

White House Reinvestment Roadmap

Investment Opportunities for the
White House Opportunity
and Revitalization Council

February 2020

*Drafted by the City of Erie and the
Erie Regional Chamber and Growth
Partnership.*



ERIE[™]
REGIONAL CHAMBER AND
GROWTH PARTNERSHIP

GOALS OF THIS DOCUMENT

1

Demonstrate ability to pair public resources with private investment.

2

Identify Public Funding Opportunities to Help Spur Private Investment

3

Coordinate Advocacy Efforts for Public Funding

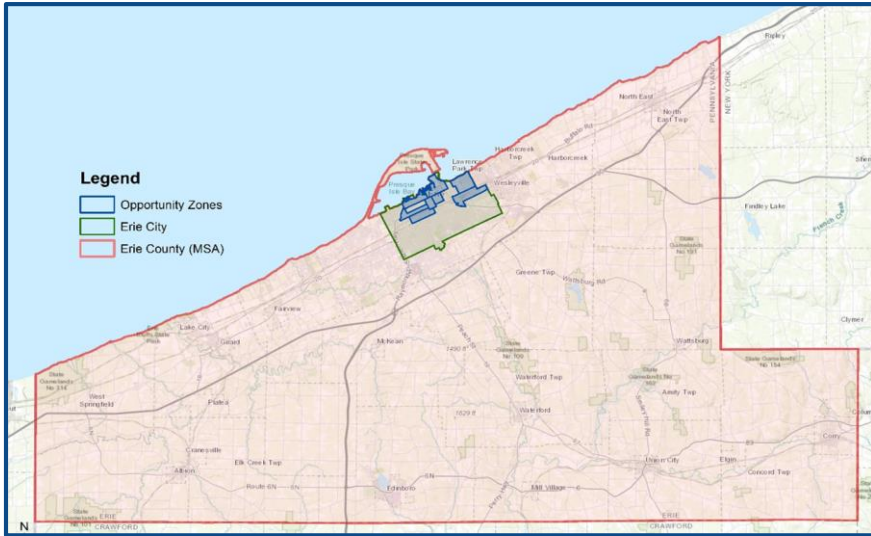
4

Assess funding needs aligning with Federal Priorities in Opportunity Zones

5

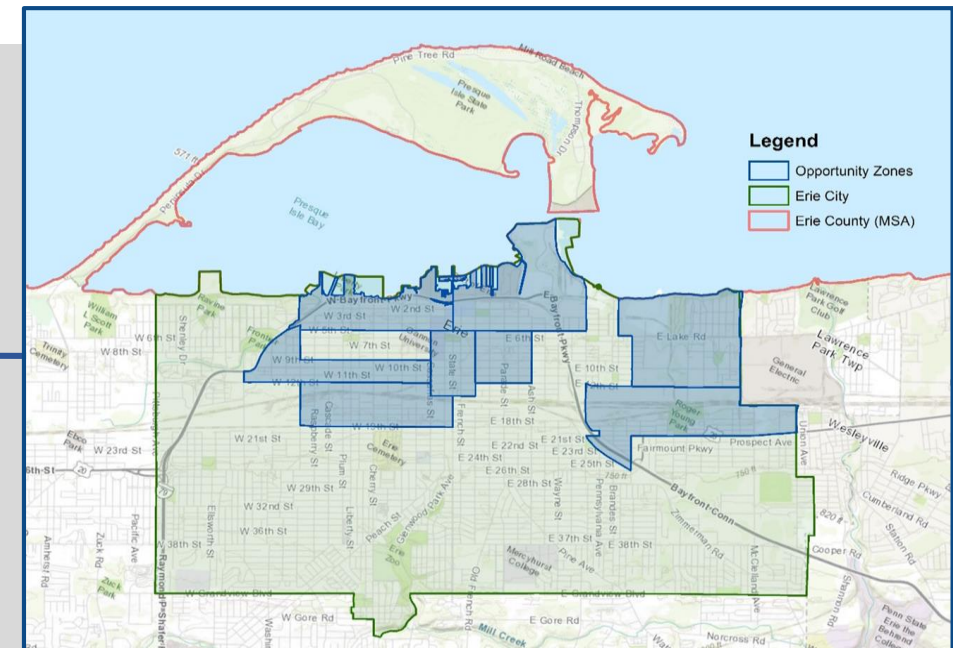
Identify applicable federal grant opportunities

GEOGRAPHY OF OPPORTUNITY ZONES



| | | <u>Population 2010</u> | <u>Population 2016</u> | <u>% Change</u> | <u>Square Miles</u> |
|--|--------------------------|------------------------|------------------------|-----------------|---------------------|
| | Erie County MSA | 280,564 | 274,541 | -2.10% | 1,558 sq. miles |
| | Erie City | 101,782 | 97,369 | -4.30% | 19.37 sq. miles |
| | Opportunity Zones | 23,615 | 22,561 | -4.67% | 5.31 sq. miles |

- 8 Opportunity Zone tracts
 - 71 total tracts in Erie MSA
 - 11% of all tracts
-
- 22,561 Opportunity Zone Population
 - 274, 541 Erie MSA Population
 - 8.22% of the population



FLAGSHIP OPPORTUNITY ZONE DEVELOPMENT COMPANY

The Flagship Opportunity Zone Development Company was created under the umbrella of the Erie Regional Chamber and Growth Partnership in January 2019 to cultivate a robust portfolio, promote viable and socially impactful projects, and unlock local capital to transform Erie.

In addition, The Flagship serves as a single point of entry for investors and assist by:

- Quantifying deal flow and availability of local capital
- Identifying projects, local investors, funds, and partner investment
- Promoting the Zone, eligible projects, entrepreneurs, investors, and funds

The Flagship is dedicated to remaining transparent and accountable to the residents of Erie. The organization is guided by the Erie Neighborhood Growth Partnership, the Flagship Task Force, and an Advisory Committee made up of local civic, business, and community leaders.

FLAGSHIP
OPPORTUNITY
ZONE



WHITE HOUSE OPPORTUNITY AND REVITALIZATION COUNCIL

Executive Order 13853 established the White House Opportunity and Revitalization Council to carry out the current administration's plan to target, streamline, and coordinate Federal resources to be used in Opportunity Zones and other economically distressed communities.

This public-sector commitment overlays the Opportunity Zone tax incentive in the Tax Cuts and Jobs Act.

Together, private capital and public investment will stimulate economic opportunity, encourage entrepreneurship, expand educational opportunities, develop and rehabilitate quality housing stock, promote workforce development, and promote safety and prevent crime in economically distressed communities.

WHITE HOUSE OPPORTUNITY AND REVITALIZATION COUNCIL

The Council shall, to the extent permitted by law, work across agencies, giving consideration to existing agency initiatives, to:

(a)

assess the actions each agency can take under existing authorities to prioritize or focus Federal investments and programs on urban and economically distressed communities, including qualified opportunity zones;

(b)

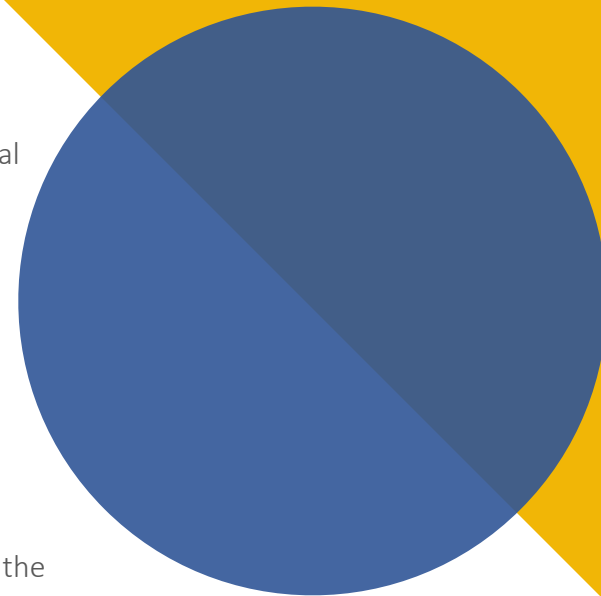
assess the actions each agency can take under existing authorities to minimize all regulatory and administrative costs and burdens that discourage public and private investment in urban and economically distressed communities, including qualified opportunity zones;

(c)

regularly consult with officials from State, local, and tribal governments, and individuals from the private sector to solicit feedback on how best to stimulate the economic development of urban and economically distressed areas, including qualified opportunity zones;

(d)

coordinate Federal interagency efforts to help ensure that private and public stakeholders — such as investors; business owners; institutions of higher education (including Historically Black Colleges and Universities, as defined by 50 U.S.C. 3224(g)(2), and tribally controlled colleges and universities, as defined by 25 U.S.C. 1801(a)(4)); K–12 education providers; early care and education providers; human services agencies; State, local, and tribal leaders; public housing agencies; non-profit organizations; and economic development organizations — can successfully develop strategies for economic growth and revitalization;



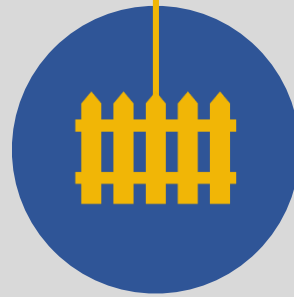
WORK STREAMS



Economic
Development



Entrepreneurship



Safe Neighborhoods



Education and
Workforce
Development



Measurement

ECONOMIC DEVELOPMENT

Lead Agency
**Department of
Commerce**



ACTION ITEMS

“Leverage federal grants and loans in a more integrated way to develop dilapidated properties and provide basic infrastructure and financial tools to attract private investment.”

SUPPORTING AGENCIES



Small Business Administration



Council on Environmental Protection Agency



Department of Agriculture



Treasury Department



Department of Transportation



Department of Health and Human Services



Housing and Urban Development

ENTREPRENEURSHIP

Lead Agency
**Small Business
Administration**



ACTION ITEMS

“Leverage government lending and grants to stimulate access to private capital and promote programs that assist entrepreneurs.”

SUPPORTING AGENCIES



Department of Commerce



Department of Energy



Department of Agriculture



Department of the Interior

SAFE NEIGHBORHOODS

Lead Agency
**Department of
Justice**



ACTION ITEMS

“Combat drug addiction and the opioid crisis, reduce crime/enhance public safety, and address environmental contamination obstacles to development.”

SUPPORTING AGENCIES



Department of Health and Human Services



Environmental Protection Agency



Department of the Interior

EDUCATION AND WORKFORCE DEVELOPMENT

Lead Agencies

Department of Education
Department of Labor



ACTION ITEMS

“Improve the efficacy of K-12 and community college career and technical education and workforce development programs to better prepare workers in distressed communities for jobs.”

SUPPORTING AGENCIES



Department of Health and Human Services



Department of Agriculture



Department of Commerce



Department of Energy

MEASUREMENT

Lead Agency
**Council of Economic
Advisors**



ACTION ITEMS

“Develop robust reporting and analytics to measure impact of Opportunity Zones.”

SUPPORTING AGENCIES



Treasury Department



Dept. of Housing and Urban Development



Department of Commerce

WHY ERIE?



ERIE'S INSTITUTIONAL CAPACITY

WHY ERIE?



High Potential for Impact and Return on Investment

- Opportunity to Reverse the Trend of Decline

Private Market Momentum Matched by State Investment

Defined Social and Community Impact Guidelines for Private Investment

Shared Priorities for the Community

- Political Alignment
- Public and Private Sector Alignment

Economic and Community Development Talent and Institutional Capacity

- Increasing number of nationally recognized ED and CD professionals are relocating to Erie

ERIE'S INSTITUTIONAL CAPACITY

City of Erie Economic and Community Development

- \$11.5 million Loan Fund
- Manages \$45-50 million in federal and state grants annually

Erie County Government

- Manages over \$200 million in federal and state grants annually

Erie County Redevelopment Authority

- \$ 18 Million Revolving Loan Fund

Erie County Gaming Revenue

- Erie County raises nearly \$10 million of local gaming funds that can be used to match large item grant dollars for economic development projects

Erie Community Foundation

- Philanthropic community contributed over \$20 million in 2019 to community projects

ECONOMIC DEVELOPMENT



PUBLIC PROJECTS AND PRIORITIES

ECONOMIC DEVELOPMENT

ERIE'S WHORC ALIGNED PUBLIC PROJECTS AND PRIORITIES

WHORC Workstream Goal:

“Leverage federal grants and loans in a more integrated way to develop dilapidated properties and provide basic infrastructure and financial tools to attract private investment.”

Erie, PA Showcase Projects:

[Connecting Erie's Waterfront](#)

[Non-Stop Air Service to the Washington D.C. Area](#)

[Downtown Streetscape Master Plan](#)

3

Economic Development
Projects

\$132
million

Funding Required

\$32.2
million

Match Secured

4

Additional Pipeline
Projects

48%

FOZ Principle Alignment
Current

96%

FOZ Principle Alignment
Aspirational

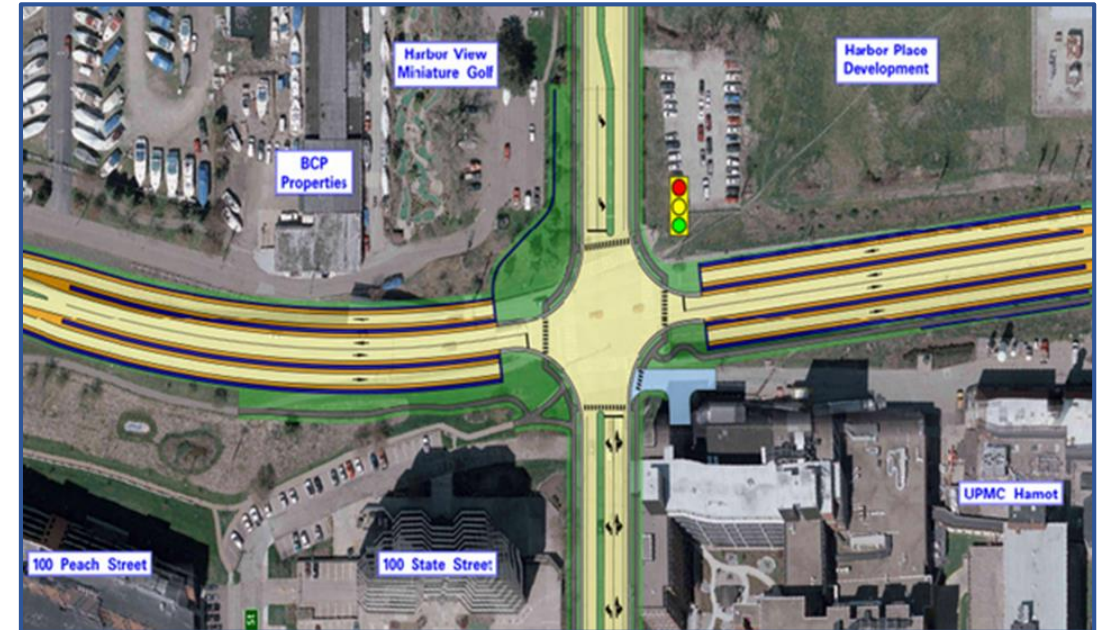
CONNECTING ERIE'S WATERFRONT



Improvements include an iconic connection between our City's Bayfront and Downtown, increasing foot traffic and marketability for mixed use projects in addition to providing much needed pedestrian connection between our waterfront and our neighborhoods. The purpose of the project is to improve the pedestrian, bicycle, transit, and passenger vehicle connection of the Erie Central Business District and adjacent neighborhoods to the waterfront property north of the Bayfront Parkway.

Federal Funding Opportunities:

- BUILD GRANT
- INFRA GRANT



Economic
Development

57% (current)
100% (possible)

\$76,000,000

\$30,000,000

1/1/2021

Grants to be
submitted 2020

CONNECTING ERIE'S WATERFRONT

Legend

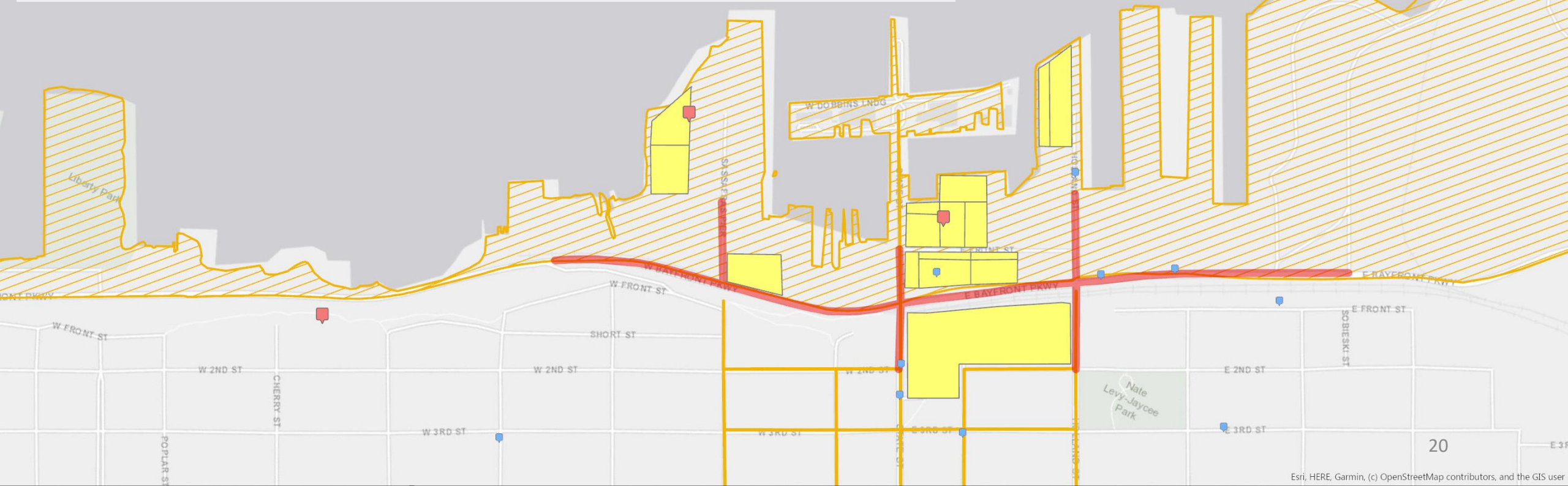
- Bayfront Connector
- Streetscape Master Plan
- Tier 1 Private Investment
- Waterfront Public Investment Focus
- FOZ Portfolio Projects
- Commonwealth Investment

Erie's planned Iconic Bayfront Connector

adjacent to over

\$270 million

in private waterfront investment



ERIE REGIONAL AIRPORT AUTHORITY SERVICE TO WASHINGTON-DULLES



The Erie Regional Airport is requesting funds in the grant request to support new nonstop service on United Airlines to Washington Dulles Airport. Washington Dulles is a hub airport for United Airlines. This new service will provide the community with critical access to the Washington, DC and the northeast corridor of the United States.

Federal Funding Opportunities:

- Department of Transportation Small Community Air Service Development Program



**Economic
Development**

**31% (current)
100% (possible)**

\$292,000

\$0

1/1/2021

**Application
Submitted**

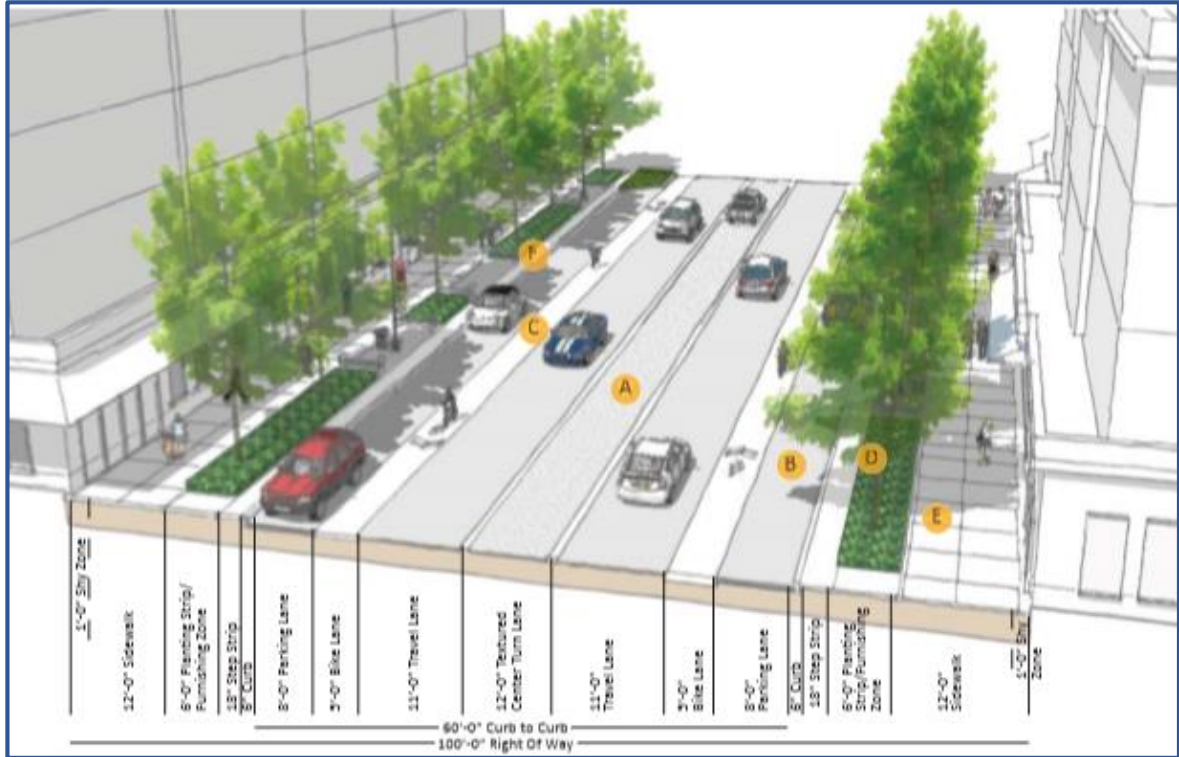
DOWNTOWN STREETScape MASTER PLAN



The City of Erie’s Downtown Streetscape Master Plan provides recommendations for streetscape development to support economic development throughout the downtown. The plan prioritizes strengthening the City's ceremonial street (State St.) and its connection to the Bayfront and central park, Perry Square. The plan provides strategies and design guides for downtown sidewalks, pedestrian accessibility, street trees and landscaping, roadway intersection redesign, and traffic calming measures.

Federal Funding Opportunities:

- TBD



DOWNTOWN STREETSCAPE MASTER PLAN



Streetscape Type

- Park Streets
- Ceremonial Streets
- One-Way Mobility Streets
- Two-Way Mobility Streets
- Non-Framework Streets

Investment Types

- Tier 1 Private Investment
- Waterfront Public Investment Focus
- Bayfront Connector
- FOZ Portfolio Projects
- Bayfront Connector
- Commonwealth Investment

Over **60%** of current & proposed
Tier 1 Private Investment
occurring in
Streetscape adjacent properties

ECONOMIC DEVELOPMENT PIPELINE PROJECTS



Erie's Industrial Corridor Reimagined

The City of Erie's Comprehensive Plan recommends pursuing a catalytic mixed-use redevelopment project in the underutilized industrial complexes along the City's 12th Street Corridor. Two sets of properties totaling about 26 acres have been identified as initial steps in this redevelopment and reimagining of the space and adjacent neighborhoods as a historical industrial corridor. To continue a robust redevelopment process of this corridor, additional funding will be needed for access, assessment, remediation, acquisition, and infrastructure improvements to the properties and corridor.

Federal Funding Opportunities:

- EPA Brownfields Assessment Coalition Grant
- Department of Commerce

Presque Isle Multimodal Improvements

The Presque Isle Multimodal Improvement Design Study makes recommendations to connect Presque Isle State Park's 4.2 million visitors into the City's Bayfront, Downtown, and neighboring community. The plan makes recommendations to improve and accommodate Water Taxi or Ferry Service from the Bayfront to the Park, bicycle and pedestrian connections to the park, and other improved multimodal facilities on the park.

Federal Funding Opportunities:

- Economic Development Administration Public Works
- US Department of Transportation - BUILD Grant, INFRA Grant, Passenger Ferry Grant



ECONOMIC DEVELOPMENT PIPELINE PROJECTS



Bayfront Infrastructure and Site Development

Erie's waterfront is in the midst of transforming the Bayfront's legacy commercial and industrial sites into a world-class waterfront destination. Efforts are being led by stakeholders including the Erie Convention Center Authority, the Erie Western Pennsylvania Port Authority, and Scott Enterprises. For these stakeholders to continue their redevelopment efforts in this soft market, they need to secure funding for infrastructure and waterfront stabilization. Additional funds are required for site improvements, pedestrian walkways, boardwalks, and other infrastructure essential to driving foot-traffic to potential developments.

Federal Funding Opportunities:

- US DOT
- EDA

Smart Cities: Adaptive Traffic Management

The City of Erie alongside the Erie Innovation District seeks opportunities to install adaptive traffic management in the City's designated Opportunity Zones building upon broadband/public Wi-Fi plans to help attract investment and talent into the City's downtown and neighborhoods. This project prioritizes safety and speed of first responders (i.e., ambulances, fire, police and rescue) through major intersections using automation and allows for last-mile smart routing of future autonomous vehicles. This project would cover 4.54 road miles throughout the City's opportunity zones

Federal Funding Opportunities:

- NSF Smart and Connected Health



ENTREPRENEURSHIP

PUBLIC PROJECTS AND PRIORITIES



ENTREPRENEURSHIP

ERIE'S WHORC ALIGNED PUBLIC PROJECTS AND PRIORITIES

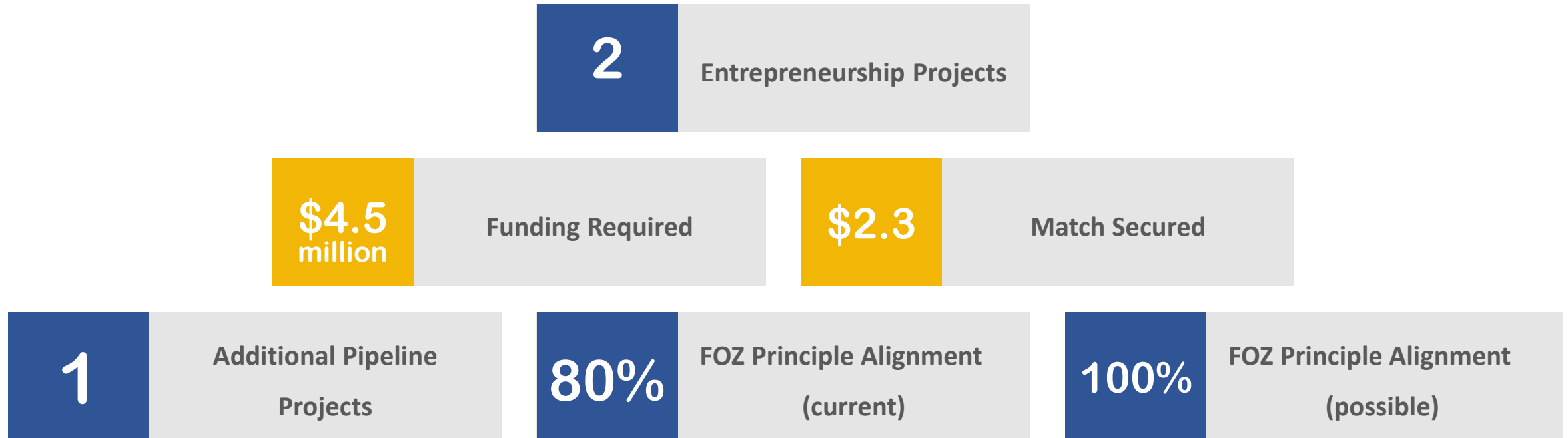
WHORC Workstream Goal:

“Leverage government lending and grants to stimulate access to private capital and promote programs that assist entrepreneurs.”

Erie, PA Showcase Projects:

[Erie Opportunity Zone Revolving Loan Fund](#)

[International Institute Microenterprise Fund](#)



ERIE OPPORTUNITY ZONE REVOLVING LOAN FUND



The City of Erie Department of Economic & Community Development (DECD) manages multiple economic development financing and private investment incentive programs such as the Enterprise RLF and Infrastructure Development RLF. Funds for these programs are in high demand, with additional financing required to expand lending capability to leverage private investments and provide targeted assistance to businesses. Federal funding for DECD economic development financing and incentive programs is necessary to address gaps in private economic development projects for entrepreneurs and employers.

Federal Funding Opportunities:

- EDA - RLF



**Economic
Development**

**81% (current)
100% (possible)**

\$3,000,000

\$2,000,000

1/1/2020

**Application
Submitted**

INTERNATIONAL INSTITUTE MICROENTERPRISE FUND



The Erie field office of the U.S. Committee for Refugees and Immigrants (USCRI Erie), also known as the International Institute of Erie is seeking funding to support its microenterprise efforts. To date, the organization has supported the start of 32 new businesses totaling 47 jobs within the City of Erie. USCRI Erie is seeking funding to extend the microenterprise operations it already has underway and launch 30 more new businesses owned by refugees and immigrants.

Federal Funding Opportunities:

SBA – Program for Investment in Microentrepreneurs (PRIME)



Food Truck Business from the Microenterprise Program

**Economic
Development**

**79% (current)
100%(possible)**

\$1,500,000

\$1.3 million

1/1/2020

**Application
Submitted**

WHORC Principle Alignment FOZ Guiding Principle Alignment

Total Project Cost

Matching Dollars

Implementation Date

Project Status

ENTREPRENEURSHIP PIPELINE PROJECTS

Savocchio Opportunity Park

In January 2019, the MCIC acquired Joyce A. Savocchio Opportunity Park, a 19.11-acre business park located on the east side of Erie, PA. Access to the environmentally remediated, vacant land with infrastructure will allow for key development opportunities, including: a multi-use health and wellness center, urban agriculture and a community solar farm. The project seeks to promote economic growth and revitalization through small business development and employment opportunities.

Federal Funding Opportunities:

- EDA Planning and Local Technical Assistance Program
- US Department of Health and Human Services ACF Community Economic Development
- EPA Brownfields Environmental Workforce Development and Job Training



SAFE NEIGHBORHOODS



PUBLIC PROJECTS AND PRIORITIES

SAFE NEIGHBORHOODS

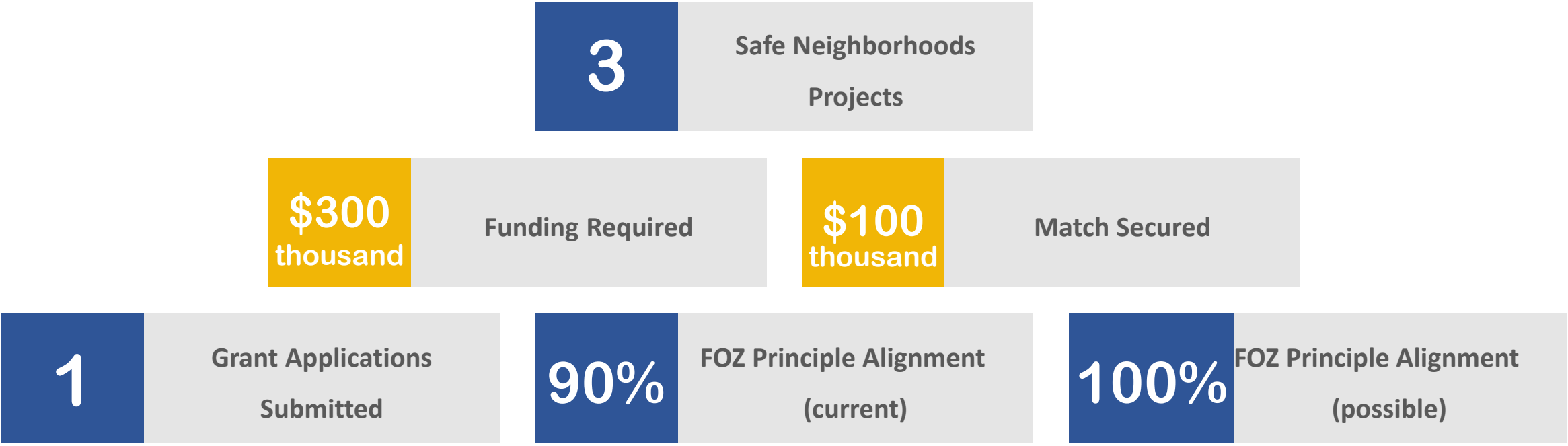
ERIE’S WHORC ALIGNED PUBLIC PROJECTS AND PRIORITIES

WHORC Workstream Goal:

“Combat drug addiction and the opioid crisis, reduce crime/enhance public safety, and address environmental contamination obstacles to development.”

Erie, PA Showcase Projects:

- [Erie Eastside Neighborhood Revitalization](#)
- [Erie Police Athletic League](#)
- [Garrison Run Litter Reduction](#)



ERIE EASTSIDE NEIGHBORHOOD REVITALIZATION



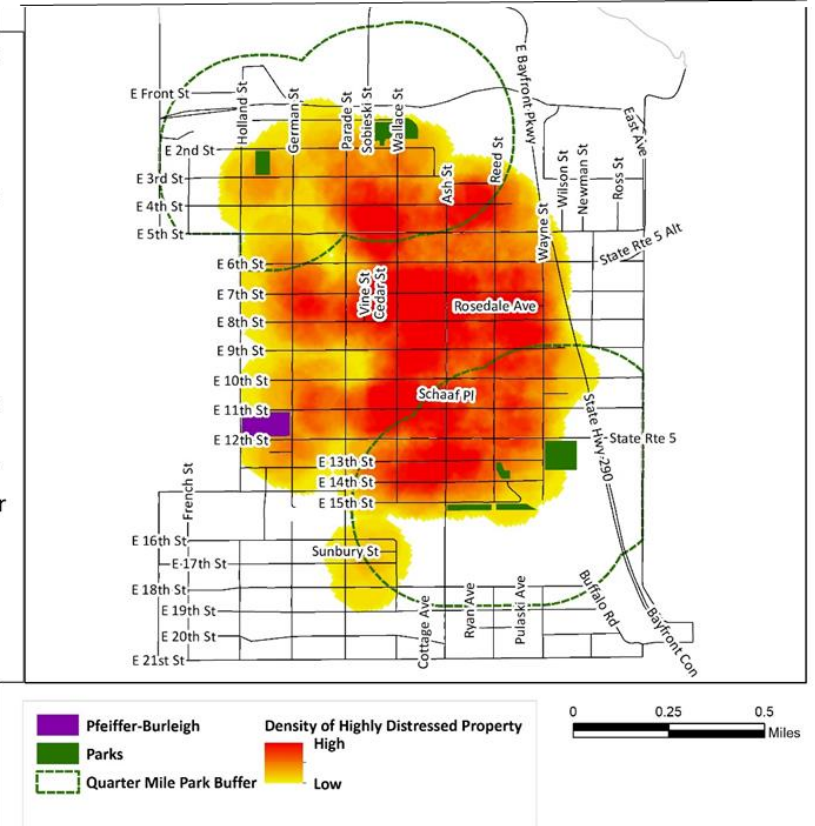
The City of Erie has partnered with UPMC, Hamot Health Foundation, Erie Insurance, and Primary Care Health Network to undertake a housing survey and community health survey to inform redevelopment initiatives. Redevelopment efforts would include acquisition and demolition of abandoned homes, mixed income and affordable housing developments, construction of greenspace and stormwater management infrastructure.

Federal Funding Opportunities:

- Groundwork USA Trust (EPA & National Park Service)

Figure to the right is a map showing concentrations of highly distressed housing and areas not served by a public park.

Figure below shows an example of a park system like the one under consideration after demolition of 100 dilapidated houses.



Safe
Neighborhoods

69% (current)
100% (possible)

TBD

\$70,000 plus

1/1/2021

Selected for
Feasibility Phase

ERIE POLICE ATHLETIC LEAGUE YOUTH ENGAGEMENT



Demonstration project and capacity building for the Erie Police Athletic League activities. Deliverables will include best practices and program evaluation to be shared with law enforcement agencies across the nation.

Federal Funding Opportunities:

- US DOJ – COPS Microgrant US Dept. of Justice



Safe
Neighborhoods

100% (current)
100% (possible)

\$100,000

TBD

10/1/2020

Application to be
Submitted in
2020

GARRISON RUN LITTER REDUCTION PROGRAM



Volunteers pick up litter on Erie's beaches on International Coastal Cleanup Day

The City will install one trash boom and one crate-style litter trap at Garrison Run to reduce litter entering Presque Isle Bay.

Federal Funding Opportunities:

- EPA Trash-Free Great Lakes Grant



**Safe
Neighborhoods**

**100% (current)
100% (possible)**

\$303,105

\$24,305

10/1/2020

**Application to be
Submitted in
2020**

WHORC Principle Alignment FOZ Guiding Principle Alignment

Total Project Cost

Matching Dollars

Implementation Date

Project Status

SAFE NEIGHBORHOOD PIPELINE PROJECTS



Lead hazard Control Program

This program addresses lead-based paint hazards in residential properties occupied by low/moderate income households with young children.

Federal Funding Opportunities:

- HUD - Lead Hazard Reduction Demonstration Grant

East Erie Healthy Homes

The East Erie Healthy Homes Project will engage residents from the BEST, ServErie, and SNOOPS neighborhoods through

- a) education on tools, environmental hazards, and available resources to address deteriorating or distressed properties;
- b) identify in-home hazards including toxic substances, safety concerns, and in home air contaminants; and
- c) connect residents to available mitigation resources through targeted outreach focused on the importance of mitigating hazards.

Federal Funding Opportunities:

- EPA Environmental Justice Grant



EDUCATION AND WORKFORCE DEVELOPMENT



PUBLIC PROJECTS AND PRIORITIES

EDUCATION AND WORKFORCE DEVELOPMENT

ERIE'S WHORC ALIGNED PUBLIC PROJECTS AND PRIORITIES

WHORC Workstream Goal:

"Improve the efficacy of K-12 and community college career and technical education and workforce development programs to better prepare workers in distressed communities for jobs."

Erie, PA Showcase Projects:

[Barriers to Learning: Erie's Community Schools](#)

[Erie County Reentry Services and Support Alliance](#)

2

Education and Workforce
Development Projects

\$6.3
million

Funding Required

\$3.3
million

Match Secured

4

Additional Pipeline
Projects

91%

FOZ Principle Alignment
(current)

91%

FOZ Principle Alignment
(possible)

BARRIERS TO LEARNING: CASE MANAGEMENT IN ERIE'S COMMUNITY SCHOOLS



There are significant gaps between the assistance our students need and what our schools currently have the capacity to give. Recognizing this, United Way of Erie County and Erie City School District proposes the to strengthen capacity to better utilize services for truancy, health, and community resources through incorporating case managers at each school. Case management will also allow two new services to be introduced, including home visitations and resource coordination. Additionally, data collected through this project will provide an opportunity to develop an early warning system that will improve efforts to support students in years to come.

Federal Funding Opportunities:

- Department of Education Full Service Community Schools Program



United Way of Erie County

**Education and
Workforce
Development**

**82% (current)
82% (possible)**

\$5,349,000

\$3,318,000

1/1/2020

**Reapplying with
next NOFO**

WHORC Principle Alignment FOZ Guiding Principle Alignment

Total Project Cost

Matching Dollars

Implementation Date

Project Status

ERIE COUNTY REENTRY SERVICES AND SUPPORT ALLIANCE



The Erie County Reentry Services Support Alliance is a local reentry program developed from local data that supports reentrants and people re-entering a law-abiding life from criminal network involvement. Case managers assist the individual in accessing and attaining employment, education, transportation, safe & stable housing, how to address criminal record issues, and community-based services thus reducing recidivism, violence, and creating a stable community.

Federal Funding Opportunities:

- Department of Justice, Bureau of Justice Assistance -Second Chance Act
Comprehensive Community-based Adult Reentry Program



2016-2017 Stats

Total # Referrals297
Total Active Clients (ICM)130
Total Active Clients (RC)51

Connected to:
Jobs.....83%
Stable Housing.....78%
D&A Services.....95%
MH Services90%
Health Care.....97%
Education.....54%
Skills & Training.....76%

Client Advocate
Total Client Contact70%
Ongoing Support22%



EDUCATION AND WORKFORCE PIPELINE PROJECTS

Erie School District Technical Labs



The Erie School District is looking to build a new state of the art Career and Technical Education center for Erie Public Schools to assist in filling the skills gap and promote college and career readiness for all students. The School District currently offers 18 state approved CTE programs. Students graduating from these programs earn both a high school diploma and industry certification(s). As an example of the program's success, last year all 13 of the graduating nursing assistant students graduated with a nursing assistant license, and all 13 students were hired by UPMC Hamot.

Federal Funding Opportunities:

- Department of Education - Perkins Innovation and Modernization Grant Program

Summer Jobs Program



The Summer Jobs and More Program works to create employment opportunities for young adults. The participants - all ages 16 to 21- receive training in the soft skills needed to become successful employees, and then apply those skills on the job at area businesses.

Federal Funding Opportunities:

TBD

EDUCATION AND WORKFORCE PIPELINE PROJECTS



County-Lead Blue Zones School Initiative

The Blue Zones Schools project optimizes the school environment to better promote physical, social and emotional health. The school pledge is the pathway to success for each school. The pledge is designed to provide significant benefit to the schools through:

- Evidence based strategies to help children grow to be healthier and more productive
- Implementation of policies and programs to increase student engagement and excellence in the classroom
- Kids develop healthy habits that affect lifelong well-being and lower healthcare costs for an entire generation

Erie Library: Community Memory

Erie County Public Library and other independent public libraries in Erie County will apply for Federal Funding in 2020 to improve access to local history collections, acquire additional material especially related to minority or underrepresented communities, and provide training and programming for "citizen historians."

Federal Funding Opportunities:

- Institute for Museum and Library Services



FLAGSHIP OPPORTUNITY ZONE

ERIE™

REGIONAL CHAMBER AND
GROWTH PARTNERSHIP



Amy Murdock, Director of Government Affairs
Brett Wiler, Director of Capital Formation

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