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Infinite Erie: A Model for Collective Impact

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Introductions

Kim Thomas
Executive Director, Infinite Erie

Amy Murdock
Senior Director of Planning, Altair Consulting Group

Objectives

01 Understand how to develop a **practical model for community indicators, including measurement and evaluation strategies.**

02 Understand opportunities to facilitate dialogue across a variety of community stakeholders to **achieve alignment on shared goals for inclusive growth**.

03 Understand strategies to **engage private and philanthropic leadership** to invest in community and economic development.

Agenda

01 **About Infinite Erie**

02 **Setting A Common Vision and Defining Inclusive Growth**

03 **Measuring Success and Lessons Learned**

About Infinite Erie

How did Infinite Erie Begin?

In total, the Investment Playbook identified ***35 transformational investments.***

Infinite Erie was created to help activate these projects and position Erie to take advantage of the influx of federal funding through IIJA, ARPA and other funds deployed as a result of the COVID-19 pandemic.

Updated July 2022

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

ECGRA Erie County Gaming Revenue Authority
Erie Insurance
The Erie Community Foundation
Jefferson Educational Society

Project Timeline

September 2021 — *Playbook Drafted* — February 2022 — *Playbook Revision and Implementation*

An Investment Playbook Organizes Erie For Success

Total Cost* of Playbook Investments:

$1.1 Billion

Types of Capital Deployed:

- Federal Block Grants
- Federal Competitive Grants
- Federal Tax Incentive
- State Grants
- City Grants
- County Grants
- Local Philanthropy

Investment Catagories:

- Neighborhoods and Main Streets
- Industry Clusters and Infrastructure
- Inclusive Entrepreneurship
- Anchor Investments in the Greater Core

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About Infinite Erie

How did Infinite Erie Begin?

Infinite Erie coordinates inclusive growth strategies to deliver transformative change.

By bringing together public, private, and civic leaders, creating a "speaking with one voice" strategy, Infinite Erie implements Erie's Investment Playbook by positioning Erie to attract & secure more public and private sector funding than like-size regions.

About Infinite Erie

How Does Infinite Erie Fuel Inclusive Growth?

1

Activate Project Portfolios

Convene **Project Leads** and Practitioners to Develop Solutions for Complex Projects identified in the **Investment Playbook.** There are four (4) Project Portfolios:

- Neighborhoods and Main Streets
- Inclusive Entrepreneurship
- Industry Clusters and Infrastructure
- Anchor Investments in the Greater Core

2

Boost Local Capacity to Advance Projects

Infinite Erie Provides **Technical Assistance** and **Capacity Building** to Portfolio Project Leads and Individual Project Sponsors implementing the Investment Playbook and assists in advancing projects toward Investment Readiness

Discovery & Problem Solving → Project Development → Securing Investment → Implementation

Organizing and Capacity Building

Setting a Common Vision

Aligning Across a Continuum of Plans and Stakeholders

Challenges:

1. Setting Priorities Among the List of 35 Projects and $1.1B in investment needed.
2. Creating a Venue for New Projects to be considered as a Part of the Playbook
3. Defining “Inclusive Growth”

Setting a Common Vision

Aligning Across a Continuum of Plans and Stakeholders

Solution: Adopting a Framework of Shared Goals

1. Inventory of Planning Efforts (completed and pending)

2. Analysis of Cross Cutting Goals at the local, state, and federal levels.

3. Consensus and Adoption of Shared Goals

Project Portfolios and Community Indicators

Portfolios		Community Indicators	
Neighborhoods & Main Streets 11 projects	67%	Owner-Occupied Housing	
	150	Persons Chronically Homeless	
Anchor Investments in the Downtown 12 projects	466k	Class A Square-Footage	
	$12.60	Market Rates (Commercial)	
	$1.10	Market Rates (Residential)	
Industry Clusters and Infrastructure 7 projects	11.8%	Target Industry Sector Growth	
	60.2%	Workforce Participation Rate	
Inclusive Entrepreneurship 4 projects	1,674	Minority- and Women-Owned Businesses	
	N/A	Tenure of Inclusive Businesses	

Setting a Common Vision

Data Collection for Impact Alignment

Discovery and Problem Solving	Project Development	Securing Investments	Implementation
Articulate Excellent Solutions to Complex Problems ****Collect Project Information and Evaluate for Impact Alignment**	Match Project Leads with Technical Assistance Providers	Pair Project Leads with Funding Opportunities Advocate on behalf of Projects	Celebrate Success of the Project Lead ****Evaluate and Measure the Impact of the Project**

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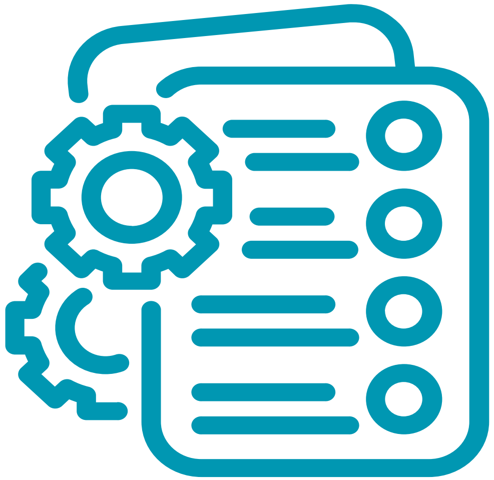
Setting a Common Vision

Key Data Points for Impact Alignment and Priority Setting



1. **Project Outputs:** Project Outputs and alignment with key community indicators
2. **Tenants of Inclusive Growth:** Alignment with tenants of inclusive growth including **Equity**, **Environment**, and **Economics**
3. **Economic Impact:** Direct, Indirect, and Induced impacts on the Erie County Economy

Setting a Common Vision

Priority Setting #1: Articulating Project Outputs

Portfolio Outputs (Sampling of Projected Outputs)

Affordable Housing Units Produced/ Repaired	343
Market Rate Units Produced/ Repaired	118
Commercial Property Remediation	4.8 acres
Local Workers Trained in High-Impact Trades	60
Miles of Main Streets Improved	0.8

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Community Indicators

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150	Persons Chronically Homeless
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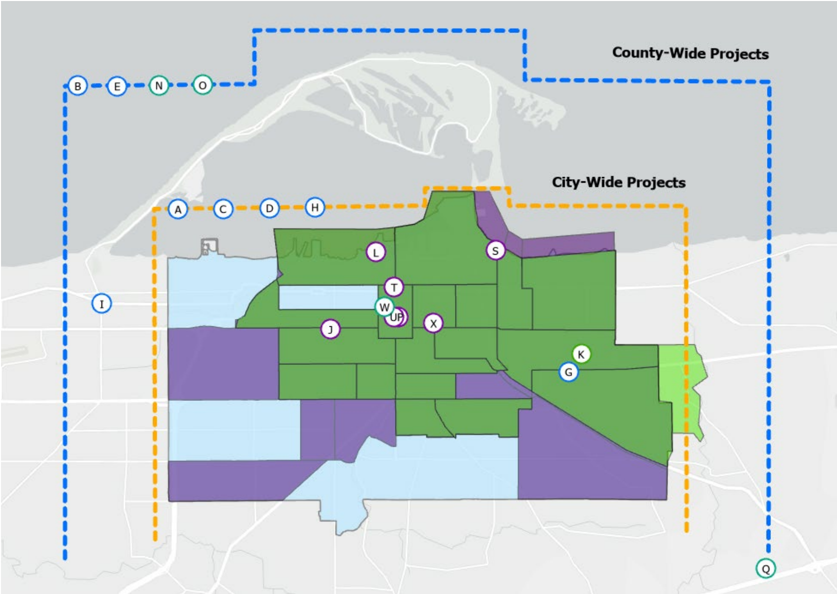
11.8%	Target Industry Sector Growth
60.2%	Workforce Participation Rate
1,674	Minority- and Women-Owned Businesses
N/A	Tenure of Inclusive Businesses

Setting a Common Vision

Priority Setting #2: Tenants of Inclusive Growth

Project Leads Self-Select Alignment with the following:

1. **Equity**
    1. Hiring and sourcing locally
    2. Diversifying stakeholders in project planning and / or
    3. Locating in ARC Economically Distressed or Justice-40 Initiative Tracts
2. **Environment**
    1. Cleaning blighted & hazardous housing conditions
    2. Enhancing public spaces; and / or
    3. Utilizing high-quality materials, enhanced storm/rainwater retention, air quality measures, and aiming for LEED / WELL Building Standard
3. **Economics**
    1. Vending with Minority, Women, or Veteran owned businesses;
    2. Incorporating financially sustainable operating models; and / or
    3. Attracting / growing businesses within Erie's target growth industries



ARC Economically Distressed Census Tracts
Justice 40 Census Tracts

Setting a Common Vision

Priority Setting #3: Economic Impact

Portfolios	Economic Impact		
Neighborhoods & Main Streets 11 projects	$96.4M Total Economic Impact	806 Total Jobs Supported	$3.8M Tax Impact (State + Local)
Anchor Investments in the Downtown 12 projects	$158.6M Total Economic Impact	1,280 Total Jobs Supported	$12.9M Tax Impact (State + Local)
Industry Clusters and Infrastructure 7 projects	$129.1M Total Economic Impact	588 Total Jobs Supported	$6.7M Tax Impact (State + Local)
Inclusive Entrepreneurship 4 projects	$NA Total Economic Impact	NA Total Jobs Supported	$NA Tax Impact (State + Local)

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Setting a Common Vision

Priority Setting#4: Distinguishing Supporting Service Projects

Supporting Services Projects

Supporting Services Projects have been identified as providing a foundational need which enhances the capacity of future projects and initiatives and are recommended to be priorities for technical assistance and investments.

PROJECT	PROJECT IMPACT (Outputs)	INCLUSIVE GROWTH (Tenants)	FINAL SCORE
Project 2	3	2	5
Project 1	4	5	9
Project 3	4	5	9
Project 4	1+	2+	3
Project 5	5	2+	7
Project 6	2	1+	3
Project 7	2+	5	7
Project 8	2	2+	4

Tend to be Workforce Development or Infrastructure Related:

Examples:

- Construction Trades Training
- County-Wide Broadband

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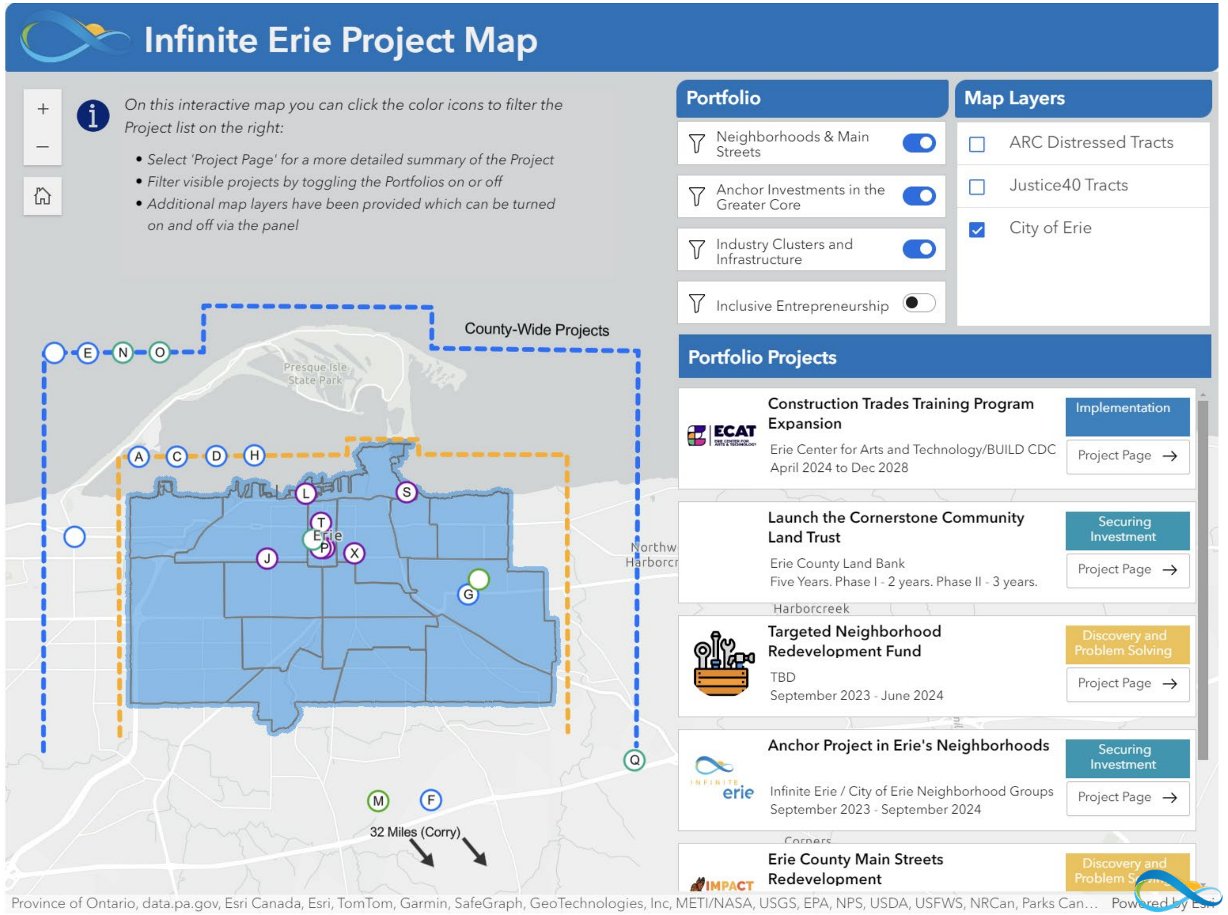
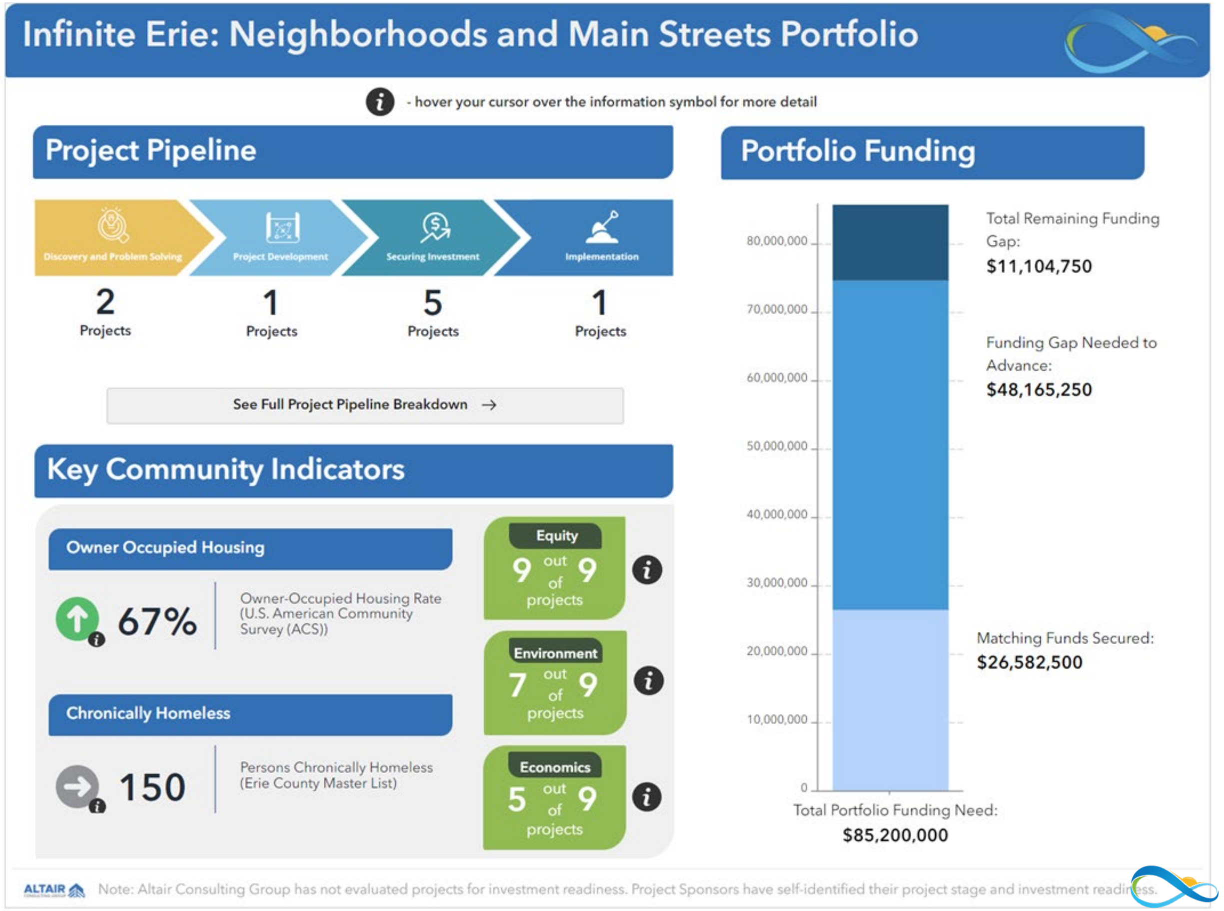
Setting a Common Vision

Mapping and Measuring



Setting a Common Vision

Mapping and Measuring



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Measuring Success

Infinite Erie Team Accountability

Total Funding Secured:

$23.0M

Total Number of Projects Advancing a Stage Toward Investment Readiness:

17/34

Percent of Projects serving residents in ARC Economically Distressed or Justice 40 Census Tracts:

71%

Measuring Success

Dollars Secured as a Result of Infinite Erie Technical Assistance

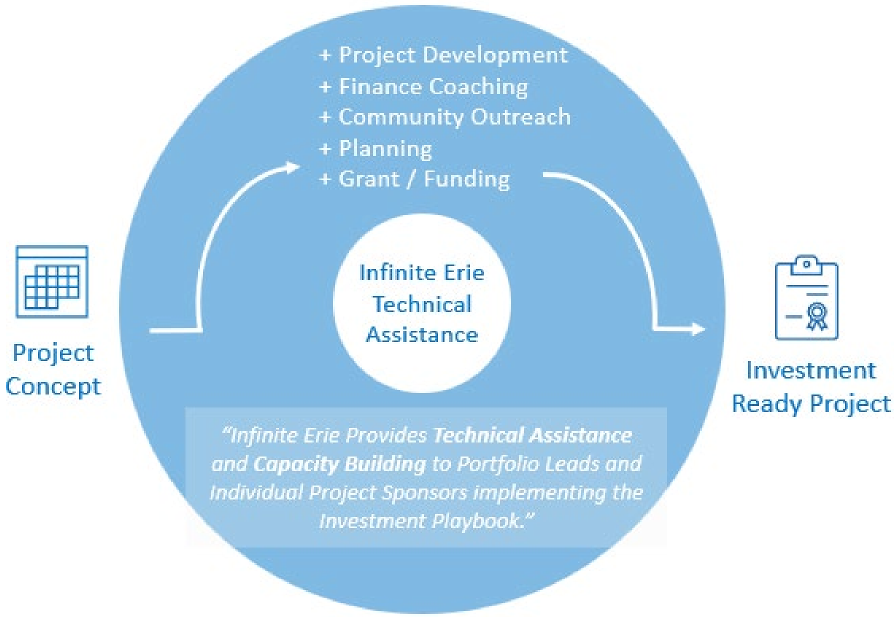
Funding to Date

$23,041,500	$41,388,000
Total Secured	Total Pending

Local	State	Federal
$5,174,000 total	**$49,400,000** total	**$9,855,500** total
$5,174,000 secured	$13,000,000 secured	$4,867,500 secured
$0 pending	$36,400,000 pending	$4,988,000 pending
Sources: ECF, EIG, ECGRA, City of Erie	Sources: RACP, DCED NAP, DCED Multi-Purpose Community Facilities Program	Sources: HUD, ARC Power, ARC Area Development and CDS, Federal Approps. (CCLT)

Measuring Success

Project Advancement Through Technical Assistance



Technical Assistance to Date

11 Projects Received Technical Assistance

17 Projects Advanced one Stage or more in the Pipeline

32% Of all projects received Technical Assistance

50% Of All Projects Advanced One Stage or more in the Pipeline

Technical Assistance Breakdown

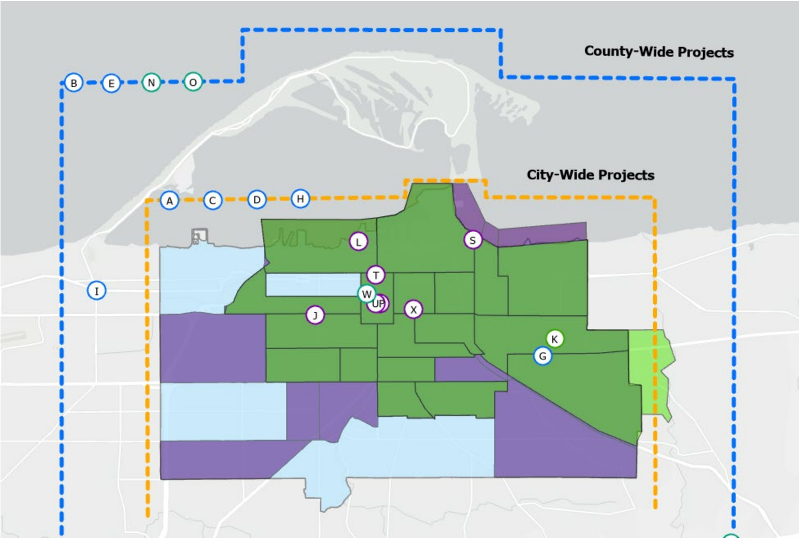
5 projects – Development Finance Coaching
1 projects – Planning and Site Preparation Coaching
1 projects – Pro-Forma Development
0 projects – Capital Stack Development
8 projects – Funding Opportunity Recommendations
1 projects – Grant / Funding Request Preparation
6 projects – Project Development
2 projects – Market Analysis
1 projects – Real Estate Market Assessment
0 projects – Community Outreach
2 projects – Community Outreach Coaching
1 projects – Monthly Meeting and Action Planning
0 projects – Advocacy and Government Affairs Support
2 projects – Advocacy and Government Affairs Coaching

Measuring Success

Utilizing Infinite Erie's Tenants of Inclusive Growth

Targeted Inclusion & Growth

71% Of projects in the program serve Residents of **ARC Economically Distressed** and/or **Justice 40** Census Tracts



Tenants of Inclusive Growth

Equity

26 projects | **76%** of all projects

- hiring and sourcing locally;
- diversifying stakeholders in project planning; and/ or
- locating in ARC Economically Distressed or Justice40 Initiative tracts

Environment

13 projects | **38%** of all projects

- cleaning blighted & hazardous housing conditions;
- enhancing public spaces; and/or
- utilizing high-quality materials, enhanced storm/rainwater retention, air quality measures, and aiming for LEED/WELL Building Standard

Economics

11 projects | **32%** of all projects

- vending with Minority-, Women-, or Veteran-owned businesses;
- incorporating financially sustainable operating models; and/or
- attracting/growing businesses within Erie's target growth industries

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Examples of Success

1. **Housing First Erie**
2. **Burton School Project**
3. **Construction Trades Training Program**
4. **East Side Renaissance**

HOUSING FIRST ERIE

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Challenges and Lessons Learned

1. **It's Messy!**
2. **Trust is Key**
3. **Collective Impact comes in various forms**
   - Financial Investment
   - Political and Social Capital
   - Goodwill and Cheerleading
4. **Politics V. Data**: There is a natural tension between a Planner's perspective and political forces
5. **Contact Sport:** Constant Data Collection and Connection with Project Leads required for effective measurement and evalution

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