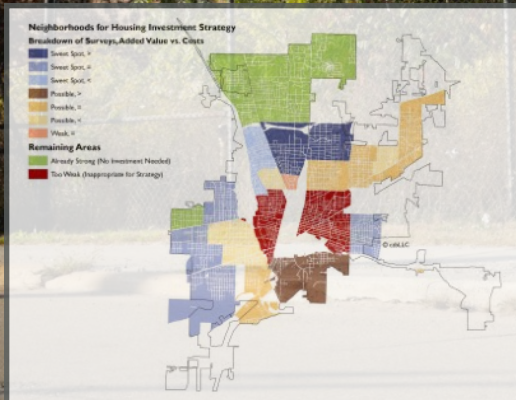
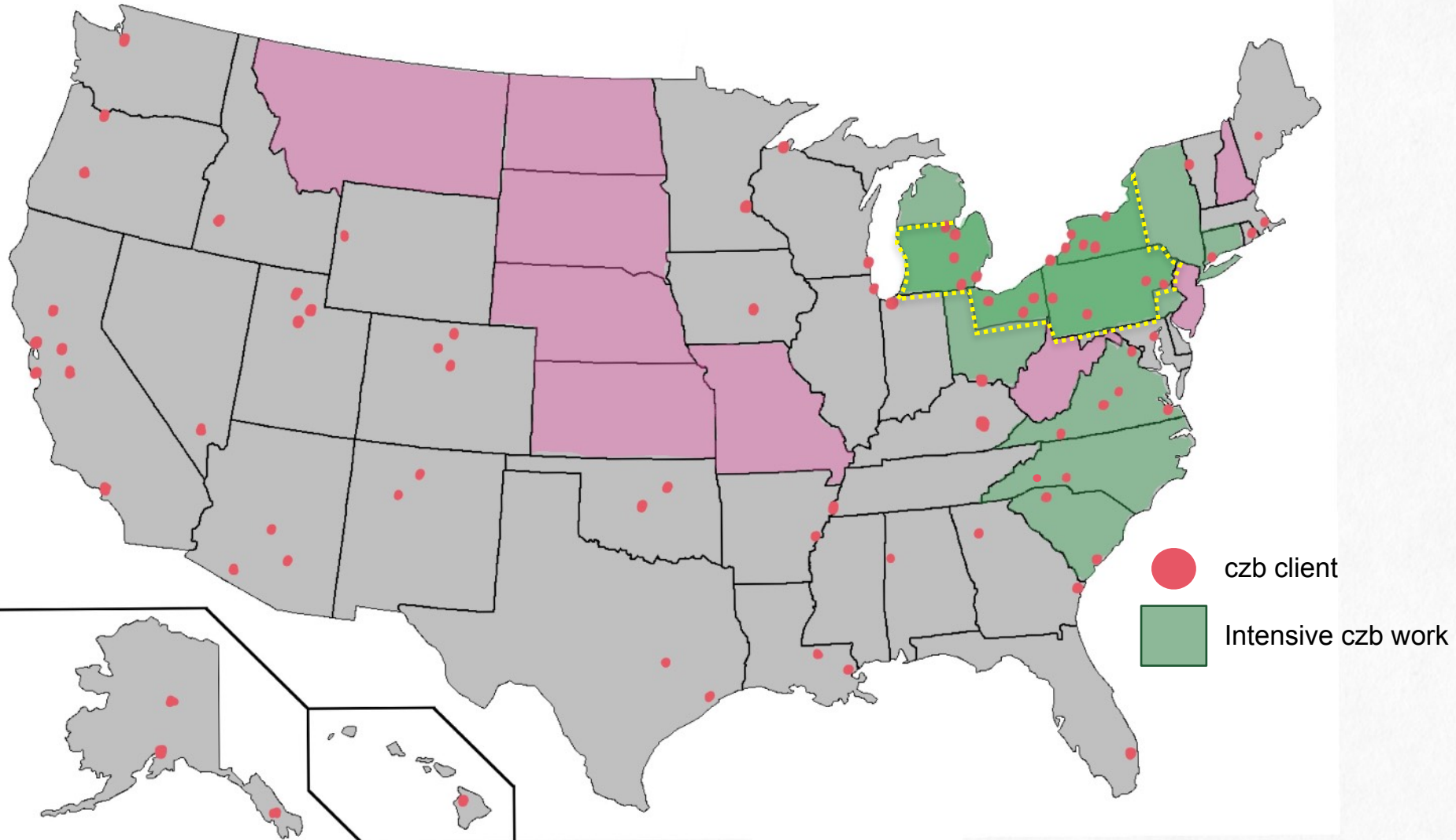


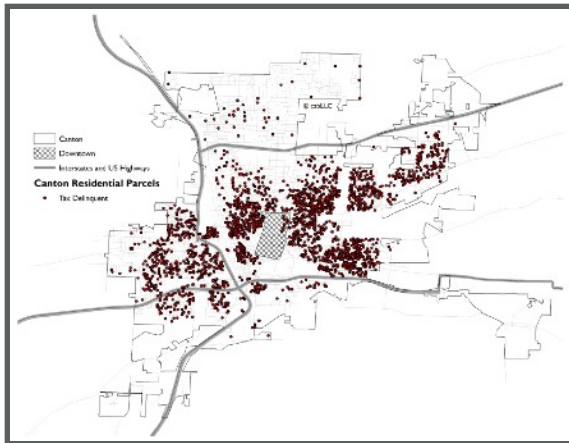
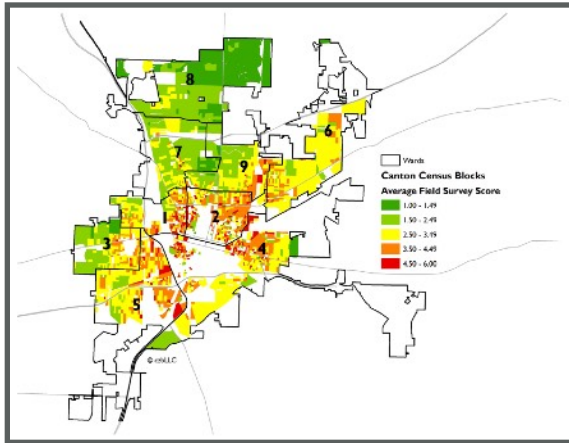
# E4: Approaches to Align Plans and Market Demand



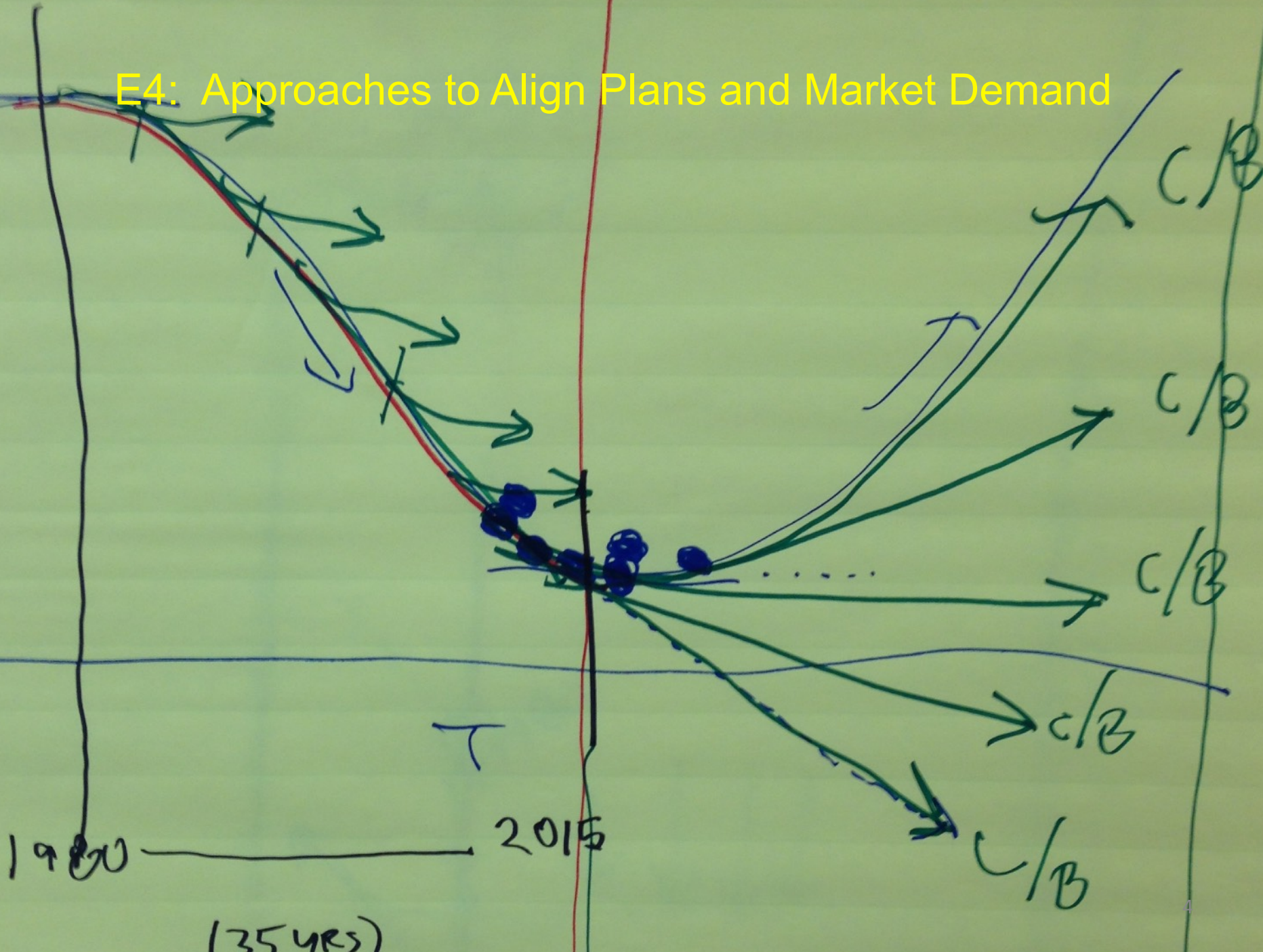
# E4: Approaches to Align Plans and Market Demand



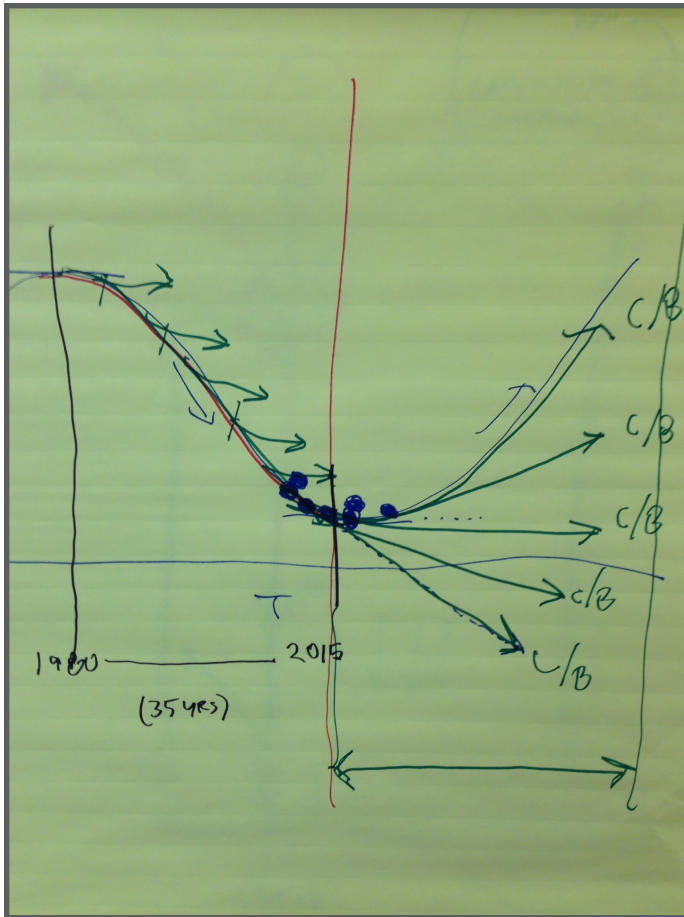
# E4: Approaches to Align Plans and Market Demand



# E4: Approaches to Align Plans and Market Demand



## E4: Approaches to Align Plans and Market Demand



Lee Huang, MPA  
Senior Vice President, ECONCONSULT SOLUTIONS

Karen Beck Pooley, PhD  
Senior Associate, czbLLC  
Professor of Practice, Lehigh University

Kathy Wyrosdick, AICP  
Planning Director, Erie County, PA

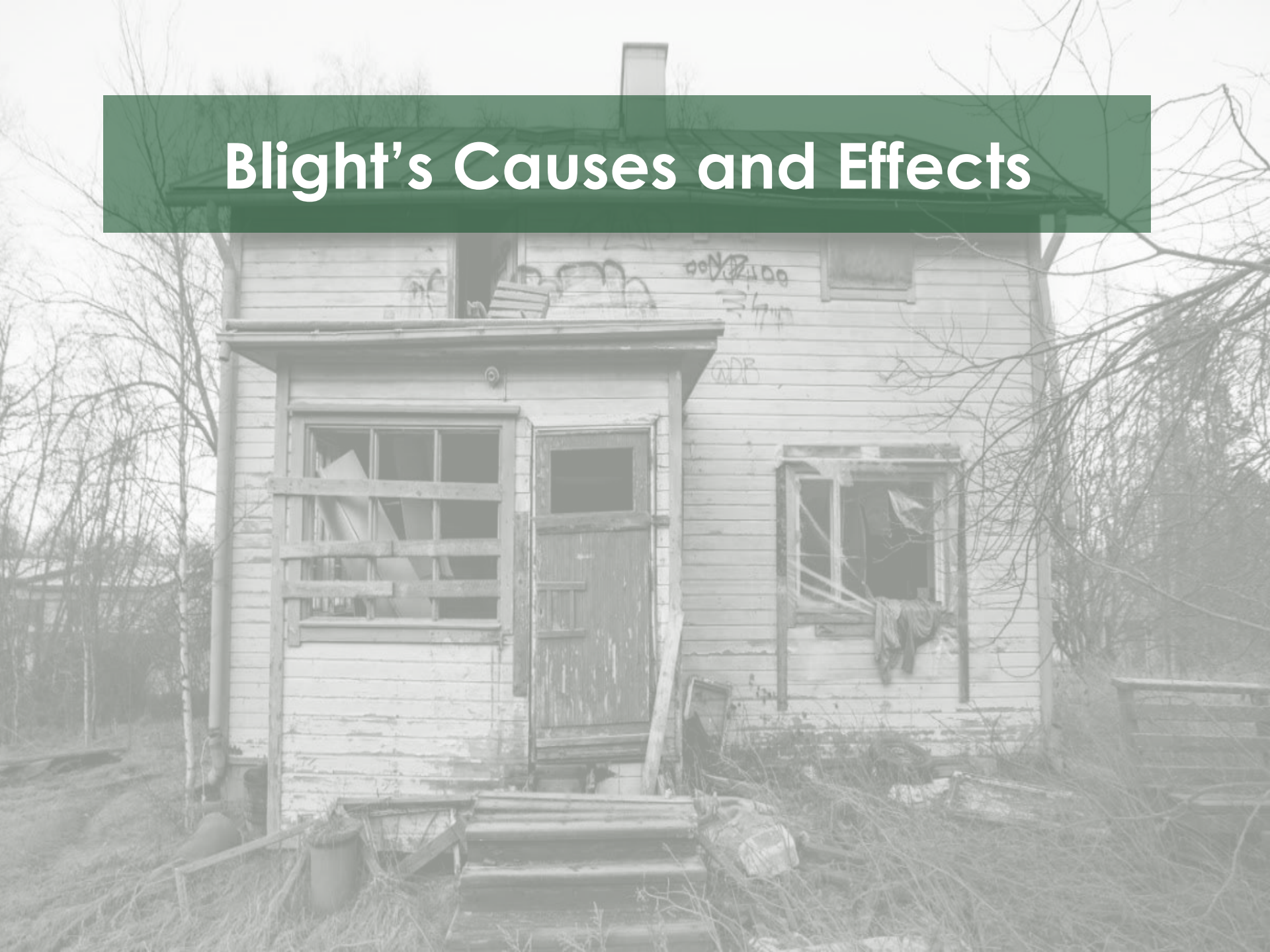
**Lee Huang, MPA - ECONCONSULT**



**CLOSED**

**How Did We Get Here?**

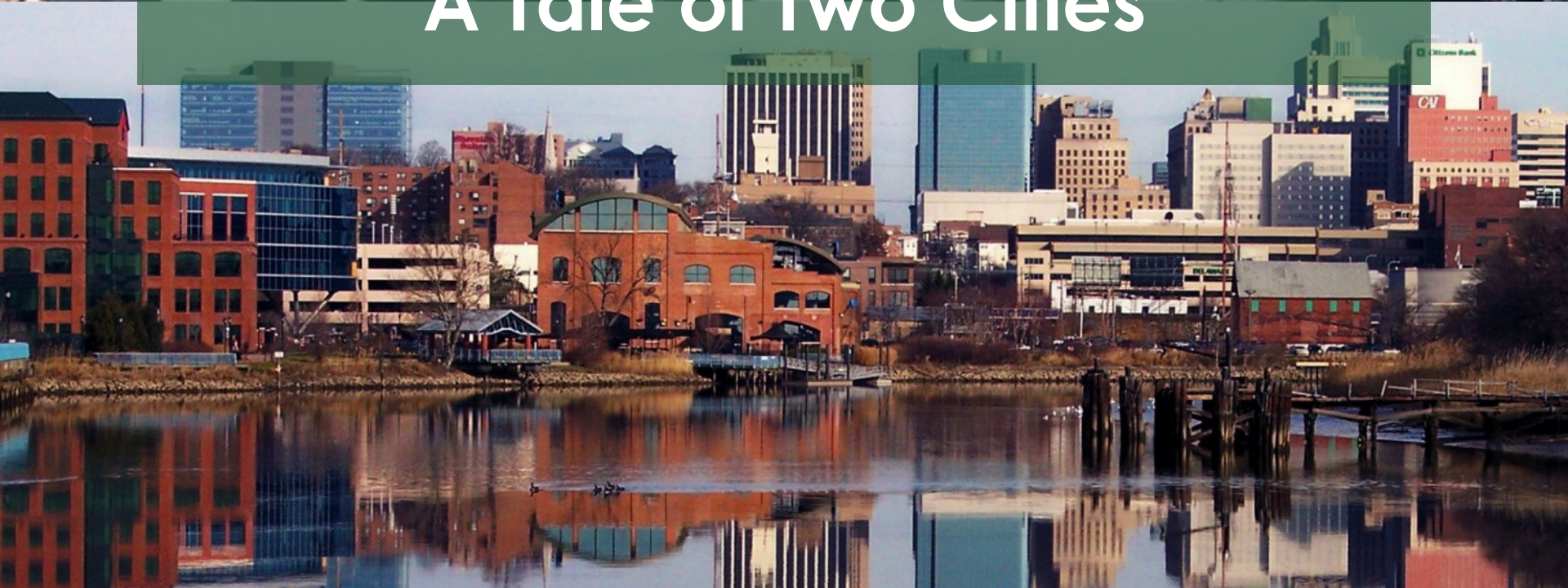
# Blight's Causes and Effects







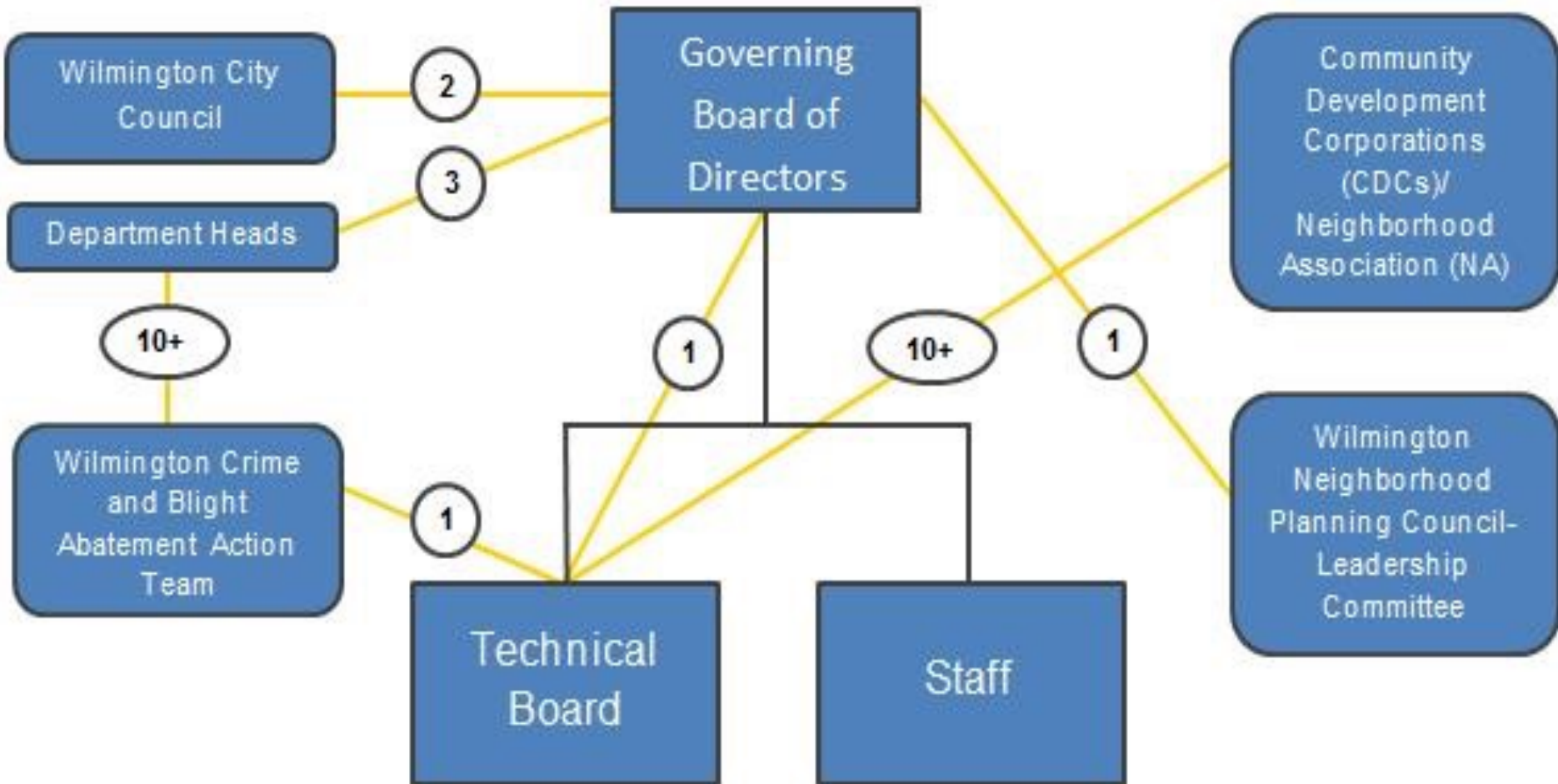
# A Tale of Two Cities



# A Coordinated Approach

## City of Wilmington

## Community Groups in Wilmington



**Karen Pooley, PhD - czb & Lehigh U.**

# Planning for Hard Choices

- How can planners approach communities, where comprehensive plans and housing strategies need to...
  - **manage decline** rather than accommodate growth?
  - **make hard choices** and reset expectations?

# Planning for Hard Choices

- Responding to challenges when resources are unlimited – or **we can get almost everything we want** – is easy and requires little discipline, but...
- Often, resources are far less than the demands placed upon them – and **we can get few of the things we need.**
- **Planners have to lead a serious conversation about** the work to be done and its **trade-offs.**

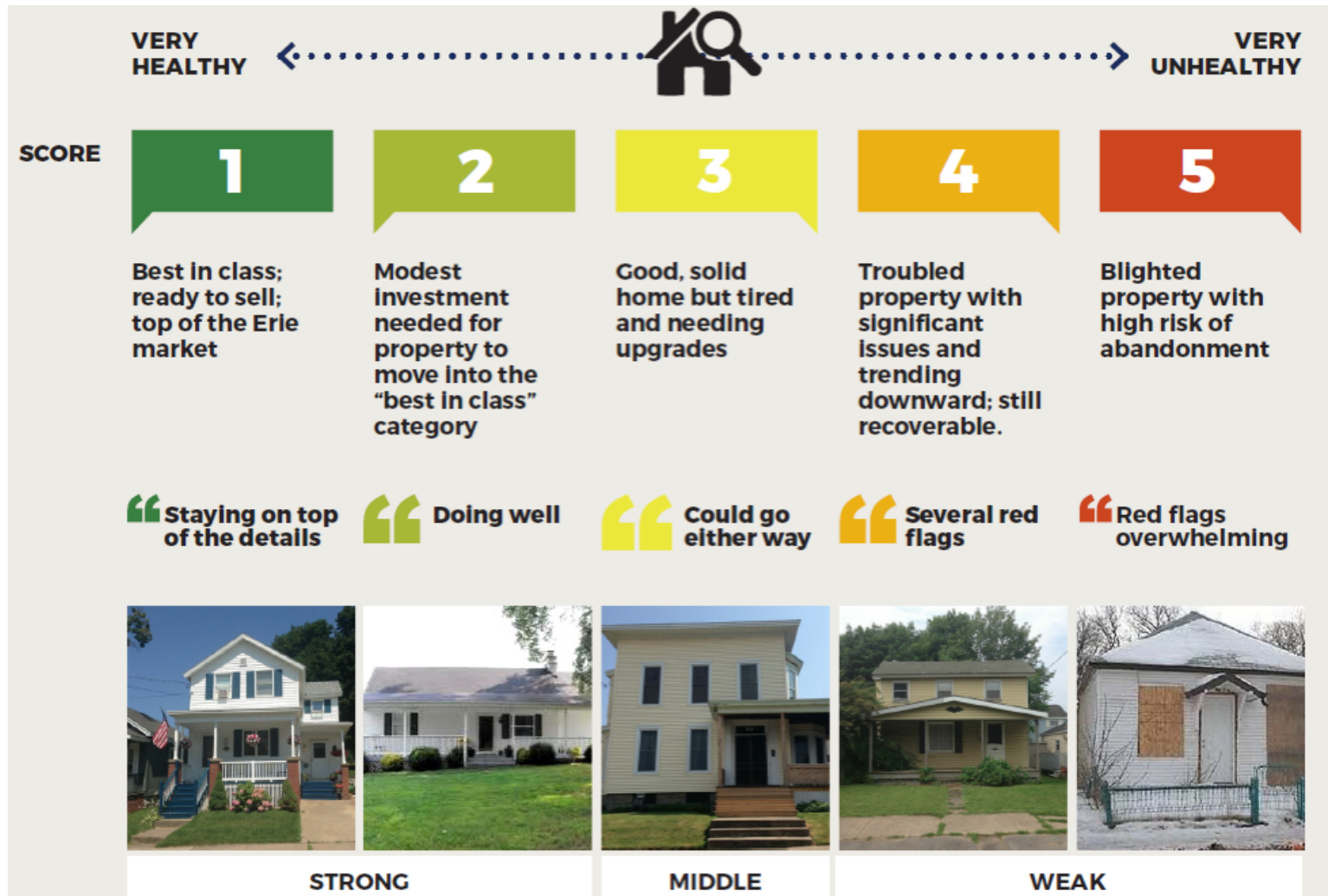


# Planning for Hard Choices

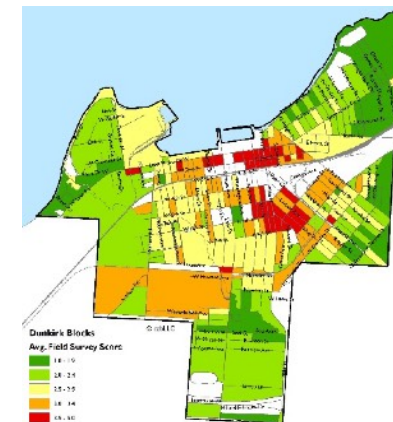
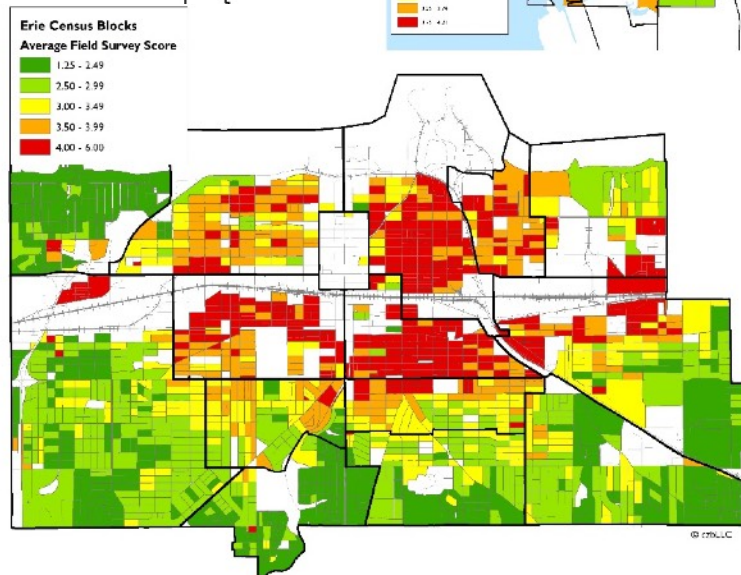
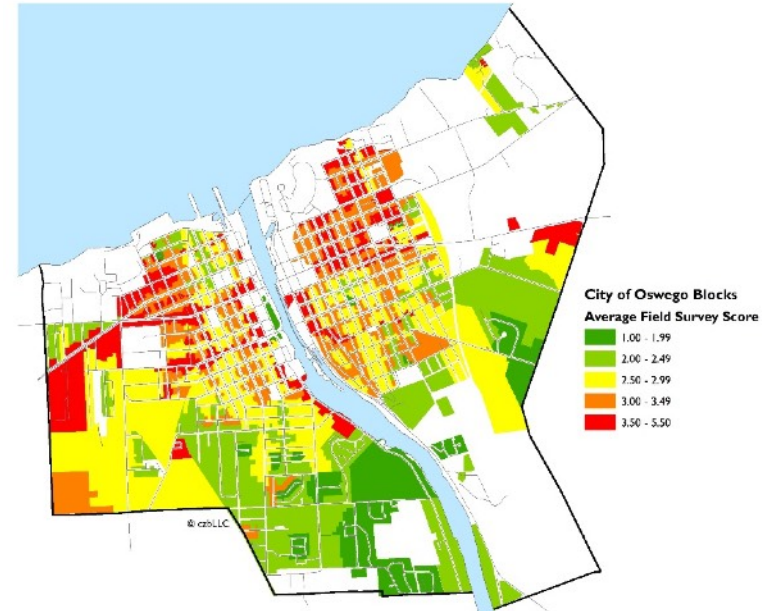
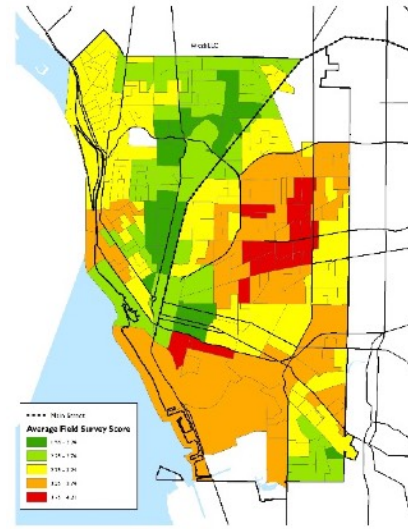
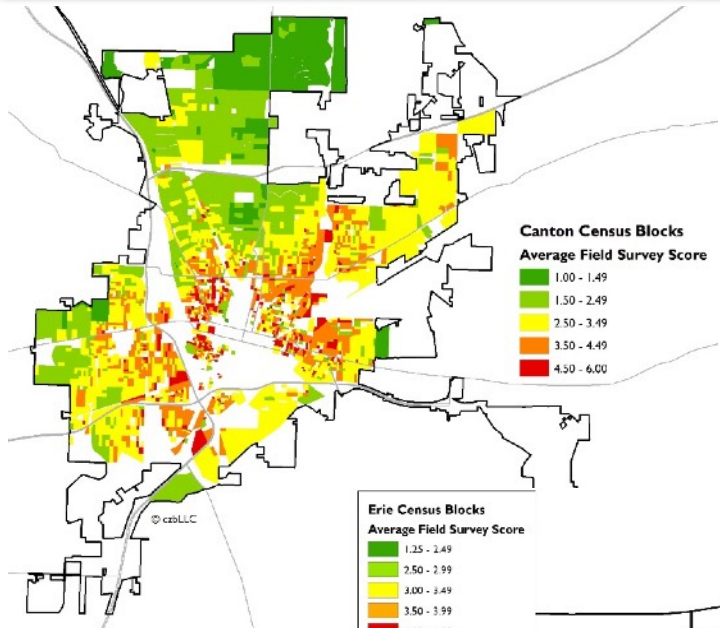
This work requires starting with **market-based measures...**

- Understanding **existing strengths and weaknesses...**
- Fully grasping the **cost of intervening...**
- **Getting strategic** (identifying the biggest assets) and...
- Establishing clear **priorities** and planning **principles** to guide future decision-making.

# Market-Based Measures, Strengths and Weaknesses

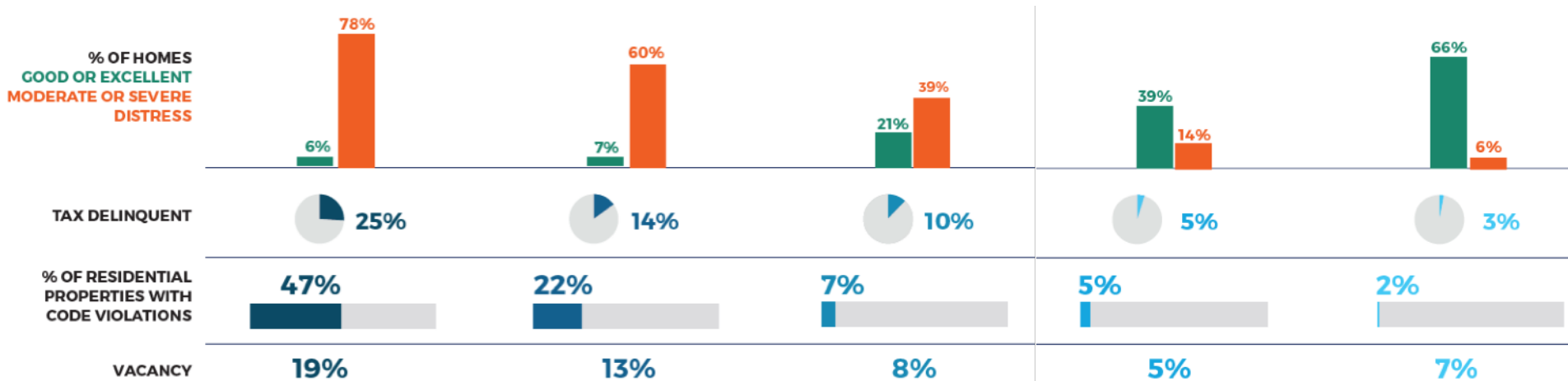


# Market-Based Measures, Strengths and Weaknesses





# Neighborhood Typology



# Neighborhood Typology



## TRANSLATING SCORES INTO IMPACTS FOR THE COMMUNITY

	WEAK	MIDDLE	STRONG
<b>MARKET STRENGTH</b>	Properties tend to have negative equity and often too expensive to recover in a weak market.	Middle market houses that often represent good "buy low" opportunities that -- with sweat equity and creative financing -- can turn around a market.	Can generally be counted on to hold value, attract buyers, and generate positive cash flow if a rental property.
<b>RISK</b>	Exerts a major drag on the market	Major risk of decline	Little to no imminent risk of decline, but risk that owners may move if frustrated by nearby decline.

# Cost of intervening

**With \$11 million in state and federal grants and \$1.2 million in city funds to spend...**

**Choice 1:** Demolish poor and rehabilitate fair properties until the average field survey score is “good.”

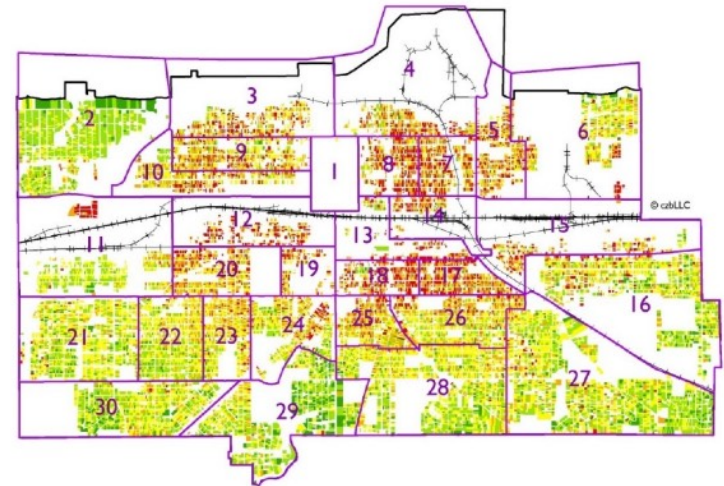
**(Total Cost = \$250 million)**

**Choice 2:** Rehabilitate one-third of fair properties and demolish all poor buildings.

**(Total Cost = \$140 million)**

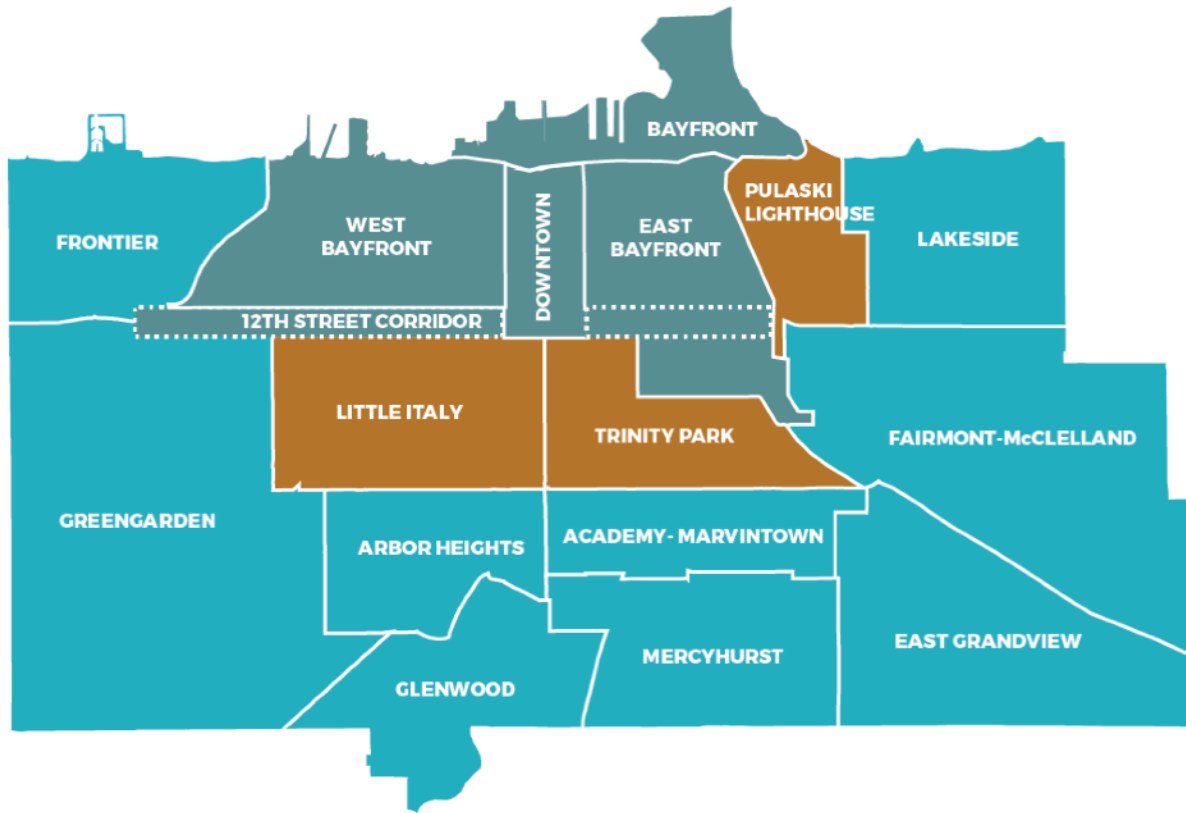
**Choice 3:** Demolish all poor buildings and clean-and-green the newly vacant land.

**(Total Cost = \$60 million)**



**Kathy Wyrosdick, AICP - Erie County**

# Erie Refocused: Comprehensive Plan & Community Decision-Making Guide for Erie



**CORE STRENGTHENING**

**NEIGHBORHOOD STRENGTHENING**

**STABILIZATION**

# Strengthening the Core

## Why start at the core?

### CORE STRENGTHENING

Multiple  
Projects

<b>DOWNTOWN</b>	Stimulate market-rate residential and mixed-use development at targeted nodes	Build consistent, high quality downtown streetscapes – starting with State Street	Organize downtown spaces using “district” geography	Begin relocation of human service functions to areas beyond the central business district
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<b>BAYFRONT</b>	Create an iconic connection between the Bayfront and downtown	Prioritize mixed-use, pedestrian-focused redevelopment on Bayfront property	Leverage Bayfront property as an income-generating resource for the city	
-----------------	---	---	--	--

<b>12TH ST CORRIDOR</b>	Practice iconic placemaking strategies at 12th & State	Stimulate redevelopment of industrial properties as mixed-use spaces	Assemble tax incentive and financing tools to encourage business location	
-------------------------	--	--	---	--

<b>EAST BAYFRONT</b>	Establish a network of new parks via targeted demolition & land assemblage	Re-focus public and private investment around historic landmarks and newly created parks	Utilize demolition and vacant land management as job training and development opportunities	
----------------------	--	--	---	--

<b>WEST BAYFRONT</b>	Encourage reinvestment by homeowners on stable ‘middle market’ blocks	Perform targeted demolition and rehab in proximity to assets and stable blocks	Invest in streetscape improvements along gateway corridors and downtown edges	
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Shaping  
Tomorrow  
Grants

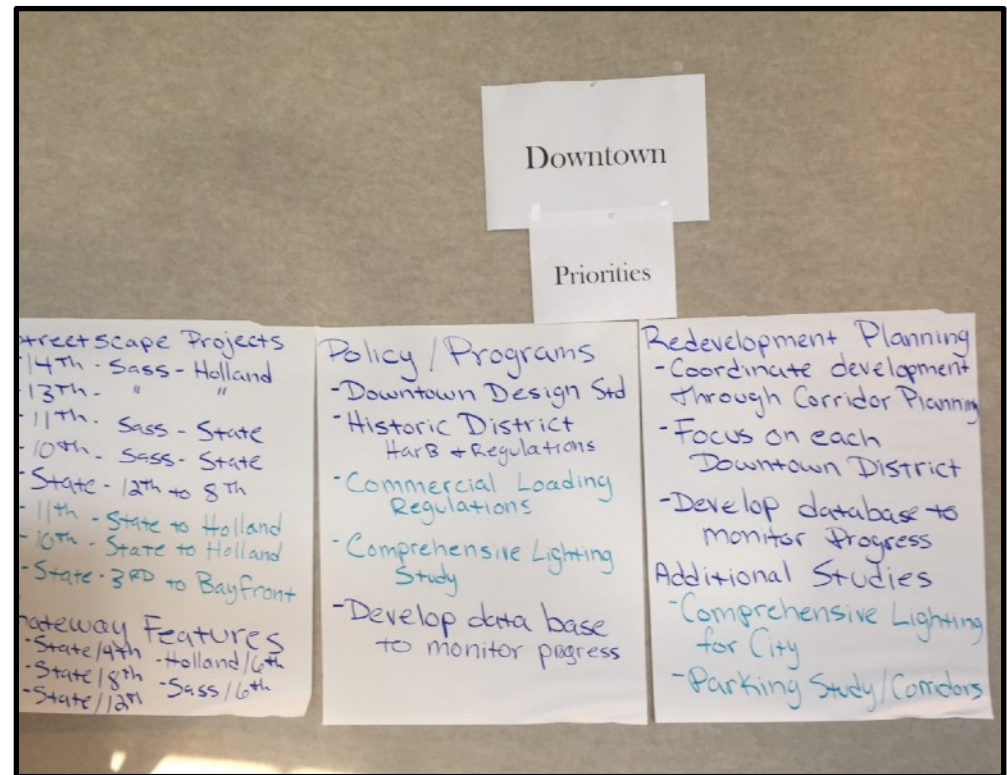
# Working Together

Builds a city team that can help redevelopment efforts



# Breaking Down the Actions

## Creation of Action Plans





# The Downtown Partnership

Identified the districts but how will implementation occur?

Erie Refocused to  
Erie Downtown Master Plan

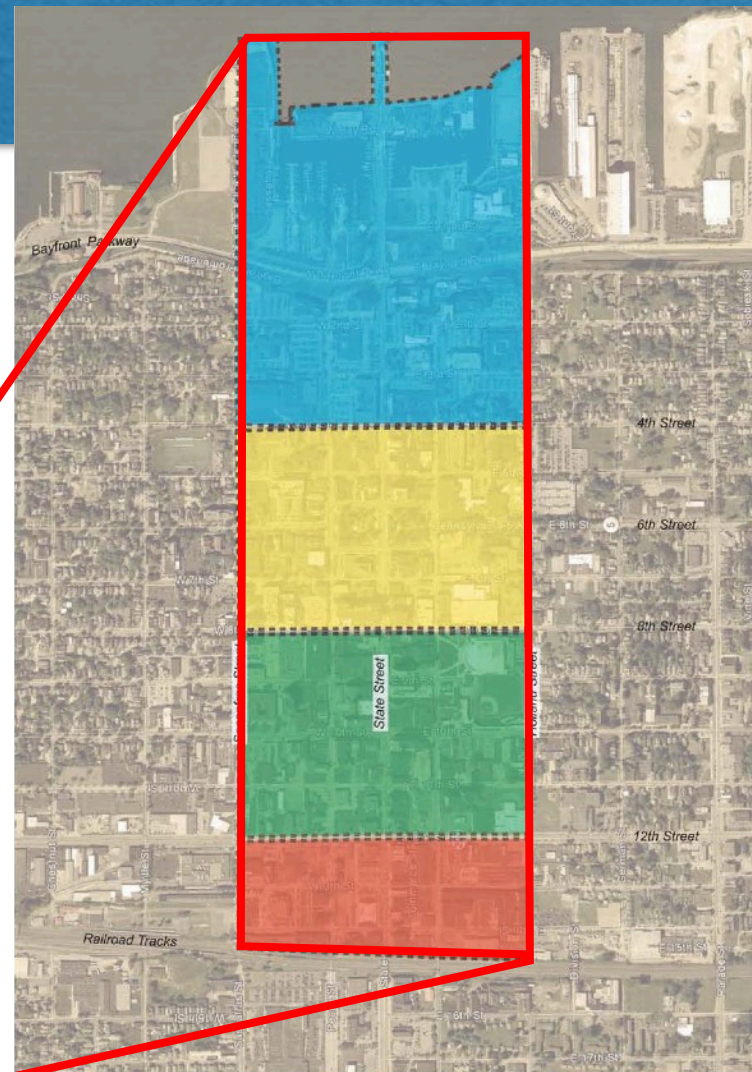
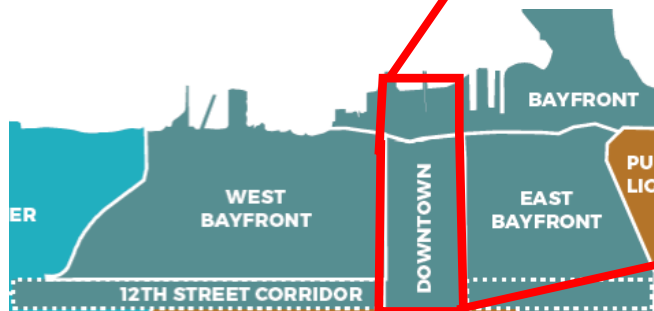
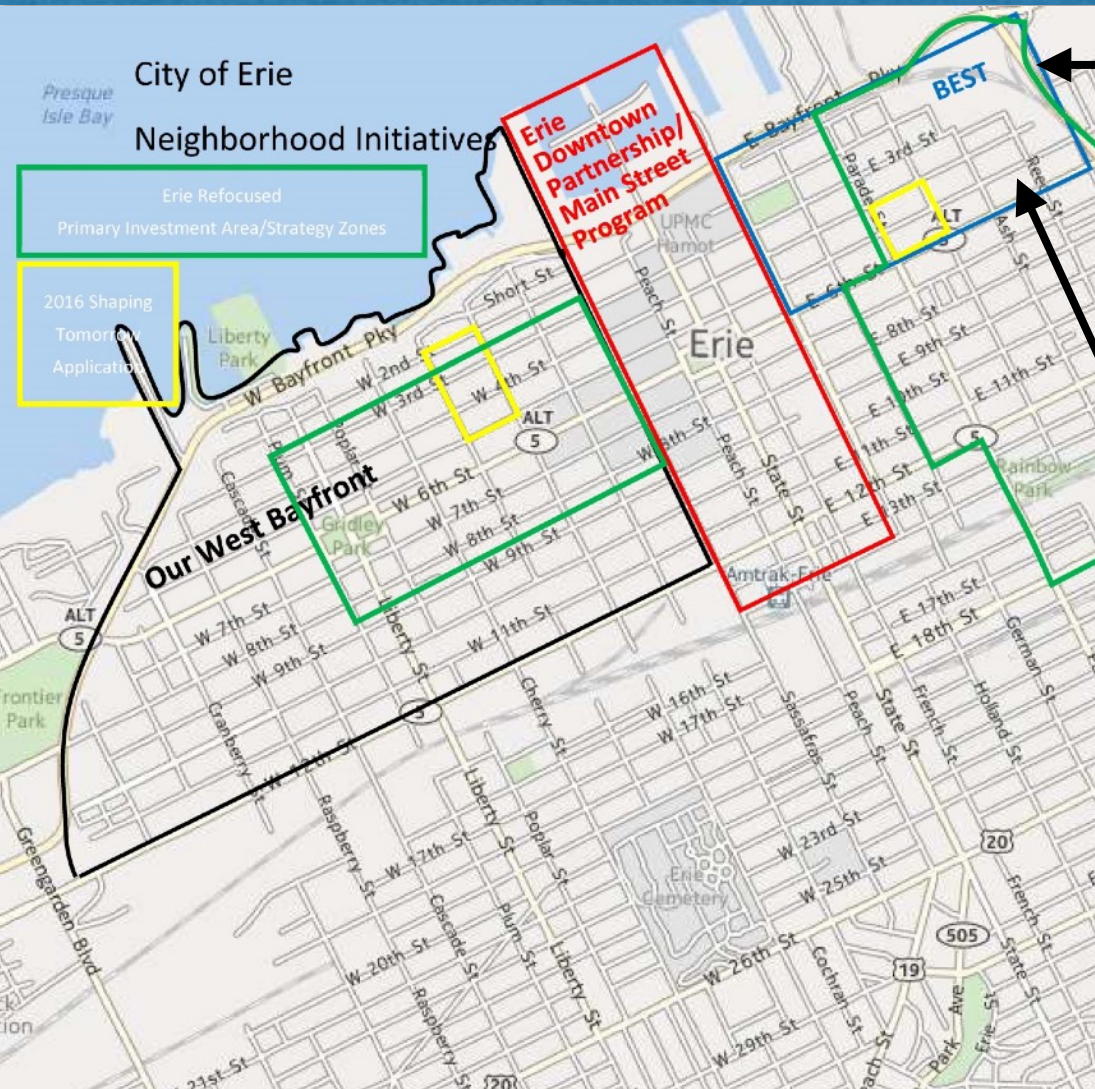


Plate 1-2: Erie Downtown District Boundaries



# Connecting the Dots

Aligns public and private priorities



435 - Declared Blighted



209 - Good

# Connecting the Dots

Aligns public and private priorities

**Erie Refocused Planning Area**

- Core Strengthening

**Projects**

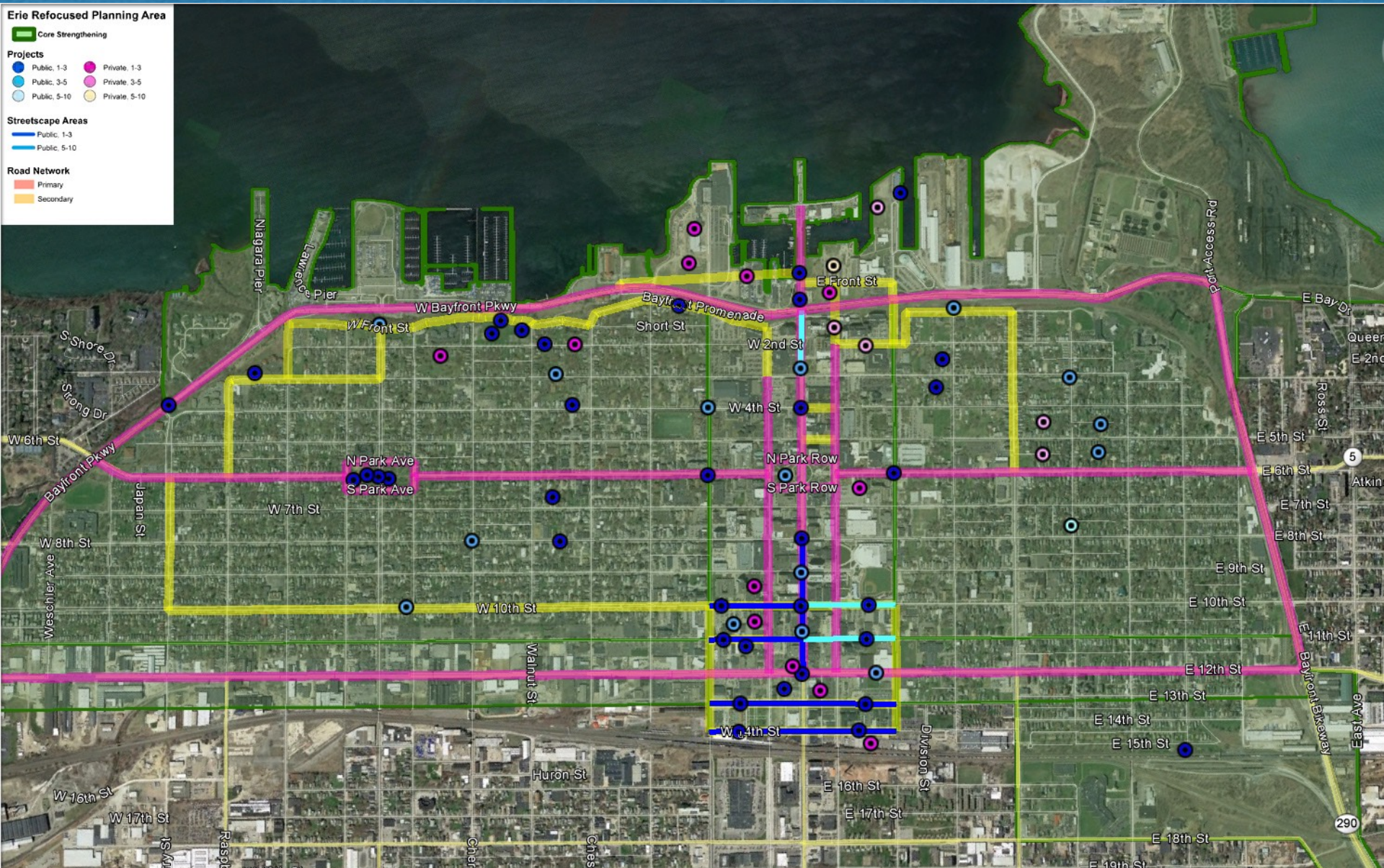
- Public, 1-3
- Public, 3-5
- Public, 5-10
- Private, 1-3
- Private, 3-5
- Private, 5-10

**Streetscape Areas**

- Public, 1-3
- Public, 5-10

**Road Network**

- Primary
- Secondary



# Erie Refocused Action Plan

## Enhance Internal Process and Build Strong Partnerships

1. Create a City Action Team (CAT)
2. Build Core Competencies for Creative Financing Incentives
3. Create a Focused Place Making Program
4. Strengthen Planning Partnerships
5. Establish Downtown Master Plan Districts
6. Increase the role of the Waterfront District's Design Review Committee
7. Establish an Innovation District
8. Create a Land Bank
9. Advocate for Local Demolition Funding
10. Advocate for a City/County Social Services Needs Study
11. Finalize the Bayfront Parkway Study

# Erie Refocused Action Plan

## Neighborhood Strengthening and Stabilization Initiative

### Erie's 17 Planning Areas



MIXED  
CONDITIONS  
ACROSS AREAS

FRONTIER

70% of homes  
were in excellent  
or good condition.

TRINITY PARK,  
EAST BAYFRONT,  
AND LITTLE ITALY

2/3 of homes  
show signs of  
moderate to severe  
disinvestment.

### Steps to incorporate planning within Erie

1. ERA and Neighborhood Growth Partnership lead effort
2. Partner with ECDP to develop neighborhood planning model
3. Strengthen Planning Partnerships
4. Identify 2 neighborhoods to start in year 1
5. Develop robust GIS and database system to assist with community analysis and planning
6. Work with neighborhood leaders to develop strategic plan
7. Work with CAT to help align City resources on community driven priorities
8. Approach funders to help execute the plan
9. Continue planning process within other neighborhoods in the City

# Thriving and Surviving in Uncertain Times

- Embrace your challenges, don't run from them
- Be ready to change ... Change is hard
- Focus on the outcome, not outputs
- Keep moving forward
- Understand your piece of the puzzle but don't forget the picture on the box

