

Implementation Strategy – Public Funding and Financing

Undertaking redevelopment of the scale of what is proposed in this plan requires a great deal of public/private partnerships, especially when considering the need for public investment in infrastructure to attract and support private enterprise. The Borough of Carlisle can best organize itself to obtain resources for brownfields revitalization, infrastructure upgrades, and community improvements in its targeted redevelopment area through strategic partnership and funding, financing and advocacy efforts. This “Resource Strategy” is a concise, initial introduction to what can be a more robust resources strategy later in this redevelopment process, which would provide much more in-depth recommendations on how to obtain these resources.

To secure resources for community revitalization, the Borough needs to *organize and implement a resource strategy that makes the community competitive* against the hundreds of other communities that are seeking these same resources. This involves the following key steps:

- 1.) Form a **Resource Team** that involves both local representatives and broader supporters from the region, state and federal governments;
- 2.) Identify clear **priority projects**;
- 3.) Identify and pursue **target funds**;
- 4.) Create a **Resource Roster** and briefing materials;
- 5.) Identify tactics for **leveraging and preparing** projects;
- 6.) **Brief** state, federal, philanthropic and private sector **officials and organizations**;
- 7.) Hold a **Revitalization Roundtable** event;
- 8.) Identify **grant-writing** resources;
- 9.) Conduct **advocacy** for these resources.

Organize a “Carlisle Community Revitalization Council (i.e. The Resource Team)”

The Borough should form a small group of local leaders who will work with consultants to develop, implement and maintain the funding strategy and efforts. This team should also invite a broader tier of advisors to participate in the team’s efforts and meetings at key junctures. These advisors can include staff from offices of state representatives and the federal congressional delegation, staff from key state and federal agencies (e.g., PA DEP, EPA, PennDOT, U.S. DOT, DCED, PennVEST, the Pennsylvania Infrastructure Bank), and key local/regional economic development and community organizations. This group can demonstrate and legitimize the Borough’s efforts to engage the community and build public support; provide endorsements for funding applications; and participate in advocacy efforts to Commonwealth, federal, philanthropic and other officials. Be sure to assign a key local government staffer to organize this group, and do not hesitate to involve consultants in the group’s efforts where appropriate. This “Carlisle Revitalization Council/Resource Team” can be convened once initially and then at key milestones to advise the Borough on strategies for identifying and pursuing resources, and to provide key stakeholder and advocacy support.

Identifying Priority Projects

The Resource Team should identify priority projects for infrastructure upgrades, economic development, parks/green projects, and other key projects. Identify projects that are most needed to support redevelopment, that can leverage resources (such as local or private investment) to match grants, that are likely to be eligible and competitive for the most important funding targets, and that are most likely to catalyze further investment and development in the redevelopment areas. This plan identifies several key projects that are among the highest public project priorities including:

- **Complete Street Transportation Upgrades:** These projects include an upgrade to Fairground Avenue; traffic roundabouts, streetscaping and other improvements at North Hanover Street, Penn Avenue, Carlisle Springs Road, Lincoln Street, B Street;
- **Green Infrastructure, Stormwater Management, and Public Park Projects:** Primary focused on the first phase of the stormwater management park along Fairground Avenue, a Memorial Plaza Park, and green infrastructure components on roadway improvements; and
- **Sustainable Energy/Green Elements:** Partnering with private developers to enhance the design and operation of a parking deck with additional green enhancements including a solar array and green architectural treatments such as a greenscreens/greenwalls.

For each priority project, the Borough should identify the current status of the resource (*e.g.*, the condition of the existing road), the next phase of development needed (*e.g.*, design and engineering, rights-of-way acquisition, construction) and, very importantly, an estimate of project costs, broken down into phases. For example, a transportation project to create a “complete street” could involve roadway improvements, pedestrian/trail/bicycle components, transit bus access, stormwater components, or other components – and each of these areas may have different grants that can go into the sub-components. Likewise, a transportation project typically has phases, including community engagement, design, engineering, permitting, construction documentation, land acquisition, and construction – and each of these phases may have different grants that can be used for the particular stage of project development. In short, Carlisle will not be effective in pursuing funding sources if it does not have well-estimated costs for each significant component and phase of each project that has been confirmed as a priority by the Carlisle community.

Pursuing Targeted Funds

When priority projects are well-identified, the Borough can focus on identifying and pursuing the best sources of grants, low-cost loans, technical assistance and other resources from state agencies, federal agencies, philanthropic foundations, and private sector funders. We recommend a focus on the following top resources:

- **Transportation Alternatives Funding** – These are federal resources provided by the MAP-21 federal surface transportation law, and administered by the Pennsylvania DOT. These Transportation Alternatives grants replace previous grant programs including Transportation Enhancements and Safe Routes to Schools programs. These grants are provided in two ways, via competitive grants from the Pennsylvania Department of Transportation, and through the MPOs such as your Tri-County Regional Planning Commission. These can be used on complete streets, bicycle/pedestrian facilities, stormwater management/green infrastructure, and other projects. Start with the Tri-County Regional Planning Commission to identify funding deadlines and application procedures.
- **Surface Transportation Project (STP) Funds** – STP funds are the primary source of federal funding and also flow down through PennDOT, for road/sidewalk/bicycling facilities. These are federal resources provided by the MAP-21 federal surface transportation law, and administered by the Pennsylvania DOT. These Transportation Alternatives grants replace previous grant programs including Transportation Enhancements and Safe Routes to Schools programs. These grants are provided in two ways, via competitive grants from the Pennsylvania Department of Transportation, and through the MPOs such as your Tri-County Regional Planning Commission. These can be used on complete streets, bicycle/pedestrian facilities, stormwater management/green infrastructure, and other projects. Start with the Tri-County Regional Planning Commission to identify funding deadlines and application procedures.
- **U.S. DOT TIGER Grants** – TIGER grants are among the most competitive of federal transportation grants, but they can be large – an average of \$13 million per grant. To be competitive for a TIGER grant, Cumberland/Carlisle must have a project in the \$15-\$20 million range that has a large match (40%+), a compelling set of benefits, and a high degree of project readiness. Applications for the next round of TIGER grant funding will probably be due in spring or summer 2014, with awards and contract obligations by early- to mid-2015. That means that Carlisle will need its transportation projects designed, engineered, and permitted by that mid-2015 time frame in order to be competitive on the critical “project readiness” factor. You will also need to work now to identify that ~40% match for a big project. You must also choose a scope for the road project (or combination of projects) that best meets TIGER evaluation factors and funding size requirements.
- **Pennsylvania Infrastructure Bank loans PIB** – provides low interest loans (1.65% at the time of this writing) for a variety of local infrastructure projects including roadway, bicycle and pedestrian infrastructure improvements. This could also be a source for stormwater management infrastructure improvements.
- **PA DCED Grants** – include Infrastructure Development Program, Housing & Community Development Assistance grants, and New Communities “Anchor Building” and Downtown Investment” grants that could be put to use in the target redevelopment area.

- **New Market Tax Credits**— There is literally hundreds of millions of dollars of potential equity funds available to support qualifying investments in targeted low-income areas, including the Carlisle brownfields redevelopment area, for infrastructure, real estate, affordable housing and economic development investments. This should be considered a source for development in the Carlisle target area.

The Community Development Financial Institutions (CFDI) Fund of the U.S. Department of Treasury provides allocations of authority to Community Development Entities (CDEs) which gives the CDEs the ability to raise capital or Qualified Equity Investments (QEIs) from investors for Qualified Low Income Community Investments (QLICs) in Low Income Communities (LICs).

To qualify as a LIC, the census tract in the locality must have a 20% poverty rate and/or Median Family Income that does not exceed 80% of the greater of the metro area's or state's MFI. There is also consideration given to Brownfield Redevelopment Areas and urban renewal areas. According to the Commonwealth Cornerstone Group's web site (one of the CDEs formed, in this case by the Pennsylvania Housing Finance Agency, to provide Qualified Equity Investments in Pennsylvania), the brownfields target study area in Carlisle qualifies as an LIC.

A Qualified Equity Investment is one that goes to a Qualified Low-Income Community Business, which is a fairly broad definition that should be workable for the Carlisle project.

If the project/area meets the eligibility criteria, then a Qualified Development Entity could provide equity and/or low-cost loan financing to a qualified recipient to support the project.

In 2012, the CFDI allocated \$3.5 billion in additional New Market Tax Credit authority. There are as many as 49 entities that invest in Pennsylvania and that have hundreds of millions in allocated credits. We have a list of these 49 entities that includes significant detail on their investment focus areas, amount of funds to invest, and contact information for fund managers. The key CDE to focus on initially, however, is the Commonwealth Cornerstone Group, run from the Pennsylvania Housing Finance Agency, which has an allocation of \$73 million for investments. Commonwealth Cornerstone Group's focus is solely on real estate development and rehabilitation projects in highly distressed areas that provide multiple levels of impact including jobs, services, good wages, and green principles. CCG's targeted investments include mixed-use properties whose redevelopment is critical for the revitalization of disadvantaged communities, as well as community facilities to serve the unmet needs of low-income people by providing

services that are lacking in low-income communities. See <http://www.commonwealthcornerstone.org/default.aspx>.

- **HUD Section 108 Loans** – HUD provides low-cost loan resources for public infrastructure and economic development projects that could include road and stormwater projects in the redevelopment area, as well as actual private sector building projects. It may also be possible to structure an arrangement with the HUD Office of Financial Management, which runs the Section 108 program, to set up a local revolving loan fund to support local business improvement and expansion projects. Carlisle could meet the HUD CDBG “national objective” requirements by preventing and eliminating slums and blight on an area-wide basis that could coincide with the EPA Brownfields Area-Wide designation and study area. Section 108 loans could be provided in an amount up to 5 times Cumberland County's expected yearly CDBG allocation, if the project meets HUD underwriting standards for loan repayment. The loan must be collateralized by the County's CDBG allocation and have secondary collateralization.
- **PA Department of Community and Economic Development (DCED) Grants** – include Infrastructure Development Program, Housing & Community Development Assistance grants, and New Communities “Anchor Building” and Downtown Investment” grants that could be put to use in the target redevelopment area.
- **Green Initiative Grants & Loans** – Congress typically mandates that States using its Clean Water State Revolving Fund (SRF) for wastewater pollution infrastructure must devote a portion of such SRF funding to grants and loans for “Green” projects. In the Commonwealth, PennVEST administers those funds, and labels them “Green Initiatives” funding. These funds could be used to design and deploy a green infrastructure system of stormwater management controls on the roadways and development areas that are constructed in this target area.
- **PA Keystone Recreation, Park and Conservation Grants** – The PA Department of Conservation and Natural Resources (DCNR) can provide both planning and construction matching grants for parks, recreation and trail projects
- **Purchase Power Agreement for Solar Facility** – typically the best approach for the construction of solar electric generation facilities on public or private structures, like on a new parking deck proposed, is to partner with a solar developer who will finance, construct, own and operate the facility, while providing the offtake power to a local entity (such as Borough, Carlisle Events, or development association) under a Purchased Power Agreement. There are a number of organizations that

provide these services using different models, and our team can provide you with background information, detailed guidance, or referrals to reputable solar developers.

Resource Roster and Briefing Materials

Once priority projects and target funding sources are identified, we highly recommend that Carlisle Borough create a “Resource Roster” chart identifying and explaining these priorities, along with short, 2-page briefing sheets on each project that provide information to potential funders and how (and why) they can best support these projects.

Planning Ahead for Leverage and Project Readiness

When a grant or other resource solicitation is announced, communities typically have no more than 60 days to submit an application. Usually these grant programs will require that the community be competitive in two key factors – meeting or exceeding the matching requirement, and having a high degree of project readiness. These factors cannot be met in a 60 day period – there must be a plan well ahead of time to address these critical issues. The Borough should begin now to identify matching resources, budget for matches, identify project readiness time lines, invest local resources to advance toward those time lines and, in all these ways, get your priority projects well-established before grant opportunities emerge. It is a simple truth that a locality will not be competitive for grants without being ready to meet grant matching requirements – or exceed the minimum matches – and to leverage other cash and in-kind support for funding applications.

Federal and Commonwealth grants typically require matches of between 20-50%, depending on the program. That requires budgeting in the capital and general fund process, and typically requires the willingness to bond funding to meet big capital project matches. Obviously, these kinds of matches will not materialize easily in the few short days between the announcement of a grant opportunity and the submission deadline, so the Carlisle community needs to plan its matching strategies early. The need for matching also confirms the need to develop relationships and support from key stakeholder organizations, particularly the Commonwealth and the private development sector, because these allies may be necessary to meet matching requirements. With respect to private leveraging: Given the level of private investment expected at the three brownfield sites by development entities, Carlisle should think early about whether these private investments can be directed into public infrastructure projects in a way that provides matching funding for government grants. Such private investments can be required by regulation (e.g., stormwater fees

or development proffers), acquired by negotiation, and/or planned in partnership with the private parties in exchange for other consideration.

Brief State, Federal, Private Sector and Philanthropic Officials

With priority projects, an identification of targeted funds, and good briefing materials, the community can and should pay visits to the federal and state agency officials who control these funding programs to begin working with them to target their resources to your projects. Likewise, you should identify and brief targeted private sector and philanthropic funders at the local, regional, state and federal level, particularly because those non-governmental funders can help meet matching requirements or fill gaps in projects that cannot be funded by governmental programs. You should both visit these officials at their offices, and invite them to Carlisle for site tours, community briefings, and community events such as groundbreakings and ribbon cuttings. Keep in touch with these government, philanthropic and private sector officials on a regular basis, through emails, conference calls, newsletters, press clippings, project development materials, and other means.

Revitalization Roundtable

One excellent way to involve resource officials in your efforts to fund your projects is to conduct a “Revitalization Roundtable” that convenes local stakeholders with targeted federal, state, private sector and philanthropic officials in a facilitated session meant to identify strategies and resources to move your key projects forward. See www.BeavertonOregon.gov/FedVisit for an example of a successful Roundtable the resulted in several sources of funding being provided to this community for brownfields revitalization.

Grant Writing

The Carlisle community would be well served to identify a grant-writer or writers to be able to follow grant opportunities, help staff the Resource Team and prepare the community for grant opportunities, draft project materials, and be the lead grant-writer. This can be a staff person within the local government, from a community organization, or from a consulting firm. The key is to have this person at the ready prior to the announcement of grant solicitations, so that the community is prepared and not scrambling when the grants are due.

Advocacy

Even with good projects and well-crafted grants, political advocacy is often necessary to secure highly competitive resources. Work with your state representatives and congressional delegations (both Members and staff) well ahead of time to build their support for your projects, and to prepare them for supporting you when the time for advocacy is important. Governors, Members of Congress, Senators, and Commonwealth elected officials truly matter when it comes to highly competitive funding contests. Do not wait until a grant is due to ask for their support and involvement in your redevelopment project, but instead build an ongoing cooperative relationship with them. Visit with each of your state and federal elected representatives at least once a year, invite them to your community regularly, and keep in touch with newsletters, email reports, and calls as appropriate.

Celebrate Success

It has been said that “nothing succeeds like success,” and that is certainly true when it comes to obtaining funding. Success comes in two ways – when significant project milestones are accomplished, and when you obtain the next grant. That means that Carlisle should always be looking for opportunities to celebrate success, thank your agency and political supporters, hold groundbreaking and ribbon cuttings, cultivate media coverage, send newsletters, and spread the word in other ways. Progress on projects and success in obtaining grants can also lead to more success by sending signals to the private sector that investment is warranted, and by sending signals to other agencies that Carlisle’s projects are worthy of further grants. Public agencies like to give grants to localities that are leveraging different sources of funding together, and that have used grants effectively and are seeking more to complete a project. A final thought about resources is that, as your success builds toward completion of your visions and plans, the community may be able to accelerate your ability to gain more resources. That is why a systematic, dedicated strategy to obtain resources, using steps such as the ones outlined above, is a worth investment of time and effort.

OVERALL APPROACH TO EFFECTIVE ADVOCACY – Success in obtaining funding takes a strategic, ongoing approach that can increase your competitive advantages. The key approaches and objectives below can help Carlisle’s Resource Team increase your chances of obtaining funding for your priority projects.

Goal	Objectives	Strategic Approaches
<p>Communities are Organized for Effective Action</p>	<ul style="list-style-type: none"> • Clearly identified community priorities • Communities working cooperatively on a regional basis • Timely knowledge on funding opportunities • Ongoing collaboration among key community units and consultants for an effective local team approach • Strong public support for priorities • Strong grant writing and packaging abilities • Always prepared for match requirements 	<ul style="list-style-type: none"> • Maintain ongoing, dynamic Strategic Advocacy Agenda, and use it to direct community resources (to create budgets for future grant matches, allocate staff resources for projects, etc.) • Affirm your Strategic Advocacy Agendas with official resolutions and implement them with top elected and staff leadership • Set up regional coordination team that includes both elected & staff; coordinate by email; meet quarterly and as necessary • Maintain tracking system for federal opportunities • Use briefing sheets for key projects • Utilize outreach, community meetings, social media, and other communications approaches to boost projects • Leverage funding sources & be prepared to match • Celebrate/publicize successes, hold events • Maintain an effective media strategy for priority projects • Establish grant writing team and drafting protocols
<p>Communities have Built Key Relationships</p>	<ul style="list-style-type: none"> • Strong alliances with key stakeholders, both within region and beyond • Fully engaged relationships with congressional delegation • Mutually supporting relationships with key federal agency officials and programs 	<ul style="list-style-type: none"> • Maintain ongoing database of key stakeholder contacts • Regular briefings and communications (e.g., newsletters, e-mail reports) with key stakeholders • Form inter-agency & multi-stakeholder teams for key initiatives • Regular DC and regional office visits and other communications with PA congressional delegation • Regular interaction with targeted federal agencies • Engagement with state and foundation funding leaders • Build business, banking and finance backing

Economic Revitalization - Carlisle Borough, has a prime objective of fostering economic development, business attraction, and jobs creation. The following resources can be used to foster and support such economic revitalization.

Potential Resources	Key Issues & Next Actions	Potential Projects
<p>U.S. EPA Brownfields Grants - The Cumberland County Housing and Redevelopment Authorities in coordination with the Borough of Carlisle recently received the first EPA brownfields grant awarded to the Borough. The preparation of the Urban Redevelopment Plan and the future outcome of the EPA Area-wide Brownfields Plan will establish a strong foundation for applying for follow-up EPA Brownfields funding, as needed.</p> <ul style="list-style-type: none"> • Targeted Brownfields Assessment Grants: EPA Region 3 will provide a locality, at no charge, brownfields assessment and characterization at a targeted site, through a relatively simple letter application. • Assessment Grants: These grants provide up to \$200,000 to localities, regional councils, development authorities for site assessments, reuse planning and community outreach and collaboration to address hazardous waste and/or petroleum contamination. • Consolidated Assessment Grants: EPA will provide up to \$1 million in assessment funding for coalitions of communities. • Cleanup Grants: These \$200,000 grants to localities and other parties can be used to clean up hazardous waste and/or petroleum contamination on sites owned by the grantee. • Cleanup Revolving Loan Fund Grants: These grants of up to \$1 million can capitalize a fund that can be used for low/no-interest loans to private sector parties, or grants to local government entities and non-profits, for cleanup of hazardous waste and petroleum contamination. • Supplemental RLF Grants: can be obtained through a relatively simple application if you have expended a substantial amount of your original RLF grant. 	<ul style="list-style-type: none"> • Carlisle should determine if the specific brownfields sites require further assessment and cleanup based on an evaluation of which sites meet grant eligibility criteria, which sites are most prepared for progress, and which sites can leverage resources. • Carlisle should convene with EPA Region 3's Brownfields & Land Revitalization Office to discuss opportunities for grant funding. • Work with the New Jersey Institute of Technology's "Technical Assistance for Brownfields" (TAB) program to get support in drafting grant applications. • Carlisle Resources Team should consider visiting Washington, DC to meet with key EPA Brownfields officials including Assistant Administrator Mathy Stanislaus and EPA Brownfields Director David Lloyd. 	<ul style="list-style-type: none"> • Carlisle could use TBA or assessment funding to identify contamination issues, especially related to smaller parcels that may need to be acquired for transportation and other infrastructure/public open space improvements with consent of current property owners. • Sites owned by the locality (or state) can potentially use cleanup grant, RLF grant, Multi-Purpose, or PA Reuse funds

Economic Revitalization

Potential Resources	Key Issues & Next Actions	Potential Projects
<p>The EPA assessment, cleanup, and RLF grants will likely be opened up in September 2013, with a likely 60 day application period. Other grants that may be announced later this year or early next year include:</p> <ul style="list-style-type: none"> • Environmental Workforce Development & Job Training Grants: Provides up to \$200,000 for programs to recruit and train people in environmental fields including brownfields assessment and cleanup, green infrastructure, clean energy & other fields • Brownfields Multi-Purpose Grants: New pilot program to provide up to \$400,000 that combines brownfields assessment and cleanup grants to support flexibility at the local level. <p>Also consider:</p> <ul style="list-style-type: none"> • Targeted Assistance to Brownfields: Need help applying for brownfields grants or other support? The New Jersey Institute of Technology has been designated a “TAB Center” by EPA to support mid-Atlantic brownfields efforts. • PA DEP Industrial Site Reuse Program: This State program provides brownfields assessment grants and loans of up to \$200,000 and cleanup grants and loans of up to \$1 million at former industrial sites. 	(See Previous Page)	(See Previous Page)

Economic Revitalization

Potential Resources	Key Issues & Next Actions	Potential Projects
<p>HUD Block Grant Resources – HUD has a set of programs, all grouped under the Community Development Block Grant (CDBG) program, that can support a wide variety of activities including economic planning, property acquisition, infrastructure upgrades, community centers, brownfields revitalization, clean energy projects, low- and moderate- income housing, and other purposes. Carlisle is a HUD CDBG “Entitlement Community,” which means that you get a direct allocation of funding from HUD, but must obtain your funding from Cumberland County.</p> <p>Beyond CDBG funding from the County, the borough could seek to leverage more funding, in the form of “Section 108” loans, which are low-interest, 20-year federally guaranteed loans for any eligible CDBG purpose. These loans must be collateralized by the County’s CDBG program.</p> <p>In addition, there is a little-known, \$10 million, White House/HUD “Neighborhood Revitalization Program” that provides grants of up to \$250,000 to support economic development in local communities.</p>	<ul style="list-style-type: none"> • CDBG resources are typically distributed by County by a fairly rote formula, and thus Carlisle needs a strong, meritorious project to secure higher levels of CDBG grants or Section 108 loans. A major community project identified by the future EPA Area-Wide Plan could be considered for these HUD funds. • The HUD Neighborhood Revitalization Initiative grants are not widely advertised, which means that communities must be pro-active with their HUD Field Office (in Philadelphia) and Congressional delegation to pursue high-priority projects that need such HUD support. • Section 108 funds must be repaid and must be used for business development. 	<ul style="list-style-type: none"> • These HUD funds could be used on infrastructure projects. • HUD Neighborhood Revitalization could be used for redevelopment planning and projects , including for redevelopment activities on the former industrial sites as well as for infill development within the overall Northwest Quadrant Neighborhood.

Economic Revitalization		
Potential Resources	Key Issues & Next Actions	Potential Projects
<p>Appalachian Regional Commission – ARC can provide grants for a range of industrial site development, business incubators, business development, education and training programs, and road and other infrastructure upgrades in communities. Match rates are 70% in Cumberland County. Additional resources may be available if your particular community is designated “distressed” by ARC.</p>	<ul style="list-style-type: none"> • Seek the support and guidance of the local ARC contact for your community from the State ARC contact, Neil Fowler in the PA Department of Community and Economic Development. 	<ul style="list-style-type: none"> • Could be utilized for development projects or transportation upgrades, especially for the N. Hanover Street Corridor.
<p>USDA Rural Development Resources – USDA resources are generally available only to communities of less than 25,000, with a particular emphasis on communities of less than 10,000, which means all four communities are likely able to access these funds, including:</p> <ul style="list-style-type: none"> • Community Facilities Grants & Loans: for community facilities, emergency responder facilities, hospital and health facilities, and other community improvements. • Business & Industry Guaranteed Loans: Administered through State-level USDA offices, providing guarantees for 80% of loans for businesses to acquire property or buildings, modernize or expand facilities, or purchase equipment and supplies. • Rural Business Opportunity Grants: USDA provides nearly 50 of these grants each year, of up to \$50,000, for community economic development, technology-based economic development, feasibility studies and business plans, leadership and entrepreneur training, rural business incubators, and long-term business strategic planning in struggling communities. 	<ul style="list-style-type: none"> • USDA outreach and funding is conducted primarily by Local Rural Development and the Pennsylvania USDA Rural Development offices. Contact: Thomas P. Williams, State Director 1 Credit Union Place, Suite 330 Harrisburg, PA 17110-2996 Voice: (717) 237-2299 Fax: (717) 237-2191 	<ul style="list-style-type: none"> • Community green infrastructure projects for stormwater management. • Business recruitment, feasibility, and incubator projects, including public markets. • Community safety facilities.

Economic Revitalization		
Potential Resources	Key Issues & Next Actions	Potential Projects
<ul style="list-style-type: none"> • Rural Business Enterprise Grants: Relatively small grants to public entities for projects such as business incubators, public infrastructure, revolving loan fund assistance, land acquisition and development, and construction, conversion, or renovation of buildings, plants, machinery, equipment, access streets and roads, parking areas, and utilities. 	(See Previous Page)	(See Previous Page)
<p>SBA Section 7(a) Business Loans – is SBA’s primary program to help startup and existing small businesses obtain financing when they might not be eligible for business loans through normal lending channels. It also is the SBA’s most flexible business loan program, since financing can be guaranteed for a variety of general business purposes. Businesses that are located in rural areas, have been impacted by the North American Free Trade Agreement (NAFTA), and are exporters can access financing through this program.</p>	<ul style="list-style-type: none"> • Carlisle can help businesses seeking to locate or expand in your communities to access SBA loan resource and technical assistance. Refer them to the Philadelphia District SBA Office, or www.sba.gov/category/navigation-structure/loans-grants/small-business-loans/sba-loan-programs/7a-loan-program. 	<ul style="list-style-type: none"> • For small businesses seeking to locate or expand in Carlisle, especially in downtown and N. Hanover Street Corridor.

Economic Revitalization		
Potential Resources	Key Issues & Next Actions	Potential Projects
<p>The Governor's Action Team - The Governor's Action (GAT) is a group of experienced economic development professionals that serve as a single point of contact for companies looking to establish business operations in the Pennsylvania or companies considering retention and/or expansion of existing PA operations. The GAT provides businesses with the information it needs to make an informed assessment of the Commonwealth and its communities as a business location.</p>	<p>The GAT is able to:</p> <ul style="list-style-type: none"> • Identify suitable properties for client companies by utilizing PA Site Search, Commonwealth's GIS database of land and buildings. • Provide information on available workforce, infrastructure, taxes, and the quality-of-life attributes of a location/community. • Coordinate host site tours with companies. • Make appropriate introductions to local economic development groups and elected officials. 	<ul style="list-style-type: none"> • Invite GAT representatives to meet with Carlisle officials and property owners to provide introductions to redevelopment efforts and to provide specific information that will allow the GAT to promote Carlisle sites when new companies are looking for locations for their businesses.
<p>PA Department of Community & Economic Development (DCED) Resources – 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. Key sources of funding include:</p> <ul style="list-style-type: none"> • Infrastructure Development Program: 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. • Housing & Community Development Assistance: provides grants of \$150,000-\$200,000 for community revitalization and economic development projects, as well as housing rehab. 	<ul style="list-style-type: none"> • Contact Scott Dunkelberger, the Harrisburg DCED's Director of the Center for Business Financing to discuss promising economic development opportunities and obtain guidance on applying. • Applications are submitted through a "Single Application for Assistance" process. • For Governor's Revitalization Assistance Capital Grant, need to be in state Budget Itemization Act, and clearly must work directly with state representatives' and Governor's offices. 	<ul style="list-style-type: none"> • These programs could potentially support a number of redevelopment activities including: site preparation; parking facilities; infrastructure; and buildings.

Economic Revitalization

Potential Resources	Key Issues & Next Actions	Potential Projects
<ul style="list-style-type: none"> Keystone Communities Enterprise Zone: 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. New Communities Programs including Main Street & Elm Street Programs: The Main Street Program provides “Anchor Building” grants and “Downtown Investment” grants of up to \$500,000, and the Elm Street program provides up to \$250,000 to support a staffer over a 5-year period for planning and physical improvements to residential and mixed-use areas in proximity to central business districts. See www.newpa.com/sites/default/files/uploads/NewCommunitiesProgramguidelines08.pdf for detailed descriptions and requirements. <p>Another potential State funding source:</p> <ul style="list-style-type: none"> Redevelopment Assistance Capital Grant Program: \$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. Two funding rounds per year, with next likely coming ~ 4 months before April 2013. 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. 	<p>(See Previous Page)</p>	<p>(See Previous Page)</p>

Economic Revitalization		
Potential Resources	Key Issues & Next Actions	Potential Projects
<p>Federal Home Loan Bank of Philadelphia – Provides, through its member institutions of local banks and finance organizations, low cost loans and credit support to local governments and others 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. See www.fhlp-pgh.com/housing-and-community/index.html</p>	<ul style="list-style-type: none"> • If a development projects needs funding, approach a Member of the FHLB of Pittsburgh, see www.fhlp-pgh.com/about-us/our-customers.html, and consider visiting the FHLB’s Director of Community Investment Programs. 	<ul style="list-style-type: none"> • Infrastructure development to support neighborhood reinvestment. • Technical support and training.
<p>PENNVEST Brownfield Redevelopment Loans – The State will give loans of up to \$11 million to a single municipality or \$20 million to a joint application of 2-3 municipalities for 2.5% interest loans from the State’s Clean Water State Revolving Fund. See www.portal.state.pa.us/portal/server.pt/community/available_funding/11211/brownfield_redevelopment/560728 for terms and conditions.</p>	<ul style="list-style-type: none"> • The process starts with a consultation meeting with a PENNVEST representative together with a PA DEP representative, which then leads to an application through PENNVEST. Contact Larry Gasparato at www.portal.state.pa.us/portal/server.pt/community/financial_assistance/9321/get_regional_assistance/541647. 	

Transportation Infrastructure – A central recognition of the Carlisle Urban Redevelopment Plan is the need for road, intersection, and walking/biking upgrades. Federal transportation funding is currently conducted through a 24-month piece of legislation called MAP-21 that puts forth a significant pool of funding for community projects, but also puts most authority for funding decisions with the State DOTs – even more than in past years. To be proactive, the Carlisle Resource Team must work closely with PennDOT and the Tri-County Regional Planning Commission (Tri-County RPC).

Potential Resources	Key Issues & Next Actions	Potential Projects
<p>Surface Transportation Project (“STP”) Funding – U.S. DOT estimates that Pennsylvania will receive \$340,000,000 per year for both of the two years of MAP-21. This can be used on construction and improvements to roads (defined as federal-aid highways, although a state may spend up to 15% of its funding on “rural minor collectors”), bridges, bicycle and pedestrian trails, alternative fuel vehicle infrastructure, and other purposes. The law requires that States apportion half its funding each year among different sized communities, so there will be funding set aside for smaller localities like the Carlisle Borough. In addition, the State may (but not must) spend this STP funding on recreational trails, pedestrian facilities and other non-road purposes.</p>	<ul style="list-style-type: none"> • The key to obtaining State transportation funding is to have your projects listed in the “Transportation Improvement Plan” established by the Tri-County Regional Planning Commission, and the corresponding “State Transportation Improvement Plan” established by PennDOT. In general, the more outreach and collaboration to Tri-County RPC and PennDOT, the better. Consider enlisting State reps and senators for help. • Determine which of your projects can be classified as “federal-aid highways” or eligible “rural minor collectors”, which makes them potential eligible for STP funding. • Carlisle should work with your state municipal organizations and State representatives to push PennDOT to allocate 15% of funding to small communities, and spend on transportation enhancement-type projects, as is permitted by the federal law. 	<ul style="list-style-type: none"> • Design, engineering and permitting activities, especially for the high priority transportation projects: B Street extension; Fairground Avenue and PA Route 34/Carlisle Springs Road upgrades and key intersection improvements.
<p>PENNDOT “Transportation Alternatives” Funding – The MAP-21 legislation mandates that each State must use 1% of its funding allocation and may use up to 2% of its funding allocation on these “Transportation Alternatives” projects which include non-motorized trails, sidewalks, transit stations, and other walkability/sustainability projects. In PA, that means \$16-\$32 million a year, for two years, for these projects.</p> <p>This “Alternatives” fund replaces the Transportation Enhancements, Recreational Trails, and Safe Routes to Schools programs that have been traditionally funded by U.S. DOT through the states.</p>	<ul style="list-style-type: none"> • Again, get your projects into Tri-County RPC’s TIP and the PennDOT STIP • Again, work with your allies to push the State to use the full 2% allocation of funding for these Alternatives projects 	<ul style="list-style-type: none"> • Potentially could be used for green infrastructure associated with transportation facilities.

Transportation Infrastructure

Potential Resources	Key Issues & Next Actions	Potential Projects
<p>U.S. Department of Transportation (DOT) TIGER VI (Potential) Grant Program – DOT provides approximately 40 annual TIGER grants for projects that foster complete streets, sustainability and livability, economic redevelopment and safety. Average grant is \$12 million, and you must provide a non-federal match of 40+% to be competitive. State support is very important. Must be a very well-conceived project that has substantial progress already on planning, design/engineering, environmental evaluation, and funding leverage.</p>	<ul style="list-style-type: none"> • Composing a compelling TIGER grant for Carlisle is achievable but difficult. 	<ul style="list-style-type: none"> • Construction funding for the high priority transportation projects: B Street extension; Fairground Avenue and PA Route 34/Carlisle Springs Road upgrades and key intersection improvements.
<p>Congestion Mitigation & Air Quality (CMAQ) – Pennsylvania will have approximately \$106 million each year in 2013 and 2014 to provide grants for transportation projects that reduce vehicle emissions in localities that are non-attainment for Clean Air Act standards.</p>	<ul style="list-style-type: none"> • Again, will need to work with the Tri-County RPC and PennDOT to build support for projects that could obtain CMAQ funding. • Will likely need to do technical work to show that traffic/VMT reduction, walking/biking projects will reduce vehicle emissions. 	<ul style="list-style-type: none"> • Design, engineering and permitting activities, especially for the high priority transportation projects especially the key intersection improvements.

Green Infrastructure and Clean Water –

Potential Resources	Key Issues & Next Actions	Potential Projects
<p>Clean Water SRF Fund – 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. These resources are loans with generally favorable terms, and the funding process is more appropriate for larger, more expensive projects than smaller projects. For FY12, Pennsylvania has \$56 million from U.S. EPA for these projects, which is probably an indication of the size of the fund in future years.</p> <p>In addition to the traditional Clean Water SRF program for wastewater projects, PAVEST also provides approximately \$5.6 million annually for non-point source / stormwater and other ‘green reserve’ projects. PAVEST also will provide approximately \$5 million annually in loan principal forgiveness and longer loan terms to ‘disadvantaged communities’ (based on a state analysis of how much a loan would raise customer rates above a benchmark level).</p>	<ul style="list-style-type: none"> To obtain either an SRF loan or a Green Reserve loan, contact the lead for PENNVEST in their Southcentral Regional Office <ul style="list-style-type: none"> Tom Shaul (Water) Ed Corriveau (Wastewater) 909 Elmerton Avenue Harrisburg, PA 17110-8200 Phone: (717) 705-4700 Fax: (717) 705-4930 Contact for Clean Water SRF Fund <ul style="list-style-type: none"> Lower Susquehanna and Potomac River Basins Southcentral Regional Office 909 Elmerton Avenue Harrisburg, PA 17110-8200 717-705-4916 Watershed Manager Jineen Boyle 	<ul style="list-style-type: none"> Stormwater projects for big SRF loans. Green infrastructure projects on site redevelopments.
<p>EPA Green Infrastructure Program (“GIP”) grants – EPA provides technical assistance packages of between \$30,000 and \$75,000 in value that can be used to design community green infrastructure programs and projects. There is likely to be a solicitation for applications in the first half of 2013. See</p> <p>http://water.epa.gov/infrastructure/greeninfrastructure/gi_support.cfm.</p>	<ul style="list-style-type: none"> The Carlisle Resource Team should decide whether and how their individual stormwater challenges can be addressed through collaboration on key next steps for design, funding and implementation of solutions. Such a plan for collaboration can be a basis for approaching funding agencies, like EPA, that can provide grants for taking next steps. Coordinate with EPA Region 3 officials working in green infrastructure in both the Water and Brownfields offices, and coordinate with the Green Infrastructure Program leads in EPA HQ’s Office of Water. 	<ul style="list-style-type: none"> Could be used for green infrastructure design, engineering and permitting.

Green Infrastructure and Clean Water

Potential Resources	Key Issues & Next Actions	Potential Projects
<p>Clean Water Act Section 319 grants – Approximately \$3 million a year in these grants are provided by PA DEP to local governments and nonprofit groups for watershed assessments, watershed restoration projects, and projects of statewide importance. The grant requires a 60% local match and 25% of the construction costs of practices implemented on private land must come from non-federal sources.</p>	<ul style="list-style-type: none"> • Contact Pennsylvania DEP’s Jeff Fliss in the Southwest Regional, Lower Ohio River Basin office at 412-442-4207 to determine whether Carlisle’s green infrastructure projects could obtain priority consideration. 	<ul style="list-style-type: none"> • Green infrastructure and stormwater management projects.
<p>PADEP Growing Greener II - The Pennsylvania Department of Environmental Protection (PADEP) occasionally releases Growing Greener II funding for use on green infrastructure and stormwater management projects. Projects located on brownfields are given higher priority for funding.</p>	<p>PADEP officials should be apprised of Carlisle projects and needs to as funding becomes available, Carlisle projects are on their potential funding list.</p>	<ul style="list-style-type: none"> • Invite new PADEP Secretary to the Urban Redevelopment Plan final presentation and invite PADEP representatives to participate in future events and work groups.

Parks & Recreation – Funding for parks and recreation, although critical for communities, has taken severe cuts during the economic downturn. Carlisle must have strong, well-conceived projects, and work closely with funding agencies, to be able to compete.

Potential Resources	Key Issues & Next Actions	Potential Projects
<p>PA Community Recreation and Conservation Program – The Pennsylvania Department of Conservation and Natural Resources (DCNR) provides grant funds for public parks, recreation, and trails projects. This is funded by a combination of state resources and the federal Land and Water Conservation Fund program. One key source, the “Keystone Recreation, Park and Conservation Fund” was funded again this year by the state legislature. Planning grants are typically <\$50,000, and construction grants are typically between \$150,000 and \$200,000. Match requirement is 50%, except for communities with a population <5,000 and a project of <\$60,000, which can receive a lower match requirement to as low as 0% match.</p>	<ul style="list-style-type: none"> • Contact for DCNR Southcentral Regional Office <p>Lori Kieffer Yeich Natural Resource Program Supervisor Ph: (717)705-5956 E-mail: lyeich@pa.gov</p> Jay Schreibman Recreation and Parks Adviser Ph: (717)772-4362 E-mail: jschreibman@pa.gov 	

Sustainability / Smart Growth – The Carlisle Urban Redevelopment plan is essentially a plan for smarter, more sustainable growth. The communities can seek additional resources that support sustainability and smart growth.

Potential Resources	Key Issues & Next Actions	Potential Projects
<p>Wells Fargo / National Fish & Wildlife Foundation “Environmental Solutions for Communities” grants – will provide grants of up to \$250,000 to localities for, among other focus areas, community-based conservation projects that protect and restore local habitats and natural areas, enhance water quality, promote urban forestry, educate and train community leaders on sustainable practices, promote related job creation and training, and engage diverse partners and volunteers; and demonstration projects that showcase innovative, cost-effective and environmentally-friendly approaches to improve environmental conditions within urban communities by “greening” traditional infrastructure and public projects such as storm water management and flood control, public park enhancements, and renovations to public facilities.</p> <p>Must have a 1:1 match with the Wells Fargo grants. Expected to be released soon, and due December 2013.</p>	<ul style="list-style-type: none"> • Call and coordinate with the director of the Wells Fargo program, Ashley Grosh at the Wells Fargo Foundation, Environmental section. 	<ul style="list-style-type: none"> • Green infrastructure for stormwater.
<p>U.S. EPA “Smart Growth Implementation Assistance” (SGIA) and “Smart Growth Building Blocks” assistance – Under these programs, EPA provides a team of experts on sustainable growth and community renewal to review issues and suggest approaches for addressing those issues. The SGIA assistance is more robust and intensive than the Building Blocks assistance, but more competitive. These are programs that can give a community nice profile and better relationships with key national smart growth leaders.</p> <p>EPA assistance competition expected to be announced September 2013.</p>	<ul style="list-style-type: none"> • Carlisle should identify how EPA smart growth assistance can be a follow-on to the successful collaboration of the Area-Wide grant, and then contact both EPA Region 3 and HQ staff in the smart growth offices to discuss potential projects. 	

Sustainability / Smart Growth

Potential Resources	Key Issues & Next Actions	Potential Projects
<p>The Funders' Network for Smart Growth & Livable Communities, Local Sustainability Grants – The Funders' Network for Smart Growth & Livable Communities will provide up to \$75,000 to local government grantees that match that amount from a local or regional foundation, to support a variety of local sustainability initiatives including the establishment of financing programs for green buildings, funding local sustainability offices, fostering large scale behavioral change (e.g., better practices to reduce stormwater impact), promoting local food systems, and waste reduction programs. See examples from the first funding round at</p> <p>www.fundersnetwork.org/participate/green-building/local-sustainability-matching-fund/lsmf-ay-2012-awards.</p> <p>Next round will be announced in November 2013, but there will be future rounds in 2014.</p>	<ul style="list-style-type: none"> Two key steps: determining whether you have a competitive project and compelling need; and finding a local or regional community foundation to provide the match. Check this list to see if you have good relationships with any of these community foundations: <p>www.foundationdatabook.com/Pages/or/orlinks.html.</p>	<ul style="list-style-type: none"> Perhaps a project to promote deployment of green infrastructure by businesses and residents

Sustainability / Smart Growth

Potential Resources	Key Issues & Next Actions	Potential Projects
<p>Urban and Community Forestry Grants – This funding is used to encourage the planting of trees in Pennsylvania communities. Municipal challenge grants provide 50 percent of the cost of the purchase and delivery of trees. In Pennsylvania, grants for tree planting of up to \$15,000 per municipality can be given under the “TreeVitalize” program. See www.treevitalize.net/SubGrant.aspx</p> <p>The Pennsylvania Community Forest Council also provides “Municipal Challenge” grants to cover the cost of planting up to 50 trees, “Municipal Tree Restoration Program” grants in partnership with utilities to help ensure tree planting that does not interfere with overhead wires, and “Tree Improvement Grants” to support better care of existing trees. See www.pacommunityforests.com/grants/index.htm.</p>	<ul style="list-style-type: none"> • Contact the PA DCNR “Service Forester” for your county, at www.dcnr.state.pa.us/forestry/yourwoods/serviceforesters/index.htm. • Contact the Pennsylvania Community Forestry Council in Harrisburg at www.pacommunityforests.com/contactinformation/index.htm 	

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