

2020 EPA ALL GRANTEE MEETING MARKETING YOUR SITE ~ GETTING TO THE RIBBON CUTTING

Redevelopment Process – Many Steps Along the Way

Assessment



Development Concepts



Remediation



Construction



Redevelopment Process – NOT an episode of Yard Crashers

1 Episode & 1 Weekend of Work:



Before photo – Bakery Square, Pittsburgh



Photo courtesy of the official Bakery Square website

After photo – Bakery Square, Pittsburgh



Redevelopment Process – Takes Years to Complete

BAKERY SQUARE DEVELOPMENT (FORMER NABISCO FACTORY)

TIMELINE

- 1918: The Nabisco Bakery is built.
- 1998: Nabisco Factory closes.
- 1999: RIDC takes control of building.
- 2004: Bake-Line Group declares bankruptcy.
- 2006: City of Pittsburgh declares site "blighted."
- 2007: RIDC receives DEP grant for environmental remediation.
- 2007: Environmental remediation begins.
- 2007: Walnut Capital Purchases the property from the RIDC.
- 2007: Construction begins on the site.
- 2010: First tenant, Marriott Spring Suites Hotel, opens for business on site.

So, to do Brownfield Redevelopment.....

All you need is

TIME

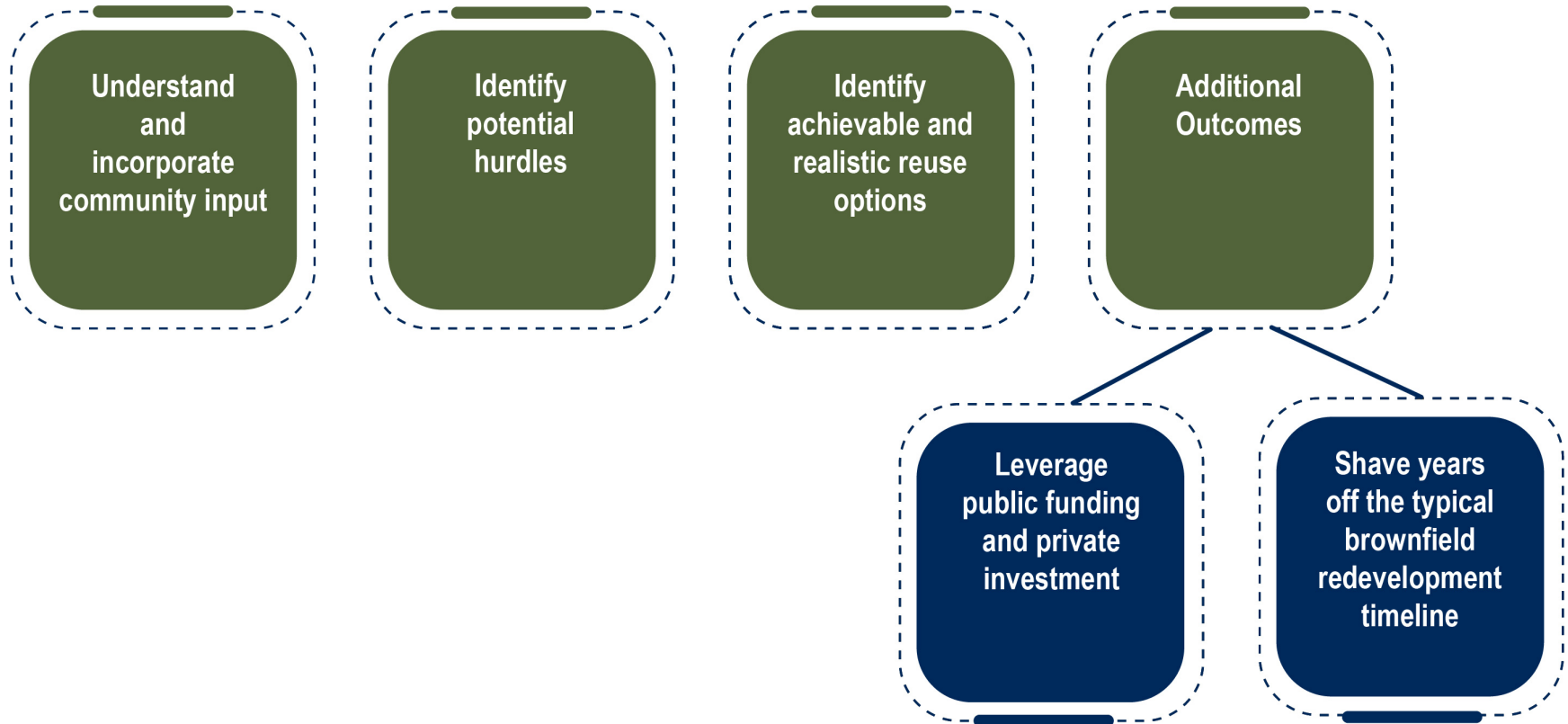


MONEY



**But, effective Reuse Planning will
save you both!!**

Reuse Planning Benefits



Brownfield Redevelopment in Carlisle, PA

Carlisle Background



- * Borough of 18,682 people in Cumberland County, located on Pennsylvania Turnpike in the Harrisburg-Carlisle Metropolitan Area
- * Significant history: Founded by Benjamin Rush (signer of Declaration of Independence), defended by General George Washington, Civil War battle site, home of athlete Jim Thorpe
- * Significant institutions including historic downtown, U.S. Army War College, Dickinson College, Carlisle Events Center

2008



Tire & Wheel Site

IAC Site

Tyco Site

Manufacturing & Job Losses

- * **International Automotive Components (IAC)** – peak employment of 3,500 in 900,000 square feet of manufacturing space, **closed 2008**
- * **Tyco Electronics** – 3-acre site, 117 workers laid off, **closed 2009**
- * **Carlisle Tire & Wheel** – 380,000 square feet with 340 workers, **closed 2010**
- * **All three sites in same section of Carlisle, all brownfields**



Carlisle Urban Revitalization Plan


- * **Inter-governmental & public-private partnership:** Collaborative effort of Borough of Carlisle, Cumberland County, North Middleton Township, Commonwealth of Pennsylvania, U.S. EPA, and private sector including Carlisle Events Center and RE Invest Solutions LLC
- * Launched **Carlisle Urban Development Plan Process:** Engage community to identify best reuse vision for closed factories, in way that connects new development with traditional downtown, established neighborhoods, affordable housing, and key community institutions ie Carlisle Events & Dickinson College
- * Started with a small cobbled-together \$30,000 effort
- * Secured an **EPA Brownfields Areawide Planning Grant**
- * Secured an **EPA Brownfield Assessment Grant** that was also used for planning
- * Secured an **EPA Technical Assistance Planning Grant**

Phase 1: Due Diligence

- **Background Information and Data**
 - ▣ Understand current local and regional initiatives
 - ▣ Identify data gaps relative to information necessary to develop viable reuse options
- **Existing Conditions Analysis**
 - ▣ Identify potential physical barriers or site constraints including environmental, geotechnical, infrastructure, and traffic conditions
- **Stakeholder Engagement**
 - ▣ Community Meetings, Stakeholder Interviews
 - ▣ Design Workshops, Visual Preference Survey, etc
 - ▣ Online Surveys

Phase 2: Market Study

□ Real Estate Market Study



Interviews with
stakeholders
(e.g. brokers)

Economic
clusters

Retail and real
estate market
analysis to identify
sustainable
end uses

Includes retail,
office, industrial,
and housing

Phase 3: Development Scenarios

□ Development Scenarios, Zoning, and Community Impact

Three potential
development
scenarios

Focus on legal
permissibility,
physical possibility,
financial feasibility,
and maximum
productivity

Presented
in matrix format
with site rendering
for each

Cost estimation
and pro formas

Phase 4: Implementation Strategy



- ❑ Organize for Effective Resource Advocacy
- ❑ Identify Priority Public Sector Projects
- ❑ Delineate Project Phasing & Estimate Project Costs
- ❑ Align Funding Sources to Project Components & Phases
- ❑ Establish Matching/Leverage Strategies & Assess Feasibility of Debt Financing
- ❑ Create Strategic Plans & Outreach Materials for Each Priority Project

Resource RoadMap for Implementation

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

IAC/Masland Site - 2008



IAC/Masland Site – Future Plans



Tire & Wheel Site - 2008



Tyco Site - 2008



Tyco Site – Future Plans



Carlisle Investments

► **Since endeavor launched: Grants & funding over \$26 million!**

- \$12.9 million TIF financing
- \$200,000 PA ISRP grants for assessment and cleanup
- \$5 million TIGER Grant (U.S. Department of Transportation)
- \$4.5 million in 3 Multimodal Grant (Pennsylvania Department of Transportation)
- \$4.5 million RCAP (Commonwealth Financing Agency of PA)
- \$599,000 Chesapeake Bay Stewardship Fund Grant (National Fish & Wildlife Foundation)
- \$400,000 Brownfields Assessment Grant (U.S. Environmental Protection Agency)
- \$380,000 Transportation Alternatives Program Grant (Federal Highway Administration)
- \$200,000 Brownfields Area-Wide Planning Grant (U.S. Environmental Protection Agency)
- \$200,000 Environmental Work Force Development and Job Training Grant (U.S. Environmental Protection Agency)
- \$43,500 Body-Worn Camera Pilot Implementation Grant (U.S. Department of Justice)
- \$30,000 Green Streets-Green Jobs-Green Towns Grant (Chesapeake Bay Trust)
- \$10,000 Our Town Grant (National Endowment for the Arts)
- \$300,000 PA DCNR C2P2 Grant Land Water Conservation Fund
- \$200,000 PA DEP Stormwater Management Grant

*** Plus nearly \$100M in private sector investments!**

Keep Selling the Story

EPA Region 3 People's Choice Reuse Project



Carlisle PA Urban Redevelopment Plan :

Three Brownfields = Millions in Revitalization Investment

Community Benefits

Former IAC/Masland Site. The initial effort for redevelopment of this site was accomplished during 2018 and 2019 by re-establishing the street grid to re-connect the surrounding neighborhoods to historic Downtown Carlisle. June of 2019 saw the groundbreaking ceremony for the new Homewood Suites by Hilton. In addition to the hotel, Marcello's Ristorante, which has a location near Calvary Road in Carlisle, is building a new restaurant on the site. Significant transportation infrastructure projects – designed to support the redevelopment of the site and its connection to downtown – will include construction of two roundabouts and realignment of a key intersection are constructed or underway.



Former Tyco Site. The site was purchased by the Real Estate Collaborative (REC), a subsidiary of Cumberland County Economic Development Corporation (CAEDC), in 2017. During the summer of 2019, the effort to get the site pad-ready began in earnest with the demolition of the existing buildings at the site. REC plans to redevelop the three-acre site into Hanover Commons which will feature retail and office space.

Former Tire & Wheel Site. The site was made pad-ready with demolition and remediation happening between 2015 and 2017. Phase 1 of the site redevelopment was completed in 2018. One key component was the re-establishment of the neighborhood street grid that had been lost as the former plant was expanded. The former industrial site has been transformed into The Townhomes at Factory Square, a new residential neighborhood, with its own playground, has been seamlessly integrated into the surrounding historic residential neighborhood. Phase 2 of the redevelopment was started in August 2019. The Flats at Factory Square will have apartment buildings, a club house, retail space and a small park. 25% of the apartments will be reserved for Veteran's housing.



Contacts For Further Information:

EPA: Project Officer Patricia Corbett, Region 3

Grantee: Tim Whelan, Executive Director, Cumberland County Housing and Redevelopment Authorities

Celebrate the Successes



Parting Thoughts

- ❑ **Be Creative in utilizing your EPA Resources, especially your PO!**
- ❑ **Engage Stakeholders at every level – Local, State, Federal**
- ❑ **Publicly Celebrate every step in the forward progress – groundbreaking, grant awards, ribbon cuttings**
- ❑ **Generate excitement about new beginnings.**

Thank You and Best Wishes for Success!!

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