

# 6

## Implementation Action Plan



## FUNDING STRATEGY & ACTION PLAN

This chapter provides an action plan for implementation, and recommends a strategy for seeking resources that can help pay for the planning and construction of the public works portions of the area-wide plan, from a variety of local, state, federal, private sector, and philanthropic sources, as well as potentially incentivize private sector investment. The chapter includes recommendations on how the Carlisle Borough and its partners, especially Cumberland County, can organize itself to be most effective in pursuing resources, and highlights the best sources of potential funding and finance to support project implementation.

### FUNDABLE PROJECTS

This section focuses on components of the overall Carlisle AWP that are the most likely to be fund-able with resources outside of normal Borough general funds, from sources such as federal agencies, state agencies, philanthropic foundations, or the private sector. This would include:

- **Site preparation and brownfields cleanup** on key sites
- **Public infrastructure** improvements including the roads/sidewalks/intersections in the Carlisle Connectivity project, as well as utilities, and **green infrastructure for stormwater management**
- Public **parks and recreational** facilities
- **Economic development** of catalyst sites and the N. Hanover Street Corridor
- Job training programs and **My Brother's Keeper** initiatives.

This section also considers ways that private sector landowners or redevelopers might be encouraged or required to construct facilities that support the overall vision and components of the plan. For instance, if the owner and/or future developers of the IAC/Masland or Carlisle Tire & Wheel sites seek to construct roadway or sidewalk infrastructure to serve their site for mixed-use development, or seek to address stormwater management obligations, Carlisle can work with these private sector parties to devote their resources to such infrastructure in a way that fulfills the AWP's components.

### ORGANIZING FOR EFFECTIVE RESOURCE ADVOCACY

The section provides recommendations on how the Carlisle Borough project team can best organize itself to pursue and secure resources for implementation of key public works projects. Carlisle Borough is already highly adept and effective at gathering resources, with significant grants and advocacy experience, and thus this section is not suggested as a basic tutorial. Instead, the recommendations here are meant to suggest an approach that is robust and pro-active, and that could propel progress in the targeted revitalization neighborhoods more quickly and effectively. An effective approach to resource advocacy would involve the following steps and organizing approaches:

#### 1. Maintain a Vibrant Project Team with Identified Leaders & Managers

The community has already taken the step of establishing an organized task force of key project leaders and participants, and Carlisle Borough should continue and maintain this task force over the course of the project in order to ensure continued coordination, leveraging, project management, resource allocation, and general momentum. Led by the Borough and the County, this ongoing task force can include various municipal department officials, private sector partners, non-profit and community groups, supportive and involved Commonwealth of Pennsylvania officials, project consultants working on key initiatives, and others. Thus far, Carlisle has been effective in having a designated project manager for the Area-Wide initiative, and you should continue to have an engaged manager with sufficient authority and access to support. Further, it is important that the municipalities continue to keep your elected leadership engaged and supportive, both to maintain community backing and so that they can serve as spokespersons in the implementation process.

Maintaining this level of organization will have the positive impact of demonstrating that Carlisle Borough/Cumberland County has the buy-in and support of key stakeholders and the community, and that you are well prepared to receive and utilize grant resources and get the job done.

#### 2. Identify Priority Public Sector Projects

Grants and other resources are provided for specific, discreet projects or project components, and thus it is important that the Carlisle team identify the specific projects and project components that are critical for the transformation of the

targeted area, and to prioritize those that are most important. Only with clear priorities can the community determine how it will allocate its time and resources, how it will pursue external funding, and how it will set the right expectations for the public and key partners about how implementation will proceed. This AWP recommends a number of specific projects and project components including land acquisition projects, roadway and intersection improvements, streetscaping, park and recreational facilities, stormwater management and green infrastructure, and economic development projects. The Carlisle Borough/Cumberland County team and lead departments should confirm the list of projects to pursue, and identify which ones are the highest priorities for implementation. These priorities should be re-evaluated and re-confirmed as the project progresses, based on how the private sector redevelopment progress, available local/state/federal resources, and other opportunities. At the time that this AWP plan was finalized in summer 2015, the following key areas have emerged as project priorities which could help achieve the goals of this overall AWP initiative:

- **Transportation Infrastructure:** As the area-wide plan has emerged, Carlisle has organized the priorities for roadway, intersection, bus transit accessibility, and walkability infrastructure into an overall transportation initiative dubbed the "Carlisle Connectivity" project. The Carlisle Connectivity project, which is the focus of major grant funding requests from the U.S. Department of Transportation TIGER7 grant program and the Commonwealth of Pennsylvania's Multi-Modal Transportation Grant funding program, involves key components including:
  - Complete reconstruction of failing and unsafe intersection at Fairground Avenue/Penn Street/North Hanover Street/U.S. Route 11, as a major new roundabout;
  - Reconstruction of a failing and unsafe intersection at North Hanover Street/U.S. Route 11/Carlisle Springs Road/PA Route 34 and the Norfolk Southern Rail Line;
  - Upgrading of Fairground Avenue as a complete street with a mini-roundabout; major upgrades to Carlisle Springs Road/PA Route 34;
  - Extension and complete street improvements to B Street;

- Extension and complete street improvements to Lincoln Street;
  - Deployment of new transit stops and accessibility improvements for the Carlisle Circulator transit bus; and
  - Other road connectivity and streetscaping improvements on West Street, Clay Street, Hamilton Street, and Gobin/Media Drive.
- **Green Infrastructure:** As part of the Chesapeake Bay Compact/TMDL region subject to ambitious goals and strict requirements for the management of stormwater runoff pollution, the target brownfield revitalization area needs major new stormwater management infrastructure. Carlisle is focused on stormwater approaches that utilize green infrastructure and low impact development techniques, and that aggregate stormwater infrastructure in common areas such as parks and upgraded roadways which can lessen the burden on individual development projects and provide other community amenities. Key green infrastructure initiatives in the target area include a 2 to 2.5 acre stormwater park along Fairgrounds Avenue on the former IAC/Masland site, and the incorporation of green infrastructure facilities on the “Carlisle Connectivity” roadway and complete street improvements.
  - **Site & Economic Development:** This area-wide vision and plan calls for major economic redevelopment with high quality mixed-use and entertainment-oriented projects on the IAC/Masland site and the Tire & Wheel site, as well as enhanced retail and commercial economic activities on the North Hanover Street corridor connecting the AWP target area to downtown Carlisle. Key areas for public sector support for such economic development could include brownfield cleanup support, and the creation of incentives or financing support for the planned mixed-use development in these areas.
  - **My Brother’s Keeper / Jobs Development:** During this AWP planning process in May 2014, President Obama issued the My Brother’s Keeper Community Challenge, asking localities to take actions to empower youth of color and the economically distressed through job training, educational activities, and neighborhood improvements, among other actions. Carlisle took the MBK Challenge seriously and, indeed, determined that it could use the public works construction projects and other redevelopment activities in the brownfield planning area as an opportunity to train youths in that

neighborhood for jobs in the construction trades – so that they could be part of their local revitalization and obtain a launchpad for future, skilled employment. Working with the Harrisburg Area Community College, local workforce development and job training agencies, and others, Carlisle is seeking to provide skills training, local source hiring preferences, and other opportunities as part of the MBK Challenge. Thus, one priority area for AWP implementation is to obtain resources and support for job training and workforce development initiatives.

### 3. Delineate Project Phasing

Each discreet Carlisle/Cumberland project within the brownfield redevelopment area should be considered as a multi-stage project, with each stage potentially fundable (and sometimes from different sources). A typical public works project consists of phases including planning, design & engineering, ROW acquisition, permitting, construction and operation. Most importantly, determine costs for the immediate next stages of each project, and seek funding and support for that stage. Often, funders who support an early stage of a project can be a continuing funder in a later stage. When seeking funding, it is often best to consider “eating the elephant” one bite at a time. Make sure to inform and engage the community as small steps of progress are made into successive phases, as this engagement can maintain support and build momentum.

### 4. Create Estimates of Project Costs

Once priority projects have been identified, and their key phases have been delineated, Carlisle Borough should conduct analysis and planning to estimate project costs for each key project and its core components. With well-estimated project costs, the community can better identify the best potential funding sources, understand the levels of matching funds that you will need to leverage, and tailor advocacy efforts to gain political support for funding requests. Carlisle Borough can utilize in-house staff with project management and cost estimation expertise, and/or retain expert consulting to help confirm cost estimates for key projects.

### 5. Match Funding Sources to Project Components & Phases

Carlisle Borough should regularly identify the best and most significant sources of federal, state, local, corporate, investor & philanthropic funds for each priority

project. Review grant solicitations and confer with funding officials to determine whether your key projects are eligible and competitive for specific resources. Consider whether and how a particular project can be shaped or changed to reflect the priorities of funders. The next section of this Chapter provides a current assessment of the most promising sources of funds for projects in the brownfields planning initiative.

### 6. Establish Matching/Leverage Strategies & Assess Feasibility of Debt Financing

The most competitive funding requests will have committed matches and high leverage, which takes municipal financial planning, budgeting, and requests to key funding stakeholders (such as department heads, Borough Council, or state officials) well before grants become due. Create a match/leverage strategy for each funding request, and do the work necessary to explore and secure match commitments from key funding partners in the Borough, with philanthropy, with the Commonwealth of Pennsylvania, and other potential supporters.

A top matching tool that should definitely be considered is the use of Tax Increment Financing to produce public bonds that can be used up-front for site development, infrastructure upgrades, and other revitalization. TIF financing is particularly well-suited for the project area if commercial development can be attracted to the major catalyst brownfield sites, as such development can produce the future revenues to service the TIF bonds. Carlisle should consider using expert bond consulting to identify the potential TIF strategies that are feasible for this project area. At the time of this writing, Carlisle had already commenced TIF consideration and development for its AWP brownfield target area.

Further, many projects will require more funding than grants alone can supply, meaning that some projects may need to be financed with some form of municipal debt, particularly for the big construction phases of public works projects. There are many good sources of publicly-backed or subsidized lending (as discussed in the following section), but these are only feasible and will only be available for applicants who can demonstrate a viable repayment strategy. Thus, there should be an analysis done for each major project that considers the possible revenue streams for servicing debt, the eligibility and competitiveness of the project for local bonding, the potential sources of state- or federally-backed

debt that can provide lower-cost financing, and the political feasibility of debt strategies. Revenue streams that might be available to service debt for public works projects in the target redevelopment area, beyond general municipal revenues, could include development fees, stormwater fees, or incremental future tax revenues associated with economic development.

### 7. Create Strategic Plans & Outreach Materials for Each Priority Project

When you are ready to proceed on a specific project or project components, it is valuable to create a written, step-by-step strategy for securing funding and other support for that specific project. This memo can describe the specific objective for that project, describe the specific source(s) of funding source for that project, identify the entities and persons who need to be included, delineate the persons responsible for leading each task, establish timelines and key tasks, and identify contingency plans.

Further and very importantly, the team should create a well-crafted briefing sheet for the Carlisle AWP brownfields project, and also for major components of the project (for instance, the Carlisle Connectivity transportation projects, or the green infrastructure/stormwater projects). A 1-sheet briefing document can be used to succinctly explain to the public, key stakeholders, and funders the scope and objectives of the project, its benefits, its status and progress, its supporters, its challenges, and its specific funding requests.

### 8. Seek State Backing

Often, the best sources of funding and other support can be found at state agencies, such as the Pennsylvania Department of Environmental Protection, the Pennsylvania Department of Community and Economic Development, the Pennsylvania Department of Transportation, the Pennsylvania Department of Conservation and Natural Resources, PENNVEST and other state agencies. It is valuable to coordinate with these agencies closely, whether or not you are seeking funding from them at any particular point – which Carlisle Borough and Cumberland County have been doing since the beginning of this brownfield project. Further, federal, philanthropic, and private sector funders will typically be more supportive if they understand that the Governor, state agency leadership, and other key state officials support a project (and may even be willing to commit State match or leverage). Work with your state legislative

representatives, who can play decisive roles in advocating for Commonwealth support for your projects, particularly in this early stage of the Governor Wolf administration as he seeks to establish new priorities and strengthen particular programs, particularly brownfields, urban revitalization, and transportation infrastructure programs.

### 9. Collaborate with Federal Agency Officials

It is critical to be engaged with relevant federal agency and program officials on your project and its key components before you are actually asking them for money. Officials at the U.S. Environmental Protection Agency (EPA), the Department of Commerce/Economic Development Administration, the Department of Transportation, the Department of Housing and Urban Development, and other agencies can be supportive guides and boosters of your efforts. Approach agency leaders to build their understanding and support for the Carlisle projects and funding requests. Visits to funder HQs (Washington DC), invitations for site and project tours in Carlisle, and collaborative roundtable events and project workshops to build their ongoing support. Federal agencies have also been willing to convene in joint meetings with communities like Carlisle, under the Brownfields Area-Wide Planning process, to get briefings on the status of the project and the needs for moving into implementation (something Carlisle did with the Obama Administration's Partnership for Sustainable Development in spring 2014). Engagement with such federal officials will likely benefit Carlisle when you do seek grant funding from these agencies.

### 10. Prepare for Grant-Writing

Prepare ahead of time to write effective grant applications, and do not wait until you see a notice of funding opportunity and submission deadline. Determine the best local agency or other entity to be the lead applicant. Confirm key application partners. Identify the internal/external grantwriter(s) for each application, and have that lead grantwriter review past application materials to consider how you can position your future applications to be most effective. Confirm project costs, and seek to solidify matching and leverage commitments. Consider using graphic designers to create renderings, charts, and other visual designs to make the application look its best. Immediately following this section of the chapter are recommendations on the potential grants resources that could be a priority for Carlisle Borough/Cumberland County to pursue for this brownfields initiative in the shorter term.

### 11. Secure Congressional Support

When funding requests are ready to be submitted, seek and secure congressional support, working with the district representatives of your U.S. Senate and congressional representatives, as well as the relevant staff in their Washington, DC offices. It is important to ask the Members and their staff for support beyond the standard letter, which will not have a major impact by itself. Instead, you should ask that they make calls and have meetings with the federal agency leaders running the funding programs, the White House and other decision-makers, or even to host federal officials in Carlisle to discuss the progress and potential of your Carlisle redevelopment projects.

## BEST RESOURCES TO PURSUE

This section of Chapter 6 identifies some of the best potential funding sources that could support Carlisle brownfields and community revitalization, with 35+ specific sources of funding identified, for which the revitalization project would be likely to be eligible and competitive.

### Top Opportunities

Of the wide range of resources provided in the section below, certain funds should be considered as top priority opportunities that may be the most promising to pursue:

**For brownfields activities**, consider applying for EPA brownfield cleanup grants for any cleanup that must take place on publicly-acquired parcels, such as the proposed Stormwater Park along Fairgrounds Avenue or on parcels slated for transportation facility upgrades. Also be ready to apply for PA Business in Our Sites brownfield development loans, additional PA Industrial Site Reuse Program funds, and/or Redevelopment Assistance Capital Program grant funding for site and infrastructure development on catalyst sites.

**For transportation infrastructure investments** in the Carlisle Connectivity project, seek Transportation Alternative Program funding for walkability project components, PA Multimodal grants from PennDOT and the Commonwealth Finance Agency, and U.S. DOT TIGER grant funding for construction. Also work with private sector development partners to consider pursuing PennDOT's Pennsylvania Infrastructure Bank, low-cost loan resources for transportation upgrade projects and, as mentioned in the brownfield blurb above, PA Business

in Our Sites loan funding (to the extent the program is re-authorized and funded by the Pennsylvania legislature in 2015) – both of which could provide major resources for transportation upgrades. Also, consider matching grant and loan funds with the proceeds of Tax Increment Finance bonding in the target area. At the time of this writing, Carlisle Borough is actively pursuing all of these sources for the Connectivity project.

In addition, the U.S. Department of Commerce, Economic Development Administration can provide Public Works & Economic Development Facilities grants, typically ranging in the \$1-\$2 million range, for public infrastructure upgrades including public transportation facilities, if such investment will have the impact of helping create or retain jobs by specific (non-speculative) business projects. So when specific business users are ready to redevelopment sites such as IAC/Masland or Tire & Wheel, you should consider working with EDA to explore potential grant funding to support infrastructure upgrades that help make those business investments take place.

***For green infrastructure and stormwater management facilities***, seek Pennsylvania DEP Growing Greener grants, and National Endowment for the Arts “Our Town” and/or “Art Works” civic design grants, for stormwater project design. TIGER grant funds and EDA Public Works grants can also be used to develop green infrastructure facilities as part of transportation or economic development projects. Carlisle Borough/Cumberland County can also work with PENNVEST and Pennsylvania DEP to obtain federally-sourced Clean Water State Revolving Fund low-cost loans and, in some cases, grants or principal forgiveness, for stormwater/green infrastructure under what is known as the “Green Reserve” program, a component of the Clean Water SRF program that is mandated by the U.S. Congress and EPA for use on “green” projects such as this. Any loans for stormwater infrastructure could be serviced through local stormwater fees which can be derived from the creation of a public stormwater utility district, as discussed earlier in this report.

***For economic development of mixed-use and commercial projects*** on the catalyst brownfield sites and along N. Hanover Street, consider seeking PA DCED resources including Infrastructure Development Grants, additional RCAP awards, or designation of the target area as a Keystone Opportunity Zone, which can provide tax incentives that can be a major attraction for private sector investment. Cumberland County could also leverage its annual CDBG resources

through the use of a HUD Section 108 loan guarantee, which provides resources for economic development site preparation, infrastructure upgrades, and vertical economic development on projects that reduce or eliminate slums & blight (which includes brownfield revitalization) or that benefit low- and moderate-income people, which this project is expected to support.

***For MBK Challenge job training and workforce development*** efforts, consider applying for a \$200,000 EPA Brownfields Workforce Training Grant, which supports efforts by localities and their workforce development, community college, and private sector partners to provide job training in environmental assessment, cleanup, and sustainability jobs. Also consider HUD Youthbuild grants, ranging from \$700,000 to \$1+ million, which can support education, occupational skills training, and employment services to disadvantaged youth in their communities while performing meaningful work and service to their communities, including construction projects and housing rehabilitation.

**MATRIX OF OPPORTUNITIES**

Potential opportunities for resources, including both the top opportunities identified above and other sources, include the following:

| Resource   | Details on the Resource & Key Tactics  | How the Resource Could Support the Project  |
|--|--|---|
| <b>BROWNFIELD RESOURCES</b>  |  |   |
| <p><b><u>U.S. Environmental Protection Agency, Brownfield Grants</u></b></p> <ul style="list-style-type: none"> <li>➤ Targeted Assessment Grant</li> <li>➤ Brownfield Assessment Grants</li> <li>➤ Brownfield Cleanup Grants</li> <li>➤ Brownfield Cleanup Revolving Loan Fund (RLF) Grants</li> </ul> | <ul style="list-style-type: none"> <li>➤ Through a fairly easy and very time-responsive, rolling application process, EPA Region 3 can provide its technical contractors to conduct a <b>Targeted Assessment Grant</b>, at no charge, at a targeted site</li> <li>➤ <b>Assessment grants</b> are not explained in detail here because, at the time of this writing, Carlisle had just secured a \$400,000 EPA Brownfield Assessment grant to address hazardous waste and petroleum contamination, and further brownfields reuse planning, in this targeted area.</li> <li>➤ <b>Cleanup grants</b> can only be awarded to public/municipal entities or non-profit organizations, and can only be used on sites that are owned by the applicant (presumably the Carlisle Borough or Cumberland County)             <ul style="list-style-type: none"> <li>○ Up to \$200,000</li> <li>○ 20% match (\$40,000)</li> <li>○ Entity must have used "All Appropriate Inquiries" or municipal taking/tax foreclosure in the site acquisition</li> </ul> </li> <li>➤ <b>RLF grants</b> are used to capitalize a fund within a municipal or non-profit entity, which in turn can give very low-cost loans on flexible terms to other entities, or grants to other municipal or non-profit entities for brownfield cleanup.             <ul style="list-style-type: none"> <li>○ Grants up to \$1 million, but more typically \$600,000 each</li> <li>○ Fairly simply to re-fill the fund with an EPA "Supplemental RLF" grant, if funds expended</li> <li>○ Limits on how much of the RLF fund can be used on grants rather than loans, but these limits can be waived by EPA</li> </ul> </li> </ul> <p><b>Key Tactics:</b> Present AWP report to senior EPA Region 3 and HQ officials and brownfield management, request their guidance on securing additional resources for implementing AWP plan.</p>                         | <ul style="list-style-type: none"> <li>➤ If an opportunity emerges at a catalyst site, but the private sector party needs an environmental assessment, Region 3 could potentially provide a quick Targeted Assessment at that property</li> <li>➤ Cleanup of contamination at the sites of proposed storm-water park or transportation facilities</li> </ul>  |
| <p><b><u>Commonwealth of Pennsylvania</u></b></p> <p><b>PA Department of Environmental Protection – Industrial Site Reuse Program (ISRIP) Grant</b></p> <p><b>PA Department of Community &amp; Economic Development – Business in Our Sites Loans</b></p> <p><b>PENNVEST Loans</b></p>                 | <ul style="list-style-type: none"> <li>➤ PADEP will provide <b>ISRIP</b> grants and loans of up to \$200,000 or 75% of total costs (whichever is less), and cleanup grants and loans of up to \$1 million (or 75% of total cost, whichever is less) for brownfield sites. ISRIP resources have already been provided in the targeted Carlisle project area, but more could be sought if there is a demonstrated need.             <ul style="list-style-type: none"> <li>○ Only municipal or economic development entities may get grants</li> <li>○ Either public or private entities may seek loans</li> </ul> </li> <li>➤ <b>DCED Business in Our Sites Loans</b> are available even when the brownfield reuse project is speculative, and no specific developer or end user has yet been secured. Can be used for a wide variety of purposes, including site remediation, site preparation, or infrastructure upgrades. No repayment is required until property is sold or leased, for up to 5 years from the date of closing. When the site is ready for specific development, the Commonwealth Finance Authority will negotiate a specific interest rate for the loan.             <ul style="list-style-type: none"> <li>○ BOS program must be re-funded by PA legislature, a top priority of the Wolf Administration budget m 2015</li> </ul> </li> <li>➤ <b>PENNVEST Brownfield Redevelopment Loans</b> – The State will give 2.5% interest loans of up to \$11 million from the State's Clean Water State Revolving Fund when, as in this case, brownfields improvement can protect water quality.</li> </ul> <p><b>Key Tactics:</b> Work with private sector to determine whether additional ISRIP funding may be needed, and confer with DEP about ISRIP opportunities. Confer with private sector owners of catalytic sites about using BOS funding as incentive for future commercial development.</p> | <ul style="list-style-type: none"> <li>➤ Cleanup grants for sites owned or acquired by the Borough, DRCC or other public entity</li> <li>➤ Low-cost loan funding for major site preparation activities to support future commercial projects on catalytic sites. Borrower could be public sector or future developer/user</li> <li>➤ PENNVEST loan could be used for green infrastructure, repaid by private sector, stormwater fees, or Borough general funds and increased tax revenues from development</li> </ul> |

| TRANSPORTATION INFRASTRUCTURE  |   |  |
|--|---|--|
| <p><b><u>U.S. Department of Transportation</u></b></p> <p><b>TIGER7 (or TIGER8) Grant</b></p> <p><b>MAP-21 Reauthorization</b></p>   | <ul style="list-style-type: none"> <li>➤ The <b>TIGER grants</b> remain essentially the only federal grant for local road and multi-modal projects. Typically funded at ~\$500,000,000 annually, these U.S. DOT grants average between \$10 and \$20 million each, and require high matching of between ~30-70% to be competitive. As there will be only 30-75 awarded nationally, any Carlisle project must be a high priority for the Governor, Pennsylvania Secretary of Transportation, and the PA congressional delegation</li> <li>➤ At the time of the submission of this report, the U.S. Congress was in serious deliberations about the <b>reauthorization of the federal surface transportation law</b>, now known as "MAP-21". The law is likely to continue significant funding for states, cities, and MPOs for urban road corridor improvements, walkability projects, and transit. Carlisle should continue to work closely with the PA congressional delegation, the MPO, and Federal Highway Administration officials to identify the funding opportunities that emerge from any reauthorized law.</li> </ul> <p><b>Key Tactics:</b> Identify clear transportation project priorities; get project listed in TIP; coordinate with MPO, state officials, and PA congressional delegation about moving those projects forward.</p>  | <ul style="list-style-type: none"> <li>➤ Construction of Carlisle Connectivity project or components</li> </ul>              |
| <p><b><u>Pennsylvania Department of Transportation</u></b></p> <p><b>Surface Transportation Project Funding</b></p> <p><b>Transportation Alternative Program Grant</b></p> <p><b>Act 89 Multimodal Transportation Fund Grant</b></p> | <ul style="list-style-type: none"> <li>➤ <b>PennDOT</b> is already a significant investor in this project, with a \$1.5 million Multimodal grant for a critical new roundabout. Carlisle should continue to work in close cooperation with PennDOT to move the Connectivity projects forward.</li> <li>➤ In addition to the annual state appropriations for transportation infrastructure administered by PennDOT, PennDOT is also the lead on choosing and administering projects for the pass-through of federal funds including <b>Surface Transportation Project</b> funding (around \$340M per year in PA), which can fund a variety of roadway (if classified as federal-aid highway) and trail projects.</li> <li>➤ PennDOT and the Harrisburg Area Transportation Study MPO split the federal <b>Transportation Alternative Program (TAP)</b> funds, which are slated primarily for pedestrian, bicycle, and urban livability transportation projects – for which the Carlisle brownfields project is well suited. Another round of PA TAP funding is expected to be announced in late 2015.</li> <li>➤ PennDOT and the Commonwealth Financing Agency both have significant pools of funds under the Act 89 transportation legislation for annual <b>Multimodal Transportation Fund</b> grants.             <ul style="list-style-type: none"> <li>○ Up to \$3 million</li> <li>○ 30% match</li> <li>○ Best suited for shovel-ready projects, with limited ability to use on design</li> </ul> </li> </ul> <p><b>Key Tactics:</b> Identify clear project priorities; get projects listed in TIP; work with PennDOT district engineer and other state officials.</p> | <ul style="list-style-type: none"> <li>➤ Carlisle Connectivity project</li> </ul>  |
| <p><b>PennDOT</b></p> <p><b>Pennsylvania Infrastructure Bank</b></p>   | <ul style="list-style-type: none"> <li>➤ The Pennsylvania Department of Transportation provides "Pennsylvania Infrastructure Bank" (PIB) loans for design, engineering, and construction of transportation facilities, at very low interest rates. At the time of this writing, Carlisle was pursuing PIB financing for Carlisle Connectivity transportation design</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Carlisle Connectivity transportation design and, if needed, construction</li> </ul> |

## GREEN INFRASTRUCTURE / PARKS & RECREATIONAL FACILITIES

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| <p><b><u>PA Department of Conservation and Natural Resources (DCNR)</u></b></p>   | <p>➤ <b>PA Community Recreation and Conservation Program</b> – PA DCNR provides grant funds for public parks, recreation, and trails projects, including under its administration of the “Keystone Recreation, Park and Conservation Fund.” These funds can include:</p> <ul style="list-style-type: none"> <li>○ <b>Land acquisition grants</b>, for park and recreation areas, greenways, trails, and natural and critical habitat areas. 50% match requirement;</li> <li>○ <b>Planning grants</b> for general or site development plans for parks, recreation areas, greenways, and trails. 50% match requirements;</li> <li>○ <b>Development grants</b> for construction of parks, recreation areas, greenways, and trails; 50% match requirement which may be met with land donation value, with grants typically in range of \$15,000 to \$200,000.</li> <li>○ <b>Trail acquisition, planning and development grants</b> for public trails; 50% match which may be met with land donation value.</li> </ul> <p><b>Key Tactics:</b> Meet and confer with DCNR’s South Central Regional Advisors about the eligibility and competitiveness of the Fairground Avenue Stormwater Park for park and recreational grant funding.</p> | <p>➤ Fairground Avenue Stormwater Park</p>  |
| <p><b><u>EPA/PENNVEST Green Reserve</u></b></p>   | <p>➤ <b>Clean Water SRF Fund</b> – the longtime traditional source of funding for wastewater infrastructure and, in the past decade or so, for stormwater infrastructure has been the “Clean Water State Revolving Fund” or “SRF” program. The SRF is funded and guided by the U.S. Environmental Protection Agency, but administered by PENNVEST. The Commonwealth typically has &gt;\$50 million annually for this program. These resources are <u>loans</u> with generally favorable (2.5% interest) terms, and the funding process is more appropriate for larger, more expensive projects than smaller projects. PENNVEST typically provides approximately \$5 to 6 million annually for nonpoint source / <b>stormwater and other “green reserve” projects.</b></p> <p><b>Key Tactics:</b> Meet with PENNVEST’s current “Applications &amp; Project Management” coordinator to discuss feasibility of using green reserve loans for Carlisle stormwater projects. May be prudent to plan within the context of the establishment and implementation of a Carlisle Stormwater District.</p>   | <p>➤ Fairground Avenue Stormwater Park, potentially aggregated with green infrastructure on complete street facilities</p>    |
| <p><b><u>National Endowment for the Arts (NEA)</u></b></p> <p><b>Our Town grants</b></p> <p><b>Art Works, Design grants</b></p> | <p>➤ NEA provides grants of up to \$200,000 (but typically in the \$50k-\$125k range) under the Our Town program, and grants of up to \$100,000 (but typically in the \$30k-\$60k range) under the Art Works program, for civic design projects that make public spaces and public works projects more beautiful, artistic, and culturally engaging.</p> <p>➤ 50% match required.</p> <p>➤ Significant involvement of artists and artistic agencies required to be competitive.</p> <p><b>Key Tactics:</b> Engage artist communities in Carlisle to be involved in design and formation of public spaces in Carlisle AWP study area.</p>   | <p>➤ Fairground Avenue Stormwater Park design</p> <p>➤ Public art in redevelopment area, such as in center of roundabouts</p> |



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| <p><b><u>National Fish &amp; Wildlife Foundation</u></b></p> <p><b>Chesapeake Bay Stewardship Fund grants</b></p> | <ul style="list-style-type: none"> <li>➤ NFWF provides grants of between \$200,000-\$500,000 for green infrastructure/stormwater projects in the Chesapeake Bay watershed, particularly projects that promote new ways of development in areas without experience in these approaches, and in ways that integrate green infrastructure into municipal planning, zoning, infrastructure, and development programs. These grants can also support development of new municipal stormwater policies and programs.</li> <li>➤ 50% match required</li> </ul> <p><b>Key Tactics:</b> Establish a better understanding of the stormwater pollution impacts on your local sub-watershed and, by extension, the Chesapeake Bay watershed. Schedule call with NFWF to discuss competitiveness of the project.</p>   | <ul style="list-style-type: none"> <li>➤ Establishment of Carlisle stormwater utility district (authority)</li> <li>➤ Fairground Avenue Stormwater Park</li> </ul>                                 |
| <p><b><u>Chesapeake Bay Trust</u></b></p> <p><b>Green Streets, Green Jobs, Green Towns grants</b></p>             | <ul style="list-style-type: none"> <li>➤ This program is jointly funded by the Chesapeake Bay Trust and EPA Region 3, to provide planning and design grants of up to \$30,000, and implementation grants of up to \$75,000</li> <li>➤ For practices which enhance green spaces in communities, including implementing urban green stormwater practices, increasing urban green spaces, and replacing impervious surfaces with more permeable materials – particularly “green streets.”</li> </ul> <p><b>Key Tactics:</b> Contact Chesapeake Bay Trust to determine if program will be funded again in 2016, and to determine whether the Carlisle Connectivity project might be competitive for funding.</p>  | <ul style="list-style-type: none"> <li>➤ Green street aspects of Connectivity project</li> </ul>   |
| <p><b>ECONOMIC DEVELOPMENT RESOURCES</b></p>  |   |  |
| <p><b><u>U.S. Department of Commerce, Economic Development Administration (EDA)</u></b></p>                       | <ul style="list-style-type: none"> <li>➤ EDA’s <b>Public Works &amp; Economic Development Facilities Grants</b> can provide up to \$3 million to support public infrastructure projects that support job creation.             <ul style="list-style-type: none"> <li>○ Must be a significant job creator with a specific business investment (that is, no speculative development).</li> <li>○ EDA will seek higher-wage and higher-skills job creation, which may or may not be a good match for the planned Carlisle mixed-use development initiatives.</li> <li>○ 50% match requirement for EDA grants</li> <li>○ Applications accepted on a rolling basis</li> <li>○ Projects compete better if shovel-ready</li> </ul> </li> </ul> <p><b>Key Tactics:</b> Confer with EDA Mid-Atlantic Regional Office (based in Philadelphia), including the Pennsylvania-assigned EDA Economic Development Representative and the Regional Administrator.</p> | <ul style="list-style-type: none"> <li>➤ Transportation upgrades and utilities to support commercial investment projects on IAC/Masland, Tire &amp; Wheel, or 759 Hamilton Street sites</li> </ul> |

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| <p><b><u>U.S. Department of Housing and Urban Development (HUD)</u></b></p> <p><b>Community Development Block Grant &amp; Section 108 Resources</b></p> | <ul style="list-style-type: none"> <li>➤ HUD’s CDBG funds can support a wide variety of activities including economic planning, property acquisition, infrastructure upgrades, community centers, brownfields revitalization, low- and moderate-income housing, and other purposes. Cumberland County typically receives more than \$ 1 million annually (although these funds are highly subscribed).</li> <li>➤ Beyond CDBG funding from Cumberland County, Cumberland/Carlisle could leverage more funding, in the form of “Section 108” guaranteed loans, which are low-interest, 20-year federally guaranteed loans for any eligible CDBG purpose as described just above. These loans must be collateralized by the County’s CDBG program. As these are loans, there needs to be a repayment strategy.</li> </ul> <p><b>Key Tactics:</b> If an economic development project in the area has the potential to support low-cost debt repayment, discuss potential financing with redeveloper/user, and coordinate with Cumberland County about potential Section 108 support.</p> | <ul style="list-style-type: none"> <li>➤ Infrastructure upgrades on brownfield sites, particularly when linked to economic development</li> </ul>                                     |
| <p><b><u>Federal Home Loan Bank of Pittsburgh</u></b></p> <p><b>Community Lending Program</b></p>   | <ul style="list-style-type: none"> <li>➤ <b>The Federal Home Loan Bank of Pittsburgh</b> provides, through its member institutions of local banks and finance organizations, low cost loans and credit support to local governments throughout Pennsylvania for its “Community Lending Program,” which can support development of public facilities and infrastructure. Also provides intensive training, support and partnerships with philanthropic foundations through the “Blueprint Communities” program. If a development projects needs funding, approach a Member of the FHLB of Pittsburgh, see <a href="http://www.fhlp-pgh.com/about-us/our-customers.html">www.fhlp-pgh.com/about-us/our-customers.html</a>, and consider visiting the FHLB’s Director of Community Investment Programs.</li> </ul> <p><b>Key Tactics:</b> Determine if any commercial/jobs project can repay a loan and, if so, find member bank in Cumberland County that is ready to use FHLB backing to provide finance; then coordinate with Pittsburgh FHLB Community Investment Director.</p>      | <ul style="list-style-type: none"> <li>➤ For public and community facilities and infrastructure, as well as private sector economic development projects on catalyst sites</li> </ul> |

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| <p><b><u>PA DCED</u></b></p> <p><b>Economic Development Programs &amp; Resources</b></p>               | <p>DCED provides a variety of economic development funds to support infrastructure upgrades and business investment. DCED uses a "Community Action Team" (CAT) approach to support priority projects, and assigns a "Strategic Investment Officer" as a single point of contact. <i>Note that all of these DCED and other programs are under state legislative and budget debates at the time of this report, and which programs emerge with funding remains to be seen.</i> Key sources of potential funding include:</p> <ul style="list-style-type: none"> <li>➤ <b>Infrastructure Development Program:</b> grants up to \$1.25 million for public infrastructure including transportation projects, brownfields site improvements, water / sewer / stormwater, energy facilities, parking facilities, waterways, telecommunication infrastructure, and land and building rehabilitation at former industrial sites.</li> <li>➤ <b>Keystone Opportunity Zone:</b> KOZ incentives are a proven economic development tool which provide significant state and local tax liability relief to businesses and investors who locate within a designated KOZ area. Naming the Carlisle redevelopment area as a new KOZ would take both a solid application and state political advocacy.</li> <li>➤ <b>Housing &amp; Community Development Assistance:</b> provides grants of \$150,000-\$200,000 for community revitalization and economic development projects, as well as housing rehab.</li> <li>➤ <b>Keystone Communities Enterprise Zone:</b> deteriorated industrial areas with a five-year business strategy can get priority consideration for DCED grants and incentives, and businesses located in a Zone can get business tax incentives, priority consideration for state contracts, priority consideration for state brownfield resources, up to \$350,000 in Enterprise Zone RLF loans, and various grant opportunities.</li> </ul> <p>Another potential State funding source:</p> <ul style="list-style-type: none"> <li>➤ <b>Redevelopment Assistance Capital Grant Program:</b> \$125 million annual program that provides grants administered through the Governor's office for the acquisition and construction of regional economic, cultural, civic and historic improvement projects. Typically two funding rounds per year, depending on state assembly funding of program. Must be a project included in a PA Capital Budget Itemization Act. The program has set criteria and funding preferences, projects must have a business plan, must have a 50% match, and the minimum funding request must be \$1 million. The IAC/Masland site has acquired a RACP grant in the past, but potentially could obtain more for a catalytic economic development project.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Infrastructure and economic development projects on catalyst sites</li> </ul> |
| <p><b><u>U.S. Department of Treasury</u></b></p> <p><b>New Market Tax Credits</b></p>                  | <ul style="list-style-type: none"> <li>➤ The NMTC Program provides tax credit incentives to investors to provide cash equity investments in certified Community Development Entities (lending and financial institutions), which may invest this equity in business and public facility projects in eligible low-income communities (this Carlisle project area qualifies). The credit equals 39% of the investment paid out, and can result in multiple millions of dollars in equity investment in local projects. The planning for a NMTC is complex, and requires significant expertise and transactional efforts to pursue.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Construction of commercial or public building facilities.</li> </ul>          |
| <p><b><u>U.S. Department of Homeland Security</u></b></p> <p><b>EB-5 Foreign Direct Investment</b></p> | <ul style="list-style-type: none"> <li>➤ The U.S. Department of Homeland Security's, U.S. Citizen and Immigrant Services office has, since 1990, run a program that allows foreign investors to provide funding for qualified, new commercial enterprises, for which they can gain passports for the investing nation's citizens. Investments at a minimum level of \$1 million can be provided for qualified "Regional Centers" and qualified activities which create direct and indirect jobs. Such investments are available for only for-profit enterprises.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Commercial capital projects on catalyst brownfield sites</li> </ul>           |

## MY BROTHER'S KEEPER / WORKFORCE DEVELOPMENT

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| <p><b><u>EPA Office of Brownfields &amp; Land Revitalization</u></b></p> <p><b>Brownfield Environmental Workforce &amp; Job Training Grants</b></p> | <ul style="list-style-type: none"> <li>➤ These \$200,000 EPA grants support a wide variety of job training and workforce development activities by local government, nonprofit and educational organizations, in the fields of brownfields assessment and cleanup, green infrastructure/stormwater, low impact development, environmental health and safety, weatherization, LEED green building approaches, clean energy projects, and other environmental jobs.</li> <li>➤ No match required.</li> <li>➤ Competitive applications will involve partnerships among localities, job training organizations, educational institutions, and the private sector.</li> <li>➤ Application must contain letters from employers with commitments to consider graduates of the program for future employment.</li> </ul> <p><b>Key Tactics:</b> Confer with your current MBK training partners (including HACC which received an EPA Brownfields Job Training Grant in the past and developed a training program) about this opportunity; assess whether environmental/health employers in the region might be partners; and confer with EPA Region 3 and HQ about pursuing this grant.</p>  | <ul style="list-style-type: none"> <li>➤ Environmental job training project with MBK enrollees</li> </ul>  |
| <p><b><u>U.S. Department of Labor, Employment &amp; Training Administration</u></b></p> <p><b>Youth Build</b></p>                                   | <ul style="list-style-type: none"> <li>➤ The Department of Labor provides grants of between \$700,000 and \$1+ million to localities and other organization for Youth Build. Youth Build is a community-based alternative education program that provides job training and educational opportunities for at-risk youth ages 16-24. Youth learn construction skills while constructing or rehabilitating affordable housing for low-income or homeless families in their own neighborhoods. Youth split their time between the construction site and the classroom, where they earn their GED or high school diploma, learn to be community leaders, and prepare for college and other postsecondary training opportunities. Youth Build includes significant support systems, such as a mentoring, follow-up education, employment, and personal counseling services; and participation in community service and civic engagement.</li> <li>➤ ETA has fairly significant funding for these grants (typically \$75+ million annually)</li> <li>➤ 40 month grant period, with four months of planning, two years of core program operations, , and 12 months of follow-up services and participant tracking</li> <li>➤ Labor ETA often gives supplemental/repeat grants to successful grantees to extend their programs</li> <li>➤ Eligible entities include community development agencies, housing development agencies, workforce development and job training organizations, community organizations, faith-based organizations, and others</li> <li>➤ 25% match required</li> </ul> <p><b>Key Tactics:</b> Convene a project with workforce development, community development and housing authorities to scope out a potential partnership, then coordinate with Pennsylvania division of Employment and Training Administration to discuss potential opportunity.</p> | <ul style="list-style-type: none"> <li>➤ Public works projects, and/or housing rehabilitation projects in AWP targeted brownfield area and beyond</li> </ul> |
| <p><b><u>My Brother's Keeper Alliance</u></b></p> <p><b>MBK Grants</b></p>  | <ul style="list-style-type: none"> <li>➤ The White House director of the MBK initiative informed Carlisle leadership that the non-profit MBK Alliance would have a pool of funding to provide capacity building and implementation grants to communities working on the MBK Challenge. No details or grant announcements have emerged yet.</li> </ul> <p><b>Key Tactics:</b> Confer with White House MBK initiative director about potential for forthcoming grants. Schedule visit or call with MBK Alliance officials to inform them of Carlisle status and plans, and to request ongoing support.</p>   | <ul style="list-style-type: none"> <li>➤ To build capacity to implement and expand Carlisle's MBK Challenge initiative</li> </ul>                            |