Assets Loop



Outdoor Spaces Loop



Cultural Resources Loop



Grouped Wayfinding  
Signage Program



# FUTURE ACTIONS

The City of Lock Haven will complete the following actions as additional implementation items.



## **Continue to make Lock Haven a destination**

Continually evaluate implementation efforts and update Lock Haven City Council and Planning Commission on the plan's progress.



## **Maintain Community Engagement**

Conduct semi-annual progress meetings with the Lock Haven City Planning Commission and promote implementation achievements.



## **Conduct a three (3) year "Check-In" with Lock Haven University**

Engage students and faculty and evaluate local changes resulting from the Pennsylvania State System of Higher Education's Modified Merger Plan.



## **Complete a 2020 Census Update**

Update corresponding sections of the Destination Lock Haven plan when 2020 Census data is made available.



## **Update Zoning Ordinance**

Revise the City's Zoning Ordinance to reflect Action Items recommended in the Destination Lock Haven plan.

# IMPLEMENTATION SUMMARY MATRIX

A matrix summarizing the Priority Goals, Action Items, Implementation Timeline, and Potential Partners is included to provide additional clarity and understanding to guide the implementation efforts. If not specifically listed, potential partners should also include City Council, City Planning Commission, and City Departments. Priorities and timetables are difficult to categorize and may change over time. All implementation actions will lead to improvements in Lock Haven regardless of which order they are completed. Still, information on priorities and timetables are noted in the following manner in the summary matrices: Short-Term: 1-3 years; Mid-Term: 4-6 years; Long-Term: 7-10 years.

The City of Lock Haven Planning Department and Community Life Department are critical to the coordination of follow-up activities and implementation efforts. Organizations and groups, City Council and Planning Commission members, County officials and staff, residents, and other partners must also be actively involved in the implementation of this Plan.



# HOUSING STRATEGY

Priority Goal	Action Items	
Foster an Attractive and Sustainable Housing Market	<ul style="list-style-type: none"> <li>Encourage downtown living among professionals.               <ul style="list-style-type: none"> <li>Consider new or updated condo living opportunities to provide low maintenance options.</li> </ul> </li> <li>Develop an aging-in-place program to allow older residents to stay in the City.               <ul style="list-style-type: none"> <li>Connect needs of residents with appropriate services (housekeeping, landscape services, snow removal, etc.).</li> </ul> </li> <li>Encourage mixed-use developments that support various uses for residents and visitors.</li> </ul>	<p><u>Timeline</u> Short -Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>Downtown Property Owners</li> <li>Clinton County Housing Authority</li> <li>Clinton County Housing Coalition</li> <li>Building/Trades Professionals</li> <li>Housing Renovation Experts</li> </ul>
Develop a Strategy to Encourage Conversion of Rental Stock into Owner-Occupied Housing	<ul style="list-style-type: none"> <li>Generate a comprehensive list of rental properties targeted for renovations.</li> <li>Establish a program that offers assistance in purchasing or renovating rental properties with the intentions of converting the property into single-family homes.</li> <li>Develop relationships with local groups to assist in renovation projects. Examples include, but are not limited to: Habitat for Humanity, church groups, Keystone Central School District, and STEP's housing program.</li> </ul>	<p><u>Timeline</u> Mid-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>Habitat for Humanity, church groups</li> <li>Keystone Central School District</li> <li>STEP's housing program</li> <li>Building/Trades Professionals</li> <li>Local Housing Renovation Experts</li> </ul>
Implement and Enforce the International Property Maintenance Code	<ul style="list-style-type: none"> <li>Sustain the workload within the City's Code and Zoning Office so that enforcement can be done more regularly.</li> <li>Explore the City's administration and oversight of rental inspections.</li> </ul>	<p><u>Timeline</u> Mid-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>City Council</li> <li>City Planning Commission</li> <li>City Code and Zoning Office</li> </ul>



# HOUSING STRATEGY

Priority Goal	Action Items	
Encourage and/or Incentivize Energy-Efficient Improvements to Local Housing Stock	<ul style="list-style-type: none"><li>• Explore programs that educate homeowners on energy efficient and green energy initiatives.</li><li>• Establish a weatherization program for low-moderate income homeowners to benefit from energy efficient improvements.</li></ul>	<p><u>Timeline</u> Long-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"><li>• Clinton County Housing Authority</li><li>• Clinton County Housing Coalition</li><li>• Building/Trades Professionals</li><li>• Local Housing Renovation Experts</li></ul>





# BUSINESS STRATEGY

Priority Goal	Action Items	
Support Downtown Lock Haven, Inc. Initiatives to Support Businesses Within the City	<ul style="list-style-type: none"> <li>• Provide assistance for the organization to regain Main Street certification.               <ul style="list-style-type: none"> <li>◦ Once this certification is achieved, explore the implementation of a façade grant program.</li> </ul> </li> <li>• Continue to address the feasibility of the adaptation of the Masonic Temple into a County Cultural Center.               <ul style="list-style-type: none"> <li>◦ Support the recommendations made in the Feasibility Study.</li> </ul> </li> <li>• Collaborate with the organization to implement events, programs, and initiatives that support business owners and promote economic development activities within the City.</li> </ul>	<p><u>Timeline</u> Short -Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• Downtown Lock Haven, Inc.</li> <li>• Lock Haven University</li> <li>• Downtown Business Owners</li> <li>• Downtown Property Owners</li> <li>• Real Estate Professionals</li> </ul>
Promote Housing Options Within the Central Business District to Build a Sustainable Customer Base	<ul style="list-style-type: none"> <li>• Encourage apartment buildings downtown to install elevators to expand the variety of tenants interested in the property.               <ul style="list-style-type: none"> <li>◦ Pursue funding options that can be used to support or incentivize building owners to make these improvements.</li> </ul> </li> <li>• Introduce Mixed-Use Zones into the Zoning Ordinance to increase density of new developments and allow for infill developments where available.</li> <li>• Encourage improvements to historic downtown buildings while adhering to the Secretary of the Interior's Standards and Guidelines for historic preservation.</li> </ul>	<p><u>Timeline</u> Mid-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• Property Owners</li> <li>• Real Estate Professionals</li> </ul>
Continue to Explore Opportunities to Enhance the Atmosphere of the Central Business District	<ul style="list-style-type: none"> <li>• Invest in passive public spaces within the Central Business District.               <ul style="list-style-type: none"> <li>◦ Explore the feasibility of Wi-Fi capabilities in public spaces.</li> </ul> </li> <li>• Collaborate with local groups to bring festivals and events to the Central Business District that improve the quality of life in the Central Business District and City.</li> <li>• Maintain amenities to ensure walkability and safety for all residents.               <ul style="list-style-type: none"> <li>◦ Continue to maintain streetscape improvements.</li> <li>◦ Improve traffic control devices as technology advances.</li> </ul> </li> </ul>	<p><u>Timeline</u> Mid-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• Local Digital Marketing Professionals</li> <li>• Downtown Business Owners</li> <li>• PennDOT</li> <li>• Clinton County Visitors Bureau</li> <li>• PA Wilds</li> </ul>



# BUSINESS STRATEGY

Priority Goal	Action Items	
Simplify the City's Zoning Ordinance and Zoning Districts to Enable More Business-Friendly Development	<ul style="list-style-type: none"> <li>Investigate the introduction of Mixed-Use Zones to develop walkable and diverse neighborhood centers in areas of the City that will benefit from this designation.</li> <li>Adapt zones to focus development along major corridors that will not encroach on low to medium residential neighborhoods.               <ul style="list-style-type: none"> <li>Create a Financial Prospectus to encourage business development in these areas and within the City's Federal Opportunity Zones.</li> </ul> </li> <li>Incorporate overlay districts for uses such as the William T. Piper Airport and Lock Haven University</li> </ul>	<p><u>Timeline</u> Long-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>City businesses, Non-profit leaders</li> <li>Downtown Lock Haven, Inc.</li> <li>Property Owner</li> </ul>



# SERVICE PROVIDER STRATEGY

Priority Goal	Action Items	
Work to Facilitate a Network of Interconnected Service Providers with the Goal of Reducing Duplication of Services and Strengthening Individual Providers' Capability	<ul style="list-style-type: none"> <li>• Continue to have City Staff participate on boards and committees related to service providers and make connections between the providers' goals and community needs.</li> <li>• Analyze reports and documents produced by service providers within the City and recognize how the City can support their intended actions.</li> </ul>	<p><u>Timeline</u> Short -Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• STEP, Inc</li> <li>• Local groups, clubs and organization</li> <li>• City and County service providers</li> </ul>
Work with Community-Based Service Providers to Enhance Recreational and Educational Opportunities on City-Owned Properties	<ul style="list-style-type: none"> <li>• Promote the use of City-owned parks for day camps, sports leagues, and other organized activities.               <ul style="list-style-type: none"> <li>◦ Connect with services providers to realize the potential of the open spaces within the City.</li> </ul> </li> <li>• Use public spaces as a way to enable service providers to provide free or low- cost opportunities for youth in the community.</li> <li>• Continue to allow clubs and organizations in the community to hold events on City-owned property.</li> </ul>	<p><u>Timeline</u> Mid-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• County Library</li> <li>• Keystone Central School District</li> <li>• Keystone Central School District</li> <li>• Service Providers</li> </ul>
Encourage Investment in Public Safety to Build Volunteers and Advance Technology	<ul style="list-style-type: none"> <li>• Explore the reinvigoration of the Junior Firefighter program.               <ul style="list-style-type: none"> <li>◦ Connect with students at Keystone Central School District and other youth programs in the community.</li> </ul> </li> <li>• Encourage community engagement and outreach events hosted by the City of Lock Haven Police and Fire Departments.               <ul style="list-style-type: none"> <li>◦ Continue to collaborate with the City's Diversity Roundtable group to gain an understanding of the ever-changing community.</li> </ul> </li> <li>• Continue to pursue funding opportunities to properly equip officers and firefighters.               <ul style="list-style-type: none"> <li>◦ Collaborate with Police and Fire Chiefs to better understand the needs of the departments.</li> <li>◦ Plan for larger investments in advance to ensure the purchases are within a sustainable budget</li> </ul> </li> </ul>	<p><u>Timeline</u> Mid-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• Lock Haven Fire and Police Departments</li> </ul>



# RECREATION STRATEGY

Priority Goal	Action Items	
Enhance Outdoor Parks, Public Spaces, and Outdoor Venues	<ul style="list-style-type: none"> <li>• Upgrade and maintain City parks and playgrounds to ensure safety and boost recreational activity in the community.               <ul style="list-style-type: none"> <li>◦ Ensure all parks and playgrounds meet all applicable standards including, but not limited to, Americans with Disabilities Act (ADA) Standards for Accessible Design, American Society for Testing and Materials (ASTM), and Consumer Product Safety Commission (CPSC).</li> <li>◦ Incorporate various uses within parks and playgrounds to satisfy a variety of users.</li> </ul> </li> <li>• Reimagine public spaces and outdoor venues to reflect the interests, culture, and identity of the community.               <ul style="list-style-type: none"> <li>◦ Implement passive uses such as walking paths and working spaces.</li> <li>◦ Continue to adapt the Summer Concerts Series to reflect public interests.</li> </ul> </li> <li>• Explore the feasibility of incorporating Wi-Fi capabilities in public parks and spaces.</li> <li>• Prepare a Parks and Open Space Plan and Master Site Development Plan for all City parks.</li> <li>• Pursue funding opportunities to support improvements to parks, playgrounds, and public spaces.</li> </ul>	<p><u>Timeline</u> Short -Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• Local Vendors</li> <li>• Downtown Business Owners</li> <li>• Planning Commission</li> <li>• Clinton County Planning Staff</li> <li>• Planning, Design and Engineering Professionals</li> <li>• Lock Haven City Authority</li> </ul>
Designate a Preferred Inter-Community Bicycle Route	<ul style="list-style-type: none"> <li>• Collaborate with prominent partners to develop safe bicycle routes in the City.               <ul style="list-style-type: none"> <li>◦ Utilize public input from this plan and further community engagement strategies to identify a desired route. Suggested routes include the Campus Inter-Connector Route and the Alternative Downtown Route</li> <li>◦ Work with the Pennsylvania Department of Transportation (PennDOT) &amp; other necessary partners to complete safety studies &amp; to create the route.</li> </ul> </li> <li>• Connect bicycle infrastructure to the Bald Eagle Valley Trail (BEVT) and other regional trail networks in the area (Evaluate Hanna Street).</li> <li>• Pursue funding opportunities to support the implementation of bicycle route and development of associated infrastructure.</li> </ul>	<p><u>Timeline</u> Mid-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• Clinton County Government</li> <li>• Clinton County Planning Staff</li> <li>• Planning, Design and Engineering Professionals</li> <li>• Property Owners</li> <li>• Downtown Lock Haven, Inc.</li> <li>• PennDOT</li> </ul>





# RECREATION STRATEGY

Priority Goal	Action Items	
<p>Enhance Recreational Use of Lock Haven City Authority (LHCA) Land While Sustaining High Water Quality</p>	<ul style="list-style-type: none"> <li>• Develop and implement a comprehensive plan for a sustainable trail system.               <ul style="list-style-type: none"> <li>◦ Create and distribute detailed maps of trail system once established.</li> <li>◦ Properly sign all trail routes to ensure safety of users.</li> <li>◦ Pursue funding opportunities to support these efforts.</li> </ul> </li> <li>• Increase outreach to the public regarding recreation, watersheds, activities, etc. on LHCA land.               <ul style="list-style-type: none"> <li>◦ Promote trail system with maps, signage, and tourism outreach.</li> <li>◦ Collaborate with the Department of Conservation and Natural Resources (DCNR) to develop on-site educational programs for youth.</li> </ul> </li> <li>• Explore options to enhance/restore Zindel Park.               <ul style="list-style-type: none"> <li>◦ Pursue funding to support the rehabilitation and enhancement of the park.</li> </ul> </li> <li>• Coordinate with the appropriate partners about recreation potential and activities within the LHCA land.</li> <li>• Continue to manage the property through the Working Woodlands Program.               <ul style="list-style-type: none"> <li>◦ Use the LHCA FSC-Certified Forest Management Plan of 2013 to guide best management practices and carry out scheduled activities.</li> </ul> </li> </ul>	<p><u>Timeline</u> Mid-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• City Council</li> <li>• City Planning Commission</li> <li>• Lock Haven Recreation Department</li> <li>• Lock Haven City Authority</li> </ul>



# SUSTAINABLE COMMUNITY STRATEGY

Priority Goal	Action Items	
Update Aging Infrastructure in City-Owned and Operated Utilities of Water, Sewer, And Stormwater	<ul style="list-style-type: none"> <li>• Continue to identify and address outdated infrastructure and areas of inefficiency within the water, sewer, and stormwater systems.</li> <li>• Explore funding opportunities to finance water, sewer, stormwater, and other infrastructure related projects throughout the City.</li> <li>• Ensure infrastructure is adequate for future development.</li> </ul>	<p><u>Timeline</u> Short -Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• City Council</li> <li>• Lock Haven City Authority</li> </ul>
Connect Residents with Local Food and Nutrition, Culture, and Art Resources	<ul style="list-style-type: none"> <li>• Initiate a Local Foods, Local Places program to encourage residents to eat and live healthy lifestyles while supporting the local food system.</li> <li>• Support the continuation of a local farmers market in the City.               <ul style="list-style-type: none"> <li>◦ Develop ways to connect low to moderate income populations to this event.</li> </ul> </li> <li>• Implement community gardens at favorable sites in the City.               <ul style="list-style-type: none"> <li>◦ Collaborate with local clubs and organizations to maximize the access and benefits of the gardens.</li> </ul> </li> <li>• Invest in beautification projects throughout the City.               <ul style="list-style-type: none"> <li>◦ Collaborate with local groups and organizations to implement beautification projects.</li> </ul> </li> <li>• Promote the connection between youth in the community with arts and culture.               <ul style="list-style-type: none"> <li>◦ Support public art that reflects cultural topics.</li> <li>◦ Encourage local arts groups to collaborate with youth in the community</li> </ul> </li> <li>• Work with Clinton County Conservation District for Urban Agriculture Grants.</li> </ul>	<p><u>Timeline</u> Mid-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• Local Food Producers</li> <li>• Penn State Extension</li> <li>• Clinton County Arts Council</li> <li>• Business Owners</li> <li>• Property Owners</li> <li>• Artist Community</li> <li>• County Conservation District</li> </ul>
Encourage and/or Incentivize Energy Efficient Improvements to Public and Private Facilities	<ul style="list-style-type: none"> <li>• Continue to investigate alternate energy uses at public facilities.               <ul style="list-style-type: none"> <li>◦ Explore funding opportunities to support these initiatives.</li> <li>◦ Collaborate with private sector developers interested in bringing alternative energy within the City.</li> </ul> </li> <li>• Explore programs that assist building and homeowners in making energy efficiency improvements.</li> <li>• Encourage energy efficient building standards for new developments within the City.               <ul style="list-style-type: none"> <li>◦ Examples include, but are not limited to, LEED (Leadership in Energy and Environmental Design), Energy Star, and National Green Building Standard, Enterprise Green Communities and US Passive House.</li> </ul> </li> <li>• Achieve the Platinum standard under the Sustainable PA Community Certification for the City of Lock Haven.</li> </ul>	<p><u>Timeline</u> Mid-Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• Clinton County Housing Authority</li> <li>• Clinton County Housing Coalition</li> <li>• Building/Trades Professionals</li> <li>• Local Housing Renovation Experts</li> </ul>



# SUSTAINABLE COMMUNITY STRATEGY

Priority Goal	Action Items	
Work to Develop a Multimodal Friendly Transportation Network	<ul style="list-style-type: none"> <li>• Develop and sustain a safe intercommunity bike route.               <ul style="list-style-type: none"> <li>◦ Identify a corridor for the route that will benefit the community and ensure the safety of users.</li> <li>◦ Pursue potential funding opportunities to support development of the route.</li> <li>◦ Apply for Walk Friendly Communities (<a href="http://walkfriendly.org/">http://walkfriendly.org/</a>) and Bike Friendly Community (<a href="https://www.bikeleague.org/community">https://www.bikeleague.org/community</a>) Designations.</li> <li>◦ Organize a Bike/Pedestrian Subcommittee under the Recreation &amp; Parks Board to identify additional ideas on how to improve the bike/ped conditions in the City.</li> </ul> </li> <li>• Continue to maintain sidewalks, crosswalks, and other pedestrian infrastructure.               <ul style="list-style-type: none"> <li>◦ Ensure public pedestrian ways meet all relevant codes.</li> <li>◦ Assessment of sidewalks, crosswalks, curb cuts for walkability and ADA.</li> <li>◦ Work with private property owners to ensure private pedestrian ways meet all relevant codes.</li> <li>◦ Explore funding options and continue existing programs to assist property owners in making necessary upgrades.</li> </ul> </li> <li>• Support River Valley Transit and their expansion of public transportation into Lock Haven and surrounding areas.               <ul style="list-style-type: none"> <li>◦ Continue to have a representative from the City involved in River Valley Transit business.</li> <li>◦ Advocate for the service to continue in the area.</li> <li>◦ Boost ridership in the City by investing in bus stops, promoting bus routes, and encourage the incorporation of the organization in community events.</li> </ul> </li> <li>• Install wayfinding signage to help pedestrians, bicyclists, motorists, to navigate places of interest within the City.               <ul style="list-style-type: none"> <li>◦ Identify “loops” that connect commonly visited places to increase tourism and support active living.</li> </ul> </li> </ul>	<p><u>Timeline</u> Short -Term</p> <p><u>Potential Partners</u></p> <ul style="list-style-type: none"> <li>• Downtown Lock Haven, Inc.</li> <li>• PennDOT</li> <li>• Planning, Design and Engineering Professionals</li> <li>• Property Owners</li> <li>• Clinton County Planning Staff</li> </ul>