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SITE REUSE PLANNING



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2.1 OVERALL CURP/AWP URBAN REDEVELOPMENT PHILOSOPHY

As a part of an overall effort to further improve and revitalize the borough's northern quadrant neighborhoods, the AWP initiative evaluated the reuse potential of three targeted brownfield sites. Reuse strategies for the three sites are based on the individual issues and opportunities of each, as well their surrounding context and potential connection to the downtown, allowing for the identification of site specific actions to best advance environmental clean-up and reuse efforts. Site specific activities were developed in concert with the area-wide infrastructure recommendations as discussed in Chapter 3 of this AWP report and vice-versa, in order to ensure that all inter-related aspects of brownfields redevelopment are considered. This included determining what infrastructure improvements are most needed to support the proposed reuse strategies as well as ensuring that existing negative community conditions, as well as potential impacts as a result of new infill development and former industrial activities, are mitigated.

The overall goal of this effort is to reinvigorate and revitalize Carlisle's entire northern quadrant and its downtown area and to reintegrate each of the catalyst sites into the overall urban fabric of the Borough. Potential redevelopment scenarios were identified through a physical analysis combined with the recent market study performed as part of the CURP, as well as working with the community, initially through the intensive week-long community charrette held in March 2013 as part of the CURP planning process. This work was supplemented by the AWP public involvement process with meetings in February, April and May 2014, to ensure that viable and neighborhood-appropriate reuse opportunities were identified. Draft reuse concepts were discussed throughout the progressive stages of the CURP and the AWP processes that included extensive community meetings as well as one-on-one discussions with property owners and developers. Comments and suggestions were incorporated into the final recommendations for each site's reuse strategy as an advancement or refinement from what was originally developed through the CURP planning process.

No two brownfield sites are the same, whether due to physical attributes of a site, its context, or the environmental barriers to reuse; these unique qualities are reflected in the type of uses and pattern of development proposed for each site. For example, in the case of the 759 Hamilton Street site, the current property owner is the former industrial users, therefore a potential end-user/developer does not currently exist

and the site is actively being marketed for sale to developers and/or potential end-users. Key infrastructure recommendations that support future redevelopment goals, based on the reuse plans identified to-date, are proposed in an effort to further support each site's real estate market potential.

2.2 PLACEMAKING AND BROWNFIELDS REDEVELOPMENT

The proposed redevelopment plans for each of the three brownfield sites follow broad placemaking principals and speculate a potential build-out based on a physical attributes of their context and the overall intent to create a vibrant mixed-use neighborhood hub as an extension of the downtown.

Both the CURP's and the AWP's fundamental approaches to redevelopment emphasize the notion of the creation of new "places" versus parcel-by-parcel "developments." The foundation of this idea is that both public and private activities should result in the creation of highly desirable places for people to live, work and play. Additionally, they the properties are redeveloped, new uses should mesh seamlessly with the surrounding context and established neighborhoods. This approach includes connecting new development to adjacent residential neighborhoods and especially to the borough's well-established downtown. The creation of successful places is a function of a thoughtfully considered mix of uses, location, design and supporting infrastructure systems; working together to form economically vibrant and sustainable building blocks of an overall town.

Great places are not easily formed. They are certainly not created by policy alone, but rely on strong partnerships between many public-sector partners, at all levels of government, combined with private land owners and the development and business communities. The overall brownfields reuse and redevelopment strategies presented consider all aspects of the placemaking equation; and they especially focus on those aspects that can be most defined and shaped by the public sector. The public sector components of the AWP provide the framework upon which each individual private sector action can build and interconnect. In some cases, the division between public and private sector activities are well defined, but in many cases they are a function of inter-related aspects which when combined, add up to a result that is greater than the sum of the individual pieces; serving the notion of forming truly great places that further elevate Carlisle's reputation as an attractive and desirable community to live, work, and play.

Several key planning and design principles developed through the CURP planning process provided the starting point from which the AWP launched a refinement of the initial reuse plans. The specific goals and actions defined in this area-wide plan are informed by the principles below. As decision-makers face questions that are not answered through this planning process, keeping these key principles in-mind will guide Carlisle's leadership as they move forward toward realizing the community's vision.

Local character builds regional economies – Unique assets and local character make a place distinctive. Keeping investments circulating at home and attracting new resources grows the economy and firmly reinforces its role as a regional economic hub. In the case of Carlisle, Dickinson College, the Army War College, Carlisle Events shows, the historic downtown area and serving as the County seat are local and regional assets that no other surrounding community can claim. Building upon the unique assets of Carlisle and serving the existing needs of the Carlisle community are fundamental to a viable and sustainable revitalization approach.

Strong core communities make strong foundations – While the plan advocates choices for living, working, shopping and playing in a variety of contexts, it also recognizes that downtown and its adjacent residential neighborhoods comprise the community's vital center. Economic and civic-life generally thrive where a critical mass of citizens can comfortably walk to a variety of destinations. Infrastructure investment enjoys the highest returns where design encourages compactness; therefore policies should ensure safe, attractive and accessible downtown living and investment whenever possible. The proposed reuse plans create core neighborhood hubs that function as logical units with the overall structure of the borough. Over time, as development occurs, the building and land use patterns should feel like a compliment to the surrounding context, not a foreign intervention that is oddly different.

A place for everything and everything in its place – There are time-tested models for appropriate development approaches in a range of environments, from the most rural lands, through suburban neighborhoods, to the center of a town. Planning strategies should acknowledge those separate environments and maximize choices compatible with the broader goals of connectivity and sustainability. In the case of Carlisle, uses for which there may be a demand, may not be appropriate in their physical form to establish an overall compact and urban setting and therefore should be discourage for the sake of the overall character of the redevelopment. It

is important to build upon the existing character and urban form of the downtown as a way of expanding upon the viability of the downtown versus creating a competing center. Ensuring continuity of the overall character yet creating a distinct setting which diversifies the development options within the entire borough, could make the brownfields sites attractive for new uses that would not otherwise locate in or near the downtown.

Affordable living includes housing, transportation, energy, recreation, and shopping – True community affordability depends upon leveraging value across the full array of housing, transportation, energy, recreation, and retail/commercial sectors. Infrastructure investments and development policies should employ strategies that balance affordable options for a variety of family sizes, incomes and life cycle stages.

Green infrastructure supports sustainable communities – Natural systems deliver hard-to-measure but crucial services for neighborhoods, the economy and the broader environment. Canopy trees provide stormwater management, shade and animal habitat. Well-designed stormwater/flood management networks retain concentrated rainwater during small and larger storm events, provide for maximum local replenishment of aquifers and offer valuable open spaces. Infrastructure investments and development policies should protect, reinforce and build on natural systems and utilize the most sustainable practices at all scales of implementation. With the development of reuse plans, infrastructure should be developed using a regional approach that promotes inter-connectivity within and between systems and not only on a site-by-site basis.

Neighborhoods are the building blocks – Walkable, mixed-use neighborhoods are the fundamental building blocks of communities. Most people should be able to walk to at least some of their daily needs in safe and appealing environments.

Private buildings and public infrastructure work together to shape public space and to build community character – People walk more when the walk is safe, comfortable and interesting. Small blocks create a resilient, interconnected street system. Private buildings shape the look, feel and function of public space through the way they relate to streets, sidewalks, parks and other buildings. High-quality parks and public spaces create the social centers of neighbors and provide the venues for community gathering, further enhancing the sense of community identity and potential economic drivers.

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Working together creates bigger opportunities – All of the neighborhoods in Carlisle are connected economically, environmentally and historically with the larger community. They form the core of the broader Cumberland Valley area and, at their best, offer models for desirable, sustainable development. With coordinated planning, linked transportation, shared services and economic development, the borough can further enhance its role in the region and bolster the economic vibrancy of the downtown and the targeted reuse sites.

Value of planning - Finally, the exercise of developing a potential layout of future buildings and support facilities for the nearer term redevelopment areas is valuable because it aids in determining which aspects of the overall plan, such as proposed street alignments, stormwater/flood management areas and public space locations are most advantageous for the broader context of the northern quadrant neighborhoods, the downtown and site specific redevelopment.

2.3 SUMMARY OF MARKET ANALYSIS DEMAND FINDINGS

Through the preparation of the CURP, a detailed Office, Residential & Retail Market Study was performed in 2013 to determine the potential need and rates of demand for each type of use (this document is Appendix C of CURP). The findings of the market analysis answered the question of what use(s) might be economically viable as part of a mixed-use redevelopment strategy. The market analysis found that there is considerable opportunity to meet the desires and demands of the Carlisle Community by expanding its commercial goods and services offerings as well as providing office and housing to create new mixed-use infill developments which are well suited for the redevelopment of the former industrial sites. The market analysis identified the following:

SUMMARY OF MARKET ANALYSIS DEMAND FINDINGS

The following real estate uses and demand were identified as potential supportable at the subject redevelopment sites by 2018:

- Office: 11,000 square feet (sf) of local services office such as financial services, medical, professional services and real estate.
- Residential: 280-350 new residential dwelling units by 2018.
- 200-250 Active adults dwellings
- 80-100 Mid-rise condominiums ¹
- Potentially, apartments, townhouses and village-style single-family homes if developed in a quality mixed-use walkable setting.
- Retail: 119,000 sf of new retail including:
 - 25,600 sf grocery store
 - 16,000 sf Drug Store
 - 12,900 sf Wholesale
 - 14,800 sf Electronics & appliances

1. An absorption of 30-35 mid-rise units per year over the next five years is possible, at an average price point of approximately \$180,000 including amenities such as: six to nine rooms; 1st floor retail or services; both passenger and freight elevators; a variety of units including those with and without balconies; walkable site linkages to Main Street or convenient neighborhood shopping; and immediate access to public transportation.

- Carlisle has an established retail infrastructure development to build upon.
- Carlisle Events has the potential to support portions of the redevelopment demand.
- Dickinson College population provides a vital generator of demand for retail uses and residential uses.
- Demographic data shows that growth is occurring.
- Downtown Carlisle has a significant office cluster that could support modest amounts of additional "Class A" office space; including in the AWP study area.
- The former industrial sites offer a single site critical mass development opportunity that is rare in urban infill redevelopment.
- The opportunity to easily access surrounding neighborhoods from the downtown is an asset.
- Active Adults are a significant residential demographic and growing in numbers.

- There is limited demand for new rental apartments; however, there is a demand for upscale, well-appointed apartments in a walkable urban center that could outperform the market.
- There is a modest demand for mid-rise condominiums.
- Village single family units could represent a unique residential product in the market.

The market analysis findings were used to support the preparation of the site reuse plans for each of the three sites as well as additional redevelopment proposals described in Chapters 4 and 5 for the surrounding context within the AWP study area. The findings of the 2013 market analysis seem to be validated by the level of interest some of the current property owners are receiving from the development community, contingent upon when the sites will be shovel-ready, and based on demolition, PA Act 2 remediation closure, and final site preparation schedules.

2.4 THE URBAN MIXED-USE (UM) ZONING DISTRICT

Prior to the initiation of the AWP planning process, the borough adopted a new mixed-use zoning classification which applies to all three of the former industrial sites. This means that all three former brownfields sites are now well-positioned and appropriately zoned to support mixed-use redevelopment. Through the CURP planning process, opportunities to refine and improve the UN district requirements were identified. An entirely separate effort from the AWP was pursued by the borough to advance the process of legally modifying the UM district ordinance per the CURP recommendations. The pending draft modifications were utilized as the basis for proposed reuse plans for each of the three brownfield sites as part of this AWP effort.

2.5 BROWNFIELD SITE REUSE PLANS

Former Carlisle Tire & Wheel Site

Size: 12 acres

Description: This site consists of the equivalent of three, square, street blocks in the far western portion of the AWP study area. The site is currently surrounded by residential properties on all sides. There is a small out parcel located north of D Street and three small parking lot parcels east Factory Street used as parking lots and one building on an out parcel west of College Street. Two out parcels have already been sold to local Carlisle businesses.

Former Use: Carlisle Tire and Wheel was a manufacturer of agriculture, ATV, golf, aviation, trailer, and lawn and garden tires. The facility in Carlisle opened in 1917 and continued to expand throughout the 20th century. The corporation relocated its operation to Jackson, TN, resulting in the loss of nearly one thousand jobs based on the plant's peak operating capacity. When the plant closed in 2010, it consisted of complex of dozens of buildings built over the course of nearly 100 years and included additional tower structures, aerial tanks, and industrial infrastructure.

Current Site Status: Demolition has been completed at the site and a Phase II environmental site assessment is schedule to occur in the 4th Quarter of 2014. The workplan for the investigation has been approved by PADEP as part of the requirements of the Industrial Site Reuse funding program. Once the Phase II investigation is complete, the property owner will be able to determine whether or not remediation is necessary and if entry into the PADEP Act 2 program is appropriate. A National Pollution Discharge Elimination System (NPDES) permit has been secured to manage erosion and sedimentation control as well as any stormwater run-off during this period of activity. The site is being actively marketed in coordination with the recommendation of the CURP and the AWP. Redevelopment plans currently being developed assume that the appropriate cleanup standards can be met to support the reuses proposed for each area of the property.



Current view of the former Carlisle Tire & Wheel site looking east at the intersection of College Street and PA Route 74. The Hollinger Building is visible in the foreground.

Issues & Opportunities:

- The site is composed of what could be three equal blocks, plus several out-parcels including; an empty lot on the north side of D Street; several small lots that were used for employee parking east of Factory Street; a three story brick building known as the Hollinger Building on the northwest corner of College Street and PA Route 74/B Street; and a vacant lot at the southwest corner of College Street and PA Route 74/B Street.
- Based on discussions with the current property owner, the market analysis and the community, the most desirable land uses for this site are: market-rate residential housing, senior housing/assisted living; medical arts/office and limited neighborhood convenience retail.
- Retail activity should be limited to the College Street frontage and southernmost block.
- There is strong property owner and community desire to adaptively reuse the Hollinger Building.
- Development that occurs at the intersection of PA Route 74/B Street and College Street should feel like a small neighborhood center.



Proposed Carlisle Tire & Wheel Site Mixed-Use Redevelopment - View looking east at the intersection of College Street and the proposed B Street extension.

- The development that fronts the streets that face the existing adjacent development should be consistent in scale and form with its context.
- Factory Street is a very wide street as a result of the former rail siding that traveled north from the active rail line to the former factory.
- Stormwater from this site is conveyed to the south and ultimately to the east, connecting to the same storm sewer lines north of the Norfolk Southern railroad line, along the southern boundary of the IAC/Masland site.
- Demolition on the site is completed and environmental investigation with the intent to remediate the site to the highest possible standard in conjunction with the Pennsylvania Department of Environmental Protection's regulations.

Reuse Strategies & Recommendations:

- The overall approach to this redevelopment project advocates the subdivision of the site back into three separate development blocks, replicating the block structure of the surrounding neighborhood. In fact, B Street was vacated much later in the 20th century to provide for the expansion of the plant.
- The reintroduction of B, and C Streets will tie to the similar extensions of these streets through the IAC/Masland site and to Carlisle Springs Road/PA Route 34; therefore each of the roadways should be carefully design to consider issues of character, on-street parking, traffic calming, intersection design, pedestrian and bicycle facilities, integrated stormwater design and streetscaping. The AWP greatly advances this concept with specific recommendations for an "ideal" street cross section and layout of streetscape elements for B Street from College Street to Factory Street. Specific designs of the roadway are provided in Chapter 3 of this document.
- In addition to the design of the B Street segment through the site, two alternatives for the existing intersection of PA Route 74 and College Avenue and the future B Street extension were evaluated. The recommended traffic device is a roundabout. It is felt that this traffic management approach will provide several important benefits including accommodating the strong traffic movements from PA Route 74 to southbound College Avenue and vice versa, the ability to provide traffic calming, increased pedestrian safety and the establishment of a signature placemaking element at an important location within the Carlisle Tire and Wheel site. A roundabout in this location will especially improve pedestrian safety

by creating crosswalks which require pedestrians to have to only look in one direction for on-coming traffic. This is especially important at this intersection since turning movements from the south to the west, and vice-versa, are the most prevalent vehicular movement.

- The site specific redevelopment strategy concentrates mixed-use retail and office uses in the block between A and B Streets and the northeast corner of B Street and College Street (fronting on a proposed public space).
- A small neighborhood square or plaza is proposed for the northeast corner of B Street and College Street. Buildings within the block should be oriented so their entrances face the public space.
- Medium density market rate multi-family housing is recommended to be located in the block between B and C Streets.
- Factory Street's current width is utilized to provide additional on-street diagonal parking and a linear stormwater management park from D Street to B Street.
- A neighborhood park is proposed on the out parcel north of D Street.



Proposed reuse strategy site massing and land use mix.



Carlisle Tire & Wheel Site nearing the end of site demolition in the summer of 2014.



Aerial view of the Carlisle Tire & Wheel Site pre-demolition.



Carlisle Tire & Wheel Site Proposed Site Reuse Plan.

- The conveyance of the small parcels east of Factory Street could be sold to adjacent property owners if suitable agreements between the parties can be reached.
- The Hollinger Building should be rehabilitated and adaptively reused for loft-style housing or office uses. This property has recently been sold to a local Carlisle developer who intends to redevelop the structure with office/retail on the first floor and residential on the upper floors.
- A small office or neighborhood commercial building should be constructed on the southwest corner of PA Route 74/B Street and College Street.
- On-street parking should be included on all streets.
- Off-street parking areas should be located in the core of each block and buffered by architectural treatments or landscape plantings.

Infrastructure Priorities:

- The completion of B Street through the site will provide the most valuable infrastructure upgrade to the site since it will re-establish an important spine.

Former IAC/ Masland Site

Size: 48 acres

Description: The site consists of two large parcels located on the east and west sides of Carlisle Springs Road/PA Route 34 from the Norfolk Southern Railroad line north, to approximately D Street.

Former Use: International Automotive Components Group (IAC) is a manufacturer of flooring and acoustics products to the automotive industry. IAC was formed from the former global interiors divisions of Lear and Collins & Aikman, as well as Stankiewicz, United Technologies, Automotive Industries and Masland Industries. The later included the Carlisle plant. The Masland firm was founded in 1866 by Charles H. Masland in Philadelphia and later moved to Carlisle about 1919 on the site of the former Carlisle Fairgrounds. At its peak, the plant ran three shifts and employed hundreds of people, but by 2008, when the plant was closed, the workforce dropped to 152 employees.

Current Site Status: According to documents filed with the Pennsylvania Department of Environmental Protection (PADEP), industrial activities have resulted in several areas of the property which have contaminated soil or groundwater. The property has been formally entered into the PADEP's Land Recycling Program and the areas of concern will be cleaned up to a combination of residential and nonresidential standards. Currently, groundwater and soil sampling is completed and a remedial plan has been submitted to PADEP for consideration. Once the remedial plan is approved, remedial efforts will move forward and it is expected that the PADEP's Act 2 process will be completed in late-2015. Demolition efforts are also currently underway and are expected to be completed within the same timeframe. A NPDES permit has been secured to manage erosion and sedimentation control as well as any stormwater run-off during this period of activity.

The property is actively being marketed for redevelopment consistent with recommendations of the CURP. Site designers and engineers hired by the property owner will develop a site plan that incorporates any limitations due to any engineering or institutional controls that may be required on the site.

Issues & Opportunities:

- Based on discussions with the current property owner and the community and the findings from the market analysis, the most desirable land uses for this site are: market-rate residential housing, limited office uses, mixed-use retail – especially an “in town” grocery store, food-oriented businesses, and lodging.
- Retail activity should be located at the southern end of the site to link with the N. Hanover Street/U.S. Route 11 (downtown) corridor and along Carlisle Springs Road/PA Route 34 in order to create a traditional mixed-use commercial street corridor.
- The community's primary concern with the redevelopment of this site is its connection to the downtown. Specifically, the community wants this development to be strongly connected to the downtown so it becomes an extension of the downtown commercial district as opposed to becoming an isolated center of activity. In essence, the entire area should ultimately function as an extension of N. Hanover Street and its connection to the Square. Chapter 4 of this AWP

focuses on economic development initiatives that could strengthen and improve the N. Hanover Street corridor to ensure the greatest opportunity have a strong and vibrant connection between the downtown and the IAC/Masland site.

- Carlisle Springs Road/PA Route 34 must be a highly desirable pedestrian connector between downtown and the entrance to the Fairgrounds in order to promote walking between the two anchors. The AWP plan advances this aspect and includes recommendations for the future character of Carlisle Springs Road /PA Route 34 which are depicted in Chapter 3.
- The Hamilton Street School is currently hidden and not easily accessible by the neighborhood, by pedestrians or bicyclists. There are traffic conflicts between the school and Fairground generated traffic when the two activities overlap in the spring and fall seasons. A multi-use trail and cycle track area is proposed to connect from the school to the IAC/Masland site and south, and then via Fairground Avenue to downtown bike lanes and sidewalks.
- The parcels to the east of Carlisle Springs Road/PA Route 34 must be maintained for parking by the property owner to serve events at the Fairground facility.
- The ability to extend the “lettered” street grid is desirable in order to mesh redevelopment with the adjacent neighborhood context, although there are significant concerns by existing residents that the connection of the lettered streets will lead to excessive speeding and unsafe neighborhood conditions. The proposed streets should be designed as neighborhood streets and not as major arterial roadways and should include traffic calming devices to manage speeding traffic. The community understands the desire to create connectivity; but they do not want their streets to become quick bypasses around the downtown. Chapter 3 of this AWP report provides specific block-by-block design recommendations to illustrate the character of B Street as a first phase of infrastructure implementation.
- Fairground Avenue in its existing condition is a narrow one-way street and is undesirable and should be considered for improvement.
- The property on the east side of Carlisle Springs Road/PA Route 34 to Hamilton



Proposed New Mixed-Use Neighborhood Center - View looking north along Carlisle Springs Road streetscape at the intersection of A and Hamilton Streets. This location will be the primary hub of the IAC/Masland site redevelopment with entrances to the hotel, offices and retail oriented around Hamilton Plaza as the signature urban public space.



2013 view looking north on Carlisle Springs Road just north of Hamilton Street showing portions of the former the IAC/Masland site being demolished.

and Clays Streets is primarily dedicated to Fairground events parking, limiting redevelopment to the most strategically needed locations to support the overall redevelopment of the site.

- The location of the Masland Employee War Memorial Monument at the intersection of Carlisle Springs Road/PA Route 34 and Hamilton Street should remain as a public space with the monument integrated as part of the design of the park or plaza.
- The community expressed a strong desire for an interconnected greenway/ multi-use trail that connected new park spaces and the Hamilton School with Hope Station/Memorial Park.
- The site is currently undergoing demolition and environmental investigation with the intent to remediate the site to the highest possible standard in conjunction with the PADEP with the intent of new construction occurring in late 2015 or 2016.

Reuse Strategies & Recommendations:

- The bulk of the redevelopment occurs on the west side of Carlisle Springs Road/ PA Route 34. The area is proposed to be divided into four core blocks based on extensions of many of the adjacent grid of streets through the site.
- A spine of public parks and linear stormwater management areas designed to be attractive public parks with planting, seating areas and some scale recreational amenities, such as tot lots, would extend from Lincoln Street to D Street, paralleling Fairground Avenue. The Fairground Avenue Stormwater Park is presented in greater detail in Chapter 3 of this AWP report.
- A series of modest scaled, intensely developed public spaces would be located at the intersection of Carlisle Springs Road/PA Route 34 and Lincoln Street and along A Street. These public spaces would include a mix of plantings and hardscape and would be designed to provide variation in public spaces and their utilization. The public space at Carlisle Springs Road/PA Route 34 and Lincoln Street provides an opportunity for a visual site line to the anchor retail use within this block. The public spaces along A Street would be designed to complement the adjacent retail uses, serving as a venue for small events and outdoor dining.
- A signature public park (Hamilton Plaza) is proposed to be created on the



Proposed reuse strategy site massing and land use mix as originally conceived in the CURP.



Residential homes located across Fairground Avenue from the plant.



IAC/MaslandSite during demolition in 2013.

triangular parcel created by the intersection of Carlisle Springs Road/PA Route 34 and Hamilton Street. This would function as the main public plaza, with the restored Masland Employee War Memorial, a fountain and other amenities to create an exciting and engaging central public space for the neighborhood.

- A series of parks and gardens which could include some active recreation such as rock climbing walls, spray pads, and a destination playground would be located along the east side of Carlisle Springs Road, north of C Street. The design of these areas would utilize the landform, which rises significantly, as a design feature.
- Several lawn or natural areas would be created to provide additional stormwater management capacity. One would be located along Hamilton Street and would be designed to also serve as a visual buffer between the existing residential properties along Hamilton Street and the Carlisle Events parking. The second would be located at the northern limits of site, near the Fire Hall, and would consist of an expansion of the drainage area that currently exists in this area.
- A multi-use path would extend from Lincoln Street at N. Pitt Street along the linear park to D Street. It would continue via a multi-use side path, or sharrow, to Carlisle Springs Road/PA Route 34. From there, it would continue as a multi-use path to the Hamilton School and beyond to Gobin Drive.
- Fairground Avenue would be upgraded from Lincoln Street to B Street. Improvements would include shifting the center line of the roadway to the east to provide additional space between the existing residential structures and the sidewalks. This alignment is accommodated by a proposed mini-roundabout which is depicted in Chapter 3 of this AWP report. The street would be constructed as a “complete” two-way street, with on-street parking, sidewalks and street trees.
- The area on the east side of Carlisle Springs Road/PA Route 34 will have a limited amount of mixed-use development from Hamilton Street to just north of the proposed C Street extension. Having commercial development along both sides of Carlisle Springs Road/PA Route 34 in this area is critical to creating a vibrant and viable commercial street. A signature office building would be located in the triangular area on the north side of the intersection of Carlisle Springs Road and Hamilton Street. The remainder of the structures along the east side of Carlisle Springs Road would be one story retail buildings.
- The proposed block between the extension of Lincoln Street (from N. Pitt Street) to proposed A Street would be the most intensive retail block of the IAC/Masland site redevelopment. The block would be anchored by a larger retail use, approximately 25,000 sf in size surrounded by a series of one and two-story retail buildings fronting the surrounding streets.
- The block located between the A Street and B Street would consist of primarily lodging and entertainment uses, including a hotel and several restaurant sites, which could be connected to the hotel or free-standing. The hotel is shown as a 112 room building with supporting facilities including an indoor pool. The hotel is designed with a signature pedestrian entrance oriented towards the key intersection of Carlisle Springs Road, A Street and Hamilton Street. The block between B Street and C Street would consist of mixed use retail and office uses fronting Carlisle Springs Road. These buildings would have one level of below grade parking under the building along with surface parking in the rear. Public courtyards would be located between the buildings creating public access points from Carlisle Springs Road/PA Route 34 to the rear parking areas. The western portion of this block would consist of loft-style condominiums.
- The block between C and D Streets would consist of a mix of market-rate residential unit types. The buildings fronting on Carlisle Springs Road/PA Route 34 would consist of three or four-story multi-family units, including the ground floor. The rear portion of this block would consist of townhomes served by rear alleys and have detached rear one car garages.
- The partial block north of D Street would consist of townhomes fronting on Carlisle Springs Road/PA Route 34 and with the remainder of the block consisting of small lot single-family homes, depending on market demand. These units would be served with rear alleys and have detached rear one or two car garages.
- Lincoln Street would be extended from N. Pitt Street to a realigned intersection of Carlisle Springs Road/PA Route 34 and N. Hanover Street/U.S. Route 11. This intersection should be realigned so that the second at-grade railroad crossing for southbound traffic is eliminated.
- A Street may be designed as a through street to Fairground Avenue or could function as an access drive to parking facilities. It could remain private but should be designed to conform to borough street standards.
- B Street would be extended from College Street, through the Carlisle Tire and Wheel site, upgraded along its existing section and completed to Carlisle Springs Road/PA Route 34. Complete street standards along with traffic calming techniques should be utilized as deemed necessary to ensure that B Street’s neighborhood character is maintained. Detailed recommendations for the design of B Street are presented in Chapter 3 of the AWP report.
- C Street would be extend from College Avenue, through the Carlisle Tire and Wheel site, upgraded along its existing section and completed to Carlisle Springs Road/PA Route 34. Complete street standards along with traffic calming techniques should be utilized as deemed necessary to ensure that C Street’s neighborhood character is maintained.
- D Street is proposed to be extended to Hamilton Street. Complete street standards along with traffic calming techniques should be utilized as deemed necessary to ensure that D Street’s neighborhood character is maintained, especially for the blocks west of Carlisle Springs Road/PA Route 34.
- The intersection of Clay Street and Carlisle Springs Road/PA Route 34 should be realigned to G Street. This realignment and upgrading of G Street would improve traffic flow to and from the Fairground and support current bus traffic routing from the Hamilton School which relies heavily on G Street for access into and out of the school.
- A wide multi-use path (12’ wide) is proposed along the west side of Clay Street to serve the school and visitor’s parking in the off-site parking lots and walking to the main gate of the Fairground.
- In order to visually anchor the north end of Carlisle Springs Road/PA Route 34 and to improve functionality, the Fairgrounds entrance is proposed to be repositioned with its vehicular access from Carlisle Springs Road/PA Route 34 and more prominent pedestrian entrance at Clay and G Streets at the southernmost point. This location would also locate the pedestrian entrance at the terminus of the main visual entrance along Clay Street so as visitors drive and park in the lots accessed primarily from Clay Street, it will be very clear where the main entrance to Fairgrounds is located.
- The original CURP proposed a two-level parking deck that would span the southern two blocks (over A Street) in order to directly serve the anchor retail and the hotel. The parking structure would be accessed from A Street on the

lower level to serve the retail uses, and the upper deck could be accessed from the rear of the hotel, allowing for the upper deck's parking to be dedicated to the needs of the hotel. Through the AWP planning process concerns were raised by several parties over this proposed parking deck configuration. As a result, an alternative proposal was developed. This alternative shows how two separate structured parking facilities could be constructed, one on the north side of A Street to serve the proposed hotel and surrounding restaurant/entertainment retail. This facility is depicted as a two-level deck. Its circulation is organized so it can efficiently serve the entry porte-cochère of the hotel located in the core of the block. A second parking structure, potentially a larger multi-level garage is proposed on the south side of A Street. This facility would be connected to the anchor retail located to the garage's immediate south wall and would also have tuck-under retail at the important corner of A Street and the entrance to the retail parking court. This retail would also be oriented toward the small proposed public space along A Street which is faced by another proposed restaurant/retail structure and the hotel's south façade.

Infrastructure Priorities:

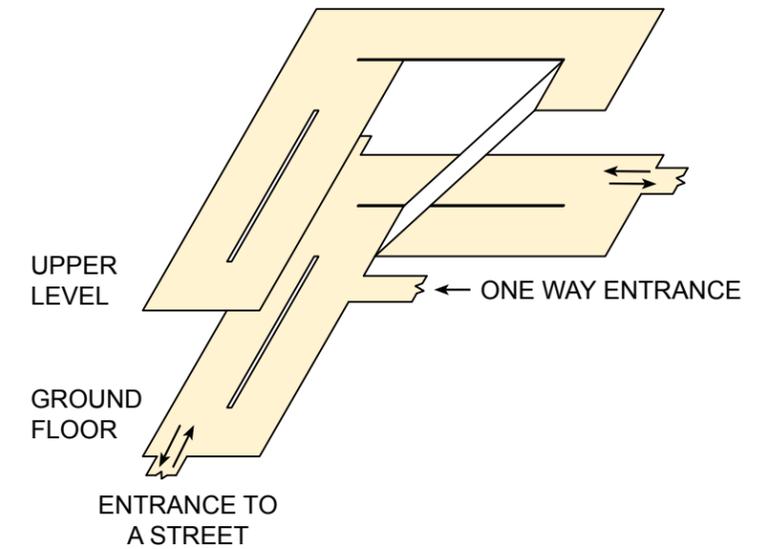
- Based on feedback received from the current property owner's representatives, it is anticipated that the first phase of development on the IAC/Masland site will be the hotel block and possibly some preliminary development on the south side of A Street, across from the proposed hotel. As a result the completion of B Street is critically important to provide the required circulation on the north side of the first development phase block. A Street from Fairground Avenue to Carlisle Springs Road/PA Route 34 is a short street which could be integrated into the overall construction of the first phase of development.
- The improvements to several key off-site intersections are needed to support multi-modal transportation needs of the redevelopment site and the AWP study area as a whole. These include the intersection of N. Hanover Street/US Route 11, Penn Street and Fairground Avenue and the intersection of N. Hanover Street/US Route 11 and Carlisle Springs Road/PA Route 34. Preliminary traffic analysis and intersection alignment alternatives were prepared for these intersections and proposed improvement designs are presented in Chapter 3 of this AWP report.
- The construction of the first phase of the proposed Fairground Avenue Stormwater Park, from the Norfolk Southern railroad right-of-way to B Street is important, primarily to serve as the stormwater detention and pre-treatment



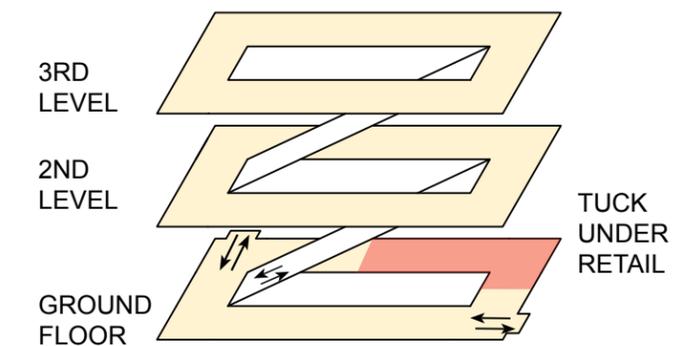
Proposed two-level parking deck to serve hotel and restaurant block between A and B Streets.



Proposed three(+)-level parking garage for anchor retail, south of A Street.



Circulation diagram showing the parking level configuration and ramp circulation. The two-level deck would have approximately 328 parking spaces. The proposed layout provides for the ability to accommodate check-in circulation for the hotel.



Circulation diagram showing the parking level configuration and ramp circulation. The three-level garage would have approximately 280 parking spaces. The proposed layout provides for the ability to accommodate tuck-under retail to maintain ground-level retail frontage along the streetscape.



Aerial view of the IAC/Masland Site pre-demolition.



IAC/Masland Proposed Site Reuse Plan - Revisions to this plan since the CURP included reconfiguring the Lincoln Street extension, the layout of the primarily retail area from A Street to the railroad right-of-way and re-configuration of the structured parking.

areas for the adjacent blocks from the Lincoln Street extension, north to B Street. The importance of this stormwater management area is further elevated since a portion of the PA RCAP funding is partially slated to support stormwater management facilities located on the east side of Carlisle Springs Road/PA Route 34, along Hamilton Street, and is intended to serve later phases of redevelopment.

759 Hamilton Street Site

Size: 3 acres

Description: The site consists of a large 135 car asphalt parking lot and single light industrial structure which was constructed in 1980. The building is approximately 65,618 square feet most of which consists of areas created for specialty electronics manufacturing. The site has been listed for sale for several years.

Former Use: This site was operated by Tyco, a manufacturer of electronic components and connections for the computer and communications industries. It closed its doors at its plant on Hamilton Street in Carlisle in 2009, leaving 117 unemployed. Tyco still owns the site.

Current Site Status: According to documents filed with the PADEP, industrial activities have resulted in a small area of the property which has contaminated soil or groundwater. The PADEP's Act 2 process has been completed using a combination of engineering and institutional controls to eliminate any potential exposure pathways to contamination that remains on the site. An environmental covenant has been placed on the property to ensure that a soil exposure pathway remains incomplete and to prohibit groundwater use on the site. In addition, a deed restriction has been put in place to limit any future use of the property to a non-residential end use. The property remains for sale.

Issues & Opportunities:

- There has been interest by potential buyers to reuse all or portions of the existing structure but no viable buyer has surfaced to-date. The building has been described as being challenging to redevelop due to the internal configuration of spaces as a result of its specific construction for the previous manufacturing operation.
- The site is somewhat hidden even though it is located close to N. Hanover Street/U.S. Route 11.

- The primary frontage faces Hamilton Street and the back of an apartment complex so there is little context to build up for redevelopment.
- Adjacent land uses along N. Hanover Street/U.S. Route 11 are in North Middleton Township and consist of sub-prime uses and several structures are in a neglected state. Several properties are vacant and/or for sale. As a result of the CURP planning process, North Middletown Township has expressed a desire to adopt a similar mixed-use zoning district for a portion of the N. Hanover Street/U.S. Route 11 corridor in order to provide a greater opportunity to link the redevelopment of the 759 Hamilton Street site with adjacent under-utilized parcels.
- The community expressed a strong desire to see the N. Hanover Street/U.S. Route 11 corridor north of Clay Street improved since it is a key gateway into the borough from the region and the Pennsylvania Turnpike.
- The intersection of Clay Street, N. East Street and N. Hanover Street/U.S. Route 11 has functional deficiencies due to awkward roadway alignments at the intersection. This intersection was also identified by the community as problematic.

Reuse Strategies & Recommendations:

- The proposed redevelopment plan for this site took a more speculative approach to depict how land assemblage could significantly improve the market viability of the property, assuming that the existing structure was razed. The AWP plan does not advocate condemnation of property; instead it attempts to illustrate a possible scenario for connecting the redevelopment of the 759 Hamilton Street site to improvements along the N. Hanover Street/U.S. Route 11 corridor. Land assemblage would be entirely a private activity.
- The assembly of properties along N. Hanover Street/U.S. Route 11 provides critical frontage to the traffic along N. Hanover Street and allows for the ability

to construct a 110 room hotel.

- Additional one-story retail is proposed along the N. Hanover Street/U.S. Route 11 frontage and at the corner of Clay Street and Hamilton Street.
- The site could also support a small 3,000 sf. one-story office building at the corner of Hamilton Street and the proposed new connector street between Hamilton Street and N. Hanover Street/U.S. Route 11.
- Public open space could be created along the Hamilton Street frontage to provide site amenities connecting the corner retail and the office building.
- Retail along N. Hanover Street/U.S. Route 11 should be promoted to have glass along the frontage, yet would likely have a rear access off of the shared parking lot with the hotel. This retail could be a restaurant or other retail uses associated with the hotel or be an independent use.

Infrastructure Implications & Needs:

- The redevelopment plan proposes creating a new street between N. Hanover Street/U.S. Route 11 and Hamilton Street. This street reduces the excessively long block between Clay Street and Media Road and forms a new prime intersection for development.
- Stormwater management on this site would most likely be handled through a combination of rain garden planters in the parking areas, flow-through planters in the streetscaping and with detention facilities located underneath the parking areas.
- A key aspect of this plan is the elimination of driveway access points along N. Hanover Street/U.S. Route 11 and beginning to create a traditional urban streetscape character, similar to the blocks of N. Hanover Street/U.S. Route 11, south of Clay Street.



View of 759 Hamilton Street Site looking south. The rear of properties fronting on N. Hanover Street/U.S. Route 11 are visible beyond tree line on the left.



Aerial view of the 759 Hamilton Street Site.



759 Hamilton Street Site Proposed Site Reuse Plan - The reuse potential of this site is greatly expanded if adjacent sites along N. Hanover/U.S. Route 11 Street can be assembled and combined into a single parcel, providing the economic benefit of the traffic volume exposure along the major arterial thoroughfare between downtown Carlisle and the Pennsylvania Turnpike Interchange.