

## Public Engagement Process and Findings

From the outset of this effort, the Borough decided that public involvement, at all levels, should form the basis of the recommendations of the Urban Redevelopment Plan. Considering the magnitude of reinvestment and transformation that would occur, Borough officials want to ensure that the formation of a vision and goals for the project, and the specific “tangible” outcomes, are based on broad community desires for the future of the neighborhoods and the downtown.

The planning process employed a strategy of inclusiveness, transparency, education, careful design and commitment to identifying real and implementable actions. Over the course of the six month visioning process started in February of 2013, the project brought together public, private and civic interests to give form to a vision and to prioritize the numerous elements needed to ultimately achieve the vision. The over-arching intent is to create a comprehensive redevelopment strategy for the neighborhood that includes the redevelopment of the former industrial sites, in a manner that is fully inter-connected with the surrounding context, is complimentary between the redevelopment sites (so they are not in essence competing with each other for market share) and compliments the overall economy of the Borough (i.e. especially downtown). The visioning process utilized several keys steps to gather input, explore opportunities and solidify recommendations to achieve these results.

### Project Steering Committee

The project steering committee includes representative members from both Carlisle Borough and North Middleton Township as well as representatives from key County agencies, property owners and local business leaders. Many of the members of the steering committee are also active in other local or regional planning efforts and provided valuable insight and direction throughout the planning, alternative review and recommendation development process. The committee meetings were held on a regular basis, either separately or in conjunction with public workshops to discuss the vision, goals and objectives for the project as well as to develop specific redevelopment and infrastructure improvement concepts and review and evaluate alternatives as they were developed.

### Key Person Interviews

Numerous individuals were interviewed, one-on-one or in small groups, to obtain community specific information, policies, ideas and concerns. Interviews ranged from real estate professionals and brokers, Carlisle businesses and the Chamber of Commerce, environmental consultants

working for the owners of the former industrial properties, and various agency representatives, including: PennDOT; the Pennsylvania Turnpike Commission and the Norfolk Southern Railroad. Key person interviews also aided in identifying key opportunities related to the potential physical design of future redevelopment alternatives.

### ***Introducing the Project and Gathering the Facts – The Project Kick-off Workshop***

This step in the process focused on gathering physical and economic data to assemble a base understanding of the existing conditions. A public information presentation was held during the first week of February 2013. This presentation was open to everyone and was focused on explaining the Borough’s intentions for the effort, the schedule, the visioning process and an overview of how everyone can get involved in developing the plan and its recommendations, especially through the multi-day planning and design workshop to be held in March, 2013. Approximately 150 people attended the workshop. A question and answer component was held as well as a simple mapping exercise utilized to gauge the public’s initial ideas of issues and opportunities.

### ***Intensive Multi-Day Planning and Design Workshop – “The Charrette”***

The multi-day planning and design workshop, or what planners often referred to as a “charrette” was an intense, time compressed series of on-site work sessions coordinated around community and key stakeholder engagement. Many of the sessions were focused on specific topics while others were intended to gather and provide general information.

The intent of a charrette is to gather interested stakeholders together to efficiently inform the planning process and lead to expedited and well informed decisions. Through the effective on-site interaction with the place and the people of that place, planners can best learn how to craft

and apply the ideas, tools and techniques needed. Listening to the voices of these that have the most direct relationships to the place and having the ability to directly see concepts as they are developed allows planners and designers to thoroughly understand the complex issues that exist in urban environments and create effective solutions with design clarity. Furthermore, the charrette process allows for “ground-proofing” of ideas, in real time, forming consensus quickly and building on the momentum and enthusiasm for the project. The intense interaction also fosters a creative design environment of discovery for planners and designers and for the community participants.

### Education and Visioning Workshop – The Big Picture

This evening work session kicked-off the week’s events and included a brief overview of the activities. After an overview of the overall project, the participants separated out into smaller groups around a series of tables. The progression of activities focused on getting the participants thinking about various aspects of their neighborhood in a different, and potentially, new manner.



*The Carlisle community came out to participate in several activities which informed the direction of the plan.*

The participants were provided large maps at each breakout group. A series of sealed envelopes were provided to each group, numbered one through five. The groups were asked to open each envelope, one-at-a-time, allowing for approximately 10 minutes of discussion for each question written inside .

The participants were asked to use colored dots to locate their geographical responses to each question, along with written comments on the maps or on the corresponding envelopes. The following is a general summary of all of the participant’s responses to each question. In many cases participants had the same response to the questions; in those cases answers are only recorded here once, under each question. The composite map of responses is located at the end of this section.

#### **Activity #1 - Where are the neighborhood hubs? Do you consider there to be a “hub” or “center” in the study area and if yes, where? (orange dots)**

- o *Hope Station was agreed to be a major cultural center of the northwest neighborhood.*
- o *West High Street (near the Theater) is a “large” community hub (downtown).*
- o *The Pitt and High Street intersection is a major hub.*
- o *Stuart Community Center.*
- o *Community Pool.*
- o *YWCA Carlisle (G Street) could be a hub, not currently.*
- o *Convenience (Carlisle Food Mart) store at B Street and Franklin Street*
- o *Memorial Park.*
- o *There is no hub location within the northwest neighborhood itself.*
- o *Chamber of Commerce Offices.*
- o *Fairgrounds Diner.*
- o *PA Route 34 and North Hanover Street.*
- o *The Square.*
- o *The Fairgrounds.*
- o *Post Office.*
- o *The Quarry (Louther & College).*
- o *George’s Flowers.*
- o *We feel there is no single place, central or not, where neighbors can congregate.*
- o *Issei Noodles/restaurants.*
- o *Carlisle Theater.*
- o *Dickinson College.*
- o *Bosler Library.*
- o *Pomfret Street.*
- o *Green open space near the IAC site, especially for kids.*

### Activity #2 - What are the sacred cows? What do you like best about your neighborhood and do not want to have changed? (yellow dots)

- o *Neighborhood scale!: We like the density of the houses (up close to the street, with porches, not too many cars).*
- o *The brick building across the street from Tire and Wheel (Hollinger Building).*
- o *Neighborhood “feel” - try to keep homes or infill with “like” style to what exists.*
- o *Dickinson College.*
- o *Downtown.*
- o *YWCA/YMCA.*
- o *WWII Monument at the IAC/Masland Site.*
- o *The Square.*
- o *The Fairgrounds.*
- o *Carlisle Fire and Rescue.*
- o *The Hamilton Restaurant.*
- o *G Man.*
- o *George’s Flowers.*
- o *Stuart Community Center.*
- o *Churches in the area.*
- o *Carlisle’s appeal that lends itself to walkability and ambiance.*
- o *Low traffic levels on A Street– don’t want traffic (trucks) up and down A Street.*
- o *A Street should remain residential.*
- o *Penn State Law School.*
- o *Maintaining grid system.*
- o *Downtown economic viability.*
- o *Being able to walk to nearby restaurants, coffee shops, architecture, antique shops, culture.*
- o *Historical aspect – preservation – compatible urban fabric.*

### Activity #3 - Connectivity: How do you move around the neighborhood? If you could make one transportation improvement within the study area what would it be and where? (pink dots)

- o *The intersection of N. Hanover and Penn Streets is critical and needs to be a focal point and allow pedestrians, bicycles and vehicles to coexist.*
- o *W. Louthier Street and N. College Street intersection is problematic due to back-up of traffic, needs a “do not block the box” policy.*
- o *Bicycle and pedestrian safety issues at W. North Street and N. College Street.*
- o *Factory Street is too wide.*
- o *The flow of pedestrian and bicycles and vehicles in around the IAC and T&W sites as they are redeveloped should be safe, attractive and inviting to connect to downtown.*
- o *Incorporate alleys into new sites – make alleys gridded too.*
- o *Shaffer Park and Cave Hill should be connected to the core of the town via a greenway.*
- o *More safe routes to schools.*
- o *Intersections of Hamilton and Clay Streets/Clay Street and N. Hanover should be priority – it is a key gateway.*
- o *Can an unmanned exit/entrance for the PA Turnpike at West Street where it originally was be reopened? It would make it easier to go to Carlisle from the west.*
- o *Think about potential train service in the future in redevelopment.*
- o *Pitt and High Streets intersection is a key intersection.*
- o *700 Block of W. South Street.*
- o *Could College Street be one-way?*
- o *Limit tractor trailers in downtown.*
- o *Detour Route 81 @ High Street to Hanover Street exit, not downtown.*
- o *Golf carts transit to Carlisle Events.*
- o *Railroad System?*
- o *Turnpike exit at Fairgrounds.*
- o *More 4-way stops and less traffic lights.*
- o *Smoother flow of traffic.*
- o *Better routing for Rt. 81 (when Rt. 81 is shut down).*
- o *Better flow of one-way streets.*
- o *Exit off turnpike for Fairgrounds.*
- o *B Street through CT&W (Carlisle Tire & Wheel).*

- o Corridor One Light Rail.
- o Bike lane eastbound on E. High Street.
- o Slip ramp.
- o Traffic at Rt. 34 + N. Hanover Street.
- o Bus service to employment hubs.
- o Clay and Hanover Streets intersection can be a bottleneck during events.
- o North Street during school dismissal.
- o Transportation is adequate and easy.
- o Open B and C Streets.
- o We need room to bike in our neighborhood – also in the alleys.
- o More actual bike lanes running north/south especially through “new” areas.
- o People speed down the block and then have to stop at stop signs at each block, it’s dangerous – need to slow speeders.
- o Improve Fairgrounds Avenue.
- o Rename Carlisle Spring Road to Spring Road.
- o The road diet has slowed traffic down and this is good, love the bike lanes, but car doors opening is still dangerous for bikers.
- o We need more traffic calming at the “Y” where N. Hanover splits off to Spring Road, reduced speed limit from 35 mph to 25mph.
- o Focus on improving the mall where the Bon Ton is located.
- o No suburban strip mall-type development that promotes short car trips in town.

#### **Activity #4 - Adding to the mix: What uses do you think are needed within the study area? (Green dots)**

- o Small Pocket Park and/or Tot Lots.
- o Green space – pocket park by Tire & Wheel Site.
- o Big formal green space at IAC/Masland Site.
- o Additional park areas.
- o Park at corner of C Street + College Street.
- o Job Creation – new site user needs to create jobs.
- o Grocery store.
- o High Tech at Hamilton Street site.
- o Infill housing that fits in.
- o Workforce housing – inexpensive housing for young people.
- o Affordable apartments.

- o Community aid satellite store.
- o Second-hand furniture store.
- o Grocery store – small staples, fresh fruit/veggies.
- o Jobs! Food, clothing, shelter, health, food processing, medical products, assembly of products related to the Carlisle Events activities, War College, Dickinson.
- o Chain style super market.
- o Medical arts center + Doctors’ offices.
- o Bus station at IAC site, or train.
- o Family style restaurant at IAC site.
- o Green!
- o Athletic facilities
- o Improve gateway – PA Turnpike into town.
- o Condos/downtown/former Tire and Wheel site could have a farmers market.
- o Make Carlisle Tire and Wheel site area special with shops, cottages, community retirement, need places that pay taxes and support community.
- o Community food garden/food coop.
- o Medical arts building similar to the Holy Spirit Outpatient at the other end of town.
- o Middle class jobs.
- o Green/pathway/connected to Letort Spring Run.
- o Green infrastructure/stormwater/flooding & runoff.
- o Downtown greenspace.
- o Museum/gallery space.
- o Site is needed to locate a Methodist church to support the 3 churches as they merge.
- o One & Two Street West Penn Apartments need public transportation to employment, shopping and medical.
- o Enhance the alleys for walking.
- o Pedestrian/bicycling trail along the railroad tracks.
- o Future commuter rail.
- o Gateway intersection into the study area.
- o Small lot housing on the IAC/Masland Site.

**Activity #5 - Put on your thinking caps: What else do you feel we should know, think about, or any other ideas you have about improving the study area? (written only - no dots)**

- o Approach Dickinson College about building/investing in the neighborhood.
- o Redevelop the trailer-occupied property across College Street from Tire and Wheel site.
- o We should work to create a more healing environment (i.e. clean air).
- o Cluster of like shops to downtown.
- o Street parking availability.
- o Cleaning up and make safe streets, neighborhoods, north of High Street (Pitt Street, Louther Street, North Street).
- o Availability of grocery stores in low-income neighborhoods.
- o Encourage community gardens!
- o State Store downtown.
- o Infrastructure!
- o Sewer, water, highway maintenance, flood zone water runoff.
- o Free parking, remove meters, more parking.
- o Allow rain to run into the ground (less curbs).
- o Less banks.
- o Less government and taxation.
- o Do something to improve trailer park at C and College Streets
- o Public Transportation at YMCA or Stuart Center – open house, night activities for teens.
- o Help renters when landlords sell properties.
- o Conference Center (small).
- o Mixed use space –farmers market, small business restaurant with outdoor seating, coffee shop.
- o Make it (the sites) a destination for outside of Carlisle to come into town.
- o Mix of affordable food/shops.
- o Brewery at Hamilton Street site.
- o Place for bands to play.
- o Free place for kids to play-drop in-not just outdoors.
- o Allow me to have chickens in my backyard – no roosters! Don't worry.
- o Integration with neighboring townships (i.e. slip ramp).
- o Need businesses that are tax based to relieve the senior citizens.
- o Extend pedestrian lighting to more streets.
- o On Tire and Wheel site, intergenerational housing.
- o Keeping downtown assets downtown – ex. Churches.
- o Transitional housing.
- o More Career Link and employment stalls center to Stuart Community Center.
- o More market value apartments/condos downtown (second story with elevators).
- o Want a drug-free neighborhood (includes guns + pit bulls).
- o Work with police on neighborhood patrols.
- o Landlord problem – don't live near properties; beef up codes, put some teeth in the enforcement and follow-up.
- o Campgrounds for car shows.
- o More or brighter light is needed at intersections – more lamps in streets like N. West and N. Pitt, Streets are ideal.
- o Follow through with mural of façade of infinity press graphics.
- o Address crime activities in Borough parking lot behind W. North Street and alley.
- o It's nice to provide social services – but they are mostly going to out of town people – as far away as NY and Philadelphia.
- o Carlisle Borough bike and pedestrian trail network.
- o Better signage to downtown shops & restaurants, walking paths to points of interest.
- o There is a portion of the community near the sites that is not represented among the people in attendance at this meeting. People, specifically, with different values – 'car culture.'
- o Address crime issues in the neighborhood around these sites.
- o Increased street trees and shrubs.
- o An incentive program for trash collection and littering deterrence.
- o Making Carlisle Theater like Campus Theater in Lewisburg, PA (near Bucknell University).
- o Hotel on the southern portion of the IAC/Masland Site.

## Topic Specific Issues and Opportunities Meetings

### Meetings with Key Redevelopment Site Property Owners

The consultant team met with representatives of each of the three former industrial properties during the charrette as well as holding follow-up meetings. Representatives of the sites also participated in many of the workshops and topic meetings throughout the visioning process. In general, the site representatives felt that the process provided them with valuable information regarding physical data on surrounding conditions that could influence the design of their reuse plans as well as a sense of the types of uses and forms of development the community would like to see occur on their sites. The consultant team obtained valuable information regarding the current status of the sites in terms of environmental clean-up, demolition and approaches to redevelopment.

### Transportation

This meeting focused on all of the transportation-related topics to be considered for the community context as well as the redevelopment of the former industrial sites, including all modes travel. Participants included Borough and County agency staff, as well as regional and state agencies including the Tri-County Regional Planning Commission and Capital Area Transit. PennDOT representatives were briefed on the meeting prior and provided insight into the topics discussed and ways the Department may partner with the Borough on programming future improvements. The following is a general summary of the key points raised at the meeting. There were approximately 35 people in attendance.

- o *Need to prioritize what the street functions are for. The street systems should serve as arteries to convey people locally and regionally.*
- o *Keep the neighborhood streets for local use versus arterial use.*
- o *Consider one-way traffic opportunities.*
- o *Creating a pedestrian-friendly environment is critical.*
- o *Streets should be designed to attract people to Carlisle not to make it easy and fast for them to leave!*
- o *Street lighting to improve pleasant and safe walking conditions - sidewalk conditions are deteriorating throughout the neighborhoods that make pedestrian walking unsafe.*
- o *Creating a sense of place through new development and their marketability will require an improved public realm to support the new investment and create the market demand.*
- o *Carlisle has beautiful alleys (some debate amongst the group about this point).*
- o *Hamilton School should be safe to access by children; particularly during the car show times when it is very difficult to access the school property. School crossing guards help with walking, but vehicular access is very difficult (It was noted that no one identified the school as an activity "hub" in the kick-off meeting activity).*
- o *There are stormwater drainage issues at Pitt and High Streets.*
- o *Stormwater management as part of street design must be a key element addressed in the plan.*
- o *Parking - balancing Carlisle Event's parking needs with redevelopment parking needs and their collective impact on residential neighborhoods. (If the extension of lettered streets occurs, the neighborhoods need to reassurance that Carlisle Event parking doesn't become a problem in the neighborhoods.)*
- o *Norfolk Southern Railroad right-of-way safety issues. Increasing safety along the ROW should be evaluated.*
- o *Two issues of concern: Re-routing truck traffic through Carlisle from I-81 and pressure from vocal residents that cause Borough Council to implement unforeseen traffic safety measures*
- o *Walking - sidewalk maintenance of property owners is an issue, leaf collection by the Borough versus blowing the leaves into the roadway, and trash collection via the Borough's bags.*
- o *The group identified South Street, College Street, and Pomfret Street towards Dickinson as model Borough streets.*
- o *Recent improvements with the Road Diet project are good but there are still some issues that haven't been fully resolved. The pros and cons of road diet bike lanes:*
  - » *Safer for bicyclists now than before.*
  - » *More people are using their bicycles than before.*
  - » *Creating more bike lanes and connecting and extending the network is essential.*
  - » *Pedestrian and bike education is extremely important.*
  - » *The study area probably has the highest concentration of bicyclists.*
  - » *Bike theft is a significant issue w/in the borough - Borough police could form a partnership to curb the bike theft issue.*
  - » *Integrating bikeways w/in the community is a cultural shift for a community with predominant vehicle usage to bike usage.*
  - » *Integrating bike elements such as bike racks, etc.*

## The Economy and Market

The state of current economic market conditions drives the development potential of the redevelopment sites as well as the ability of existing properties to fill downtown vacancies. A summary of the findings of the *Office, Residential, and Retail Market Study* was presented. Industry criteria of what constitutes successful urban infill development, especially for communities the size of Carlisle was provided. Case examples were shown depicting retail centers that have succeeded and those that have failed. Relevant lessons to be learned were discussed in the context of the planning of the proposed development on Carlisle's redevelopment sites. There were approximately 30 people in attendance.

- o *There was a discussion regarding the viability of new retail developments without a significant anchor. Bob Gibbs showed several projects that have failed as result of not having an anchor of a minimum of 25,000 to 30,000 sf to support the adjacent smaller-scaled retail.*
- o *Carlisle Events can be a major driver for the first phase of redevelopment on the IAC/Masland site, since a hotel will create a substantial first phase as well as a demand for retail. It will also likely generate pedestrians that will not want to drive downtown, if they feel they can safely walk to their destinations.*
- o *The demand for office space was discussed. Data shows that most of the current office is B-class or lower and that there is very little Class A office space in the market area in a modern, flexible format. There could be demand for office space on all three of the redevelopment sites. If senior living or assisting living is proposed for the sites that could further enhance the potential demand for a medical arts building.*
- o *The concern was raised about the emptying of residential apartments in older buildings and houses converted to multi-family, especially south of High Street, as result of new apartment units being developed. The suggestion was made to develop policies and programs to promote the conversion of older houses that have apartments back to single-family houses.*



*Bob Gibbs presented an overview of the market analysis which included successes and failures to consider in Carlisle, from his experience working on similar projects and communities across the United States.*

## Parks, Recreation and Historical Resources

The group assembled for this meeting represented a broad set of interests. As a result, the meeting shifted around several separate topics. The main feedback received is organized around the key topic areas. There were approximately 22 people in attendance.

### Events

- o *YMCA was looking to relocate.*
- o *Summer Fair (on campus).*
- o *The College is the location for most of the major cultural events.*
- o *Lectures, Art Gallery.*
- o *Youth Ballet needs a facility with big stage for performances.*
- o *The Parks and Recreation Department has been approached about venues for traveling shows, some tied to cars shows and other outdoor events.*
- o *1st Friday's -1st Sat. car parades downtown.*
- o *A need to promote things in advance.*
- o *West Shore.*
- o *Information kiosks are needed.*
- o *Bluegrass on the Grass regional event (on campus).*
- o *Alcohol @ events is an issue (can be a positive but needs to be controlled).*
- o *Places for youth bands.*

### Farmer's/Community Markets

- o *117 N Hanover Street was the old farmers market.*
- o *York, West Shore and Lancaster Markets are great models.*
- o *Church parking lots are popular skater places.*
- o *Residential could face parks for both safety and added value.*
- o *Maybe instead of a farmer's market, a food co-op would be a better fit for Carlisle, based on what has been tried before.*
- o *Create 24 hour parks.*
- o *Coffee on the parks.*
- o *Thorn Run & Seven Gables very little eyes on the park.*
- o *"Fully accessible" parks.*
- o *Special Olympics.*
- o *Walking & jogging trails.*
- o *Fitness Trails- The one in boardwalk is in poor condition.*
- o *Connection to Cumberland Valley Trails.*

## Greenways

- o No physical “walkable” connection to Appalachian Trail –connection to Boiling Springs.
- o High points and gateways in & out of town for regional trails.
- o Cave Hill Natural area is owned by the Borough but is located in Township so it is not very accessible.

## Parks

- o Thornwald Park is a good model for what other parks in Borough should be. The park has good connectivity with sidewalk connections. People can easily walk to the park.
- o The northwest neighborhood area is limited in the park system.
- o Parks need planned areas but should also allow for flexibility.
- o Need an amphitheater, should also be flexible, maybe a ground/landform.
- o Dickinson College campus is really a big park space for the neighborhood surrounding it.
- o Fly fishing access is needed.
- o Dickinson Community Gardens moving because of fields.
- o Project Share farm stand.
- o Would like community orchard.
- o Churches have vegetation and plantings.
- o Tennis Courts-LSTA- Lights.
- o Multi-purpose sports field.
- o Tot-Lot- Lincoln, Pitt, A & West.
- o Skate parks.
- o Amazing playgrounds.
- o YMCA is hidden- people don’t know it’s there- could be an opportunity.
- o Discussion about the Hamilton School
- o “Isolated” and “edge-of-the-world” feeling.
- o Park Fairground event cars on grounds as fundraising for parent teacher organization.
- o Need indoor gym space.
- o Youth & senior sports market has demand.
- o Graffiti walls to curb tagging. Tagging is a problem.

## Arts and Historical

- o Pomfret Street is a great with complete historic fabric/setting.
- o Haverstack Gallery.
- o Carlisle Arts Learning Center.
- o Gallery spaces on N. Hanover.
- o Maybe more modern art with historical setting (Georgetown/Alexandria, VA models).
- o County-wide “craft works” is strong but weak in Borough.
- o Building located at Hanover and Louther Streets, former concession space, is an opportunity to put an important anchor between downtown (Square) and the new development to the north.
- o Civil War re-enactments.
- o Opportunity for vacant lots ownership?

## **Stormwater and Infrastructure**

A presentation was given that illustrated some of the findings of the physical analysis of the stormwater management issues in the Borough along with current regulation requirements that apply to the redevelopment sites. The presentation concluded by showing examples of various techniques that could be utilized in Carlisle to address stormwater management issues.

- o There were several questions about the ability to retrofit existing streets in older neighborhoods with stormwater techniques such as rain gardens and flow-through planters. There was desire to see these techniques, if they proved successful, implemented beyond the limits of the redevelopment sites.
- o There were concerns about maintenance responsibilities and costs for maintenance.
- o A question was raised about raising vegetables in the rain gardens. It was explained that if runoff was coming from paved areas, this was not recommended since an aspect of this system is to capture pollution by pre-treating runoff before it enters the watershed.
- o A lengthy discussion ensued about the flooding problems along East Street and the surrounding areas.
- o The community also mentioned flooding problems that frequently occur along the north side of the Norfolk Southern railroad line.
- o The group felt that the redevelopment proposals should, if possible, not only manage stormwater generated by their projects but also work with the Borough to create additional stormwater management capacity to meet the needs of the older developed areas surrounding the sites.

## Report Back to the Public on Findings and a Direction for Moving Ahead

The second open public workshop on day two of the charrette focused on honing-in on specific themes that could be utilized as the plan recommendations are formed, gauging public preference through a visual preference survey which include dozens of images of potential uses and design approaches based on feedback from the earlier meetings. The meeting concluded with a presentation by representatives of the consultant team and the U.S. EPA's brownfields group on things to be considered in Carlisle, based on how other communities across the United States have addressed successful brownfields redevelopment, including advocating for financial resources and agency support needed for implementation. There were approximately 45 people in attendance.

### *"Summing Up the Issues" Activity*

The first activity at this workshop asked participants to rank their preferred statement under each of the same headings utilized in the public kick-off meeting from the previous evening. The statements in red received the greatest number of votes. It is important to note that all of the statements represented the broader sentiment response of all of the comments received in the previous activity.

#### ACTIVITY NUMBER 1: Where are the neighborhood hubs?

- o Community and recreation areas such as the YWCA, YMCA, Memorial Park, Hope Station and the Stuart Community Center.
- o **Downtown historic Carlisle including the Square, Pomfret Street, the Carlisle Theater and the Courthouse.**
- o Peripheral hubs (Fairgrounds, War College, Dickinson College, large retail areas) rather than one clearly defined central hub within the study area.

#### ACTIVITY NUMBER 2: What are the sacred cows?

- o Historic landmarks and architectural character, such as that found in the downtown Historic District.
- o **Neighborhood density and scale, bringing the surrounding relationship of house to yard to street into the reuse sites.**
- o Open space, parks and community centers.

#### ACTIVITY NUMBER 3: Connectivity: How do you move around the neighborhood?

- o Bottlenecks and troublesome intersections, specifically N. Hanover Street and Penn Street, Hanover Street and Clay Street, N. Hanover Street and Carlisle Springs Road.
- o **Extending street grid through redevelopment sites, specifically B, C, & D Streets, while minimizing impact to surrounding neighborhoods by creating "complete" streets.**
- o Increase the multi-modal aspect of Carlisle's transportation system including bus systems, event shuttles, bicycle networks and walkable neighborhoods.

#### ACTIVITY NUMBER 4: Adding to the mix. (Nearly a tie between the two in red)

- o Adding bicycle and pedestrian linkages along north/south routes to connect existing parks, such as Memorial Park, with new, additional green spaces.
- o **Using the sites for job creation and workforce housing, creating a neighborhood to live, work and play in.**
- o **Introduce a grocery store to the area or expand upon community garden elements in conjunction with a regular Farmers Market or food co-op.**
- o Emphasize green infrastructure and smart development such as rain gardens and multi-modal transportation options.



Honing in on specific statements required the community to carefully consider their priorities for what must be achieved through the planning process.

## Visual Preference Survey

A visual preference survey depicting examples of various redevelopment elements (some contrasting, others based on variations of a single theme) was provided for each participant to evaluate and rank. The images included elements such as building types and formats, uses, architectural studies, public spaces to small scale amenities such as streetscape amenities and signing.

The following images were the five that ranked the highest out of the 50 images presented for ranking. All of these images depict a strong sense of “urbanity” yet at a scale and with amenities that are in keeping with the overall character of Carlisle. Although urban in setting, they also depict places with a high sensitivity towards the public realm and “greening” through canopy trees and other landscape amenities that integral to a sense of place. Overall, this notion can be summarized by as a desire of the community to see all activities that occur in the neighborhood focus on **building on a “sense of place” – not just “developing” a project.**



*Having visual examples of potential redevelopment elements to contrast and compare provides the public with a real sense of what they feel is most appropriate in their community.*

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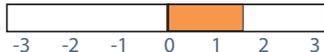
mean = 1.79



24



mean = 1.64



8



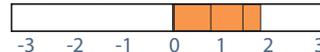
mean = 1.88



29



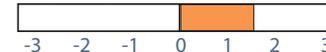
mean = 1.91



40



mean = 1.61



*The top five visual preference images focused heavily on creating desirable urban places.*

## Studio Open House - Alternative Concepts

The evening of the third day of the charrette, the public was invited to drop into the studio workspace and see progress sketches pinned up on the walls and laying on tables. Informal discussion about issues, opportunities and various concepts were held which informed the work by the consultant team as concepts evolved. There were approximately 55 people in attendance.



Members of the community had the opportunity to weigh in on sketch concepts as they were being developed during the studio open house.

## Synthesis and Plan Framework – Closing Presentation

A formal presentation was given at the regularly scheduled Borough Council Meeting on the last evening of the charrette. This presentation highlighted the key aspects of the work performed over the course of the week along with the conceptual framework for the redevelopment plan. Vignettes of various aspects of the plan were depicted to convey key aspects of the proposals. A brief question and answer session was held at the conclusion of the presentation. There were approximately 75 people in attendance.

## Draft Plan Recommendations and Prioritization Workshop

The consulting team took the information that was prepared during the charrette along with follow-up comments from the public and the key property owners and synthesized the information into a rendered series of site plans and building massing diagrams for each of the three redevelopment sites. A comprehensive set of public amenities, infrastructure and green investments were identified on a series of redevelopment area-wide plans which were keyed to matrices defining the scope of each recommendation. The workshop participants were provided with score cards to rank how “on target” the project recommendations are, based on topic area. The following is an overall summary of comments received.

**Overall Redevelopment Plan Concept** – All responses ranked from “Somewhat on Target” to “Completely on Target” with the average being “On Target.”

### Positive

- o *Like the green spaces and the connecting areas. Wonder how residential units will fair compared to commercial.*
- o *Good start. I’m somewhat disconcerted by the emphasis on the “big box” retail and limited scope of how to improve cycling facilities.*
- o *The concepts are exciting.*
- o *Value of public input during the process resulted in an overall plan that works for both the development community as well as the residents.*
- o *A good picture of what “could” happen for now. But we’ll need to see how investors begin to have their input. Local and visitors need to be encouraged to walk.*
- o *Good at least to try to put commercial stuff closer to downtown.*
- o *Your ideas provide “grounding” (foundation) for future creative thinking.*
- o *Like the southern commercial emphasis and connection to town square. Do not want to kill the downtown business!*
- o *I think the goal of a sustainable, green space is admirable. I do hope traffic changes do not affect residents on previously quiet streets too much. If anyone is interested in using some of the land to build a high tunnel (greenhouse) that would be used directly in one of the new restaurants/ given to Project SHARE I think that would be great. I also think rooftop farming would be awesome – check out some examples from Minneapolis. Often times juvenile/at-risk students can get involved and learn how to grow food – market the restaurant as the most fresh and local you can get; that helps the community. Just some ideas. Perhaps the businesses that decide to link with a small organic high tunnel and supporting a non-profit (Project SHARE) could get a tax break.*

- o *I like the look and feel for the entire scope. Keep as green as possible w/ bike and running trails.*
- o *Overall, certainly seems beneficial for the community.*
- o *The suggestions are wonderful but the actual development still depends on the property owners (private) and available funding.*
- o *Concepts are great – but there is a lot up in the air waiting for development investors.*
- o *Hope it happens as recommended.*
- o *Thanks for being so receptive to questions and comments from citizens.*

### Concerns and Observations

- o *Concerned about the traffic around Hamilton Elem. School particularly with students walking to and from school.*
- o *Carlisle Springs Road is busy now. Dumping RT 74 down B St. into Spring Rd does not make sense except for Dickinson. Extending down A, B, C, and D Streets would just pile on.*
- o *Overall the redevelopment plan looks good we just worry it will become too much residential and too much lighting.*
- o *I don't have an "overall" reaction. I seem to be reacting to specific parts*

### **Vision for How Redevelopment Could Blend with the Existing Neighborhoods**– All responses ranked from “Not on Target” to “Completely on Target” with the average being “On Target.”

#### Positive

- o *Very strong. Hope it works out that way.*
- o *Very well done. Your team has integrated many community needs in these spaces. We hope that they complement and do not compete with our downtown economic areas.*
- o *It appears to be a very natural transition and progression.*
- o *The blending is well done if businesses can be found to come in.*
- o *(Completely on target) if completed as proposed*
- o *Lots of work to convert existing residential style to the new plan. New plan will change the character of the North side in a good way.*
- o *Overall the plan seems well considered.*
- o *The new development looks good. Outreach to current residents to upgrade homes w/ assistance offered if available. Best practices/guidelines given to help guide them.*
- o *I'm pleased to learn that cheek-to-jowl strip malls are not planned*

### Concerns and Observations

- o *No real mention of how new, upscale development will integrate in the middle of the most economically depressed neighborhood of Carlisle.*
- o *Hard to imagine new development meshing well w/ some of the less attractive surrounding areas. Like the street connectivity though.*
- o *I am concerned about the portion of B Street between the CT&W Plant and Springs Rd. It will take a sleepy street and “shock” it with traffic.*
- o *I don't hear where all of this is really blending w/ existing neighborhoods and especially how it enhances downtown. More restaurants outside of Downtown cannot be allowed to drive the existing ones in downtown out of business.*
- o *Townhouses 2 stories or less. Not 2 stories atop garages. Houses should not dominate the view from Pitt or E streets where houses are 1.5 to 2 stories. No apartments. No public Section 8 Housing, consider effect on property values! Ambient lighting – neighborhoods have a dark night sky. Redevelopment should not light up the sky like a Wal-Mart. Security can be had with shielded lighting. Security does not mean daytime at night.*
- o *There needs to be a place for the youth in the neighborhood to go to.*
- o *Concerned (as you know) about taking from downtown. Also (owner of Local real estate brokerage) I'd be concerned about the demand (actually over supply of townhomes (vacant). Your study reflecting high demand and low supply of 1 level living for active seniors is accurate.*
- o *Need to pay attention to make sure new development for retail complements existing retail would not want to see existing retail relocate to new area*
- o *I would like to hear more from Carlisle events. Do they have any plans for the Masland/Lear/IAC Site? If they sell the convention center, what are they planning for activities?*
- o *Vague/ unclear about the residential lots – what is mid-level/ working class, active senior living, low income?*
- o *Please do not use so much new lighting that it lights up surrounding streets (read do not use Target style/ Wal-Mart parking lot lights). Keep residential areas to 2 story buildings. Would like to see commercial balanced with residential. Keep residential area close to E St. area Commercial Southern End. Worry that new commercial space will take business away from downtown.*
- o *Flow w/ neighborhood needs to be more integrated. Access to and from the school to surrounding neighborhoods.*
- o *Overall the plan seems well considered. The proposals re: PA 74, Carlisle Springs Rd. (PA 54), and US 11 seem, however, less well considered. I just don't see how movement from I-76/I-81 will “flow” into town nicely.*

## Transportation Infrastructure Strategies

### Positive

- o Complete streets approach – great!!! But, the ‘best’ complete streets go beyond sharrows; must protect cyclists and encourage new cyclists. \*build separate path for cyclists along Hamilton Street and Factory Street redevelopment areas, not sharrows.
- o Pedestrian corridor would greatly improve the “main street” character of the area. Consider pedestrian only on weekends or evenings.
- o No one will ever be completely happy with this, but the work seems thoughtful.
- o Greenways/ trails – on target.
- o Glad to see roundabouts at W Penn and Hanover and Clay/Hamilton. When opening up B, C, D streets – if traffic study dictates traffic lights, please use motion sensor lights. Keep Kerr a one way street. We don’t want to see an overly amount of traffic.
- o The modern roundabouts are excellent ideas. They work well in Europe and Maryland. PR will be your biggest hurdle.
- o Looks good. Some things can be improved but not fixed completely. More walkability but cars will always win.

### Concerns and Observations

- o Will stop signs be included and other traffic calming initiatives?
- o Talk to the locals before crossing A, B, C, and D Streets Across to 34. These should be designed to limit cross traffic and encourage “access traffic” (I’m really worried about A St.) Focus on pedestrians. People in cars do not spend money. People on foot do spend money.
- o I agree B St. should extend to Route 34. But should C and D as well? I don’t know the impact of the more vs. fewer streets that go all the way across from west to east. If this is for public feedback (and maybe it isn’t) I’d need to hear the pros and cons of each option.
- o Any new traffic signals: 1. Sensors - not like the signal at Calvary and 11 which gives a turn arrow to Calvary even with no traffic. 2. Roundabouts in lieu of 4 way stops. Maintain traffic priority on 34. Minimize or eliminate any new stops or signals on 34. Maintain sidewalk pedestrian access.
- o 81 and 76 must be fully integrated.
- o Would like to see an extension from I-81 and I-76.
- o How would a roundabout handle tractor trailers?

- o Concern for tractor trailer traffic through a roundabout. Also if tractor trailers don’t use roundabout would there be more truck traffic on B St. in a pedestrian area with lots of children??? Bus service should be a major priority in Carlisle.
- o Like extension of B street through to Spring Rd. setting the roadwork provides for the best overall layout of redevelopment/ improves safety at several intersections/ also like the extension of A, C, D streets.
- o Not sure as it’s not yet done.
- o Have you heard any specific details on how transportation infrastructure will flow? I agree a traffic study needs to be done – but even then it will be difficult to make everything flow – especially for 10 weekends each year when car shows overload the system.
- o Roundabout/traffic light coordination must be handled. The 5 way intersection already backs up because of traffic lights. Truck traffic must be considered as well. Not connecting B and C to N Hanover is good, keep minimal connectors like D.
- o Traffic circles are wonderful for traffic. I have never seen them with pedestrians.
- o Interested in seeing the traffic studies.
- o Transportation infrastructure seems promising but looking at “CAT” transport. Maybe re-routing to a transport HUB would make Carlisle a destination place.
- o This is complicated.

## Parks, Recreation, Public Space & Greenway Framework

### Positive

- o The integration between parks/open spaces and the stormwater management system is very good. Multi-tier parking structures and pervious surface covers are excellent ideas, but expense will be an issue.
- o More is better.
- o Love the continual green spaces.
- o Carlisle Spring Rd. on street parking, bike lanes and pedestrian crosswalks are great. Good lighting (not too much) would be good for safety so people feel safe walking at night. No parking decks. Like the community gardens.
- o Wonderful if it’s done as proposed.
- o Exceptional and exciting.

- o *I like the green space but would like to see a community facility for youth to congregate, basketball, dances, etc. as well as senior center for senior activity.*
- o *I like the notion of multiple extended parks – not one huge one.*
- o *Liked the amt. of green space. Love the bike trail concept.*

### Concerns and Observations

- o *More integrated with lot parcels. Provide educational elements for school also w/ stormwater. What about the history of these sites? Seems to be removing a big part of Carlisle's history.*
- o *I have concerns about extending/ creating park area along lower income fairground to buffer commercial space – this has the potential to create problems if existing housing on fairgrounds is not managed.*
- o *Streetscape maintenance – Borough or residents?*
- o *Don't like vertical greenways on sides of buildings/ like tree lined streets/ like pockets of parks*
- o *Who will maintain the parks? More tax dollars for borough to maintain? Where is the funding coming from?*
- o *Dog park.*
- o *I think you need much local input for this.*
- o *Understand the importance of the grassy field but would prefer to see more creative landscape options, food gardens, nature play spaces, "forested" areas, and dog parks.*

### **Comprehensive Stormwater Management and Creation of Natural Areas Strategy**

#### Positive

- o *I see them as integrated (with parks, greenway, public spaces).*
- o *Well thought out. Needs implemented.*
- o *Explore the site's requirements for neighborhood and town redevelopment.*
- o *I like the stabilized/grassed parking area of Carlisle events parking. Good permeable paving.*
- o *Very important if above (plan) comes to fruition.*
- o *Don't really personally know enough, but like what is shown.*
- o *Sounds right and it's a real issue.*

- o *Make stormwater interesting. Rain gardens – educational opportunities for elementary school. Focus on treating more than just 1st inch.*
- o *Like to hear more on rain gardens and permeable paving options.*

### Concerns and Observations

- o *Must be addressed to avoid flooding the streets/ treating rain w/ pollutants before the water flows into the streams is great improvement/ concern @ permeable surfaces and the long term maintenance of them.*
- o *Can community garden space piggy-back onto stormwater management space?*
- o *What you said is instructive. I don't understand stormwater management. However, I am concerned that too many grasses and natural plants might become very weedy!*
- o *This will need to be maintained as things develop. I have a lack of trust in management of drainage.*

### **Potential Sustainability Techniques**

#### Positive

- o *Would improve the look of the neighborhood.*
- o *Right ideas any way.*
- o *You seem to be focusing on this as well as you can at this point.*
- o *Very nice but green is expensive. Again will businesses agree to costs?*
- o *Exciting.*

### Concerns and Observations

- o *There may be ways to engage Dickinson College students and faculty regarding sustainability issues. Environmental sustainability is a robust component of Dickinson's academic and everyday personal behavior programs.*
- o *Need better understanding of what is to be proposed.*
- o *Please use more solar panels on buildings!*
- o *Good ideas need more information, but how ill funding and maintenance be handled – these open areas, stormwater, innovative technologies require more care and maintenance. Who will be responsible for care? (Money and time?)*

- o *Need to make sure build out is scheduled to match the need. If done too slow the entire project suffers.*
- o *Would need more research and information.*
- o *Permeable pavement requires regular maintenance – who will be responsible? More use of solar (private development probably)*
- o *I abstain. Don't know.*
- o *More requirements for sustainable practices by developers*
- o *Neighborhood sustainability certification (LEED or otherwise) should be included.*

#### **Other (Please be as Specific as Possible)**

- o *Like that the plan is guidance and can and will change overtime.*
- o *Worth the borough's money!*
- o *It would be good to connect this to residents. What can they do? Not just feedback but actually accomplish.*
- o *We understand that the plans you are presenting us with tonight are not static and will change. As residents of this area we would appreciate if all firms involved continue to have meetings like this to keep us updated as progress is made.*
- o *There are already open/vacant retail spaces on Hanover – how will expanded commercial space on Carlisle Spring be filled if Hanover is not currently at capacity?*
- o *Has any thought been given to something that would create jobs? Many jobs have been lost.*
- o *Minimize traffic disruption for new development. Open both ends of the street at the same time if possible.*
- o *In order to maintain pedestrian connectivity to downtown and thus desire the to walk and shop at business downtown the crossing at Penn will be key in terms of increasing the ease/safety of the crossing and the visual appeal of the crossing to make you want to walk downtown. Zone to not allow subsidized or low income housing. Minimize multifamily housing. Status of undeveloped portions of demolished sites prior to development. Seriously, no low income housing. Borough needs to be pro-active on zoning requirements!*
- o *The bike stuff needs to work. Divert as much as possible away from main arteries. (I'm a cyclist) Straight line is rarely the safest distance between points.*
- o *I don't need shade trees blocking my solar panels.*

- o *Really consider the "view scape" of where you'll be placing new residential areas.*
- o *More real mixed use development – residential over first floor commercial should be included.*
- o *No tall townhouses, over 2 stories. Tall structures should not dominate the view from Pitt or E streets.*
- o *Sensitive to lighting which lights up the sky. Current sky is very dark at night, we don't need an area lit up like a Wal-Mart.*
- o *Grasses may be natural plants but they go wild. Green spaces need strictly limited plants. Carefully chosen to be very low maintenance or costs to keep it nice could be high.*

#### **Public Engagement Conclusions**

##### **The Carlisle Community Clearly Cares About its Future!**

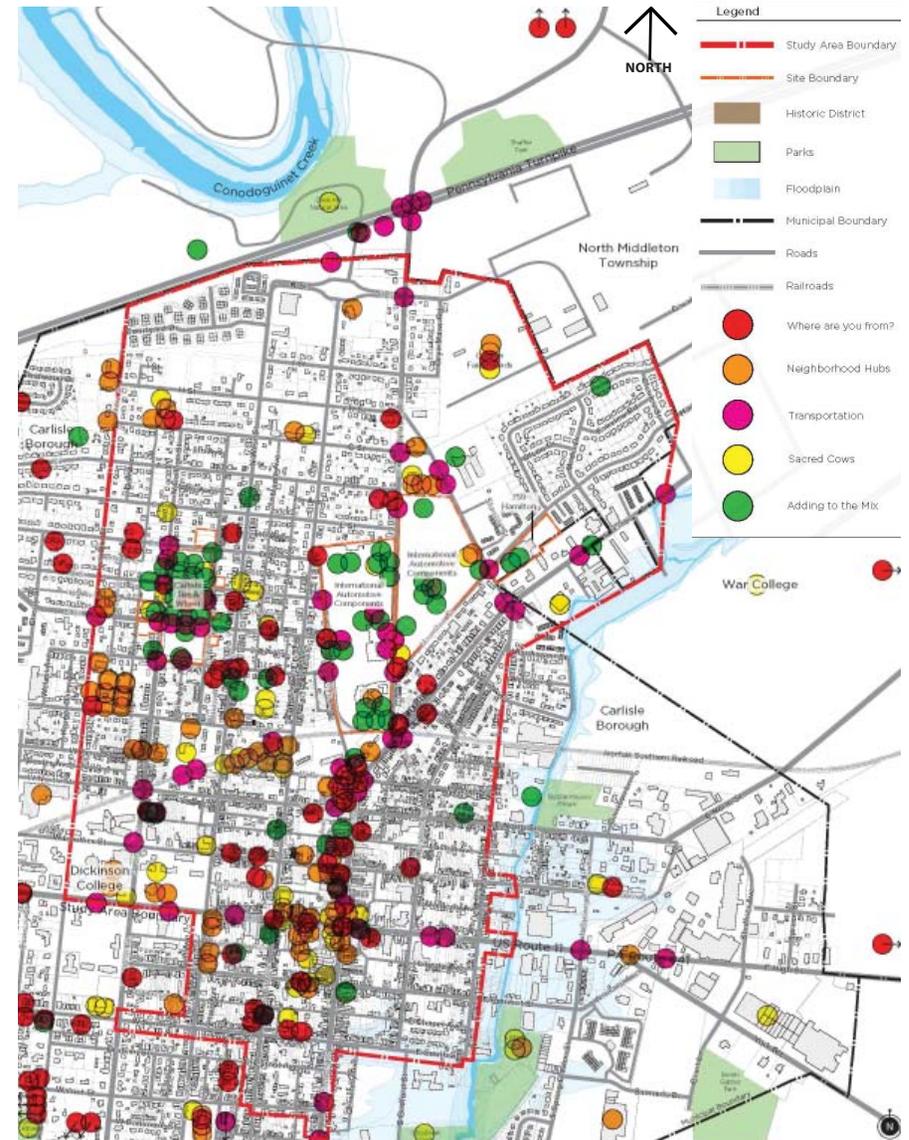
Representatives from all aspects of the Carlisle Community are very concerned about protecting current assets and informing and directly participating in ways to make it better. Over the course of the project hundreds of participants came out to get involved in workshops and provide meaningful ideas and input into the planning and design of what happens in their community.

It is difficult to quantify all of the valuable information that was gathered and specifically state how it directly informed the Urban Redevelopment Plan. To-date, even the most critical comments have been constructive and sensitive to the goal of improving the plan recommendations.

When considered in their totality the community's input can be summarized with a few key over-arching themes.

## The Key Themes that Developed from the Community Vision Process:

- The success of any significant redevelopment is intrinsically tied to the success and “image” of Downtown Historic Carlisle. The connection between the redevelopment sites, especially between the IAC/Masland site and downtown must be strong to minimize the potential of creating two, disconnected retail centers in the town.
- New development must physically mesh with the established: Extending the existing street grid through redevelopment sites, specifically B, C, & D Streets, while minimizing impact to surrounding neighborhoods by creating “complete” streets which consists of the careful mix of: density; building scale; and the relationship of buildings to the street, are all related. All forms of transportation must be considered and transportation improvements cannot be auto-centric. There are significant concerns regarding the impacts on existing neighborhoods as a result of the “lettered” street extensions so these facilities must be carefully designed based on projected traffic volumes, and likely should include traffic calming elements. All proposals should be thoroughly vetted with the community at each stage of design and engineering.
- The right mix of uses are a key concern, and there is an overwhelming desire for a grocery store in the area as well as expanded food options: ranging from a farmers market; food co-op and community gardens; to greater dining options. All these uses should be located around high-quality public spaces so placemaking is critical.
- All activities, whether buildings or infrastructure, should be as sustainable as possible; both from an environmental and a fiscal perspective.
- Flooding and stormwater management are major community concerns. Property owners want to be sure that new development does not compound existing problems and ideally existing problem areas are improved through comprehensive infrastructure upgrades.



*Composite Map of Visioning Exercise - This map illustrates the broad geographic coverage of the study area's community input.*