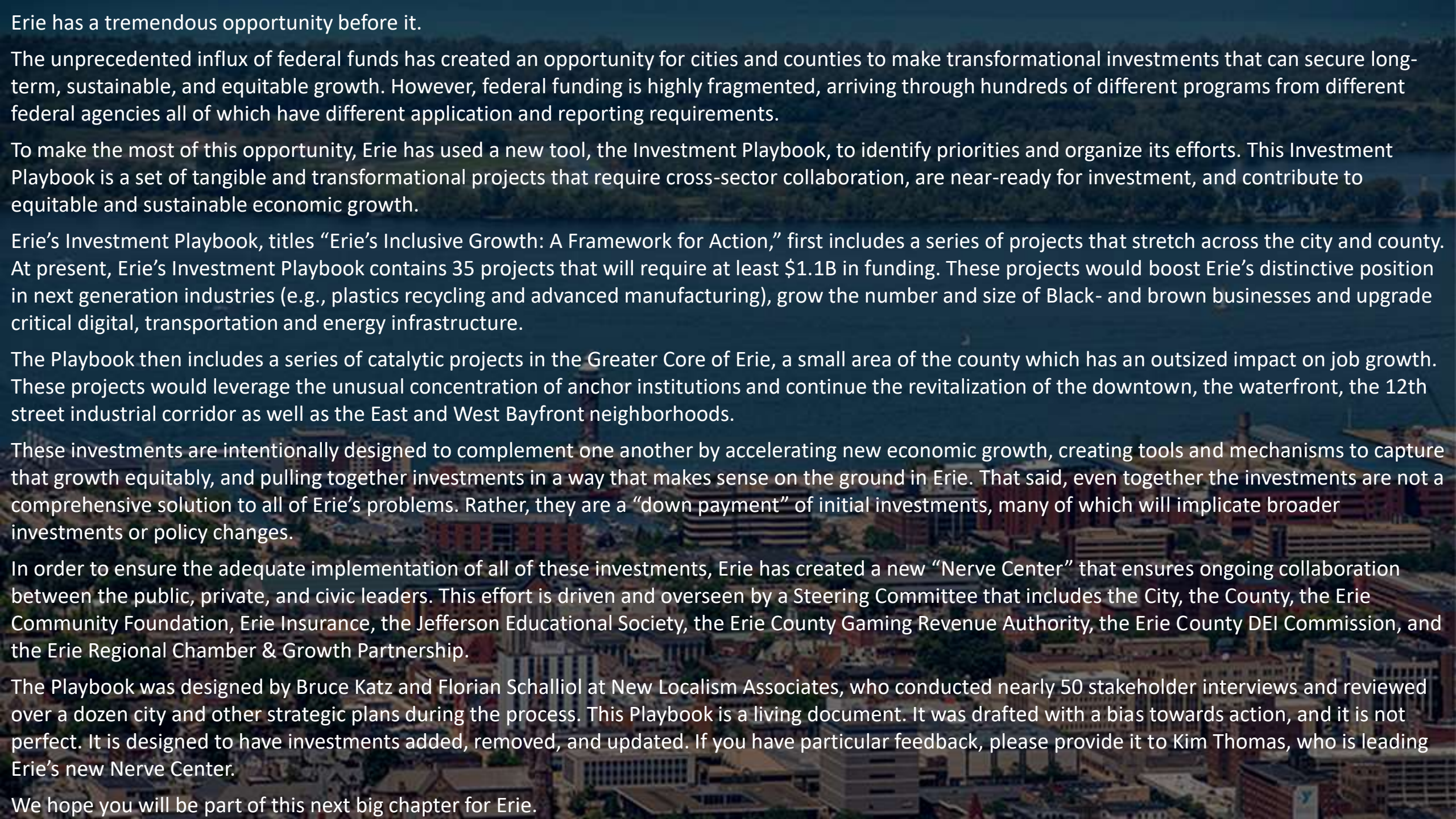


Erie's Inclusive Growth: A Framework for Action

Investment Playbook

Work In Progress Draft
July 5, 2022





Erie has a tremendous opportunity before it.

The unprecedented influx of federal funds has created an opportunity for cities and counties to make transformational investments that can secure long-term, sustainable, and equitable growth. However, federal funding is highly fragmented, arriving through hundreds of different programs from different federal agencies all of which have different application and reporting requirements.

To make the most of this opportunity, Erie has used a new tool, the Investment Playbook, to identify priorities and organize its efforts. This Investment Playbook is a set of tangible and transformational projects that require cross-sector collaboration, are near-ready for investment, and contribute to equitable and sustainable economic growth.

Erie’s Investment Playbook, titled “Erie’s Inclusive Growth: A Framework for Action,” first includes a series of projects that stretch across the city and county. At present, Erie’s Investment Playbook contains 35 projects that will require at least \$1.1B in funding. These projects would boost Erie’s distinctive position in next generation industries (e.g., plastics recycling and advanced manufacturing), grow the number and size of Black- and brown businesses and upgrade critical digital, transportation and energy infrastructure.

The Playbook then includes a series of catalytic projects in the Greater Core of Erie, a small area of the county which has an outsized impact on job growth. These projects would leverage the unusual concentration of anchor institutions and continue the revitalization of the downtown, the waterfront, the 12th street industrial corridor as well as the East and West Bayfront neighborhoods.

These investments are intentionally designed to complement one another by accelerating new economic growth, creating tools and mechanisms to capture that growth equitably, and pulling together investments in a way that makes sense on the ground in Erie. That said, even together the investments are not a comprehensive solution to all of Erie’s problems. Rather, they are a “down payment” of initial investments, many of which will implicate broader investments or policy changes.

In order to ensure the adequate implementation of all of these investments, Erie has created a new “Nerve Center” that ensures ongoing collaboration between the public, private, and civic leaders. This effort is driven and overseen by a Steering Committee that includes the City, the County, the Erie Community Foundation, Erie Insurance, the Jefferson Educational Society, the Erie County Gaming Revenue Authority, the Erie County DEI Commission, and the Erie Regional Chamber & Growth Partnership.

The Playbook was designed by Bruce Katz and Florian Schalliol at New Localism Associates, who conducted nearly 50 stakeholder interviews and reviewed over a dozen city and other strategic plans during the process. This Playbook is a living document. It was drafted with a bias towards action, and it is not perfect. It is designed to have investments added, removed, and updated. If you have particular feedback, please provide it to Kim Thomas, who is leading Erie’s new Nerve Center.

We hope you will be part of this next big chapter for Erie.

The Playbook invests heavily in Erie's Greater Core, but has substantial effects across the city and county

The Layers of Erie's Investment Playbook

Erie's "Greater Core"*

The initial focus of this Investment Playbook is the "Greater Core. This includes place-based investment portfolios in the downtown, along the waterfront, in the East and West Bayfronts, and along the 12th street corridor.

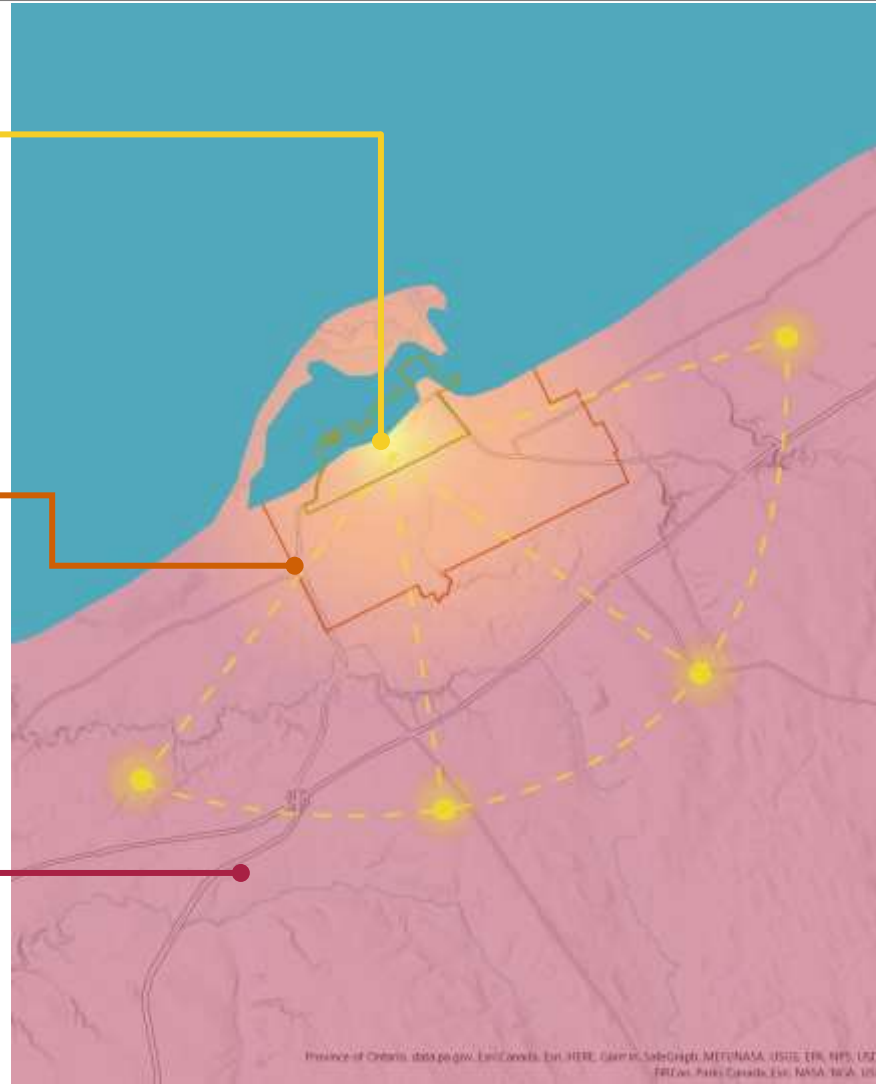
*"Greater Core" includes Downtown, East and West Bayfront, Bayfront, and 12th street corridor)

The City of Erie

Many of the place-based investments in the Playbook are new ideas that can be implemented anywhere in Erie (e.g., purchase and renew anchor buildings, create community equity districts).

Erie County and the Surrounding Region

The cross-cutting elements of the Investment Playbook (e.g., infrastructure, economic clusters, and entrepreneurship) are focused county-wide.



How the Playbook Affects the Region

1. Cross-cutting investments are county-wide

Erie cannot be successful unless the entire region succeeds. As a result, significant investment in infrastructure, entrepreneurship, and economic clusters are being made across the County.

2. Investments in the Core have broad effects

In some cases, investments in Erie's Greater Core provide the most "bang for the buck" (for example, because of existing economic activity or the placement of the waterfront). Further investment in those areas can be captured and broadened through equitable mechanisms (e.g., new homeownership programs, community equity districts).

3. The Playbook is connected to regional efforts

The entities working to implement the Playbook are connected to county- and regional efforts, ensuring county and regional stakeholders realize similar benefits.

4. Investments can be added to broaden impact

The Investment Playbook is a living document. Its current contents will shift as other investments are prioritized and completed. If there is sufficient interest in other investments, they can be added to this Playbook or used to create a separate Playbook.

In total, the Investment Playbook prioritizes 35 transformational investments

Cross-cutting

Clusters: Build clusters in plastics recycling, advanced manufacturing, and tech	Entrepreneurship: Boost entrepreneurship, with a focus on Black- and brown-owned small businesses	Infrastructure: Accelerate community-wide infrastructure and quality of life improvements
1.1 Create center for manufacturing competitiveness and heavy industrial battery test center	2.1 Boost programming and capacity of entrepreneurial support organizations	3.1 Invest in complete broadband regionally
1.2 Invest in new recycling plants and technologies	2.2 Provide quality capital for Erie small businesses that is fit to purpose	3.2 Increase connection to Presque Isle via Millcreek Presque Isle Gateway District
1.3 Create Great Lakes Testing and Remediation Lab	2.3 Establish Supply Erie to direct more procurement to local businesses	3.3 Implement Active Erie Transportation Plan
1.4 Create Corry CATCH Hub		3.4 Improve power grid to create renewable, dependable energy for city core
		3.5 Expand capacity of City Planning Office

Place-based

Downtown: Accelerate and advance further developments in downtown Erie	Bayfront: Reimagine Erie's relationship with its waterfront	12th street corridor: Redevelop 12 th street corridor from previous industrial uses	Neighborhoods: Transform neighborhoods and increase equity
4.1 Launch new EDDC Fund	5.1 Complete Bayfront Place mixed-use development	6.1 Purchase and renovate former EMI site	7.1 Expand Erie Center for Arts and Technology
4.2 Invest in complete streets and new streets	5.2 Complete Harbor Place development	6.2 Identify, purchase, and remediate 3-5 other properties for new uses	7.2 Accelerate East Side Renaissance
4.3 Expand continuum of care for those experiencing homelessness	5.3 Implement Bayfront Parkway Central Corridor Project	6.3 Boost capacity of Erie County Redevelopment Authority	7.3 Revive Savocchio Opportunity Park
4.4 Accelerate adaptive reuse of key anchor properties on State Street between 9th and 14th streets	5.4 Invest in new and revised stormwater systems		7.4 Complete HANDS Hammermill affordable housing development
	5.5 Establish World Class Waterfront Task Force		7.5 Implement Redevelopment Authority of the City of Erie (RACE) Comprehensive Housing Plan
	5.6 Remediate Coke Factory property		7.6 Expand homeownership with a focus on Black residents
			7.7 Build capacity of BIPOC developers / construction workforce
			7.8 Purchase and reuse Burton School property
			7.9 Create conservancy to preserve and support public parks
			7.10 Boost capacity of community organizations

The Playbook will be monitored and implemented with the help of the following entities

Steering Committee

Oversees the execution of the Investment Playbook; provides guidance and oversight to local organizations implementing projects

Proposed initial structure in Erie:

1. Karen Bilowith, Erie Community Foundation
2. Brenton Davis, Erie County Executive
3. Joe Schember, Mayor of Erie
4. Ferki Ferati, Jefferson Educational Society
5. James Grunke, Erie Regional Chamber & Growth Partnership
6. Gary Lee, Erie County DEI Commission
7. Chris Marsh, Erie Insurance
8. Perry Wood, Erie County Gaming Revenue Authority

Nerve Center Staff

Provides day-to-day support to the entities implementing the projects of the Playbook

Proposed initial structure in Erie:

1. Kim Thomas (Director)
2. Project Manager (TBD)
3. *Optional: Consultants*

Delivery Teams

Conducts additional research and planning for Exploratory Projects from the Playbook

Proposed initial structure in Erie:

1. Expand and rollout Clusters strategy
2. Develop and align inclusive entrepreneurship programs
3. Create Supply Erie initiative
4. Determine needed electrical upgrades
5. Explore public capacity boost needs
6. Develop comprehensive homelessness strategy
7. Explore adaptive re-use downtown
8. Explore Bayfront remediation and new uses
9. Develop comprehensive housing strategy
10. Conduct park conservancy feasibility
11. Expand geographic reach of Playbook

Contents

1. **Introduction and Context**
2. Interview and Research Findings
3. Goals
4. Investments and Strategies
5. Organizing for Success
6. Next Steps
7. Appendix

This Playbook was developed by New Localism Associates, a consulting firm founded by Bruce Katz

Who We Are



Bruce Katz

Founder, New
Localism
Associates



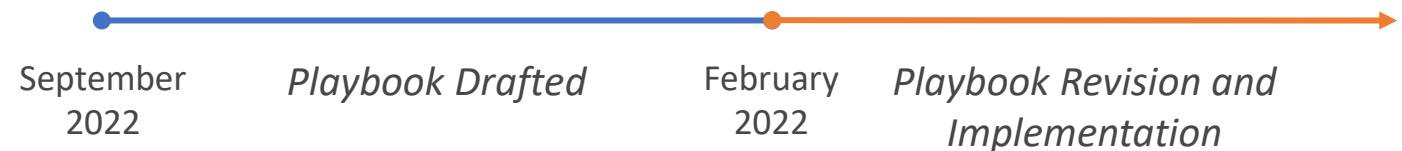
Florian Schalliol

Project Director,
New Localism
Associates

Our Partners / Funders



Project Timeline



Why now? A historic sequence of federal investments

Local Leaders must organize to deliver transformative change from uncoordinated investments

Federal Investments

Proposed and passed

American Rescue Plan

(\$1.9 trillion) — **passed March 2021**

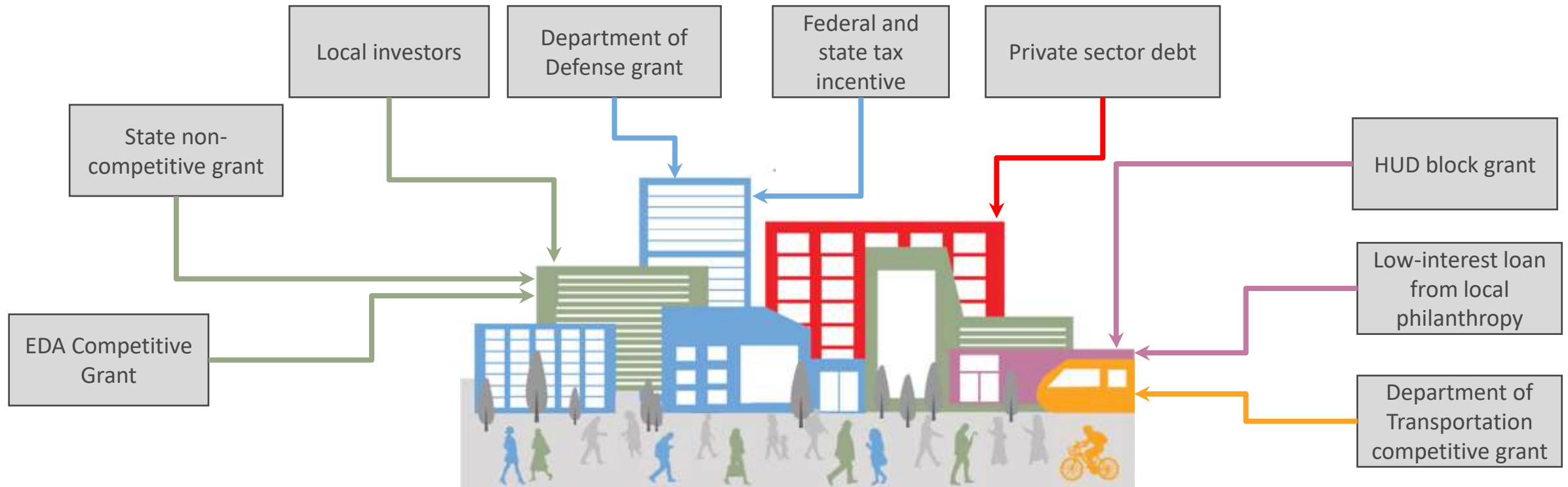
Infrastructure Investment & Jobs Act (\$1.2 trillion, \$549 billion in new spend)
— **passed November 2021**

COMPETES Act (\$250 billion) — **passed House and Senate, currently reconciling differences**



For cities to thrive, they must align complex funding sources with clear local priorities

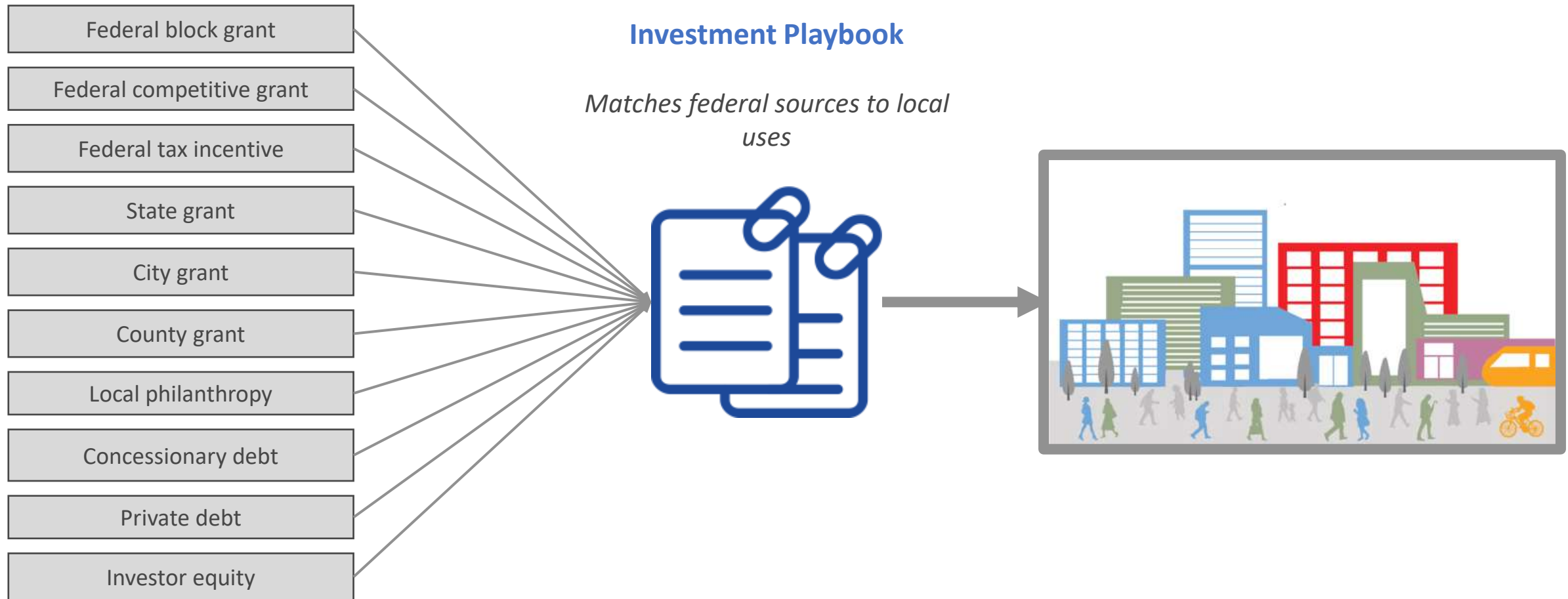
- Illustrative -



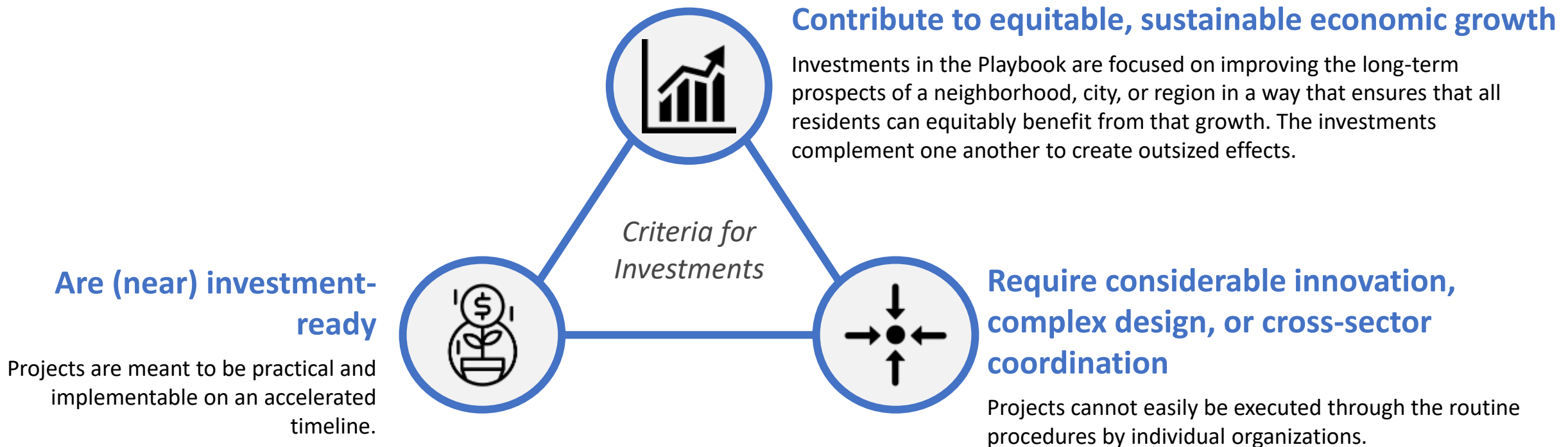
This process requires careful planning and an influx in local capacity within government, nonprofit, and civic organizations

An Investment Playbook will help translate federal funds to local priorities

Investment Playbooks identify needed investments and match them to federal, state, and civic sources that can maximize the cumulative local effect of the investments.



Investment Playbooks focus on **specific types** of investments



The Investment Playbook does not include all of the projects and investments being undertaken in a given geography

The East Side Avenues Initiative promotes investments in East Buffalo focused on small business, placemaking, and workforce development.. Aim is building wealth in the Black community. Playbook features five anchor projects located along four key commercial corridors. Funds sourced from federal, state, private, and philanthropic sources.



Contents

1. Introduction and Context
- 2. Interview and Research Findings**
3. Investments and Strategies
4. Organizing for Success
5. Next Steps
6. Appendix

In developing this Playbook, we have interviewed ~50 stakeholders with and reviewed over a dozen strategic plans

Interviews conducted:

- **Jeremy Bloeser**, Bayfront Eastside Taskforce
- **Karen Bilowith**, Erie Community Fndn
- **Jeff Brinling**, Erie Insurance
- **Amy Bridger**, Penn State Behrend
- **John Buchna**, Erie Downtown Partnership
- **Kathy Dahlkemper**, Erie County
- **Brenton Davis**, County Executive-elect
- **Joel Deuterman**, Velocity Network
- **Cathryn Easterling**, Bridgeway Capital
- **Ralph Ford**, Penn State Behrend
- **Anna Frantz**, Our West Bayfront
- **Court Gould**
- **Dylanna Grasinger**, USCRI
- **Chris Gray**, Erie Community College
- **Chris Groner**, Redevelopment Authority
- **James Grunke**, Erie Regional Chamber
- **Tom Hagen**, Erie Insurance
- **Charles “Boo” Hagerty**, UPMC Hamot Foundation
- **Mitch Hecht**, International Recycling Group
- **Pat Herr**, Erie Community Fndn
- **Gary Horton**, Urban Erie Community Development Corporation
- **Renée Lamis**, Mayor’s Chief of Staff
- **Rhonda Matthews**, Erie Black Wall St.
- **Steven Mauro**, Gannon University
- **Tina Mengine**, Redevelopment Authority
- **Amy Murdock**, Erie Regional Chamber
- **Davona Pacley**, Erie Black Wall St.
- **John Persinger**, EDDC
- **Chuck Peters**, Altair Real Estate Services
- **Brenda Sandberg**, Port Authority
- **Joe Schember**, Mayor of Erie
- **Nick Scott Jr**, Scott Enterprises
- **Dawn Seckler**, Bridgeway Capital
- **Brian Slawin**, Ben Franklin Tech Partners
- **Ben Speggen**, Jefferson Educational Society
- **Keith Taylor**, Gannon University
- **Kyra Taylor**, Erie Black Wall St.
- **Kim Thomas**, PA DECD
- **Tyler Titus**, former County Executive candidate
- **Jonathan Tower**, Arctaris Impact Investors
- **Matt Wachter**, EDDC
- **Casey Wells**, Convention Center Authority
- **Perry Wood**, EGCRA
- **Kathy Wyrosdick**, City of Erie
- **Jeremy Young**, Federal Resources
- **Pete Zaphiris**, Great Lakes Insurance

Documents reviewed:

- **Erie Refocused**
- **East Bayfront** Neighborhood Plan
- **Our West Bayfront** Plan
- **Port Authority** Master Plan
- **Activating Our Vision**
- **Active Erie**
- **Erie Downtown Partnership** Master Plan
- **Erie Forward**
- **Count Me In**
- **Northwest Pennsylvania CEDS** Report
- **NAE Brief – New Americans**
- **Emerge 2040**
- **Chamber Target Industries** Report
- **Erie Chamber Pipeline** Report

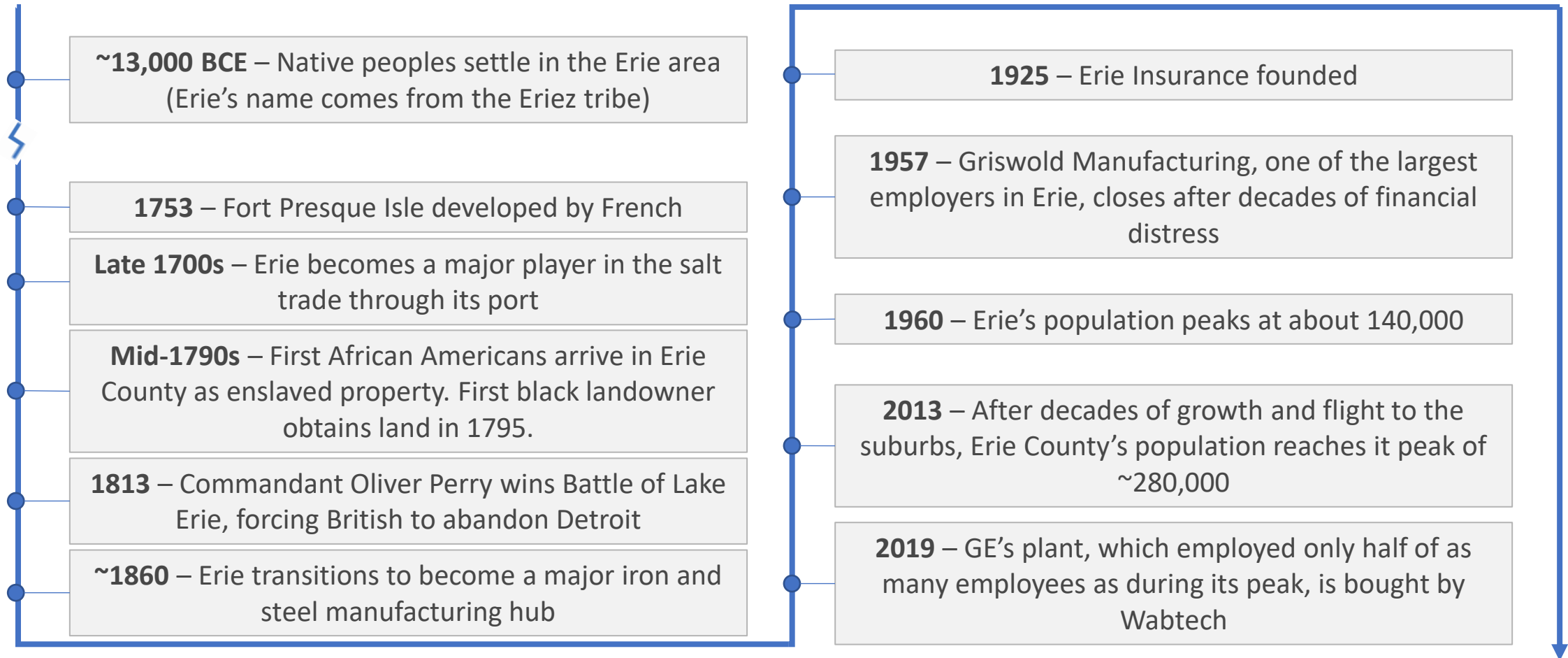
We have identified the following remarkable **strengths** of Erie

1. **Strong anchors:** Erie has three large anchors that hug its downtown core, creating a dual effect of co-location and cluster concentration.
2. **Track record of organizational innovation:** Erie has been willing to innovate by creating new intermediaries like EDDC that have accelerated a particular type of development in the CBD.
3. **Organic re-investment:** Erie is benefitting from a silent and uncoordinated, but substantial, revival among local investors and businesspeople in downtown and other neighborhoods.
4. **Depth of planning:** Erie has a stack of well-researched plans that show the city's commitment to its future, its belief in research-based strategies, and its ability to organize.
5. **Natural beauty and a developing waterfront:** With considerable natural beauty in the surrounding region, Erie has started to make important investments in its parks and along the waterfront (e.g., convention center).
6. **Culture of acceptance:** Erie has a history of welcoming students and immigrants to the city, helping drive economic growth and create a more inclusive culture.

We have identified six major **weaknesses** that are holding Erie back

1. **Longstanding inequities:** Erie suffers from rampant inequity, as Black residents and other communities of color have considerably lower outcomes across health, education, income, and other issues. These problems are both old and new; though rooted in history, they continue to hamper Erie's prospects.
2. **Transitioning economy:** Since the decline in manufacturing, Erie has still not developed a single defining business cluster to replace the lost jobs.
3. **Underutilized assets:** Erie has been unable to take full advantage of its considerable assets, from its downtown anchors, its local investment, its student and immigrant population, and its natural assets.
4. **Strong planning but limited execution:** Though Erie has crafted numerous strong strategic plans, it has had difficulty executing on many of these plans.
5. **Siloed federal funding:** While there is an influx of coming federal funding, it is largely siloed. By contrast, the effective use of those funds requires integrated implementation.
6. **Fiefdoms and a scarcity mindset:** Individuals and organizations frequently jockey for scarce funding, making collaboration difficult.

Erie has a common American story of invasion, growth, industrialization, and de-industrialization



The City of Erie is younger, poorer, less educated, and more diverse than the County

DEMOGRAPHICS	Erie County	Erie City	Comparison
Population	270,876	94,831	35% of county residents live in city
Population, change from 2010	-3.9%	-6.1%	The city's decline in population was 56% greater than that of the County
Population, % under 18	21.1%	23.0%	The proportion of under-18 residents is 9% larger in the city
Population, % White	84.0%	68.7%	The city is 20% less white
Population, % Black	7.8%	16.4%	The proportion of Black residents in the city is more than double that of the county
Population, % Latinx	4.4%	8.3%	The proportion of Latinx residents in the city is nearly double that of the county
EDUCATION	Erie County	Erie City	Comparison
High school graduate or higher, 25+	91.3%	86.1%	Over 5% more residents in the county are high school graduates or higher
Bachelor's degree or higher, 25+	27.9%	21.6%	The city's proportion of residents with a bachelor's degree or higher is only 77% of the county's, at about 1 in 5 residents
LABOR AND POVERTY	Erie County	Erie City	Comparison
In labor force, 16+	60.4%	59.0%	The city and county have roughly the same labor force participation rate
Median household income	\$51,529	\$37,894	City residents earn roughly 25% less than County residents
Poverty rate	16.6%	26.2%	The poverty rate in the city is more than 50% higher than the county
HOUSING	Erie County	Erie City	Comparison
Owner-occupied housing rate	66.1%	50.9%	The County homeownership rate is 15% higher than the City's
Median value of owner-occupied housing units	\$134,100	\$89,100	Owner-occupied homes in the county are worth 50% more than those in the city
Median gross rent	\$753	\$710	Median rents are slightly lower in the city than in the county

Health care, manufacturing, and transportation industries are the largest employers in Erie County

<i>Industry</i>	<i>2016 Count</i>	<i>2016 Share</i>	<i>Difference in Share from 2001</i>
Agriculture	1,801	1%	0%
Construction	6,569	5%	-1%
Educational Services	5,862	3%	+1%
Financial Services	12,433	6%	+2%
Government	17,753	11%	0%
Health Care and Social Assistance	26,055	12%	+4%
Information	1,449	2%	-1%
Leisure and Hospitality	16,248	8%	+2%
Manufacturing	20,515	20%	-7%
Natural Resources and Mining	819	0%	+1%
Other Services	9,677	6%	0%
Professional and Business Services	14,134	9%	0%
Transportation, Trade, and Utilities	26,908	17%	0%

Despite a difficult history, **local leaders and investors remain especially optimistic** about Erie's future

*"I was bullish on Erie before the pandemic and I remain so. There is **every ingredient of success**."*

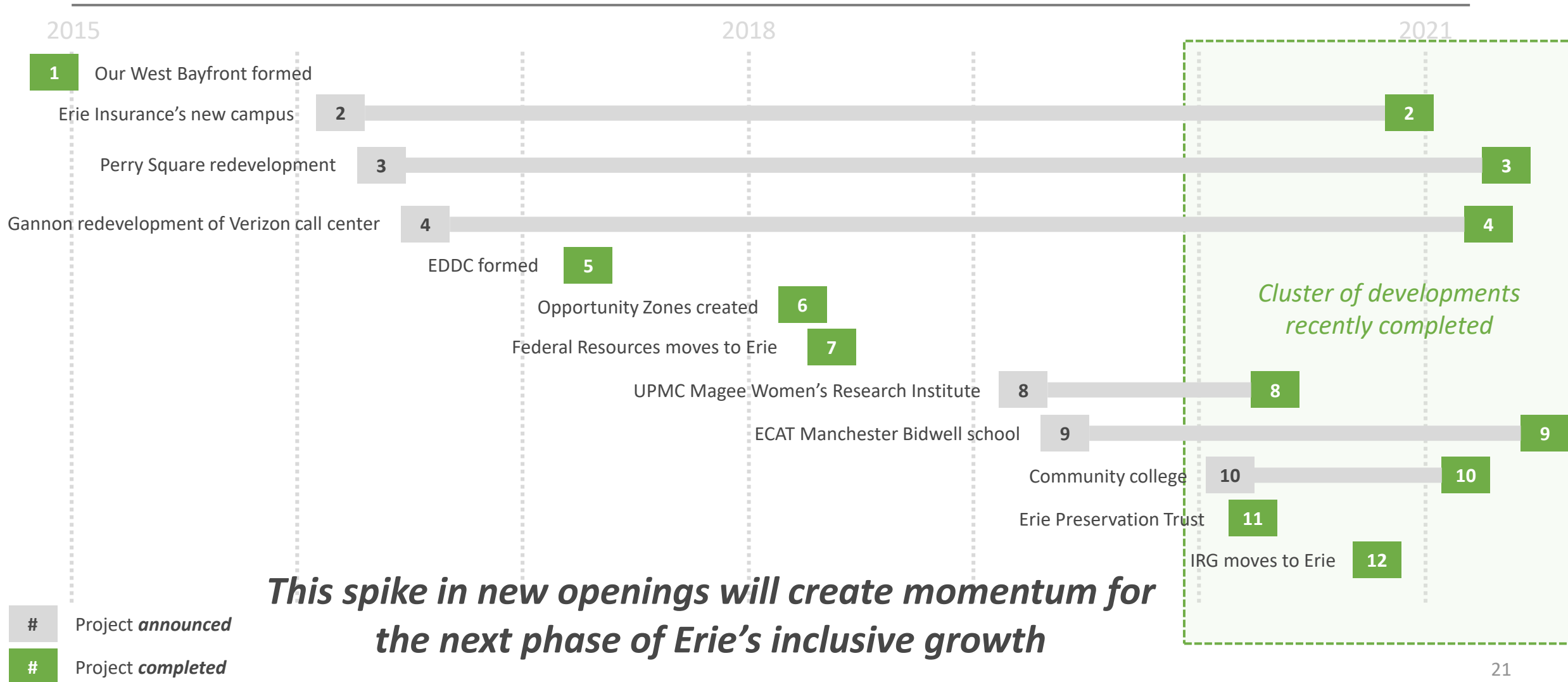
*"I like to describe Erie as Fargo but not awful. Fargo has bitter winters and hot buggy summers. It's flat, there are no trees, yet the people in Fargo love Fargo. **Erie has so much more**."*

*"To tell the story of Erie, I used to tell people to look at Peninsula street to 6th avenue as a story of devastation. Now I tell people to go to see the same corridor, but to see the success. **It's been a total transformation**."*

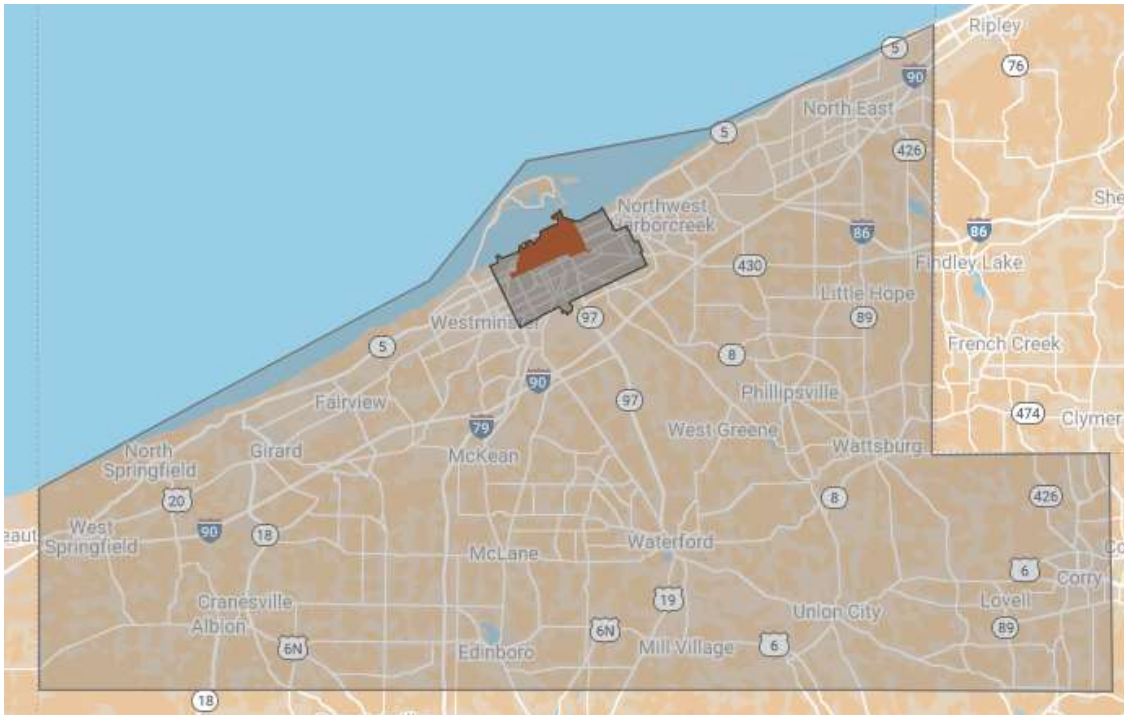
*"Erie is **on the cusp of greater things**. To be sure, problems remain to be worked on, but something is happening here. There is a turn-the-corner feel in the air. A coming together."*

In the following slides, we highlight a few unique assets that present opportunities for Erie's future (note: these are not comprehensive)

A series of **strategic investments** in Erie are coming to fruition **at the same time**



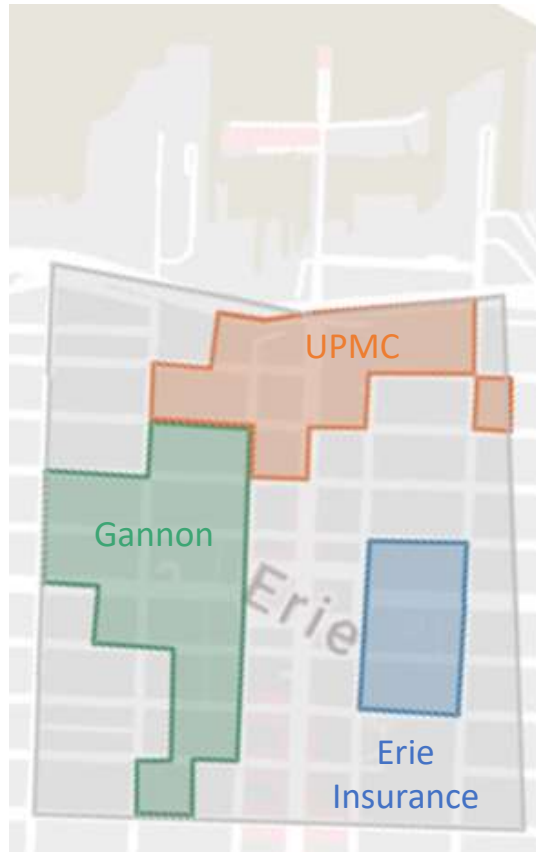
The Greater Core is a **small portion** of the City and County, but has a **disproportionate economic impact**



Greater Core is only **21% of the land area of City of Erie** and **0.5% that of Erie County.**

However, Greater Core accounts for **one-third of all income** earned in Erie County.

Erie benefits from having **three large anchor institutions** with considerable economic power **in a small downtown**



Total area:

285 acres

Erie Insurance, Gannon University, and UPMC together **make up nearly 40% of a 285-acre plot** in the heart of downtown

Annual
spending
power:

\$2.97B

The three anchors have **annual budgets that total nearly \$3 billion**

Spending
power per
square foot of
downtown
center:

\$276

This spending power makes this plot as valuable as the income earned from **132 Tiffany & Co. stores**

There may be an opportunity to maximize the impact of these anchors in the Greater Core

A growing set of **small and medium-sized businesses** are helping **“fill in”** the downtown

*Smaller-scale
economic activity*

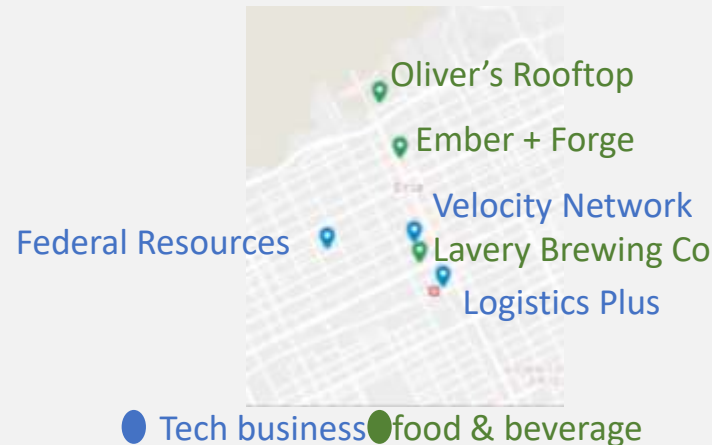
*Larger-scale
economic activity*

Spending and production by
individual Erie residents

*Individual spending,
saving, and micro-
businesses*

**Erie’s small and medium-sized
businesses**

Supported by the density of Erie’s
CBD and the economic activity from
anchors, many small- and medium-
sized businesses have opened in
downtown Erie in recent years



Erie’s large “anchor”
employers



The greater Erie region attracts **thousands of students** and **millions of tourists** annually

Students:



Within a 20-mile radius, Erie is **home to nearly 20,000 students.**

Tourists:

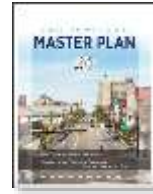


Presque Isle attracts an estimated **4.2 million visitors per year**, who spend an average of **\$80.95 per trip**. This amounts to over **\$340 million** of expenditures **occurring just outside Erie.**

Erie has created many plans; it can now **move from plans to action**



Erie Refocused



Erie Downtown Master Plan



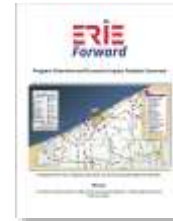
East Bayfront Neighborhood
Plan



OWB Community Plan



Port Authority Master Plan



Erie Forward



Emerge 2040



Active Erie Transportation
Plan



Chamber Pipeline Report



Northwest Pennsylvania
CEDS Strategy



Chamber Target Industries

The Investment Playbook is not another "plan," instead, we will focus on a prioritizing and acting on a few high-impact opportunities

Erie is also plagued by **entrenched inequities** that **prevent long-term growth**

SPECIAL REPORT

The Worst Cities for Black Americans

1. Erie, PA

- > **Black population:** 7.2%
- > **Black median income:** 43.2% of white income
- > **White unemployment:** 4.0%
- > **Black unemployment:** 24.6%

No major metropolitan area has greater racial inequalities across major social and economic outcome measures than Erie, Pennsylvania. An astounding 47% of the black population lives at or below the national poverty line, twice the already alarming national poverty rate for black Americans of 23.9%, and more than four times the white poverty rate in Erie of 11.9%.

Erie County was ranked as the “Worst City for Black Americans” in 2017. Despite questions about methodology, Erie has remained on and off these lists in recent years.

Other indicators of inequity in Erie County include:

- **Homeownership:** While Black residents make up 7.2% of the County’s population, they only account for 1.9% of homeowners
- **Child and Maternal Health:** Infant mortality for Black infants is over 4x the rate for white infants (22.8 vs. 4.9 per thousand)
- **Poverty:** 25.3% of Black residents in Erie County reside in poverty compared to 14.6% of white residents

Erie has distinctive assets that have not yet been fully realized



\$3B annual spending in
downtown core

*But...how much of this
spend is “leaking”
outside of Erie?*



4M+ annual visitors to
Presque Isle

*But...how many are
visiting and spending
money in Erie?*



20,000+ students within
a 20-mile radius

*But...how many are
staying in Erie after
graduation?*



10+ strategic plans
commissioned

*But...how many have **led**
to transformative
change?*

Fully leveraging the diverse economic, natural, educational, and planning capacities of Erie can have a transformative impact on the city’s long-term future

Contents

1. Introduction and Context
2. Interview and Research Findings
- 3. Investments and Strategies**
4. Organizing for Success
5. Next Steps
6. Appendix

The Playbook invests heavily in Erie's Greater Core, but has substantial effects across the city and county

The Layers of Erie's Investment Playbook

Erie's "Greater Core"*

The initial focus of this Investment Playbook is the "Greater Core. This includes place-based investment portfolios in the downtown, along the waterfront, in the East and West Bayfronts, and along the 12th street corridor.

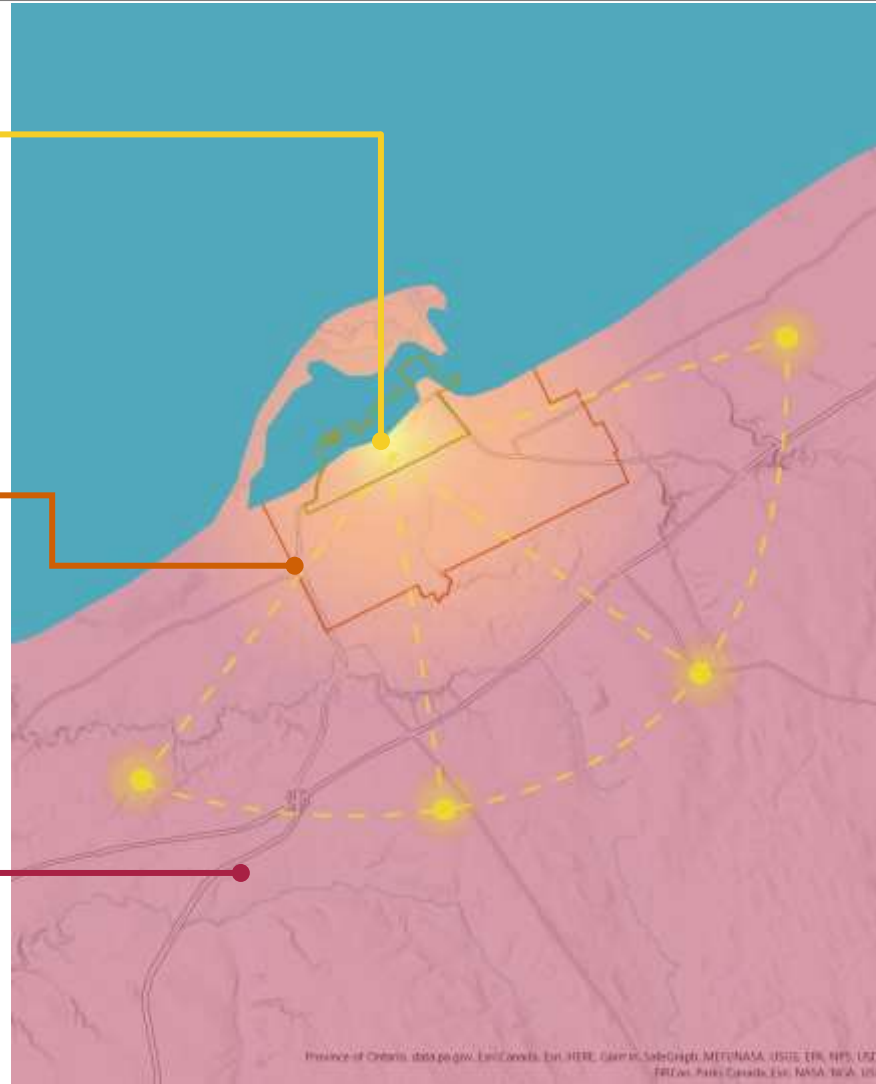
*"Greater Core" includes Downtown, East and West Bayfront, Bayfront, and 12th street corridor)

The City of Erie

Many of the place-based investments in the Playbook are new ideas that can be implemented anywhere in Erie (e.g., purchase and renew anchor buildings, create community equity districts).

Erie County and the Surrounding Region

The cross-cutting elements of the Investment Playbook (e.g., infrastructure, economic clusters, and entrepreneurship) are focused county-wide.



How the Playbook affects the region

1. Cross-cutting investments are county-wide

Erie cannot be successful unless the entire region succeeds. As a result, significant investment in infrastructure, entrepreneurship, and economic clusters are being made across the County.

2. Investments in the Core have broad effects

In some cases, investments in Erie's Greater Core provide the most "bang for the buck" (for example, because of existing economic activity or the placement of the waterfront). Further investment in those areas can be captured and broadened through equitable mechanisms (e.g., new homeownership programs, community equity districts).

3. The Playbook is connected to regional efforts

The entities working to implement the Playbook are connected to county- and regional efforts, ensuring county and regional stakeholders realize similar benefits.

4. Investments can be added to broaden impact

The Investment Playbook is a living document. Its current contents will shift as other investments are prioritized and completed. If there is sufficient interest in other investments, they can be added to this Playbook or used to create a separate Playbook.

In combination, these investments and strategies have the potential to transform Erie

Cross-cutting investment strategies (County- and region-wide):

Infrastructure

Accelerate local infrastructure and quality of life investments

Major new investments in infrastructure improve competitiveness, ensure sustainability, and enhance quality of life

Clusters

Build new industries in plastics recycling, advanced manufacturing, and the blue economy

Investments in new economic clusters (e.g., plastics recycling, advanced manufacturing, blue economy) brings high-paying jobs and improves Erie's long-term economic competitiveness

Entrepreneurship

Grow new businesses, especially Black- and brown-owned businesses

Smart investments in Black- and minority-focused entrepreneurship ensure that the benefits of new growth are shared equitably

Place-based investment strategies (Greater Core):

Downtown

Accelerate and advance further developments

New residential and recreational investments, as well as streetscaping improvements, build on recent development momentum and renew activity downtown

Bayfront

Reimagine Erie's relationship with its waterfront

New recreational uses and residential developments across the income spectrum help Erie's remarkable waterfront realize its true potential

12th Street Corridor

Invest in major industrial remediation

Reclamation of old industrial properties creates high-quality space for new industries and clusters

Neighborhoods

Transform neighborhoods and increase equity

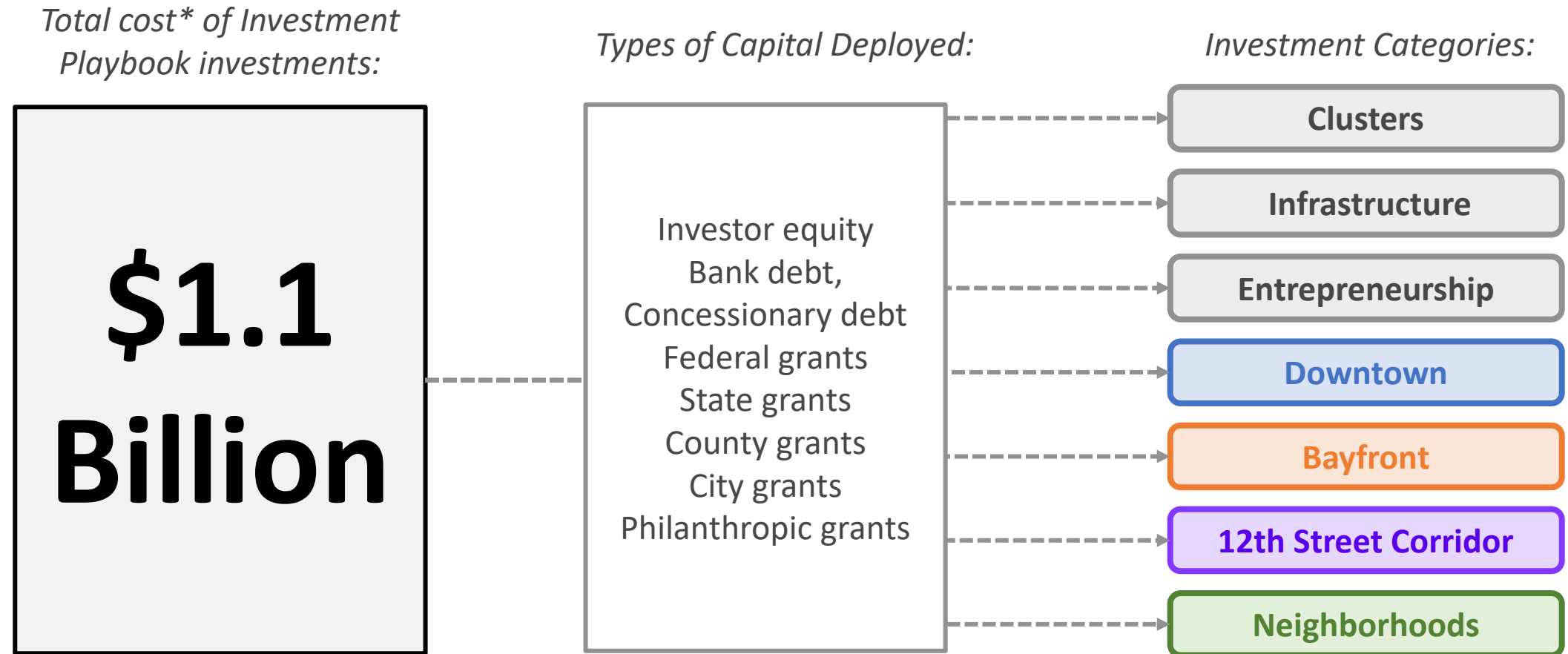
Investments in housing stock, homeownership, and minority-owned construction ensure growth is equitably shared across Erie's residents

Coordination and Implementation:

"Nerve Center" to oversee and ensure implementation

The Nerve Center ensures Erie has enough capacity and coordination to effectively implement this influx of investments across diverse stakeholders

The total cost of all these programs is **over \$1.1 billion**, from a wide variety of capital sources



While this is a large sum, various tools and funding sources can be tapped and funding has never been as available

*Does not include investments whose costs still need to be determined; as a result the true total is likely higher

These investments vary by **level of readiness**

*Ready for
investment; should
begin immediately*



“Setup” move

Setup moves are important foundational investments in Erie that will allow the city to catalyze further investments (e.g., capacity building, new intermediaries).



“Shovel ready” project

Shovel ready projects are investments where considerable planning and design have been completed, costs have been estimated and matched to sources, and champions have been identified. Once funding is secured, work on these projects can begin almost immediately.



Exploratory project

Exploratory projects have considerable potential for impact but require additional planning, design, and / or coordination. Each exploratory project should deploy a delivery team of local stakeholders to iron out additional details and costs within 30, 60, or 90 days.

*More planning
and organizing
required*

In total, the Investment Playbook prioritizes 35 **transformational investments**; they are first steps or “down payments”

Cross-cutting

Clusters: Build new industries in plastics recycling, advanced manufacturing, and the blue economy	Entrepreneurship: Grow new businesses, especially Black- and brown-owned businesses	Infrastructure: Accelerate community-wide infrastructure and quality of life improvements
1.1 Create center for manufacturing competitiveness and heavy industrial battery test center	2.1 Boost programming and capacity of entrepreneurial support organizations	3.1 Invest in complete broadband regionally
1.2 Invest in new recycling plants and technologies	2.2 Provide quality capital for Erie small businesses that is fit to purpose	3.2 Increase connection to Presque Isle via Millcreek Presque Isle Gateway District
1.3 Create Great Lakes Testing and Remediation Lab	2.3 Establish Supply Erie to direct more procurement to local businesses	3.3 Implement Active Erie Transportation Plan
1.4 Create Corry CATCH Hub		3.4 Improve power grid to create renewable, dependable energy for city core
		3.5 Expand capacity of City Planning Office

Place-based

Downtown: Accelerate and advance further developments in downtown Erie	Bayfront: Reimagine Erie's relationship with its waterfront	12th street corridor: Invest in major industrial remediation	Neighborhoods: Transform neighborhoods and increase equity
4.1 Launch new EDDC Fund	5.1 Complete Bayfront Place mixed-use development	6.1 Purchase and renovate former EMI site	7.1 Expand Erie Center for Arts and Technology
4.2 Invest in complete streets and new streets	5.2 Complete Harbor Place development	6.2 Identify, purchase, and remediate 3-5 other properties for new uses	7.2 Accelerate East Side Renaissance
4.3 Expand continuum of care for those experiencing homelessness	5.3 Implement Bayfront Parkway Central Corridor Project	6.3 Boost capacity of Erie County Redevelopment Authority	7.3 Revive Savocchio Opportunity Park
4.4 Accelerate adaptive reuse of key anchor properties on State Street between 9th and 14th streets	5.4 Invest in new and revised stormwater systems		7.4 Complete HANDS Hammermill affordable housing development
	5.5 Establish World Class Waterfront Task Force		7.5 Implement Redevelopment Authority of the City of Erie (RACE) Comprehensive Housing Plan
	5.6 Remediate Coke Factory property		7.6 Expand homeownership with a focus on Black residents
			7.7 Build capacity of BIPOC developers / construction workforce
			7.8 Purchase and reuse Burton School property
			7.9 Create conservancy to preserve and support public parks
			7.10 Boost capacity of community organizations

Build clusters in plastics recycling, advanced manufacturing, and tech

Erie has persevered through a considerable post-industrial decline. While many old jobs have disappeared, much of the infrastructure, systems, and human capital remain in Erie, creating a unique opportunity to revitalize the economy for the 21st century. A group of stakeholders from PSU and Gannon have come together with a plan for a set of investments in advanced manufacturing, plastics recycling, and the blue economy. These investments, if completed, could create up to 5,000 jobs and make Erie the epicenter of nationally competitive industries. If these projects are appropriately staffed, resourced, and implemented, they could reverse decades of decline and begin a new chapter for Erie's economy.

	<i>"Shovel-ready" projects</i>			
<i>Strategy</i>	Advanced Manufacturing	Plastics	Blue Economy	Job Training
<i>Purpose</i>	To provide skilled, higher-paying jobs and a competitive new cluster of businesses in a set of related industries that leverage the unique assets and history of Erie and the surrounding county. The emerging plastics recycling cluster in Erie creates opportunities to research sustainable plastics in Lake Erie and test new clean transportation technology required for plastics recycling.			To ensure that city and county residents have employment opportunities in the new cluster and adjacent businesses
<i>Initial investments (Total cost; amount raised)</i>	1.1 Center for manufacturing competitiveness and heavy industrial battery test center (\$56M)	1.2 New recycling plants and technologies (\$5M)	1.3 Great Lakes Testing and Remediation Lab (\$41M)	1.4 Corry CATCH Hub (\$18M; \$4.8M raised)
<i>Other investments and planning needed (potential delivery team tasks)</i>	<ul style="list-style-type: none"> Ensure alignment with other organizations and efforts (e.g., Supply Erie, small business coaching and capital, Fusion Center, broader Great Lakes / Blue Economy efforts) Identify complimentary investments in each industry 			<ul style="list-style-type: none"> Ensure alignment with community college, other educational institutions Ensure entire county has access to job training and upskilling

Total Estimated Cost: \$120,000,000

1.1: Center for manufacturing competitiveness and heavy industrial battery test center



Investment Overview:

A center of manufacturing competitiveness could provide the capability to transition to a sustainable economy in the areas of plastics recycling, metal casting, and tail transportation. The center would include an advanced polymers and materials lab to design more sustainable and recoverable plastics as well as metal castings labs for prototyping and a heavy industrial battery testing facility to design zero-emission long-haul transportation.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

The center for manufacturing competitiveness will help create ~5,000 jobs in the advanced manufacturing and plastics sectors while also increasing wages, union representation, reducing plastic waste locally and globally, and expanding access to related utilities, such as broadband, that would be created in the area.



Relevant Examples:

- Nussbaum Center and Steelhouse project in Greensboro is an urban innovation center designed to reduce barriers for manufacturing entrepreneurs



Cost, Sources, and Uses:

Total cost: **\$56,000,000**

Uses:

\$14M - Building (KP 8)

\$12M - Lab equipment and operation

\$20M - Battery facility and lab equipment

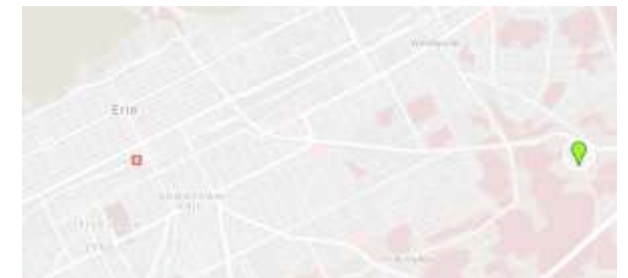
Sources:

Future BBB RC programs, City and State ARPA funds



Process and Next Steps:

1. Identify final breakdown of costs
2. Secure additional state and federal funding opportunities



1.2: Create sustainable plastics practices by investing in new recycling plants and technologies



Investment Overview:

This sustainable plastics project will leverage the sustainable plastics work of the Center for Manufacturing Competitiveness to create an environment for sustainable agriculture. A Plant-to-Plants Lab will capture heat, carbon dioxide, and moisture from manufacturing efforts at the Center to power a pilot food production project. The foods grown will be influenced by and distributed to underrepresented communities in the region. The lab will be built in a “kit” form, complete with a list of equipment, cost estimates, space layout, and expected ROI, to allow for easy extension to manufacturing sites in coal-impacted areas to address food deserts in their own communities.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

- Increase sustainability of advanced manufacturing by recycling byproducts into local agriculture
- Use plant-to-plants lab as a model for the circular economy that can be exported across the region / country



Cost, Sources, and Uses:

Total cost: **\$5,000,000**

Uses:

\$2.5M - Recycling line
\$0.5M - Personnel
\$2.0M - Equipment

Sources:

TBD



Process and Next Steps:

1. Finish plans for plant-to-plants lab

1.3: Create Great Lakes testing and remediation lab



Investment Overview:

Lake Erie would be leveraged as the testbed for evaluating plastic pollution and measuring manufacturing investment effectiveness as manufacturers move toward a circular economic model. Located at Gannon and along the waterfront, these labs would conduct environmental testing, drone-based monitoring, and geospatial mapping to conduct research on environmental changes to the lakes. They would also map plastics pollution and provide data for better environmental cleanup of plastic-polluted bodies of water.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

Along with the center for manufacturing competitiveness, the Great Lakes testing lab will help create ~5,000 jobs in the advanced manufacturing and plastics recycling sectors while also increasing wages, union representation, reducing plastic waste locally and globally, and expanding access to related utilities, such as broadband, that would be created in the area.



Cost, Sources, and Uses:

Total cost: **\$41,000,000**

Uses:

\$7M – Deepwater science ship
\$4M – Near-shore boat and equipment
\$5M – Docking facility and pit stop lab
\$10M – EPA/CLIAA-certified lab
\$5M – Neural drone lab for GIS-mapping

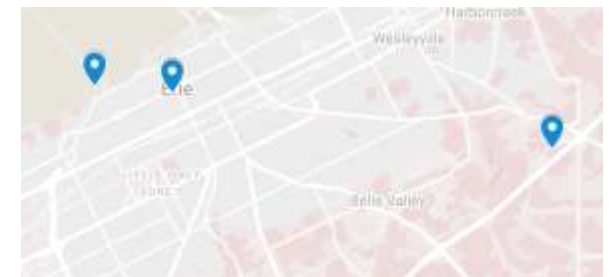
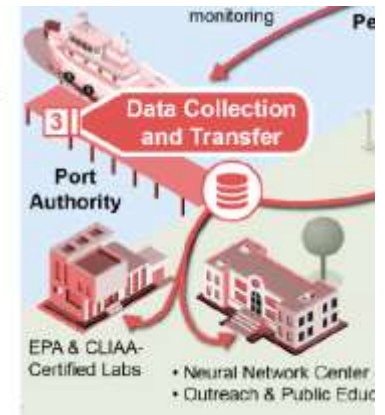
Sources:

TBD



Process and Next Steps:

1. Identify final breakdown of costs
2. Secure additional state and federal funding opportunities



1.4: Create CATCH Hub in Corry



Investment Overview:

Impact Corry, a part of Project Resolve, is an effort to build a state-of-the art technology workforce, training, entrepreneurship ecosystem and launchpad. The building, located in Corry, will house a technology workforce & remote training & placement center, a technology and wellness Pre-K Educate Center, a coworking space, office space, media studios, a data center, and entrepreneurial support space (e.g., coffee center, gym, cafeteria). Initially, the CATCH Hub will focus on housing projects and businesses related to broadband expansion, given considerable activity currently taking place in Corry already.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

Along with the center for manufacturing competitiveness and other investments in clusters in the Erie area, the CATCH Hub will be a center for post-pandemic technology businesses, startups, and trainees outside of Erie’s downtown.



Cost, Sources, and Uses:

Total cost: **\$18,000,000**

Uses:

\$18M – Building renovation and upgrades

Sources:

\$1.58M – Facility donation
\$2.5M – PA RACP
\$185k – ECRDA **\$500k** – Federal community project funds
\$13.2M – TBD



Progress to Date:

- ✓ Identify location and secure site control
- ✓ Build partnerships with Penn State Behrend, Gannon, other regional organizations focused on cluster development
- ✓ Identify pilot industry



Next Steps:

- ☐ Secure additional funding to renovate and upgrade facility
- ☐ Apply for other federal grants (e.g., NSF Engines)
- ☐ Launch pilot in fiber / connectivity industry

Boost entrepreneurship, with a focus on Black- and brown-owned small businesses

Erie has been the subject of considerable investment in recent years by its downtown anchors, including UPMC, Erie Insurance, and Gannon University. These investments are creating economic growth and opportunities for small-and medium-sized businesses to “fill in” needs created by increased demand in the region. However, many residents within Erie lack the skills, relationships, and capital to start businesses. This problem is especially acute among Erie’s Black residents, immigrants, and other residents of color. Given the heightened demand for local business services and products, Erie has a unique opportunity to push considerable resources to this issue in the form of startup grants and funds, technical assistance, and local procurement efforts to ensure a broader set of Erie residents benefit from this new chapter in Erie’s economy.

	<i>“Shovel-ready” projects</i>		<i>Additional planning underway</i>	
Strategy	Coaching	Capital	Supply Chain Diversification	
Purpose	To provide guidance and capacity building for new and early-stage Black- and brown-owned businesses and entrepreneurs so they can successfully grow their businesses in Erie	To provide productive, non-parasitic capital to new businesses, especially those that are Black- and brown-owned, that allows those businesses to grow and expand	To direct procurement contracts and supply chain spending from anchor institutions to local businesses, thereby growing local businesses and preventing capital flight	
Initial investments (Total cost; amount raised)	2.1 Boost programming and capacity of entrepreneurial support organizations (ESOs) (\$1.5M; \$560k raised)	2.2 Provide quality capital for Erie small businesses that is fit to purpose (TBD)	2.3 Establish Supply Erie to direct more procurement to local businesses (\$7M)	
Other investments and planning needed (potential delivery team tasks)	<ul style="list-style-type: none"> Ensure collaboration between funded organizations (EBWS, Paramount Pursuits) Raise additional funds to ensure businesses and entrepreneurs do not experience gaps in support Ensure collaboration with capital providers (e.g., Ben Franklin, Bridgeway Capital) 	<ul style="list-style-type: none"> Determine size and structure of SSBCI funds available to Erie County businesses Ensure partnerships between capital and coaching providers Ensure no other funding gaps exist for small businesses (e.g., grants) 	<ul style="list-style-type: none"> Obtain commitments from anchor institutions to hit local supply targets Raise funding for buy local campaign Determine other elements of supply chain diversification strategy 	

Total Estimated Cost: \$8,500,000

Expand quality coaching for BIPOC businesses by expanding entrepreneurial support



Investment Overview:

Erie, like most cities in the US, faces an enormous problem of racial inequity. Black residents in Erie face lower rates of homeownership, lower educational attainment, and higher rates of poverty than their white counterparts. Organizations like Paramount Pursuits and Erie Black Wall Street step in to fill crucial gaps in knowledge for Erie's Black residents and provide training on issues such as introduction to entrepreneurship, growing a businesses, credit improvement, budgeting, and homeownership. The entrepreneurship training will have a separate program focused specifically on **building and growing a business in construction and real estate development**, in order to ensure that the spurt of real estate development in Erie also benefits its Black and brown residents.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

Increasing funding for Paramount Pursuits and EBWS would have multiple levels of benefits. By increasing programming, the organizations could increase financial literacy, business starts, and homeownership. In doing so, this investment could also increase Black wealth and civic engagement among Black residents.



Relevant Examples:

- WePower (St. Louis) combines advocacy and trainings for workforce and wealth building for communities of color
- [Jumpstart Germantown](#) (Philadelphia) is a residential real estate development training program that focuses on helping people break into the industry and fighting gentrification by encouraging people to develop their own communities.
- [East Side Avenues Initiative](#) (Buffalo) has a community-based real estate development training to train building owners in commercial real estate development and invest in community-level developer commercial and mixed-use projects, in order to ensure that buildings are redeveloped for and by East Side residents. The effort is funded with a \$5M in capital and \$1M operating budget.



Cost, Sources, and Uses:

Total cost: **\$1.5M** (over 3 years)

Uses:

\$750k – salaries, programming, and other operating costs (EBWS)
\$781k – total program cost (Paramount Pursuits)

Sources:

\$200k – City ARP (EBWS)
\$360k – City ARP (PP)
TBD – MBDA, local philanthropic capital



Progress to Date:

- ✓ Secure initial funding from City ARP funds
- ✓ Hold initial collaboration meetings between Paramount Pursuits and Erie Black Wall Street



Next Steps:

- ❑ Secure additional funding to ensure programs can meet local demand
- ❑ Begin implementation of construction / developer programs ASAP so that participants can benefit from construction boom
- ❑ Solidify additional partnerships (e.g., with Bridgeway Capital)

Provide quality capital for Erie small businesses that is fit to purpose *(More organizing required)*

Entrepreneurship

Investment Overview:

Using the US Treasury’s State Small Business Credit Initiative, Erie can provide substantial capital and technical assistance for its small businesses. Bridgeway Capital and Ben Franklin Technology Partners plan to invest in Erie County. Bridgeway plans to provide at least \$15m in loans annually for 5 years, including many loans between \$10,000 and \$50,000. While these loans would be spread across a 15-county focus area, Bridgeway would ensure that at least a proportional amount of those loans are directed to businesses in Erie. Bridgeway and Ben Franklin could also work with other entrepreneurial support organizations, including:

- Erie Black Wall Street to create a pipeline of businesses ready for investment
- Erie Center for the Arts and Technology (ECAT) on a Creative Business Accelerator



Goals and Benefits:

Leveraging SSBCI funding for Erie businesses could result in almost \$75M of investment, which would be tailored to local needs through important local partnerships and matched with technical assistance to ensure borrowers have access to capital and can grow and benefit from investment. Moreover, the funds would be structured with credit enhancements or other products to ensure they support businesses that may otherwise not have access to quality capital.

Cost, Sources, and Uses:

Total cost: **TBD** (over 5 years)

<i>Uses:</i> TBD	<i>Sources:</i> \$75M – SSBCI funding (Bridgeway) TBD – SSBCI funding (Ben Franklin)
----------------------------	--

Process and Next Steps:

1. Determine size and structure of funds from Bridgeway and Ben Franklin
2. Formalize partnerships with EBWS, ECAT, and Paramount Pursuits for coaching
3. Secure private match funding (at least 1:1 required)
4. Build pipeline of potential investments with local partners



Establish Supply Erie to direct more procurement to local Erie businesses (*More organizing required*)



Investment Overview:

With the enactment of the \$1.2 trillion Bipartisan Infrastructure Framework, Erie has a remarkable opportunity to harness federal investments to rebuild and diversify its small business economy. We recommend a new Supply Erie Initiative, designed to steer a substantial volume of federal infrastructure dollars to support, strengthen and grow local Black- and brown-owned businesses. The Initiative would work with a broad array of infrastructure agencies in Erie to (a) harmonize procurement definitions and practices across all public entities in the service of business equity; (b) ensure that potential vendors get the business coaching and quality capital they need to meet procurement demand; and (c) bring transparency in goal setting and reporting across multiple infrastructure agencies. The total platform funding for these efforts is estimated at \$6-8 million over 4 years.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

A Supply Erie program would increase demand for business services in Erie, giving an important advantage to local small- and medium-sized businesses during the critical early stages of their development. When matched with loans and technical assistance from the other investments in this category, Erie’s small businesses can receive the business, capital, and support they need to thrive in the long-term.



Relevant Examples:

- Philadelphia Anchors for Growth and increases local purchasing by large institutional buyers to grow Philadelphia businesses, strengthen the local economy, create jobs, and build wealth



Cost, Sources, and Uses:

Total cost: **\$7,000,000** (estimate)

Uses:
TBD

Sources:
TBD



Process and Next Steps:

1. Obtain commitments from anchor institutions to hit local supply targets
2. Raise funding for buy local campaign
3. Determine other next steps

Accelerate community-wide infrastructure and quality of life improvements

After decades of population stagnation and economic stress, Erie is experiencing the beginning of a revitalization, fueled by growth in the central business district. This new commercial, tech, and other businesses growth in downtown Erie and elsewhere is putting considerable strain on Erie's aging infrastructure. Improvements to Erie's roads, bikeways, power grid, fiber network, and other systems can ensure and even help accelerate the continued growth of Erie's new economy. These large investments in Erie's infrastructure are especially timely given the recent passage of the Bipartisan Infrastructure Framework, which reserves substantial funding for many of the projects most important in Erie. Note that this Playbook also includes more specific infrastructure investments in subtracts or neighborhoods within Erie; this section primarily covers community-wide infrastructure investments.

	"Shovel-ready" projects			Exploratory projects	Setup moves
Strategy	Broadband	Streetscaping and Accessibility	Bike Lanes	Electricity	Capacity
Purpose	To connect all Erie County residents with high-speed internet that allows them to learn and work remotely in a post-COVID economy	To improve key access routes across the county to highlight major commercial and recreational assets in the region	To create bike lanes and other active transportation options that increase mobility, reduce emission, and increase the quality and recreational options in Erie	To ensure residents and businesses have reliable access to renewable power even as demand grows from new growth	Increase capacity of key public and private entities that can accelerate infrastructure investments
Initial investments (Total cost; amount raised)	3.1 Invest in complete broadband regionally (TBD; \$50k raised)	3.2 Increase connection to Presque Isle via Millcreek Presque Isle Gateway District (\$6.2M; \$500k raised)	3.3 Implement Active Erie Transportation Plan (\$14.6M)	3.4 Improve power grid to create renewable, dependable energy for city core (TBD)	3.5 Expand capacity of City Planning Office (\$3.6M)
Other investments and planning needed (potential delivery team tasks)	<ul style="list-style-type: none"> Consider combining investments with other counties to create multi-county broadband initiative Coordinate planning with other infrastructure initiatives (e.g., bike lanes) 	<ul style="list-style-type: none"> Consider similar districts and improvements across County Engage County government and other municipalities 	<ul style="list-style-type: none"> Coordinate timeline with other infrastructure initiatives (e.g., broadband) to save on construction costs 	<ul style="list-style-type: none"> Determine split of responsibilities between public sector utilities and developers Consider expansion of renewable power county-wide 	<ul style="list-style-type: none"> Determine if similar capacity investments are needed in the County or other public entities

Total Estimated Cost: \$24,400,000

Invest in complete broadband regionally



Investment Overview:

Based on data from 2018, Erie County had a broadband coverage rate of over 95% at a 25Mb / 3 Mb speed. However, due to the pandemic and inaccurate data from the FCC, many more residents than once thought do not have access to adequate broadband infrastructure to support teleworking, remote learning, and telehealth initiatives. With more employees working from home, broadband has become a critical component of economic development policy to attract and retain employees to a region. The goal of the investment in broadband infrastructure will be to provide Erie County and surrounding regions with a minimum of one broadband provider, promote and develop affordable options for those currently without access, and expand regional infrastructure to support economic development. This work could build on successful initiatives in neighboring Corry.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

- Create additional educational opportunities through remote and hybrid learning, especially for post-secondary education
- Increase competitiveness of region’s workforce
- Create additional opportunities for remote work in Erie County and surrounding regions



Relevant Examples:

1. EPB, Chattanooga
2. EDDC, VNET Fiber



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:

\$50k – County broadband feasibility study
\$2.3M – Corry Gig Fiber Network
TBD – Other

Sources:

ARP, ARC Power, PA Broadband Authority, Infrastructure / Jobs Act, FCC ACP / ECF



Progress to Date:

- ✓ Secure funding for feasibility study
- ✓ Begin rollout of Corry Gig Fiber Network
- ✓ Identify opportunities to lay fiber during existing construction



Next Steps:

- ☐ Identify full suite of funding sources
- ☐ Expand Corry Gig Fiber Network county-wide
- ☐ Ensure timeline for feasibility study and rollout aligns with infrastructure funding programs

Increase connection to Presque Isle via Millcreek Presque Isle Gateway District



Investment Overview:

The Millcreek Presque Isle Gateway District is an improved connection between Erie and Presque Isle that also serves as a cohesive multi-functional district. The Millcreek Presque Isle Gateway District builds a character and quality of place that drives economic development to serve residents and visitors. It serves as a visual cue to residents and visitors that while the State Park is a major destination, it is also a part of a network of recreation and retail sites in Millcreek that contribute to the District as a whole. The Gateway District would be a safe and inviting community for all users - pedestrians, bicyclists, and motorists and include a mix of uses in buildings that engage the street is a key ingredient in creating a lively street.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

- Develop W 8th Street as Millcreek’s ‘Main Street’ Corridor
- Implement an identifiable theme that celebrates the District’s proximity to Presque Isle State Park but functions independently of it
- Improve walkability and bikeability throughout the District
- Allow for both vertical and horizontal mixed-use in buildings and sites
- A mix of uses in buildings that engage the street is a key ingredient in creating a lively street



Cost, Sources, and Uses:

Total cost: **\$6.2M**

Uses:
\$6.2M – TBD

Sources:
\$500k – RACP
TBD - other



Progress to Date:

- ✓ Inventory existing conditions and conduct feasibility of upgrades
- ✓ Solicit, gather, and incorporate public input



Next Steps:

- ❑ Identify specific investments and projects within the plan
- ❑ Conduct additional round of stakeholder input
- ❑ Identify full funding needs and raise capital

Implement Active Erie Transportation Plan to create total pedestrian / biking experience



Investment Overview:

While Erie already has several bike paths throughout the city, Erie's streets and infrastructure create considerable barriers for bicyclists and pedestrians, thereby restricting the flow of people throughout the city or encouraging residents to find less sustainable methods of transportation. Erie has already extensive planning on potential improvements to its pedestrian and biking infrastructure, as laid out in the Active Erie plan. These recommendations include: creating travel lanes along major bikeways across the city, investing in sign-posting and other improvements to low-stress routes along the waterfront, and creating select pedestrian bridges. With the passage of the Bipartisan Infrastructure Framework, Erie now has the opportunity to implement most or all of these recommendations in swift order.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Cost, Sources, and Uses:

Total cost: **\$14,613,960**

Uses:

\$6,969,402 - 6th St from Pittsburgh Ave to Franklin Ave

\$1,198,560 - 19th St/21st St

\$93,403 - 10th from Bayfront Parkway to Bayfront Conn.

\$42,174 - Bird Drive from Fairmount Parkway to E 38th

\$161,036 - 32nd/29th/28th from Pittsburgh Ave to East Ave

\$77,013 - East Ave from E Bay Dr to E 38th

\$34,070 - Downing Ave from E Lake Rd to E 28th

\$6,038,302 - 38th from Greengarden to Bayfront

Sources:

RAISE Grant Program,
TASA,
PennDOT and DCED
Multimodal,
CDBG, MPO
TIP funds



Goals and Benefits:

- Increase public health by promoting transportation by foot or bike and limiting local emissions
- Increase mobility in the city, creating additional economic opportunities for recreation businesses
- Provide greater connectivity between neighborhoods, increasing neighborhood and civic engagement



Process and Next Steps:

- Implement policies in the Active Transportation Plan
- Secure funding for needed improvements
- Conduct additional community outreach through final design and construction



Improve power grid to create renewable, dependable energy for city core *(More organizing required)*

Infrastructure



Investment Overview:

As Erie build new residential, commercial, and recreational developments across the City, it will place increasing demands on the city’s power grid. Recent developments have already run into substantial, unforeseen problems with the electrical grid that have required considerable costs to upgrade. A delay in making further upgrades could postpone or disincentivize additional developments in the City. Considerable work on this project must still be done, however. The specific needs and costs of upgrades must be determined; private and public stakeholders must align on an appropriate approach to cost-sharing; and a coalition of public and private actors must identify sources of capital including traditional sources of public funding, new funding from IIJA, private funding, and creative capital sources.



Goals and Benefits:

- 1. Incentivize and reduce barriers to future developments
- 2. Reduce construction time and complexity for individual developments
- 3. Reduce carbon footprint for city and new developments



Cost, Sources, and Uses:

Total cost: TBD	
Uses: TBD	Sources: TBD



Process and Next Steps:

- 1. Create master list of investments required to upgrade grid
- 2. Align on appropriate cost-sharing between public and private sectors
- 3. Create blended capital stack using public, private, and creative sources of capital

Expand City Planning Office to oversee influx of new projects



Investment Overview:

The number and complexity of projects proposed are creating considerable capacity bottlenecks for the City Planning Office, given the importance of the City as the manager, implementer, and / or partner on most projects. As a result, the City could ensure that these projects are implemented on time, within budget, and with fidelity by expanding the capacity of the Planning Office. This “surge” would be temporary to start to manage the temporary influx of funds and projects but could be extended based on the City’s ongoing needs. Potential hires would include directors to oversee implementation, specialists in infrastructure, housing, sustainability, and transportation, and analysts with skills in GIS, policy, and fiscal support.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

These hires would increase the capacity of the City to implement all projects that could be funded by public, private, and philanthropic dollars. In doing so, Erie could accelerate its current timelines for nearly all of its major development and urban planning projects.



Cost, Sources, and Uses:

Total cost: **\$3,600,000** (over 3 years)

Uses:

Operating Budget: **\$2.55M**

Planning budget: **\$900K**

Equipment / training / travel: **\$150K**

Sources:

Local
philanthropic
capital



Process and Next Steps:

1. Refine needs based on Nerve Center structure
2. Secure local funding
3. Create and launch job descriptions

Accelerate and advance further developments in the central business district

Erie's downtown benefits from having multiple large anchor institutions in a small geographical area. This large employer base has created demand for additional services and amenities that has just started to "fill in." The Erie Downtown Development Corporation has just opened a cluster of market-rate downtown apartments as well as a multi-vendor food hall. The success of EDDC's first fund creates opportunities for the entity to make further investments in other parts of the downtown, especially toward the waterfront. These investments have also started to highlight the potential of other parts of the downtown, including State Street south of Perry Square. This part of the city faces several challenges, including a dense concentration of homelessness and a cluster of urban-renewal era buildings with outdated uses. A set of strategic investments in service provision and the built environment in this area, potentially combined with several bold new proposals, could completely reshape Erie's downtown to be among the most iconic in the country.

	<i>"Shovel-ready" projects</i>		<i>Exploratory projects</i>	
<i>Strategy</i>	Commercial and Residential Development	Complete Streets	Social Services	Adaptive Reuse
<i>Purpose</i>	<i>To continue and to accelerate the revival of the downtown with new housing, recreational, and commercial opportunities</i>	<i>To accelerate the revival of the downtown by beautifying streets and increasing pedestrian transportation options</i>	<i>To ensure that Erie residents have access to critical services and are not left behind by development in the downtown</i>	<i>To accelerate the revival of the downtown by finding new uses for urban renewal properties</i>
<i>Initial investments (Total cost; amount raised)</i>	4.1 Launch new EDDC Fund (\$200M)	4.2 Invest in complete streets and new streets (\$80M)	4.3 Expand continuum of care for those experiencing homelessness (TBD)	4.4 Accelerate adaptive reuse of key anchor properties on State Street between 9th and 14th streets (TBD)
<i>Other investments and planning needed (potential delivery team tasks)</i>	<ul style="list-style-type: none"> Coordinate with other efforts to invest in local businesses (e.g., SSBCI) to ensure local businesses are receiving quality and balanced capital Consider similar investment vehicles elsewhere in the City 	<ul style="list-style-type: none"> Consider similar improvements elsewhere in the city 	<ul style="list-style-type: none"> Coordinate new effort with other housing investments Determine whether other social services (beyond supportive housing) also require additional investment 	<ul style="list-style-type: none"> Identify new uses for properties in downtown and certain neighborhoods in aligned processes

Total Estimated Cost: \$280,000,000

4.1: Launch New EDDC Fund



Investment Overview:

A second EDEF Fund would develop underutilized real estate that exists between the EDDC's current projects and the investments on the Bayfront. This effort would also leverage the investments by major employers, such as Erie Insurance, UPMC Hamot, and Gannon University. This Fund will build upon the success of EDDC's first fund in the Downtown.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

- Transform underutilized properties
- Increase city/county/school district revenue
- Create diverse business, employment & housing Opportunities



EDDC Developments:

EDDC will build on its previous work, which include:

- Flagship City Food Hall
- Flagship City Public Market
- 429 State
- The Shops at 5th & State



Cost, Sources, and Uses:

Total cost: **\$200,000,000**

Uses:

\$20M – Acquisition Costs

\$40M – Softs Costs

\$140M – Construction Costs

Sources:

\$50M – EDEF Fund #2

\$150M – Leveraged Private & Public Capital (e.g., Opportunity Zones)



Process and Next Steps:

- Confirm commitments of current and prospective EDEF Members
- Confirm commitment of public capital sources
- Acquire site control of key properties
- Assemble development team
- Develop properties

4.2: Invest in complete streets and new streets



Investment Overview:

The streets in downtown Erie can undergo considerable upgrades. Many of the current streets have excessively wide travel lanes, few street trees, long pedestrian crossing distances, and narrow sidewalks. A series of partial and complete street rebuilds across the downtown, with concrete bike lanes, wider sidewalks, street trees and furnishings, and shorter pedestrian crossings would provide significant practical, aesthetic, and economic benefits to Erie. Outlined in the Downtown Streetscape Master Plan, these improvements have already been planned and are near-ready for construction.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

- Increase opportunities for commercial use with wider sidewalks (e.g., outdoor dining)
- Increase foot traffic by creating more accommodating pedestrian experience by planting street trees, installing benches, building bike lanes and locks, and shortening pedestrian crossings
- Increase quality of life by creating major facelift for streets across downtown



Relevant Examples:

- Smarter Streets Initiative (South Bend, IN) is an initiative to create safer, more efficient transportation by creating traffic patterns that better accommodate motorists, transit riders, cyclists and pedestrians



Cost, Sources, and Uses:

Total cost: **\$80,050,000**

Uses:

\$8,580,000 – State St
\$2,260,000 – 6th St
\$4,070,000 – N/S Park Row
\$2,790,000 – 12th St
\$13,550,000 – Peach & Sassafrass
\$48,800,000 – 2nd – 5th; 7th – 11th

Sources:

PennDot and DCED
 Multimodal funds,
 CDBG, TASA, MPO TIP
 funding



Process and Next Steps:

- Update Streetscape Plan and to reflect new costs
- Secure remaining funding for needed improvements
- Secure contractors and begin construction



Source: Downtown Streetscape Master Plan, New Localism analysis

Expand continuum of care for those experiencing homelessness through structured collaboration (*More organizing required*)



Investment Overview:

Like in many parts of the country, homelessness has been a growing issue in Erie since the start of the COVID-19 pandemic. The persistence of this issue in Erie presents several problems. First, it prevents many of Erie's residents from fulfilling their basic need for shelter. Second, it disincentivizes further growth and development downtown. Finally, it creates a dynamic whereby many of Erie's residents would not benefit from many of the investments in the city's future. As a result, finding a lasting solution to this issue is a cornerstone to Erie's inclusive economic recovery. Stakeholders from Erie's public, private, and civic sector have recently come together to make several important investments on this issue, including designating units in new developments for homeless residents, conducting intensive research on best practices in homelessness reduction in American cities and interviewing affected populations as well as shelter and service providers. The City of Erie has already committed nearly \$3M to this effort in the hopes of leveraging additional philanthropic funding.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

In addition to improving the health, well-being, and economic potential of many Erie residents, substantially reducing homelessness in Erie will ensure that a greater portion of Erie residents can enjoy and benefit from the growing opportunities, assets, and amenities that the city offers. It will also open new parts of Erie's downtown for further investment and inclusive growth.



Relevant Examples:

- 3CDC in Cincinnati created a state-of-the-art shelter that was embraced by local service providers



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:
TBD

Sources:
TBD



Progress to Date:

- ✓ Convene working group of local service providers, funders, and advocacy groups
- ✓ Raise initial funding from City and / or philanthropic sources
- ✓ Conduct research on best practices
- ✓ Hold focus groups with affected populations, service providers, and others



Next Steps:

- ☐ Leverage public funding with additional philanthropic funds
- ☐ Finalize full set of program and strategies

Accelerate adaptive reuse of key anchor properties on State Street between 9th and 14th streets (*More organizing required*)



Investment Overview:

With the creation of Erie Insurance's new campus and several other downtown redevelopment projects, State Street south of Perry Square has considerable potential for new and creative uses. However, the area has several relics of largely unsuccessful 1970s urban renewal. Given their prime location, considerable size, and relatively low property value, these properties can be used to anchor new, creative developments (final use tbd) for Erie's next phase of growth.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

Repurposing or demolishing sites will reduce blight, increase local pride, and create national recognition. The project will signal to Erie residents (as well as the rest of the country) that Erie has moved on to a new phase of growth and urban vibrancy.



Relevant Examples:

- Dayton Arcade District



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:
TBD

Sources:
TBD



Process and Next Steps:

- ☐ Identify specific sites to demolish or remodel
- ☐ Work closely with architectural competition team to ensure creative new uses



Reimagine Erie's relationship with its waterfront

Erie benefits from an extended waterfront, which has provided a variety of benefits over its history. In the 18th century, Erie's port was a major boon to its salt trade. Today, the waterfront remains a considerable asset with recreational and commercial uses. Erie has made several investments in its port in recent years, including opening the Convention Center, several waterfront hotels, and a few residential properties. Erie can build upon this momentum by leveraging existing funding opportunities to make further improvements, including remediating major sites along the waterfront, creating connections to the downtown, and improving resilience. Beyond these investments, Erie can make more transformational changes to the layout and use of its waterfront by learning from leading global examples in Denmark and the Netherlands. In doing so, Erie can fully leverage this truly unique asset for the third decade of the 21st century and become a national example for creative, sustainable, and productive waterfront use.

	<i>"Shovel-ready" projects</i>			<i>Exploratory projects and setup moves</i>
Strategy	Residential and Recreational Development	Accessibility and Transportation	Resilience and Sustainability	Reclamation and New Uses
Purpose	To increase opportunities for Erie residents to interact with the waterfront by creating new office, commercial, residential, and recreational developments	To ensure Erie residents have easy access to the waterfront from downtown and nearby residential neighborhoods	To ensure that Erie and its waterfront can withstand environmental changes and shocks	To determine uses for old industrial and underdeveloped properties and create a truly world-class waterfront based on global best examples
Initial investments (<i>Total cost; amount raised</i>)	5.1 Complete Bayfront Place mixed-use development (\$208M) 5.2 Complete Harbor Place development (TBD)	5.3 Implement Bayfront Parkway Central Corridor Project (\$13M)	5.4 Invest in new and revised stormwater systems (\$13M)	5.5 Establish World Class Waterfront Task Force (\$125k) 5.6 Remediate Coke Factory property (\$205M)
Other investments and planning needed (<i>potential delivery team tasks</i>)	<ul style="list-style-type: none"> Ensure alignment with future uses of other properties 	<ul style="list-style-type: none"> Ensure all neighborhoods and residents have sufficient access to waterfront; build additional pathways if necessary 	<ul style="list-style-type: none"> Determine other sustainability needs from other public and private entities along waterfront Conduct additional analyses of resilience needs (e.g., dock walls) 	<ul style="list-style-type: none"> Identify uses of other underdeveloped properties along waterfront in conjunction with Coke plant

Total Estimated Cost: \$439,125,000

Complete Bayfront Place mixed-use development



Investment Overview:

The goal of the Bayfront Place Development Plan is to create a comprehensive, long-range plan intended to guide growth and development of the site. The Development Plan reflects the highest and best use of the site creating an exceptional, year-round amenity with quality public spaces, mixed-use buildings and tax generating properties. The plan for Bayfront Place includes new waterfront housing, a marketplace, an office park, several renovated streets (Main and Sassafrass), new open spaces, and a pedestrian bridge from the West Bayfront. Many of the projects within Bayfront place are already in development, requiring only limited additional support to bring this investment over the finish line.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

- New waterfront housing
- New marketplace for fresh food and produce
- New waterfront office space
- Pedestrian connection to the waterfront from the West Bayfront



Cost, Sources, and Uses:

Total cost: **\$207,500,000**

Uses:

\$200M - Mixed-use developments
\$3.5M - Parking deck addition
\$2M - Bayfront Place infrastructure (utilities / roads)
\$2M - Seawall improvements -

Sources:

Private investment,
 RCAP, City
 ARPA funds,
 PennDot



Process and Next Steps:

- Complete negotiations for specific sites with developers
- Select developers for specific sites
- Secure additional funding for infrastructure improvements, parking additions



Complete Harbor Place Development



Investment Overview:

Harbor Place is a dynamic, mixed-use development plan that will encompass 12 acres of Erie’s waterfront. It will be built in phases and will eventually include corporate offices, two hotels, retail shops, parking garages, an outdoor ice-skating rink, condominiums, and apartments. Phase 1 of the project is set to include the construction of an eight-story Hampton Inn & Suites with a rooftop bar & event space. Phase 2 will dawn a mixed-use office building with the first floor dedicated to retail.



Goals and Benefits:

Create spaces for a variety of uses (recreational, residential, commercial) for Erie residents and visitors to interact with the waterfront.



Cost, Sources, and Uses:

Total cost: \$150,000,000 (estimate)	
Uses: TBD	Sources: TBD



Progress to Date:

- ✓ Complete Hampton Inn and Oliver’s Rooftop (Phase 1)



Next Steps:

- ❑ Complete Phase 2

Begin implementation of Bayfront Parkway Central Corridor Project, including high-quality pedestrian bridges



Investment Overview:

As Downtown Erie continues to undergo a revitalization and the Bayfront expands its commercial, residential, and recreational uses, the Bayfront Parkway is expected to face increased use as residents and tourists visit these places. In order to accommodate both increased vehicular and pedestrian traffic and connect these two spaces, pedestrian bridges over the Parkway will create important pedestrian connections. Two proposed bridges, at Holland St. and Sassafras St. will connect the Bayfront and Downtown along convenient routes and allow all residents access the Parkway from either side of State Street. Additional passages over or across the Parkway to the east and west will be needed to increase access from the East and West Bayfront and increase use of the waterfront. The plans for these bridges, from the Bayfront Parkway Central Corridor Project, will also improve pedestrian and biker safety and accessibility.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

- Increase commercial and recreational activity Downtown and in the Bayfront
- Reduce traffic and congestion along Bayfront Parkway and in both neighborhoods
- Increase quality of life for residents of downtown, East and West Bayfronts



Relevant Examples:

- The 11th St Bridge was constructed as an elevated park in DC that crossed the Anacostia River



Cost, Sources, and Uses:

Total cost: **\$12,800,000**

Uses:

\$6.4M – Holland St. bridge
\$6.4M – Sassafras St. bridge

Sources:

Surface
Transportation Block
Grant Program;
Reconnecting
Communities Initiative



Progress to Date:

- ✓ Complete designs and review process
- ✓ Complete public meetings for Holland St bridge
- ✓ Apply to Congressman Kelly’s office for Sassafras St bridge funding



Next Steps:

- ☐ Close capital stack by raising any outstanding funds
- ☐ Begin construction in 2022

Invest in resilience improvements along waterfront



Investment Overview:

As Erie invests further into revitalizing its waterfront, the health, sustainability, and resiliency of the waterfront becomes increasingly important to withstand, recover, from and adapt to major disturbances. Risks from lake level fluctuations, changing precipitation patterns, coastal storms, agricultural or stormwater runoff, and invasive species threaten the feasibility of new residential, commercial, and recreational uses of Erie's prized waterfront. Some of these improvements are known (e.g. stormwater improvement), others still need to be studied in greater detail (e.g., modernization of dock walls). Erie has already identified 5 stormwater improvement projects that are "shovel-ready;" other upgrades (e.g., modernization of dock walls) will require more research and planning.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

- Protect new developments and spaces along waterfront
- Improve resilience against climate change for the coming decades
- Repair aging or inadequate dock walls that can threaten health of waterfront



Project List:

1. Southeast Erie Stormwater Improvement Project ("shovel-ready")
2. Garrison Run Stormwater Improvement Project ("shovel-ready")
3. Lower Myrtle Street Storm Sewer Rehabilitation Project ("shovel-ready")
4. Foot of Sassafras Stormwater Improvement Project ("shovel-ready")
5. Mill Creek Channel Wall Rehabilitation ("shovel-ready")
6. Dockwall upgrades (more planning required)
7. Other (more planning required)



Cost, Sources, and Uses:

Total cost: **\$13M+**

Uses:

\$3M – SE Erie Stormwater
\$5.2M - Garrison Run Stormwater
\$1.1M – Lower Myrtle Storm Sewer
\$80k – Sassafras Stormwater
\$6.5M – Mill Creek Channel
TBD – Dockwall upgrades
TBD – Other

Sources:

TBD



Process and Next Steps:

1. Secure state and other funding for stormwater repair
2. Commission study to determine type and severity of threats to Erie's waterfront
3. Secure funding for resilience projects



Establish World Class Waterfront Task Force



Investment Overview:

Erie is fortunate to have its downtown border Presque Isle Bay. Such a waterfront is a visual gem and an opportunity to create desirable residential, commercial, and recreational uses. However, much of Erie's waterfront is undeveloped or retains old properties and uses from the 20th or 19th centuries. A new world-class waterfront task force would inspire and challenge local decision-makers to explore, understand, and prioritize transformational opportunities for the waterfront. The task force would participate in a series of visioning workshops, research leading examples from around the world, and create an action plan with recommendations by February 2023.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

In addition to increasing property values, creating new recreational activities and increasing quality of life, this project could create a completely different trajectory for Erie's waterfront that would make it a national icon.



Relevant Examples:

- LX Factory, Portugal,
- Aarhus harbor, Denmark
- Koge, Denmark
- Fredericia, Denmark



Cost, Sources, and Uses:

Total cost: **\$125,000**

Uses:

\$50k (expenses such as materials and travel)
\$75k (honoraria for experts, facilitators)

Sources:

Local philanthropic capital



Process and Next Steps:

- Determine task force members (3-6 people)
- Confirm task force objectives and processes
- Conduct visioning workshops
- Conduct initial interviews / research with leading international sites
- Create final proposal for new uses / investments



Remediate Coke Factory property (*more organizing required*)



Investment Overview:

The old Erie Coke plant sits on one of the most prime waterfront properties in Erie. This property contains significant environmental hazards and requires considerable capital to cleanup, demolish, and remediate. Given the high cost of this remediation, Erie may not have another chance to secure funding to demolish the factory and remediate the property for new uses. Without remediation of this property, it is difficult to imagine Erie having a truly world-class waterfront. This project would raise a wide variety of state, federal, and local funds to remediate the property for new use. While the property is acquired and prepped, stakeholders across Erie would determine its new use.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

Remediating this site would reduce environmental hazards and blight as well as increase quality of life by creating new uses for the waterfront. It's considerable size has vast potential to reshape Erie's waterfront.



Relevant Examples:

- Hamburg (Hamburg Philharmonic, HafenCity)
- Hazelwood-Mill 19, Pgh, PA



Cost, Sources, and Uses:

Total cost: **\$205,000,000**

Uses:

Unknown (cleanup)
\$5M (site prep)
\$200M (design and build)

Sources:

Brownfield and
State ARPA



Process and Next Steps:

- Secure site control
- Determine full cleanup costs
- Review EPA's Community Reuse Plan
- Convene delivery team to determine final use for site
- Determine full cost of construction
- Raise local capital (e.g., bonding) for construction and future use

Invest in major reclamation along the 12th street corridor

Like many former industrial cities, Erie still has considerable post-industrial properties that require considerable remediation that private companies neither have the time of resources to do. However, the recent influx of federal funding has created an opportunity to remediate these properties at a scale and pace previously impossible. Acting swiftly to remediate these properties can eliminate blight across, create a variety of new uses (e.g., office space), and revitalize an entire section of the city. Though many of the properties to be remediated immediately are still to be determined, work is already underway at the Former **EMI Site**, which may be illustrative of future projects undertaken under this banner. This site will be transformed into light industrial and / or office space to suit the growing economic needs in Erie.

	"Shovel-ready" and exploratory projects	Setup move
Strategy	Industrial Reclamation	Increase Capacity
Purpose	To accelerate economic regeneration, remove blight, reduce environmental hazards, and bolster local pride by purchasing and remediating properties along the 12 th street corridor and turning them into new commercial spaces fit for Erie's new industries	To ensure city and county agencies are adequately staffed to make a major push for acquisition and renovation of industrial properties
Initial investments (Total cost; amount raised)	6.1 Purchase and renovate former EMI site (\$74M; \$6.4M raised) 6.2 Identify, purchase, and remediate 3-5 other properties for new uses (\$100M) (more planning required)	6.3 Boost capacity of Erie County Redevelopment Authority (\$1.2M)
Other investments and planning needed (potential delivery team tasks)	<ul style="list-style-type: none"> Identify and acquire other properties along the 12th street corridor for purchase and remediation in line with new commercial needs Raise up to \$175M total for purchase and remediation of multiple properties 	Ensure other agencies and partners are adequately staffed to work with ECRDA

Total Estimated Cost: \$175,200,000

Remediate EMI site



Investment Overview:

The former EMI site is located at 601-645 West 12th Street. At 5.5 acres, the site can be remediated to create 75,000 square feet of office space in the 12th street corridor. The Erie County Redevelopment Authority has been gradually remediating this property; however, the influx of federal and state funds creates an opportunity for Erie to expedite this remediation (along with others along the 12st street corridor).

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Photo credit: Go Erie



Goals and Benefits:

Repurposing the property can reduce blight, create much-needed office space to bring new businesses to Erie, and reduce environmental hazards.



Cost, Sources, and Uses:

Total cost: **\$24,425,000**

Uses for EMI:

EMI acquisition: **\$375k**
EMI remediation and demolition: **\$2M**
EMI new construction: **\$50+M**
EMI renovation: **\$22M**

Sources for EMI:

\$750k – County ARP grants
\$1.25M – City ARP grant
\$375k – City forgivable loan
\$4M – State RACP grant
TBD – private investment



Progress to Date:

- ✓ Secure site control
- ✓ Secure initial funding from city, state, and county sources



Next Steps:

- ☐ Identify private investment to close capital stack
- ☐ Identify potential developers for construction



Identify and remediate 3-5 other properties along 12th street corridor



Investment Overview:

In addition to the EMI site, Erie has considerable other old industrial properties that need to be remediated if they are to be put back into productive use. With an unprecedented opportunity to leverage funds as well as increasing demand for spaces to support new businesses related to plastics recycling and advanced manufacturing, Erie has a great opportunity to remediate properties that have blighted much of the 12th street corridor for years.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

Repurposing the property can reduce blight, create much-needed commercial spaces to bring new businesses to Erie, and reduce environmental hazards.



Cost, Sources, and Uses:

Total cost: **\$100,000,000** (estimated)

Uses:

\$100M – Acquisition, remediation, development

Sources:

TBD - RACP, state brownfields funds, others TBD



Progress to Date:

✓ Undertake land use study in partnership with MPO



Next Steps:

- ☐ Finalize list of other sites
- ☐ Secure site control
- ☐ Present cleanup plan to PA DEP, EPA
- ☐ Secure funding for remediation

Capacity Investment: Increase capacity of ECRDA



Investment Overview:

The Erie County Redevelopment Authority has made a commitment to tackling industrial blight and providing Erie with viable properties that private developers do not have the time or financial resources for. However, given the prevalence of such blighted industrial properties across Erie and the relative scarcity of resources (at least recently), Erie has been able to make only moderate progress. While new funding sources create an opportunity for Erie to accelerate this work, ECRDA will need additional staff capacity in order to tackle a far greater number of environmental remediations. This proposal is for an increase in staff capacity for the next three years.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

This investment will allow Erie to remediate and change over an entire portion of the city in relatively short order (a few years). Such a burst of activity will make Erie a national example for brownfield remediation, turning what was a sign of shame for Erie into one of its new assets.



Cost, Sources, and Uses:

Total cost: **\$1,175,000** (3 years)

Uses:

\$650k (personnel – project manager x 2)

\$300k (personnel – property mgmt.)

\$225k (personnel – facilities mgmt.)

Sources:

local
philanthropic
capital



Process and Next Steps:

- Create implementation plan to accelerate remediation with new staff
- Raise necessary local philanthropic capital
- Create and post job descriptions

Transform neighborhoods and increase equity

Erie's neighborhoods have experienced some difficulty in the past several decades that include low rates of homeownership, increasing blight, and low home values. Given the new influx of funds, these organizations, in partnership with the City, have an historic opportunity to build and repair housing across the affordability spectrum, increase homeownership, and revive commercial corridors and anchor properties, all while allowing BIPOC resident to benefit from the construction boom. These strategies together will ensure that the new growth in Erie is captured more equitably.

"Shovel-ready" projects

Exploratory projects

Setup moves

Strategy	Commercial Corridors	New Housing Construction	Housing Renovation	Homeownership	Construction and Development Workforce	Repurpose Anchor Properties	Park Preservation	Capacity improvements
Purpose	To boost economic activity and accelerate revitalization in residential neighborhoods	To build new housing across the affordability spectrum (housing for homelessness to market rate)	To reduce blight and improve existing housing stock through home repairs	To increase opportunities for first-time homeowners, especially for residents of color	To expand job opportunities in construction and development for BIPOC residents	To provide important services and amenities in residential neighborhoods	To preserve and improve parks and reduce administrative burden on the city	To boost the capacity of neighborhood organizations to implement this work
Initial investments (Total cost; amount raised)	7.1 ECAT Expansion (\$10.8M) 7.2 Accelerate East Side Renaissance (TBD) 7.3 Revive Savocchio Opportunity Park (\$8.5M; \$2.2M raised)	7.4 Complete HANDS Hammermill affordable housing development (TBD; \$4M raised)	7.5 Implement Redevelopment Authority of the Cite of Erie (RACE) Comprehensive Housing Plan (\$13.5M; \$13.5M raised)	7.6 Expand homeownership with a focus on Black residents (TBD; \$1.1M raised)	7.7 Build capacity of BIPOC developers / construction workforce (TBD; \$500k raised)	7.8 Purchase and reuse Burton School property (\$6M)	7.9 Create conservancy to preserve and support public parks (TBD)	7.10 Boost capacity of community organizations (\$6.1M; \$500k raised)
Other investments and planning needed (potential delivery team tasks)	Identify investments in other corridors beyond the East Bayfront (TBD)	Create hundreds of additional housing units, especially for workforce (~80% AMI) and persons experiencing homelessness	Increase investments and leverage on RACE programs, coordination with community organizations	Create more comprehensive strategy that builds on the city's initial investment in homeownership	Ensure support and sufficient investment across talent pipeline beyond initial support to Paramount Pursuits	Identify additional properties and new uses across Erie	Assess feasibility for conservancy / new entity	Determine which community organizations need capacity at what level of investment

Total Estimated Cost: \$44,900,000

Expand Erie Center for Arts and Technology



Investment Overview:

ECAT will create ECORP in order to develop and manage a broader set of community development programs, including a) developing commercial corridors along East Avenue (6th – 8th St), b) building a jazz performance and workforce development center, c) launching a construction trades program with Erie School District and d) creating a master neighborhood revitalization plan. Successful implementation of this work can serve as a model for replication in other neighborhoods in Erie.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

Such a considerable expansion of ECAT would could transform the East Bayfront into a thriving neighborhood of multiple uses. Though primarily residential, the East Bayfront would also include robust commercial corridors and centers for light entertainment and job training. These investments would also align substantially with other important projects, including training in construction trades and renovating homes in the East Bayfront.



Relevant Examples:

- ConnCAT in New Haven, CT has similarly built job training programs to revitalize neighborhood corridors



Cost, Sources, and Uses:

Total cost: **\$10,795,000**

Uses:

\$2.8M – acquire key properties
\$7.3M – renovate key properties
\$700k – programming, salaries,
and other overhead

Sources:

TBD



Process and Next Steps:

- Secure local and other funding sources
- Create project team across organizations and individuals in the East Bayfront
- Incorporate ECORP
- Launch construction trades training



Accelerate East Side Renaissance



Investment Overview:

East Side Renaissance was formed to restore hope through pathways to self-efficiency for the community members along Parade Street, between 6th & 12th Streets, running west to Holland Street. This organization is taking a two-pronged approach to revitalization. First, ESR is investing in people via pathways to self-efficiency, which include programming and support services related to financial comprehension, homeownership, and insurance necessities. Second, ESR is investing in place by focusing on the Parade Street commercial corridor.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

To create an Erie equivalent of the Harlem Renaissance by renovating the built environment, supporting community needs, attracting new business, retaining existing businesses, removing blight, and infusing long-overdue investment into the buildings.



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:
TBD

Sources:
TBD



Progress to Date:

- ✓ Acquire 11 key properties along corridor
- ✓ Retain developer to define corridor and key developments



Next Steps:

- ☐ Identify full funding needs
- ☐ Complete fundraising
- ☐ Acquire additional properties along corridor
- ☐ Ensure alignment with other efforts in the East Bayfront

Revive Savocchio Opportunity Park



Investment Overview:

JASBP is a former superfund site that has remained undeveloped, but with the recent influx of federal dollars, may finally be put to productive use. The site could house a variety of uses, including solar power for the grid, a food production center, and community green space. Successful implementation of this work can serve as a model for replication in other neighborhoods in Erie.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

- Provide sustainable energy capacity to the grid
- Stimulate local economy by creating incubation opportunities for food and beverage sector
- Create green and sustainable businesses in a former superfund site



Relevant Examples:

- Project could be modeled after ECAT and / or ConnCAT



Cost, Sources, and Uses:

Total cost: **\$8,500,000**

Uses:

\$1.8M – Aquaponics
\$485k – Pest Remediation Business
\$500k – Remediation
\$1.3M – Commercial Kitchen Incubator
\$700k – Co-Packing site
\$4M – Solar installation

Sources:

\$2.2M – City ARP grant
TBD – EDA Economic Adjustment Grant



Process and Next Steps:

- Explore other existing funding sources
- Identify property manager
- Break ground in 2022



Complete HANDS Hammermill affordable housing development



Investment Overview:

HANDS Hammermill is a 50-unit affordable housing development of East Lake Road in Erie's East Side. The development will be focused on housing general occupancy work force, special needs, and homeless residents. The project is a partnership between HANDS, a nonprofit housing developer, Hamot Health Foundation, Erie Center for Arts and Technology, and the City of Erie.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

- Increase housing options and supply for low- and moderate-income residents in the East Bayfront, within a short distance of downtown employment opportunities
- Address homelessness across Erie
- Bring new development to Erie's East Bayfront neighborhood



Relevant Examples:

- HANDS Midtown Revitalization (1326 Parade St)



Cost, Sources, and Uses:

Total cost: **\$4M+**

Uses:

\$360k – Site acquisition
\$3.6M – Site prep
TBD – Construction
TBD – Other

Sources:

\$3M – ARPA (local)
\$300k – CDBG
TBD – LIHTC
TBD – NAP Tax Credit
TBD – PHFA PHARE
TBD – Bank Loan



Progress to Date:

- ✓ Secure local ARPA funding
- ✓ Confirm community support through stakeholder meetings



Next Steps:

- ☐ Close capital stack with other public and private financing
- ☐ Purchase site / secure site control
- ☐ Complete permitting and environmental reviews
- ☐ Begin construction in 2022

Implement Redevelopment Authority of the Cite of Erie (RACE) Comprehensive Housing Plan



Investment Overview:

In most neighborhoods in Erie, there is a gap between home value and home repair, creating a disincentive for homeowners and landlords to build or renovate many housing units. Erie can accelerate home repairs by providing financial incentives to homeowners and landlords to renovate existing housing units in the city's neighborhoods, thereby increasing home and neighborhood appeal across the city. The City of Erie has allocated \$15M for a variety of programs, including grants to homeowners, loans to landlords, and additional funds to neighborhood organizations. Most of these efforts are focused citywide, and neighborhoods outside the city can adopt a similar model to upgrade their housing stock, raise home values, and improve their neighborhoods.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

- 85+ homes demolished / blighted homes repaired
- 180+ homes remediated of hazards (e.g., lead paint)
- 60-70 vacant lots put back into productive reuse
- 84+ rental properties improved
- 102+ owner-occupied homes are brought up to code
- 18 small and minority-owned contractors are provided support for work
- 84+ families become new homeowners



Relevant Examples:

[Rehabbed and Ready](#) in Detroit program uses philanthropic funding from the Rocket Community Fund and others to renovate and sell homes for market value in order to bridge the gap between home value and repair expenses.



Cost, Sources, and Uses:

Total cost: **\$13.5M** (3 years)

Uses:

\$1.8M – Blight / acquisition
\$2.3M – New production
\$2.3M – Rental investment
\$3M – Housing rehabilitation loan
\$3.2M – Healthy Home grant
\$1M – Housing and small business preservation grant

Sources:

\$13.5M -
City ARP
Funding



Progress to Date:

- ✓ Secure local ARP funding
- ✓ Identify concrete objectives and targets for home repair



Next Steps:

- ❑ Coordinate support for small- and minority-owned contractors with Paramount Pursuits
- ❑ Coordinate home repair programs with OWB, BEST, SSJ
- ❑ Formalize and launch home repair grant and loan programs
- ❑ Identify properties for purchase and remediation
- ❑ Bring existing lots into productive use
- ❑ Ensure alignment with broader homeownership programs

Expand homeownership with a focus on Black residents (*More organizing required*)



Investment Overview:

With several measures now in place to improve Erie's housing stock and raise property prices, it is imperative that the City also expand opportunities for homeownership so that a wider array of citizens can benefit from these changes. At present, Erie's homeownership numbers are low and inequitable: only 2% of black residents own their home in Erie. A robust new homeownership effort can reverse these inequities. Traditional programs such as first-time homeowner incentives and lease to purchase as well as more innovative tools such as community equity districts can be part of Erie's comprehensive approach to this issue. While some smaller investments in homeownership have already been made, local stakeholders must decide on, and then fund, a broader strategy to boost homeownership and reduce inequities.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

- Allow a broader set of Erie residents to benefit from homeownership by building wealth
- Reduce inequities in homeownership and wealth
- Build local pride and civic engagement



Relevant Examples:



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:

\$55k – Genesis Homeownership program (SSJ)
\$1M – Homeownership incentive grant (ERA)

Sources:

City ARP Grant



Process and Next Steps:

- Create delivery team to create comprehensive homeownership strategy aligned with timeline for home repairs
- Raise capital for homeownership programs

Build capacity of BIPOC developers / construction workforce (More organizing required)



Investment Overview:

As Erie's neighborhoods undergo a revitalization driven by substantial home renovation, this investment would allow BIPOC and other residents in Erie to partake in the boom in development and construction work that will follow. Investments in programs to train and capitalize BIPOC developers will help these residents oversee new development, while job training will ensure access to skilled, high-paying jobs in the construction industry. Erie has already made an initial investment in Paramount Pursuits to assist 15 construction industry participants in a 12-week program for 3 years. This program can be deepened by grants to and patient loans to minority-owned developers and construction teams in order to purchase equipment and strengthen their balance sheets. The timeline for these programs is especially important, as investments in and support to small- and minority-owned developers must happen immediately in order to benefit from the coming construction boom.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

- Create new local construction jobs
- Allow small- and minority-owned businesses to benefit from construction boom
- Help Erie reinvest local capital, rather than hiring out-of-town contractors



Relevant Examples:

- [Jumpstart Germantown](#) (Philadelphia) is a residential real estate development training program that focuses on helping people break into the industry and fighting gentrification by encouraging people to develop their own communities.
- [East Side Avenues Initiative](#) (Buffalo) has a community-based real estate development training to train building owners in commercial real estate development and invest in community-level developer commercial and mixed-use projects, in order to ensure that buildings are redeveloped for and by East Side residents. The effort is funded with a \$5M in capital and \$1M operating budget.



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:

\$500k – Paramount Pursuits construction industry small business program
\$TBD – Grants and loans to construction businesses

Sources:

\$500k – City ARP grant,
TBD



Process and Next Steps:

- Create delivery team to identify specific programs and capital needs with 30-day deadline
- Raise necessary capital
- Conduct significant outreach through community groups
- Launch inaugural program in time for building boom

Purchase and reuse Burton School property (*More organizing required*)



Investment Overview:

Across Erie's neighborhoods and especially in the East Bayfront, Erie has numerous historical buildings that could be used to provide critical social services, jumpstart new commercial corridors, and increase foot traffic. Local stakeholders can purchase these structures and bring them into productive use. While many sites are still to be identified, one example is the Burton School in the East Bayfront. Though its use has dwindled over the years, it is registered in PA's Cultural Resource Geographic Information inventory as a historical site, and the property could be used as a hub for childcare, pre-K, and workforce development.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



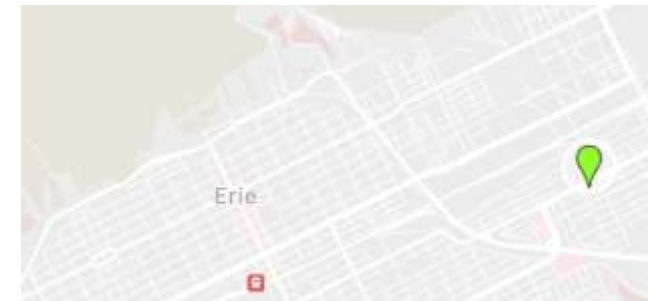
Goals and Benefits:

- Increase critical local services (e.g., childcare) in Erie's neighborhoods
- Return historic properties to productive use
- Stimulate neighborhood economy by creating local jobs and foot traffic



Relevant Examples:

- Wayne School (ECAT)



Cost, Sources, and Uses:

Total cost: **\$6M+**

Uses:

\$6M – Burton
School purchase

Sources:

TBD



Process and Next Steps:

- Determine full list of properties to purchase
- Identify uses (e.g., childcare) for building list
- Raise capital for building purchase and renovation



Create conservancy to preserve and support public parks (*More organizing required*)



Investment Overview:

Several of Erie's parks have seen considerable revitalization at the hands of nonprofit and private hands. The Perry Square Alliance has undertaken a significant effort to revitalize the park, the LEAF Arboretum has transformed with private support, and local businesses leaders helped clean up Griswald Park. Given this positive track record, Erie can place its parks in a conservancy. Through this arrangement, the parks would still have public funding, but would be able to attract private dollars and more flexibly use volunteers and staff. This arrangement would also allow the city to focus more deeply on other issues.

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

- Improve and protect parks and green spaces across Erie
- Free up capacity at the City
- Mobilize new private funds to invest in City's parks



Relevant Examples:

- Forest Park Forever, St. Louis
- Olmstead Parks Conservancy, Louisville



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:
TBD

Sources:
TBD



Process and Next Steps:

- Assess feasibility of creating a park conservancy
- Solicit public comment and feedback
- Identify and recruit staff, leaders, and volunteers for conservancy
- Conduct initial fundraiser for parks

Boost capacity of community organizations (e.g., OWB, BEST, SSJ, others)



Investment Overview:

Neighborhood organizations like OWB and BEST have an extended track record of being nimble and using innovative methods to improve local housing and boost homeownership. With the City's recent investments in home repairs through the Erie Redevelopment Authority, these neighborhood groups are now especially needed to "fill in the gaps" to ensure Erie is undertaking a comprehensive approach to housing. These organizations can expand programs focused on public housing ownership and value capture, homeownership expansion, housing model innovation (e.g., community investment trusts), and others. In order to do so, they require a "boost in capacity" to pilot and scale such programs in close collaboration with other entities (e.g., Erie Redevelopment Authority).

"Setup"
move

"Shovel
ready"
project

Exploratory
project



Goals and Benefits:

- Ensure comprehensive approach to housing so that all residents in Erie have an opportunity to benefit from increases in housing stock and appreciating home values
- Build capacity of effective local community organizations
- Solidify partnerships across Erie's housing system



Relevant Examples:

- Youngstown Neighborhood Development Corporation has been especially successful at home renovation with a staff of ~20



Cost, Sources, and Uses:

Total cost: **\$6,100,000** (3 years)

Uses:

\$1.9M – shared full-time contractors
\$4.2M – staffing, salaries, and other operational costs

Sources:

\$500k – City ARP grant



Progress to Date:

- ✓ Complete land trust feasibility study
- ✓ Raise initial funding from local ARP dollars



Next Steps:

- ❑ Determine how community organizations will support strategies on home repairs, homeownership, and minority-owned contractors with key local organizations (e.g., Paramount Pursuits, Erie Redevelopment Authority)
- ❑ Implement recommendations from land trust feasibility study
- ❑ Share learnings and model to organizations outside of East and West Bayfront
- ❑ Secure additional funding (e.g., national foundations, local philanthropy)

Contents

1. Introduction and Context
2. Interview and Research Findings
3. Investments and Strategies
4. **Organizing for Success**
5. Next Steps
6. Appendix

The influx of federal investments coming in the next 6-24 months is unprecedented

Why: Coordinate this once-in-a-generation federal investment in cities to local resilient, inclusive and innovate priorities. Harness diffuse array of products, programs, and agencies to leverage federal spending in Erie.

How: Boost capacity of existing organizations and create temporary intermediary (~1-3 years) staffed with respected, capable leaders from public, private, and / or civic sectors.



A Nerve Center with **three different layers** can ensure proper execution of this ambitious Playbook

1 |

A blue rectangular box with the text "Steering Committee" in white.

Steering
Committee

A **Steering Committee** composed of leaders in the public, civic, nonprofit, and private sectors will oversee the Nerve Center by providing accountability and ensuring adequate progress to implementing the Playbook.

2 |

A blue rectangular box with the text "Nerve Center Staff" in white.

Nerve Center
Staff

A **Nerve Center Staff** composed of several (likely 2-3) full-time staff members will support local entities in executing the projects in this Playbook by securing additional funding for projects, creating coalitions, ensuring alignment across entities, tracking and ensuring progress, and removing barriers. The staff will also provide custom support to individual projects where possible. The staff will report to the Steering Committee.

3 |

A diagram showing three blue oval shapes, each containing the text "Delivery Team". Two ovals are positioned at the top, and one is centered below them.

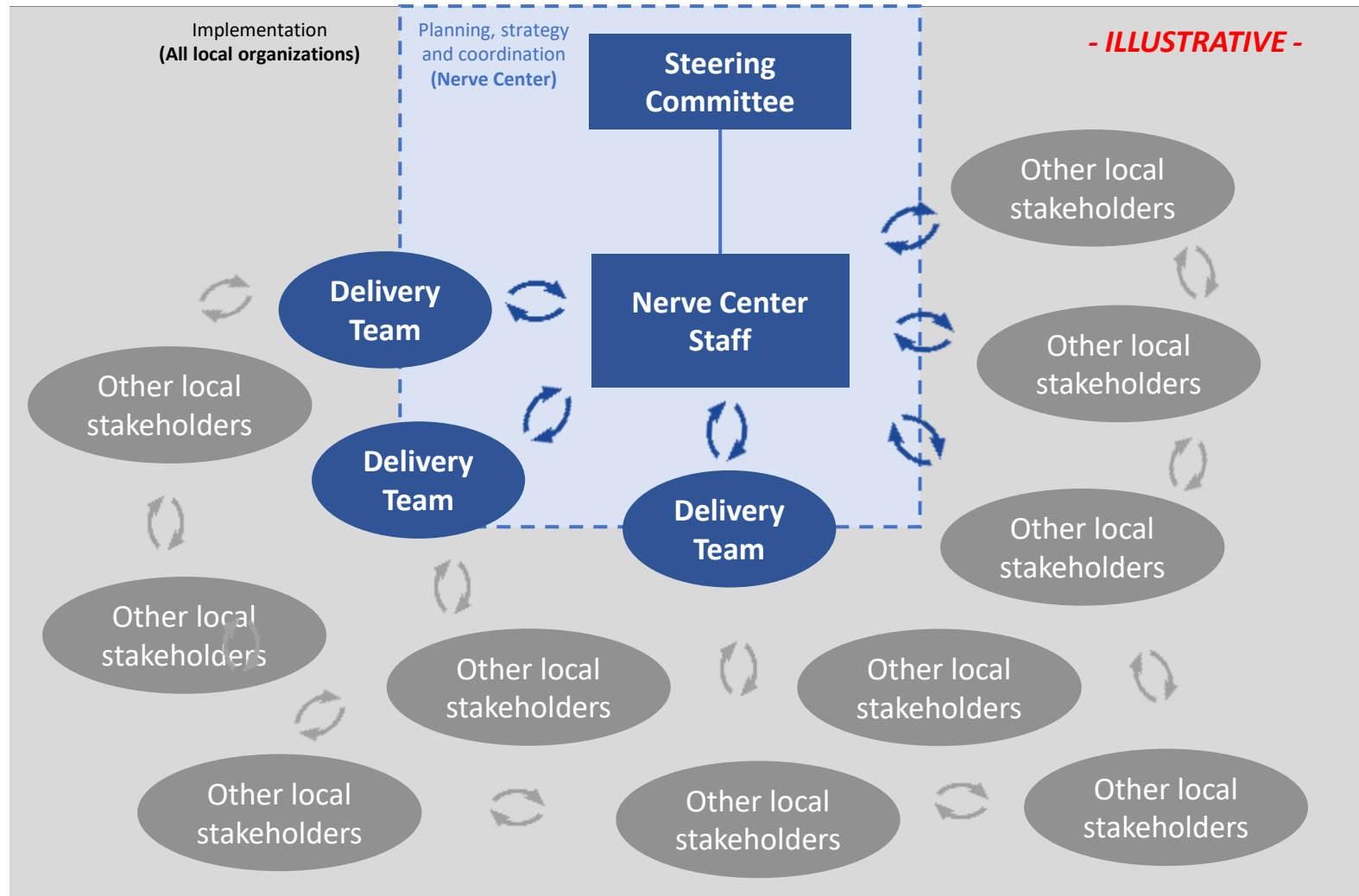
Delivery
Team

Delivery
Team

Delivery
Team

Delivery Teams comprised of local practitioners will work in close coordination with the staff on “Exploratory Projects” from the Playbook that require additional planning or research. Delivery Teams will be given a timeline of 30, 60, or 90 days to report back to the Steering Committee based on the specifics of the project.

The pieces of the Nerve Center would fit seamlessly into the intricate web of local practitioners in Erie



- For “Exploratory Projects,” the Nerve Center Staff would **work closely with Delivery Teams** to ensure projects are investment-ready within a short time frame
- For all other projects, the staff **would work directly with local stakeholders** (e.g., developers, nonprofits, civic organizations) to implement the Playbook
- The Nerve Center does **not stop the work of other entities** working together on other projects in Erie. For some projects in the Playbook, **the Nerve Center will play a minimal or no role**

Erie's Nerve Center would engage in the following types of work

<i>Activity</i>	<i>Responsible group / subgroup</i>
Secure local philanthropic and patient capital to launch Playbook and ensure success of projects and implementing entities	Staff
Improve state, federal, and national philanthropic grant applications by identifying grant opportunities, vetting drafts, and providing research and writing support	Staff
Secure additional follow-on funding by helping facilitate “road show” of Playbook to foundations, state and federal policymakers	Staff
Aligning efforts across organizations and projects to ensure positive outcomes of projects	Staff
Creating coalitions and resolving disputes that may arise between organizations or sectors	Steering Committee
Identifying projects and opportunities that “go beyond the obvious” and can have a transformational effect in Erie	Delivery Teams
Provide “in the weeds” project implementation support to implementing organizations, where possible	Staff
Hold individuals and organizations accountable by tracking progress and communicating successes	Steering Committee
Communicate progress , bottlenecks, and proposed solutions via regular meetings	Steering Committee, Staff

The role of the Nerve Center staff is to **coordinate** and **implement, not dictate**

The Nerve Center **does**:

- ✓ Work with local stakeholders to ensure progress on all investments
- ✓ Make connections and identify synergies across organizations and investments to streamline work
- ✓ Ensure investments stay aligned to the broader goals of the community
- ✓ Build relationships and maintain relationships with federal, state, and local funders
- ✓ Step in to support specific investments when needed
- ✓ Focus people's attention and maintain a sense of urgency
- ✓ Stay "behind the scenes" to establish shared ownership and

The Nerve Center **does not**:

- x Determine which investments receive funding, and which do not
- x Establish independent goals, aside from what is determined by the community
- x Receive all the funding for the investments
- x Self-appoint rather than be selected through an appropriately inclusive process
- x Remain in an oversight role, rather than one of coordination and support

The Nerve Center consists of leaders and practitioners from across the City

Steering Committee

Oversees the execution of the Investment Playbook; provides guidance and oversight to local organizations implementing projects

Proposed initial structure in Erie:

1. Karen Bilowith, Erie Community Foundation
2. Brenton Davis, Erie County Executive
3. Joe Schember, Mayor of Erie
4. Ferki Ferati, Jefferson Educational Society
5. James Grunke, Erie Regional Chamber & Growth Partnership
6. Gary Lee, Erie County DEI Commission
7. Chris Marsh, Erie Insurance
8. Perry Wood, Erie County Gaming Revenue Authority

Nerve Center Staff

Provides day-to-day support to the entities implementing the projects of the Playbook

Proposed initial structure in Erie:

1. Kim Thomas (Director)
2. Project Manager (TBD)
3. *Optional: Consultants*

Delivery Teams

Conducts additional research and planning for Exploratory Projects from the Playbook

Proposed initial structure in Erie:

1. Expand and rollout Clusters strategy
2. Develop and align inclusive entrepreneurship programs
3. Create Supply Erie initiative
4. Determine needed electrical upgrades
5. Explore public capacity boost needs
6. Develop comprehensive homelessness strategy
7. Explore adaptive re-use downtown
8. Explore Bayfront remediation and new uses
9. Develop comprehensive housing strategy
10. Conduct park conservancy feasibility
11. Expand geographic reach of Playbook

In order for this Playbook to be fully implemented, the following **delivery teams** will need to be created and deployed

Delivery teams are created to help determine specific needs, costs, funding sources, and next steps on particular investments or strategies that are especially important for the Investment Playbook. Delivery teams typically consist of a small group (1-5) stakeholders with relevant topical or lived experience to the issue and a bias towards action. Delivery teams work in close partnership with the Nerve Center and have deadlines to submit recommendations and next steps within 30, 60, or 90 days based on the issue.

	<i>Delivery Team Topic:</i>	<i>Category and relevant investments:</i>	<i>Issues to Address:</i>
1	Expand and rollout Clusters strategy	Clusters (1.1, 1.2, 1.3, 1.4)	Determine funding sources, build partnerships, and provide added capacity to Clusters projects
2	Develop and align inclusive entrepreneurship programs	Entrepreneurship (2.1, 2.2)	Determine specific needs for new entrepreneurship programs and align existing initiatives
3	Create Supply Erie initiative	Entrepreneurship (2.3)	Design and launch Supply Erie
4	Determine needed electrical upgrades	Infrastructure (3.4)	Identify needed electrical upgrades and division of responsibilities
5	Explore public capacity boost needs	Infrastructure (3.5)	Determine specific needs and feasibility for city (and potentially other) boosts in capacity
6	Develop comprehensive homelessness strategy	Downtown (4.3)	Create integrated strategy to address homelessness and associated costs
7	Explore adaptive re-use downtown	Downtown (4.4)	Identify properties for renovation and re-use, determine new uses
8	Explore Bayfront remediation and new uses	Bayfront (5.5, 5.6)	Determine new uses for underused Bayfront properties based on global best practices
9	Develop comprehensive housing strategy	Neighborhoods (7.1, 7.2, 7.3, 7.4, 7.5, 7.6, 7.7, 7.8, 7.10)	Determine needs for comprehensive housing strategy that expands upon current investments. <i>Note: this delivery team may need to be expanded to multiple teams given the extensive scope</i>
10	Explore park conservancy feasibility	Neighborhoods (7.9)	Determine feasibility and appetite for new conservancy
11	Expand geographic reach of Playbook	Other	Explore new project clusters outside of Greater Core; determine "home" for these projects (e.g., this Playbook, county initiatives, other)

Contents

1. Introduction and Context
2. Interview and Research Findings
3. Goals
4. Investments and Strategies
5. Organizing for Success
6. **Next Steps**
7. Appendix

The following **next steps** are critical for Erie to seize the moment and create equitable long-term growth

- ✓ **Step One: Confirm and Launch Nerve Center (COMPLETE):** In order to take many of these projects forward, Erie must finalize and launch the Nerve Center, which will spearhead this effort going forward. Erie launched the Nerve Center with its first full-time hire in June 2022.
- ✓ **Step Two: Raise Local Capital First (IN PROGRESS):** In order to build the capacity needed for these transformational projects and build important upfront momentum, Erie should seek to raise considerable local capital, with soft commitments for additional funding other public and private dollars arrive. The City, the Erie Community Foundation, and Erie Insurance have already made commitments to funding the Playbook.
- ❑ **Step Three: Deploy Delivery Teams:** Some of the projects identified in this Playbook do not yet have final costs and / or are missing key details. Deploying delivery teams of local stakeholders to gather this information is critical to ensuring that these high-impact but less-concrete projects are completed on schedule.
- ❑ **Step Four: Match Local Uses with Federal Sources:** Once final costs for all projects are finalized, Erie stakeholders – coordinated by the Nerve Center – can identify federal, state, and other sources to fund as much of these projects as possible. This could include going on “road shows” presenting the Playbook to additional state and federal policymakers to secure additional funding.
- ❑ **Step Five: Break Ground on Projects as Soon as Possible:** Organizations involved in executing this Playbook should start or continue the projects listed without delay; everyone should have a bias towards action.

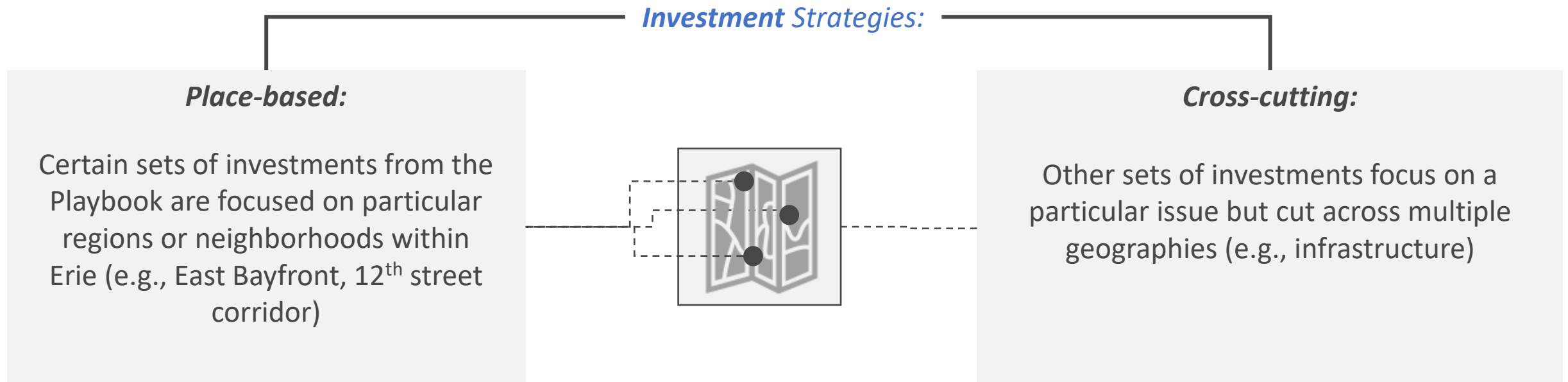
Contents

1. Introduction and Context
2. Interview and Research Findings
3. Goals
4. Investments and Strategies
5. Organizing for Success
6. Next Steps
7. **Appendix**

Slide Graveyard

Old slides from previous versions of the Playbook

The Playbook contains **investment strategies** as well as targeted **boosts in capacity**



Capacity-building and Coordination Strategies:

In order to ensure Erie can appropriately implement this work and maximize their share of federal dollars as well as the impact of those funds, certain organizations and institutions will need bolstered capacity. In addition, given the siloed nature of the funding, a central entity will need to help coordinate and oversee the work.

Launching the Nerve Center is one of many upfront costs of launching the Playbook

<i>Upfront Costs - Launching the Investment Playbook</i>	<i>Cost Breakdown</i>	<i>Total Cost (3 years)</i>	<i>Notes</i>
Nerve Center		\$2,220,000	
Salaries – Staff	\$640,000 / year	\$1,920,000	
Overhead - Chamber	\$10,000 / year	\$30,000	
Materials	\$75,000 / year	\$225,000	Facilitators for important meetings, travel, data and research subscriptions, other expenses
<i>Optional: Consultants (e.g., New Localism Associates on retainer)</i>	<i>\$15,000 / month until May; then reassess</i>	<i>\$45,000</i>	<i>Optional; to support rollout of Investment Playbook</i>
Other Setup Moves		\$10,400,000	
Create Waterfront Task Force		\$125,000	See Investment Playbook for details
Expand capacity of ECRDA		\$1,175,000	See Investment Playbook for details
Increase capacity of OWB / BEST		\$6,100,000	See Investment Playbook for details
Expand capacity of City Planning Office		\$3,000,000	See Investment Playbook for details
Project “Gap” Financing (initial)		\$62,380,000	To finance projects and close capital stacks; includes a combination of grants, debt, and equity. This number is an upfront commitment; additional funds should be raised later
Total Upfront Estimated Cost of Launching the Playbook		\$75,000,000	

In order to launch the Nerve Center, stakeholders in Erie **must act this month** or risk losing federal funds

Required Tasks to Launch Playbook	February				March				April				May	June	July
Week of:	7	14	21	28	7	14	21	28	4	11	18	25			
Raise initial funding for Playbook															
Finalize Staffing of Nerve Center															
Conduct public rollout of Playbook															
Present Playbook to state and federal policymakers															
Task initial Delivery Teams															
Invest in all “Setup Moves”															
Hold bi-weekly Steering Committee meetings															
Provide ongoing support to entities implementing Playbook															
Apply for federal grant opportunities															
Other Key Dates:															
EDA Competitive Tourism grant deadline (passed)															
SSBCI application deadline															
IJA guidance released															

An effective Nerve Center would include the following capabilities and qualifications

- 1. Ability to work across sectors:** Given the broad set of investments Erie will undertake, the Nerve Center staff should be literate in a wide array of issues, including: public and private finance; real estate development; urban planning; local, state, and federal policy; education; housing; public health; and economics. He/she/they should be able to converse and translate across sectors to bring build buy-in across stakeholders and bring investments over the finish line.
- 2. Big-picture thinking and detail-orientation:** The Nerve Center must step in to provide support to individual community organizations if needed to ensure projects are completed while also maintaining the broader picture across projects in Erie.
- 3. Extraordinary project management skills:** Given the complexity and urgency of the investments outlined, the Nerve Center must have an exceptionally strong ability to manage, track, and support projects across Erie.
- 4. Good standing, trust, and credibility across Erie:** Given the multi-faceted nature of investments and partners required for this work to succeed, the Nerve Center staff must be well-respected across the many organizations, groups, and stakeholders within Erie. This also means being respected within the community itself and not merely respected or known by the “usual suspects” in business and politics.

We have drafted the following **objectives** for this specific work, though it **does not replace other city priorities**



Objective #1:

Maximize Federal and State Funding Opportunities for Erie

Given the current influx of federal funds, we will prioritize projects and investments that maximize the amount of funding available to Erie as well as the impact of those funds.



Objective #2:

Accelerate Long-term Growth Within and Across Erie

We will prioritize projects that will help jumpstart Erie's economic growth and set it on a course for long-term sustainability. However, this growth will be designed from the outset to be inclusive and shared across members of the community.



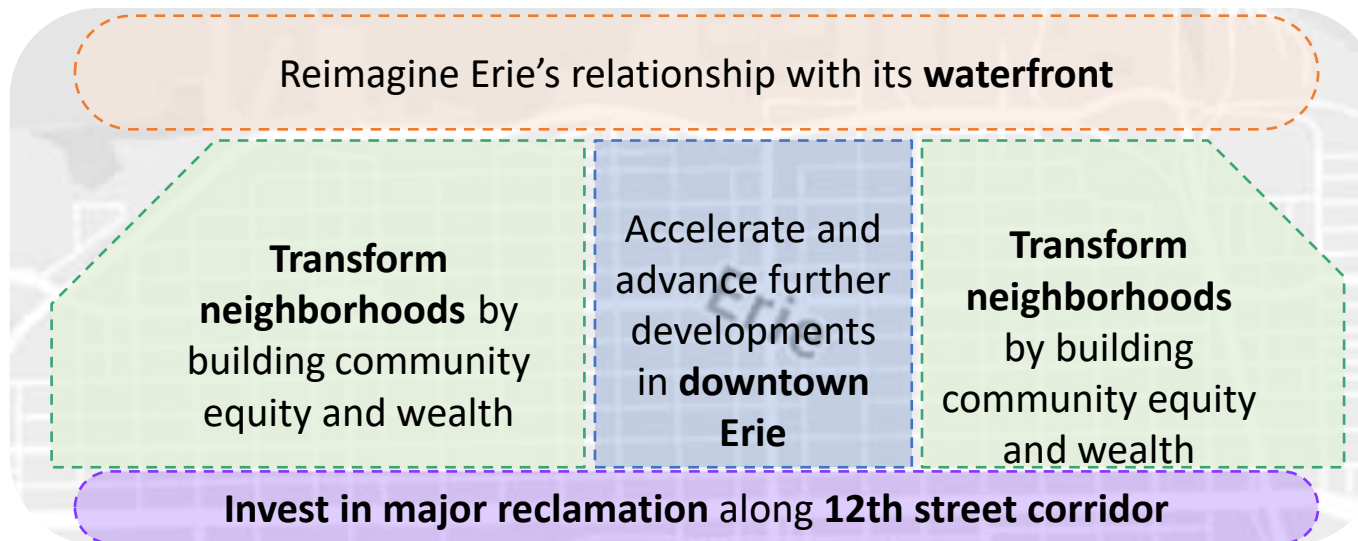
Objective #3:

Reduce and End Long-standing Inequities

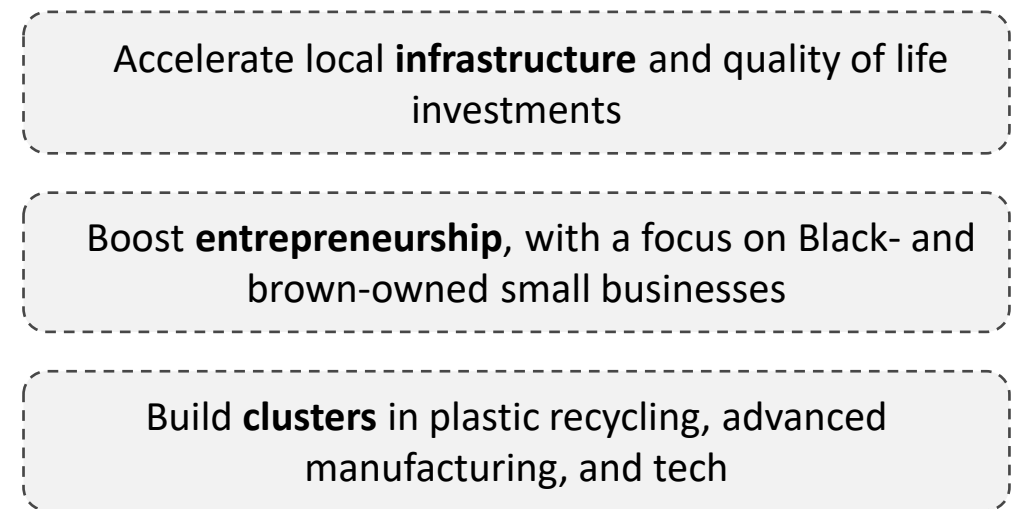
The influx of funding also presents a once-in-a-generation opportunity to reduce or reverse entrenched inequities. We will prioritize investments that build wealth for low-income residents and communities of color.

In combination, these investments and strategies have the potential to transform Erie

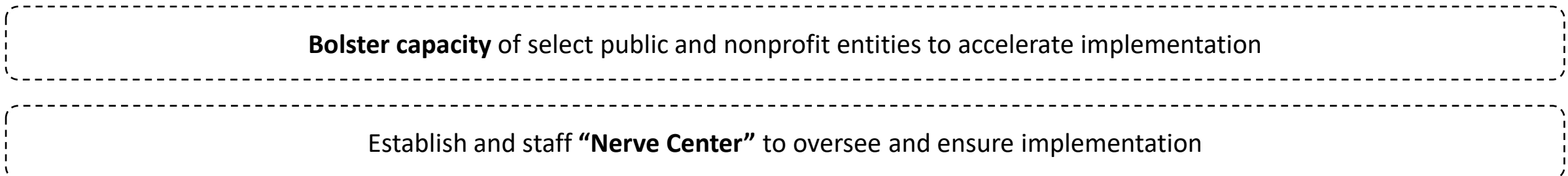
Place-based investment strategies:



Cross-cutting investment strategies:



Capacity-building strategies:



The Staff would engage in the following work for projects in the Investment Playbook (1/6)

#	Investment	Lead	Next Steps	Role for Nerve Center
1.1	Launch new EDDC Fund	John Persinger and Matt Wachter	<ul style="list-style-type: none"> -Confirm commitments of current and prospective EDEF Members -Confirm commitment of public capital sources -Acquire site control of key properties -Assemble development team -Develop properties 	<ul style="list-style-type: none"> -Aid with permitting and regulatory process -Connect with local BIPOC developers / construction crews -Gather and summarize resident and stakeholder feedback on EDDC plans -Identify additional capital sources, incentives, and creative capital structures
1.2	Invest in complete streets and new streets	Kathy Wyrosdick	<ul style="list-style-type: none"> -Update Streetscape Plan and to reflect new costs -Secure remaining funding for needed improvements -Secure contractors and begin construction 	<ul style="list-style-type: none"> -If needed, raise matching philanthropic capital to complete funding -Ensure streetscape plan is aligned with other downtown changes (e.g., architecture competition)
1.3	Demolish or accelerate adaptive reuse of key anchor properties on State Street between 9th and 14th streets (e.g., Avalon hotel)	Tina Mengine	<ul style="list-style-type: none"> -Finalize delivery team -Acquire site control -Work with architectural competition team to ensure creative new uses 	<ul style="list-style-type: none"> -Ensure creation, regular progress, and accountability of delivery team -Ensure close cooperation with architectural competition team
1.4	Prepare for bolder moves to reshape downtown (e.g., move City Hall)	TBD; delivery team required	<ul style="list-style-type: none"> -Create commission to identify potential sites and solicit public comment -Identify highest and best use for existing City Hall; issue RFP -Interview officials in Buenos Aires to learn from example 	<ul style="list-style-type: none"> -Setup conversation with Buenos Aires -Engage other experts and individuals "beyond the usual suspects" to provide inputs on how to use old City Hall location
1.4	Prepare for bolder moves to reshape downtown (e.g., host international architecture competition)	TBD; delivery team required	<ul style="list-style-type: none"> -Retain marketing firm to create global architecture and urban planning competition -Raise initial local funds to seed competition 	<ul style="list-style-type: none"> -Raise initial local funds to seed competition -Ensure creation, regular progress, and accountability of delivery team
1.5	Create continuum of care for unhoused through structured collaboration of multiple service providers	Boo Hagerty	<ul style="list-style-type: none"> -Convene working group of local service providers, funders, and advocacy groups -Organize stakeholders and source potential solutions from group -Secure funding from local philanthropy, reconciliation bill (if applicable) 	<ul style="list-style-type: none"> -Ensure creation, regular progress, and accountability of delivery team -Help raise funding

The Staff would engage in the following work for projects in the Investment Playbook (2/6)

#	Investment	Lead	Next Steps	Role for Nerve Center
2.1	Complete Bayfront Place mixed-use development	Casey Wells	<ul style="list-style-type: none"> -Complete negotiations for specific sites with developers -Select developers for specific sites -Secure additional funding for infrastructure improvements, parking additions 	<ul style="list-style-type: none"> -Ensure Waterfront Task Force's findings remain aligned with Bayfront Place development -Ensure pedestrian bridge meets resident demands for Bayfront access
2.2	Remediate Coke Plant and determine future use	Tina Mengine, Brenda Sandberg	<ul style="list-style-type: none"> -Secure site control -Determine full cleanup costs -Review EPA's Community Reuse Plan -Convene delivery team to determine final use for site -Determine full cost of construction -Raise local capital (e.g., bonding) for construction and future use 	<ul style="list-style-type: none"> -Help convene delivery team to determine final use; solicit public feedback -Help raise additional capital and create innovative financial mechanisms to fund full reuse -Ensure plans for site are aligned with Waterfront Task Force
2.3	Create high-quality pedestrian bridges over parkways	Kathy Wyrosdick, PennDOT	<ul style="list-style-type: none"> -Determine eligible funding sources from infrastructure bill; re-assign previous funding -Create plans and conduct feasibility assessment of additional connections to waterfront -Conduct public engagement process -Finalize design of Sassafrass bridge 	<ul style="list-style-type: none"> -Ensure plans and timelines are aligned with resident preferences -Ensure alignment on pedestrian plans among neighborhood groups -Ensure pedestrian bridges are aligned with Bayfront Place developments, plans for Waterfront Task Force
2.4	Invest in resilience improvements along waterfront	Brenda Sandberg	<ul style="list-style-type: none"> -Commission study to determine type and severity of threats to Erie's waterfront -Secure funding for resilience projects 	<ul style="list-style-type: none"> -Work with Brenda to create delivery team, if needed -Ensure progress and accountability of delivery team -Help raise funds for study and resulting improvements, if needed
3.1	Remediate major sites align 12th street corridor	Tina Mengine	<ul style="list-style-type: none"> -Secure site control -Determine future uses for Eeriebyss Factory of Terror, Erie Mill and Press -Present cleanup plan to PA DEP, EPA -Work with other Erie stakeholders to secure tenants 	<ul style="list-style-type: none"> -Work with Capital Resource Committee and others to ensure adequate funding; create or use innovative funding sources if needed

The Staff would engage in the following work for projects in the Investment Playbook (3/6)

#	Investment	Lead	Next Steps	Role for Nerve Center
4.1	Incubate neighborhood business and support corridor regeneration (e.g., JASBP)	Gary Horton	<ul style="list-style-type: none"> -Create delivery team to finalize plan in coming months -Explore other existing funding sources -Identify property manager -Break ground in 2022 	<ul style="list-style-type: none"> -Ensure creation, progress, and accountability of delivery team Ensure collaboration and sharing of best practices between ECAT and JASBP teams -Help other neighborhood groups learn from and / or replicate models in other parts of Erie -Ensure businesses supported by ECAT / JASBP work toward other local priorities (e.g., BIPOC construction, recycling) -Help secure additional funding, if needed
4.1	Incubate neighborhood business and support corridor regeneration (e.g., ECAT expansion)	Daria Devlin	<ul style="list-style-type: none"> -Secure local and other funding sources -Create project team across organizations and individuals in the East Bayfront -Incorporate ECORP -Launch construction trades training 	<ul style="list-style-type: none"> -Ensure collaboration and sharing of best practices between ECAT and JASBP teams -Help other neighborhood groups learn from and / or replicate models in other parts of Erie -Ensure businesses supported by ECAT / JASBP work toward other local priorities (e.g., BIPOC construction, recycling) -Help secure additional funding, if needed
4.2	Purchase, update, and reuse anchor properties (e.g., Burton School)	Gary Horton	<ul style="list-style-type: none"> -Take plans and financial sources from Wayne School -Determine details of final use in coordination with other local stakeholders (e.g., ECAT, Community College, School District) -Determine final costs 	<ul style="list-style-type: none"> -Ensure creation, progress, and accountability of delivery team -Help raise funding, if needed
4.3	Build community wealth through home renovations and homeownership via lease to purchase	TBD; delivery team required	<ul style="list-style-type: none"> -Create delivery team -Assess appetite and feasibility for this approach -Determine best entity to conduct purchases and issue lease-purchase agreements -Capitalize organizations with patient local capital 	<ul style="list-style-type: none"> -Ensure creation, regular progress, and accountability of delivery team -Help secure public and private funding
4.4	Ensure equitable growth through new financial mechanisms, code enforcement, and land bank disposition	TBD; delivery team required	<ul style="list-style-type: none"> -Assess interest, capacity, and needs of local land bank -Assess political and financial feasibility of adopting a community equity district in Erie -Assess capacity and interest from code enforcement office 	<ul style="list-style-type: none"> -Ensure creation, regular progress, and accountability of delivery team -Convene BEST, OWB, SSJ, and other neighborhood organizations to finalize model for vastly scaled up work -Help secure public and private funding
4.5	Boost capacity of BIPOC developers / construction workforce	TBD; delivery team required	<ul style="list-style-type: none"> -Identify lead organization for training program -Raise necessary local capital -Conduct significant outreach through community groups -Launch inaugural program in time for building boom 	<ul style="list-style-type: none"> -Ensure creation, regular progress, and accountability of delivery team -Identify and secure funding from local and public sources -Match developers / construction crews to other projects in the Playbook (e.g., Bayfront Place, EDDC developments, etc.)

The Staff would engage in the following work for projects in the Investment Playbook (4/6)

#	Investment	Lead	Next Steps	Role for Nerve Center
5.1	Invest in complete broadband county-wide	Matt Wiertel/ Velocity Network	-Identify full suite of potential funding sources -Pilot expansion in rural regions of the county	-Ensure city / relevant IJIA applications are completed on time -Explore other funding options (e.g., county bonding) to accelerate spread of fiber
5.2	Create total biking / pedestrian experience	Kathy Wyrosdick / City	-Implement policies in the Active Transportation Plan -Secure funding for needed improvements -Conduct additional community outreach through final design and construction	-Provide support for federal or state grant applications, if needed -Help raise capital from other sources, if needed
5.3	Improve power grid to create renewable, dependable energy for city core	TBD; delivery team required	-Create master list of investments required to upgrade grid -Align on appropriate cost-sharing between public and private sectors -Create blended capital stack using public, private, and creative sources of capital	-Convene City and private developers to discuss cost-sharing and division of responsibilities re: electric upgrades -Liaise between City and private developers (e.g., EDDC, Bayfront Place) to ensure grid needs are met for each development
5.4	Modernize utility infrastructure and bury overhead lines	TBD; delivery team required	-Identify full set of overhead lines to be buried -Identify full costs (upfront and ongoing) associated with buried lines at these locations -Identify full suite of public and private funding sources to complete projects	-Ensure creation, regular progress, and accountability of delivery team Survey private developers to create list of overhead lines to be buried -Identify other sources of capital to complete these projects

The Staff would engage in the following work for projects in the Investment Playbook (5/6)

#	Investment	Lead	Next Steps	Role for Nerve Center
6.1	Expand quality coaching for BIPOC businesses by expanding entrepreneurial support	Kyra Taylor, Erie Black Wall Street	<ul style="list-style-type: none"> -Secure additional sources of local funding -Expand and standardize existing trainings -Solidify partnership with Bridgeway capital via MOU -Obtain brick-and-mortar space and hire staff 	<ul style="list-style-type: none"> -Ensure recipients of EBWS services can also access SSBCI funding, other services for entrepreneurs (e.g., Bridgeway capital) -Ensure EBWS provides services to BIPOC developers / construction crews who can subsequently support downtown developments
6.2	Provide quality capital for Erie small businesses that is fit to purpose	Dawn Seckler	<ul style="list-style-type: none"> -Formalize partnership with EBWS -Secure SSBCI and other private funds -Structure investment products for Erie as needed -Build pipeline of potential investments with local partners 	<ul style="list-style-type: none"> -Work with entrepreneurial support organizations and others to ensure Erie is receiving outsized portion of SSBCI funds -Ensure coordination of services between EBWS, Bridgeway, other ESOs -Work with Capital Resource Committee to consider other uses of SSBCI funds in Erie (e.g., unique fund specifically for Erie with local match, partnership with Arctaris)
6.3	Direct more procurement to Erie businesses via Supply Erie effort	TBD; delivery team required	<ul style="list-style-type: none"> -Obtain commitments from anchor institutions to hit local supply targets -Raise funding for buy local campaign -Determine other next steps 	<ul style="list-style-type: none"> -Ensure creation, regular progress, and accountability of delivery team -Help raise initial funding (likely philanthropic)
7.1	Center for manufacturing competitiveness	Penn State Behrend, Wabtech	<ul style="list-style-type: none"> -Identify final breakdown of costs -Secure additional state and federal funding opportunities 	<ul style="list-style-type: none"> -Identify other sources of federal funding and help local stakeholders apply -Connect PSU and Wabtech to other local stakeholders, if needed -Connect EBWS, other organizations to job opportunities in new cluster
7.2	Create sustainable plastics practices by investing in new recycling plants and technologies	Penn State Behrend, Gannon, OWB	<ul style="list-style-type: none"> -Finish plans for plant-to-plants lab 	<ul style="list-style-type: none"> -Ensure organizations are meeting regularly and progressing towards goals -Identify other sources of federal funding and help local stakeholders apply
7.3	Create Great Lakes testing and remediation lab	Penn State Behrend, Gannon	<ul style="list-style-type: none"> -Identify final breakdown of costs -Secure additional state and federal funding opportunities 	<ul style="list-style-type: none"> -Identify other sources of federal funding and help local stakeholders apply -Connect PSU and Gannon to other local stakeholders, if needed -Connect EBWS, other organizations to job opportunities in new cluster -Ensure plans for lab are aligned with other major plays, such as the architectural competition and the plans of the Waterfront Task Force

The Staff would engage in the following work for projects in the Investment Playbook (6/6)

#	Investment	Lead	Next Steps	Role for Nerve Center
C1	Create waterfront task force	Brenda Sandberg, Tina Mengine	<ul style="list-style-type: none"> -Determine task force members (3-6 people) -Confirm task force objectives and processes -Secure funding (likely local) -Hire facilitator for process -Conduct visioning workshops -Conduct initial interviews / research with leading international sites -Create final proposal for new uses / investments 	<ul style="list-style-type: none"> -Help select task force members -Help raise initial funding -Ensure task force is on track toward milestones (e.g., major meetings, site visits, final report) -Convene Steering Committee to hear presentation from task force upon completion of program -Ensure results of task force are used to drive new projects, programs, and investments in Erie's waterfront
C2	Increase capacity of Erie County Redevelopment Authority	Tina Mengine	<ul style="list-style-type: none"> -Create implementation plan to accelerate remediation with new staff -Raise necessary local philanthropic capital -Create and post job descriptions 	<ul style="list-style-type: none"> -Help raise funding as needed by framing investment in terms of broader local priorities
C3	Boost capacity of OWB / BEST	Jeremy Bloeser, Anna Frantz	<ul style="list-style-type: none"> -Determine organizational structure (e.g., independent organizations, combined organizations, shared contractors) and formalize via MOU -Secure local funding for capacity building -Hire full-time contractors, in partnership with Erie's workforce training initiative (if possible) 	<ul style="list-style-type: none"> -Help raise funding as needed by framing investment in terms of broader local priorities -Work with other neighborhood organizations to boost capacity, as / if needed -Ensure final entity / entities work with BIPOC developers / construction crews
C4	Expand capacity of city planning office	Kathy Wyrosdick / City	<ul style="list-style-type: none"> -Refine needs based on Nerve Center structure -Secure local funding -Create and launch job descriptions 	<ul style="list-style-type: none"> -Help raise funding as needed by framing investment in terms of broader local priorities
C5	Create and staff nerve center	Erie Regional Chamber, City Planning Office		<ul style="list-style-type: none"> -Ensure smooth onboarding of Nerve Center -Raise funding for Nerve Center

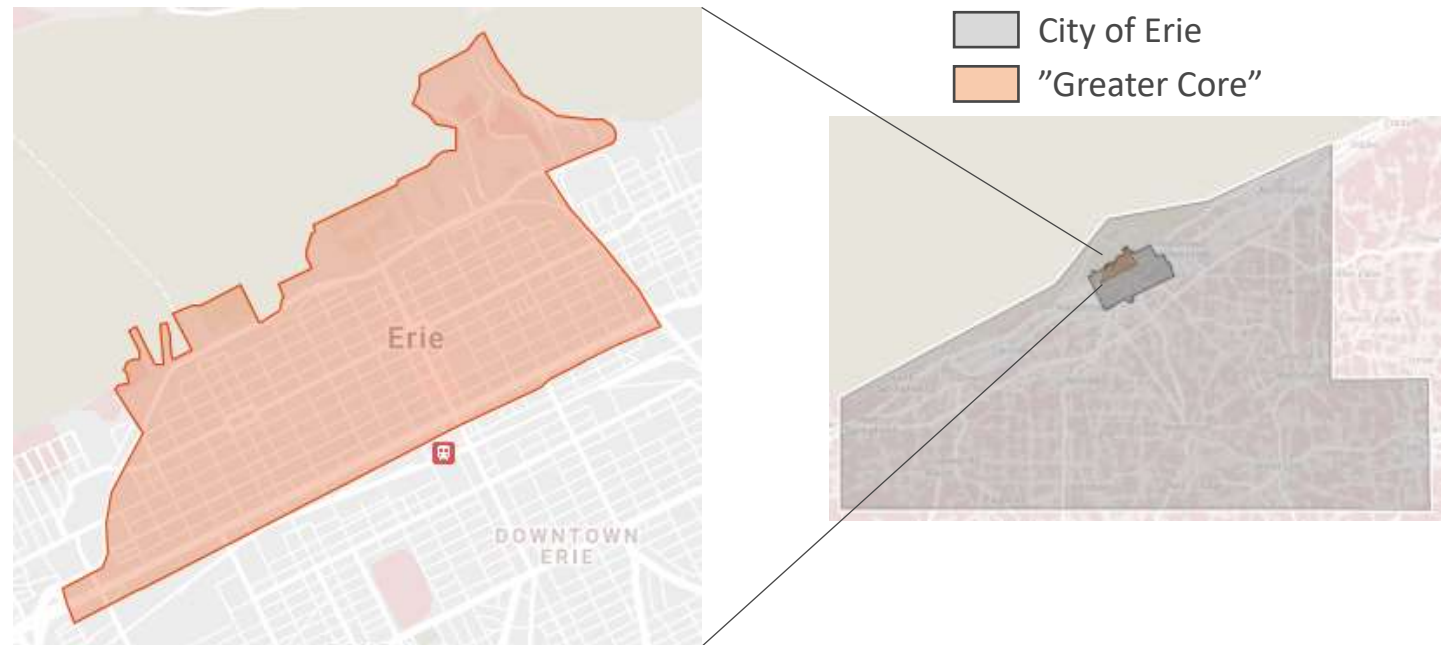
Our primary focus is on Erie's **Greater Core**

The “Greater Core” includes the following neighborhoods:

- Downtown
- East Bayfront
- West Bayfront
- The Bayfront (waterfront)
- 12th Street Corridor

This plot is **bordered**...

- On the **east** by **East Ave**
- On the **west** by the **Bayfront Parkway**
- On the **south** by **13th St**
- To the **north** by **Presque Isle Bay**



Investments in the Greater Core can catalyze inclusive recovery across the city (e.g., investments in the East and West Bayfront are intended to be repeated and perfected in other neighborhoods)