



CUMBERLAND & CARLISLE PA AREA-WIDE BROWNFIELD REVITALIZATION *CARLISLE CARS CATALYZING BROWNFIELDS REVITALIZATION*

The Cumberland County, PA Redevelopment Authority (CCRA) and its partners the Borough of Carlisle (the Cumberland County seat) and North Middleton Township have recently lost their major manufacturers. With the closing of three automotive and manufacturing plants in 2008, 2009 and 2010, more than 800 jobs are gone, and this community of 30,000 is faced with a cluster of contaminated brownfields that are impacting nearby neighborhoods and key economic assets. These include the 48-acre International Automotive Components factory, the 12-acre Carlisle Tire & Wheel property, and the 3-acre Tyco Electronics plant. Yet, the community is poised to drive progress in this brownfields area with a new economic engine focused around the renowned Carlisle Events Expo Center & Fairground that attracts over 500,000 visitors each year for car shows and auto auctions. The vision of the Cumberland/Carlisle/North Middleton community (“Carlisle Community”) is to redevelop the shuttered brownfields into a mixed-use tourism destination with a hotel and conference center, retail restaurants and shops and other development that adds to the Carlisle Expo Center. From these idled auto brownfields can arise a new “Carlisle Cars” development that will boost the viability of the community. At the same time, the Carlisle Community is dedicated to the proposition that the brownfields revitalization must connect the Carlisle Car Events center to other key community and infrastructure assets, particularly historic Downtown Carlisle, the U.S. Army War College, the Army Heritage & Education Center, Dickinson College, the Penn State School of Law, and Interstate 81 and the Pennsylvania Turnpike (Interstate 76), all within close proximity to the brownfield sites.



The Carlisle Community has already achieved significant progress on this endeavor. A multi-jurisdictional and multi-stakeholder Brownfields Task Force is well underway with efforts to identify economic and community opportunities at these closed brownfields. Multiple public and private parties have committed resources to revitalization planning. Private sector redevelopers, particularly the Carlisle Expo Center, have already invested well over \$3.5 million in private equity for the acquisition of two of the three catalyst brownfields, environmental assessments, entry into the Pennsylvania Department of Environmental Protection’s (PA DEP) voluntary cleanup program, demolition, and market and site feasibility planning for reinvestment and revitalization. The Brownfields Task Force has procured some of the nation’s top brownfields planning, revitalization, engineering, environmental and funding experts in the nation to help guide the effort. The community and many community-based organizations have been engaged, and strongly support this effort.

Yet, the Carlisle Community cannot make adequate progress or achieve success on this area-wide brownfield endeavor without support from the U.S. EPA Brownfields and Land Revitalization program. The community lacks sufficient resources and support to conduct the needed market analysis, infrastructure planning, and sustainable community assessments to ensure that this brownfield redevelopment will achieve its potential. That is why the Carlisle Community seeks EPA Brownfields support, and believes that Area-Wide Planning funding will be put to effective use.

1. Community Need

The Carlisle Community has a corridor of brownfields that cuts through some of their most ethnically diverse and economically struggling neighborhoods. These brownfields stand in the way of redevelopment, have become an economic stagnation point, and pose environmental hazard to many of community’s sensitive populations. In just two years, three (3) of Carlisle’s largest and longest standing employers closed their doors for good. These closures left over 800 residents without jobs, and left the community with three unused commercial sites that cover over 63 acres and 1,336,000 square feet of shuttered factories. Together they form a band of brownfields that divides historic Downtown Carlisle from the Carlisle Expo Center, a key economic area for the community. If the community is to experience the transformative redevelopment that it seeks, it must first addresses the blighted properties at the heart of the problem.

a. Economic Challenges of Carlisle Brownfield Properties – Demographically, Carlisle mirrors most of the Commonwealth and can be considered much like typical manufacturing communities in other parts of the country. Its poverty rate, minority percentage, and median household income are all slightly below the national average. However, these statistics do not tell the real story of the impact that these shuttered brownfields have had on the community. Like many brownfields, the brunt of the economic impact is felt first by the immediately adjacent properties and neighborhoods. These three properties are clustered together in what was once a classical grid street plan, interrupted by industrial sites. These brownfields are practically surrounded on all sides by residential properties and neighborhoods. These neighborhoods are a different Carlisle from the one seen in the overall statistics, one that is more diverse, has lower income, and has borne the full social, environmental and economic weight of these brownfields for the past four years.

All three sites are in the same census tract, and within two focused Census blocks (Cumberland County, Carlisle, 012000, Blocks 1 & 5). This tract is the only part of Cumberland County that the US Department of Agriculture designates a “food desert”, because of the neighborhoods’ physical and financial barriers to healthy food options. Food insecurity is most often found in impoverished, urban settings and has a disproportionate impact on sensitive communities. According to the same USDA study, in this census tract of less than 5,000, there are over 500 children and 250 senior citizens that face food scarcity.

The community also has a large percentage of its population that spends over 45% of household’s income on food and transportation. The Center for Neighborhood Technology found that 59.6% of Carlisle’s population spends more than 45% of their income in these two expense categories, a strong indicator of household financial insecurity. Approximately 8% of Carlisle’s population spends 30% or more on housing alone. Carlisle as a whole tracks very closely to the core national evaluation statistics, but by looking at the neighborhood tracts where these brownfields are located, and the neighborhoods where these funds will have the largest impact, it is clear that these economic concerns are pronounced.

	Brownfield Area / Census Tract 012000, Blocks 01-05	Carlisle Borough	Commonwealth	National
Population:	1,850	18,682	12,702,379	308,745,538
Unemployment:	Not available	7.5%	8.1%	8.2%
Poverty Rate:	13.93% (in overall tract; not available at block level)	12.9%	12.4%	15.1%
Percent Minority:	33%	18%	20.5%	26.7%

Median Household Income:	\$40,066	\$43,922	\$50,398	\$49,445
Other:	Food Desert			

b. Area-Wide Brownfield Funding Will Serve Neighborhoods & Vulnerable Populations –The neighborhoods that will experience the most direct impact from this federal investment are the most diverse in Carlisle, and are among the most disadvantaged. The median household income in this area is \$1,800 lower than the national median, which doesn’t portend significant economic concern, but a more nuanced look shows a dependent and financially volatile community of minorities, seniors and other at risk members. Specifically, there is a statistically significant portion of the population that receives public assistance, or relies on social security and/or retirement funds in the areas around these sites.

	Brownfield Area / Tract 012000	Pennsylvania	U.S.
Social Security	29.32%	31.52%	27.48%
Public Assistance	6.02%	3.21%	2.47%
Retirement Income	23.12%	20.08%	17.51%

Because of Carlisle’s location at the intersection of two major trucking routes (I-81 and I-76), the community is in Clean Air Act non-attainment for fine particulates or PM2.5, which can cause severe respiratory impacts including premature death. Air pollution in the Carlisle Community often falls within the range considered by U.S. EPA as "Unhealthy for Sensitive Groups" like children, the elderly, and people with respiratory or heart disease. Of these sensitive groups, many can be found in the neighborhoods around these sites or immediately adjacent to them, particularly block groups 012000.05 and 0123000.01. These neighborhoods have a 33% minority population and are typically low wage earners.

c. Economic, Social & Health Concerns from Carlisle Brownfields – These brownfield properties, and the neighborhoods around them, will continue to see economic stagnation unless these brownfields are successfully redeveloped. This belt of blighted properties is severing the community from its most notable attraction and impeding social and community growth. The lost local tax revenues created by the closing of these three sites has placed an exceptional strain on the Borough’s financial position: the assessed values of the three brownfields dropped from \$15.6 million in 2008 to only \$3.5 million today, resulting in \$1 million in lost tax revenues for Carlisle each year. Since these closures, the neighborhoods surrounding the brownfields have seen declining home values, adding to the revenue decline. The loss of 800 jobs has created significant social and economic distress for many Cumberland County families. While the most significant economic concerns are being felt at the neighborhood level, the Borough as a whole is suffer and the reverberations of this are being felt in the greater Cumberland community.

The health and environmental impact that these sites have had on the community has been pronounced, specifically the release of arsenic, volatile and semi-volatile compounds, asbestos, metals, process oils, and other toxics to the soils and groundwater. This contamination poses a particular health risk to the community.

2. Carlisle Community Brownfields Area-Wide Project Description

The Carlisle Community seeks to conduct an advanced market, infrastructure, land use planning, and sustainable placemaking plan that will engage the community and build consensus for the implementation of major revitalization at three large brownfields. This area will be transformed from closed auto and

manufacturing brownfields into a new economic center that builds upon the tourism economy of the Carlisle Car Events Center and that connects the new development to key economic assets that are within a close distance to Downtown Carlisle, the Army War College and the Army Heritage and Education Center, Dickinson College and Penn State Law, and the PA Turnpike and Route 81.

Success will be driven by an already-established revitalization team from multiple jurisdictions and stakeholder organizations; guided by a roadmap that will merge brownfields revitalization with other community economic, health, environmental, transportation, and housing goals; revved up with resources that are already being leveraged; and put on a road to revitalization that produces measurable outcomes and benefits. Specifically:

- a.) **The Carlisle Community Project Will Target 3 Catalytic Brownfields** – The decision by Cumberland, Carlisle and North Middleton to focus on three catalytic brownfields was not hard to make – as three of the largest manufacturing businesses in the community suddenly closed in the wake of the recent crisis in the American automobile industry and general economy. Moreover, these three brownfields, on a total of 63 acres located in the urbanized northern portion of the community, are in close proximity to each other, and also close to the localities’ key economic centers, notably Downtown Carlisle and the Carlisle Expo Center. These brownfields are having major environmental, economic and community impacts, but their revitalization could be one of the most tremendous revitalization opportunities in a generation:

International Automotive Components (IAC) – This former auto manufacturing plant is a 48 acre property with 900,000 sq. feet of outmoded buildings that supported an automotive carpet manufacturing business from 1919 through the end of 2008. The company was the largest employer in Carlisle, once employing as many as 3,500 people. When it closed in 2008, the last 350 jobs were lost. Fortunately, Carlisle Expo Center has purchased the IAC brownfield for revitalization.

IAC is located at a critical area, between the Carlisle Expo Center on its immediate east, the Pennsylvania Turnpike immediately to its north, and Downtown Carlisle two blocks away to its southwest. Between IAC and the downtown there are residential neighborhoods on traditional grid streets, although four blocks of these streets, including the central B Street Corridor, were cut off by the 1919 construction of the factory, disconnecting key portions of the community. The site also sits on an active rail owned by Norfolk Southern Railway, on a line that has been considered for passenger rail expansion between Carlisle and Lancaster, PA.



The IAC site has known releases of hazardous wastes to both soil and groundwater including arsenic, volatile and semi-volatile organics, and metals. In the summer of 2012, a very large fire erupted at the IAC property. The intensity of the fire required that surrounding residents be evacuated and the Borough’s water supply was exhausted during the fire-fighting efforts. Two on-site buildings were completely destroyed and several adjacent residential properties sustained heat-related damage. The fire was ruled accidental, but the incident raised public concern with regard to their health and safety in relationship to the current conditions of the IAC site and intensified the desire of all involved to move the site forward as quickly as possible.

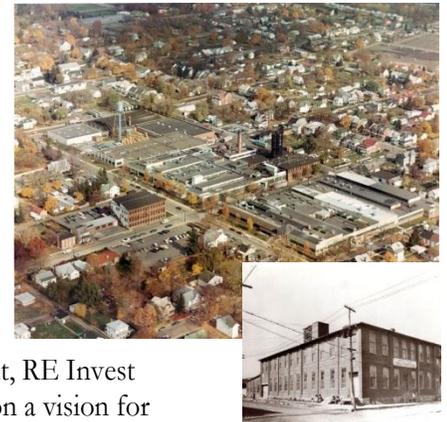
The former owner of IAC has entered the site into the PA DEP Act 2 voluntary brownfields cleanup program, conducted extensive soil and groundwater environmental assessments and monitoring, and contractually committed to Carlisle Events to a full remediation that meets State environmental and health-based standards and brings the site to remedial closure by October 2013. Study by the Carlisle Events redevelopers has

determined that use of the old manufacturing buildings would be cost prohibitive, especially as no new manufacturing uses are considered feasible, and thus demolition of these buildings is underway. These obsolete manufacturing buildings at the IAC site also contained extensive levels asbestos containing materials that were abated prior to the initiation of building demolition. Moreover, there is little or no stormwater management infrastructure in place on this highly impervious spot in the community.

In late 2010, Carlisle Auto Industries, Inc., the owner and operator of the Carlisle Expo Center, purchased the IAC site after all appropriate inquiries into environmental conditions. Carlisle Events has grown to be one of the nation's premier collector car, motorcycle, and truck hobbyist events. The 10 seasonal automotive events hosted by Carlisle Events infuse approximately \$100 million annually into the economy of the greater Carlisle area and attract over half a million automobile enthusiasts and visitors from all over the world.

The continued success of Carlisle Events has recently afforded it with the opportunity to seek the growth of this key tourism attraction, with the purchase of the IAC site for complementary expansion. IAC has worked closely with the Borough of Carlisle, Cumberland County and other key community stakeholders to craft a vision for redevelopment that would include up to 250,000 square feet of mixed-use development including a boutique hotel and conference center, restaurants, commercial offices, and up to 50,000 square feet of garden-style residential development that blends into the surrounding residential neighborhoods. Carlisle Events contemplates \$45 million in economic investment that is projected to create 1,500 permanent jobs, more than \$31 million in annual local spending, and nearly \$7 million in increased local tax revenue each year.

Carlisle Tire & Wheel: First opened in Carlisle in 1917 on land used for industry since at least the late 1800s, Carlisle Tire & Wheel (CTW) was a manufacturer of agricultural, ATV, aviation, trailer, golf, and lawn and garden tires. When the company consolidated its operations to another state in 2010, 340 workers lost their jobs. Previous manufacturing operations at the site have included paper, garment, textile, and bicycle manufacturing facilities.



The 12-acre site has 380,000+ square feet of obsolete buildings known hazardous contamination including a variety of solvents, process oils, asbestos, and other toxics. In 2010, a national real estate firm specializing in brownfields redevelopment, RE Invest Solutions, purchased the site and has commenced partnership with the community on a vision for redevelopment of the site as a sustainable, mixed-use project in the context of the surrounding brownfields and other community and economic centers. RE Invest has begun environmental assessment with a \$190,000 Industrial Site Reuse Program grant from the PA Department of Community and Economic Development. The redevelopers have entered the site into the PA DEP Act 2 voluntary brownfields program, reached agreement with the former owner regarding its responsibility for remediation, commenced demolition of obsolete buildings, and started reuse planning in partnership with Carlisle and Cumberland County.

Tyco Electronics: Located in a portion North Middleton Township that intersects with Carlisle, Tyco first opened in 1980 on three (3) acres sandwiched between the Carlisle Expo Center and the U.S. Army War College. It sits on Route 11/N. Hanover Street, a critical corridor into Downtown Carlisle. Tyco Electronics manufactured electronic components for automobiles and the computer and communications industries. The company closed in 2009, leaving 117 people jobless. Given the decades of industrial production including metal-plating at Tyco, the site is suspected of having



significant environmental contamination but, to date, the Tyco company has not conducted significant environmental assessment yet. More than 66,000 square feet of obsolete buildings sit on the site.

The progress at Tyco has been much more limited than at the IAC site, as there has been little environmental assessment, the site has not been entered into the PA DEP Act 2 program, no redeveloper has purchased the site, and the highest-and-best uses of the property have not yet been identified. However, the North Middleton/Carlisle/Cumberland community is determined to consider the future of the Tyco site in a holistic approach that connects the property to the other two catalyst brownfields at IAC and Carlisle Tire & Wheel, and that integrates Tyco into the surrounding economic, infrastructure, and community fabric. An EPA AWP grant will provide the Carlisle Community with much-needed resources to encourage the site into the PA DEP brownfield program, leverage funding for assessment and cleanup, identify the best future uses for the property, connect those uses to the community fabric, and attract buyers and redevelopers.

These catalytic brownfield sites have been selected for area-wide planning because they have significant contamination that is impacting the community, because there is strong consensus among multiple jurisdictions and stakeholders that these sites are critical to the community's future, and because there are solid redevelopers that have bought two of the three sites. Moreover, these sites are located in close proximity to each other and to the key economic assets of the community, including historic Downtown Carlisle two blocks away, the U.S. Army War College, Carlisle Car Events, Dickinson College, and the Pennsylvania Turnpike. These economic centers already bring more than 935,000 annual visitors to the community, spending more than \$215 million each year, and an Area-Wide project would be a chance to build from them.

Thus, the Carlisle Community has an opportunity to turn these shuttered brownfields into an expanded tourism and business economy, linked to community institutions and infrastructure. Already, Carlisle has completed a re-zoning of the three brownfield properties to support a planned unit development that will promote innovation in architecture and environmental protection, utilize green infrastructure, preserve open space, connect to the surrounding neighborhood and traditional street grid, foster connections to downtown, and preserve key historic buildings. The community seeks development that creates a connected, diverse, and vibrant commercial core. This will require the enhancement of infrastructure to create safe, convenient, multi-modal and walkable access with the right decisions made about land use, building placement and form, transit, green infrastructure and green building approaches, and public greenspace and community places. Substantial market assessment, infrastructure assessment, funding and financing, and implementation strategies must still be pursued – making EPA AWP support critical.

- b.) **The Carlisle Community Area-Wide Approach Will Result in Success** – The Carlisle Community has identified a strong approach for project tasks and a solid budget for development of brownfield area-wide and implementation plans. The community has already made contact with some of the most successful Area-Wide pilots from the first round of the program, such as Monaca PA and Ranson WV, to create its AWP. These activities will be led by the Cumberland County Redevelopment Authority which, under Pennsylvania Commonwealth law, is both a unit of local government and a non-profit. With EPA AWP resources and other leverage, the Carlisle Community will include these project tasks:
- Overall: The Carlisle Community will use AWP and other resources to strengthen key community partnerships to create a robust plan for the redevelopment of three shuttered manufacturing plants located along key economic and infrastructure assets in the northern part of Carlisle. The Carlisle effort will create a robust, action-oriented plan that will identify how brownfields assessment and cleanup will help drive an expansion of the renowned car shows at the Carlisle Expo Center, and use complete streets and green infrastructure

investments to connect this new revitalization to Carlisle's historic downtown. The community has already dedicated significant resources toward this effort that would combine with EPA AWP resources to accomplish the project. This AWP effort will include:

- **Task 1:** The strengthening of existing **inter-municipal and stakeholder task forces** seeking the redevelopment of this area. This will be accomplished by engaging more groups in the existing Carlisle Brownfields Task Force, including more community based organizations and businesses. **Task Costs of \$4,000:** including \$3,000 in Cumberland County personnel costs to run these activities, and \$1,000 for materials and supplies (print-outs, planning materials) for the Task Force.
- **Task 2:** A series of calls and meetings culminating in a 3-day community **charrette**. This will combine the efforts of Cumberland County/Carlisle/North Middleton staff with procured consultants in land use, brownfields, engineering and community revitalization, to organize and conduct a 3-day community charrette. **Task Costs of \$32,000:** including \$3,000 for light refreshment and printed materials at the charrette, \$4,000 in County personnel costs to organize the meetings, and \$25,000 in contracted planning services.
- **Task 3:** Partnership with expert consultants and organizations to create an **area-wide market reuse study** that will identify the prospects and approaches for entertainment, tourism, commercial, retail and other economic redevelopment. This will be accomplished by combining the efforts of local government community development staff with key business and community stakeholders, together with procured economic consultants who have already conducted extensive market analysis for the IAC/Carlisle Events property and Downtown Carlisle. **Task Cost of \$25,000:** including \$3,000 for Cumberland County personnel to organize the effort, and \$22,000 in procured economic consultant support.
- **Task 4:** Creation of a **sustainable land use plan** for the redevelopment of the Carlisle brownfields area. This will include a plan for connecting the brownfields redevelopment at the catalyst sites to existing community, commercial, and institutional facilities with emphasis on **walkability, transit access, and sustainable, multi-modal transportation choices**. This task will utilize County, Borough and Township staff together with some of the nation's most innovative brownfields and land revitalization consultants to create land use plans for the area. **Task Cost of \$59,000:** including \$4,000 for Cumberland County personnel costs to organize the land use planning, and \$55,000 in land use consultant contractual fees.
- **Task 5:** An assessment of existing **infrastructure assets and needed infrastructure upgrades** to support the intended reuses at the sites, including complete street connections to Downtown Carlisle and a better access to the Pennsylvania Turnpike. This will utilize land use and engineering consultants that have already been tasked on the Carlisle Urban Redevelopment Plan. **Task Cost of \$28,000:** including \$2,000 for Cumberland County personnel to organize this task, and \$26,000 in land use and engineering consulting fees.
- **Task 6:** A plan for the incorporation of **green** infrastructure, green building approaches, and community greenspace into the reuse of the targeted brownfield area. This will utilize land use consultants with expertise in stormwater, greenspace, and LEED / green building approaches that have already been contracted to support the Carlisle Urban Redevelopment Plan. **Task Cost of \$22,000:** including \$2,000 for Cumberland County personnel to organize this activity, and \$20,000 in procured consultant assistance.
- **Task 7:** A **"Resources Roster"** that identifies public and private resources that can be leveraged into the area-wide revitalization, and identifies a gameplan for securing and using these resources. This task will create a matrix of funding and financing options from federal, Commonwealth, local, philanthropic, and private sector sources, will identify the highest priorities for funding, and will identify ways that the Carlisle Community can

best organize itself to effectively leverage these resources. This task will use an expert consultant nationally known for identifying resources for brownfields and community revitalization, who has already been procured for the Carlisle Urban Redevelopment Plan. **Task Cost of \$8,000:** for procured consulting fees.

- **Task 8:** A set of **outreach materials** for both community stakeholders and for potential redevelopers/user/investors for these sites, including web-based, brochure, and other outreach resources. This will follow the model of other AWP communities that have created excellent print and internet-based outreach materials, such as Ranson and Monaca, and will utilize experts from those AWP projects already procured to support the Carlisle Urban Redevelopment Plan. **Task Cost of \$19,000:** including \$2,000 for Cumberland County to organize the effort, and \$17,000 for consultants to craft the substance and design the materials.

The project budget will also include **\$3,000** for Cumberland/Carlisle/North Middleton staff to **travel** to and participate in the 2013 EPA Brownfields Conference in Atlanta.

CARLISLE BUDGET	TASK 1 Task Force	TASK 2 Charrette	TASK 3 Market Study	TASK 4 Land Use Plan	TASK 5 – Infrastructure Assessment	TASK 6 Green Plan	TASK 7 Resources Roster	TASK 8 Outreach	TOTAL
Personnel	\$3,000	\$4,000	\$3,000	\$4,000	\$2,000	\$2,000		\$2,000	\$20,000
Fringe	-	-	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-	\$3,000	\$3,000
Contractual	-	\$25,000	\$22,000	\$55,000	\$26,000	\$20,000	\$8,000	\$17,000	\$173,000
Supplies	\$1,000	\$3,000	-	-	-	-	-	-	\$4,000
Total EPA Funds	\$4,000	\$32,000	\$25,000	\$59,000	\$28,000	\$22,000	\$8,000	\$22,000	\$200,000

- c. **The Carlisle Brownfield Area-Wide Plan Builds on Community Planning** – The Carlisle Community brownfields area-side approach will build upon the community core planning efforts already underway, and support housing, transportation, economic development, and health and environmental improvement efforts critical to the localities.

The Carlisle Community is actually already underway with a community-wide development effort that will leverage with EPA Area-Wide resources to create a bold plan for revitalization. In the wake of the three manufacturing closures and resulting brownfields, the Carlisle Community realized that something would have to be done to spark revitalization. The three municipalities formed a Task Force, and have secured \$132,000 in resources from their own coffers and other contributors. The Borough of Carlisle, working with the Task Force, issued a competitive request for proposals in August 2012, seeking a team of land use, engineering, brownfields, economic, funding, and revitalization consultants to create a “Carlisle Urban Redevelopment Plan” that can begin to address the community’s challenges. Twenty-two firms offered proposals, three were selected for interviews, and a team was hired in mid-November 2012. That team immediately recommended that the Carlisle Community should consider seeking EPA Brownfield Area-Wide assistance, because the planning and implementation tasks associated with Carlisle’s challenges are too great to handle without additional support – and because the AWP program will be a perfect complement to the Urban Redevelopment Plan that will be conducted in 2013. Thus, while EPA assistance is still badly needed in Carlisle, we are pleased to report that a firm foundation is already prepared for area-wide planning, including leveraged resources, a strong local Task Force to guide the effort, and the procurement of a top-notch team with vast experience in brownfields. The Carlisle Area-Wide effort will also build on other community planning efforts including:

- **Downtown Retail Study:** Carlisle has conducted a \$30,000 study that identifies strategies for building the small business and retail economy of Downtown Carlisle. This consultant that conducted the study is also

procured to support the brownfields redevelopment project proposed here, which has a key goal of connecting the targeted brownfields area to Downtown Carlisle.

- ***Carlisle Events and RE Invest Expansion & Feasibility Studies:*** Both RE Invest and Carlisle Automotive International (owner of the Carlisle Expo Center) have worked with expert consultants to commission feasibility studies for the transformation of their properties. These studies combine market assessments, infrastructure, land use and zoning analyses and recommendations for the future of the sites. However, the studies do not cover critical implementation, funding, infrastructure, green infrastructure and community connections issues that must be addressed if a coordinated redevelopment project is to succeed – which is the reason for this EPA AWP application.
 - ***The Carlisle Road Diet:*** With \$2.8 million in funding from the Pennsylvania DOT, Carlisle undertook a major project to create a “Road Diet” to address challenges with excessive vehicle speeds and long crosswalks on community streets that threaten the walkability and bikeability of the community. Carlisle undertook a major planning and engineering effort to calm traffic through lane reductions, traffic signal upgrades, dedicated bike lanes, curb extensions, ADA improvements, and pedestrian signal enhancements. Implementation projects are underway, and the community will seek to continue these approaches in the brownfield area.
 - ***Housing Affordability & Revitalization Initiatives:*** The Cumberland County Housing & Redevelopment Authority, as the applicant for this EPA grant, is also the leader of a number of affordable housing and redevelopment initiatives that directly complement the proposed area-wide revitalization. These include a Neighborhood Revitalization program, a Rental Housing stabilization program, and the “Pitt–North Streets Pride Project,” a multi-year neighborhood renewal project to create 25 new homeowners in one of the oldest and most deteriorated neighborhoods of Carlisle, immediately adjacent to the IAC brownfield site. Already, 11 homes have been constructed or rehabilitated, with more planned.
 - ***Ben Franklin Business Incubator:*** CCRA has also established the Ben Franklin TechCelerator regional business incubator, located in the midst of the brownfield area, which fosters small business development.
 - ***Dickinson College Sustainability:*** Ranked as #2 in the nation by the Sierra Club in its 2010 “100 Greenest Schools” report, Dickinson College, located in the area-wide project area, has undertaken a number of activities to ensure that its operations and programs foster sustainability, with a goal of carbon neutrality in 2020.
 - ***Pennsylvania Department of Transportation Carlisle Bus Transit Circulator System*** – PA DOT’s Bureau of Public Transportation is spearheading a feasibility study to implement a bus transit system that will increase mobility opportunities throughout the Carlisle Community. Both private and public sponsors have committed financial investments in the system’s start-up operations and capital investments requirements.
 - ***Carlisle LERTA*** – Under Pennsylvania State law, Carlisle has established a “Local Economic Revitalization Tax Assistance” (LERTA) District in the brownfields area, which exempts businesses from taxes on improvements to deteriorated properties and brownfields.
- d.) **The Carlisle Community & EPA Can Expect Positive Performance & Results that are Tracked, Measured & Documented** – The Carlisle Community expects major, positive results from this EPA Area-Wide project. The Cumberland County redevelopment authority will designate a staffperson who, with consultant assistance, will track, measure and document outputs and outcomes of this area wide brownfields project. The Cumberland/Carlisle/North Middleton communities will hold public meetings approximately every quarter to provide written and verbal progress reports on outputs and outcomes to the public, will post these reports via web-based outreach tools, and will provide these progress reports to EPA Region 3, EPA OBLR, PA DEP and other stakeholders. The outputs and outcomes that the Carlisle Community will seek, track, and report during this EPA AWP project will include:

- ***Output: Brownfield Assessment & Remediation Leveraged:*** Number of sites with Phase I or Phase II assessments and/or remediation leveraged; amount of funding leveraged.
- ***Output: Brownfield Cleanups in PA DEP Program:*** Number of sites that obtain successful closure in PA DEP Act 2 voluntary cleanup program.
- ***Output: Stakeholders Involved:*** Number of citizens and stakeholders, including Community Based Organizations, involved through the Brownfields Task Force, community outreach meetings, or the charrette.
- ***Output: Plans Established:*** Whether the following plans are conducted, completed and issued: market study, land use plan, infrastructure assessment, green/sustainability plan, Resources Roster.
- ***Outcome: Economic Revitalization:*** measured in the number of brownfields and acres redeveloped into productive use, number of buildings built, number of new businesses attracted, taxable value and economic output of new investments, number of jobs created.
- ***Outcome: Infrastructure Upgrades:*** infrastructure upgrades or improvements achieved from Area-Wide plan implementation, including complete streets and transportation improvements.
- ***Outcome: Community Connections:*** success in connecting revitalized brownfields to key community and economic centers including Downtown Carlisle, the Army War College, Carlisle Car Events, Dickinson College, and the Turnpike.
- ***Outcome: Vulnerable Populations Helped:*** How the Area-Wide Plan facilitates improvements and benefits for low-income, minority, or other struggling populations.
- ***Outcome: Green Development:*** how the Area-Wide Plan promotes deployment of green infrastructure, green buildings and community green spaces, including project numbers and sizes.
- ***Outcome: Resources Leveraged:*** How many grants, loans, incentives, and private sector investments (number and dollar amounts) are leveraged as a result of the EPA Area-Wide Plan, including from federal, Commonwealth, regional, local, philanthropic, and private sector sources.

3. **Community Engagement & Partnerships**

The Cumberland/Carlisle/North Middleton community has already conducted extensive community and stakeholder engagement for this critical brownfields revitalization project that has impacted so many people, as described already above. The Carlisle Community will continue this public engagement and community partnership in several concrete and effective ways.

- a.) **AWP Funding Will Boost Collaborative Area-Wide Brownfield Efforts Already Underway in Carlisle** – A hallmark of the effort underway is the close collaboration between three separate local government jurisdictions – Cumberland County, the Borough of Carlisle, and North Middleton Township. These partners have formed a Carlisle Brownfields Task Force that includes the Director of Community Development for the Cumberland County Redevelopment Authority; the Cumberland County Director of Planning; the Carlisle Borough Manager; a Borough Councilman who is also Chairman of Carlisle’s Economic Development Committee; the Township Manager for North Middleton Township; a representative of the Downtown Carlisle Association; a local business owner; and a local developer. This effort started in 2011 after the third major manufacturing plant had closed in the community, leaving empty brownfields. This Task Force has worked together regularly, and succeeded in several projects, including the Downtown Retail Study, the Road Diet, collaboration with the two key developers who have purchased two of the catalyst brownfields, and in raising funds and procuring a top-notch team for the creation of a Carlisle Urban Redevelopment Plan that will be critical to the EPA area-wide effort.

EPA Area-Wide funding is likewise critical for Carlisle, because of the momentous scope of the brownfield challenges, and the issues involved in bringing these properties back to productive use in a way that is connected to other key areas of the community and critical infrastructure. These small and economically struggling communities have leveraged resources for this area-wide effort, but not enough to conduct the key tasks that will be necessary to turn vision into reality. An Area-Wide grant can bring these efforts to fruition.

b.) **Community-Based Organizations, Government Entities & Key Stakeholders Support**

This Initiative – The following organizations have already been involved in the Carlisle Community revitalization initiative, and will be fully engaged moving forward. All of these organizations have provided attached support letters, and many have made commitments of resources and leveraging (see Section 6 on Leverage). Key collaborative stakeholders include:

- ✓ **Cumberland County:** The County Redevelopment Authority's Director of Community Development Ed LeClear, (717.249.0789, x162; ELeClear@cchra.com) will be the lead manager and supervisor of all aspects of the EPA AWP project; the County Director of Planning Kirk Stoner (717.240.5381; KStoner@ccpa.net) is a member of the Brownfields Task Force and will be a key land use planner in all aspects of the AWP project.
- ✓ **Borough of Carlisle:** The Borough will be centrally involved in all AWP activities, with efforts led by the Borough Manager Matt Candland (717.249.4422; mcandland@carlislepa.org) and Borough Councilman & Economic Development Chairman Matt Madden (717.249.1844; MMadden@carlislepa.org).
- ✓ **North Middleton Township:** The Township Manager Deb Ealer (717.243.8550; manager@northmiddleton.com) is also a member of the Brownfields Task Force, and will be directly involved in the project, particularly with respect to the Tyco site, which is in her Township's jurisdiction.
- ✓ **Carlisle Housing Opportunities Corporation:** A local non-profit and Community-Based Organization dedicated to promoting affordable housing, homeownership and rental equity, this organization will work in the brownfields project to ensure that affordable housing and neighborhood compatibility are key aspects of the initiative. Contact Director Amy Neurohr (717.241.0472).
- ✓ **Hope Station:** Led by Executive Director Jim Washington Jr. (717-226-1966; jimwashingtonjr@comcast.net), the Hope Station Opportunity Area serves as a catalyst for neighborhood improvement while promoting diversity and unity and empowering leadership in the predominantly African American neighborhoods in Carlisle's brownfield revitalization areas.
- ✓ **Carlisle YWCA:** Led by Executive Director Barbara Kohutiak (717.243.3818; bkohutiak@ywcacarlisle.org), the YWCA is a key community-based organization that is heavily involved in community revitalization, the Carlisle YWCA will help lead outreach into nearby neighborhoods that are affected by the good and the bad of the local brownfields situation.
- ✓ **Downtown Carlisle Association:** Led by Executive Director Glenn White (717.245.2648; Glenn@LoveCarlisle.com), Downtown Carlisle is heavily and closely involved in this project, with a representative on the Brownfields Task Force, funding committed to a Retail Study, and a commitment to ensuring that the brownfields revitalization connects to and complements historic Downtown Carlisle.
- ✓ **Pennsylvania DEP Bureau of Environmental Cleanup and Brownfields:** The DEP is closely involved and collaborating in the Carlisle brownfields initiative, providing funding, coordinating voluntary cleanups, and serving as key advisors. Contact Director George Hartenstein at 717.783.7816 or GHartenstein@pa.gov.
- ✓ **Pennsylvania Department of Community & Economic Development:** DCED strongly supports this brownfields revitalization project, and has committed \$42,000 toward the area-wide planning effort. In addition, DCED has provided \$190,000 in Industrial Site Reuse Program grant funding to RE Invest for Phase II environmental assessment at the Carlisle Tire & Wheel site.

- ✓ **Tri-County Regional Planning Commission:** As the regional council of governments, the transportation MPO, and the regional economic development district, Tri-County will be critical to attracting infrastructure and business investment to the Carlisle brownfields area. Tri-County is helping to fund and leverage resources into the Carlisle area-wide brownfields initiative. Contact Executive Director Timothy Reardon, AICP at TReardon@tcpc-pa.org or 717.234.2639.
- ✓ **Carlisle Productions (d/b/a Carlisle Events):** Carlisle Production's subsidiary, Carlisle Automotive Industries (CAI) seeks to invest or attract up to \$45 million in the International Automotive Components brownfield. Contact Chief Financial Officer, Harold Brandt at 717.243.7855 or HaroldB@carlisleevents.com.
- ✓ **RE Invest Solutions:** RE-Invest is the purchaser and re-developer of the Carlisle Tire & Wheel brownfields site, and a company that specializes in brownfield projects. RE-Invest is actively underway with environmental assessment, cleanup, demolition, and redevelopment planning at that site. Contact Managing Director Thomas Lobasso at 631.479.3161 or solutions@re-investsolutions.com.

- c. **Brownfield Project Leadership, Governing Structure & Collaborative Model** – The Carlisle Community is confident that it can conduct an effective Area-Wide program, because the community is already well underway with a strong initiative that has clear leadership, an effective governing structure, and robust stakeholder engagement. The EPA AWP, if awarded, will first be integrated into the Carlisle Urban Redevelopment Plan effort that will be conducted in 2013. These planning efforts will be led by the Cumberland County Redevelopment Agency and the Cumberland County Department of Planning, and both agencies will dedicate senior management and other staff to the project. The County will be working very closely with the Borough Manager and staff of Carlisle, and with the Township Manager and staff of North Middleton. These three entities have already established a Task Force, a governing structure, commitments of resources, and a strong working relationship that will sustain the AWP effort.

Beyond these core leaders, the Carlisle Community will be working closely with other key stakeholders, including the Pennsylvania DEP, the Pennsylvania DCED, the redeveloper/owners of the IAC and Carlisle Tire & Wheel Site (Carlisle Events and RE Invest), and the Tri-Cities Planning Commission. Each of these entities has already invested significantly with time, money, and personnel. In addition, these core leaders and supportive organizations will continue to engage with other stakeholder organizations, including community-based organizations like the YWCA, Hope Station, the Carlisle Housing Opportunities Corporation, the Downtown Carlisle Association, and others.

Here's how the Carlisle Community will continue this effective collaboration and decision-making process: the first scope item in this project, outlined in Section 2 above, calls for the expansion of the existing Brownfields Task Force to include all of these key organizations in the decision-making process. This Task Force will meet regularly, and communicate by email frequently, about the status, progress, tasks and milestones in the AWP process. The group will agree early on the full scope of activities, tasks and progress that will be pursued in the Area-Wide program, as well as on schedules, resources allocations, and needed contributions. As the project progresses, the Task Force will seek consensus on key decisions but, to the extent there is not full consensus, particular key decisions will be made by the jurisdiction in which a particular brownfields is located (2 in Carlisle, one in North Middleton) in consensus with the project lead Cumberland County, after full consultation and discussion with the Task Force.

- d. **Conducting Project Outreach and Incorporating Project Input** – The Carlisle Community will build on its solid track record of public outreach and engagement by:
- Holding public meetings of the **Brownfields Task Force** regularly, with public input sessions every quarter;

- Conducting a 3-day, inclusive **community charrette** with wide outreach, publicity, and invitations to build an effective crowd of citizens and stakeholders;
- Requesting each organization represented on the Brownfields Task Force to provide reports to its **organizational staff, members and constituents** on a regular basis;
- Establishing dedicated pages on the **web sites** Cumberland, Carlisle and North Middleton with information, documents, and a means to take public input;
- Creating a set of **print and internet outreach materials** explaining the project and its progress;
- Encouraging the project **consultants team** to conduct extensive collaboration with stakeholder organizations and citizens, and use their input to drive planning decisions; and
- Incorporating public input into the key plans that will result from this AWP project, including the land use plan, green/sustainability plan, market study, infrastructure assessment, and Resources Roster.

4. Community Benefits

Every aspect of the Carlisle brownfields effort encompasses and strives towards the Livability Principles of the Sustainable Communities Partnership. Activities that are planned if the EPA Area-wide Planning grant is secured will include studies and recommendations for: (1) improved and additional transportation choices, including complete street connections to downtown, economic centers, and struggling neighborhoods; (2) establishment of equitable, affordable housing options, particularly in economically vulnerable Census blocks, (3) increased jobs, tax revenue and improved economic competitiveness of the Carlisle area, after devastating manufacturing losses; (4) inclusion and participation of existing communities and residents, especially those in the Environmental Justice areas surrounding the three brownfield sites; (5) strategies for leveraging of state and federal investment including through creation of a dynamic Resources Roster and leveraging strategy, as well as recruitment of additional private sector investment; (6) a renewed sense of pride and value for the communities and surrounding neighborhoods.

CCRA's approach to Area-wide Planning will result in tangible, sustainable and equitable development benefits. From the beginning of their urban planning effort since the three manufacturers closed, the Carlisle Community leaders have reached out to any and all stakeholders who stand to benefit from or be impacted by the redevelopment of these three sites. The positive results of these outreach efforts are clearly demonstrated by the wide-ranging support offered for this application. The hope of new jobs, better and more affordable housing, local health care facilities, new parks and playgrounds, and closer shopping and retail amenities are taking steps forward towards reality with every completed phase of this planning and redevelopment effort.

Through public-private funding and partnerships, efforts are well underway to clean up asbestos and soil and groundwater contamination at two of the three sites. Demolition is also being completed in order to remove other safety concerns present at these sites. Most of the residential areas in the immediate areas of the three brownfield sites are older neighborhoods with elderly, low income and minority populations. The issue of environmental justice with regard to cleanup and redevelopment of these sites is front and center. The area-wide approach being taken in Carlisle helps to keep all of the neighbors informed and to alleviate their concerns that their health and the integrity of their air, water and soil are being robustly protected by the cleanup efforts.

The new property owners and several of the stakeholders, including Dickinson College, are committed to increased sustainability practices during the redevelopment of these brownfield sites including green infrastructure for stormwater management, walking and bike trails to connect these areas to the downtown and to each other, and inclusive of more green and recreational spaces.

The most excitement surrounding the revitalization of the three catalyst sites revolves around their potential to create new jobs of all different types. Construction jobs, hotel, restaurant, retail, medical office and many jobs will be created through the new end uses have been envisioned for these vacant old sites. Many of the residents in these neighborhoods used to walk to work at these plants. They are still in the neighborhoods and more ready than ever for the new employment opportunities that seem to be just around the corner. As a result of the planning that could be supported by the EPA Area-wide Planning Grant, the Carlisle Community can expect:

- ✓ a healthier environment from the revitalization of three brownfields in the midst of traditional neighborhoods;
- ✓ a return to a connected community through re-opening of B Street and establishment of a truly walkable community;
- ✓ new shopping , restaurant and retail amenities;
- ✓ more affordable housing options;
- ✓ new jobs for people who used to walk to work at the manufacturing facilities and many other residents of the Carlisle community; and
- ✓ a renewed sense of community pride and productivity.

5. Programmatic Capability and Past Performance

- a. **Programmatic Capability** – Key staff from the CCRA has lengthy and broad experience with both state and federal grants administration and reporting. Ed LeClear, the Community Development Director and Project Director, has over eight years of state and federal grants management experience. Mr. LeClear directly oversees CDBG and HOME program administration for the Borough of Carlisle and Cumberland County. He also administers a number of Commonwealth of Pennsylvania redevelopment grants from such sources as the Housing and Redevelopment Assistance Program (HRA), Industrial Sites Reuse Program (ISRP), and Redevelopment Assistance Capital Program (RACP). Before joining the Authority, Mr. LeClear was a program officer at the Pennsylvania Department of Community and Economic Development administering the Commonwealth’s key community planning grant program: the Land Use Planning and Technical Assistance Program (LUPITAP). He worked with over 80 municipal clients in awarding, monitoring, and closing out planning grants statewide. Mr. LeClear is an AICP certified planner, with a Master of Regional Planning degree from Cornell University. Other Authority staff that will assist in administering this grant include: Ms. Joyce Gutshall, the Authority’s Information and Reporting Specialist and Peg Bower, the Authority’s Finance Director. Ms. Gutshall has eight years of experience with federal and state reporting, including HUD IDIS and Commonwealth DCED reporting. Ms. Bower has over 12 years of accounting and management experience.

Moreover, the Cumberland/Carlisle/North Middleton team will be supported by top-notch consultants in brownfields revitalization. In accordance with competitive procurement standards, in November 2012 the Borough of Carlisle selected a highly qualified team of contractors to help craft a vision and plan for revitalization of the three catalyst brownfield sites. The team is led by Stromberg-Garrigan and Associates (SGA) and includes Gaito & Associates, LLC (WBE/WOSB), Michael Baker Corp, Gibb Planning Group and Sustainable Strategies DC. The SGA team not only has decades of progressive success in revitalizing brownfields across the United States, but has also been working together as team on two of the Pilot Area wide Planning Grants – The Ohio River Brownfield Corridor project for the Borough of Monaca (www.ohioriverbrownfields.com) and one of their marquee projects - the revitalization of Ranson/ Charles Town, WV (www.ransonrenewed.com). Starting with an EPA Assessment Pilot Grant, the revitalization process in Ranson/Charlestown has spanned over a decade, has resulted in the cleanup of a dozen properties, the creation of hundreds of jobs and the project has been featured on the White House blog as a case example supporting the administration’s Sustainable Communities Initiative.

- b. **Past Performance** – CCRA has a long and stellar record of successfully administering federal and state grants for a wide range of planning and redevelopment activities. CCRA administers over \$2 million in HUD CDBG and HOME program funds for both the Borough of Carlisle and Cumberland County annually. The Authority has a long history of clean monitoring visits, and there are no open findings or corrective action plans for either program. In addition, CCRA has been a recipient of a number of Commonwealth redevelopment grants. Over the past three years, CCRA has administered over \$1.5 million in Commonwealth grants including the following examples. All of these projects were successfully managed and completed, with timely reporting and close-outs that were accepted by Pennsylvania DCED:
- ✓ **PA DCED Housing and Redevelopment Assistance Program:** \$362,000 for Lemoyne Borough Streetscape Project and \$248,000 for Capone Building Rehabilitation in Carlisle Borough
 - ✓ **PA DCED Industrial Sites Reuse Program:** Hoffman Plant Remediation, \$69,000
 - ✓ **PA DCED Land Use Planning & TA:** Shippensburg Downtown Strategic Plan, \$17,500
 - ✓ **PA DCNR C2P2:** Walnut Street Bridge Feasibility Study, \$35,000

6. **Leveraging** – The Carlisle Community is well underway with leveraging resources for this brownfields initiative, and is confident that more resources will be leveraged if this grant is awarded:

- **\$132,000 for the Carlisle Urban Redevelopment Plan:** In November 2012, Carlisle procured a team of land use, community revitalization, infrastructure engineering, brownfields, and economic development experts to conduct an urban redevelopment planning project focused on the three catalyst brownfields. With \$50,000 from the Borough of Carlisle, \$42,000 from the Pennsylvania Department of Community and Economic Development, and \$40,000 from the Tri-County Planning Commission, this Plan is intended to be directly integrated into an EPA Area-Wide effort.
- **\$2.8 million + \$45 million from Carlisle Events for the IAC Brownfield:** the Carlisle Car Events company has already put \$2.8 million into the IAC brownfield land acquisition, demolition, remediation, and redevelopment planning. An expert feasibility study predicts that Carlisle Events can succeed with a \$45 million mixed-use revitalization of the site, if key brownfield and planning barriers can be overcome.
- **\$1 million + Up to \$20 million from RE Invest for the Carlisle Tire & Wheel Brownfield:** RE Invest has already expended \$1 million on the Carlisle Tire & Wheel brownfield for acquisition, demolition, remediation, and redevelopment planning. The PA DCED has provided \$190,000 in Industrial Site Reuse Program funds for additional Phase II investigations. RE Invest projects that it could invest up to \$20 million in a mixed-use redevelopment, if critical brownfield and planning barriers can be overcome.
- **Other Leverage:** The Carlisle Community is positioned now to leverage the resources and results from other, complementary community projects to support the Area-Wide Brownfields plan, including the \$2.8 million in PA DOT funding and \$50,000 in Dickinson College funding for the Carlisle Road Diet project, and \$30,000 from the Borough of Carlisle for the Downtown Retail Study described earlier.
- **Future Leverage:** Although not yet secured, the Carlisle/Cumberland/North Middleton community has planned the specific task of creating a “Resource Roster” for this area-wide brownfields initiative, that will identify strategies for securing other resources, including EPA assessment and cleanup grants for the targeted sites; PA DOT Transportation Alternatives grants for complete streets; EPA / PA green infrastructure grants for stormwater; HUD Sustainable Community Challenge grants for community sustainability planning; HUD CDBG grants for economic development improvements; PA Department of Economic and Community Development grants for infrastructure and brownfields reuse, PA DEP grants for brownfields revitalization, and other sources of leverage.