

June 15, 2021

Erie Inclusive Recovery

From 1960 until 2010, Erie was a posterchild of deindustrialization and urban decline in the United States. Over the past decade, however, a group of dedicated local government, corporate, university and civic leaders, spurred by Erie Insurance Company's growth and investment, has begun to build the city back, with particular focus on the revitalization of the downtown.

The promise of unprecedented federal relief and recovery investments provides the city with an opportunity to build on existing momentum and advance a more transformative agenda. President Biden is pursuing a "multi-act" investment strategy, with significant implications for cities and metros throughout the country. The Administration has already pushed through a \$1.9 trillion American Recovery Plan. A bipartisan \$250 billion U.S. Innovation and Competition Act is moving through Congress and major infrastructure investments have been proposed under an American Jobs Plan.

New Localism Associates proposes working with the Jefferson Educational Society and three local funders (Erie Insurance, the Erie Community Foundation and the Erie County Gaming Revenue Authority) to inform a high-profile community process that teases out a set of concrete, actionable strategies; harnesses the full potential of federal investments and establishes a strong foundation for the next phase of Erie's growth and development.

Our work will include the following:

- **Inform Erie recovery effort.** Bruce Katz will inform an Erie recovery effort composed of key public, private and civic institutions and leaders. This effort will be tasked with designing three detailed strategies that, if fully financed and implemented well, could set Erie on a course of inclusive, innovative and sustainable growth over the coming decade and beyond.
- **Outline concrete and implementable priorities.** Bruce Katz and New Localism Associates will propose a series of concrete, detailed and implementable priorities for local leaders to consider and refine. These priorities will build on hard evidence about Erie's distinctive competitive assets and advantages and will take into account the shifting market dynamics-post pandemic. Identifying and articulating these priorities will pay sizable dividends as Erie moves to allocate likely local resources under the American Rescue Plan as well as expected countercyclical investments in infrastructure, innovation and human capital through the U.S. Innovation and Competition Act and American Jobs Plan.
- **Braid public, private and civic investments.** This effort will also help clarify the public, private, and philanthropic funding possibilities for actions needed to advance identified priorities. Effectively leveraging federal public money in order to secure needed private and philanthropic capital will not happen by itself. Rather, it will take dedicated work to coordinate efforts, engage stakeholders and attract capital. As economic development initiatives of the last few years have shown, local institutions and intermediaries – public authorities, CDFIs, urban land banks – will play a vital role in supporting and delivering this work.

Budget and Deliverables

New Localism Associates proposes to work with the Jefferson Educational Society and three local funders (Erie Insurance, the Erie Community Foundation, the Erie County Gaming Revenue Authority) and other local stakeholders to co-deliver the following concrete products:

By mid-September 2021, prepare an *initial set of priorities* for local leaders to consider;

By mid-November 2021, co-develop with local stakeholders a set of *detailed strategies* for the next phase of Erie's recovery, with recommendations for the strategic allocations of (or formal applications for) broader federal resources made available under subsequent recovery packages; and

By mid-January 2022, present a *final action plan* for the next phase of Erie's recovery, with recommendations for securing necessary public, private and civic resources.

Each deliverable shall be provided in memo and presentation form. The budget for these three deliverables is divided in three tranches of \$50,000 each, totaling \$150,000.