



CABIN

Spring Training

# 1. Welcome

Introductions and orientation

# 2. From the Dugout

Background on CABIN

# 3. Spring Training

Hear from the top players in the CABIN League

# 4. Relief Pitchers

Learn more about technical assistance resources

# 5. Hitting it Out of the pARC

Resources from the Appalachian Regional Commission

# 6. Crowd Noise

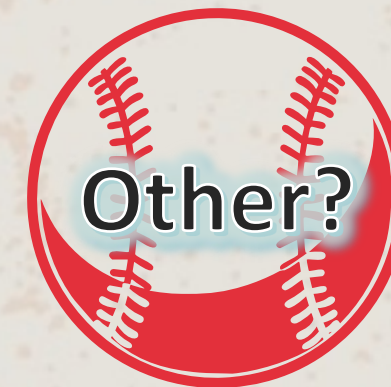
Your questions and discussion





# Who's Out There?

# Stand if you are...





What is CABIN?

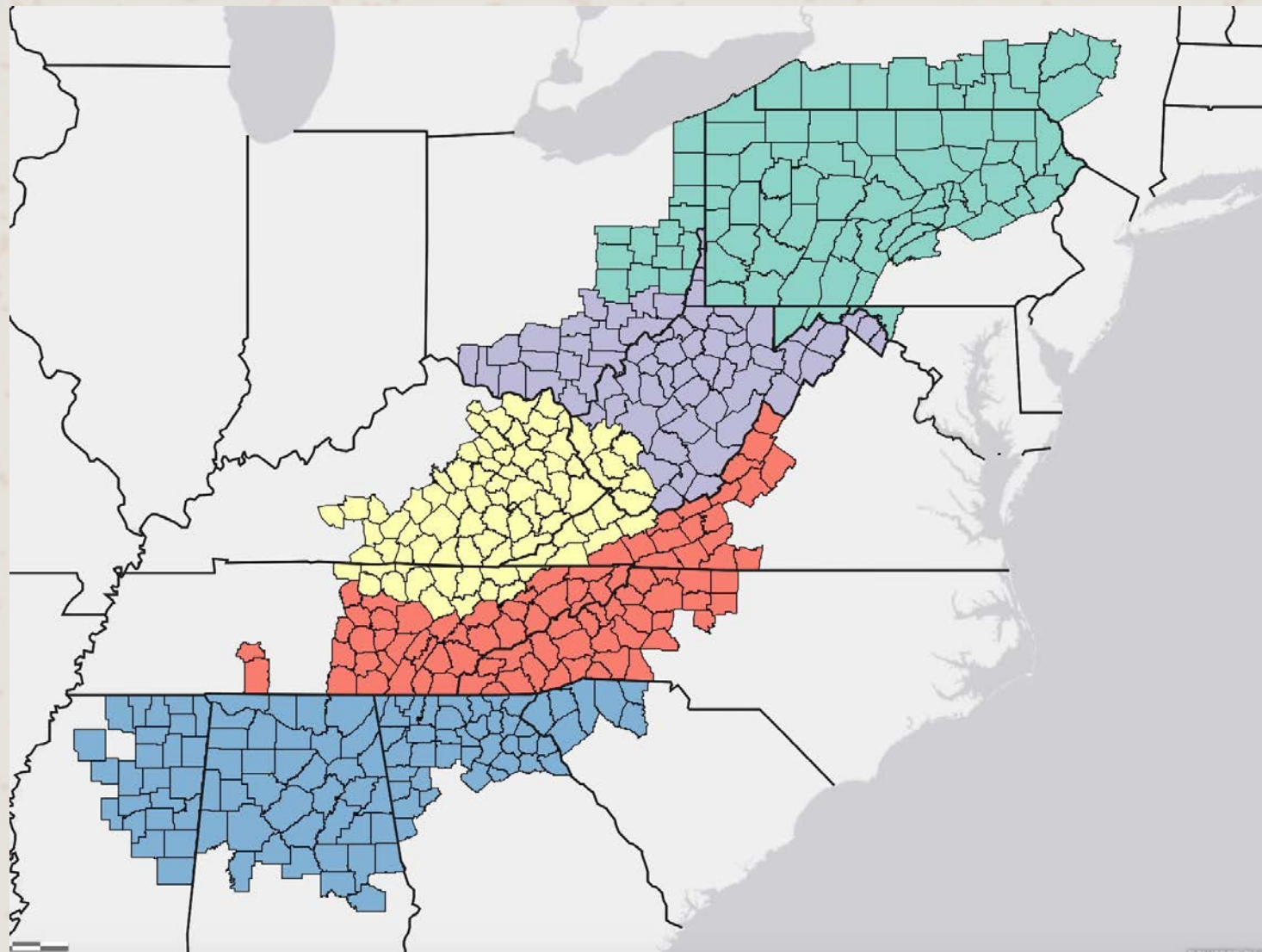
# Central Appalachian Brownfields Innovation Network

The goal of CABIN is to increase the capacity of Appalachian communities to address redevelopment issues on brownfields and formerly mined lands to provide better economic, social, and community development opportunities for their residents.

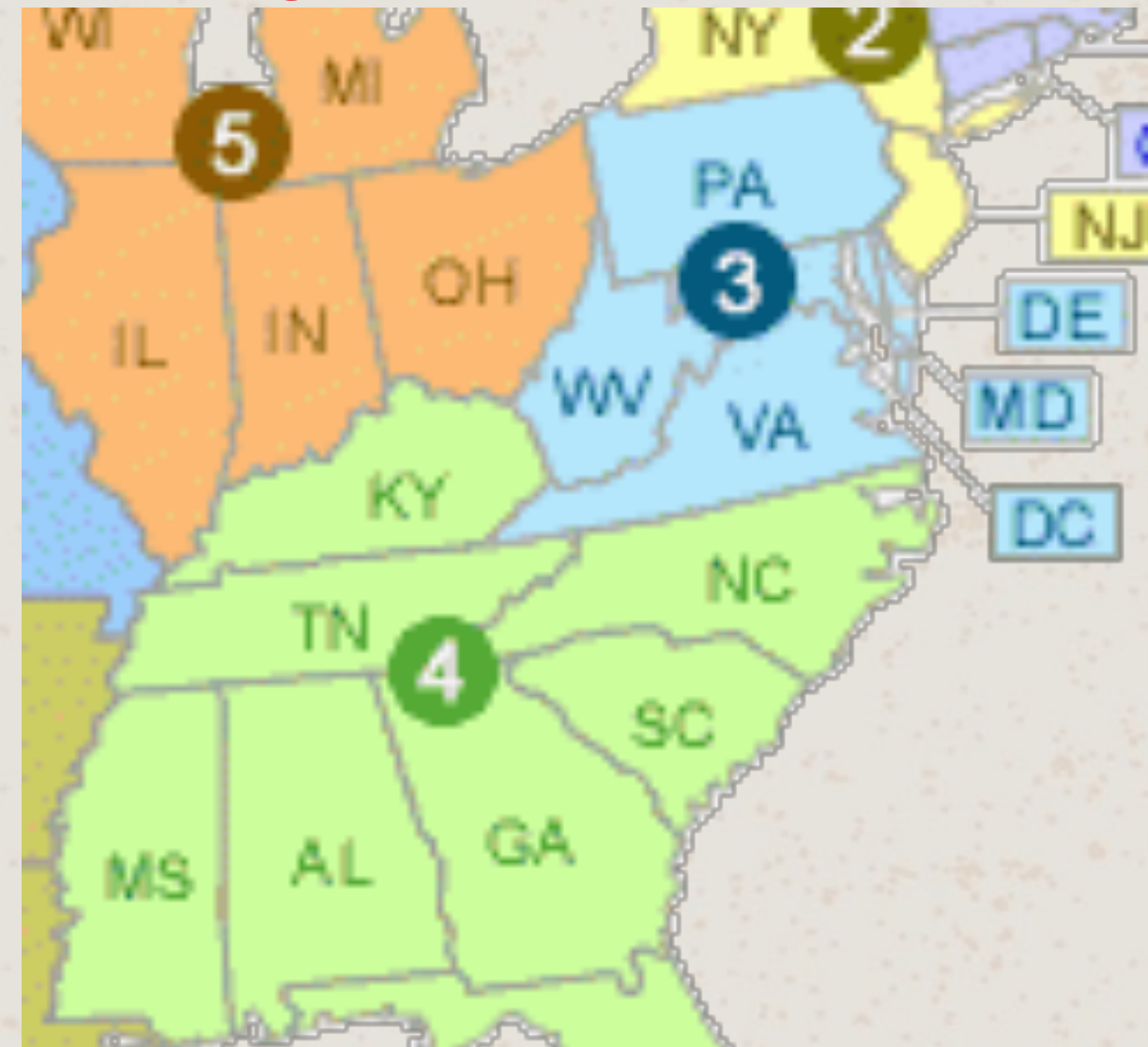


# Out of our League

Central Appalachia



US EPA Regions



# CABIN Partners

- Kentucky Brownfields
- North Carolina Department of Environmental Quality
- Ohio Environmental Protection Agency
- Pennsylvania Department of Environmental Protection
- Tennessee Department of Environment and Conservation
- Virginia Department of Environmental Quality
- West Virginia Department of Environmental Protection





# All-Stars

Appalachian League





## ROXANNE ANDERSON



**Years Working in Brownfields:** 5 years

**Bio:** Roxanne Anderson is a Brownfield Coordinator at the Ohio EPA in the Division of Environmental Response and Revitalization. She coordinates with state and federal agencies, stakeholder organizations, and local governments to leverage brownfield incentives with Ohio EPA's TBA and Grant Funded Technical Assistance incentives. She organizes training and workshops, as well as performs outreach and marketing of various Ohio EPA and other state brownfield revitalization incentives to local community officials, developers, and other interested parties. Roxanne has additional experience in ecological research with the USDA-ARS, and as a Watershed Coordinator.

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(Tangentially 30)

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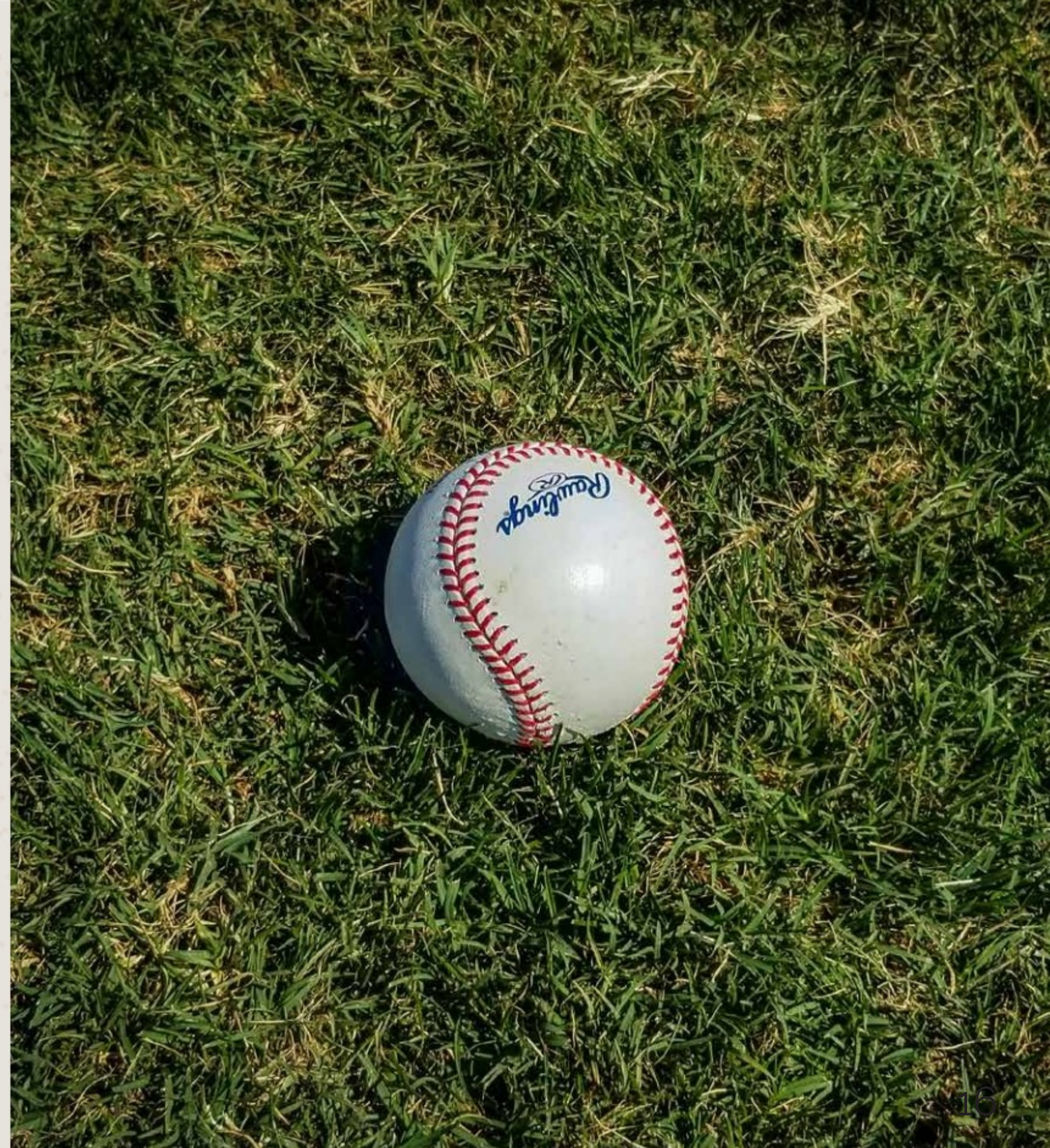
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# The Homerun

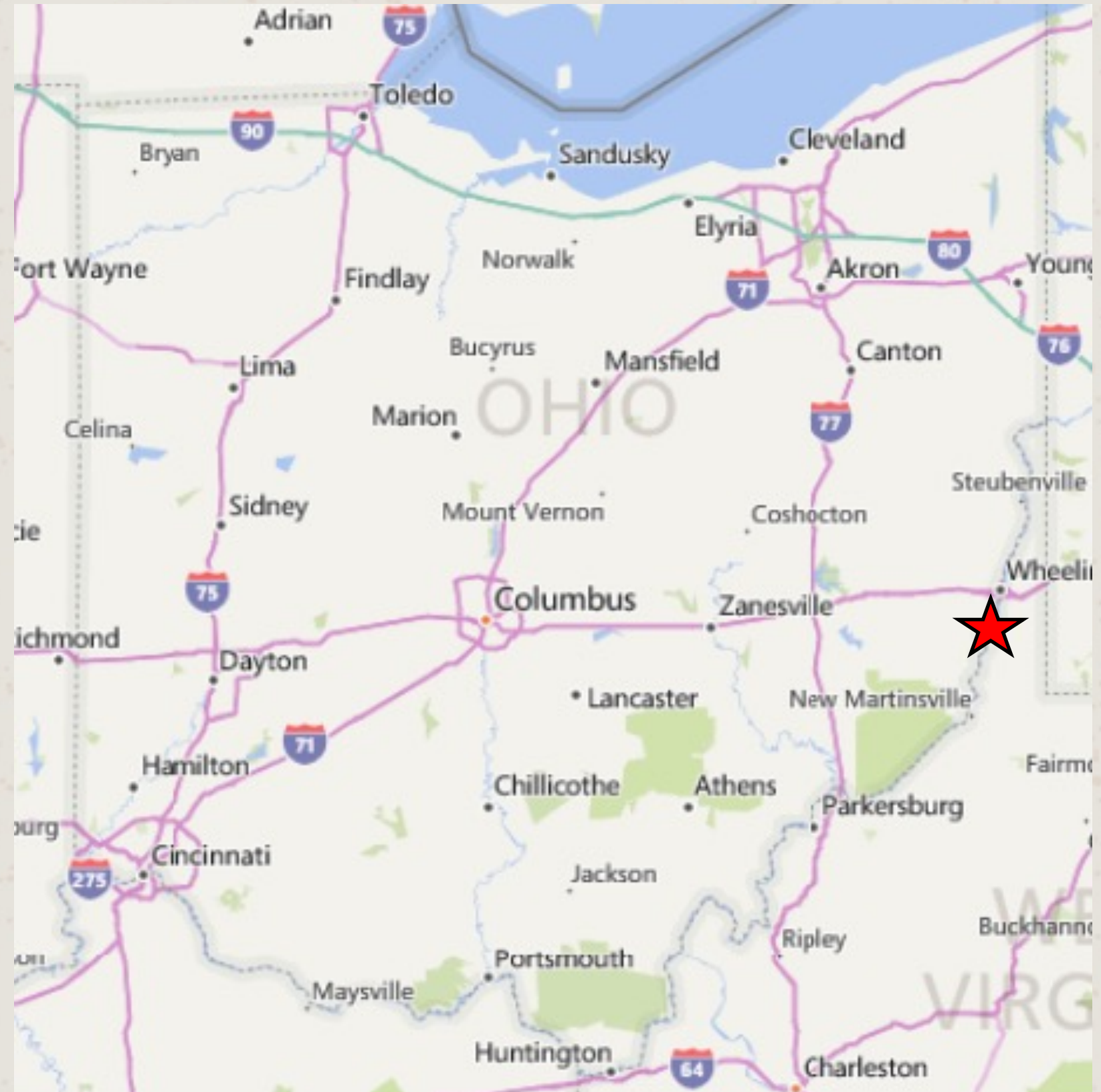
- A distressed community actively seeking solutions to vacant and underutilized property
- Attracting redevelopers and tourism
- Community engagement and momentum





# The Playing Field

- Village of Bellaire, Ohio
- Distressed County (ARC)

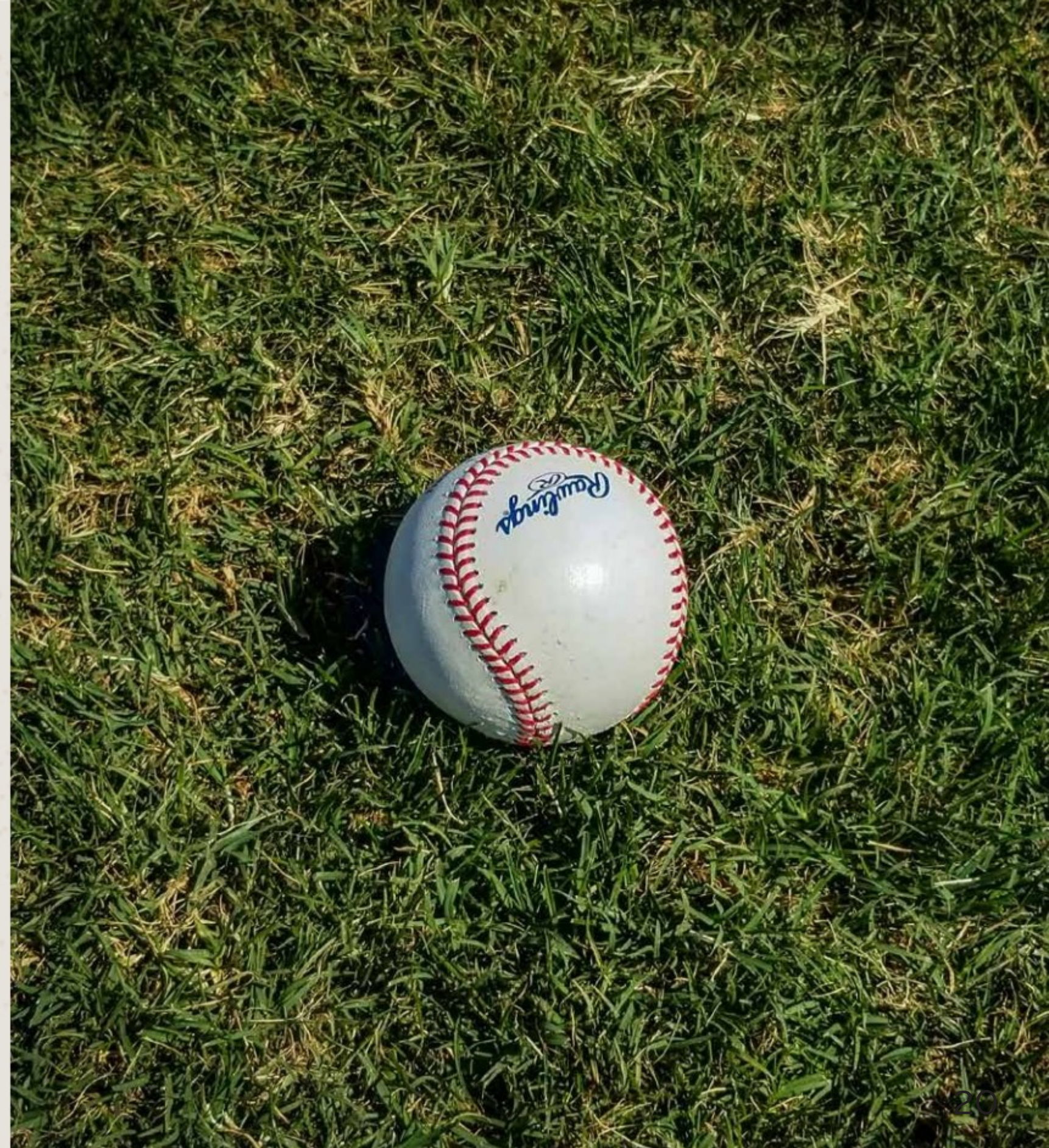






# The Plays

- 20k TA grant used for a Vision Plan
- 30k 128a grant to supplement



# The Team



- Ohio EPA
- Belmont County Community Improvement Corporation
- Belomar
- Village of Bellaire Business Stakeholders
- Great Stone Viaduct Historical Education Society



# MVP & All Star

**Executive Director of Belmont County  
Community Improvement  
Corporation**

- Kept all the bases loaded
- Wrote grants
- Facilitated surveys
- Organized meetings
- Finding new projects

# Vision Plan

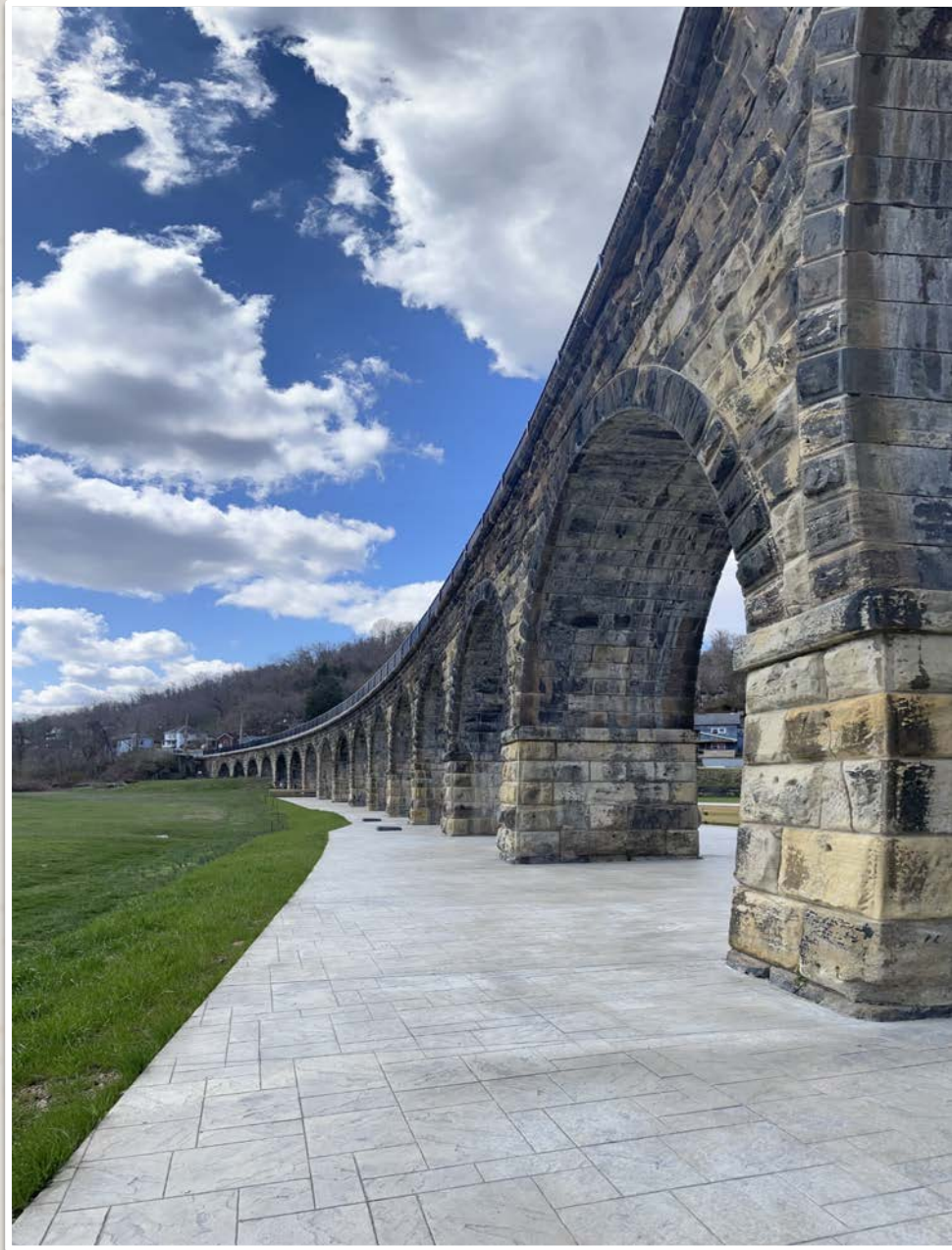


# Village of Bellaire





# Village of Bellaire



# Final Stats



**Viaduct named as part of US  
EPA 600K assessment grant  
with Belomar**



**Over \$200K 128a TBA  
spent on assessments and  
Vision plan**



**\$100k into projects from  
Ohio Department of  
Development**

# Final Stats



**ECDI Partnership,  
Appalachian Community  
Grant funding, PACE  
Financing**



**City Council meeting to  
change ordinances and  
zoning for vacant buildings**



**Main Street Historical  
District Designation**



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# Speaking of Ball Parks...

- Former American Car & Foundry Industries site built in 1871 in Huntington, WV
- Manufactured, repaired, and serviced rail cars
- Vacant since 1999



# We Are...

- Huntington, WV
- Home of **Marshall University**



# The Playing Field

Please note: Territory data (except Puerto Rico) is not available as comparable to the US. It is only comparable to the territory itself by using the 'Compare to State' functionality. Likewise, some of the indicators may not be available for territories.

Compare to US  Compare to State

Environmental Justice Indexes

Supplemental Indexes

Pollution and Sources

Socioeconomic Indicators

- Demographic Index
- Supplemental Demographic Index
- People of Color
- Low Income**
- Unemployment Rate
- Limited English Speaking
- Less Than High School Education
- Under Age 5
- Over Age 64

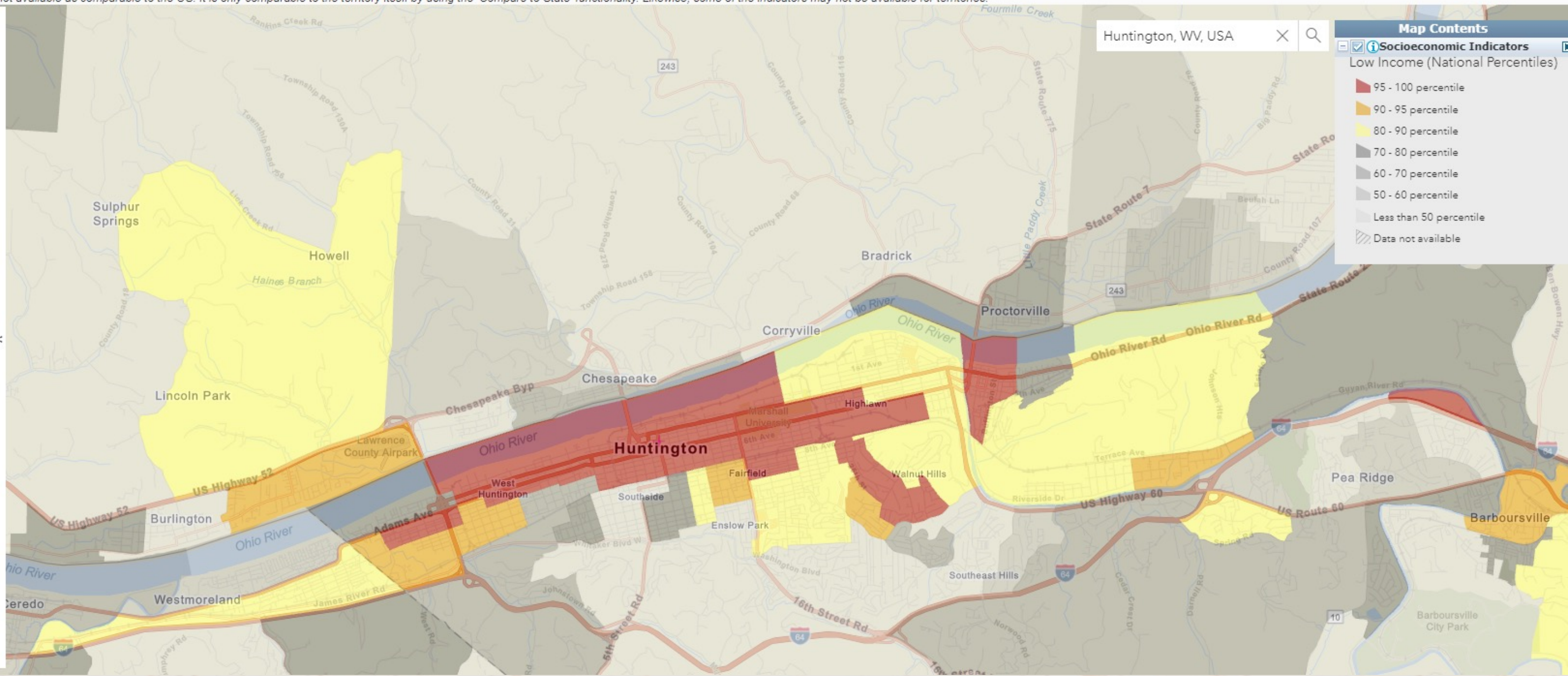
Health Disparities

Climate Change Data

Critical Service Gaps

Additional Demographics

Threshold Map



# Batter Up!

- City of Huntington
- Huntington Municipal Development Authority
- Marshall University





# The Turf



## EPA Region 3 Support:

- Assessment Grant – 2015
- Revolving Loan Fund (RLF) – 2018
- Assessment Grant – 2020
  
- Entered the WVDEP Voluntary Remediation Program in 2020

# The Herd Rises



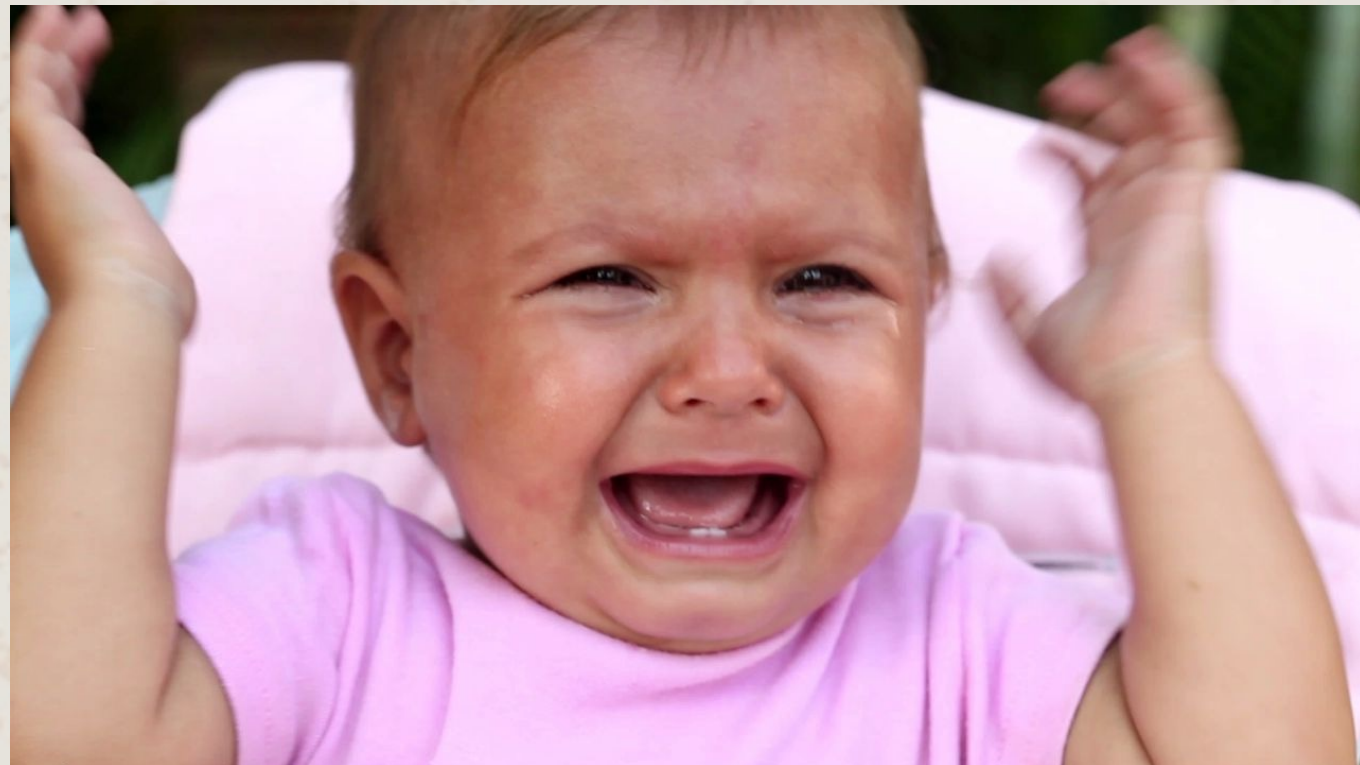
- Marshall announced plans to relocate baseball stadium to the former ACF Industries site!

# Deep Fly

Running the bases...thinking it's a home run...



# Curveball



**CSX!**

# 162 Games Later



**WVDEP  
Certificate of Completion**

**March 22, 2024**

# Final Stats



**EPA Total Funding:**

**\$700,000**

**WV Governor  
Funding:**

**\$13.8M**

**Total Project Cost:**

**~\$25M**



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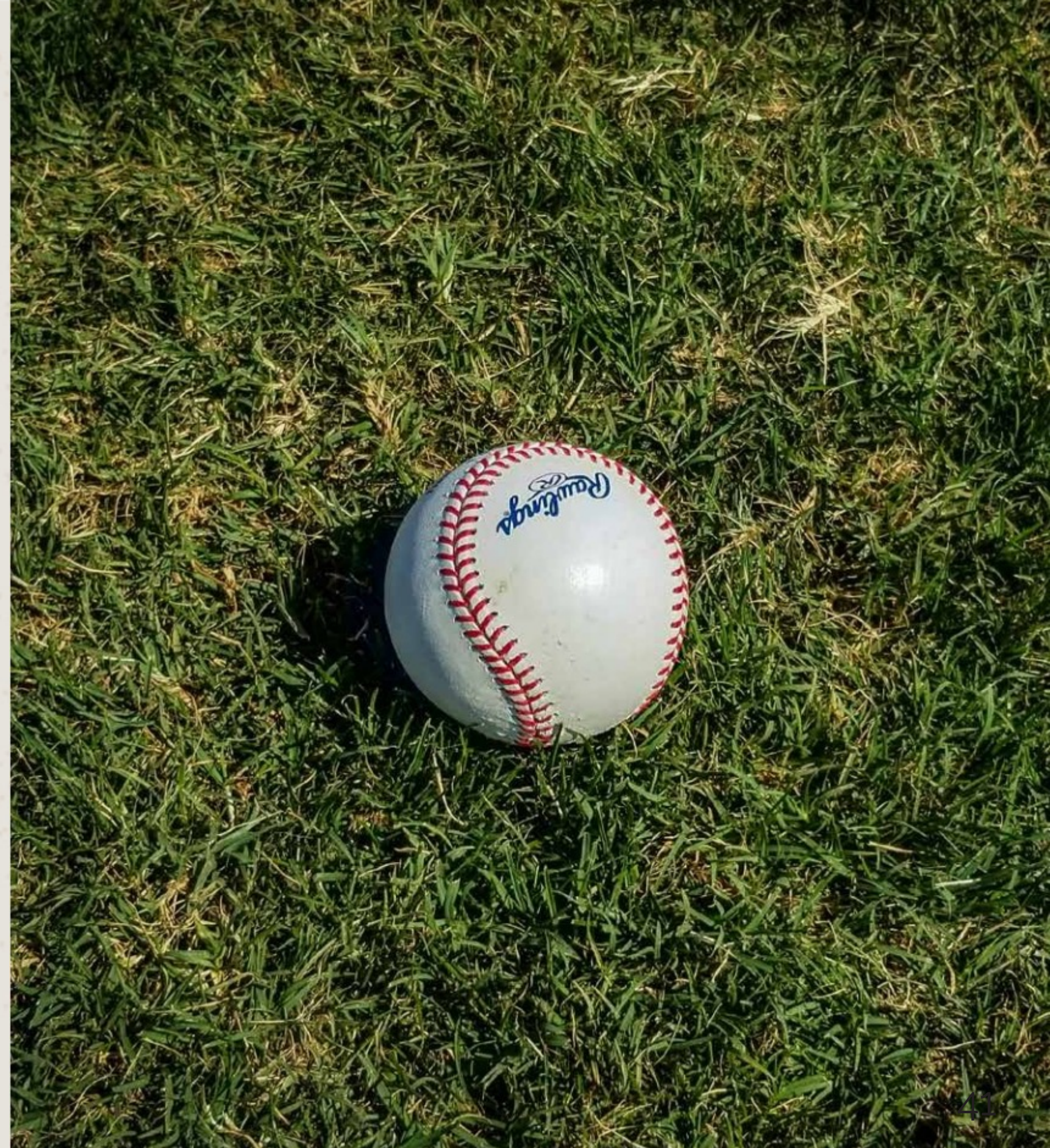
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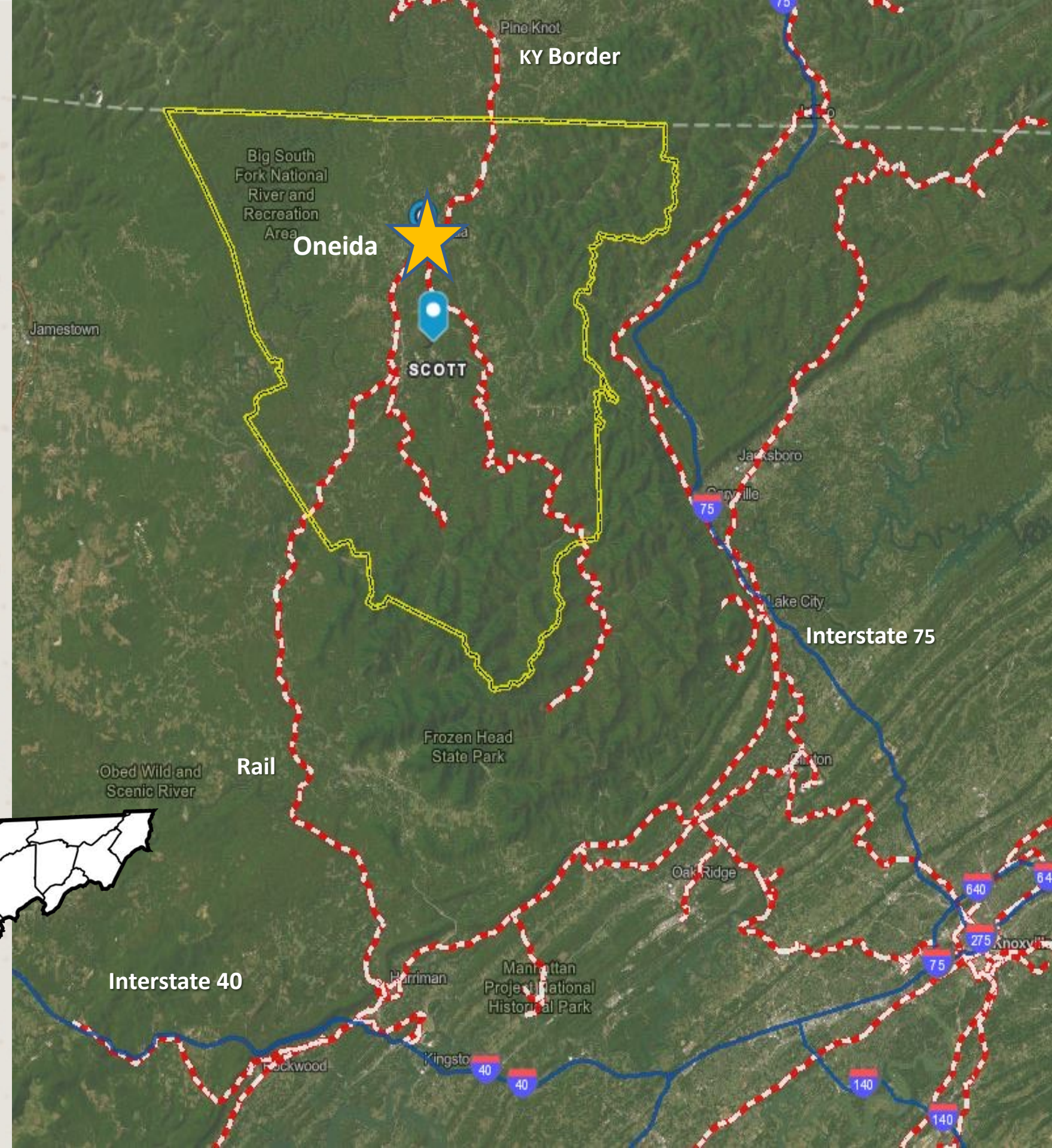
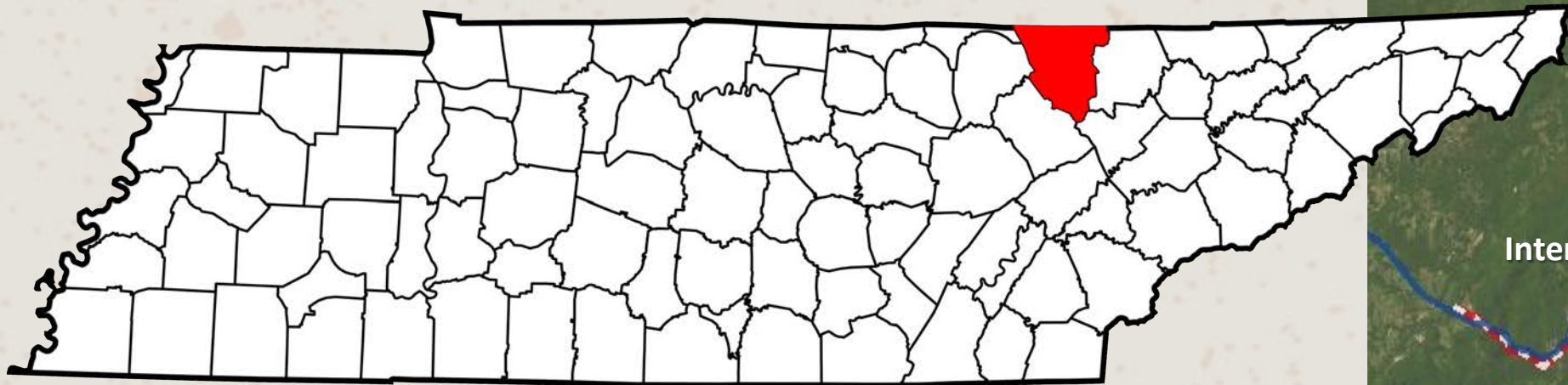
# The Homerun

- Former industrial property being re-used in a rural Appalachian community!
- Generates tax revenue & new businesses (+jobs)!
- Uses existing infrastructure!



# The Playing Field

- Scott County, Tennessee
- Distressed County (ARC)
- Oneida: largest town < 4,000 people



# Hartco Property Aerial View



Hartco Property Aerial View



Marlow St

Beets Ave

Press Ave

Jellico St

Industrial Ln

Alberta St

Bilbrey St

Oak St

S Cross St

N Main St

Bank St

W J Jeffers Rd

Park Rd

127

456

Park Ln

Clabe Ln

Perry Ln

Paint Rock Rd

Plateau Dr

Hartco Dr

Braden Hill Dr

# Hartco Property Aerial View

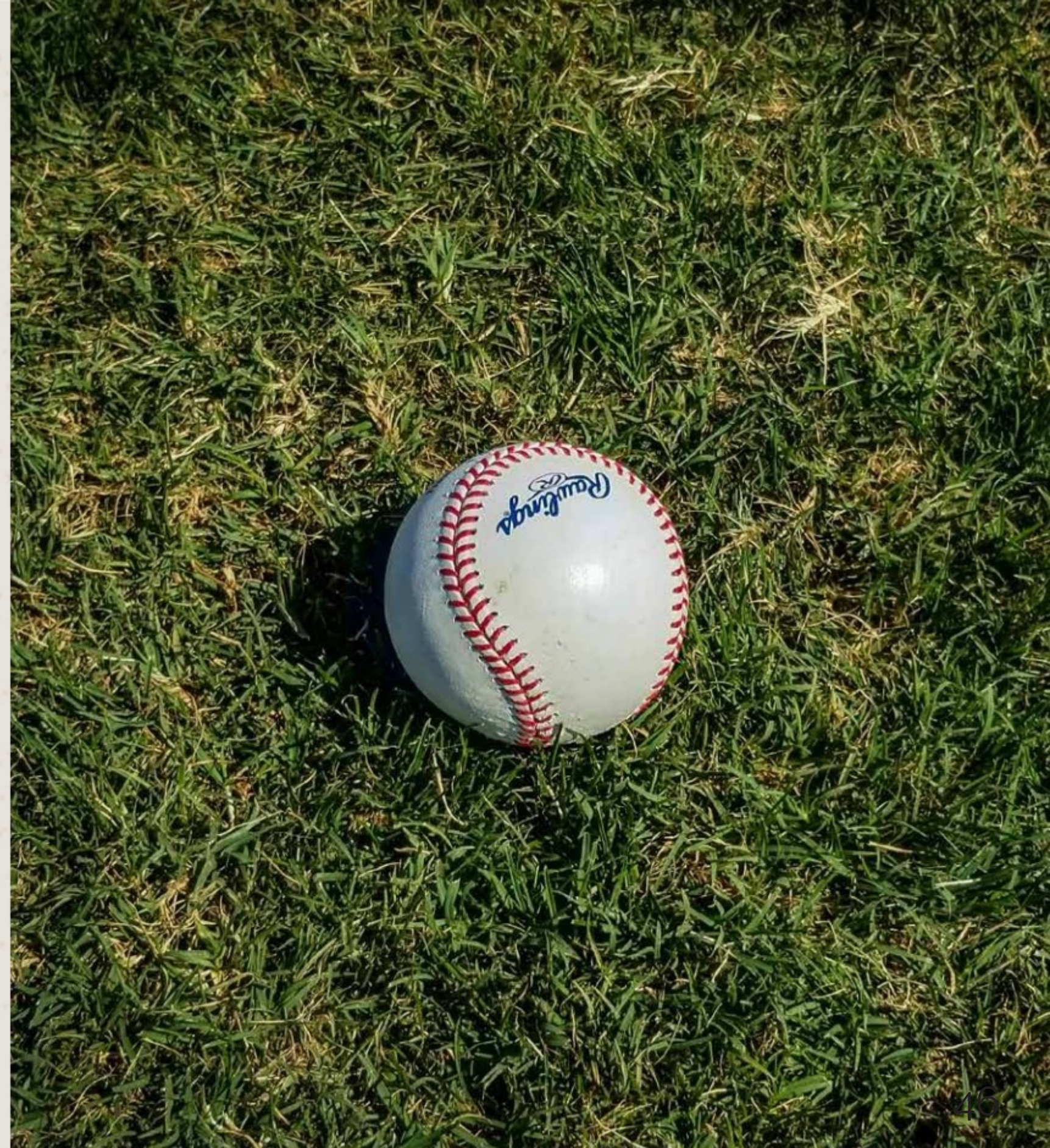


# Hartco Property Aerial View



# The Plays

- EPA Community Wide 104(k) Assessment Grant
- TN ECD Site Development Grant



# The Team

- Scott County IDB
- The East Tennessee Development District
- TN Department of Environment & Conservation
- TN Department of Economic & Community Development
- US Environmental Protection Agency
- Environmental Consultants





# Curveball

Ran out of funds *during the environmental assessment*



# Error

Lacking communication amongst the team!



# Error

Assumptions!





# MVP & All Star

## TN Department of Economic & Community Development

- Kept everyone's 'head in the game'
- Provided funding flexibility

# Final Stats



**Phase I & Phase II  
Environmental Site  
Assessments Completed**



**\$200K EPA 104(k)  
Assessment Funds**



**\$137K TN ECD Funds**

# Final Stats



**2 sites enrolled in TDEC's  
Voluntary Cleanup Program**



**4 leases signed; 1 lease  
purchase agreement  
executed**



**1 parcel (4 acres) sold**



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# Build Your Team



“The strength of a team is determined by the strength of the connections on the team. A great team requires great relationships.” – **Urban Meyer**



Local Government



Economic Development  
Partners



State and Federal  
Agencies (Virginia DEQ,  
EPA)



Consultants



Contractors/Developers



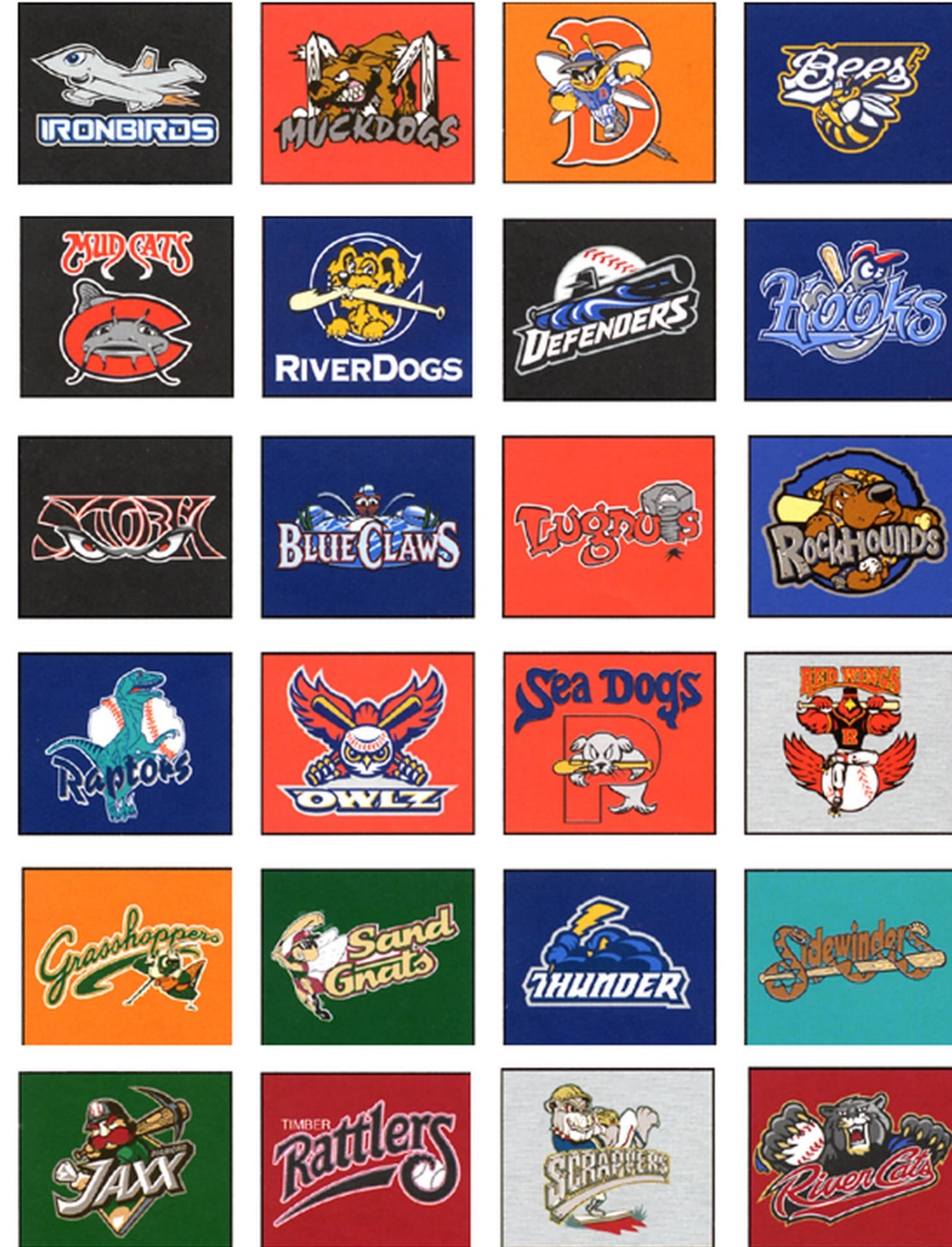
Residents/Community  
Champions



Other



# Learn from Others Playing the Same Game



“There are three types of baseball players: those who make it happen, those who watch it happen, and those who wonder what happened.” – Tommy Lasorda

### Phone a Friend

Karen Weber, P.G.  
Brownfields Coordinator  
Virginia DEQ  
804-432-7790  
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### Ask the Experts



### Research

<http://www.epa.gov/brownfields>

### Networking



### Training Events/Conferences



# Get Ready to Play



"Be the hardest working person you can be. That's how you separate yourself from the competition." -- Stephen Curry



Marjette Upshur – Director, Lynchburg EDA

- A true Brownfields Champion
- Three EPA Assessment and Planning Grants in 2015, 2018, 2022 – total of \$1,200,000 awarded
- Awarded \$365,000 in State Brownfields Grants (Virginia Brownfields Restoration and Economic Redevelopment Assistance Fund)
- Built a strong team
- Persistent
- Shares her story

# Your First Time At Bat

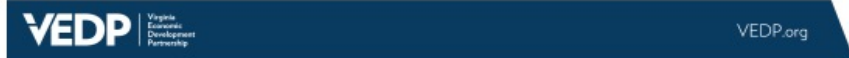


“Never allow the fear of striking out keep you from playing the game.” – Babe Ruth

One Grant

One Site

One Idea



## Virginia Brownfields Restoration & Economic Redevelopment Assistance Fund

Site Assessment & Planning Grant  
Guidelines and Application  
FY 24



# Strike Outs Happen



“Obstacles don’t have to stop you. If you run into a wall, don’t turn around and give up. Figure out how to climb it, go through it, or work around it.” - Michael Jordan

- Fast Ball - Hard and direct pitch
  - How do we pay for it? EPA Brownfield grants are extremely competitive
- Curve Ball – Downward breaking pitch
  - Can’t get access to a site/owner resistance
- Changeup – Slower than a fastball
  - Limited inhouse resources
- Knuckleball – Unpredictable gliding pitch
  - Staffing changes that affect the momentum of a project or the overall Brownfields program
- Slider – Sharp breaking pitch
  - Uncertain/unknown redevelopment options
- Skrewball – Opposite breaking pitch
  - Limited community support, political pushback



# Celebrate Success



# brownfields

“That’s the beautiful thing about ~~baseball~~. You can be any size and be successful.” – **Andrew Benintendi**

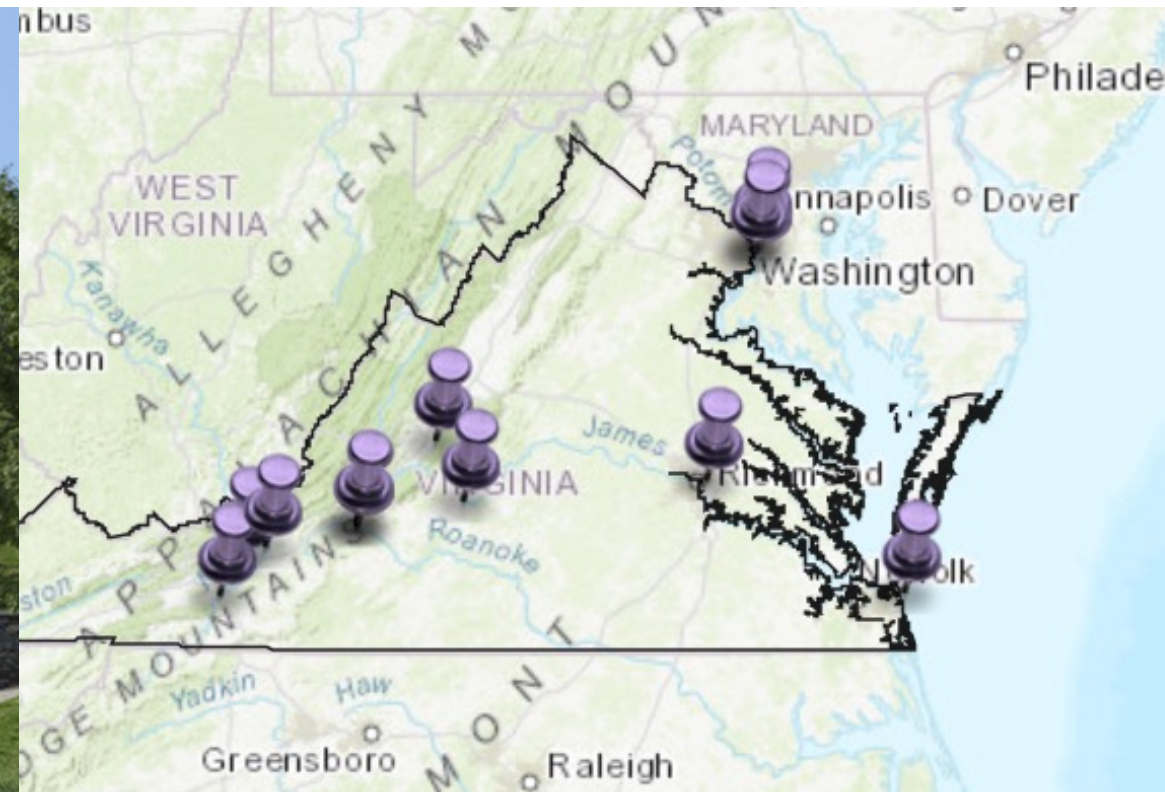
**Former Foundry Building**



**Reimagined - Reused**



**Success Stories**



# Play in the Big Leagues



“Every day is a new opportunity. You can build on yesterday’s success or put its failures behind and start over again. That’s the way life is, with a new game every day, and that’s the way baseball is.” – Bullet Bob Feller

## Danville, Virginia



PLAY BALL!



# Relief Pitchers

# Technical Assistance to Brownfields (TAB)

The Technical Assistance to Brownfields (TAB)

Program provides technical assistance to communities and stakeholders to help address their brownfield sites and to increase their understanding and involvement in brownfields cleanup, revitalization and reuse.

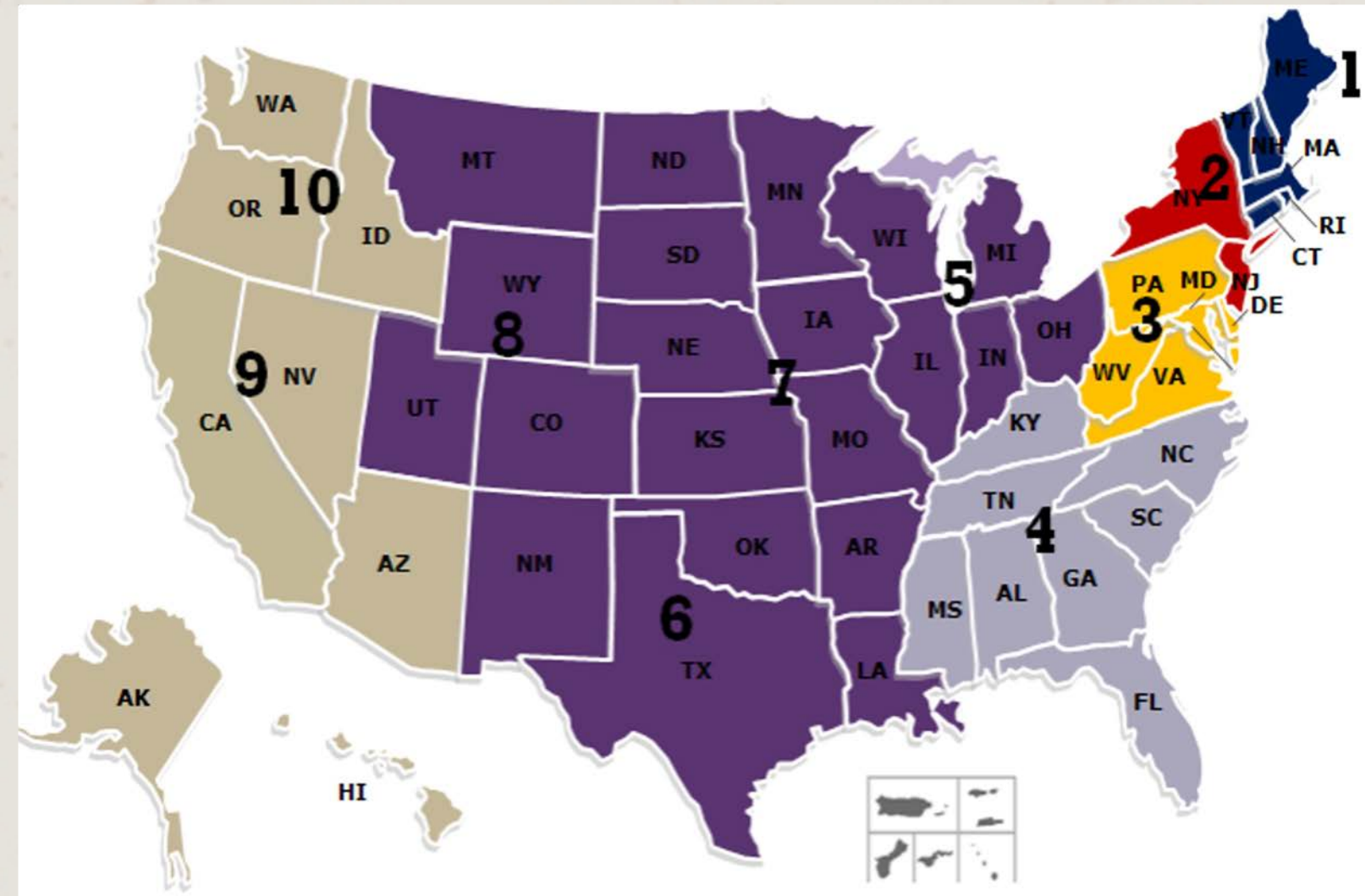


The TAB Program is funded by EPA and available to all stakeholders at no charge.



# Technical Assistance to Brownfields (TAB) Program

- Assists communities and tribes with the brownfields redevelopment process
- Planning, environmental & economic development expertise
- Services provided are **FREE** and tailored to specific needs
- A national program funded by U.S. EPA grant
- Webinars, workshops, one-on-one assistance e-tools (e.g., BiT, TAB EZ) & online resources

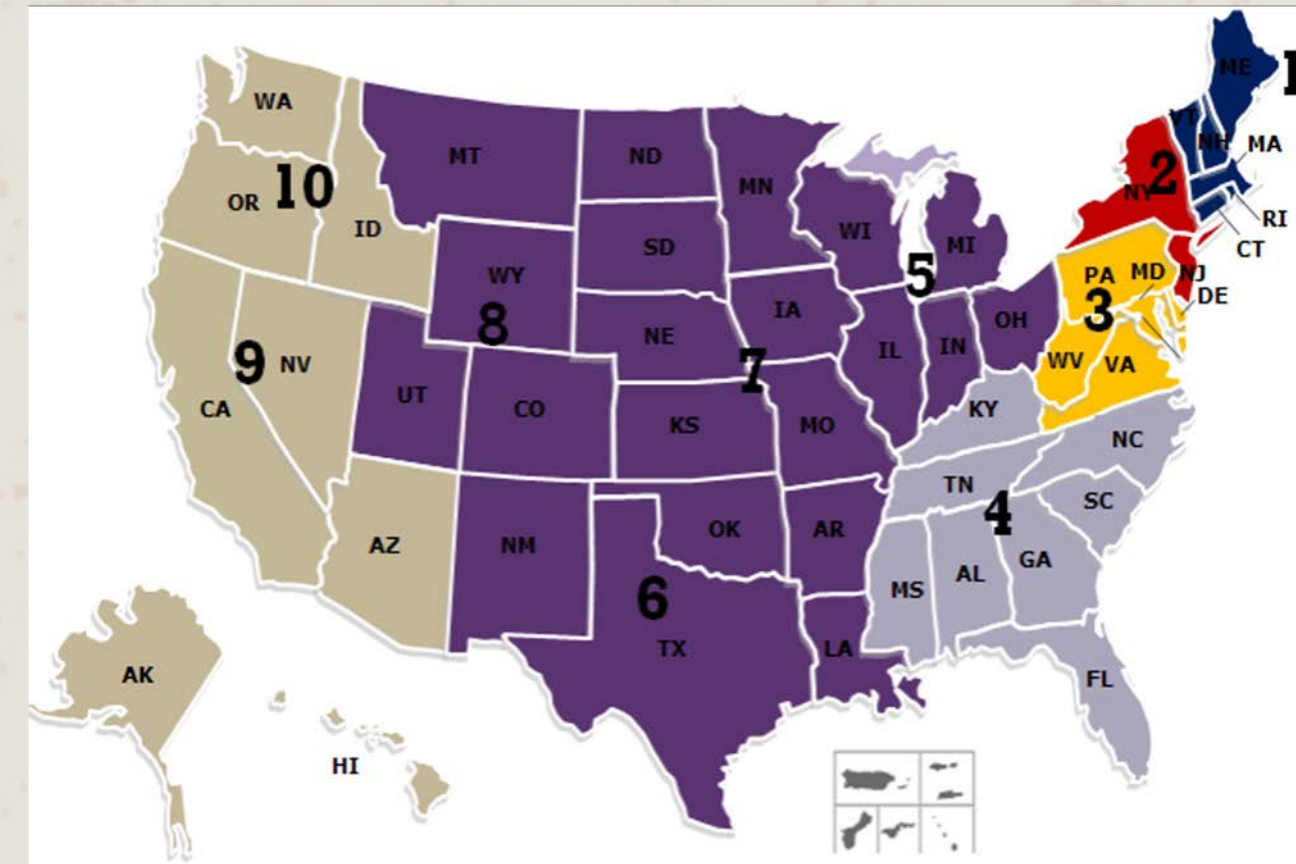




# Technical Assistance to Brownfields (TAB) Program

TAB service providers:

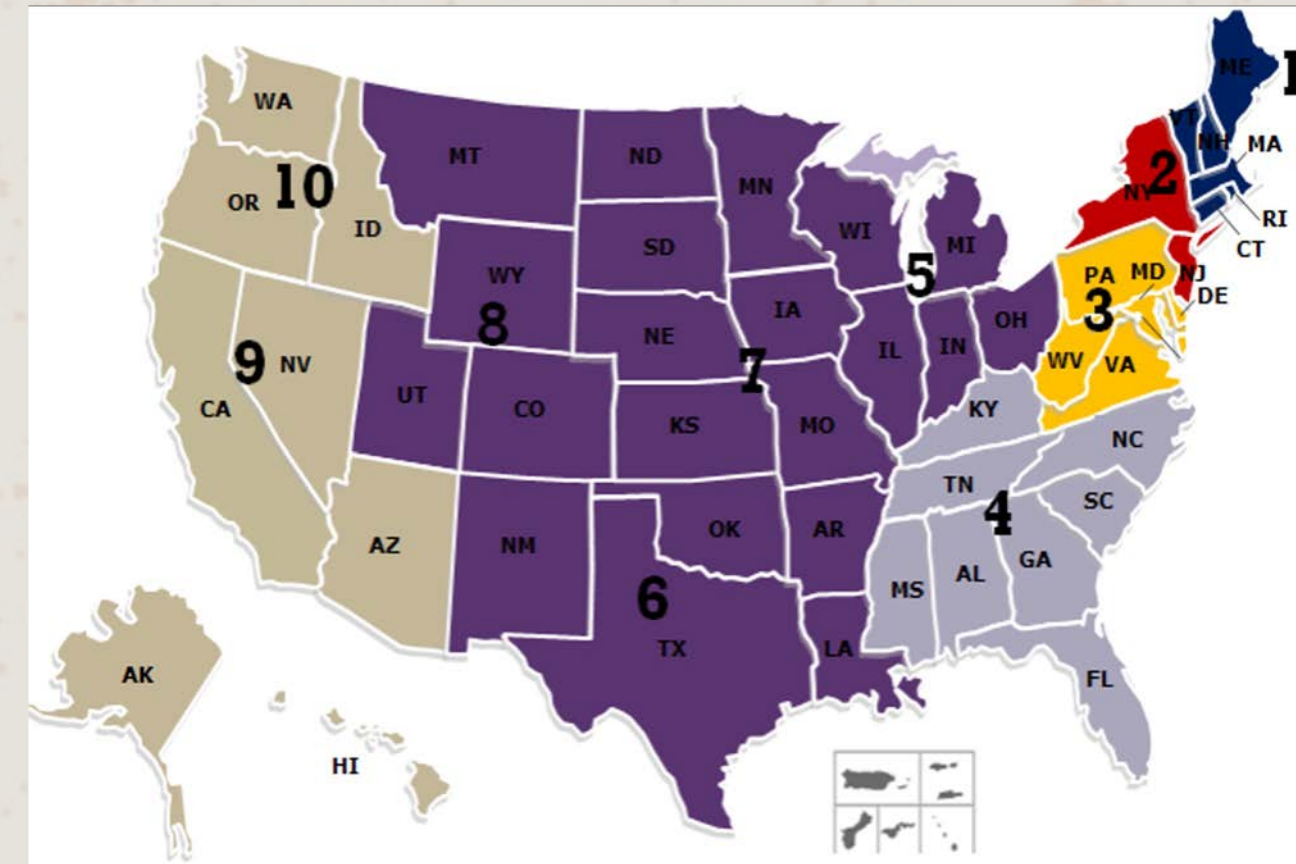
- [University of Connecticut \(1\)](#)
- [New Jersey Institute of Technology \(NJIT\) \(2,4\)](#)
- [The West Virginia University Research Corporation \(3\)](#)
- [The International City/County Management Association \(4\)](#)
- [Kansas State University \(5,6,7,8\)](#)
- [Center for Creative Land Recycling \(CCLR\) \(9, 10\)](#)



# Technical Assistance to Brownfields (TAB) Program

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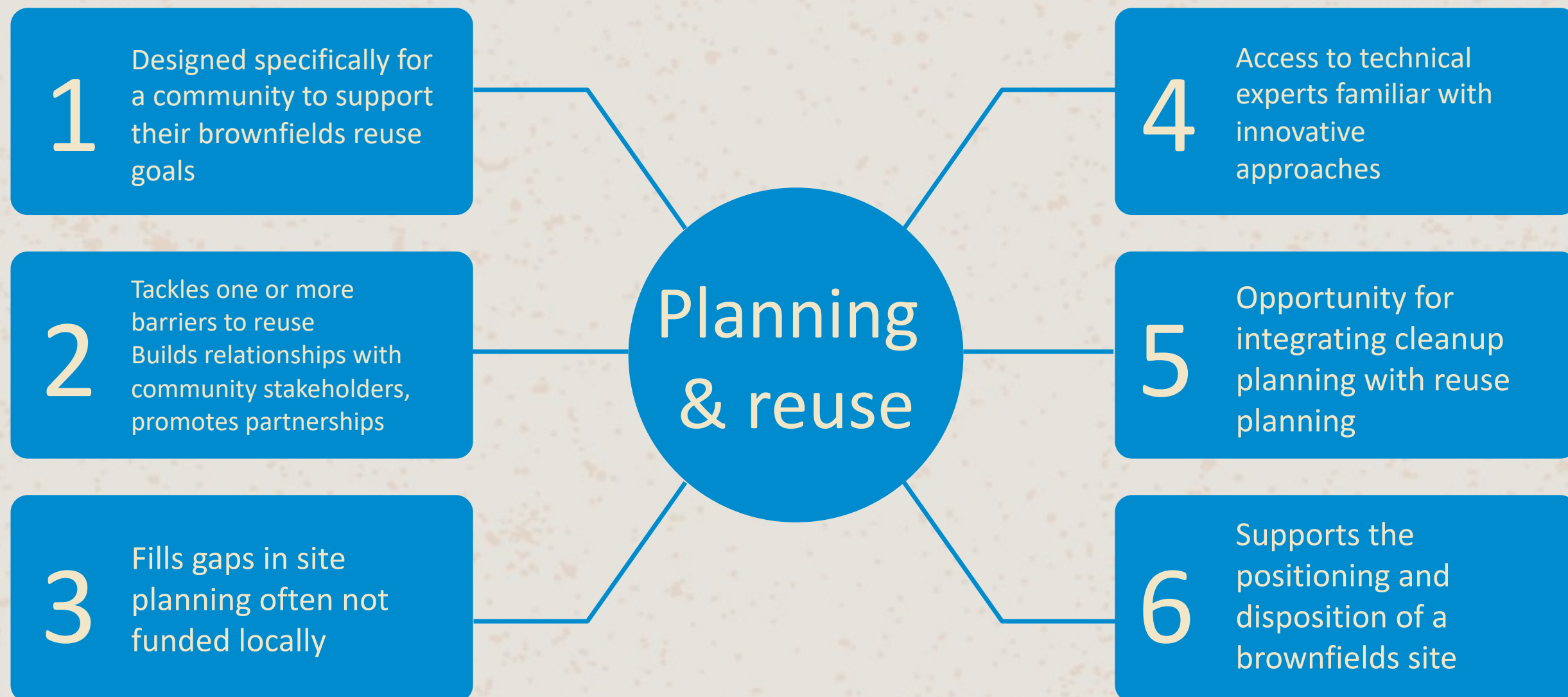
# TAB Assists with the Redevelopment Process

Plan	Address Environmental Risks	Redevelop
Identify Brownfields	Phase I Environmental Site Assessment	Stakeholders & Partners
Engage the community	Phase II Environmental Site Assessment	Financial Resources
Set Redevelopment Goals	Cleanup , if necessary	

# Other Technical Assistance



# Direct EPA Technical Assistance



# Examples of Eligible Activities





# Hall of Fame



**Appalachian Regional Commission  
– Hitting it out of the pARC!**



# Appalachian Regional Commission



- Created in 1965
- Federal, state and local government partnership
- 13 states
- 423 counties
- 206,000 square miles
- 26 million people
- 74 local development districts

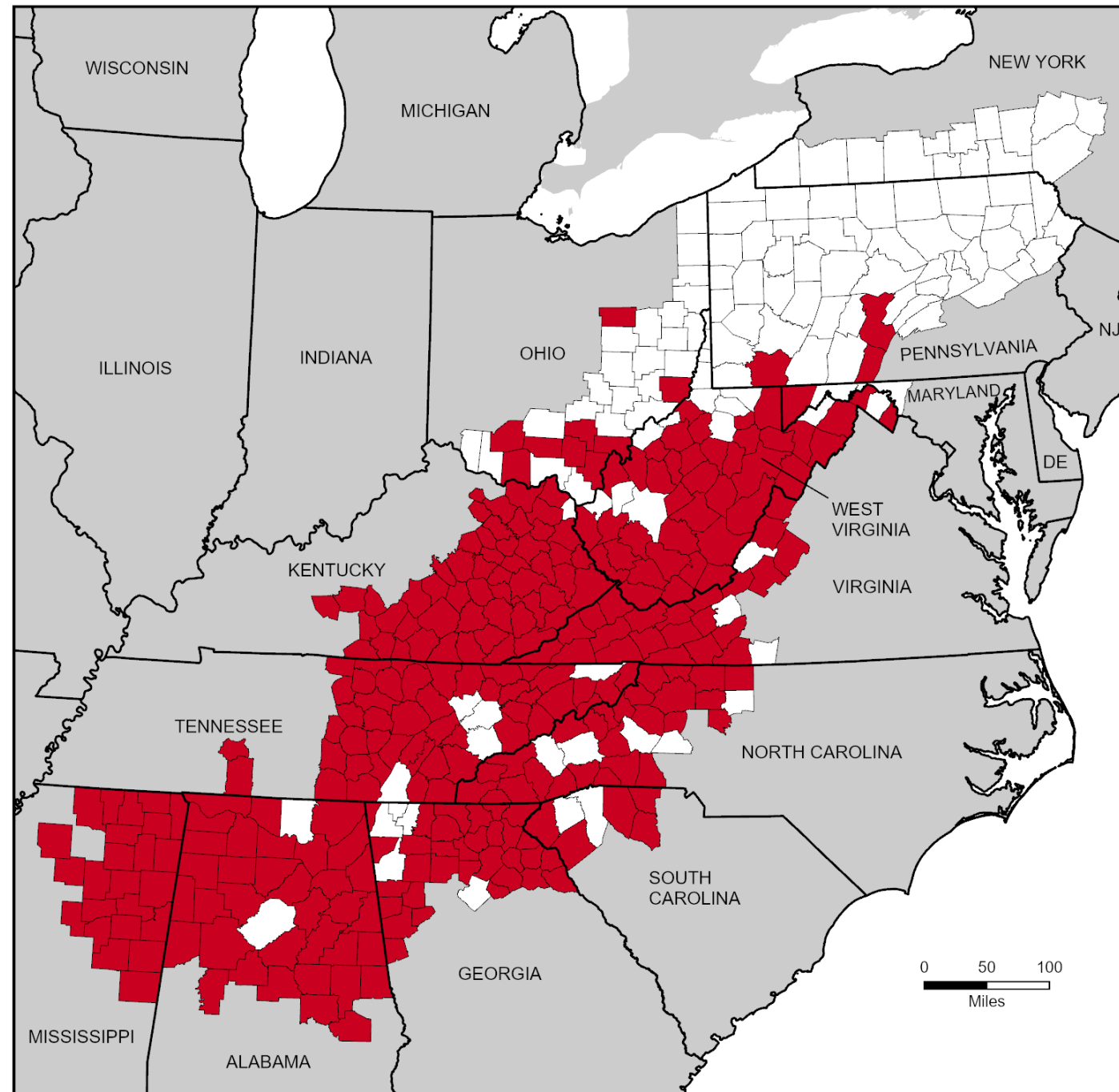


Appalachian  
Regional  
Commission

# High-Poverty Counties in the Appalachian Region

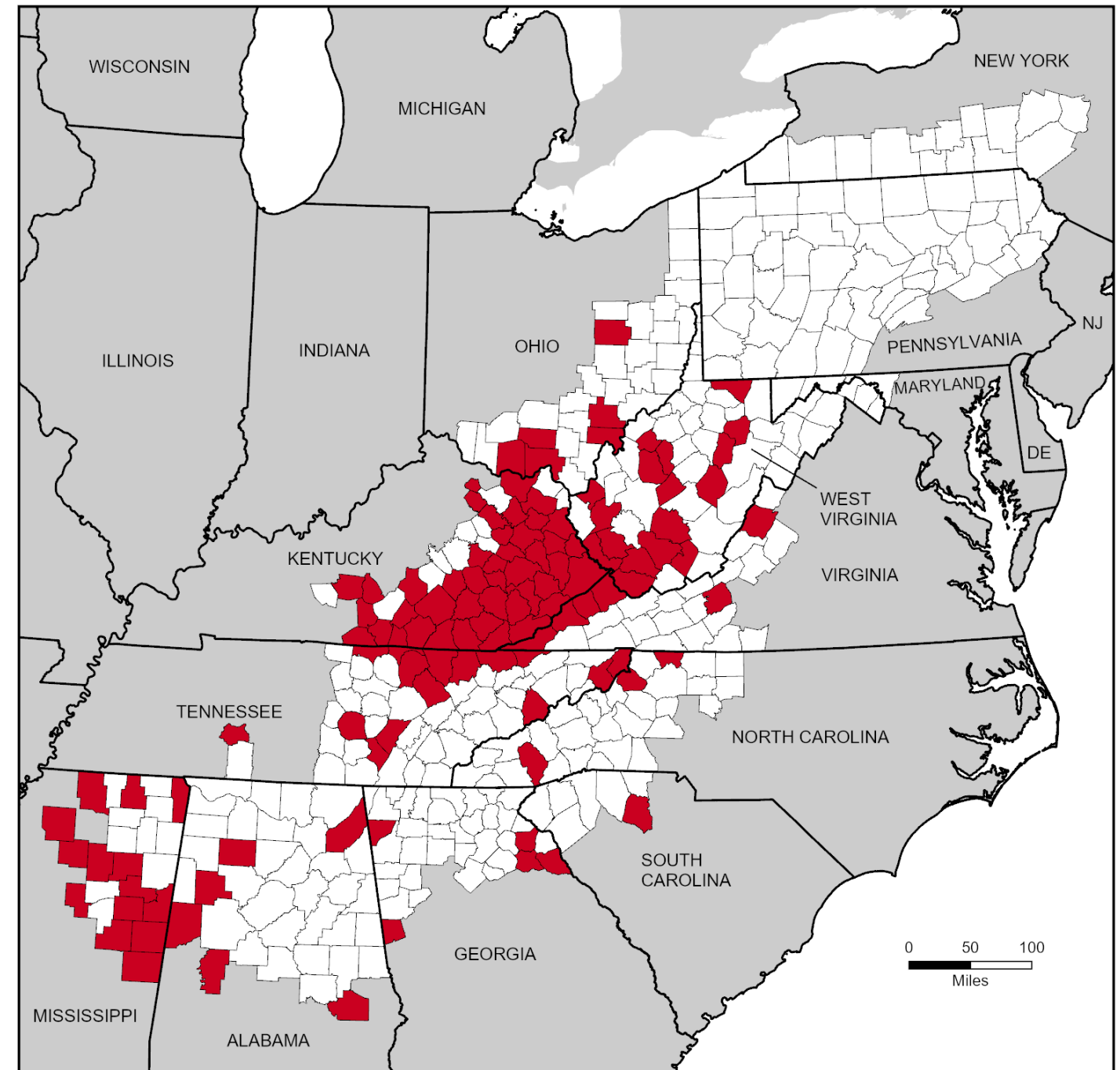
(Counties with Poverty Rates At Least 1.5 Times the U.S. Average)

1960  
297 High-Poverty Counties



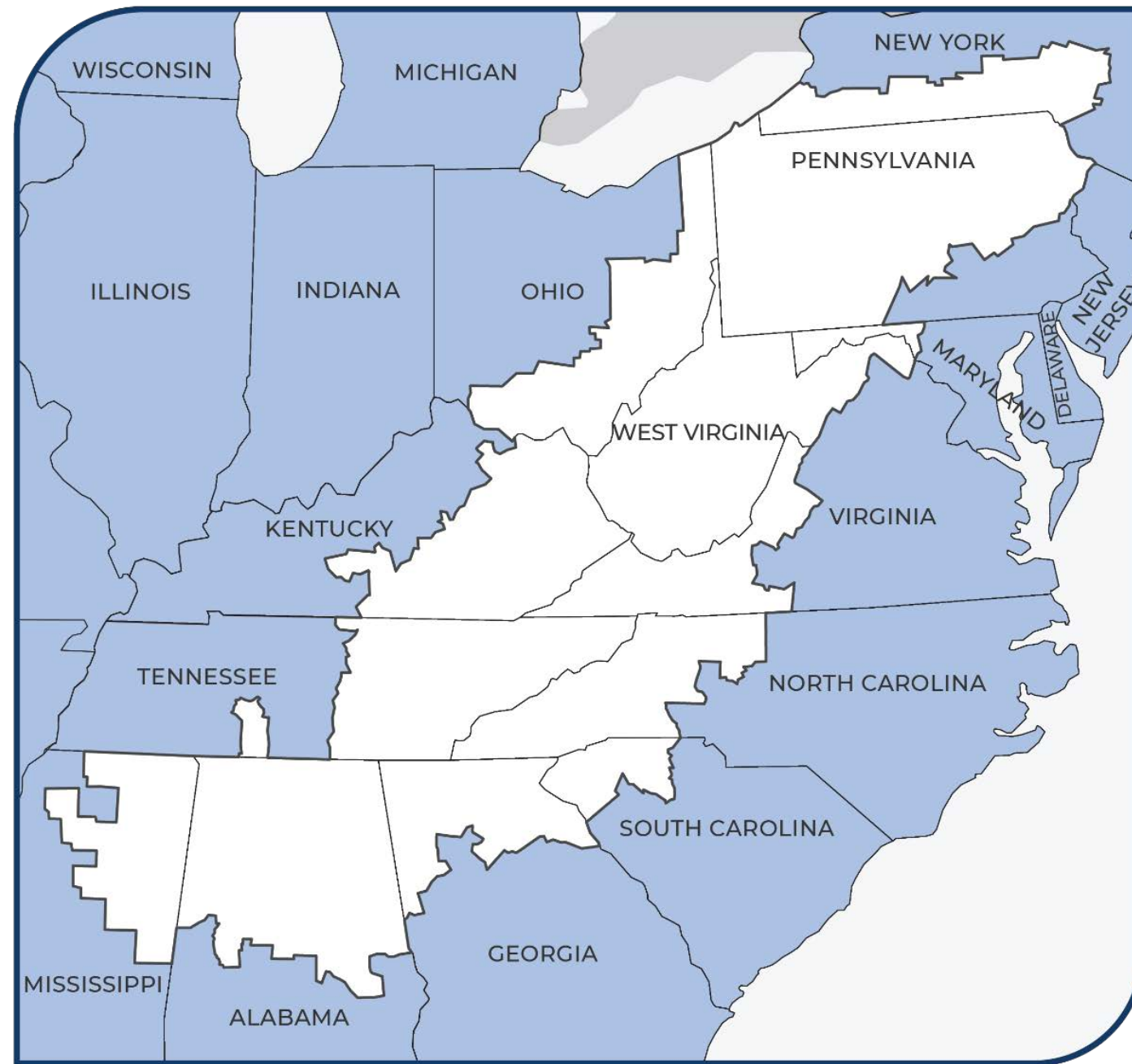
Data Source: U.S. Census Bureau, 1960 Census

2017-2021  
116 High-Poverty Counties



Data Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates, 2017-2021

# • Appalachian Regional Commission



## • ARC VISION STATEMENT

- Appalachia is a region of great opportunity that will achieve **socioeconomic parity** with the nation

## • ARC MISSION STATEMENT

- To innovate, partner and invest to build community capacity and strengthen economic growth in Appalachia

# Unique Structure

## Federal

- Federal Co-Chair appointed by the President
- Federal Office Staff

## State

- State Co-Chair Representing State Interests
- State Governors/Alternates
- State Program Managers
- LDDs

## Commission

- Executive Director
- Commission Staff

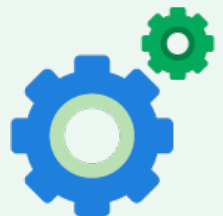
# ARC's Investment Priorities



**Building Appalachian Businesses**



**Building Appalachia's Workforce Ecosystem**



**Building Appalachia's Infrastructure**



**Building Regional Tourism and Culture**



**Building Community Leaders and Capacity**

# ARC Signature Grant Programs

- Area Development (aka ARC's Base Funding Program)
- POWER (Partnerships for Opportunity and Workforce Revitalization)
- INSPIRE (Investments Supporting Partnerships in Recovery Ecosystems)
- ARISE (Appalachia Regional Initiative for Stronger Economies)
- *READY*Appalachia



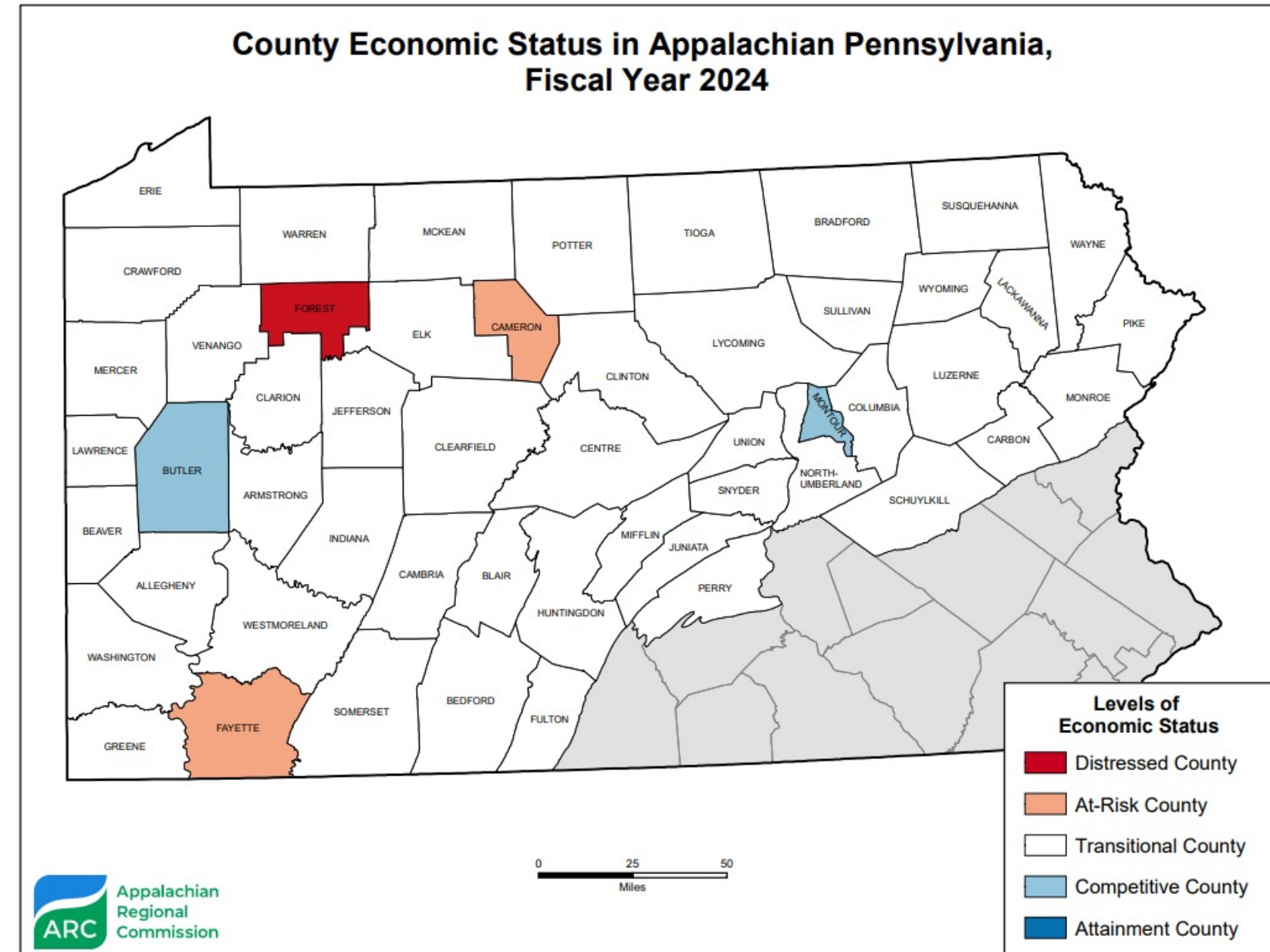
# Area Development



- ARC's base program
- Formula-driven and State-led: Funding is allocated first to the states to support local investment priorities and to empower Appalachian communities
- Varied Timelines, Application Processes, and Award Caps
- Applicants must work with their State Program Managers in the development of their project and submission of their proposal

# ARC in Pennsylvania

Allegheny, Armstrong, Beaver, Bedford, Blair, Bradford, Butler, Cambria, Cameron, Carbon, Centre, Clarion, Clearfield, Clinton, Columbia, Crawford, Elk, Erie, Fayette, Forest, Fulton, Greene, Huntingdon, Indiana, Jefferson, Juniata, Lackawanna, Lawrence, Luzerne, Lycoming, McKean, Mercer, Mifflin, Monroe, Montour, Northumberland, Perry, Pike, Potter, Schuylkill, Snyder, Somerset, Sullivan, Susquehanna, Tioga, Union, Venango, Warren, Washington, Wayne, Westmoreland, and Wyoming



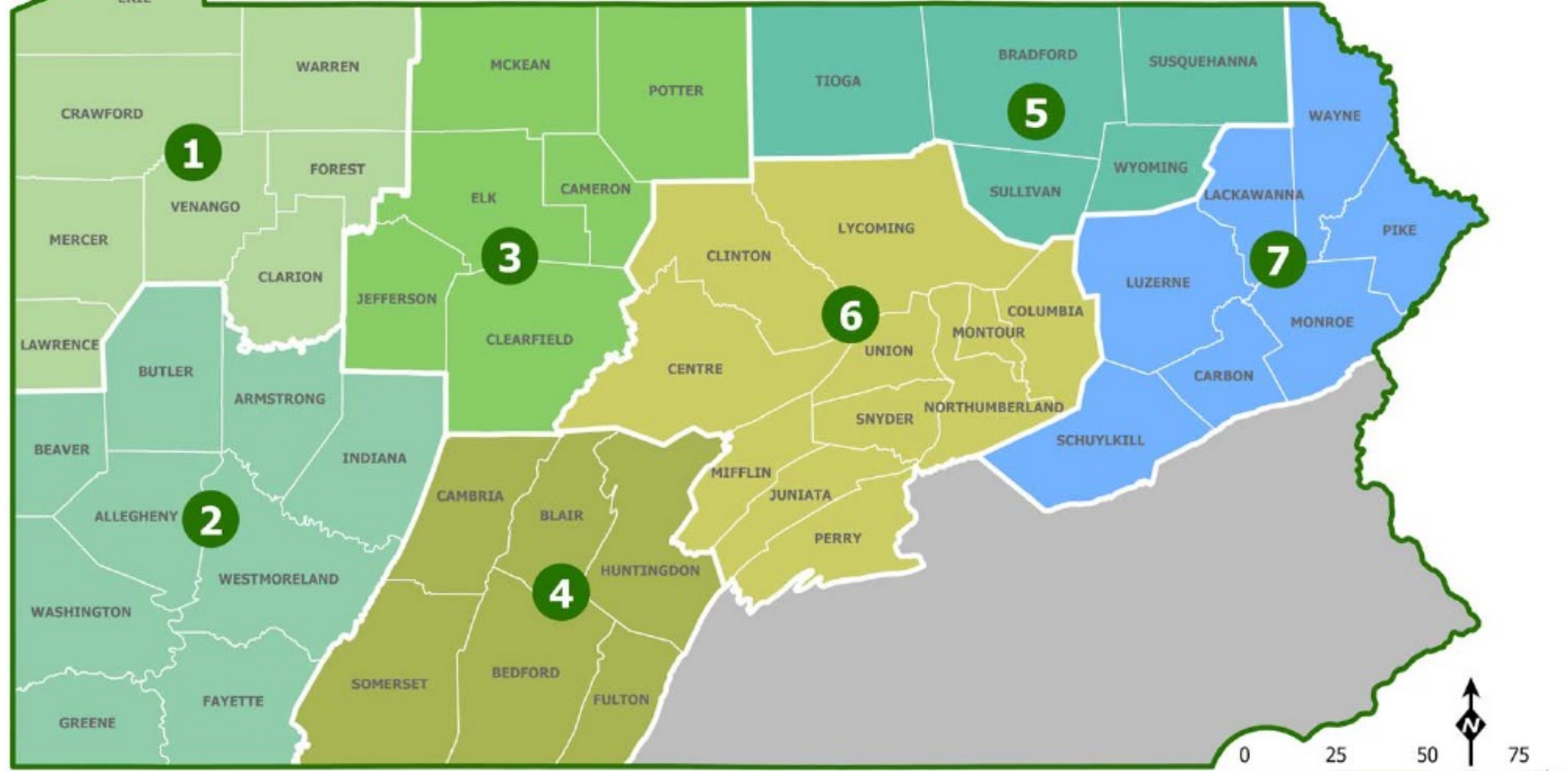




Appalachian Regional Commission



# LOCAL DEVELOPMENT DISTRICT NETWORK OF PENNSYLVANIA



**1 Northwest Pennsylvania Regional Planning & Development Commission**  
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 Web Site: www.northwestpa.org

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 Towanda, PA 18848  
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 Web Site: www.nepa-alliance.org

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**6 SEDA Council of Governments**  
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[www.paldd.org](http://www.paldd.org)



Map published by NEPA GIS:  
October 13, 2022

## • PA Contact Information

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Tracy Donley, Economic Development Analyst | [Tdonley@pa.gov](mailto:Tdonley@pa.gov)



# PENNSYLVANIA

## STATE PROFILE | FISCAL YEAR 2023

(OCTOBER 1, 2022–SEPTEMBER 30, 2023)

### FISCAL YEAR 2023 INVESTMENT SNAPSHOT



**\$40.5M** ARC INVESTMENT\*

**\$60.2M** PROJECT MATCH

**\$100.7M** TOTAL PROJECT INVESTMENT

**94** PROJECTS

**\$82.9M** ADDITIONAL PRIVATE INVESTMENTS LEVERAGED

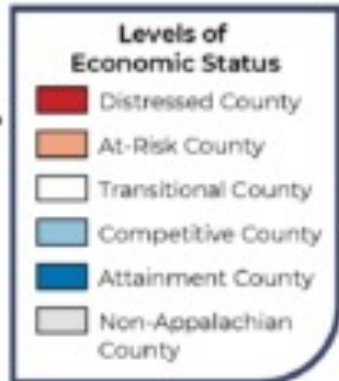
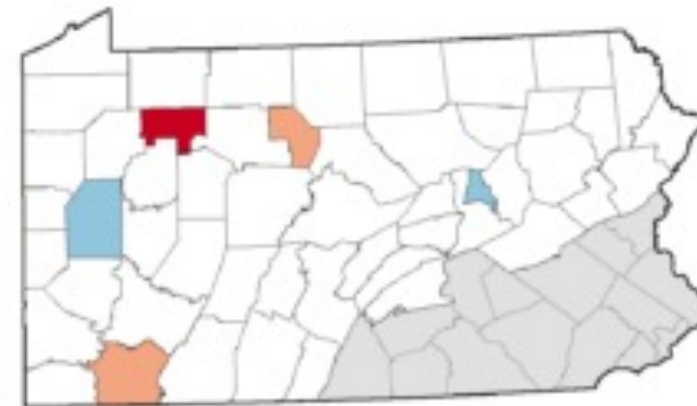
**9,720** JOBS CREATED OR RETAINED

**7,570** STUDENTS AND WORKERS TRAINED AND EDUCATED

**1,220** HOUSEHOLDS/BUSINESSES SERVED WITH INFRASTRUCTURE



### FY 2023 COUNTY ECONOMIC STATUS IN PENNSYLVANIA



### FISCAL YEAR 2023 INVESTMENT PRIORITIES



#### WORKFORCE ECOSYSTEM

**\$13M**

Invested in Pennsylvania to expand community systems that will help Appalachians obtain a job, stay on the job, and advance their careers



#### BUILDING BUSINESSES

**\$11.1M**

Invested in entrepreneurship and business development to strengthen the economy in Appalachian Pennsylvania



#### COMMUNITY INFRASTRUCTURE

**\$9M**

Invested in Pennsylvania to ensure access to reliable and affordable broadband, clean water and updated wastewater systems, highways, and more

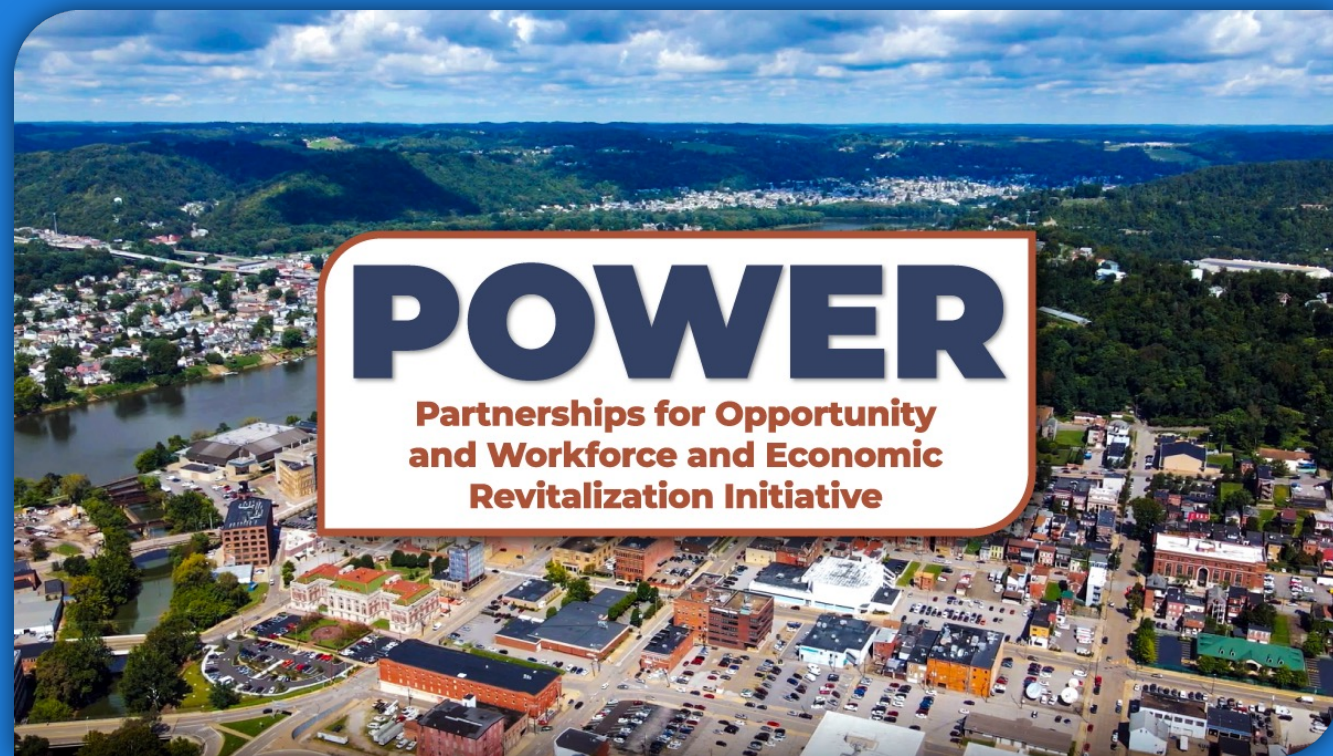


#### ADDITIONAL PRIORITIES

**\$7.4M**

Invested to grow the capacity of local leaders, organizations, and communities and preserve Pennsylvania's local history, culture, and natural assets

\*An additional \$5.5 million in Federal-aid Highway funds was approved by ARC for Pennsylvania projects through the Local Access Road program.



- Special program for communities impacted by the downturn of the coal economy
- \$65 million available in 2024
- Grants of up to \$2 million (\$2.5 million for broadband)
- Application Window: Winter - Early Spring
- [www.arc.gov/POWER](http://www.arc.gov/POWER)



- Special emphasis on multistate activities: must involve activities and partners in at least two states
- Grants of up to \$10 million for implementation and \$500,000 for planning
- Rolling application process
- [www.arc.gov/ARISE](http://www.arc.gov/ARISE)

# • **Applicable to all ARC Grant Programs**

- **Eligible Grantees include:**

- Local development districts (LDDs)
- Indian Tribes or a consortium of Indian Tribes
- States, counties, cities, or other political subdivision of a state, including a special purpose unit of a state or local government engaged in economic or infrastructure development activities, or a consortium of political subdivisions
- Institutions of higher education or a consortium of institutions of higher education
- Public or private nonprofit organizations or associations

- **Eligible Projects must:**

- Target counties within the Appalachian Region as indicated by the Appalachian Development Act of 1965

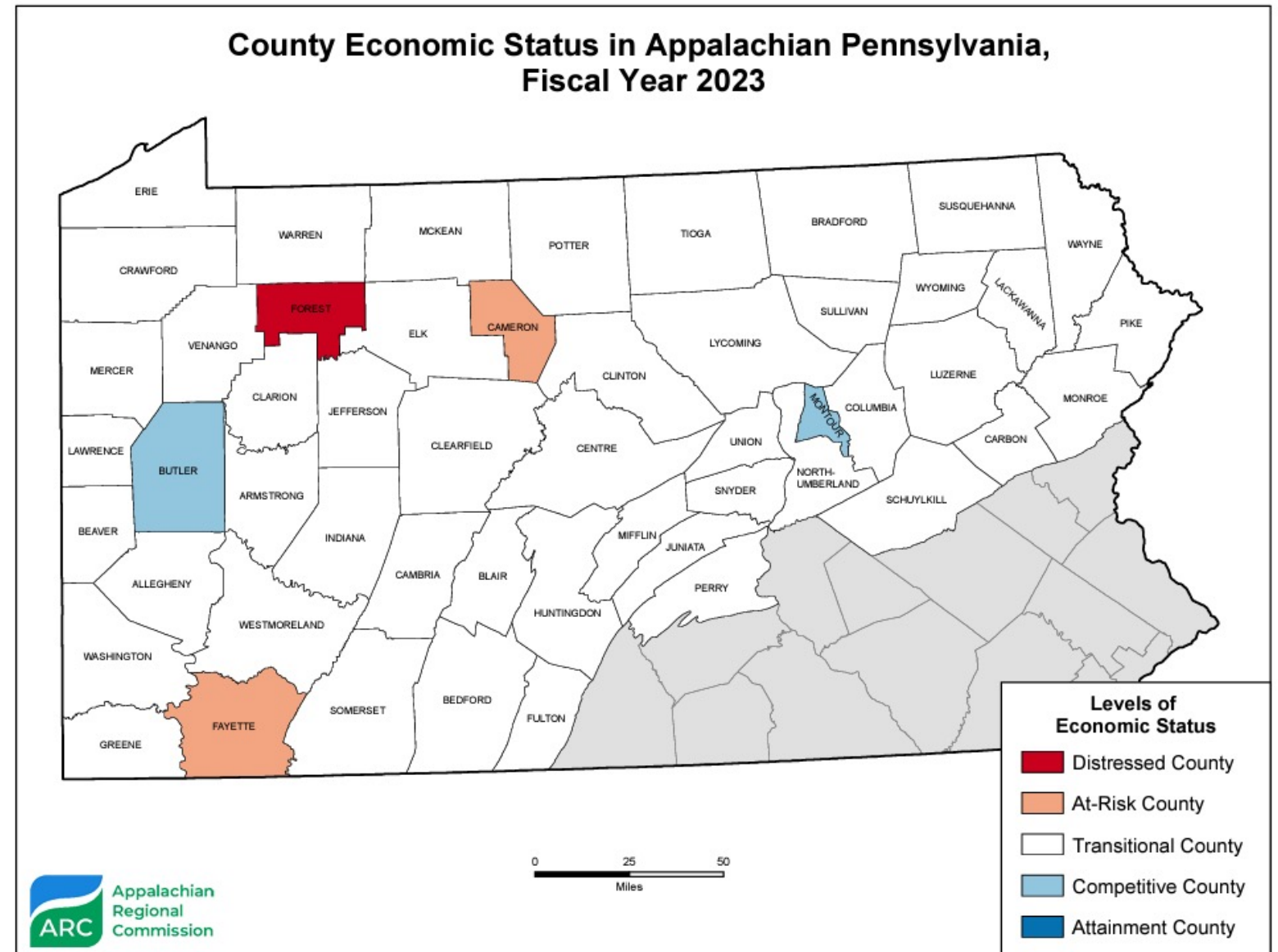
- **OMB Regulations:**

- Title 2 of the Code of Federal Regulations (CFR), Part 200 (“2 CFR Part 200”)

# Match Requirements

ARC match rates are determined by county economic status designations

County Designation	Max ARC	Min Match
Distressed	80%	20%
At-Risk	70%	30%
Transitional	50%	50%
Competitive	30%	70%
Attainment	0%	100%



# ARC and Brownfields



# ARC and Brownfields

Remediation –  
EPA



Repurposing - ARC

- Planning and assessment
- Environmental testing
- Cleanup



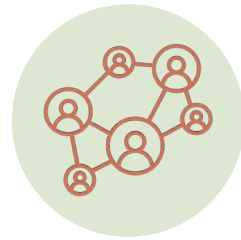
- Feasibility analysis
- Infrastructure
- Redevelopment



# Project Development Fundamentals



Assessing the Need  
(Problem/Opportunity)



  
Identifying Partners



Designing Your  
Program/Scope of  
Work



Establishing Outcomes  




Determining Budget



Securing Match  

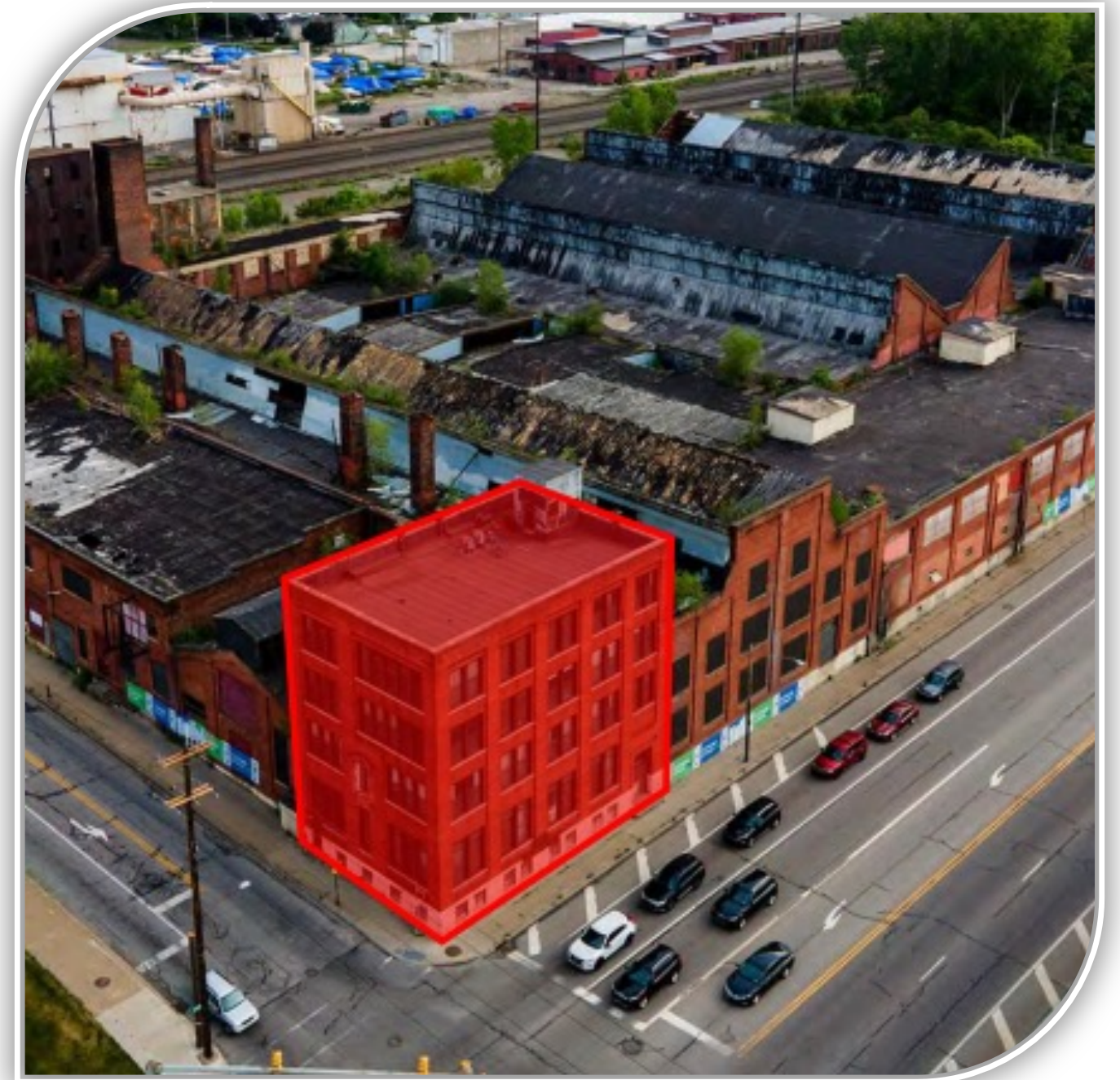

# Brownfield Redevelopment Profiles for the Southern Tier Central Region– Planning

- **Grantee:** Southern Tier Central Regional Planning and Development Board
- **Location:** Chemung, Schuyler, and Steuben County, NY
- **Grant Amount:** \$40,000 (Area Development)
- **Scope of Work:** The grantee created profiles and an online map for 20 possible brownfield redevelopment sites in New York's tri-county Southern Tier Central region including information on regulations, land use restrictions, possibility of contamination, and opportunities.



# Ironworks Square Development– Industrial Site

- **Grantee:** Enterprise Development Center of Erie County
- **Location:** Erie, PA
- **Grant Amount:** \$1,582,034 (Area Development)
- **Scope of Work:** The project included renovations to the 9,600-square-foot building for a mix of office and industrial uses in an economically-distressed neighborhood. Upon completion, the building is expected to accommodate 3-5 businesses and create 10 jobs.
- Prior to the ARC grant, the EDCEC purchased the property, commissioned a feasibility study on adaptive reuse of the site, and began



# Pickens Doodle Trailhead Project – Outdoor Recreation

- Grantee: City of Pickens
- Location: Pickens, SC
- Grant Amount: \$500,000 (Area Development)
- Scope of Work: The project repurposes a rail depot to create a recreation area featuring an ADA-compliant playground and restrooms, outdoor exercise equipment, and an open-air farmers market with access to the 7.5-mile Doodle Trail. The project will attract 10,000 annual daytime visitors, generate ~\$318,000 in new revenue, and improve 200 businesses.
- The EPA's Brownfield Clean-up Grant was awarded prior to the ARC grant to remove lead and asbestos prior demolition of the depot; funding from the SC Recreational Trails Program was also granted to extend the trail from the



# Connect with ARC



[Twitter.com/ARC.gov](https://twitter.com/ARC.gov)



[facebook.com/ARC.gov](https://facebook.com/ARC.gov)



[linkedin.com/company/appalachian-regional-commission](https://linkedin.com/company/appalachian-regional-commission)



**In the Region**

[arc.gov/newsletter-signup](https://arc.gov/newsletter-signup)

# Additional Programs Information



- Building and strengthening local recovery-to-work ecosystems
- \$13 million available in 2024
- Grants of up to \$500,000
- Application Window: Early Winter-Spring
- [www.arc.gov/INSPIRE](http://www.arc.gov/INSPIRE)





- Community Capacity Building Initiative
- 4 economic development pillars:
  - Nonprofits
  - Local Development Districts
  - Community Foundations
  - Local Governments
- Small-group virtual training and match-free grant funding
- [www.arc.gov/ready](http://www.arc.gov/ready)



- Partnership with the Department of Labor, in collaboration with the Delta Regional Authority and the Northern Border Regional Commission
- WORC is a competitive workforce grant program funded and reviewed by DOL with no match requirement
- Funding targeted exclusively to entities within the ARC region
- ARC provides technical assistance post-award for WORC grantees in the region
- [www.arc.gov/WORC](http://www.arc.gov/WORC)

# Academies and Institutes

<https://www.arc.gov/academies-and-institutes/>



## Appalachian STEM Academy

Middle and High Schools Students/Teachers

Application Window: Early Winter



## Appalachian Entrepreneurship Academy

High Schools Students

Application Window: Early Winter



## Appalachian Collegiate Research Initiative

College Students

Application Window: Early Winter



## Appalachian Leadership Institute

Appalachians interested in community/economic development

Application Window: Spring

# • Research and Evaluation

Publicly  
Accessible

Regional Insight  
and Awareness

Multipurpose  
Data with a  
Broad Scope

Information to  
Support Data-  
Driven Decision  
Making

GIS Data and  
Mapping

Evaluations of  
ARC's  
Investments

Contractual  
Opportunities  
for Outside  
Firms

- Appalachian Highway Development System (ADHS)

<https://www.arc.gov/appalachian-development-highway-system/>

- Local Development District (LDD) Program

- J-1 VISA Waiver Program

<https://www.arc.gov/j-1-visa-waivers/>

- ELEVATE

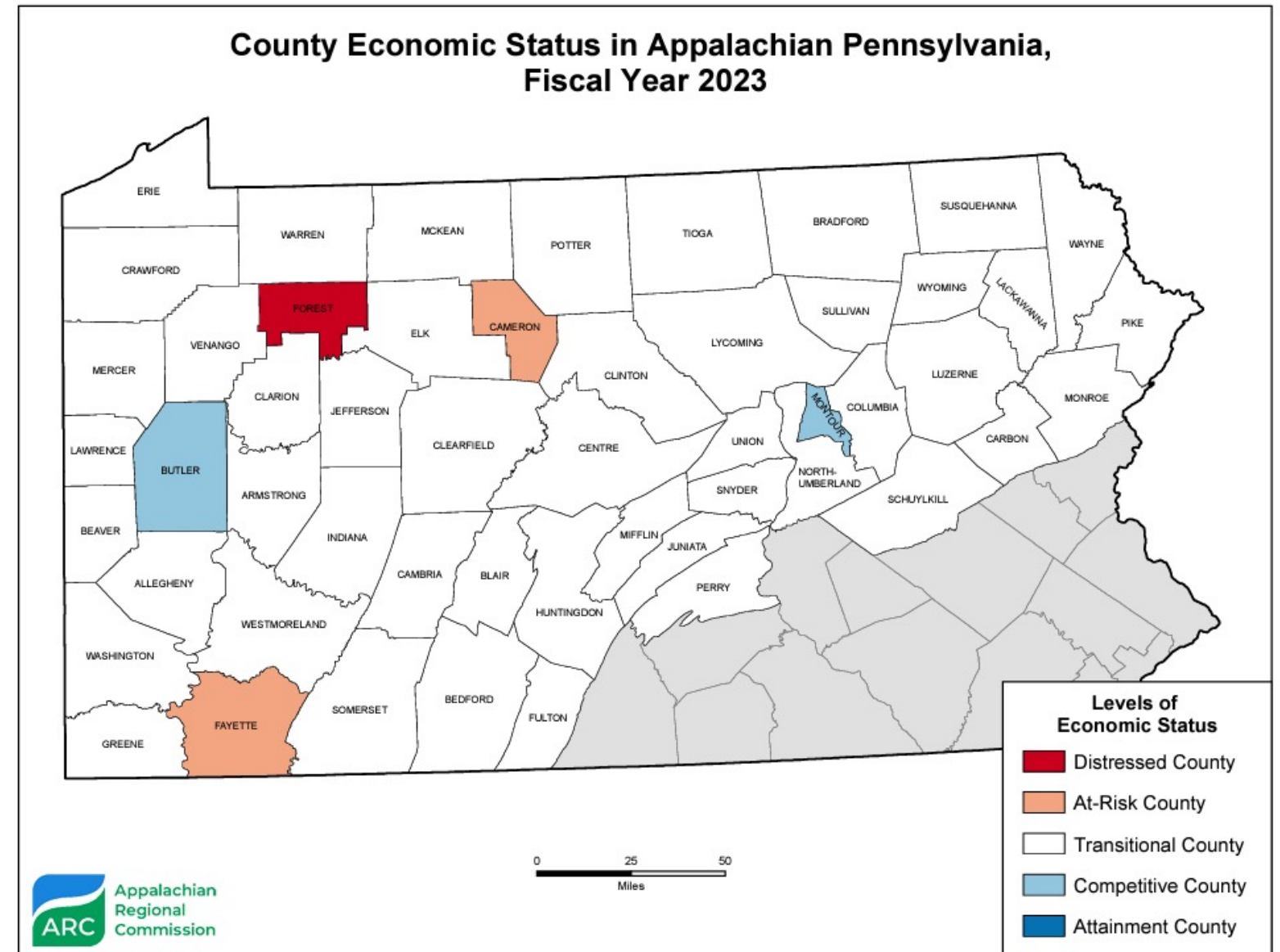
<https://www.arc.gov/ELEVATE/>



# PA ARC Program Information

# ARC in Pennsylvania

Allegheny, Armstrong, Beaver, Bedford, Blair, Bradford, Butler, Cambria, Cameron, Carbon, Centre, Clarion, Clearfield, Clinton, Columbia, Crawford, Elk, Erie, Fayette, Forest, Fulton, Greene, Huntingdon, Indiana, Jefferson, Juniata, Lackawanna, Lawrence, Luzerne, Lycoming, McKean, Mercer, Mifflin, Monroe, Montour, Northumberland, Perry, Pike, Potter, Schuylkill, Snyder, Somerset, Sullivan, Susquehanna, Tioga, Union, Venango, Warren, Washington, Wayne, Westmoreland, and Wyoming

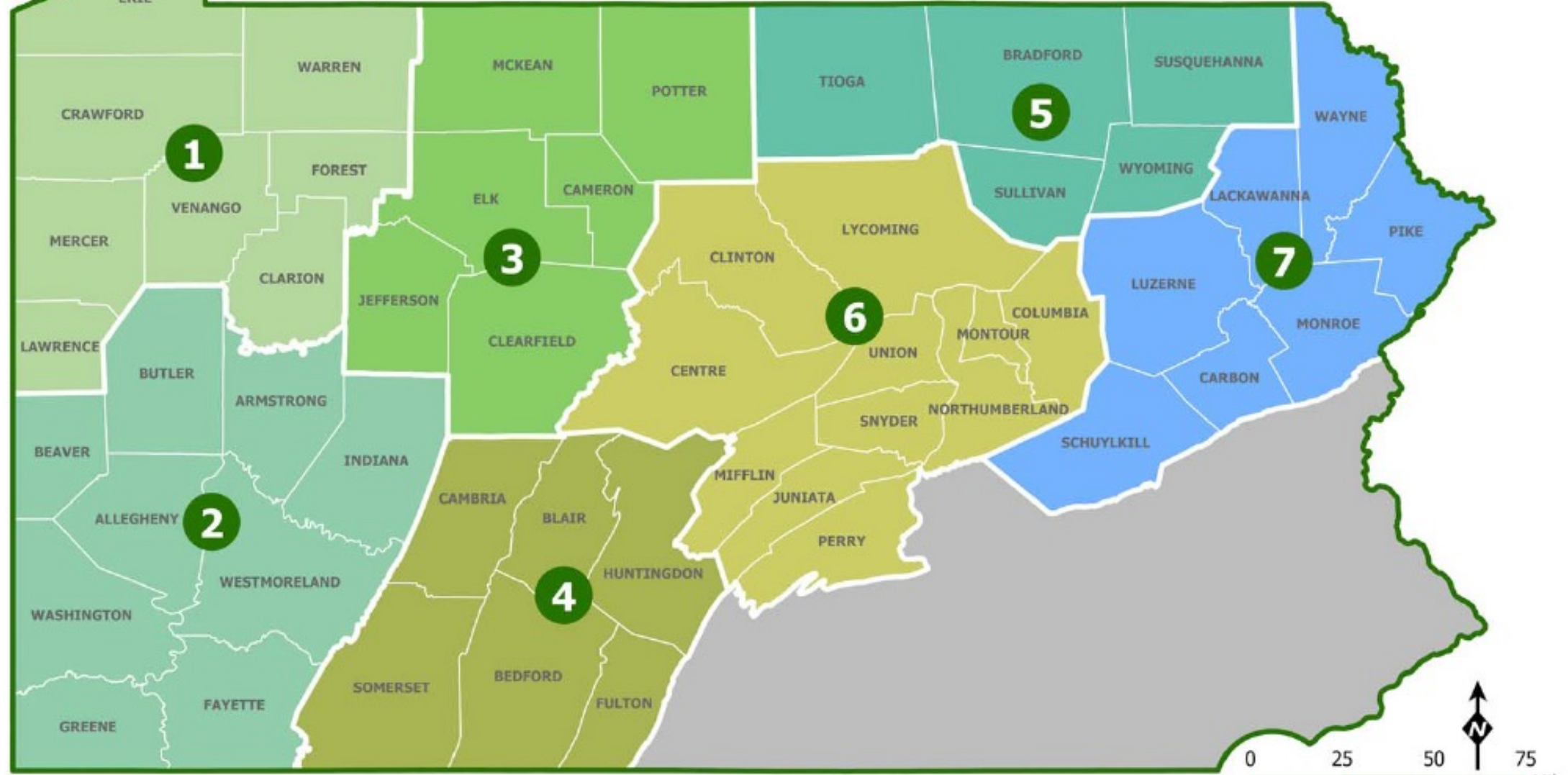




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 Web Site: www.nepa-alliance.org

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 Web Site: www.spcregion.org

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[www.paldd.org](http://www.paldd.org)



Map published by NEPA GIS:  
October 13, 2022



# Local Development Districts

PENNSYLVANIA

CAMERON, CLEARFIELD, ELK, JEFFERSON, MCKEAN, POTTER

## North Central Pennsylvania Regional Planning and Development Commission

814.773.3162 - <http://www.ncentral.com>

PENNSYLVANIA

CARBON, LACKAWANNA, LUZERNE, MONROE, PIKE, SCHUYLKILL, WAYNE

## Northeastern Pennsylvania Alliance

570.655.5581 - <http://www.nepa-alliance.org>

PENNSYLVANIA

BRADFORD, SULLIVAN, SUSQUEHANNA, TIOGA, WYOMING

## Northern Tier Regional Planning and Development Commission

570.265.9103 - <http://www.northerntier.org/>

PENNSYLVANIA

CLARION, CRAWFORD, ERIE, FOREST, LAWRENCE, MERCER, VENANGO, WARREN

## Northwest Pennsylvania Regional Planning and Development Commission

814.677.4800 - <http://www.northwestpa.org/>

PENNSYLVANIA

CENTRE, CLINTON, COLUMBIA, JUNIATA, LYCOMING, MIFFLIN, MONTOUR, NORTHUMBERLAND, PERRY, SNYDER, UNION

## SEDA–Council of Governments

570.524.4491 - <http://www.seda-cog.org/>

PENNSYLVANIA

BEDFORD, BLAIR, CAMBRIA, FULTON, HUNTINGTON, SOMERSET

## Southern Alleghenies Planning and Development Commission

814.949.6500 - <http://www.sapdc.org/>

PENNSYLVANIA

ALLEGHENY, ARMSTRONG, BEAVER, BUTLER, FAYETTE, GREENE, INDIANA, WASHINGTON, WESTMORELAND

## Southwestern Pennsylvania Commission

412.391.5590 - <http://www.spcregion.org/>

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# Questions & Autographs



# Thank you!

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Photos created by Unsplash

Photo parchment by Freepick

