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.
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
Erie’s Investment Prospectus

October 18th, 2018

The City of Erie became the first city in the country to launch a municipal level Investment Prospectus designed to market and promote investment opportunities to a local, regional, and national network of Opportunity Zone investors.
### GEOGRAPHY OF OPPORTUNITY ZONES

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

- 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
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 assists 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.
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.

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.
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
“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.”
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
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
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

ECONOMIC DEVELOPMENT
ERIE’S WHORC ALIGNED PUBLIC PROJECTS AND PRIORITIES

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

Total Project Cost: $76,000,000
Matching Dollars: $30,000,000
Implementation Date: 1/1/2021
Grants to be submitted 2020
CONNECTING ERIE’S WATERFRONT

Erie’s planned Iconic Bayfront Connector

adjacent to over

$270 million

in private waterfront investment
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

**ERIE REGIONAL AIRPORT AUTHORITY SERVICE TO WASHINGTON-DULLES**

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<th>Economic Development</th>
<th>31% (current)</th>
<th>100% (possible)</th>
<th>$292,000</th>
<th>0</th>
<th>1/1/2021</th>
<th>Application Submitted</th>
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WHORC Principle Alignment | FOZ Guiding Principle Alignment | Total Project Cost | Matching Dollars | Implementation Date | Project Status
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 Types:
- Two-Way Mobility Streets
- One-Way Mobility Streets
- Ceremonial Streets
- Park Streets
- Non-Framework Streets

Investment Types:
- Tier 1 Private Investment
- FOZ Portfolio Projects
- Commonwealth Investment
- Bayfront Connector

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

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
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

1. Additional Pipeline Projects
- 80% FOZ Principle Alignment (current)
- 100% FOZ Principle Alignment (possible)

2. Entrepreneurship Projects
- $4.5 million Funding Required
- $2.3 million Match Secured
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

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**ERIE OPPORTUNITY ZONE REVOLVING LOAN FUND**

<table>
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<tr>
<th>Economic Development</th>
<th>WHORC Principle Alignment</th>
<th>FOZ Guiding Principle Alignment</th>
<th>Total Project Cost</th>
<th>Matching Dollars</th>
<th>Implementation Date</th>
<th>Project Status</th>
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<tr>
<td>81% (current)</td>
<td>100% (possible)</td>
<td>$3,000,000</td>
<td>$2,000,000</td>
<td>1/1/2020</td>
<td>Application Submitted</td>
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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)
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
ERIE’S WHORC ALIGNED PUBLIC PROJECTS AND PRIORITIES

SAFE NEIGHBORHOODS

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

<table>
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<tr>
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<th>Safe Neighborhoods Projects</th>
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<tr>
<td>$300 thousand</td>
<td>Funding Required</td>
</tr>
<tr>
<td>$100 thousand</td>
<td>Match Secured</td>
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</table>

| 1 | Grant Applications Submitted |
| 90% | FOZ Principle Alignment (current) |
| 100% | FOZ Principle Alignment (possible) |
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)

ERIE EASTSIDE NEIGHBORHOOD REVITALIZATION

Selected for Feasibility Phase

WHORC Principle Alignment: 69% (current) 100% (possible)

FOZ Guiding Principle Alignment: TBD

Total Project Cost: $70,000 plus

Matching Dollars: 1/1/2021

Implementation Date: Selected for Feasibility Phase

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.
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

Application to be Submitted in 2020
GARRISON RUN LITTER REDUCTION PROGRAM

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

Volunteers pick up litter on Erie’s beaches on International Coastal Cleanup Day.
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
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.”

Education and Workforce Development Projects

- Funding Required: $6.3 million
- Match Secured: $3.3 million

Erie, PA Showcase Projects:
- Barriers to Learning: Erie’s Community Schools
- Erie County Reentry Services and Support Alliance

Additional Pipeline Projects
- 4
- 91% FOZ Principle Alignment (current)
- 91% FOZ Principle Alignment (possible)
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 propose 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
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 # Referrals: 297
- Total Active Clients (ICM): 130
- Total Active Clients (RC): 51

**Connected to:**
- Jobs: 83%
- Stable Housing: 78%
- D&A Services: 95%
- MH Services: 90%
- Health Care: 97%
- Education: 54%
- Skills & Training: 76%

**Client Advocate**
- Total Client Contact: 70%
- Ongoing Support: 22%

**WHORC Principle Alignment**
- 100% (current)
- 100% (possible)

**Total Project Cost**
- $1,000,000

**Matching Dollars**
- $0

**Implementation Date**
- 10/1/2019

**Project Status**
- Reapplying with the Next NOFO
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

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**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