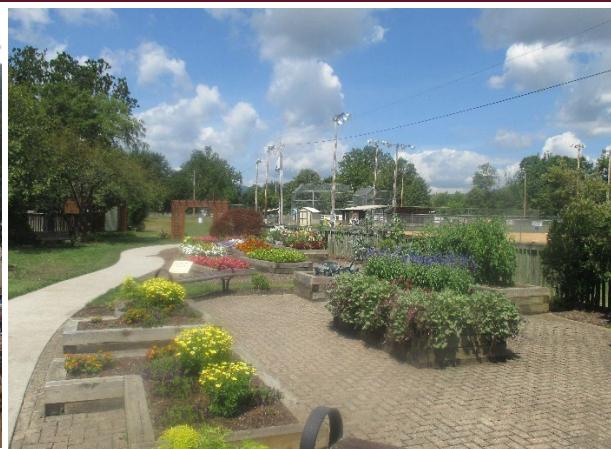




Hollidaysburg 2035

The Comprehensive Plan



DRAFT May 2, 2023

Table of Contents

Hollidaysburg 2035, The Comprehensive Plan

Acknowledgements	iv
1 Purpose and Preparation of Hollidaysburg 2035	1
Plan Purpose	1
Municipal Use of Planning Tools	1
Plan Preparation	2
Community Engagement	3
2 Hollidaysburg Past and Present	5
Geographic Context for Settlement and Development	5
Historical Development Eras	6
Community and Economic Metrics in 2020	8
Land Use Management, or Zoning	15
Recent County and Regional Planning	17
Development Goal for 2035 and Beyond	18
3 A Vision for Prosperity in 2035	19
Community Goals	19
Goal 1: Sustain and Strengthen Community Quality of Life	19
Goal 2: Diversify and Expand the Economy	20
Targeted Trends for 2035	22
Community and Economic Development Objectives	23
4 Sustain Small Town Character & Vitality	24
SWOT Assessment on Character & Vitality	24
Envisioned Outcomes for Community Character and Vitality in 2035	31
5 Expand Housing Options	36
SWOT Assessment on Housing	36
Envisioned 2035 Outcomes	38
6 Improve Streets and Sidewalks	39
SWOT Assessment on Streets and Sidewalks	39
Envisioned 2035 Outcomes	44

7 Improve Stormwater Management.....46

SWOT Assessment on Stormwater Management.....48

Envisioned 2035 Outcomes49

8 Integrate Economy, Recreation & Culture.....50

SWOT Assessment.....50

Envisioned 2035 Outcomes56

9 Support the Business Community58

SWOT Assessment on Business Community Support.....59

Envisioned Outcomes for Business Community Support in 2035.....60

10 Implementation63

Community Leadership & Collaboration63

Implementation Program65

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Preparation of this plan was funded by the Borough of Hollidaysburg.

Purpose and Preparation of Hollidaysburg 2035

Plan Purpose

Hollidaysburg 2035 is the Borough's 10-year plan for community and economic development. It is the official, adopted policy plan, outlining how ordinances, programs and services, and capital projects should manage conditions such as land use, housing, utilities and services, infrastructure, and natural and historic resources to sustain and enhance the community and its economy.

A Comprehensive Plan is a policy for guiding community and economic development in a municipality or multi-municipal region. A comprehensive plan demonstrates that elected officials, in consultation with the public, have considered the current and future needs of its community and agreed upon the direction and scale of development and resource conservation for the foreseeable 10 years.

The Plan provides a blueprint for municipal decision-making. It establishes a desirable land use pattern and recommends the use of various tools to accomplish and serve this pattern. These tools include zoning and subdivision and land development regulations, capital improvements to transportation and infrastructure systems, and adjustments to municipal programs and services. The plan's purpose in considering these topics simultaneously is to ensure that decisions are coordinated and complementary.

The Comprehensive Plan does not change municipal regulations, practices, or budget allocations. The Plan may recommend changes in these areas, but such change is put into effect through a separate process.

Municipal Use of Planning Tools

Hollidaysburg has managed community and economic development with various authorized planning tools, as listed in Figure 1, since the 1980s.

Figure 1. Municipal Planning Tools in Use in Hollidaysburg

Planning Tools	Date Enacted; Amended
Planning Commission	Yes
Comprehensive Plan	1980
Official Map	-
Subdivision & Land Development Ordinance	1982; 2006
Capital Improvement Plan	-
Zoning Ordinance & Map	1989; 2021
Zoning Hearing Board	Yes
Historical Architectural Review Board (HARB)	1989

Source: Hollidaysburg Borough.

Authorization for Municipal Land Use Planning

The Pennsylvania Municipalities Planning Code (MPC), Act 247 of 1968, as reenacted and amended, authorizes municipalities, individually or jointly, to plan for the future. It authorizes the use of several planning tools including the municipal planning commission, the comprehensive plan, the official map for planned municipal facilities and infrastructure, the subdivision and land development ordinance, the capital improvement program, the zoning ordinance and map, and the zoning hearing board.

Additionally, Act 148 of 1973, as amended, authorizes the establishment of Environmental Advisory Councils.

Finally, Pennsylvania's Historic District Act of 1961 authorizes local governments to regulate changes to buildings and structures in a certified historic district and mandates the appointment of an advisory Historical Architectural Review Board to review proposed changes that can be seen from the public right-of-way.

Plan Preparation

Borough Council appointed a local planning committee to work with a consultant planning team to prepare the draft plan for Planning Commission and Borough Council consideration.

Planning Committee

The planning committee included representatives from Borough Council, the Planning Commission, the Historical Architectural Review Board, and staff.

- Sean M. Burke, Council, representing Ward 4
- Walter Kalista, Council, representing Ward 6
- Jane Sheffield, Planning Commission and Historical Architectural Review Board Vice Chair
- Andrew Haines, Historical Architectural Review Board Chairman
- James E. Gehret, Manager
- Gerald Harbison, Code Officer

At its initial meeting with the consultant, the Planning Committee gave direction to the planning team to:

- Leverage the analysis and policy directions in Alleghenies Ahead (2018), the multi-county comprehensive plan for Bedford, Blair, Cambria, Fulton, Huntingdon, and Somerset counties, as applicable to Hollidaysburg.
- Ask the community what is needed.
- Discuss the potential for Hollidaysburg to become a trail town.
- Enhance recreation.

During subsequent meetings, the planning committee reviewed and refined prepared interim reports on existing conditions, planning priorities, goals and objectives, and recommendations. All meetings were advertised on the Borough website and open to the public.

Technical Preparation

The planning team reviewed available data from U.S. Census Bureau, municipal and county records, and other plans and studies to analyze trends and issues in Hollidaysburg. Maps from recent plans and studies were cross-referenced and new maps were prepared using geographic information systems (GIS) technology.

The planning team shared its findings with the planning committee and facilitated discussion to ensure that the draft plan accurately described existing and desired future conditions.

Planning Priorities for Hollidaysburg 2035

Economy & Tourism

Land Use & Built Forms

Housing &
Neighborhoods

Active Travel

Streets and Stormwater

Recreation & Culture

Community Engagement

Invited Stakeholder Discussions

Fourteen (14) community and regional stakeholder organizations were interviewed for their perspectives on community and economy generally and the planning priorities for Hollidaysburg 2035 specifically.

Stakeholder Organizations for Hollidaysburg 2035

- Historic Hollidaysburg
- Hollidaysburg Arts Council
- Hollidaysburg Community Watchdog
- Hollidaysburg Police Department
- Hollidaysburg Community Partnership
- Hollidaysburg Area School District
- Blair Regional YMCA
- Local developers and design consultants
- Everett Railroad
- Altoona-Blair Community Development Corporation
- Explore Altoona
- AMTRAN

Representatives of these organizations were asked to characterize their role in the community by their mission and activities. They were also asked to identify community needs and/or opportunities that should be considered in the comprehensive plan.

These interviews characterized local community and economic conditions and quality of life as fair to good. Suggested topics for community development included housing and stormwater. Suggested topics for economic development included downtown revitalization—related to both local economic activity and regional tourism.

Public Engagement

The planning team engaged in discussions with local residents, listening for common issues and concerns. Outreach activities were conducted in Fall 2021.

Issues and Opportunities Drop-ins, October 2021. Approximately 60 citizens shared their perspectives on living, working, and visiting Hollidaysburg with the Planning Team during two drop-in public workshops at the Hollidaysburg Area Public Library – one Thursday evening and one Friday afternoon – and at the Hollidaysburg Pumpkinfest 2021 on Saturday. Several stakeholder interviews were conducted concurrently. Common topics among the public and stakeholder discussions included the following; summary comments are reported in the respective sections of this plan:

- **Land Use & Zoning** – lack of economic vibrancy in downtown—historic but inactive; land uses and development forms along US 22; future uses and buildout of Gaysport; outdated, restrictive zoning.
- **Housing & Neighborhoods** – aging housing stock is a cost burden; housing options are narrow.
- **Economy & Tourism** – the Diamond and historic architecture are assets; county government heavily influences the business mix; perceived lack of downtown parking; opportunity to connect and serve a growing regional trails network and its users.



October 2021 Public & Stakeholder Outreach at the Hollidaysburg Public Library

- **Travel & Circulation** – safety hazards to walking and biking; opportunity for bicycle and pedestrian connectors; available regional transit service.
- **Stormwater** - flooding hazards and impacts on specific streets and in Gaysport.
- **History & Culture** – local development history is underappreciated; the school system and faith communities are hubs for families and seniors.

Direction and Priorities Drop-ins, November 2022. The Planning Team literally stepped into citizens' everyday routes around town with a map of potential priorities (zoning, capital/physical, and programming improvement locations). From Thursday evening to Saturday morning, they politely intercepted citizens at a variety of locations to hear from all walks of life—youth and seniors, downtowners, and nearby neighbors:

- Hollidaysburg Area Public Library in the Community Room
- Boro Coffee, 411 South Juniata Street
- Blair Regional YMCA, 1111 Hewit Street
- In front of the old "Green Church," at 400 Allegheny Street



November 2021 Outreach at Boro Coffee

The map displayed potential projects and outcomes for the year 2035 in response to the issues and opportunities noted above.

- **Strong Character; Modern Uses.** Active uses on the ground floor in downtown. Establish a clear direction for commercial zoning along Blair Street and Juniata Street corridors. Concentrate business opportunity along a portion of Bedford Street.
- **Fully Connected; Safely Walkable.** Locations for improved north-south sidewalks, traffic calming and bicycle-pedestrian bridges. Support the Lower trail Extension to Hollidaysburg; work toward a preferred alignment and extension through the Borough.
- **Housing Choices.** Future Mixed-Use Development of the Stowell Farm with varied housing unit options, small to medium business space, and integrated stormwater management.
- **Modern Operations & Infrastructure.** Improve Loop Road as a gateway to southern Hollidaysburg and Gaysport. Conduct safety review and add signage along the 9/11 National Memorial Trail route.
- **Lively Public Spaces.** Physical improvements and additional programming to the Diamond. Connect Holliday Hills to town with a public staircase or structured, accessible path.

Feedback was positive. Many citizens who had participated in the October drop-in sessions restated their needs and perspectives.

Draft Plan Presentation. In (May) 2023, the planning team public presented the draft Hollidaysburg 2035 plan to the community and provided an opportunity for questions and comments that would help refine and clarify its intent.

Hollidaysburg Past and Present

Geographic Context for Settlement and Development

Hollidaysburg was settled in the foothills of the Allegheny Front. This flat area between Brush Mountain and Loop Mountain with surface water from the Beaverdam Branch offered a suitable location for a town and tavern settlement to serve west-bound travelers, as shown in Figure 2.

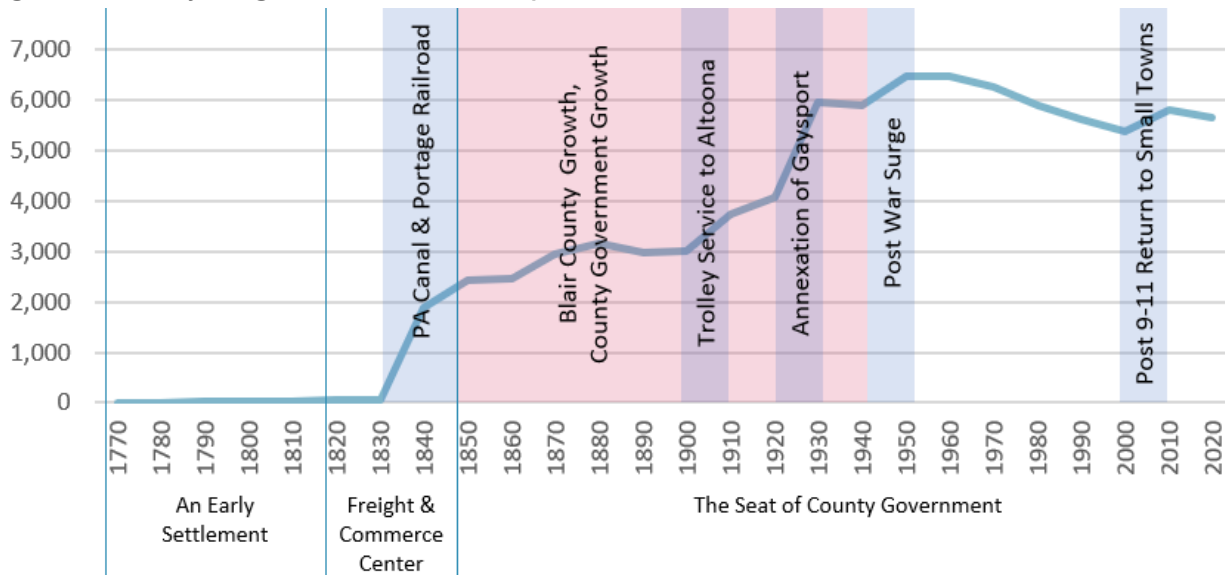


Figure 2. Hollidaysburg's regional context shown at three scales.

Historical Development Eras

Western expansion, and the transportation system supporting it, fueled Hollidaysburg's early growth and development as an industrial center. Maturing government, regional trolley service to jobs in Altoona, and annexation of Gaysport grew the town into the mid-1900s.

Figure 3. Hollidaysburg's Growth and Development Factors



Settlement, Late 1760s to 1820

- Settlement by Brothers Adam and William Holliday, respectively on the north and south sides of the Beaverdam Branch; lay out of a few streets and blocks on the north side.

Industrial, Freight, & Commercial Center, 1820s to 1840s

- Opening of the Huntingdon, Cambria and Indiana turnpike, a narrow road for wagon travel¹ an overnight stop along the wagon route between Huntingdon and Indiana, PA².
- Opening of a foundry and location of major trading for Juniata iron manufactured across the valley.
- Completion of the Main Line of the PA Canal, opening trade with Philadelphia and the east, and the Allegheny Portage Railroad, extending the trade route west to Johnstown and beyond
- Incorporation of the Pennsylvania Railroad Company and route selection following the Little Juniata, creating "a new transportation metropolis, Altoona, on farmland a few miles to the north"; dismantling of the Portage Railroad.³

Seat of Blair County Government and Commercial Center, 1846 to 1940

- Designation of Hollidaysburg as the seat of Blair County government.
- Growth of Altoona and Blair County and its government.
- Completion of a trolley line to Altoona along Penn Street and northern neighborhood development.
- Designation of U.S. Route 22 through the Borough.

¹ A Brief History of Blair County, Sylva Emerson.

https://www.blairhistory.org/uploads/5/0/2/8/50284405/a_brief_history_of_blair_county.docx, accessed 10/29/2022

² HOLLIDAYSBURG WALKING TOURS, <https://sites.psu.edu/hollidaysburghistory/>, accessed 10/29/2022

³ National Register of Historic Places Nomination-Inventory Form: Hollidaysburg Historic District, accessed at https://gis.penndot.gov/CRGISAttachments/SiteResource/H078872_01H.pdf

National Trends Buoy Local Stagnation and Decline, 1950 to 2020

Following a post WWII surge in the 1950s, Hollidaysburg's population declined through 2000 due to a variety of factors. As women's participation in the work force increased, the average family size grew smaller. Build-out of easily developable lands, i.e., relatively flat lots, was reached. Larger lots were available in nearby townships to fulfill the American dream with modern homes and to meet growing demand for auto-centric business.

A nationwide trend of relocating from metropolitan centers to small towns, largely in reaction to the September 11, 2001 attack on New York City and Washington D.C., helped lift the population count in Hollidaysburg from 2000-2010. Student enrollment at the Hollidaysburg Area School District increased through the 2016-2017 school year, peaking at 3,449 as a result of population growth in other municipalities, then declining, yet the trend of population loss returned in 2020.

Citizens Rally to Protect the Historic Integrity of Hollidaysburg's Core

By the early 1900s, Hollidaysburg's building stock was old. Buildings required regular maintenance and rehabilitation. With an intent to improve the structure, components such as doors, windows, siding, and roofing, were replaced with modern materials that were not consistent in size, appearance, function, etc. with the original features. Additionally, buildings replaced after fire or demolition were built with all modern materials and to modern development standards, including setbacks and on-site parking requirements. As a result, the visual character and cohesion of structures along a block's or street's sightline was no longer unified.

In the mid-1980s, a group of citizens sought designation of a national historic district in Hollidaysburg. They inventoried 457 buildings in the downtown and surrounding residential areas—roughly bounded by Juniata Street, Blair Street, Strawberry Alley, Bella Street, Church Alley, and Spruce Street as shown in Figure 4—for significance, namely historic ownership, historic and modern use, and architectural style. The buildings were primarily frame and brick, dating from the 1830s to the 1920s and including churches, government and civic buildings, banks and financial services, and residential homes. Upon evaluation, 33 buildings were deemed individually significant, 395 were

Figure 4. Hollidaysburg Historic District



Source: Gannett Fleming, Inc.

noted as contributing to the overall form and district, and 29 were cited as intrusive.⁴ The U.S. Department of the Interior designated the Hollidaysburg national historic district in 1985.

In 1989, a local historic district ordinance was enacted by Borough Council to protect the remaining historic urban form and character of the same district area, by managing building demolition and modifications, reviewed by the Historical Architectural Review Board (HARB) prior to Council consideration and decision.

⁴ National Register of Historic Places Nomination-Inventory Form: Hollidaysburg Historic District, accessed at https://gis.penndot.gov/CRGISAttachments/SiteResource/H078872_01H.pdf

Community and Economic Metrics in 2020

Population Decline, Household Increase

In 2020, there were 5,675 residents in 2,834 total households in Hollidaysburg. The resident population decreased by 116 persons (2.0 percent)—a slower decline than Blair County’s 3.6 percent.

From 2010 to 2020:

- there were losses among the under 18 years cohort and the 18–64-year cohort and a gain in the 65 years and over cohort, which also influenced the rise in median age from 46 to 50 years.
- Hollidaysburg became less racially diverse and less ethnically diverse as a result of population changes; persons of Asian race were the only minority race that experienced an increase during this period.
- there was a significant local and county increase in residents with a bachelor’s degree or higher.
- households increased by 322 (12.8 percent), reflecting an increase in smaller and single-person households.
- median household income rose, and the poverty rate fell.

Table 1. Population and Household Characteristics, Hollidaysburg, and Blair County, 2010 and 2020

Population Characteristics		Hollidaysburg			Blair County		
		2010	2020		2010	2020	
Individuals	Total	5,791	5,675	↘	127,089	122,495	↘
Age	Under 18 years	20.0%	18.4%	↘	21.1%	20.3%	↘
	18-64 years	57.5%	53.6%	↘	61.1%	59.1%	↘
	65 years and over	22.4%	28.0%	↗	17.7%	20.7%	↗
	Median Age (years)	46.00	50.00	↗	42.00	43.60	↗
Race & Ethnicity	White	96.1%	98.2%	↗	98.8%	94.9%	↘
	Black	1.5	1.4%	↘	1.7%	1.8%	↗
	Native America	0.0%	0.0%	→	0.1%	0.1%	→
	Asian	0.3%	0.4%	↗	0.6%	0.6%	→
	Two or more races	2.1%	0.0%	↘	1.2%	2.0%	↗
	Hispanic of any race	1.0%	0.0%	↘	1.0%	1.3%	↗
Educational Attainment, adults 25 years and older	Less than high school	9.0%	3.4%	↘	12.0%	8.3%	↘
	H.S. diploma, some college, or associate degree	65.1%	55.0%	↘	80.4%	69.4%	↘
	Bachelor’s degree or higher	25.9%	41.7%	↗	7.6%	22.3%	↗
Income & Poverty	Median Household income ¹	\$ 47,781	\$ 53,456	↗	\$ 51,025	\$ 50,856	↘
	Poverty rate	8.7%	4.8%	↘	12.3%	13.8%	↗
	ALICE	-	34.0%		23.0%	25.0%	
Households	Total	2,512	2,834	↗	52,159	51,647	↘
Household Type & Size	Families	53.3%	53.3%	→	64.4%	62.7%	↘
	Family with own children under 18 years	21.2%	21.0%	↘	25.5%	26.7%	↗
	Non-Family Households	46.7%	46.6%	→	35.6%	37.3%	↗
	Non-family, Single Householder	40.6%	43.6%	↗	29.6%	31.2%	↗
	Avg Household Size	2.09	1.93	↘	2.37	2.31	↘
	Avg Family Size	2.85	2.88	↗	2.91	2.88	↘

¹ 2010 income value adjusted to 2020 value in dollars

Sources: 2010 and 2020 ACS 5-Year Estimates

Implications of Population and Household Changes, 2010-2020

1. **Fewer children and youth, when not offset by growth elsewhere in the school district region, reduce demand for public and private school services;** regardless of enrollment, facilities still require maintenance. The Hollidaysburg Area School District reported that student enrollment has declined by 250 students over the past 10 years. The PA Department of Education projects further decline based on the slowing trend of live births districtwide. Due to the operational and maintenance costs of school facilities, the school district welcomes resident growth.
2. **Declining racial and ethnic diversity can be perceived as a lack of equity and intolerance—even if these conditions are untrue.** Shifts among age cohorts and specifically the increase in the senior cohort suggest that recent out-migrating residents under 65 years were more diverse than in-migrating seniors.
3. **Given the increase in senior-age residents and the decrease in younger residents, higher rates of residents with a bachelor's degree or higher is likely a sign of well-educated seniors choosing Hollidaysburg for their retired senior living** rather than an indicator of an increasingly educated workforce.
4. **In light of smaller and single-person households, more households can imply an increased need for administrative services and public facilities and services.** Where the household increase is attributable to senior- or community-style living, these increased needs are often met by the housing provider.
5. **While household income increased and fewer residents lived in poverty by 2020, an estimated 1 in 3 households were still living on the edge of financial stability in 2018.** According to the 2020 ALICE report for Blair County, 34 percent of Hollidaysburg households lived above the poverty line, earning too much to qualify for government assistance, and without a financial cushion for emergency expenses after household essentials (housing, child care, food, transportation, health care, and a basic smartphone plan). This is termed ALICE: Asset Limited, Income Constrained, Employed.

Table 2. Essential Living Costs per ALICE (United Way), 2018

	Single Adult	Two Adults	Two Adults, Two School-Age Children	Two Adults, Two in Child Care	Single Senior	Two Seniors
Housing	\$584	\$623	\$774	\$774	\$584	\$623
Child Care	\$0	\$0	\$375	\$948	\$0	\$0
Food	\$272	\$565	\$943	\$824	\$232	\$481
Transportation	\$339	\$511	\$808	\$808	\$293	\$419
Health Care	\$187	\$458	\$716	\$716	\$525	\$1,051
Technology	\$55	\$75	\$75	\$75	\$55	\$75
Miscellaneous	\$171	\$265	\$416	\$476	\$197	\$308
Taxes	\$276	\$422	\$473	\$612	\$284	\$430
Monthly Total	\$1,884	\$2,919	\$4,580	\$5,233	\$2,170	\$3,387
Annual Total	\$22,608	\$35,028	\$54,960	\$62,796	\$26,040	\$40,644
Hourly Wage	\$11.30	\$17.51	\$27.48	\$31.40	\$13.02	\$20.32

Source: 2020 ALICE REPORT Blair County PA Profile: ALICE Household Survival Budget, 2018; Bureau of Labor Statistics, Occupational Employment Statistics, 2018

Workforce and Local Employment Decline

Data from OnTheMap, a product of the Center for Economic Studies at the U.S. Census Bureau, shows that Hollidaysburg's economy contracted since 2009. Local trends among the resident workforce (persons 16 years and older) and local employment (or local jobs) for the period 2009-2019 include the following:

1. Resident workforce and local employment (jobs) both declined from 2009 to 2019; 350 workers and 171 jobs.
2. Less than 1 in 7 resident workers held local jobs (lived and worked) in Hollidaysburg in 2019; 157 fewer than in 2009.
3. Both the resident workforce and local job holders are aging.
4. On average, resident workers had higher earnings than local job holders in 2019.
5. Health Care and Social Assistance was among the top three industries of both resident and local job employment. Other top industries of employment for resident workers were retail trade, manufacturing, and educational services. Other top industries for local job holders were public administration and educational services.

Table 3. Hollidaysburg Residents Who Work v. Local Jobs/Job Holders, 2009 and 2019

		Residents Who Work		Local Job Holders		
		2009	2019		2009	2019
Total		2,844	2,494	↘	4,067	3,896
Residence Location v. Work Location	Living and Employed in Hollidaysburg	17.4%	13.6%	↘	12.2%	8.7%
	Living in Hollidaysburg, Employed Elsewhere	82.6%	86.4%	↗	-	-
	Living Elsewhere, Employed in Hollidaysburg	-	-		87.8%	91.3%
Worker Age	Age 29 or younger	22.2%	21.2%	↘	20.0%	18.7%
	Age 30 to 54	57.5%	54.6%	↘	59.5%	52.7%
	Age 55 or older	20.4%	24.2%	↗	20.5%	28.6%
Worker Race & Ethnicity	White	98.5%	96.6%	↘	98.4%	97.4%
	Black or African American	0.8%	1.2%	↗	0.9%	1.1%
	American Indian or Alaska Native	0.2%	0.1%	↘	0.1%	0.1%
	Asian	0.2%	1.3%	↗	0.3%	0.5%
	Native Hawaiian or Other Pacific Islander	0.0%	0.0%	→	0.0%	0.1%
	Two or More Race Groups	0.2%	0.8%	↗	0.3%	0.9%
	Not Hispanic or Latino	99.2%	99.1%	↘	99.6%	99.1%
	Hispanic or Latino	0.8%	0.9%	↗	0.4%	0.9%
Worker Educational Attainment	Less than high school	5.6%	6.9%	↗	6.3%	6.6%
	High school or equivalent, no college	31.8%	27.5%	↘	29.1%	29.5%
	Some college or Associate degree	23.1%	25.9%	↗	26.7%	25.1%
	Bachelor's degree or advanced degree	17.3%	18.4%	↗	17.8%	20.0%
	Data not available (workers aged 29 or younger)	22.2%	21.2%	↘	20.0%	18.7%
Worker Earnings	\$1,250 per month or less	31.3%	23.1%	↘	34.3%	24.2%
	\$1,251 to \$3,333 per month	39.7%	33.8%	↘	44.6%	40.8%

		Residents Who Work			Local Job Holders		
		2009	2019		2009	2019	
NAICS Industry Sector	More than \$3,333 per month	29.0%	43.2%	↗	21.1%	35.0%	↗
	Agriculture, Forestry, Fishing and Hunting	0.4%	0.0%	↘	0.0%	0.0%	-
	Mining, Quarrying, and Oil and Gas Extraction	0.4%	0.2%	↘	0.0%	0.0%	-
	Utilities	1.0%	0.4%	↘	0.0%	0.0%	-
	Construction	3.9%	4.7%	↗	1.4%	2.7%	↗
	Manufacturing	11.2%	9.9%	↘	8.1%	13.0%	↗
	Wholesale Trade	3.7%	3.4%	↘	1.6%	1.7%	↗
	Retail Trade	10.9%	10.0%	↘	9.2%	5.3%	↘
	Transportation and Warehousing	4.9%	5.2%	↗	0.3%	0.3%	→
	Information	1.4%	1.8%	↗	0.3%	0.0%	↘
	Finance and Insurance	3.1%	2.0%	↘	4.4%	2.7%	↘
	Real Estate and Rental and Leasing	0.7%	0.8%	↗	1.1%	0.8%	↘
	Professional, Scientific, and Technical Services	4.1%	4.7%	↗	4.4%	4.7%	↗
	Management of Companies and Enterprises	0.8%	1.6%	↗	0.5%	0.5%	→
	Administration & Support, Waste Management and Remediation	3.8%	4.3%	↗	3.2%	2.3%	↘
	Educational Services	10.3%	9.8%	↘	10.8%	13.5%	↗
	Health Care and Social Assistance	19.7%	23.1%	↗	15.9%	18.9%	↗
	Arts, Entertainment, and Recreation	0.9%	1.0%	↗	0.0%	0.1%	↗
	Accommodation and Food Services	8.5%	7.4%	↘	5.0%	5.6%	↗
	Other Services (excluding Public Administration)	4.5%	3.8%	↘	6.8%	7.0%	↗
	Public Administration	5.8%	5.8%	→	27.0%	21.0%	↘

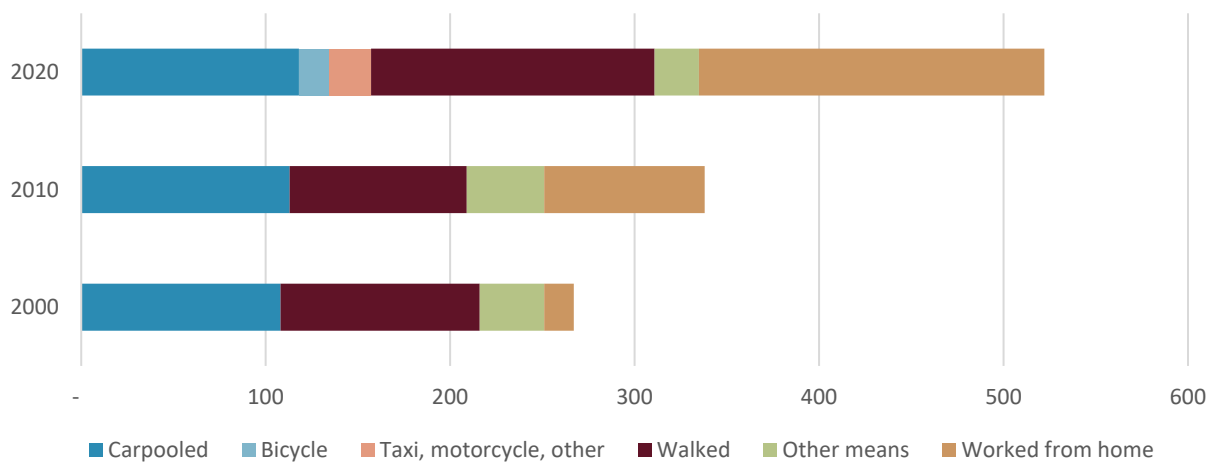
Source: On The Map

Implications of Economic Change and Indicators, 2009-2019

1. **Less than 1 in 7 resident workers (339) held local jobs (lived and worked) in Hollidaysburg in 2019.** Only Altoona drew more resident workers (435) for employment than Hollidaysburg. The remaining 1,498 working residents were employed elsewhere, most (58.3%) within 10 miles of Hollidaysburg. Likewise, 2,537 jobs in Hollidaysburg were held by non-residents—most job holders (62.3%) lived within 10 miles of Hollidaysburg, including 698 from Altoona. This inflow-outflow implies increased commuting time for resident workers (and vehicle costs for those who drive), increased traffic and wear on local and area roads.
2. **Resident workers are, however, bringing larger paychecks back to Hollidaysburg.** The largest segment of the resident workforce in 2019 (43.2%) earned more than \$3,333 per month, the largest of the three income categories. The largest segment of the local jobs workforce in 2019 (40.8%) earned \$1,251 to \$3,333 per month. Larger paychecks may help with the cost of maintenance and upkeep of detached, single-family homes.

3. The local economy is not attracting younger workers (under 55 years) to replace older workers (over 55 years) upon retirement. The statistics in face reflect a loss of younger workers and an increase in older workers.
4. **Resident workers are skilled in retail trade and manufacturing, as well as other industries, like accommodation and food services.** However, their educational attainment declined, making them less attractive to new economic development—at least by this metric.
5. **Resident workers increasingly travel to work by a means other than driving alone.** Resident workers traveling to work by means other than driving alone increased from 267 in 2000 to 522 in 2020. The largest increase was in the number of residents who worked from home, which increased from 16 in 2000 to 87 in 2010 in 187 in 2020. The number of residents who walked to work declined from 108 in 2000 to 96 in 2010, then increased to 154 in 2020. Travel to work by bicycle or taxi, motorcycle, or other light vehicle appeared in small numbers in 2020.

Figure 5. Resident Worker's Means of Travel to Work (Except Drove Alone)



Source: 2000 Decennial Census; 2010 and 2020 ACS 5-Year Estimates

Narrowing Housing Options

Data from the 2010 US Census and the 2020 American Community Survey (5-year Estimates) show that:

- Housing units expanded slightly (30 units) from 2010 to 2020 in contrast to countywide decline.
- The percentage of housing units built before 1939 and after 1990 both increased, presumably due to a loss or demolition of units built between 1940 and 1989.
- The balance of owner versus renter occupancy tipped farther in favor of home ownership in 2020. This is a complex factor of market interest and unit availability.
- Vacancy declined in Hollidaysburg but increased countywide.
- Housing unit options narrowed in 2020; one-unit detached structures and 3- and 4-unit structures increased, or other unit types were among those lost.
- Median home value rose to \$165,800, reflecting a real gain in value after adjusting for inflation, and notably more than 29 percent higher than the county median home value. Median gross rent was stable at about \$740 per month and comparable to the county figure.
- Monthly housings costs as a percentage of household income over the past 12 months decreased for 4 of 5 income categories, increasing only for households earning \$50,000 to \$74,999.

Table 4. Hollidaysburg Housing Characteristics, 2010 and 2020

Housing Characteristics		Hollidaysburg			Blair County		
		2010	2020		2010	2020	
Housing Units		3,015	3,030	↗	56,276	51,647	↘
Age	% of units built before 1939	44.3%	45.0%	↗	34.0%	31.7%	↘
	% of units built since 1990	12.9%	16.5%	↗	14.4%	16.7%	↗
Tenure	Occupied housing units	92.9%	93.5%	↗	92.7%	90.7%	↘
	Owner-occupied units	54.5%	61.8%	↗	70.3%	78.0%	↗
	Renter-occupied units	45.5%	38.2%	↘	29.7%	22.0%	↘
Vacancy	% of units vacant	10.6%	6.5%	↘	7.3%	10.3%	↗
	% of vacant units seasonal	0.0%	0.0%	→	0.7%	1.0%	↗
	% of vacant units abandoned	3.5%	0.0%	↘	3.0%	6.6%	↗
Units in Structure	1, detached	57.9%	63.4%	↗	72.0%	71.4%	↗
	1, attached	7.4%	7.4%	→	4.2%	4.6%	↗
	2	11.3%	9.0%	↘	4.4%	3.9%	↘
	3 or 4	6.5%	10.2%	↗	3.3%	4.4%	↗
	5 to 9	7.1%	5.1%	↘	2.8%	2.6%	↘
	10 or more	9.9%	4.9%	↘	6.3%	6.1%	↘
	Mobile home or other housing	0.0%	0.0%	→	6.9%	7.1%	↗
Cost	Median home value ¹	\$153,811	\$165,800	↗	\$115,604	\$128,200	↗
	Median gross rent ¹	\$741	\$743	→	-	\$741	-
Monthly Housing Costs as a Percentage of Household Income in the past 12 Months	Less than \$20,000	18.2%	10.5%	↘	8.5%	12.7%	↗
	\$20,000 to \$34,999	11.4%	11.2%	↘	5.4%	6.7%	↗
	\$35,000 to \$49,999	3.1%	2.7%	↘	3.1%	3.1%	→
	\$50,000 to \$74,999	0.9%	1.4%	↗	2.4%	1.0%	↘
	\$75,000 or more	0.3%	0.0%	↘	0.8%	0.6%	↘

¹ 2010 home/gross rent value adjusted to 2020 value in dollars

Sources: 2010 and 2020 ACS 5-Year Estimates

Implications of Housing Characteristics and Trends, 2010-2020

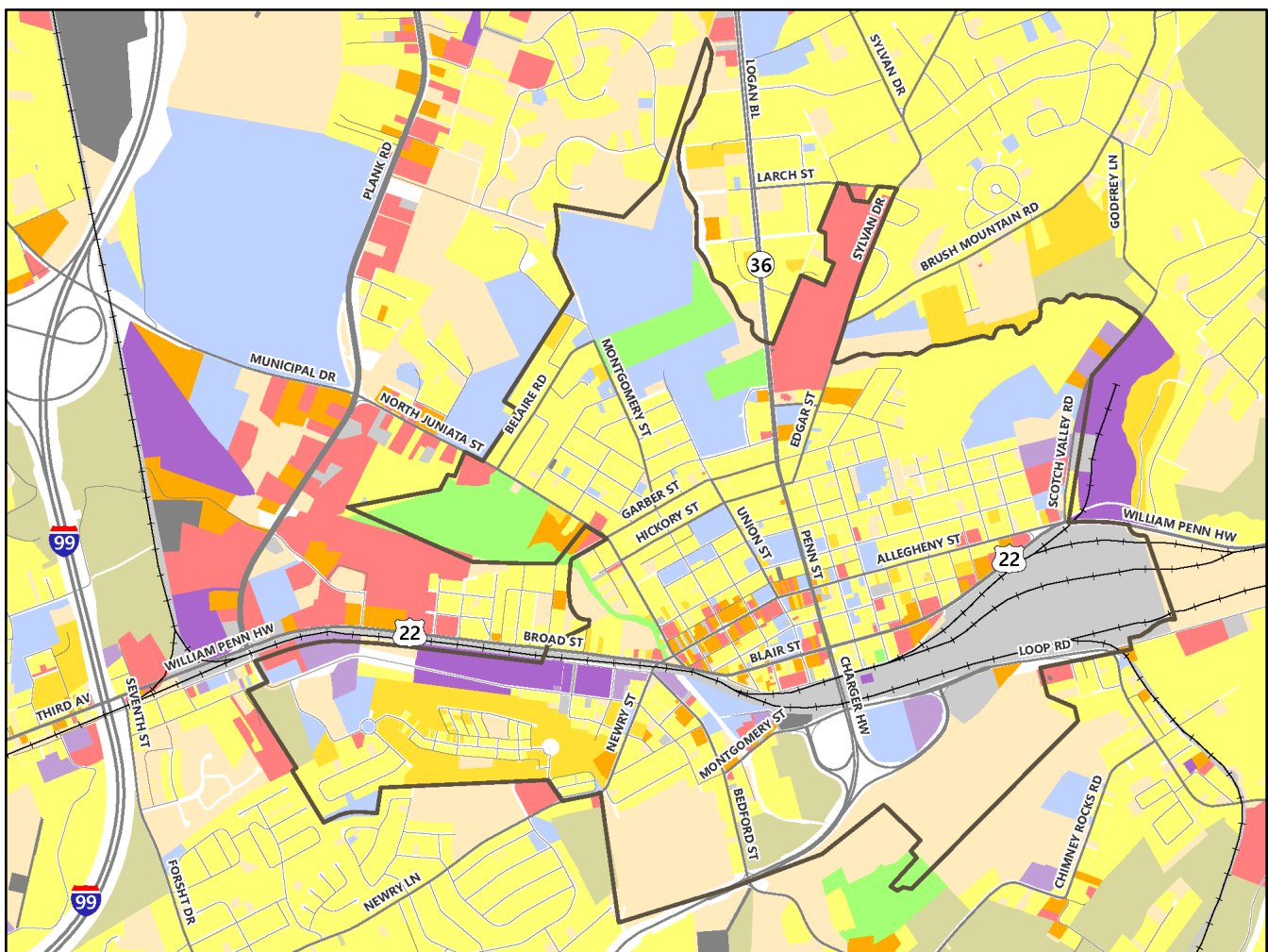
1. **Rising housing values in the borough, in contrast to falling county values, indicates positive market demand.**
2. **Vacant housing units are available but move-in-ready.** After a notable decline in vacant housing units from 2010 to 2020, the remaining vacant units may not be suitable (i.e., up to code) for sale or for rent, or owners may be waiting for preferred market conditions.
3. **Older housing stock dominated by owner-occupied, detached single-family units that require regular maintenance does not offer compatible options for increasingly smaller, single-person, and or senior households.** Attracting new residents will require housing options that meet their needs and lifestyle.
4. **Housing unit expansion is needed to attract residents.** New housing unit construction, whether in existing neighborhoods or on greenfield sites, should fit both the market and Hollidaysburg's need to expand housing choice. New construction will almost always enhance housing choice by offering modern design and amenities. Some housing unit loss due to fire or similar disaster should be expected; losses due to lack of maintenance or neglect should not be tolerated.
5. **The increased percentage of housing units built before 1939 reflects effective administration of the local historic district, which requires permission to demolish a building in the district.**

Land Use Inventory, 2021

Data collected in 2021 from the Blair County GIS Office show that:

- Of all uses, residential uses occupied the most land—479.8 acres or 38.1 percent of the borough’s land area. It is worthwhile to note that residential uses typically place the greatest demand on public services.
- Institutional and parks and recreation uses (both public uses that are tax exempt) were the second largest land use, at 252.2 acres or 19.9 percent. This included school district properties, places of worship, cemeteries, borough properties, and privately owned parks with public access.
- Nearly 200 acres (15.6 percent) were classified as vacant land, some of which was undevelopable or constrained by steep slopes, e.g. on Chimney Rocks Ridge, or wet areas, e.g. the semi-wooded parcel along the east side of North Montgomery Street; other lands were not constrained and were not in active use at the time of classification.
- Due to the classification of the roughly 45-acre private Sylvan Hills Golf Course as a commercial use, commercial uses totaled more than 75 acres. While there were a handful of 2- to 5-acre commercially used parcels, most commercial uses occupied lots less than one acre.
- Mixed use is the classification determined for parcels with multiple uses. In Hollidaysburg’s downtown, this use includes a combination of commercial (retail and/or office) and residential, but may also include institutional uses. The acreage totaled 32.1 acres or 2.5 percent.

Figure 6. Land Use Pattern, 2021

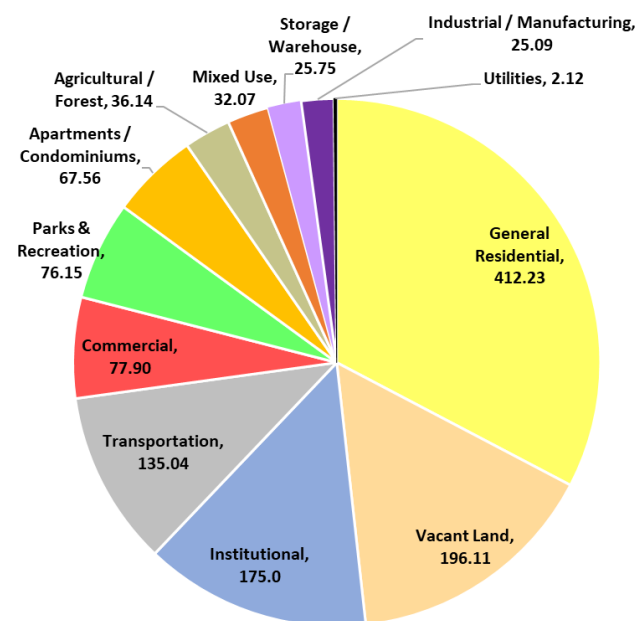


Source: Blair County GIS

Table 5. Land Use Distribution, 2021

Land Use Category	Acres	Percent of Total
General Residential	412.2	32.7%
Apartments/Condominiums	67.6	5.4%
Mixed Use	32.1	2.5%
Commercial	77.9	6.2%
Storage/Warehouse	25.7	2.0%
Industrial/Manufacturing	25.1	2.0%
Institutional	175.0	13.9%
Parks & Recreation	76.2	6.0%
Transportation	135.0	10.7%
Utilities	2.1	0.2%
Vacant Land	196.1	15.6%
Agricultural/Forest	36.1	2.9%
Total	1261.1	100.0%

Source: Blair County GIS; Gannett Fleming, Inc.

Figure 7. Land Use Distribution (Diagram), 2021

Source: Blair County GIS; Gannett Fleming, Inc.

- The railyard intensifies the transportation acreage. Together, transportation and utilities occupied 137.1 acres or 10.9 percent.
- Industrial/manufacturing and storage/warehouse uses were each very small, and nearly equal at approximately 25 acres. occupy more Commercial and industrial uses occupied 128.7 acres or 10.2 percent, including an in-town grocery store and in-town pharmacy.
- Parcels used for agricultural or forestry, or maintained in a natural or naturalized condition were one of the five smallest land use types at 36.1 total acres or less than three percent.

Land Use Management, or Zoning

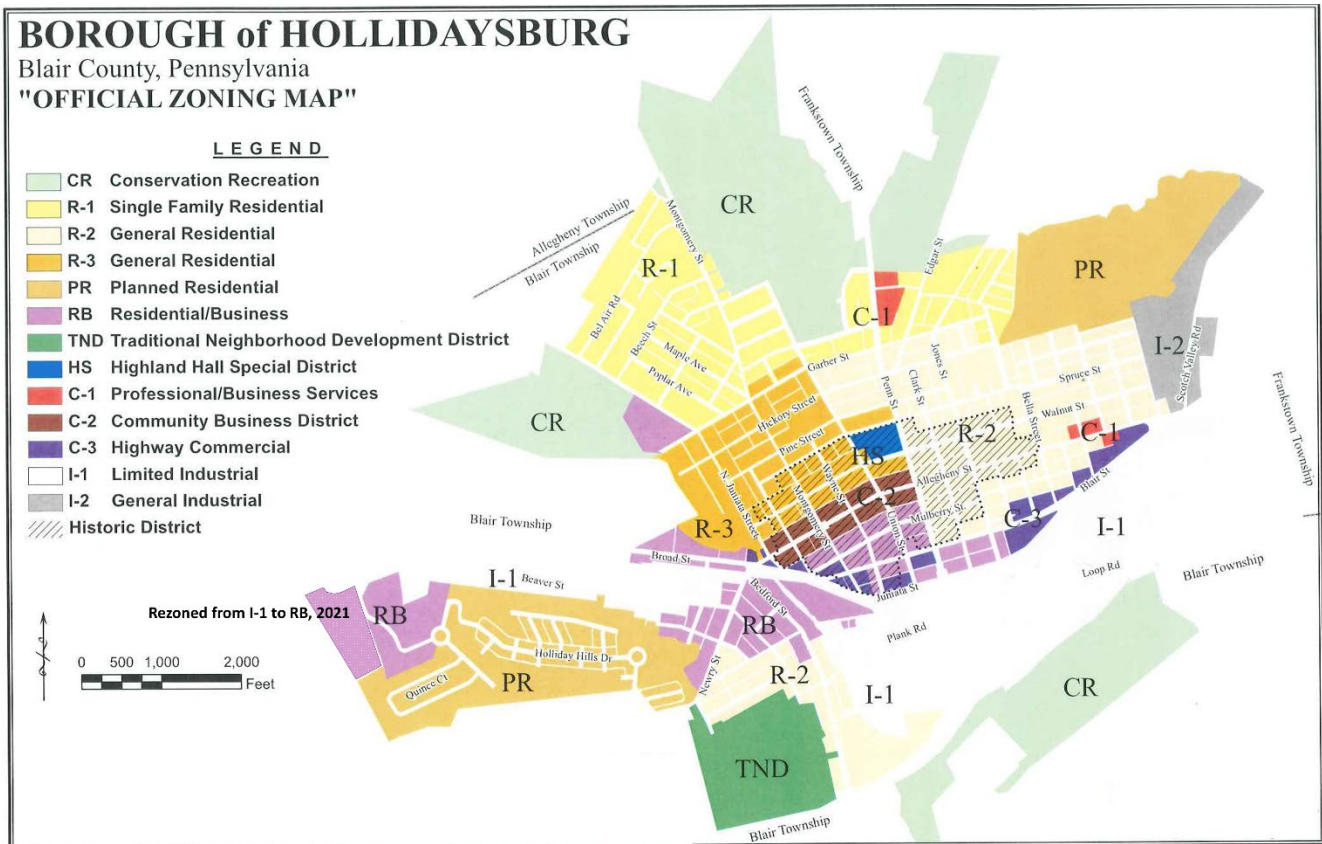
Land use management is a community and economic planning tool that allows municipalities to control the amount, intensity, and character of land use changes. This control establishes a range of uses or activities that may occur within a zoning district; uses are defined in the zoning ordinance and districts are designated on the zoning map. Together, the zoning ordinance and map make future change to the present use predictable.

As a tool, the zoning ordinance and map should be reviewed and revised to clarify provisions and updated to in relation to community and economic development objectives and market conditions, i.e., new uses.

Holidaysburg's zoning ordinance and map were adopted in 1989; this ordinance included an overlay district aligned with the historic district to protect historic structures from demolition and to encourage re-use and rehabilitation.

Various text and map amendments were made since then. Its map was last amended in 2021 (see Figure 8) when an 11.5-acre parcel at the west end of Beaver Street was rezoned from limited industrial (I-1) to residential-business (RB). Subsequently, a development proposal for seven apartment buildings, similar to those located on Houndstooth Way, was submitted.

Figure 8. Zoning, 2019 with 2021 map change



Source: Hollidaysburg Borough

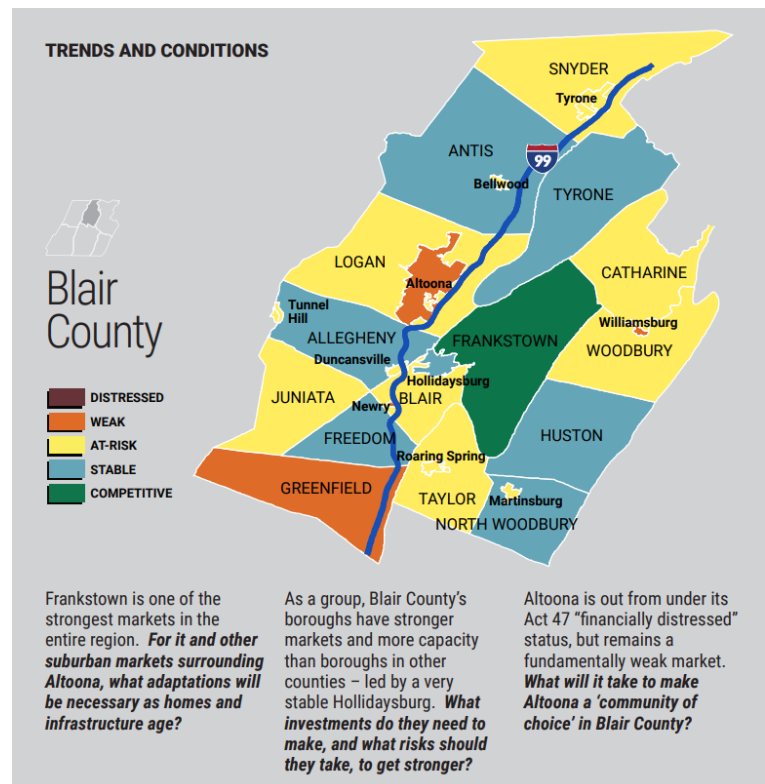
Recent County and Regional Planning

Alleghenies Ahead, the regional comprehensive plan for the Southern Alleghenies region, including Blair County, was adopted in 2018. The regional plan was developed to address the common trends such as population and workforce loss, disinvestment in private real estate, and the lack of modern public infrastructure across the six counties. The plan identified regional priorities common to all six counties as well as priorities unique to each county.

Top priorities in Blair County

- **Broadband and Cell Service.** Current service gaps hinder public safety and economic performance. Modern, reliable telecommunications infrastructure is necessary for public safety, specifically efficient emergency response, and to make Blair County more competitive (in terms of businesses, schools, tourism).
- **Collaboration and Coordination.** Retirements, labor force shortages, and workforce loss result in a loss of knowledge, skills, experience, and expertise in local government, including community and economic development and local infrastructure and services.
- **Agriculture.** (summary statement pending but not relevant to Hollidaysburg)
- **Housing and Blight.** Blair County lacks a “full housing ladder.” More varied housing types and quality housing units are needed to aid in the recruitment of new workers and to meet the housing needs of lower income households. Blighted structures should be removed, and sites redeveloped, where appropriate.
- **Public Health and Safety.** Blair County’s population has increasing needs for health care to serve an aging population and persons with drug addiction, better access to healthy food and increased physical activity, and access to jobs for those with disabilities.

The regional planning effort characterized Hollidaysburg as a stable market. This characterization was based on conditions at one point in time. The regional plan acknowledges that internal conditions and external forces change over time and posed the question, ***What investments do they [Hollidaysburg and other boroughs] need to make [to remain stable], and what risks should they take to get stronger?***



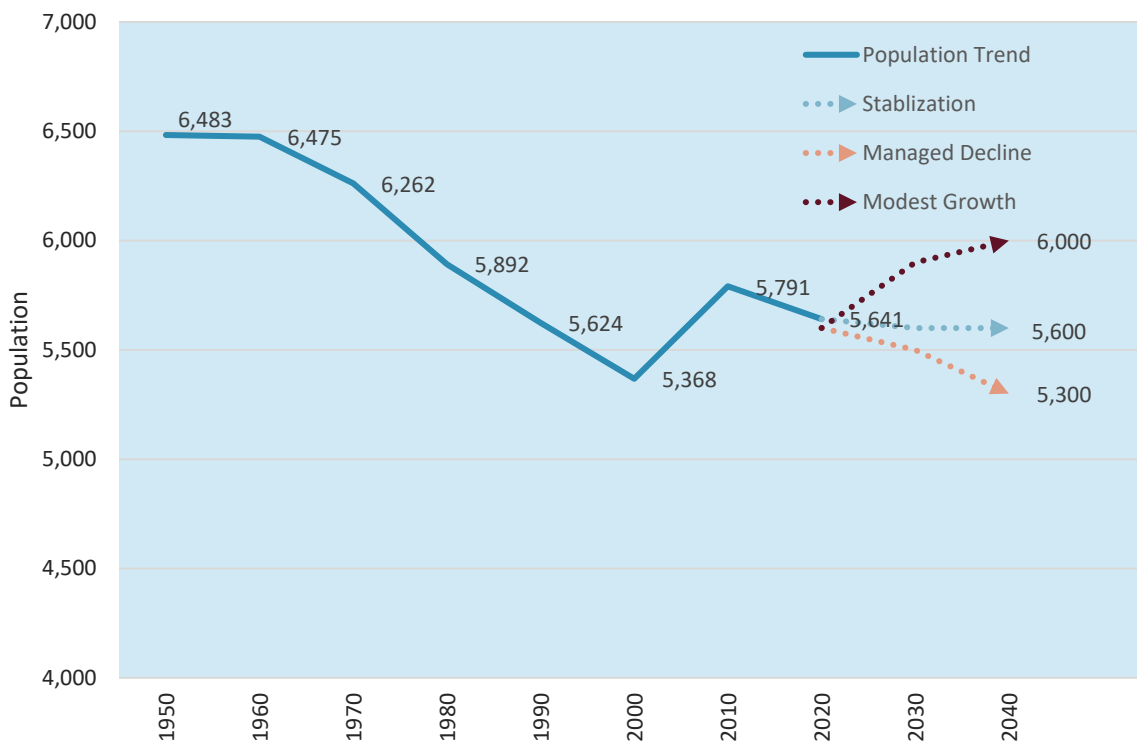
Development Goal for 2035 and Beyond

Hollidaysburg's historic development and prosperity, and its more recent contractions, resulted from a combination of local investment and external forces.

Given the varied direction and degree of development over the past 100+ years, a directional goal for future community and economic development could be based on any one of three scenarios. Each scenario aligns with a mathematical projection based on

1. **Managed decline** of population, jobs, and building stock. This aligns with a projection based on the 20-year (2000-2020) population trend. Managed decline is rarely a popular goal, however in some cases where local resources are limited and outside investment is unlikely, it is a realistic goal.
2. **Stabilization** of population and jobs counts; moderately improved occupancy (reduced vacancy) of existing building stock. This aligns with a projection based on a 10-year (2010-2020) population trend. As a goal, stabilization offers a vision of certainty even though strong local or external forces may be present.
3. **Modest Growth** of population and jobs; increased occupancy of existing buildings and development of vacant and underutilized land. This aligns with a projection based on a 30-year (1990-2020) population trend. Modest growth indicates a vision for action that makes local investment, spurs private action and investment, and leverages external conditions for local gain.

Figure 9. Hollidaysburg Development Goal Scenarios, 2020-2040



Because Hollidaysburg is an attractive, small town community in which to live and to raise a family in Blair County, particularly for those employed in local and area industries, who work remotely, or who are retired, and because its heritage and regional location amid a growing trails network offer opportunity to strengthen the community's identity and amenities, this plan embraces a community and economic development goal for modest growth.

A Vision for Prosperity in 2035

Community Goals

The Borough of Hollidaysburg seeks to stabilize and moderately grow its resident population and workforce and its local economy. Curbing recent trends of population and jobs loss is necessary to maintain community capacity to support public infrastructure and facilities, community services and programs, as well as the privately owned building stock that makes Hollidaysburg such a unique and attractive place to live, work, and visit. Modest growth in population and job counts would increase resources available to modernize and enhance the community in ways compatible with its historic character.

Community capacity is the interaction of human, organizational, and social capital existing within a given community that can be leveraged to solve collective problems and improve or maintain the well-being of a given community.¹

Community capacity entails participation from residents and businesses, leadership, shared values, common understanding and priority of needs, skills and resources, and effective organizational and communication structures to carry out actions and activities.²

¹ Robert J. Chaskin, *Defining Community Capacity: A Framework and Implications from a Comprehensive Community Initiative*. Chapin Hall Center for Children at the University of Chicago. 1999.

² Goodman et al., *Dimensions of Community Capacity*. *Health Education & Behavior*, Vol. 25 (3): 258-278 (June 1998).

Goal 1: Sustain and Strengthen Community Quality of Life

To curb losses in the resident population, Hollidaysburg needs to sustain, improve, and enhance the community conditions that residents value. These conditions include:

Neighborhoods, where housing and property are maintained; where home-based businesses supplement incomes with little or no impact on adjacent properties; and where new uses are reviewed for compatibility or fit prior to activation.

Housing Options, including among housing unit type, size, age, and cost, and for short- and long-term residency; allowing for some variety in housing stock is necessary to meet varied household needs and income levels.

Local Businesses that offer convenient retail and dining and drinking services, as well as local jobs.

Attractive, Accessible Public Spaces, where people can gather to socialize casually or to participate in organized activities and events.

Safe Streets and Sidewalks, comprised of surfaces, traffic controls, and signage maintained in a state of good repair, that enable all pedestrians, bicyclists, transit riders, and motorists to travel between local destinations and through the community.

Reliable Water Infrastructure that supplies clean water, removes sewage for treatment, and manages stormwater for minimal impact to public rights-of-way and private property—all of which is regularly maintained and assessed for system improvement needs.

Public Safety Services that protect life and property through law and code enforcement and emergency response and management.

Well-advertised Activities and Events, that provide opportunities for social interaction and shared experiences, such as sports, music, arts and crafts, history and storytelling, as well as opportunities to learn and to serve as civic volunteers.

Conservation of Architecture that reflects the eras of Hollidaysburg's historic development.

Overall, residents are satisfied with their hometown community conditions. However, concerns and calls for action were expressed for several issues and opportunities for improvement.

- **Flooding and stormwater management** was mentioned as a borough-wide issue, with emphasis in the Gaysport neighborhood and the potential for worsening conditions if the Stowell Farm were to be developed.
- The growing number of **housing units restricted to seniors (age 55 and over)** in a community (and school district) where children and youth have been declining in number.
- The need for **revised zoning** to protect and expand economic opportunity and to define future residential types and densities as the predictable future land use pattern.
- **Better forecasting of impacts and long-term public costs associated with proposed development.**
- Safer **walking and bicycling conditions** throughout the borough, including street, water, and rail crossing improvements.

These concerns informed the Hollidaysburg 2035 objectives and planning priorities.

Goal 2: Diversify and Expand the Economy

To reduce reliance on the public sector and expand the economy with more and more diverse local businesses and jobs, Hollidaysburg leaders will need to collaborate with the business community to retain and grow existing businesses and to attract new ones.

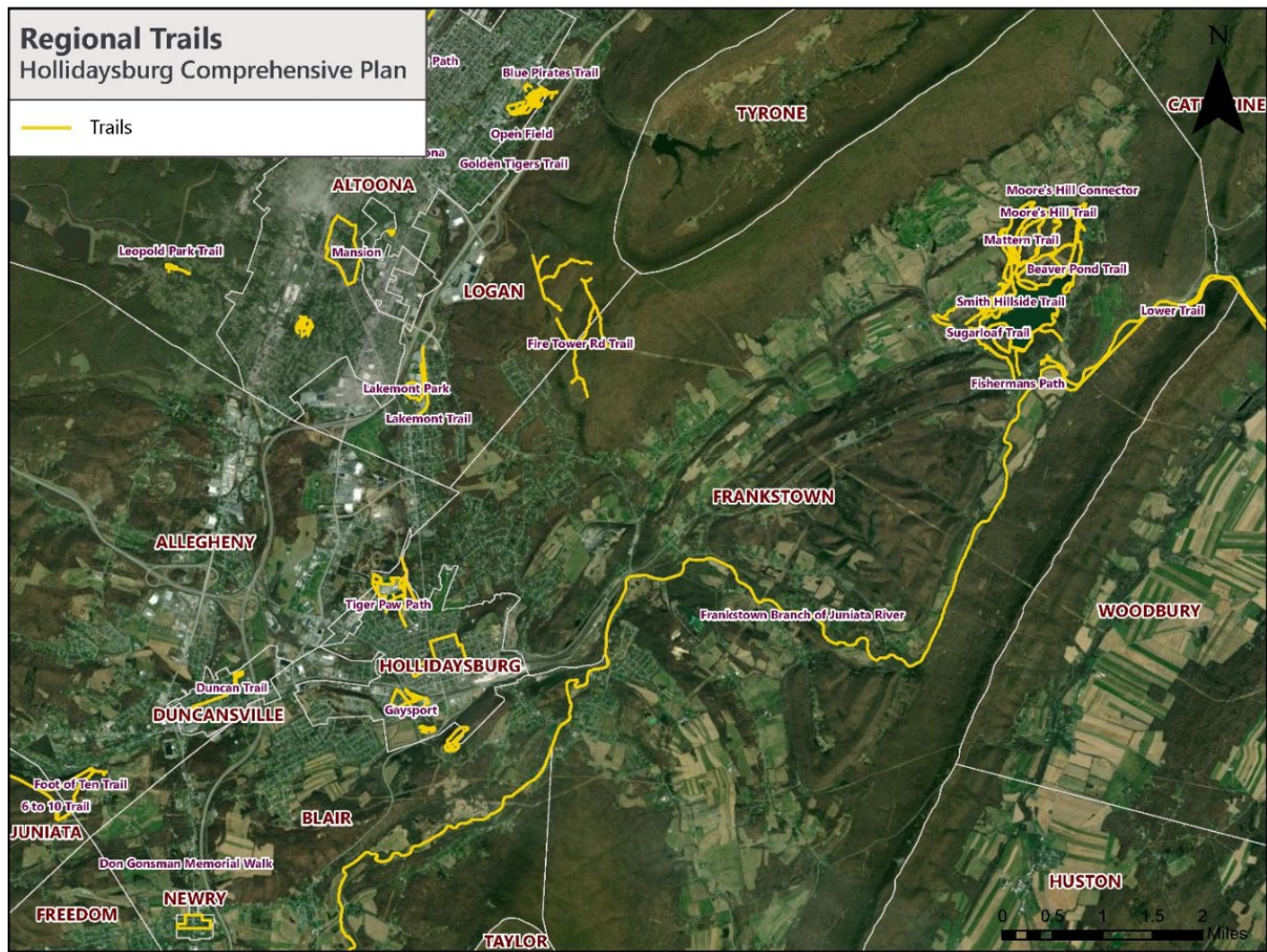
In addition, Hollidaysburg has unique local historic assets and proximity to regional recreation and trails assets from which to foster tourism as a new economic development driver. These assets can be promoted as day-trip, weekend, and stay-cation activities for residents of the Southern Alleghenies region and as destination opportunities for visitors from across the state and beyond.

New destinations, interpretive programs and activities, and themed dining/drinking establishments could feature Hollidaysburg's role in Pennsylvania's transportation history, which in turn, fueled the community's physical development and rich architectural history that's protected by the Hollidaysburg Historic District and still visible today. This kind of heritage tourism could leverage the town's historic building stock for new private uses and outdoor public spaces for interpretive tours and events. Increased attention on historic buildings would increase demand for effective historic preservation and the building trades that provide maintenance and restoration services, as well as compatible, modern construction.

Communities across the Southern Alleghenies region have developed a significant number of recreational trails—many of which also relate to the region's transportation history. Located between the Lower Trail and Mid

State Trail to the east and the 6 to 10 Trail on the Port Allegheny National Historic Site and the Ghost Town Trail to the west, and along the designated 9-11 National Memorial Trail, Hollidaysburg can provide hospitality and essential services for outdoor enthusiasts traveling one or more of these regional trail segments. See Figure 10.

Figure 10. Regional Trails



Source: Blair County GIS

Heritage and trail-based tourism provide opportunities for to new business and new jobs in food and beverage, and lodging, as well as locally crafted merchandise by which visitors remember and share their local experience with their friends and family. Supported by well-marked parking, a bike share program, and a strong wayfinding signage system, residents and visitors can pedal or circulate on foot and see Hollidaysburg's past and present up close with little traffic impact on the community. A quality tourism experience could even lead to a repeat visit and potential local investment in a residence, property, or new business.

Supporting Inputs and Infrastructure for Goal 2

Pursuing these goals and priorities will require focused attention and key inputs. Some of these inputs are in place or emerging and maturing; others will need to be developed or acquired.

- **A larger workforce of employees and entrepreneurs.** These workers and business owners would include:
 - Younger adult workers to fill positions vacated by retirees.
 - Workers of any age to start new businesses.
 - Remote workers who can work from any location with reliable internet service.

- Retirees with knowledge, skills, and experience to share with clients and younger workers/business owners on a full- or part-time basis, or a passion to volunteer.
- **Available Commercial Space** of varied sizes, including mobile units like food trucks, both inside and outside the historic district.
- **Leisure and Entertainment Places and Activities**, with an emphasis on those that complement tourism assets. These might be found in restaurants, cafes, breweries, coffeehouses, etc.; retail arts and crafts maker spaces (pottery, painting, etc.); arcades and escape rooms; as well as in outdoor spaces. Any of these venues could be themed around aspects of Hollidaysburg's history or the natural and cultural environment of Southern Alleghenies region.
- **Available Housing**, that offers options in tenure (owner or rental unit), type, architectural style, size, and cost, as well as location, from the core to the edge of the borough. Both mid- to long-term rentals and smaller, first-time owner unit options are needed for a younger workforce and prospective investors to enter the local housing market.
- **All of the Quality-of-Life Elements listed under Goal 1.**

Targeted Trends for 2035

Hollidaysburg might measure progress toward its goal of stabilized population and jobs counts in terms of one or a few measures, or select community and economic statistics.

- **No net population loss by 2035.** The resident population may rise and fall but the desired net result in 2035 is a population count at or around 5,675 residents.
- **No net jobs loss by 2035.** Likewise, the desired number of local jobs based in Hollidaysburg in 2035 is approximately 3,896.

Data is readily available from the US Census Bureau, i.e. American Community Survey and On The Map, a product of the Longitudinal Employer-Household Dynamics (LEHD) program and could be measured annually.

Responsibility for tracking these data annually and reporting trends to Borough Council and the Hollidaysburg community could be assigned to the Planning Commission as part of an annual report, as required of planning agencies by the Pennsylvania Municipalities Planning Code.

Additional population, resident workforce and local job-holder characteristics can be used to measure finer demographic and socio-economic trends. These additional measures may include the following:

- **No increase in median age; a decline median age over the longer term.**
- **Slowing decline of residents who have attained a high school diploma or some higher education**, if skilled trades and other non-academic jobs are desired.
- **No decline in families with children under 18 years; an increase in the same over the longer term.**
- **No decline in residents living and working in Hollidaysburg; an increase of the same over time.**
- **Continued decline of lowest tier worker earnings and continued increase in highest tier worker earnings;** it is assumed that tier values may be adjusted to reflect market conditions.

For this expanded list of measures, the direction of the trend is more important than the actual count or percentage at any future point in time. See Table 6.

Table 6. Community and Economic Trend Targets

Population Characteristics		2010	2020	Recent Trend 2010-2020	Desired Trend	
					2030	2035+
Individuals	Total	5,791	5,675	↘	→	↗
Age	Median Age	46.00	50.00	↗	→	↘
Educational Attainment , adults 25 years and older	H.S. diploma, some college, or associate degree	65.1%	55.0%	↘	→	→
	Bachelor's degree or higher	25.9%	41.7%	↗	→	→
Household Type & Size	Family with own children under 18 years	21.2%	21.0%	↘	→	↗
Economic Characteristics						
Residence Location v. Work Location	Living and Employed in Hollidaysburg	12.2%	8.7%	↘	→	↗
Worker Earnings	\$1,250 per month or less	34.3%	24.2%	↘	↘	↘
	\$1,251 to \$3,333 per month	44.6%	40.8%	-	-	-
	More than \$3,333 per month	21.1%	35.0%	↗	↗	↗

Source: 2010 and 2020 ACS 5-Year Estimates; Gannett Fleming, Inc.

Data to measure and mark progress in the local business market is not readily available. The borough could request assistance from local real estate and property management professionals to characterize conditions and trends by providing data and/or perspective on business targets, such as:

- **Increased Commercial Occupancy:** reduced frequency and duration of vacancy of commercial properties.

Community and Economic Development Objectives

To make progress toward its vision, goals, and trend targets by 2035, Hollidaysburg will need to commit resources toward the following six objectives:

1. Sustain Small Town Character & Vitality.
2. Expand Housing Options.
3. Improve Streets and Sidewalks.
4. Improve Stormwater Management.
5. Integrate Economy, Recreation and Culture.
6. Support the Business Community.

Recommended actions to carry out these objectives—such as development-related ordinance updates, capital improvement projects, and local initiatives—are presented in Chapters 4-9.

Sustain Small Town Character & Vitality

Hollidaysburg's development patterns and built forms were established when most local travel occurred on foot and local transportation of goods occurred by horse and wagon. Throughout most of this period, lot subdivision and development was small and dense and most daily destinations were within walking distance of home.

The local historic district established in 1989 protects buildings that formed the center of commercial and civic activity in the borough's past, along with some of its oldest or grandest residences. However, permitted uses and parking requirements in the downtown, as well as all buildings and land outside the district are subject to the borough's other development codes. These codes often reflect single-use and automobile-centric design conventions of the late 20th Century. Over time, as older structures are repurposed or replaced, the spatial patterns and visual character of the community can be adversely impacted. For an established community like Hollidaysburg, zoning and other codes should sustain neighborhoods by ensuring existing buildings can be reused, grown, or adapted for compatible modern uses, while also requiring new development to be complementarily designed.



400 Blair Street exemplifies a two-story building built as a live-work structure.

SWOT Assessment on Character & Vitality

Strengths

1. The downtown's urban form and visual character continue to form an attractive and walkable commercial center that houses a variety of uses.



Building façades align with one another along most blocks in downtown.



Within the historic district, residential façades are also consistent in their small setback from the street.

2. There has been recent reuse and redevelopment activity in and near the downtown.
 - The old Green Church, built for a Methodist congregation in 1882, is undergoing renovation/rehabilitation for use as a brewery and vendor market; a 2023 opening is slated.

- The US Hotel Tavern has converted upper floors to incubator offices/short term leases. As a small commercial space under 7,000 square feet, it required no additional parking.
- Fox's Pizza Den purchased the bank on the southwest corner of the Diamond.



The Green Church in Fall 2021, prior to its rehabilitation and conversion to a mixed-use commercial property.



The US Hotel Tavern activated its upper floors as incubator office space for small businesses.



Highland Hall is an example of an educational/institutional structure reused as senior residences.



The Thompson Pharmacy is a newer building, moderately oriented to the street and sidewalk.

Weaknesses

1. Parking regulations in the downtown can get in the way of maximizing usage of older structures, particularly those that lack on-site parking. These regulations inadvertently promote demolition to create space for new parking and hinder landowners from sharing parking with other uses.
2. The Planned Residential District (PRD) in the northeast portion of the borough once housed a farm tract at the foot of Lily Avenue, which has seen two large parcels subdivided from it. A small parcel undeveloped parcel at end of Lily Avenue is less than 1 acre in size, and cannot alone be developed under PRD. The owner would benefit from a zoning change to the adjacent residential district.
3. Citizens complain of a lack of transparency from private developers about challenges that occur between development approval to completed construction.

4. Commercial zoning along US Route 22/Blair Street has produced development inconsistent with walkable small town urban form. This is particularly true of the C3 Zoning District.



Deep setbacks at the front and side of the southwest corner lot at the intersection of Penn and Blair Streets result in poor street presence at the southern gateway intersection into the community.



The building at 207-209 Walnut Street is a wide, two-unit, split-level building set behind a parking lot amid single-unit, 2½ story structures.



On the eastern approach to Hollidaysburg in the C-3 district, two-story buildings are visible on Allegheny Street and one-story buildings front Blair Street.



On Blair Street in the C-3 district, development is designed specifically for auto access onto each site, with overly wide entrances, street-front parking lots, and large signs.

Opportunities

1. **Upper Floor Reuse in Downtown.** Some downtown buildings are clearly occupied on all floors (indicated by open windows on nice days, curtains or blinds that vary in position, etc.). However, a large number are not occupied; boarded or painted windows, broken glass, and air conditioners that never hum or drip condensation are tell-tale signs. Encouraging residential, office, or other common upper floor uses in these spaces is a relatively easy win that adds vitality, “eyes on the street” safety, and new housing typologies to downtown.



Broken and painted windows at 420 Allegheny Street indicate the upper floors are not in use, detracting from downtown vibrancy.

2. **Infill Development/Redevelopment of Vacant Properties.** In a generally built-out borough, there remain a few properties without structures or apparent use. Often, these sites sit within blocks of otherwise consistent structures, indicating that they were likely occupied by similar uses and forms at some point. These sites present straightforward opportunities for infill development and uses that add activity to the block and real estate value to the borough tax roll, so their continued vacancy likely reflect either market challenges or regulatory hurdles. Vacant corner properties are the most important to address because of their visibility.



The property at the northwest corner of Penn and Blair Streets greets visitors who approach Hollidaysburg from the south on PA 36 and from the east on US Route 22.

- 3. Longer-Term Redevelopment.** Until the market for denser mixed-use development is proven, existing auto-centric buildings and uses that are making money will likely stay in place. However, developing a vision for long-term redevelopment can provide the impetus for meaningful site design modifications. Furthermore, development regulations that ensure new construction is built in compatible patterns should be in place and ready for application, if and when the site conditions and/or economic conditions for full-scale redevelopment are ripe.



Existing condition: Commercial uses (store and fuel station); single-story structure; deep building setback allowing for wide view; extra-wide vehicular entrances along the entire frontage; traffic-centric pylon sign with integrated structural branding.



Hypothetical redevelopment concept: Commercial uses (brewery/ restaurant, upper floor offices); two-story structure; setbacks mimic neighboring buildings and calms traffic; traditional building materials, outdoor patio activity, façade signage.

Figure 11. Rendering of hypothetical small-scale urban redevelopment at the southeast corner of the Penn Street-Allegheny Street.

4. **Greenfield development properties are few.** Sites for larger development within the borough are limited. The largest: 1) the Holiday Hills planned residential community; (the lack of an approved sewer line extension inhibits final approval); 2) the Stowell Farm, zoned for traditional neighborhood development meant to mimic lot sizes and bulk standards of the nearby Gaysport neighborhood; and 3) the farmette along Bel Aire Road, in the R-1 district.



Jackson Farm Drive was envisioned to extend to Blossom Drive in the master plan for Holliday Hills; however a sewer line to serve the planned residential properties has not been approved, restraining further construction of modern residential units.



The 52-acre Stowell Farm property is the largest remaining private property in the borough. It is zoned for traditional neighborhood development—a mix of residential and small-scale commercial uses. Future development could add modern housing and expand commercial activity in the Gaysport neighborhood.



The 7-acre farm-let on Bel Aire Road remained in family ownership after its sale in 2021. If development were proposed, uses would need to comply with the R-1 zoning, which allows single-family houses with minimum lot sizes of 9000 sq. ft.

Threats

5. **Buildings as signage.** Retail uses can easily become overrun with on-site signage—auto-centric pylon signs, window signs, and even structural features such as canopies that include brand logos, colors, and patterns. Signage of all types within and outside of the historic district should be carefully managed for compatible character.

6. **Property Neglect and Blight.** A neglected property can become a hazard if conditions pose a threat to public health and safety. A lack of maintenance can also impact property values—both the subject property and the neighborhood.

Property codes need to be clearly defined and well-publicized to avoid complaints about subjective aesthetic preferences for property design and maintenance. Enforcement should be consistently and evenly applied.



Each structure at the fuel station and convenience store Front and Mulberry Streets functions as a large sign.



Code enforcement is the proper tool to address a stalled home improvement project and neglected property maintenance.

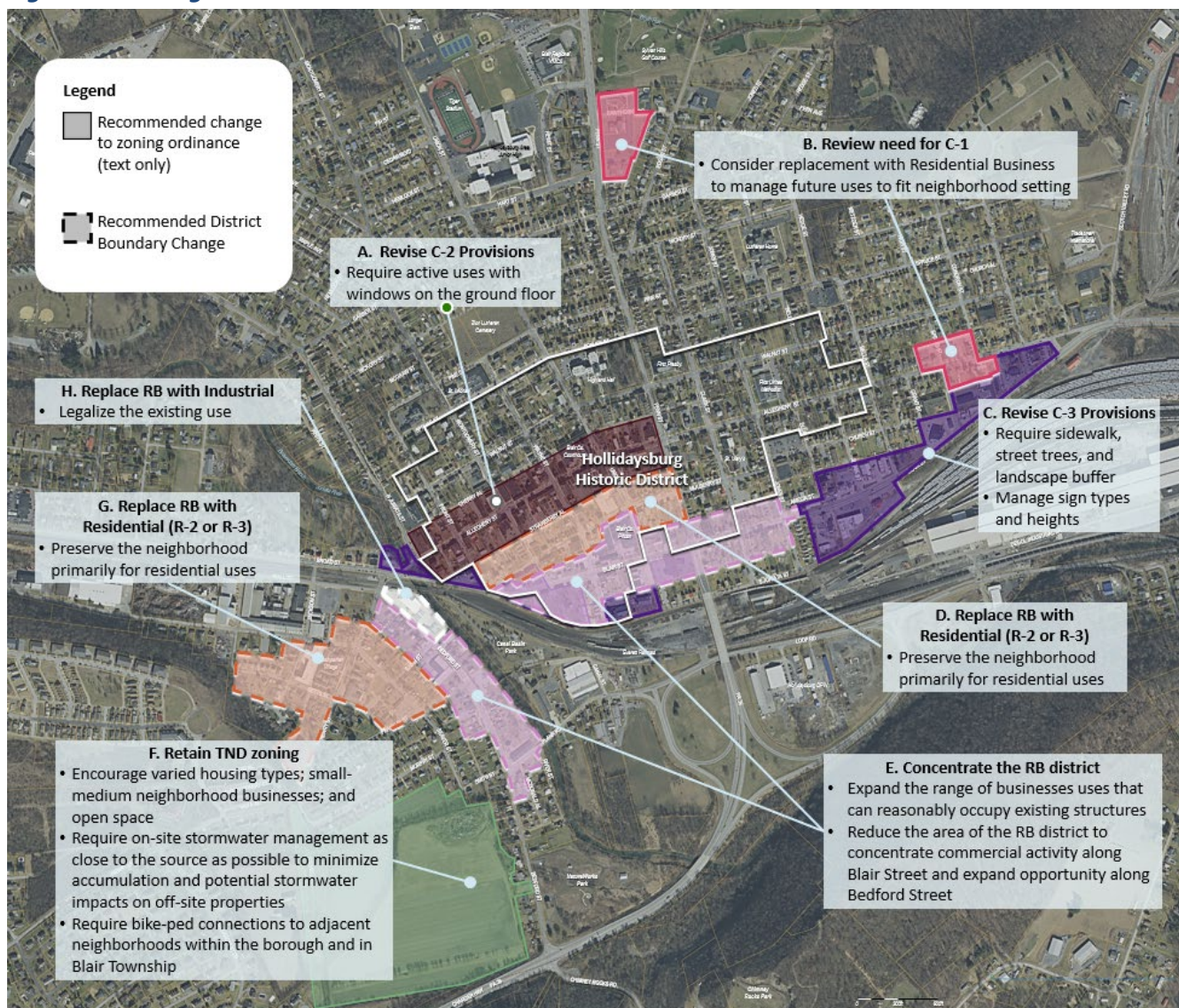
Envisioned Outcomes for Community Character and Vitality in 2035

- ◆ Downtown is visibly active, including on upper floors.
- ◆ Additional commercial and home-based businesses have opened along Juniata, Blair, and Bedford Streets.
- ◆ New construction in established neighborhoods reflect surrounding forms and oriented to the street, built as two- to three-story structures with parking at the side or in the rear.
- ◆ Outside of the historic district, modern architectural materials and building are allowed; though historic materials and detailing are also promoted.

Key Policies, Public Infrastructure, and Services/Programs

- Borough Zoning Ordinance and Map
- Code Enforcement

Figure 12. Zoning Recommendations



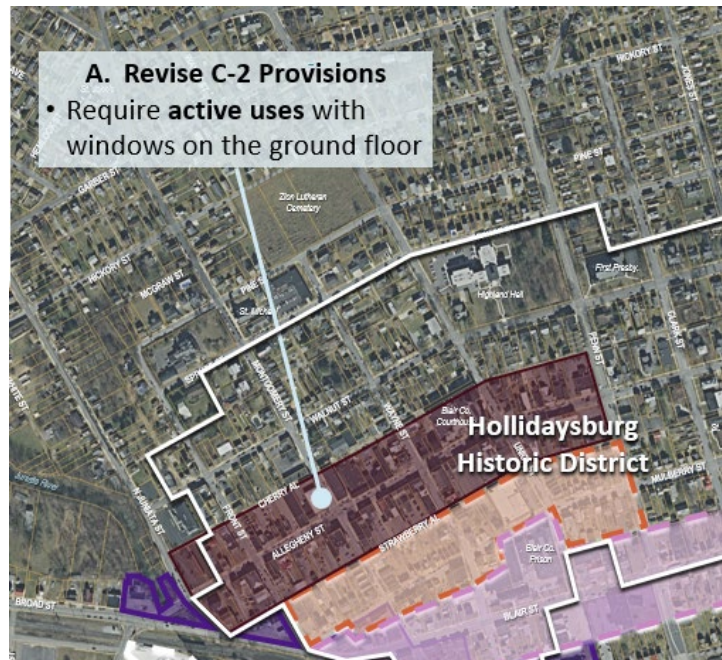
Source: Gannett Fleming, Inc.

Action Plan

1. Revise the Borough zoning ordinance and map to reflect the changes (A-G) identified in Figure 12 and described below.

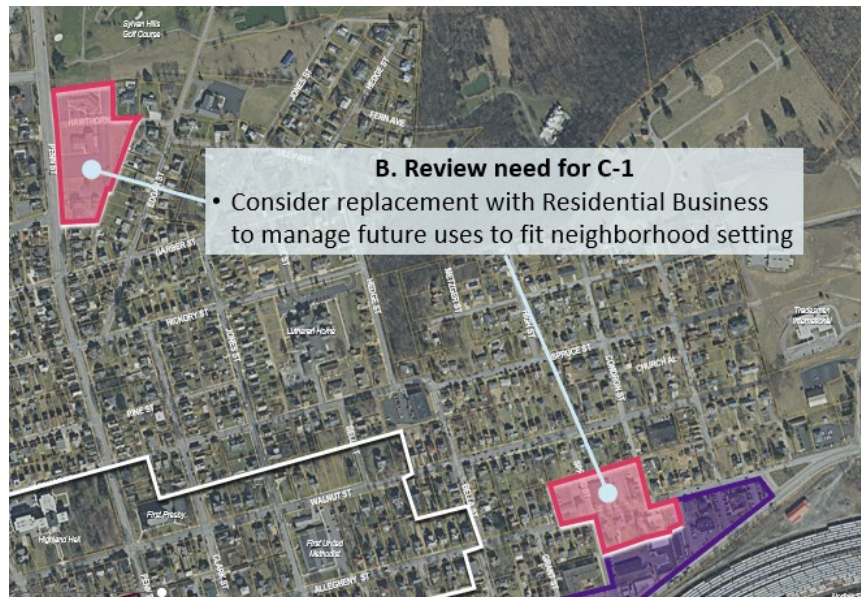
A. Revise the C-2 Community Commercial District provisions to expand economic opportunity and support vibrant use and social activity in downtown.

- 1) Allow a wider range of modern uses typical of small town main streets: makers spaces and workshops for repair and light manufacturing, breweries and tasting rooms, and small-scale entertainment and amusement establishments (not including gambling uses). Consider allowing apartment uses as a by-right use on upper floors.
- 2) Allow use combinations, i.e. multiple principal uses, on a single lot.
- 3) Require active uses on the ground floor.
- 4) Require a minimum level of building activation through door and window openings in the front façade such as a minimum of 40% of the ground floor front façade to consist of window and/or door openings and a minimum of 15% of the upper floor front façade to consist of window and/or door openings.
- 5) Conduct an updated parking study and implement its zoning recommendations – potential policies include maximum parking amounts, reduced minimums that reflect downtown’s park-once nature, reductions for mixed uses with off-set peak demand times, exemptions for older buildings, the ability count nearby on-street and public spaces towards required parking, and reductions for shared private parking agreements.



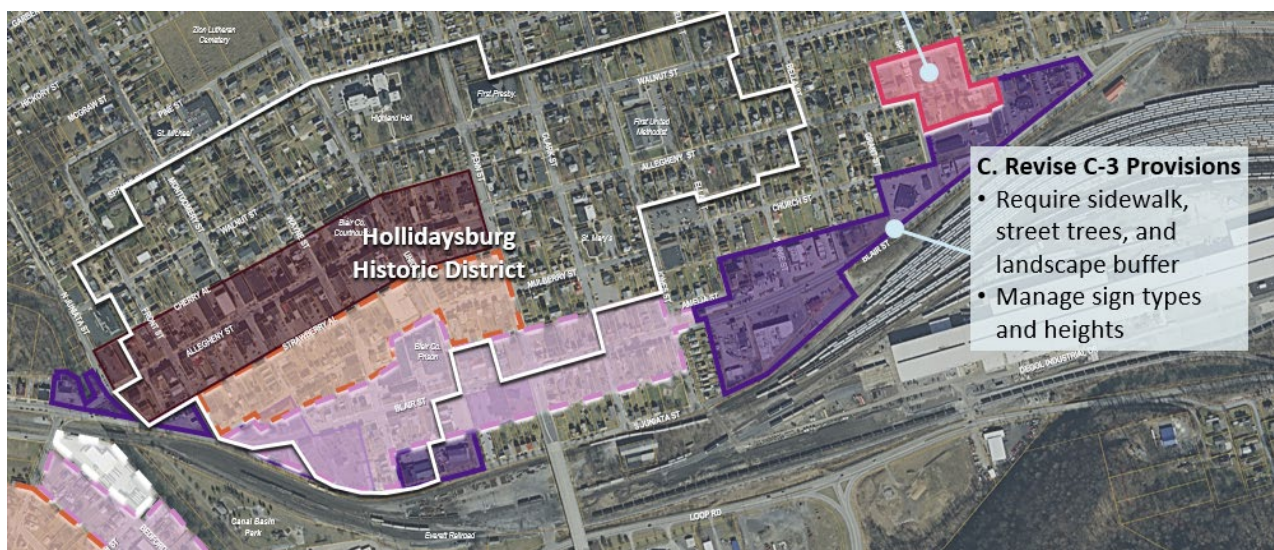
B. Consider replacing the C-1 Professional/Business Services District with Residential Business.

Only seven parcels in clusters along Allegheny Street and Penn Street are assigned to the C-1 district. Both clusters abut residential neighborhoods on three sides. Replacing C-1 with RB Residential Business would eliminate one of 12 zoning districts, simplifying zoning ordinance administration, and allow management of future re-use/redevelopment in scale with neighboring properties.



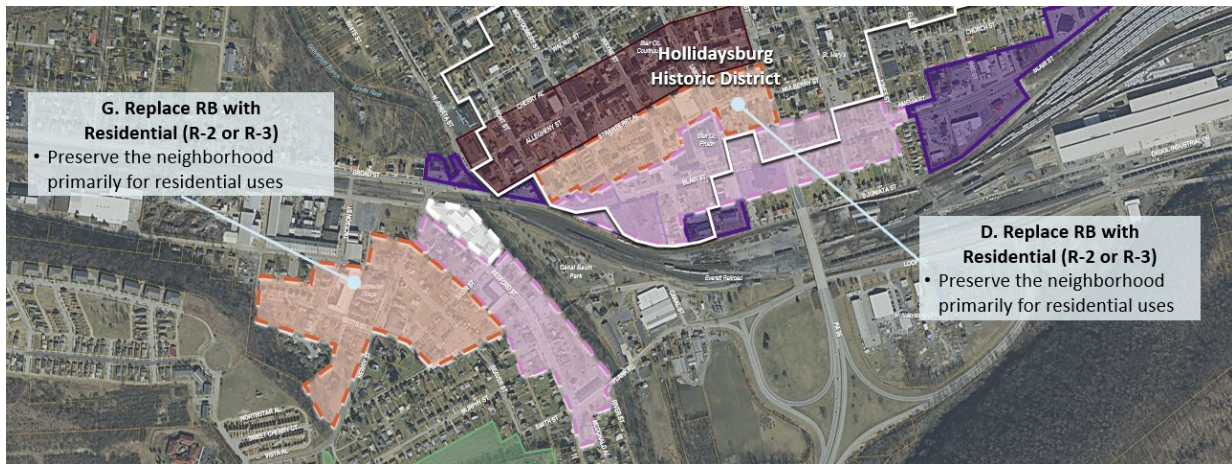
C. Revise provisions of the C-3 Highway Commercial District along Blair Street to strengthen small-town, walkable “main street” forms. The Highway Commercial District is the place to allow drive-thru, drive-up, vehicle-servicing, and other auto-oriented uses, however vehicular access should not dominate the site design, and as a major gateway, this district should appear attractive and welcoming. The district’s access and dimensional standards should physically define the public right-of-way and safely accommodate bicycle and pedestrians. Suggested provisions include:

- Mandatory sidewalk construction with street trees every 30 feet.
- A maximum driveway width of 24 feet and a maximum of two driveways (accesses) per site.
- A 5-foot deep landscaped buffer between the sidewalk and parking lots.
- Prohibit new pylon signs, allow ground-based monument signs to a maximum height of 4 feet.
- Additional controls of wall signs and structure-based branding.

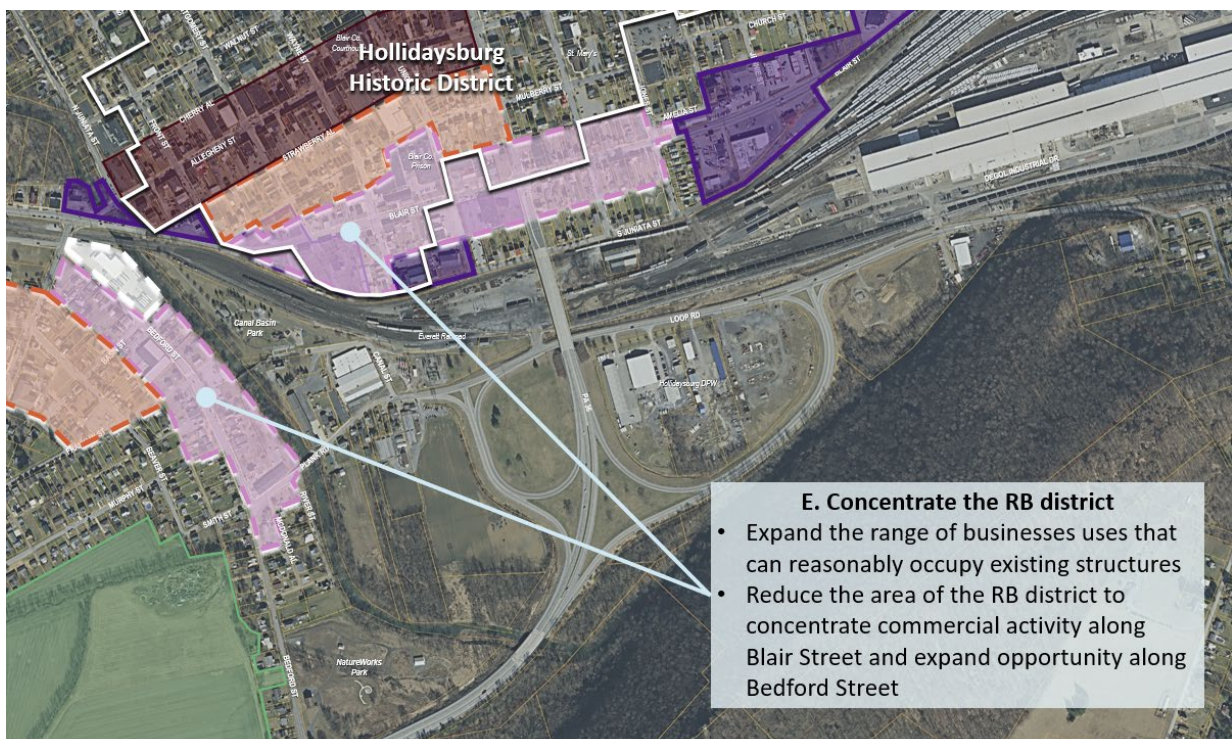


D. and G.

Replace the Residential Business (RB) with a residential district (R-2 or R-3) to preserve the Mulberry Street neighborhood and the Gaysport neighborhood primarily for residential uses, and concentrate commercial activity in the RB district. The residential district designation should reflect the as-built area and bulk dimensions of the neighborhood.

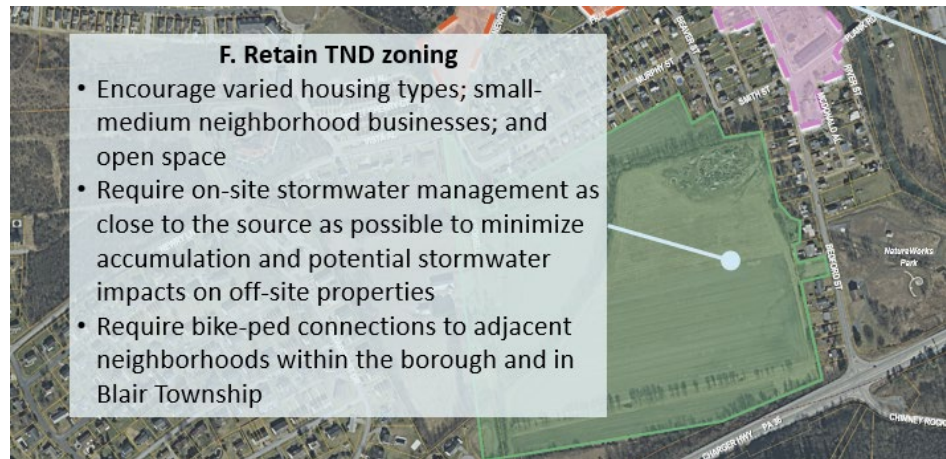


- E. Revise the boundary of the Residential Business (RB) District and allow a greater variety of commercial uses within RB.** The Residential Business (RB) district is the Borough's neighborhood-scale mixed use district and works well for existing traditional buildings that front main corridors such as the blocks of Blair Street between Jones Street and Juniata Street. As drawn now, the district has an overly expansive geography, grabbing residential blocks along Mulberry Street and Juniata Street and in Gaysport. Remapping the RB district to cover only those lots facing Blair Street between Jones Street and Juniata Street, and Bedford Street in Gaysport will allow existing traditional buildings to find economic uses, while discouraging their demolition in favor of C-3 auto-centric uses. Residential lots facing Mulberry Street and Juniata Street, and in Gaysport should be remapped as R-3 or another Residential district to protect them from intrusive commercial uses.

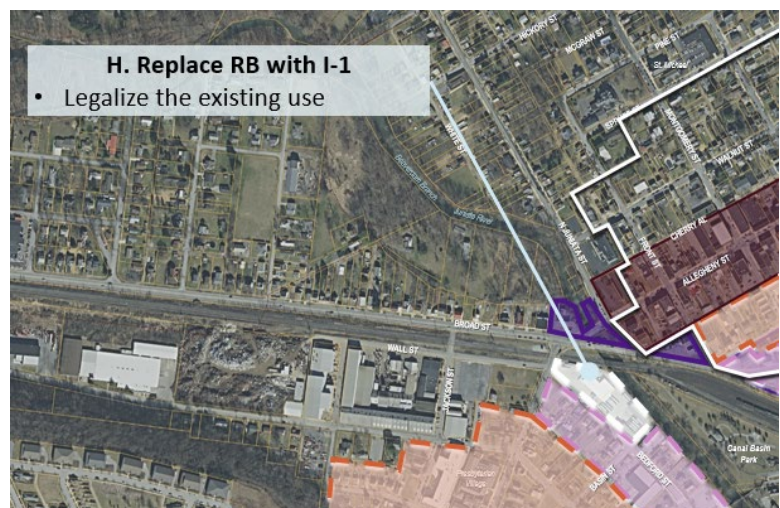


At the same time, RB should allow a larger variety of neighborhood-scale commercial uses, including uses already there such as pizza parlors, hair salons, take-out restaurants, and small retailers. Maximum size requirements might be considered to keep uses within a neighborhood-friendly scale. Placement and bulk requirements should reinforce traditional scales, with no or low front setbacks, 3-4 story height limits, parking in rear, and minimized parking requirements as discussed for the C-2 district.

- F. Retain Traditional Neighborhood Development zoning of the Stowell Farm property.** This recommendation affirms the current zoning designation that provides for varied housing types, neighborhood-scale businesses, and open space in a single, integrated neighborhood development. Future development should carefully address stormwater management to minimize accumulation and potential stormwater impacts on off-site properties, e.g. along Murphy Street (see Section 7. Require bicycle and pedestrian connections, e.g. sidewalks or walking paths, to adjacent neighborhoods within the borough and in Blair Township.



- G. Replace the Residential Business (RB) with residential (R-2 or R-3).** See letter "D. and G." on page 34 for description and graphic.
- H. Replace the Residential Business (RB) with Industrial (I-1) to legalize the industrial use at 426 Bedford Street.** The property abuts the I-1 district across Newry Street.



- 2. Update the historic resource assessment of Gaysport.** The current assessment was conducted in the mid-1980s. A new assessment would document current uses and building conditions and would provide an opportunity for consideration of a Gaysport historic district (separate from the Hollidaysburg Historic District) and alternative approaches to historic character conservation.

5

Expand Housing Options

Housing options influence a community's existing and future population. The age, type, condition, and value of housing stock as a whole can retain existing residents and attract (or discourage) new ones. Because a community's population is diverse and dynamic in terms of age, household type and income, and tenure preference (for homeownership or rental options), its housing stock must adapt to meet the needs of present and anticipated future residents—from single individuals to multi-generational families, including home-based entrepreneurs and remote workers.

SWOT Assessment on Housing

Strengths

1. Hollidaysburg offers older homes and modern homes. Historic homes attract residents (and occasional visitors) who appreciate distinctive architectural styles. Modern homes provide housing options with fewer short-term maintenance needs.
2. Seniors can age in their home community at one of the senior living facilities, however expansion of these facilities has reportedly reduced vibrancy in neighborhoods.
3. The generally small residential lots in the borough are more easily maintained than larger suburban lots.



Holiday Hills offers modern housing units at a density similar to older neighborhoods but with integrated open spaces.



A portion of the 400 block of Penn Street was redeveloped as four modern rowhomes—two owner-occupied and two-rentals.



The Presbyterian Village and the Lutheran Home at Hollidaysburg offer a continuum of housing options across their campuses, from apartments and detached homes for active, independent seniors to assisted living and skilled care facilities.



Weaknesses

1. Hollidaysburg's housing supply is largely single family detached homes (63.4 percent in 2020). Over the past 10 years as Holliday Hills was constructed, the supply trended farther toward detached homes (an increase of more than 5 percent).
2. Hollidaysburg's many older structures can bring costly maintenance, requiring ongoing investment.
3. Most residential structures are two or more stories; there are few homes built for one-story living. This impacts housing options for seniors and persons with disabilities.
4. Long-term rental units declined 45.5 percent to 38.2 percent, narrowing housing options for prospective residents who cannot or choose not to invest in the housing market. This is concerning because rentals are an important housing option for young professionals in the local workforce.
5. Short-term rentals are operating without regulation that negates neighborhood impacts. Frequent occupant turnover, lack of trash removal and excessive trash piles, and vehicles that exceed available parking spaces create nuisances for neighbors.



Homes in the borough are largely two-story, single family detached structures.



Homes along Murphy Street in the Gaysport neighborhood are among the few single-story homes in Hollidaysburg.

Opportunities

1. The Hollidaysburg Area School District has a reputation for being one of the best school districts in the county. Increasing housing options for families could enable Hollidaysburg to increase its tax base and population, helping sustain the school system.

Threats

1. Unmaintained properties give a poor first impression of the community and its residents. When unaddressed, poor maintenance can lead to blight that requires far more intensive and costly rehabilitation. Property maintenance codes are established and administered to protect human health and safety and should be adequately and fairly administered. They should not be interpreted as aesthetic preferences.

Envisioned 2035 Outcomes

- ◆ Housing unit variety has expanded.
- ◆ Long-term rental options have expanded.
- ◆ Short-term rentals are managed to minimize neighborhood impacts.

Key Policies, Public Infrastructure, and Services/Programs

- Borough Zoning Ordinance and Map

Action Plan

1. **Update the zoning ordinance to allow for accessory dwelling units, also known as in-law suites, in residential districts.** These types of units may be located within the principal structure, e.g. a basement, or in a converted garage or other outbuilding. They are often designed as studio-style or 1-bedroom units and made available for rent. As small dwelling units, they can offer affordable housing options for small households on a short- or long-term basis, and provide income or additional space for primary residents.
2. **Update the zoning ordinance to permit short-term rentals and manage their impacts on neighborhoods.**
 - Define the short-term rental use and require a zoning permit for its operation.
 - Manage the location of short-term rentals by limiting the use to specified existing districts or a new overlay district.
 - Limit the quantity and/or density of short-term rental unit permits in total or within a specified area; the area can be defined as one block, one district, or the entire borough (all applicable districts).
 - Manage impacts on neighborhoods with supplementary regulations.
 - Require registration
 - Require/allow for inspection
 - Require 24-hour local contact
 - Define maximum total annual rental (days) and maximum single rental duration (days)
 - Define maximum occupancy (persons)
 - Define maximum parking capacity
 - Require screening of trash and recycling
3. **Prepare historic home maintenance guidelines as a resource for new owners.** The guidelines would address the unique maintenance needs of historic structure and materials, including tips for assessing conditions, making repairs, and selecting historically appropriate replacement materials and qualified contractors.
4. **Strengthen property maintenance code enforcement.** Property enforcement activity should ensure that adequate maintenance protects the integrity of structures and the health and safety of occupants and visitors through a basic level of lot maintenance. Additionally, any code provisions that are subject to broad interpretation and cause ambiguity in enforcement decisions should be clarified.

6

Improve Streets and Sidewalks

Moving around in Hollidaysburg is easy. The street network north of the railroad comprises north-south and east-west streets with occasional diagonals, offering multiple driving routes to and from almost any destination. South of the railroad, Bedford Street and Industrial Drive provide the organizing spine for a few gridded streets. Most of the street network is accompanied by pedestrian facilities, providing dedicated space for those who choose or need to reach work, shopping, service, or social destinations within town without a vehicle.

The street and sidewalk pattern changes very little over time. Regular maintenance of surface conditions, traffic control equipment and signage keeps the system operating in a state of good repair. However, ensuring the facilities best serve the community's mobility needs and encourage walkable access requires ongoing efforts. Even longtime residents' travel needs and preferences do evolve with age and changing abilities, necessitating periodic assessment and responsive improvements.



Brick sidewalks like this one along Mulberry Street give character to the neighborhood and require maintenance to keep the surface condition even.

SWOT Assessment on Streets and Sidewalks

Strengths

1. Pedestrian infrastructure includes sidewalks, crosswalks, and pedestrian signage and signals, as well as amenities such as street trees and street furniture.



High-visibility crosswalks in downtown draw motorists' attention to pedestrians.



Signals along Penn Street include pedestrian signals.



Street trees provide pedestrians with relief from the sun.



Benches welcome pedestrians to linger in downtown.

- There are two WalkWorks routes in Hollidaysburg—one in the historic district and one in Gaysport. Each provides a measured route for individuals exercise performance goals. Both feature local landmarks and are reportedly well-used.

Gaysport Route



- 1 Canal Basin Park
- 2 Presbyterian Village at Hollidaysburg
- 3 McLanahan Corporation
- 4 Rail Transportation

..... Distance 1.07 Miles

Steps to a Healthier You

pawalkworks.com

Gaysport Route

- 1 Canal Basin Park**
The park is at the location where the canal boats were exchanged, between the Pennsylvania Mainline Canal and the Allegheny Portage Railroad. It includes a steam engine used to pull cargo and passengers up the incline, sectional canal boats from the canal era, and the Raiser House, which doubles as the park visitor center. A digital working tour of the park is available at: http://www.altoona.psu.edu/canalbasin_map.
- 2 Presbyterian Village at Hollidaysburg**
A long standing member of the community, the Presbyterian Village at Hollidaysburg, is a Continuing Care Retirement Community and is active in providing community services throughout the region. The community provides a full range of living opportunities and services to its residents and provides young and aspiring professionals training opportunities in its facilities. It is, once again, undergoing an expansion project in 2016.
- 3 McLanahan Corporation**
Founded in 1835, the McLanahan Corporation is the oldest continually-operating company in Blair County. It began as a small foundry supporting local agriculture. Through careful expansion, prudent investment decisions, and holding to core family values, it has become an international presence with locations on four continents.
- 4 Rail Transportation**
Once the canal era was coming to a close, the state turned its focus onto rail transportation. The yards separating the Diamond area from Gaysport served the Pennsylvania Railroad as a repair facility for its rolling stock. The line here follows the old canal between Tunnelhill and Petersburg and was used to bypass the congestion in Altoona if no stops were needed by a particular train.

Enhance your walk! See the Gaysport story map at: http://www.altoona.psu.edu/gaysport_map

Steps to a Healthier You

pawalkworks.com

Historic Hollidaysburg Route



- 1 The Diamond
- 2 Highland Hall
- 3 Hollidaysburg Historic District
- 4 Blair County Courthouse

..... Distance 1.64 Miles

Steps to a Healthier You

pawalkworks.com

Historic Hollidaysburg Route

- 1 The Diamond**
The Diamond is the hub of the commercial center of the Borough of Hollidaysburg, focused on the intersection of Allegheny and Montgomery Streets. This historically quaint area is the host of many festivals, parades and events throughout the year.
- 2 Highland Hall**
Designed by architect Samuel Sloan, Highland Hall served as a parochial school for nearly a century before its conversion to county offices. It was commissioned in 1866 by the Hollidaysburg Male and Female Seminary Association to meet the lacking education needs of the community. It served as a 24-hour radio operator training facility for the Women's Army Corp during World War II, and has awaited a new use for nearly a quarter century. One of several "Moon Trees" grown from seeds taken into orbit with the Apollo missions is planted on the site.
- 3 Hollidaysburg Historic District**
The Hollidaysburg Historic District was nominated to the National Register of Historic Places in 1965, containing 457 structures reflecting the character of pre-1900 Hollidaysburg. The district contains a broad range of Victorian houses reflecting Hollidaysburg's early status as the economic center of the region. With the formation of Blair County in 1846 as Pennsylvania's 59th county, it also became the political center.
- 4 Blair County Courthouse**
The current courthouse was designed by David Gendell and dates to 1875. The original building is in Modern Gothic style and has been expanded twice since the original construction, once in 1906 (which copied and extended the original style) and again in 1968. It contains five courtrooms, a law library, the offices of each commissioner as well as the various row offices required by law. The clock tower has been a prominent feature of the Hollidaysburg skyline since 1877.

Enhance your walk! See the Hollidaysburg story map at: http://www.altoona.psu.edu/hollidaysburg_map

Steps to a Healthier You

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3. Additionally, walking tours of historic sites and structures organized by Historic Hollidaysburg, Inc. cultivate appreciation of the Borough's rich neighborhood history, among residents and visitors.
4. AMTRAN provides public transit access in the Borough and throughout the Altoona area Monday through Saturday. There is no service on Sundays and major holidays. Route 8, the Hollidaysburg loop, includes regional stops at the Logan Valley Mall, the UPMC Logan Medical Center, the Hollidaysburg Veterans Home, and Walmart. Additional routes can be accessed from the Logan Valley Mall and Walmart. Fixed route buses have 2 bike racks per bus.



AMTRAN's local service route includes stops at The Dream restaurant, Spring Manor apartments, the Blair County Courthouse, the Diamond, and the public library.

Weaknesses

1. There are safety concerns for and among pedestrians and bicyclists, especially at street crossings. Speeding is a concern on Blair and Penn Streets. Speeding is believed to contribute to crashes and near-misses at the Penn and Hart Street intersection. Blair Street's horizontal alignment reduces visibility of pedestrians, especially on the west side of town. Penn Street's vertical alignment between Garber Street and Walnut Street limits visibility. Additionally, while there are pedestrian crossing signals at Penn Street, the signal timings, especially at Allegheny Street, are reportedly not long enough for seniors and persons with disabilities to cross.



Turning from Hart Street onto Penn Street northbound entails crossing two lanes of southbound traffic that have traveled almost one mile since the signalized intersection at Mountain Avenue.

2. Some streets lack sidewalks, which discourages active travel or forces pedestrians to choose between walking on private property or in the street. These gap locations tend to be located toward the borough's borders: north of Garber Street, east of Pine Street, and south of Franklin Street. The borough is working to install sidewalks in these locations. Bel Aire Road is a priority location for new pedestrian amenities, and residents also noted that North Juniata Street, used by pedestrians pushing strollers to reach Legion Memorial Park, lacks sidewalks in some blocks.



Sidewalks are not provided along streets such as streets north and east of Garber Street.

3. ADA-compliant improvements have been made at many major intersections but have not been completed throughout the borough's extensive street and sidewalk network.
4. Maintenance of sidewalk surface conditions and clearance (both horizontal and vertical) is inconsistent. The width of the sidewalk should be level and clear of obstructions and debris at the ground surface and to a height of seven feet to allow adequate, safe passage.
5. There are only two street connections over or around the rail yard: Newry Street and Penn Street. The Newry Street intersection with US Route 22 was improved in 2021 and now includes ADA-compliant sidewalks and crosswalks. Bicycles travel through the intersection in the travel lane.

The Penn Street bridge provides a sidewalk on the west (southbound) side. However, the staircase at the south end of the bridge leads to the road shoulder on the south side of Loop Road, approximately 1,000 feet from the nearest sidewalk on the north sides of Canal Street and Montgomery Street. Furthermore, there is no crosswalk. While the Loop Road/Montgomery Street/Plank Road corridor is a corridor currently occupied by larger-scale commercial activities, this corridor provides access to the Everett Railroad company, a freight and occasional passenger transportation operator in the historic canal bed.



The Penn Street bridge has a sidewalk and a staircase for pedestrians to cross to the railyard and access Loop Road, however there is no sidewalk on Loop Road.

Opportunities

1. The September 11th National Memorial Trail, a route of roadways and off-road trails as a trail of remembrance to the events of that day in 2001, has been designated through Hollidaysburg between Schnecksville, PA and New York City. Road conditions have not been evaluated, nor known needs addressed, for increased vehicular and/or bicycle travel along the route. Signage of the National Memorial Trail route and wayfinding signage to nearby hospitality services and other local attractions will also be important improvements to consider.
2. A road diet on Penn Street could allow for dedicated bicycle lanes and enhance street-crossing safety for pedestrians. A road diet maintains the width of the right-of-way and re-distributes the travel lanes for all local modes, such as vehicular, bicycle, and pedestrian. By providing dedicated travel spaces for all users, travel behaviors are more predictable, safety increases, and crashes decrease.

A road diet in Carlisle, PA was completed in August 2011. A project description is available at <https://planningpa.org/wp-content/uploads/M5.-The-Carlisle-Road-Diet.pdf>.

The Federal Highway Administration's webpage on road diets, including a link to its Road Diet Information Guide with examples from the upper Midwest, California, Florida, Georgia, and Washington, is available at <https://highways.dot.gov/safety/other/road-diets>.



Rendering of hypothetical road diet that could reduce four travel lanes to two travel lanes, plus a center turning lane and bicycle lanes, to calm traffic, accommodate bicycles, and improve crossing safety for pedestrians.

3. Additional bridges could provide efficient access over barriers in the community. New connections—for bicycles and pedestrian only or for emergency motorized access—could enhance access between Hollidaysburg's downtown and Canal Basin Park over the rail yard and between Fort Fetter and North Juniata Street over the Beaverdam Branch.

Envisioned 2035 Outcomes

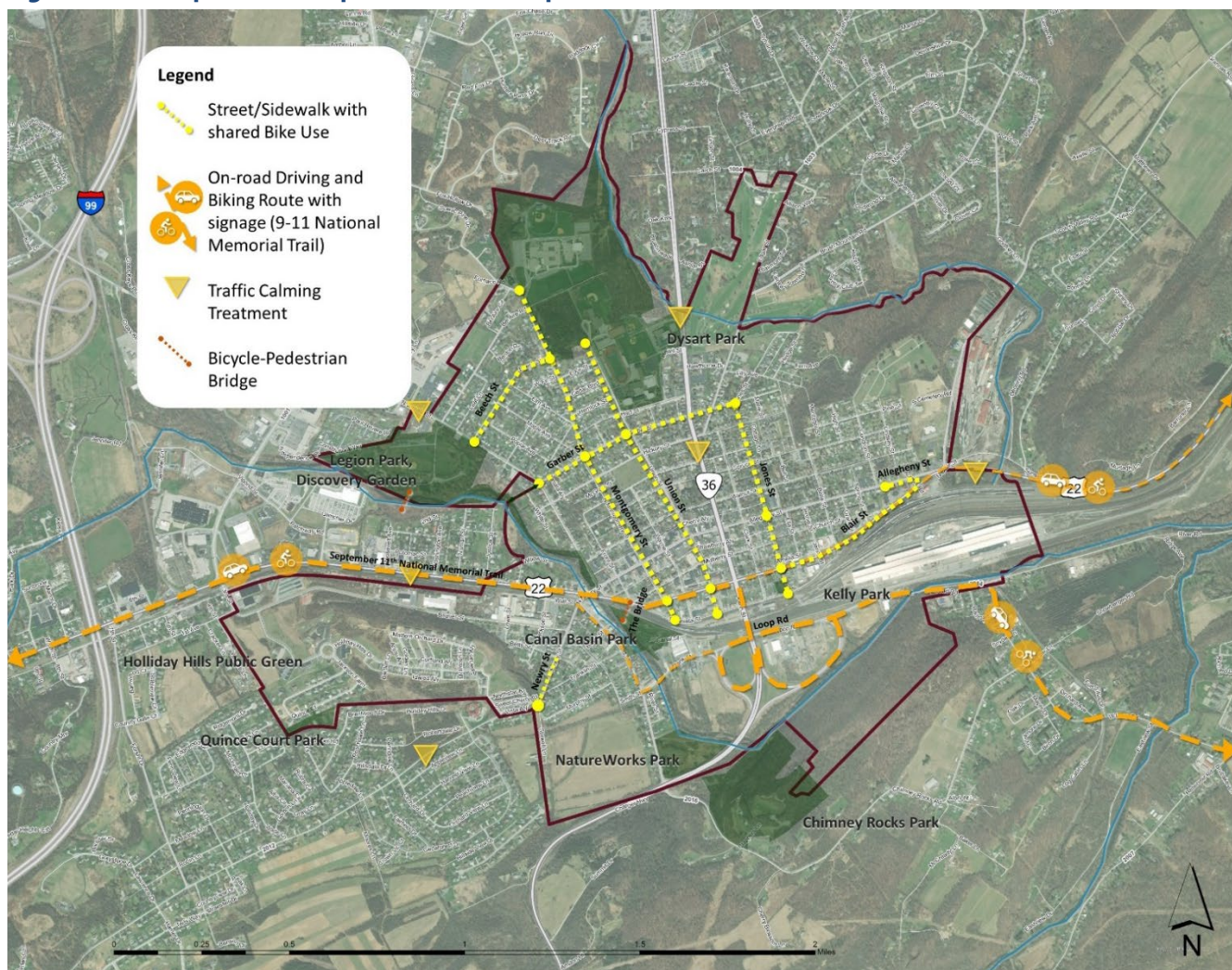
- ◆ Residents and visitors walk and bike regularly, safely, and conveniently to local destinations.
- ◆ Residents can secure their bicycles and find bicycle repair stations in downtown, at essential retail and service locations (food, pharmacy, etc.), and at parks.
- ◆ Visitors find their destinations easily, aided by welcome and wayfinding signage along travel routes.

Key Policies, Public Infrastructure, and Services/Programs

- Borough Streets and Sidewalks Ordinance
- Borough Public Works Department, including its communications with PennDOT District 9

Figure 13 shows locations for street and sidewalks to be audited to identify network needs, studied to evaluate alternatives that may better serve all travelers and transportation needs, and improved, where alternatives are feasible and fundable. Audits should emphasize the interaction of all modes, especially intersections. It also shows the general location of two new bridges that would interconnect neighborhoods and parks if funded and constructed. PennDOT's LTAP and PennDOT Connects Technical Assistance programs can provide free assistance services.

Figure 13. Transportation Improvement Concepts, 2021



Source: Gannett Fleming, Inc.

Action Plan

1. **Evaluate safety needs and potential traffic calming and pedestrian improvements along and across the major through routes: US Route 22/Blair Street, Penn Street, and Loop Road, including the September 11th National Memorial Trail route.**
 - a. Address traffic calming and advance warning of US Route 22/Blair Street pedestrian crossings.
 - b. Improve access and provide continuous pedestrian facilities along the Loop Road/Montgomery Road/Plank Road corridor. Improvements should provide better access to the Everett Railroad and complete pedestrian connection from the Penn Street bridge to Canal Basin Park and Bedford Street.
 - c. Explore the feasibility of a roundabout at the Hewitt/Penn Streets intersection to calm traffic and reduce crashes.
 - d. Assess pedestrian signal equipment and timings on Penn Street.
2. **Evaluate the intersection of Bel Aire Road at Montgomery Street at the school to address traffic flow from all approaches when school traffic is exiting.**
3. **Evaluate safety along the popular and informal “runners’ loop”: Brush Mountain Road, Pond Street, Godfrey Lane, Scotch Valley Road, Allegheny Street, Penn Street, and Edgar Street**
4. **Prioritize all intersections that require ADA-compliant improvements; pursue funding to complete improvements.**
5. **Add bike amenities, e.g., bike racks and bike repair stations, to public spaces and encourage private businesses, individually or jointly, to provide the same.**
6. **Pursue funding for the Canal Basin Park Gateway/Connector Bridge.** A bridge would provide a third and more importantly a more direct connection between neighborhoods north and south of the rail yard via Canal Basin Park. The bridge would be used by non-motorized travelers, though if feasible, the design should accommodate emergency use by first responders and public works staff.
7. **Produce and publish a map of walking and biking routes that connect public spaces; encourage community organization to use and integrate the map into their activities.**
8. **Improve arrival and wayfinding signage at gateways.** Current PennDOT signage focuses on routes to communities. Local signage is needed to lead visitors to their final destination.
9. **Explore the feasibility of a new bridge from Legion Park to Glimcher Drive with Blair Township.** This bridge would provide a more direct route for residents east of North Juniata Street to reach grocery and other retail destinations on the south side of the Beaverdam Branch. It would also provide an evacuation path to North Juniata Street for Fort Fetter residents during times of flooding.

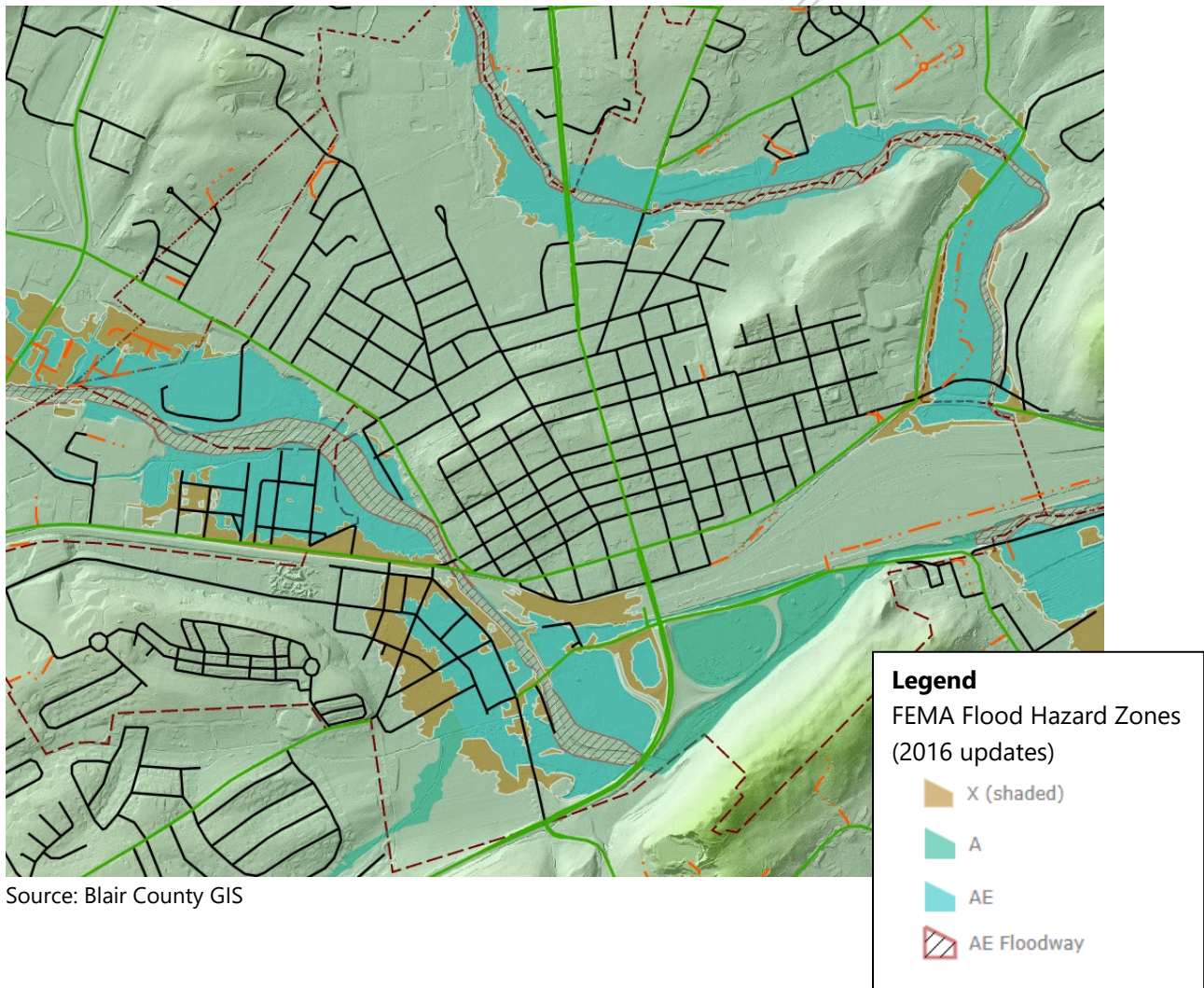
Improve Stormwater Management

Land use and development significantly impact the way rainwater flows across the ground. Instead of rain and snowmelt infiltrating into the soil to recharge groundwater, the construction of hard surfaces (or impervious area) such as sidewalks, roads, and buildings increases the amount of water that flows over the land's surface. Stormwater infrastructure, like pipes and swales, collect and concentrate overland flows and accelerate the velocity of runoff. As the rate and volume of stormwater runoff increases, it can overwhelm storm sewers, cause flooding of streets and private property, erode stream channels, and disrupt riparian habitats.

The Federal Emergency Management Agency identifies and updates flood hazard areas to alert citizens to the risk of flooding in communities and to aid local governments in regulating development to reduce the risk to life and property. Figure 14 shows that flood hazard zone—floodways (AE Floodway), areas with a 1% change of annual flooding (A and AE), and areas with a 0.2%-1% chance of annual flooding (X)—are identified along the Beaverdam Branch and Brush Run.

In addition to changing the volume and rate of runoff, residential, commercial, and industrial land uses each have the potential to contaminate stormwater with debris, sediment, and chemicals. The result is stormwater carrying pollutants into local streams.

Figure 14. FEMA Flood Hazard Areas



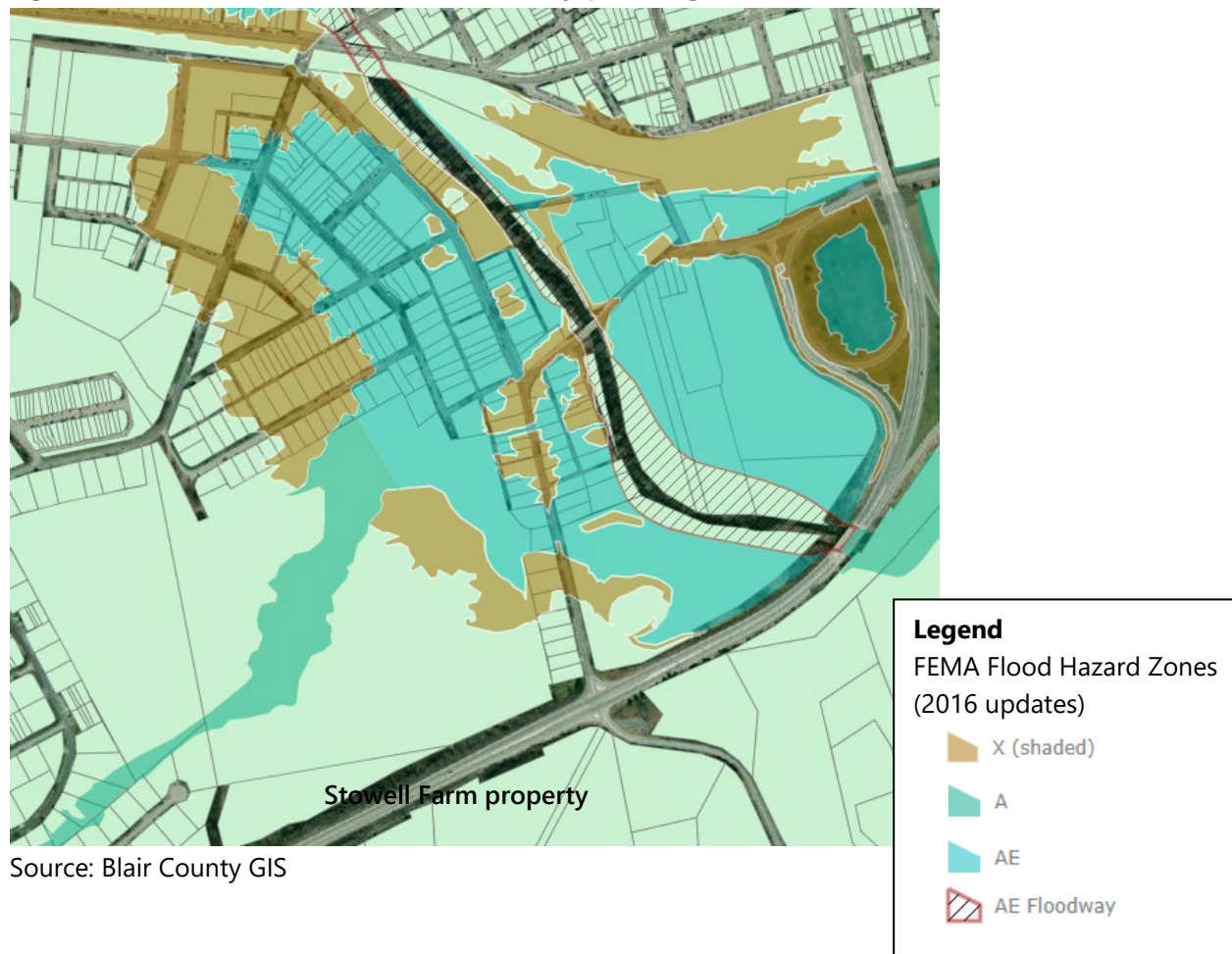
Source: Blair County GIS

As Hollidaysburg developed, a combined sewer system was constructed to serve development in the borough. The benefit of the combined sewer system is that it conveys wastewater and stormwater to the treatment plant. Unfortunately, during wet weather, stormwater can overflow the combined sewer and send untreated sewage into local streams.

Like all infrastructure, the system requires regular maintenance and eventually needs replacement as the efficiency of the system declines, materials break down, and new system requirements are established by regulatory authorities. Replacement can entail the separation of the stormwater collection system for surface management, e.g., through ponds that hold the stormwater for infiltration, pollutant removal, and moderated flow rates, prior to discharge to waterways.

Hollidaysburg has begun the costly process of separating the combined sewer system—one system for domestic and industrial wastewater and one for stormwater. Separated systems increase operational efficiency and health protection. Due to the combined system's design, the system must be separated in sub-sections. The sub-section serving the Gaysport neighborhood has not yet been upgraded and still exists as a combined sewer. In addition to the hazards of combined sewer backups and overflows, the low-lying neighborhood is also burdened by overland or surface stormwater from upland development—some of which is located outside the borough. Residents have expressed concern that future development of the Stowell Farm property could exacerbate flood hazards in the neighborhood, shown in Figure 15, though the borough's current stormwater management regulations minimize increases in volume and rate. The borough has acknowledged the complicated drainage issue and is working with its engineer and Blair County to identify a feasible solution.

Figure 15. FEMA Flood Hazard Areas for the Gaysport Neighborhood



Source: Blair County GIS



The Stowell Farm property appears relatively flat when viewed from Bedford Street toward the west. However, a southward view from Stowell Lane shows that the property is higher in elevation at its southern edge, at the toe of Chimney Rocks Ridge, and drains northward toward Murphy Street.

Other than the steady but slow progress of sewer separation to reduce flooding and the street and sidewalk concerns described in the prior section, residents and the Steering Committee had no complaints or suggested improvements for community infrastructure, facilities, and services. Nonetheless, the need to upgrade or modernize borough and community systems, facilities, and services should be carefully assessed by borough departments and Borough Council.

SWOT Assessment on Stormwater Management

Strengths

1. The borough has begun the costly process of separating the drainage system for wastewater and for stormwater.
2. The borough has adopted stormwater management regulations that require new development to manage stormwater on the property where it is generated, using and preserving the existing natural drainage systems, encouraging natural infiltration of rainfall on-site, and ensuring adequate maintenance of all permanent stormwater management structures. These regulations will apply to any future development, including at the Stowell Farm property.

Weaknesses

1. Complex drainage issues exist in the Gaysport neighborhood, especially impacting properties along Murphy Street.
2. Isolated locations are impacted by ponding stormwater that doesn't reach inlets efficiently, which creates safety hazards on streets and sidewalks, such as the intersection of Allegheny and Walnut Streets.

Threats

1. Climate change is expected to increase the frequency and intensity of large storm events, further exacerbating drainage issues.

Envisioned 2035 Outcomes

- ◆ Combined sewer/stormwater system sub-sections are replaced with separate systems.
- ◆ New stormwater generation is managed through development regulations and public education.
- ◆ Stormwater infrastructure is maintained in a state of good repair.

Key Policies, Public Infrastructure, and Services/Programs

- Stormwater management regulations to manage runoff from future development
- Public Works projects for sewer separation projects and major drainage issues impacting multiple properties

Action Plan

1. **Update stormwater management regulations.** Current borough regulations reflect PA DEP's 2005 Model Ordinance; an updated 2022 Model Ordinance that addresses prohibited discharges, connections and disturbances and post-construction maintenance, is available.
2. **Generate a list of problem drainage and/or flooding locations; prioritize the locations for assessment and improvement, as needed.**
3. **Identify locations where combined sewer separation for flood mitigation projects can provide significant, perhaps multiple, benefits.** Coordinate construction timelines with other utilities that operate in the right-of-way to streamline neighborhood disruption
4. **Work regionally to protect water quality, reduce water pollutants, and to satisfy the water quality requirements of the Clean Water Act.** This may include implementation of regional/watershed-based flood mitigation projects.

8

Integrate Economy, Recreation & Culture

Community recreation provides opportunities for social interaction, shared experiences, and personal development through programs and events. It brings people together around common interests such as sports, music, arts and crafts, history, and storytelling, and offers opportunities to serve as civic volunteers and future leaders. A variety of spaces and facilities are needed to support self-directed recreational activities and organized programs and events for groups, large and small.

Parks are a point of civic pride in Hollidaysburg. Residents and community leaders view Canal Basin Park as the center of community recreation and culture and recognize the Hollidaysburg YMCA for its sports and indoor programming. Recreational trails are increasing in number across the Southern Alleghenies region and becoming a tourism attraction in their own right, drawing regional residents and visitors from afar to view scenic mountains and historic sites in all seasons.

Local parks and proximity to regional trails position Hollidaysburg as a potential hub for recreational tourism—a place from which to venture out into the region for trail hikes and historic site visits and to return for food, lodging, shopping, and local experiences.

SWOT Assessment

Strengths

1. Hollidaysburg residents have access to almost 100 acres of public or public-use parkland. The borough owns nearly 30 acres of parkland across five parks (and an additional 26 acres of steeply sloped hillside on Chimney Rock Ridge). Community partners own another 66 acres of recreational land at Dysart Park, Legion Memorial Park, and NatureWorks Park.
2. Borough parks are clearly identified and rules and regulations are posted.



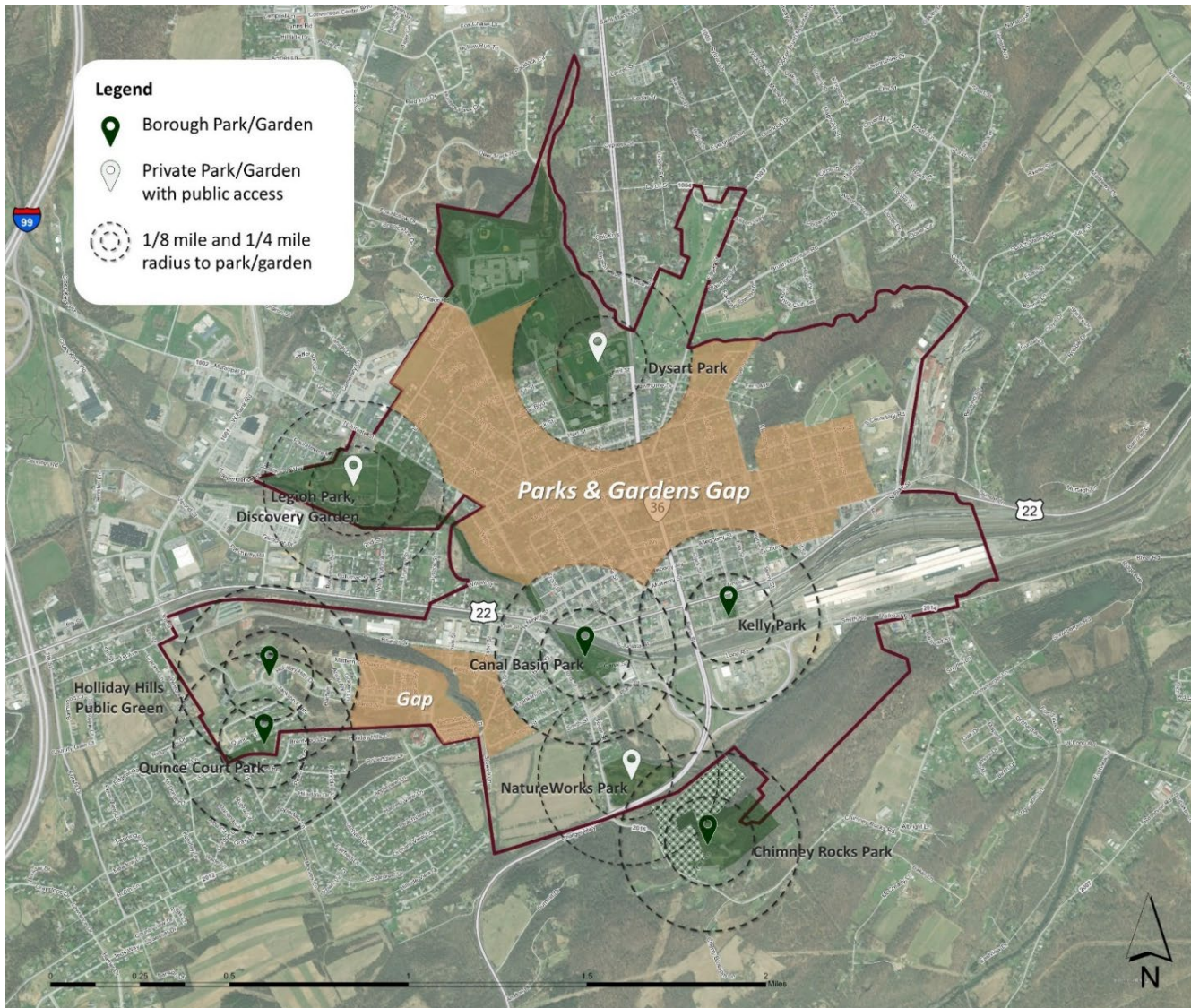
Plaques such as the one in Canal Basin Park interpret a site's history and help the reader imagine the site's former appearance and function.



Each borough park is identified and clearly posts rules and regulations.

- Residents who live south of Allegheny Street are well served by parks. Most can reach a public park or garden within a 1/4 mile walk or bike ride using borough streets, alleys, and sidewalks. See Figure 16. Intersection safety audits and ADA-compliance should be prioritized in these park service areas.

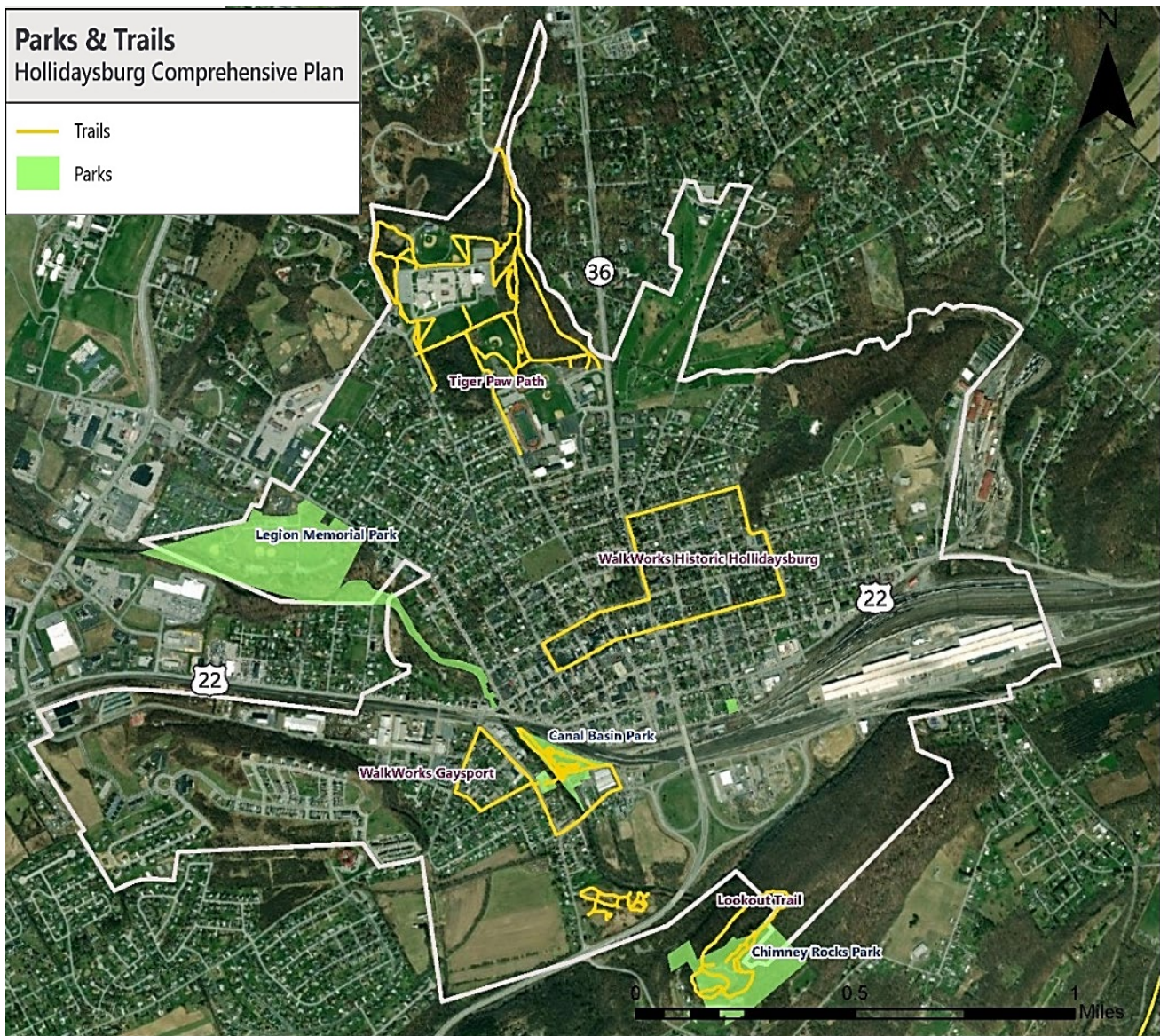
Figure 16. Park Access Assessment



Source: Gannett Fleming, Inc.

4. Canal Basin Park, Chimney Rocks Park, and NatureWorks Park each have a walking trail. The school district campus also has walking paths connecting its various facilities and leading to off-site trails. See Figure 17.

Figure 17. Parks and Trails



Source: Blair County GIS

Weaknesses

1. Park maintenance, specifically of sign posts, appears to be lacking. Peeling paint was observed on sign posts at Canal Basin Park and at the Discovery Garden. While this may reflect a seasonal gap in public works or volunteer resources and the signs themselves were in good condition, the physical condition of the posts conveyed a lack of attention and care.



Park signage, from top to bottom, conveys attention and care given to the entire park.

2. Residents who live north of Allegheny Street lack convenient access to public parks and gardens in their neighborhoods; Residents in the central and eastern portions of Holliday Hills also have a longer but still dedicated route to Quince Court Park and the Public Garden on the western side of Holliday Hills. See Figure 16.
3. Many residents, especially those with young children, expressed a need for more activities and “things to do” for families. Current park programming is limited to summer concerts in Canal Basin Park and holiday activities, primarily in downtown, sponsored by the borough and/or community organizations.

Opportunities

1. In addition to vacant corner properties mentioned in Section 4, there are at least three corner properties that underutilize the street frontage and lack structures or vegetation to define the public right-of-way from the private use. Two examples include the northwest corner of Front and Allegheny Streets and the northeast corner of Montgomery and Juniata Streets.



The northwest corner of Allegheny and Front Streets represents a gap in physical structure and socio-economic activity. A private outdoor eating area or a public pocket park with tables and benches adjacent to the Front Street Deli would be a complementary use. Alternatively, a lot line adjustment with the adjacent vacant could be explored to create a larger infill development opportunity; advancing this concept would be contingent on interest from both landowners.

- The historic center of Hollidaysburg is the intersection of Allegheny and Montgomery Streets. Known as the Diamond, the intersection becomes a public plaza during community festivals and parades. The celebratory mood of these cultural festivities could be expressed year-round through public art. Sculptures on the sidewalk, decorative pavers as the high visibility surface for pedestrian crossings, or pavement murals in lieu of the “no parking” stripes would enliven the space and could tell stories of the past and present.



The Diamond, the historic center of town, becomes a public plaza for performances and parade judging during community events.

- Restaurants, gift shops, and train excursions are among the local businesses and services for which coordinated marketing and promotion could help to extend visitor stays by a few hours or an extra day, resulting in more external dollars being spent in Hollidaysburg. At minimum, promotion would entail the location of various establishments and perhaps a simple map or diagram indicating the simplest travel routes.



The Everett Railroad primarily operates shortline freight service for area businesses, but it also offers seasonal passenger excursion trips.



The U.S. Hotel Tavern is less than 1/10 mile from the Everett Railroad parking lot but an actual driving distance of more than mile.

4. Throughout the historic district, there are numerous fading identifiers of past businesses. Their locations and business stories could be researched and presented as a self-guided or narrated walking tour.



Ghost signs, hand-painted signs on the brick exterior of commercial buildings, was popular in the late 1800s and early 1900s before mass production of paper advertisements. These ghost signs appear on the rear of 308 Allegheny Street, 312 North Montgomery Street, and the garage along Cherry Aly behind the Mimosa Bed & Breakfast.

5. The Lower Trail is a 16.5-mile multi-use, off-road trail between Alexandria, Huntingdon County and Canoe Creek State Park in Blair County along the Frankstown Branch of the Juniata River. Rails to Trails of Central Pennsylvania owns and managed the trail. Together with the Blair County residents, the organization has envisioned an extension of the trail from the state park to Hollidaysburg along the Frankstown Branch and then pivoting away from the waterway to go north along PA 36 toward Altoona. The extension concept has not progressed due to landowner opposition between the state park and Hollidaysburg. If the trail extension concept is advanced in the future, the borough should participate in the planning of the alignment to leverage the direct connection to a popular regional trail.

Regardless of a future connection, the Lower Trail is still accessible via a 10-minute drive to the trailhead at the state park.

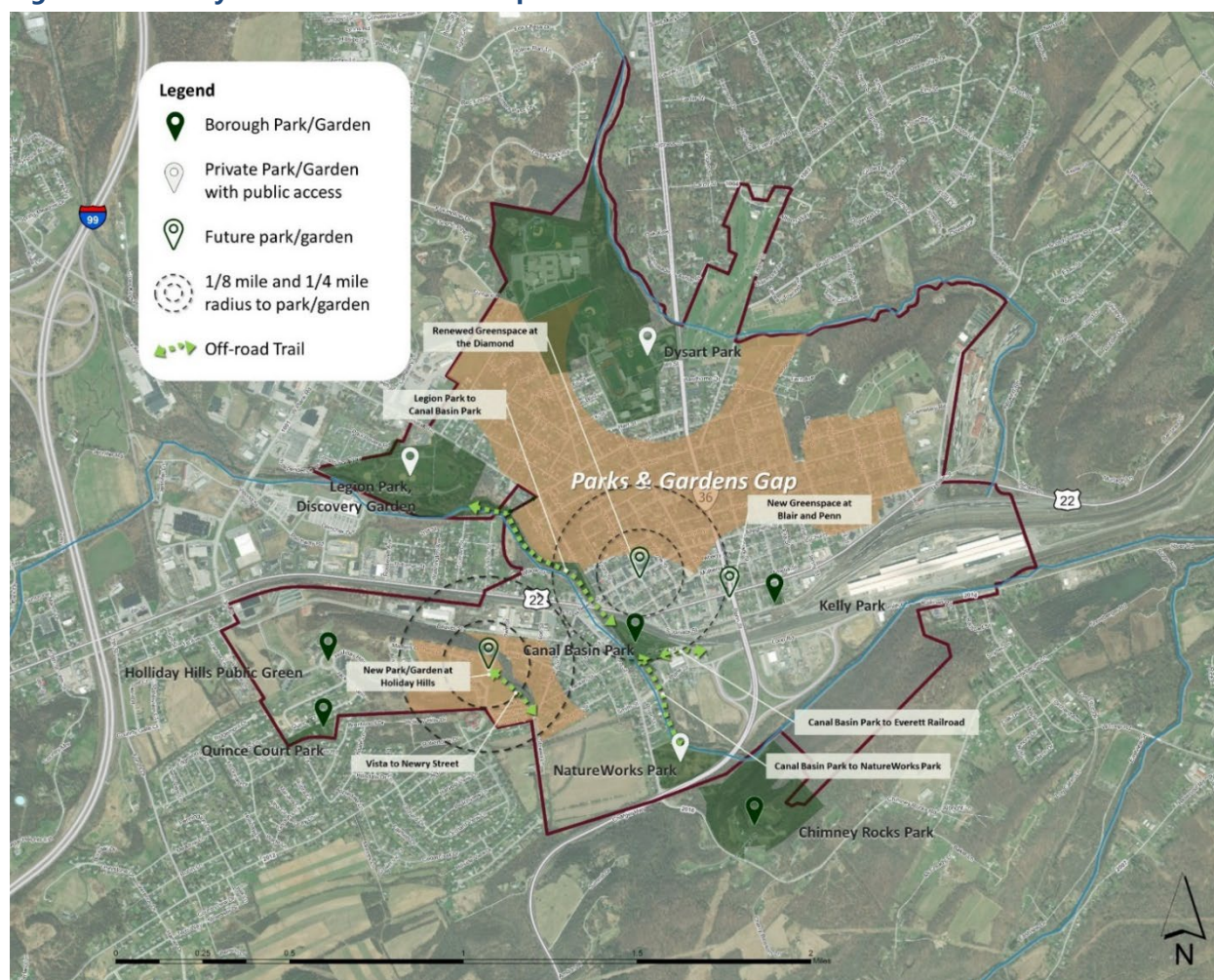
Envisioned 2035 Outcomes

- ◆ Residents' parkland and recreational programming needs are identified and are planned to be met.
- ◆ Canal Basin Park is the hub for of Hollidaysburg's park system. It connects to public parks and gardens and private recreation facilities via streets and trails.

Key Policies, Public Infrastructure, and Services/Programs

- Public Works Department
- Informal partnership with the Hollidaysburg YMCA to ensure availability of recreational programming

Figure 18. Park System Connection Concepts



Source: Gannett Fleming, Inc.

Action Plan

1. Expand promotion of available programming at parks and other public spaces.

- Continue use of Facebook to broadcast announcements about upcoming programs and events.
- Coordinate (and cross-promote) community events in the Hollidaysburg area.

2. Evaluate residents' recreational needs for neighborhood parkland and facilities in unserved neighborhoods and for recreational programs boroughwide. Residents' recreational activity and event interests, and options to meet programming needs, should be explored with community partners.

3. Based on the completed evaluation above, modernize and expand parkland and recreational facilities and develop regular programming to meet current recreational needs. Projects may include:

- Programming to increase visitation and appreciation for Chimney Rocks, newly listed on the National Register of Historic Places.
- Expansion of the canal museum.
- Structural or landscape improvement the Canal Basin stage area to reduce sun glare.
- Addition of a public park or garden at the east side of Holliday Hills with a vista overlooking the town.
- Enhance the Diamond as a public plaza with public art and integrated cultural features.
- Add greenspace to the intersection of Penn and Blair Streets as a southern gateway treatment to the community.

4. Conduct a feasibility study for off-road trail connections between local parks, as shown in Figure 18Error! Reference source not found..

- Canal Basin Park to Legion Memorial Park along the Beaverdam Branch.
- Canal Basin Park to NatureWorks Park along the Beaverdam Branch.
- Canal Basin Park to the Everett Railroad (by trail or sidewalk).
- Following site plan approval for future development at the Stowell Farm property, a connection from NatureWorks park to open space in the new development to Newry Street to a new public space at Holliday Hills.

Support the Business Community

Hollidaysburg's current economy is largely reliant on county government operations and the spending power of county workers and "customers". Professional offices, service, and a few breakfast and lunchtime restaurants occupy ground floor spaces in downtown. Retail plays a very small role in the downtown, where spaces are small and foot traffic is limited; specialty stores and personal services (versus more general retailers) have survived competition from suburban and online stores. Retail has a stronger presence along US Route 22/Blair Street, where commercial properties are larger and visibility to consumer traffic is higher. Amusement and entertainment uses are very limited.

Until a few years ago, coordination and communication among businesses was limited. Each business seemed to flourish or flop based on its own efforts. The Hollidaysburg Community Partnership took an interest in supporting businesses, especially retailers, by creating and promoting seasonal events to draw customers into downtown. The effort was mildly successful.

A combination of leadership and support is needed to develop a sense of unity and mutual relationships among businesses in town that generates customer referrals and business-to-business services. This role requires keen local knowledge as well as objectivity and insight to identify what needed and missing in the local marketplace. This role would conduct activities that:

1. Characterize the potential for new or expanded businesses: what types of retail business are a good fit for Hollidaysburg's consumers and what business-to-business services are needed.
2. Recruit new businesses to complement and diversify current retail and service offerings to residents, workers, and visitors, and other businesses.
3. Guide new businesses to concentrate activity and to make a good fit between the business's desired exterior appearance and its site location.
4. Identify and market available buildings and spaces for sale, lease or rent.
5. Guide entrepreneurs to financial and other start-up resources.
6. Coordinate efforts that benefit businesses, such as promotion of new business openings; parking and wayfinding signage; seasonal decoration of public spaces; and special events that draw customers to local businesses.
7. Market products, services, and experiences available in Hollidaysburg to residents of Hollidaysburg and surrounding communities.

These activities have little benefit for a single business but can benefit multiple, if not all, businesses in the community when conducted in a fair and unbiased fashion. They are often associated with a local chamber of commerce, local economic development committee, or municipal Main Street Program—all of which involve partnership between the public and private sectors.

The National Main Street Program provides a model for this leadership and support and function. Its success in any community is dependent on many factors, including the participation, cooperation, and actions of local government and business owners to make meaningful changes. The borough's prior Main Street Program was not long-lived. This should not be considered failure but a learning experience from which the borough and business leaders can develop a fresh and more effective means of collaborating to sustain, expand, and diversify the local economy.

SWOT Assessment on Business Community Support

Strengths

1. Data for jobs by industry show that Hollidaysburg's local economy is buoyed by county government, its workers and customers, and the services that can be furnished in the moments before, during, and after the county work day. Without county government, Hollidaysburg would likely have declined further and faster since 1960.
2. Hollidaysburg's heritage, recreation, and retail assets—historic structures, boutique businesses, and Canal Basin Park—are concentrated in its core.
3. In the absence of a local chamber of commerce, the Hollidaysburg Community Partnership organizes events to draw area residents to local businesses.

Weaknesses

1. While concentrated in the core, most heritage, recreation, and retail assets are not visible to US 22 or PA 36 pass-through travelers or easily found on the internet.
2. Online marketing of downtown to convey the range of businesses, business hours, transit access and parking locations to local residents and regional visitors is lacking
3. The Everett Railroad serves regional industry and draw tourists for scenic excursions; however, it is isolated from downtown businesses by the rail corridor and US 22 / Blair Street.

Opportunities

1. The Diamond is a historic landmark space in the downtown. It should be the premier business location and venue for downtown events!

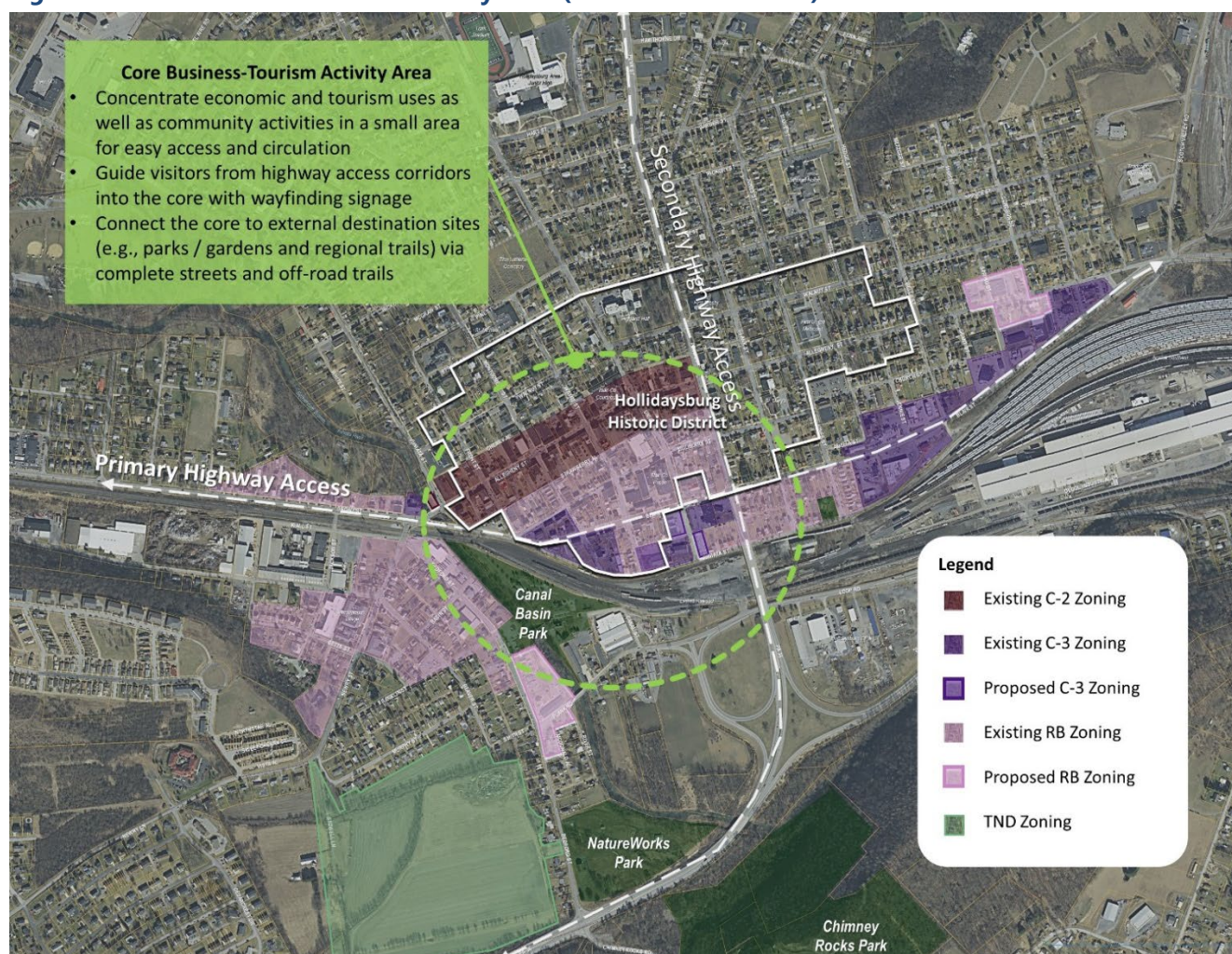
Envisioned Outcomes for Business Community Support in 2035

- ◆ Businesses and jobs in Hollidaysburg's core and along access corridors have expanded, especially in the leisure and hospitality sectors.
- ◆ Residents and visitors spend time and money in Hollidaysburg's core to gain meaningful goods and services, and to make and share memorable experiences; they circulate easily from centralized parking throughout the core via streets, sidewalks, and trails and aided by wayfinding signage.

Key Policies, Public Infrastructure, and Services/Programs

- Zoning Ordinance and Map
- Code Enforcement
- Public Works Department
- Informal partnership with the Hollidaysburg Community Partnership

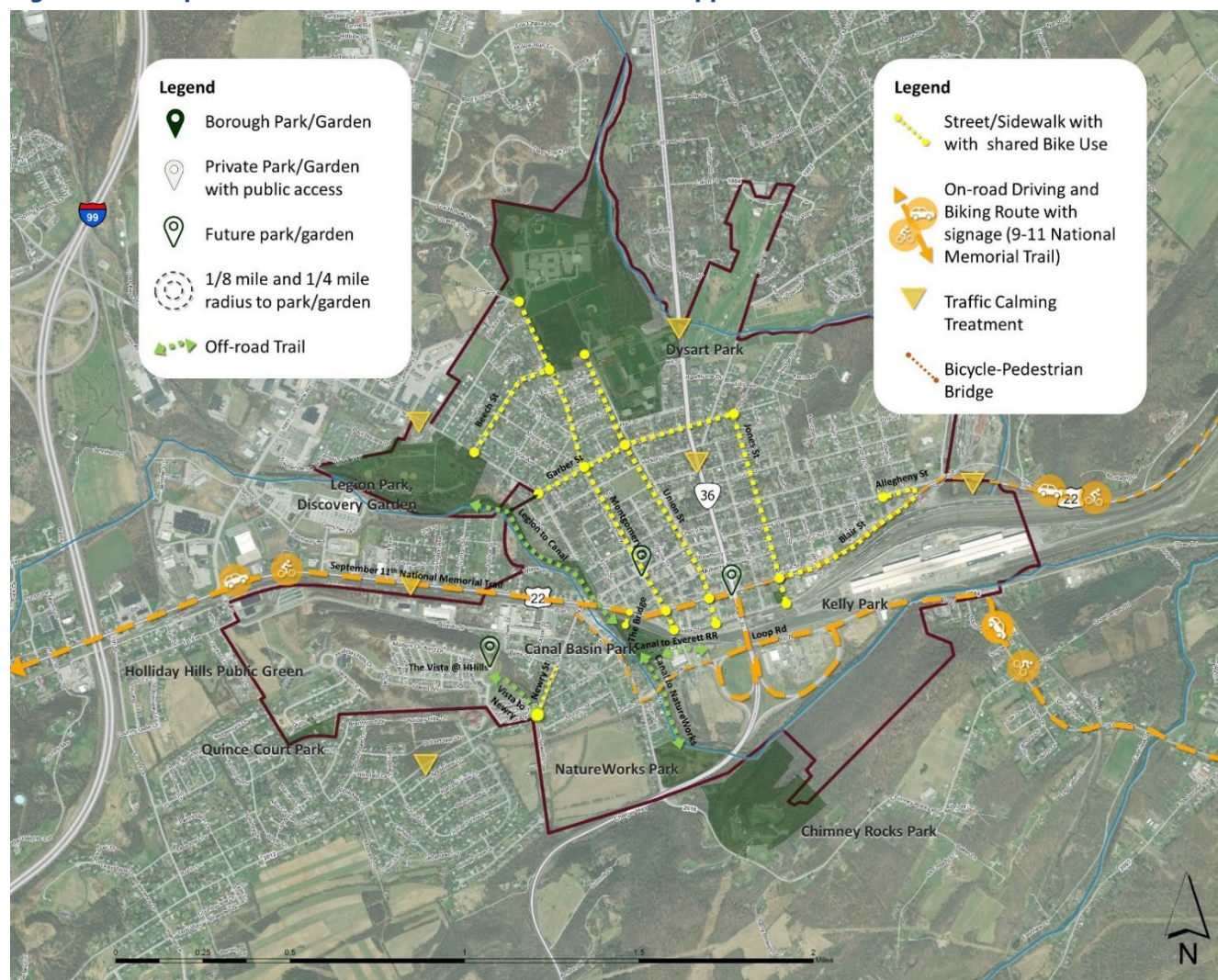
Figure 19. Core Business-Tourism Activity Area (aka Investment Area)



Source: Gannett Fleming, Inc.

Recommendations for public infrastructure made in prior sections of this plan aim to converge new development, increased activity, and new and enhanced connections in a concentrated area, namely the core of Hollidaysburg, the area loosely bounded by Allegheny Street, Penn Street, the Loop Road/Montgomery Street/Plank Road corridor, and Bedford Street. Locations of each recommendation are compiled in Figure 20.

Figure 20. Compiled Infrastructure Recommendations to Support the Vision



Source: Gannett Fleming, Inc.

Action Plan

1. **Participate in local and regional economic development & tourism discussions.**
2. **Conduct a retail and hospitality market study to identify retail spending leakage and gaps in hospitality and entertainment services.**
3. **Partner/Support efforts to market the core business community as a whole and its economic opportunities; encourage consistent, customer-oriented business hours across the retail market.**
4. **Expand commercial zoning in high visibility locations; select locations that are walkable and convenient to centralized parking; require active uses with windows on the ground floor. See Land Use & Built Form (next).**
5. **Enhance the Diamond as a/the premier business location supported by regular, monthly activities and events in downtown.**
6. **Update the parking assessment after noticeable changes in parking demand; and manage parking, as recommended.**
 - i. Conduct an assessment to evaluate parking demand and availability. Assess publicly owned parking for use, turnover rates, and efficiency.
 - Explore demand and opportunities near the post office building.
 - Update the most recent research on angle parking in downtown settings as was recommended in a 1995 parking study.
 - ii. Manage public parking locations in relation to downtown destinations.
 - Explore, negotiate, and promote public use of the county parking garage after county business hours.
 - Allow/Encourage combined parking lots.
 - Prohibit surface parking as a primary use in the C2 district. Allow only as an accessory use.
 - iii. Provide secure, well-lit parking lots/facilities for motorized vehicles and bicycles.
7. **Promote the needs for local trades to provide skilled property and historic building maintenance and rehabilitation. Explore with the school district and regional vocational institutions.**

Implementation

Community Leadership & Collaboration

Planning is essential for almost every successful venture. Consider retirement planning, saving for a child's education, etc. However, a plan that is not well developed and implemented, and does not effectively engage leadership, is not a formula for success.

A primary success factor for planning and plans is securing the active involvement of community leadership-- across all sectors ideally public and private, including business, non-profit, faith-based, and education, among any others present in the community. This helps to frame a better plan with broad based ownership—one that is built on the foundation of accountability and partnerships.

Leadership

Citizens are more likely to support a plan when they receive that its leaders endorse the effort. Further, this makes it more likely that citizens will hear the call of their leaders from the various sectors to participate in the plan's implementation. At minimum, principles such as those listed below, should be looked at on a regular basis as reminders of a healthy and strong approach to planning and plan implementation.

The following suggested principles can form a basic shared understanding (if not a formal written charter) among leaders involved in planning and plan implementation. The Borough can use this list as a starting point and improve upon it as they may choose to.

- **Communication** for understanding and learning the perspectives of all involved.
- **Transparency** of decision-making process, status, results, what is working, what is not, and the corrective courses of action to be taken.
- **Deliberation** and give-and-take in addressing issues, recognizing that consensus contributes to unity of effort and better results.
- **Gratitude** for the contributions of those involved and meaningful recognition that encourages further effort.
- **Encouragement** to continue to implement and press on even when some efforts are stalled or not yet producing desired results. (This aligns with the value of persistence.)
- **Problem-Solving** together as the heavy lift gets lighter when tackled as a team.
- **Accountability** to each other, the public, and the process, including periodic reporting of results achieved, upcoming activity, and calls for involvement.
- **Collaboration** to defy so many trends today that divide communities, this represents a choice to work together realizing that we share common goals.

Structure for Collaborative Implementation

Effective planning and particularly plan implementation is organized around getting key partners to the table and even growing the collaborative approach over time. There is a tendency today to work in siloes as isolated organizations. The effort to bring together a wide range of potential stakeholders to be aware of the plan and to promote its implementation together is what a famous general called force multiplier. That the addition of organizational resources of all kinds multiplies the success while reducing the burden on any one sector.

Ideally, community partners, such as those listed below, should be involved in developing a plan. But if not, there is still an opportunity to make them aware of the plan and to find ways for each to participate in or promote its implementation:

1. Hollidaysburg Area School District & Alumni Foundation (and similar organizations)
2. Hollidaysburg Area Community Partnership, <https://www.facebook.com/HollidaysburgCommunityPartnership/>, re-organized in 2021.
3. Historic Hollidaysburg, Inc.
4. Blair Chamber of Commerce, <https://www.blairchamber.com/>, and its board of directors, committees, and leadership staff.
5. Altoona-Blair Community Development Corporation (ABCDC)
6. Explore Altoona (visitors bureau)
7. Sheetz Center for Entrepreneurial Excellence at Penn State Altoona, home to Penn State Altoona's entrepreneurship program and the Sheetz Fellows Program.
8. Private industry (for select intelligence and investments)
9. Faith-based Community
10. Civic organizations – American Legion, Rotary, and others
11. Private/Family Foundations
12. Recreational Organizations, Clubs, Leagues – Blair Bicycle Club, <https://www.blairbicycleclub.org/>

Suggested Implementation Support Activities

1. Hold a Hollidaysburg Leadership forum to increase awareness of the community plan, obtain ideas and input on its implementation and how the various organizations might promote and participate.
2. Educate community of commitments and responsibilities of Borough Council to encourage greater candidate participation to reduce so many uncontested ward races.
3. Invest in greater recognition and appreciation of community organizations that contribute to the quality of Hollidaysburg Life.
4. Reconsider Borough Newsletter to printed format and to be widely distributed and available.
5. Coordinate Borough Services, School District Resources, Community Organizations and Service Clubs to improve and maintain an attractive appearance and welcoming environment for visitors and customers to establish Hollidaysburg as an inviting destination point.
6. Nurture and fuel a Sense of Community Pride that will translate to property owners to make decisions to do their part to contribute to the overall inviting appearance and environment of Hollidaysburg.
7. Sustain discussions with Blair County Officials to minimize the negative impact of being the County Seat and maximize the positives of same.
8. Support the efforts of the community nonprofits to fulfill the service gap between private business and government to create even better living conditions in Hollidaysburg.
9. Review progress at the end of each calendar quarter and communicate it among stakeholders in as convenient and basic a means as possible. Recognize the efforts of those involved.
10. Establish a Stakeholder Review Panel to receive reports and evaluate progress of Plan implementation.

Implementation Program

Borough and Partners		Implementation			External Funding
Priorities		By 2026	By 2030	By 2035	
1: Uphold strong built character and allow modern uses.	Borough	Zoning Updates			PA DCED Municipal Assistance Program
2: Expand housing choices.					
3: Promote cooperative economic development & tourism.	Borough, Community Partnership	Downtown/Main Street Program			
4: Maintain, extend, and promote the pedestrian/bicycle network.	Borough, PennDOT	Road Safety Audit			PennDOT District 9
	Borough, Community Partnership	Walk-Bike Campaign & Improvements			PennDOT Connects; PennDOT Multimodal Grant/PA DCED Multimodal Grant; US DOT Grant Programs
	Borough, Community Partnership	Support Regional Trail Connections			N/A
5: Enhance public space with arts, history, and culture.	Borough, Arts Council		Plan for Parks and Public Spaces		PA DCNR Community Conservation Partnership Program
	Borough, Community Partnership		Improvement/Enhancement of Parks and Public Spaces		
6: Modernize roadway and stormwater infrastructure.	Borough, PennDOT		Plan for Loop / Montgomery / Plank corridor improvements	Construct corridor improvement	PennDOT District 9; PennDOT Multimodal Grant/PA DCED Multimodal Grant; US DOT Grant Programs
	Borough	Comprehensive Stormwater Infrastructure Assessment (phase 1) and Strategy (phase 2)			EPA Municipal Grants