

DRAFT

City of Erie, Pennsylvania

Neighborhood Revitalization Strategy Area
For the Center City Neighborhoods of:

SNOOPS
Central City
Little Italy

NRSA Designated for Period: July 1, 2006 – June 30, 2010

Prepared by: City of Erie, Pennsylvania
Department of Economic and Community Development

Submitted to: U.S. Department of Housing and Urban Development - Pittsburgh
Office

February 2006



TABLE OF CONTENTS

		<u>Page No.</u>
1.	Introduction	1
	A. Purpose	
	Map 1: NRSA Census Tract and Block Group Boundaries	
	B. Neighborhood Revitalization Strategy Requirements	
	C. Strategy Development	
2.	Boundary Description	7
	A. Boundary	
	B. Meeting HUD Regulatory Requirements	
	Map 2: Center City NRSA Existing Land Use Map	
3.	Demographic Characteristics	10
	A. Population Profile	
	B. Socio-Economic Profile	
4.	Neighborhood Consultation	25
	A. Plan Development Process	
	B. Public Participation	
5.	Neighborhood Assessment	27
	A. SNOOPS Neighborhood Watch Sub-Planning Area	
	Map 3: SNOOPS Neighborhood Assets	
	B. Central City Neighborhood Sub-Planning Area	
	Map 4: Central City Neighborhood Assets	
	C. Little Italy Neighborhood Sub-Planning Area	
	Map 5: Little Italy Neighborhood Assets	
	D. Downtown Improvement District (D.I.D.) Sub-Planning Area	
	Map 6: Downtown Improvement District (D.I.D.) Neighborhood Assets	
	E. NRSA Basic Conditions - Structures	
	Map 7: Basic Conditions - Structures	
	F. Blighted Property Locations in the NRSA	
	Map 8: Blighted Property Locations in the NRSA	
6.	Development Strategy	47
	A. Housing Initiatives	
	B. Economic Development Initiatives	
	C. Human and Social Service Initiatives	
	D. Sub-Planning Area Strategies	
	SNOOPS Neighborhood	
	Map 9: SNOOPS Development Strategies	



Central City Neighborhood
Map 10: Central City Development Strategies
Little Italy Neighborhood
Map 11: Little Italy Development Strategies
Downtown Improvement District (D.I.D.)
Map 12: Downtown Development Strategies

- | | | |
|----|--|----|
| 7. | Implementation Plan and Performance Benchmarks | 77 |
| 8. | Conclusion | 92 |

Appendix I



1. INTRODUCTION

This Neighborhood Revitalization Strategy for the central portion of the City of Erie includes the SNOOPS, Central City, Little Italy neighborhood watch areas and a portion of the downtown district. The NRSA is the result of a targeted and long-term collaborative effort by the City of Erie's Department of Economic and Community Development and a broad range of community stakeholders.

The goal of this revitalization effort is to formalize and prioritize many existing planning and community development efforts already underway in these areas. These plans include, but are not limited to, the City's Weed and Seed initiative, the Redevelopment Authority of the City of Erie's Central City housing plans, the City's Main Street and Enterprise Zone programs and other related community planning efforts in the Little Italy neighborhood.

The residents and stakeholders in these areas have a vested interest in the success of the revitalization efforts for these neighborhoods in the City of Erie. Implementing this five-year Strategic Plan will require ongoing community driven efforts with leadership to maximize the available resources.

A. Purpose

The purpose of the designation of the Central City Neighborhood Revitalization Strategy Area (NRSA) is to create opportunities for additional employment, improve the housing stock, and provide necessary human services for the residents of the NRSA and of the City of Erie as a whole.

The NRSA plan was developed with cooperation from the City of Erie's Department of Economic and Community Development and a grass roots planning effort from the residents and stakeholders within these areas. The plan area encompasses the neighborhood watch areas of SNOOPS, Central City, Little Italy, and a portion of the downtown.

Specifically, the area encompasses the following contiguous census tracts. This area is also outlined on the map that follows page 2.

- C.T. 1
- C.T. 12
- C.T. 13
- C.T. 14
- C.T. 17
- C.T. 18
- C.T. 19
- C.T. 20

The NRSA includes a resident/stakeholder driven, five-year strategic plan that identifies specific projects designed to meet the needs of the neighborhoods within the NRSA. It will also provide an implementation/benchmark plan that will outline elements of the overall action plan, proposed funding sources and an estimated timeline to achieve each of the tasks in the action plan.

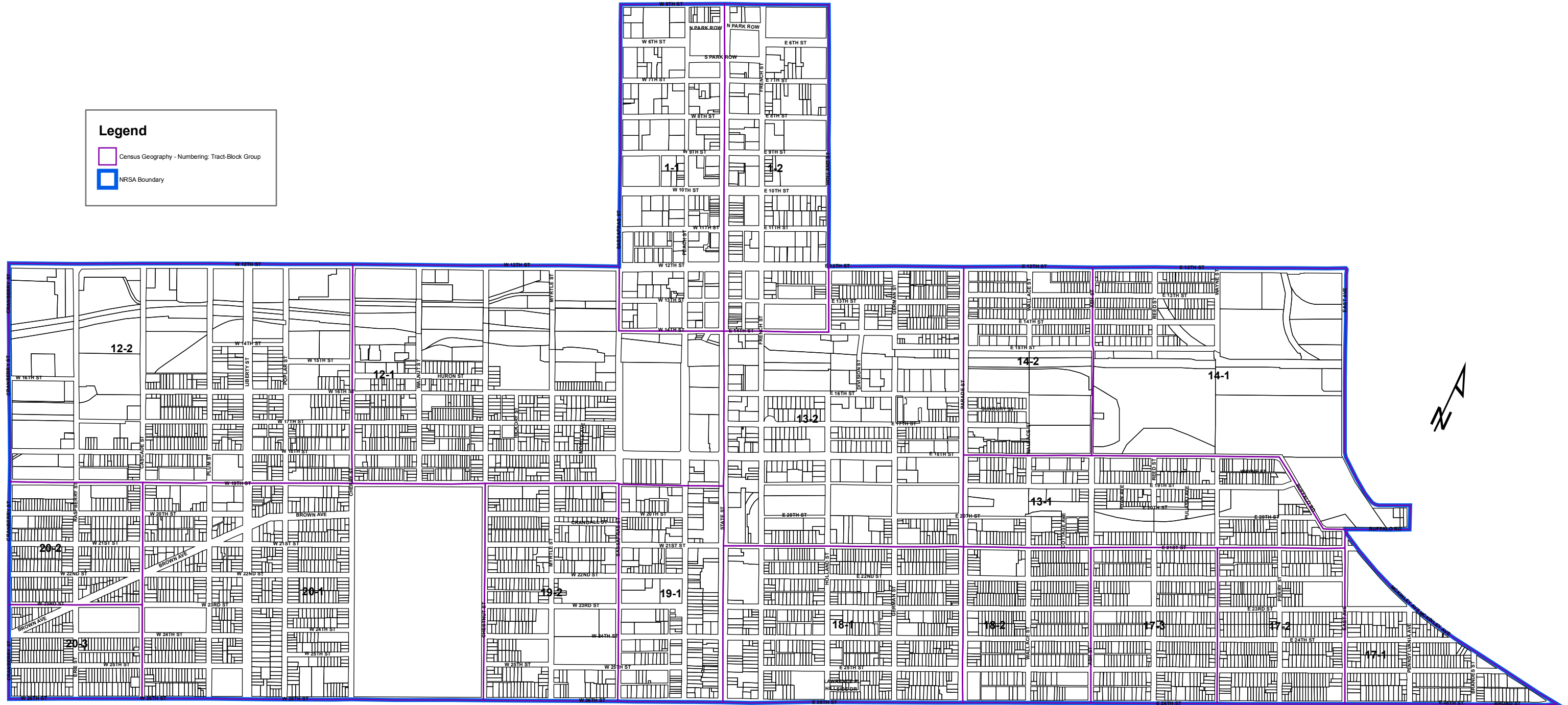


With a HUD approved NRSA in place, the City of Erie will have certain flexibility under the Community Development Block Grant Program. This designation will allow the City to use federal resources to the fullest potential in the area. Specifically, the incentives available in the NRSA are permitted by HUD in CPD Notice 96-01. The following section provides an overview of the specific requirements and incentives of the NRSA as outlined in CPD Notice 96-01.

NRSA Census Tract and Block Group Boundaries

Legend

- Census Geography - Numbering: Tract-Block Group
- NRSA Boundary





B. Neighborhood Revitalization Strategy Area Requirements

As stated previously, with a Neighborhood Revitalization Strategy Area for the Center City area approved by the U.S. Department of Housing and Urban Development (HUD), the City of Erie will have certain flexibility under the federal CDBG Program. This flexibility will allow the City to carry out a mixed income approach to revitalization through the use of the City's federal resources in the designated area. Specifically, the following incentives will be available in the NRSA as allowed by HUD in CPD Notice 96-01:

1. Job Creation/Retention as Low/Moderate Income Area Benefit Activity.

Job creation/retention activities undertaken pursuant to a specific strategy may be qualified as meeting area benefit requirements, thus eliminating the need for a business to track the income of persons that take or are considered for such jobs (24 CFR 570.208(a)(1)(vii) and (d)(5)(i)).

2. Aggregation of Housing Units.

Housing units assisted as a part of the strategy may be considered to be part of a single structure for purposes of applying the low- and moderate-income national objective criteria, thus providing greater flexibility to carry out housing programs that revitalize a neighborhood (24 CFR 570.208(a)(3) and (d)(5)(ii)).

3. Aggregate Public Benefit Standard Exemption.

Economic development activities carried out under the strategy may, at the grantee's option, be exempt from the aggregate public benefit standards, thus increasing a grantee's flexibility for program design as well as reducing its record keeping requirements (24 CFR 570.209(b)(2)(v)(L) and (M)).

4. Public Service Cap Exemption.

Public services carried out pursuant to the strategy by a Community-Based Development Organization will be exempt from the public service cap (24 CFR 570.204(b)(2)(ii)).

The following section will provide an overview of how the Central City NRSA was qualified to meet the required federal regulations found in CPD Notice 96-01.

Qualification Criteria for the Center City NRSA

To qualify as a Neighborhood Revitalization Strategy Area under CPD Notice 96-01, an area must be predominately lower income and residential in nature. The number of residential parcels in the Center City NRSA is 70.6% of the overall number of parcels. This information was obtained through an in-depth, parcel-by-parcel land use and conditions analysis performed in the NRSA during the summer and fall of 2005. This

information was recorded in an Excel database and can be used by the City for future planning. The existing land use map may be found at the end of Section 2. Additionally, the structural conditions map may be found at the end of Section 5 of this document.

The population of the Center City Neighborhood Revitalization Strategy Area (NRSA) meets the requirements of the HUD CPD 96-01 notice by having over 51% of the aggregate total number of its residents in the low-moderate income category. Based on a review of the 2000 Census data for this area, 71.7%, of the total NRSA population of 19,642, are defined as low-moderate income. Therefore, the proposed area qualifies for a NRSA designation under HUD CPD Notice 96-01.

As required by the U.S. Department of Housing and Urban Development CPD Notice 96-01, the Neighborhood Revitalization Strategy Area document must also include the following information:

- Boundary description
- Demographic characteristics
- Neighborhood consultation
- Neighborhood assessment
- Development strategy
- Implementation plan/performance benchmarks

These items will be described in full as part of the City of Erie NRSA document.

C. Strategy Development

The Neighborhood Revitalization Strategy Area for the City of Erie was developed in consultation with a wide variety of sources. Public needs meetings and hearings were held to gather input and to devise specific strategies for each of the neighborhoods. These meetings were held in each of the proposed neighborhoods. Detailed public participation information may be found in Section 4 of this document.

At each neighborhood meeting, information was gathered to obtain specific needs and identify potential strategies to address each of the needs. These grassroots planning meetings were well represented by residents of each neighborhood. Neighborhood stakeholders also participated in these meetings and provided critical insight into the needs of the NRSA area.

In addition, many of the local social service providers were interviewed to provide guidance and direction on the needs, goals, and objectives of the social service/human service aspects of the strategy. This information provided the basis to develop the implementation and benchmarks of the strategy.

Finally, a number of existing plans and other pertinent planning documents were reviewed to insure inclusion of important recommendations from recent years. This allowed for a comprehensive and integrated approach to the development of the strategies for housing,



economic development and social services in the NRSA. The documents reviewed and incorporated included the following:

- The City of Erie Weed and Seed Strategic Plan for Central City
- The City of Erie's Five Year Consolidated Plan for FY 2005-2009
- The City of Erie Main Street Application for Parade Street (2004)
- The City of Erie Zoning Ordinance

The City of Erie's Consolidated Annual Plan for FY 2004 and 2005

- City of Erie Enterprise Zone Application (2004)
- The Redevelopment Authority of the City of Erie Central City Revitalization Plan
- The Redevelopment Authority of the City of Erie Homeownership Choice Program
- HANDS Mid-Town Housing Development
- The City of Erie Redevelopment Area Plan

Each of these plans and strategies will be discussed and incorporated into the NRSA strategic plan and implementation/benchmark plan.



2. BOUNDARY DESCRIPTION

A. Boundary

As previously stated, the proposed City of Erie Center City NRSA will include the contiguous census tracts of 1, 12, 13, 14, 17, 18, 19 and 20. These census tracts are more commonly referred to as the SNOOPS Neighborhood Watch, the Central City Neighborhood Alliance Neighborhood Watch, the Center City East neighborhood, the Little Italy neighborhood and a section of the City's recently designated Downtown Improvement District. Please note that the boundary includes the south side of 26th Street.

i. Land Use Analysis

The proposed Neighborhood Revitalization Strategy Area, like many older urban areas, contains a variety of uses, including industrial, institutional, commercial, and residential.

A land use analysis was conducted during the summer and fall of 2005 as part of this study. The results of the land use study show that the area meets the requirement of being primarily residential. The land use analysis reveals the following summary information for the entire NRSA:

Table 1. Land Use Study

Type of Land Use	Number of Parcels	Percentage
Residential	4,315	70.64%
Commercial	643	10.53%
Other	1,150	18.83%
Total	6,108	100.00%

A land use map may be found at the end of this section that illustrates the information on the above table. A more extensive discussion of the land uses in the NRSA follows in the Neighborhood Assessment portion and may be found in Section 5 of this document.

ii. Contiguous Census Tract Boundaries

A map of the census tracts comprising the NRSA may be found in Section 1 of this document. As the map demonstrates, the census tracts for the City of Erie NRSA are contiguous and meet this requirement of the HUD CPD Notice 96-01.

iii. Low-Moderate Income Analysis

Analysis of the 2000 demographic information for the proposed NRSA shows that this study area meets the low- to moderate-income requirement of the HUD CPD Notice 96-01. As the chart below reveals, in 2000 71.7% of the total population for the NRSA falls within the low- to moderate- income category.

**Table 2. Low-Moderate Income**

Census tract	Universal number of persons low-mod	Total number of low-moderate income persons	Percentage low-moderate income persons
CT 1	1,307	1,209	92.5%
CT 12	2,677	2,036	76.1%
CT 13	1,896	1,571	82.9%
CT 14	1,219	901	73.9%
CT 17	3,024	1,970	65.2%
CT 18	2,675	1,944	72.7%
CT 19	1,687	1,232	73.0%
CT 20	3,524	2,050	58.2%
NRSA Total	18,009	12,913	71.7%

















Source: 2000 HUD Low and Moderate Income Summary Data

The following section describes the demographics of the NRSA, followed by a more in-depth analysis of the land uses. The demographic information will help to devise the NRSA Strategic Plan by showing where economic development, housing, and social/human service initiatives are most needed.

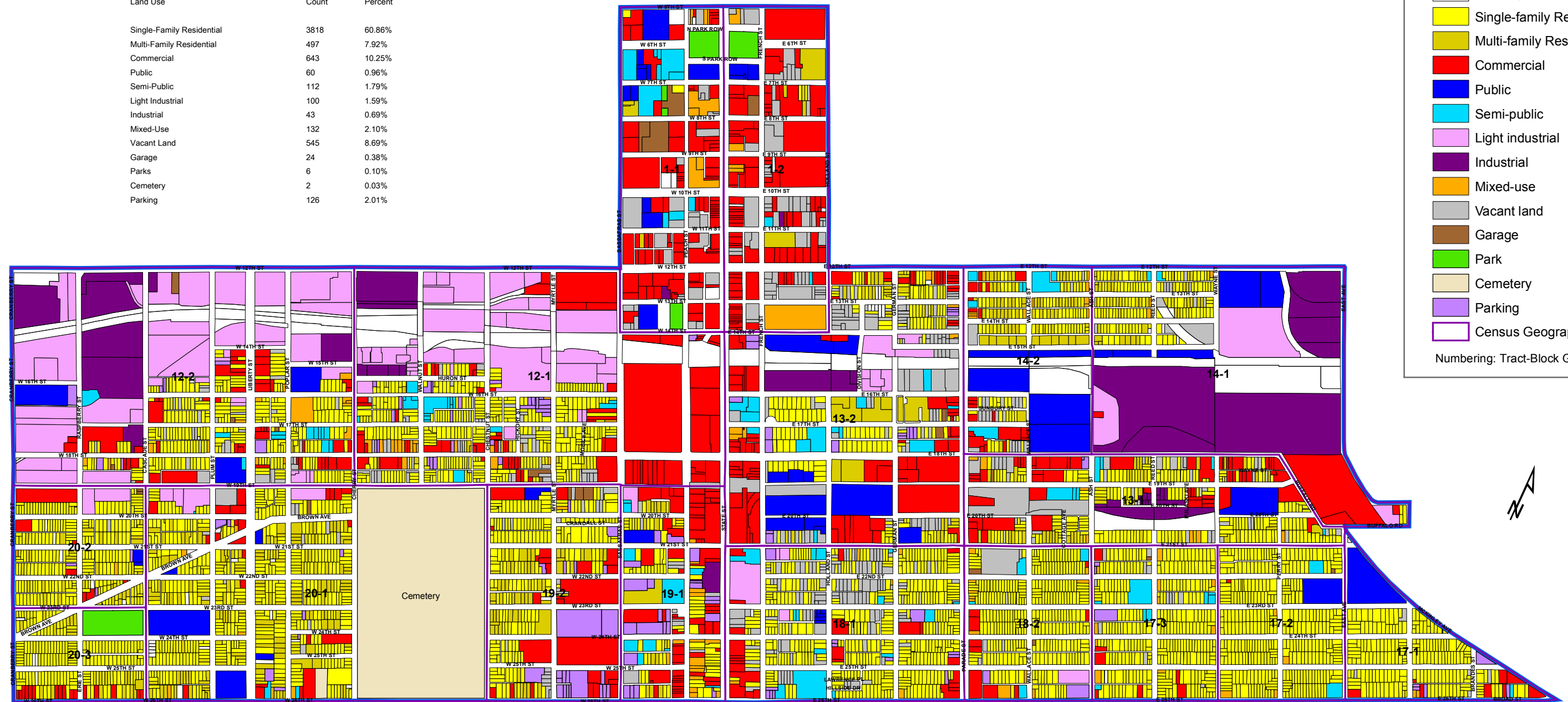
Center City NRSA Existing Land Use

Land Use	Count	Percent
Single-Family Residential	3818	60.86%
Multi-Family Residential	497	7.92%
Commercial	643	10.25%
Public	60	0.96%
Semi-Public	112	1.79%
Light Industrial	100	1.59%
Industrial	43	0.69%
Mixed-Use	132	2.10%
Vacant Land	545	8.69%
Garage	24	0.38%
Parks	6	0.10%
Cemetery	2	0.03%
Parking	126	2.01%

Legend

-  NRSA Boundary
- Existing Land Use**
-  Property Lines
-  Single-family Res
-  Multi-family Res
-  Commercial
-  Public
-  Semi-public
-  Light industrial
-  Industrial
-  Mixed-use
-  Vacant land
-  Garage
-  Park
-  Cemetery
-  Parking
-  Census Geography

Numbering: Tract-Block Group





3. DEMOGRAPHIC CHARACTERISTICS

A. Population Profile

The demographic data encompassing the census tracts within the Neighborhood Revitalization Strategy Area, the City of Erie, Erie County and Pennsylvania provides insight into some of the needs, constraints and the opportunities in the area.

The City of Erie experienced a 4.6% decline in population between 1990 and 2000, from 108,687 in 1990 to 103,688 in 2000. While the overall population of the City of Erie declined, the population within the NRSA actually increased by 2.8%, from 19,642 in 1990 to 20,183 in 2000. This is primarily due to new housing construction in Census Tracts 1 and 14. The following table shows the population changes for the census tracts within the NRSA, and provides a comparison to the City of Erie, Erie County, and Pennsylvania.

Table 3. Population

	Population (1990)	Population (2000)	% Change (1990 - 2000)
Pennsylvania	11,881,643	12,281,054	3.4%
Erie County	275,572	280,843	1.9%
City of Erie	108,718	103,717	-4.6%
CT 1	1,595	2,481	55.5%
CT 12	2,931	2,728	-6.9%
CT 13	2,099	1,830	-12.8%
CT 14	1,333	1,804	35.3%
CT 17	3,135	3,024	-3.5%
CT 18	2,727	2,576	-5.5%
CT 19	2,234	2,204	-1.3%
CT 20	3,588	3,536	-1.4%
NRSA Total	19,642	20,183	2.8%

Source: U.S. Census Bureau

Average Household Size

The trend in average household size has been one of steady decline in both the City and County of Erie and the State of Pennsylvania. This reflects both an aging population and/or a lower birth rate.

While the average household size has declined in the City, within the NRSA the average household size has actually seen a slight increase.

**Table 4. Average Household Size**

	1990	2000	% Change
Pennsylvania	2.57	2.48	-3.5%
Erie County	2.71	2.51	-7.4%
City of Erie	2.57	2.39	-7.0%
CT 1	1.14	1.21	6.1%
CT 12	2.34	2.57	9.8%
CT 13	2.88	2.89	0.3%
CT 14	2.31	2.37	2.6%
CT 17	2.77	2.93	5.8%
CT 18	2.87	2.99	4.2%
CT 19	2.05	1.90	-7.3%
CT 20	2.53	2.53	0.0%

Source: U.S. Census Bureau

Additionally, observations on household size include:

- The decrease in the number of persons per household is indicative of an aging population and/or lower birth rate.
- The decline in the average household size follows county, state, and national trends.

Households

While the number of households has increased in the City of Erie by 16.1% from 1990 to 2000, the number of households within the NRSA has actually declined by 5.4%. Not surprisingly, the largest drop in the number of households has taken place in census tracts with population declines.

Table 5. Households

	Households (1990)	Households (2000)	% Change (1990 - 2000)
Pennsylvania	4,495,966	4,777,003	6.3%
Erie County	101,652	106,507	4.8%
City of Erie	35,275	40,938	16.1%
CT 1	1,011	1,073	6.1%
CT 12	1,197	1,043	-12.9%
CT 13	728	634	-12.9%
CT 14	573	542	-5.4%
CT 17	1,130	1,032	-8.7%
CT 18	948	858	-9.5%
CT 19	953	948	-0.5%
CT 20	1,417	1,394	-1.6%
NRSA Total	7,957	7,524	-5.4%

Source: U.S. Census Bureau



- Census Tract 1 was the only area with an increase in the number of households (6.1%).
- Census Tracts 12 and 13 had the largest decline (-12.9%).

Age

Within the NRSA, the largest age category is that between 20 and 44 years of age (42.6%). This is higher than the level for either Pennsylvania (34.6%), Erie County (34.9%), or the City of Erie (36.6%).

Table 6. Age Cohort

	Total Population	19 and under	%	20-44	%	45-64	%	65+	%
Pennsylvania	12,281,054	3,270,584	26.6%	4,254,648	34.6%	2,836,657	23.1%	1,919,165	15.6%
Erie County	280,843	80,092	28.5%	98,151	34.9%	62,344	22.2%	40,256	14.3%
City of Erie	103,717	29,926	28.9%	37,994	36.6%	19,866	19.2%	15,931	15.4%
CT 1	2,481	100	4.0%	1,409	56.8%	361	14.6%	611	24.6%
CT 12	2,728	921	33.8%	1,088	39.9%	450	16.5%	269	9.9%
CT 13	1,830	726	39.7%	640	35.0%	273	14.9%	191	10.4%
CT 14	1,804	388	21.5%	979	54.3%	261	14.5%	176	9.8%
CT 17	3,024	1,051	34.8%	1,237	40.9%	500	16.5%	236	7.8%
CT 18	2,576	976	37.9%	949	36.8%	417	16.2%	234	9.1%
CT 19	2,204	372	16.9%	717	32.5%	346	15.7%	769	34.9%
CT 20	3,536	991	28.0%	1,570	44.4%	601	17.0%	374	10.6%
NRSA Total	20,183	5,525	27.4%	8,589	42.6%	3,209	15.9%	2,860	14.2%

Source: U. S. Census Bureau

- Census Tract 17 has the largest number of persons age 19 and under.
- Census Tract 19 had the largest number of persons age 65 and over.

B. Socio-Economic Profile

Housing Vacancy

The NRSA has experienced a 31.2% increase in the number of vacant housing units between 1990 and 2000, from 890 to 1,168. The number of vacant units is almost one-third higher than the 22.5% for the City of Erie.



Table 7. Housing Vacancy

	1990			2000			% Change in Vacant Units (1990 - 2000)
	Total Units	Vacant Units	% Vacant	Total Units	Vacant Units	% Vacant	
Pennsylvania	4,938,140	442,174	9.0%	5,249,750	472,747	9.0%	6.9%
Erie County	108,585	7,021	6.5%	114,322	7,815	6.8%	11.3%
City of Erie	45,424	3,293	7.2%	44,971	4,033	9.0%	22.5%
CT 1	1,039	44	4.2%	1,245	169	13.6%	284.1%
CT 12	1,420	223	15.7%	1,293	250	19.3%	12.1%
CT 13	823	106	12.9%	780	105	13.5%	-0.9%
CT 14	664	80	12.0%	581	80	13.8%	0.0%
CT 17	1,229	99	8.1%	1,205	173	14.4%	74.7%
CT 18	1,099	156	14.2%	1,033	173	16.7%	10.9%
CT 19	1,061	103	9.7%	1,051	105	10.0%	1.9%
CT 20	1,496	79	5.3%	1,507	113	7.5%	43.0%
NRSA Total	8,831	890	10.1%	8,695	1,168	13.4%	31.2%

Source: U.S. Census Bureau

- In Census Tract 12, almost 1 out of 5 units is vacant (19.3%).
- In Census Tract 1, the number of vacant units has increased six-fold, from 44 units in 1990 to 169 units in 2000, a 284.1% increase.
- Census Tracts 13, 14, and 19 experienced nominal changes in the number of vacant units.

Housing Units and Tenure

Renter-occupied units make up the majority of the units (66.6%) in the NRSA. In addition, 28% of all of Erie’s occupied rental housing units are located in the NRSA. Only 11% of the City’s owner-occupied units are located in the NRSA.

Table 8. Housing Units and Tenure

	Total units	Occupied units	Owner-occupied units	% owner occupied	Renter-occupied units	% Renter occupied	Vacant units	% of total units
Pennsylvania	5,249,750	4,777,003	3,406,337	71.3%	1,370,666	28.7%	472,747	9.0%
Erie County	114,322	106,507	73,729	69.2%	32,778	30.8%	7,815	6.8%
City of Erie	44,971	40,938	22,997	56.2%	17,941	43.8%	4,033	9.0%
CT 1	1,245	1,076	7	0.7%	1,069	99.3%	169	13.6%
CT 12	1,293	1,043	312	29.9%	731	70.1%	250	19.3%
CT 13	780	675	188	27.9%	487	72.1%	105	13.5%
CT 14	581	501	178	35.5%	323	64.5%	80	13.8%
CT 17	1,205	1,032	535	51.8%	497	48.2%	173	14.4%
CT 18	1,033	860	348	40.5%	512	59.5%	173	16.7%
CT 19	1,051	946	172	18.2%	774	81.8%	105	10.0%
CT 20	1,507	1,394	771	55.3%	623	44.7%	113	7.5%
NRSA Total	8,695	7,527	2,511	33.4%	5,016	66.6%	1,168	13.4%

Source: U.S. Census Bureau

- In Census Tract 1, 99.3% of the occupied units are rental.
- In Census Tract 20, 55.3% of the occupied units are owner-occupied.



Units Per Structure

The majority of the units within the NRSA are 2-4 multi-family units. This type of unit makes up over 44% of the overall units within the NRSA. In addition, almost one-third (30%) of the City of Erie’s 2-4 unit multi-family structures are located in the NRSA.

Table 9. Units Per Structure

	Single family	Multifamily					Mobile home	Boat, RV, van, etc.
		2-4	5-9	10-19	20 or more	Total		
Pennsylvania	3,875,644	515,543	179,909	131,691	283,714	1,110,857	258,551	4,698
Erie County	76,768	17,768	4,422	2,382	5,214	29,786	7,724	44
City of Erie	26,028	12,768	2,200	960	2,880	18,808	111	26
CT 1	13	42	23	56	1,111	1,232	-	-
CT 12	397	805	74	17	-	896	-	-
CT 13	306	315	111	35	13	474	-	-
CT 14	180	382	-	12	-	394	7	-
CT 17	578	599	20	-	8	627	-	-
CT 18	442	570	21	-	-	591	-	-
CT 19	214	427	83	31	296	837	-	-
CT 20	790	700	10	-	-	710	7	-
NRSA Total	2,920	3,840	342	151	1,428	5,761	14	-

Source: U.S. Census Bureau

- Census Tract 1 contains most of the multi-family units with 20 or more units (1,111).
- Census Tract 20 contains most of the single-family units of any census tract within the NRSA (790).

Housing Value

The median housing value within the NRSA (\$38,071) is 70% lower than the median housing value for the City of Erie (\$65,900).

The median gross rent of \$382 within the NRSA is 11% lower than the median gross rent for the City of Erie (\$424).

Table 10. Housing Value

	Median value	Median Gross Rent
Pennsylvania	\$ 97,000	\$ 531
Erie County	\$ 85,300	\$ 445
City of Erie	\$ 65,900	\$ 424
CT 1	\$ -	\$ 235
CT 12	\$ 27,900	\$ 373
CT 13	\$ 30,600	\$ 280
CT 14	\$ 30,700	\$ 394
CT 17	\$ 34,600	\$ 445
CT 18	\$ 32,100	\$ 444
CT 19	\$ 58,800	\$ 411
CT 20	\$ 56,000	\$ 475
NRSA Total	\$ 38,671	\$ 382

Source: U.S. Census Bureau

- Census Tract 1 has the lowest monthly median gross rent at \$235.
- Census Tract 12 has the lowest median value within the NRSA at \$27,900.



- Census Tract 19 had the highest median value within the NRSA at \$58,800.
- Census Tract 20 had the highest monthly median gross rent at \$475.

Median Household Income

Median household income rose faster in most of the census tracts in the NRSA than in the City of Erie between 1990 and 2000. Only Census Tract 20 had a median household income (\$28,763) greater than that of the City (\$28,387).

Table 11. Median Household Income

	Median Household Income (1990)	Median Household Income (2000)	% Change (1990 - 2000)
Pennsylvania	\$ 29,069	\$ 40,106	38.0%
Erie County	\$ 26,581	\$ 36,627	37.8%
City of Erie	\$ 22,032	\$ 28,387	28.8%
CT 1	\$ 6,843	\$ 9,480	38.5%
CT 12	\$ 12,802	\$ 20,085	56.9%
CT 13	\$ 9,341	\$ 17,944	92.1%
CT 14	\$ 15,264	\$ 18,304	19.9%
CT 17	\$ 17,370	\$ 25,199	45.1%
CT 18	\$ 16,742	\$ 22,650	35.3%
CT 19	\$ 14,351	\$ 17,259	20.3%
CT 20	\$ 21,952	\$ 28,763	31.0%

Source: U.S. Census Bureau

- Median household income in Census Tract 1 was \$9,480 in 2000, or one-third of the amount for the City (\$28,387).
- From 1990 to 2000, Census Tract 13 had a 92.1% increase in median household income from \$9,341 to \$17,944 (not adjusted for inflation).

Race

One-third of the population in the NRSA is minority, versus less than 20% in the City of Erie. In addition, the Hispanic population in the NRSA is almost twice the level of the City.



Table 12. Population by Race and Hispanic Origin 2000

	Total Population	White	Black	Native American	Asian	Native Hawaiian and Other Pacific Islander	Two or more races	Other	% Minority	Hispanic	% Hispanic
Pennsylvania	12,277,637	10,484,203	1,224,612	18,348	219,813		142,224	188,437	14.6%	394,088	3.2%
Erie County	280,782	255,282	17,202	464	1,929		3,499	2,406	9.1%	6,126	2.2%
City of Erie	103,717	83,550	14,724	232	776	42	2,402	1,991	19.4%	4,572	4.4%
CT 1	2,481	2,144	266	7	14	-	45	5	13.6%	38	1.5%
CT 12	2,728	1,878	526	13	18	-	149	144	31.2%	356	13.0%
CT 13	1,830	585	1,086	15	23	4	64	53	68.0%	183	10.0%
CT 14	1,804	1,210	457	12	5	-	46	74	32.9%	191	10.6%
CT 17	3,024	1,752	976	15	19	-	136	126	42.1%	257	8.5%
CT 18	2,576	806	1,502	6	14	9	107	132	68.7%	217	8.4%
CT 19	2,204	1,902	191	5	7	-	63	36	13.7%	89	4.0%
CT 20	3,536	3,246	163	9	22	2	64	30	8.2%	118	3.3%
NRSA Total	20,183	13,523	5,167	82	122	15	674	600	33.0%	1,449	7.2%

Source: U.S. Census Bureau

- Over one-third of the City’s Hispanic population lives in the NRSA.
- Over one-third of the City’s black population lives in the NRSA.
- 13% of Census Tract 12’s population is Hispanic. Census Tract 14 has a Hispanic population of over 10%.
- Census Tracts 18 and 13 have the highest percentage of minorities (68.7% and 68%, respectively).

Economic Data

Reflecting trends in heavy manufacturing both nationwide and in Western Pennsylvania, the manufacturing base of the City of Erie has declined and changed to reflect new market demands for manufactured items. The economy has shifted from an economy based on the production of goods to an economy based on the production of services. Even with the tremendous changes in manufacturing over the past few decades, manufacturing continues to play a vital role in the local economy.

The following economic information provides valuable information for developing the economic development strategies included in the Neighborhood Revitalization Strategy Area and assists with understanding the local economy.

Sources of Income

The source of income is one indicator of the economic health and stability of an area.

Over 65% of the households within the NRSA have wage earnings, which is 10% less than the average for the City of Erie. In addition, almost one-third of the households in the NRSA receive social security income, compared to 30% for the City of Erie.



Table 13. Sources of Income

	Total households	With wages	Self-employed	Social security income	Supplemental security income (SSI)	Public assistance	Retirement income	Other types of income
Pennsylvania	4,779,186	3,667,238	-	1,451,386	203,851	149,203	940,184	-
Erie County	106,488	83,052	-	30,664	4,611	3,839	19,232	-
City of Erie	40,908	30,484	-	12,324	2,536	2,622	7,418	-
CT 1	1,099	251	7	645	260	95	264	145
CT 12	1,046	727	49	282	127	170	118	234
CT 13	675	509	11	161	76	147	77	110
CT 14	507	321	16	185	31	41	98	99
CT 17	1,039	805	27	203	84	162	147	240
CT 18	868	652	36	282	118	151	176	171
CT 19	941	561	58	410	40	30	177	104
CT 20	1,394	1,131	113	326	83	71	171	273
NRSA Total	7,569	4,957	317	2,494	819	867	1,228	1,376

Source: U.S. Census Bureau

* Note: Households may have multiple sources of income

- 11% of the households in the NRSA receive supplemental security income (SSI), twice the level of the City of Erie.
- 11% of the households in the NRSA receive public assistance, also twice the level of the City of Erie.

Labor Force Participation

Almost one-half of those 16 and over in the NRSA are not in the labor force, while almost 46% are employed in the labor force.

Table 14. Labor Force Participation

	Total population 16 old years and over	In labor force			Not in labor force	% Not in labor force
		In armed forces	Civilian			
			Employed	Unemployed		
Pennsylvania	9,693,040	7,626	5,653,500	339,386	3,692,528	38.1%
Erie County	218,948	148	129,325	8,012	81,463	37.2%
City of Erie	80,069	43	44,729	3,938	31,359	39.2%
CT 1	2,415	-	754	314	1,347	55.8%
CT 12	1,907	-	910	151	846	44.4%
CT 13	1,325	-	587	147	591	44.6%
CT 14	1,337	-	419	73	845	63.2%
CT 17	2,043	-	1,051	204	788	38.6%
CT 18	1,697	-	836	100	761	44.8%
CT 19	1,843	-	739	84	1,020	55.3%
CT 20	2,633	-	1,692	123	818	31.1%
NRSA Total	15,200	-	6,988	1,196	7,016	46.2%

Source: U.S. Census Bureau

- Unemployment rates in the NRSA range from a high of 13% in Census Tract 1 to a low of 4.7% in Census Tract 20.
- Correspondingly, 55.8% of those in Census Tract 1 are not in the labor force, while 31.1% of those in Census Tract 20 are not in the labor force.



- Over 63% of those in Census Tract 14 are not in the labor force.

Industry Employment

The following chart provides an overview of employment by industry in the NRSA and compares it to the city, county and state.



Table 14. Industry Employment

	Goods producing			Service producing									Total
	Agriculture, forestry, fishing, etc	Construction	Manufacturing	Wholesale/ Retail Trade	Transportation, warehousing, and utilities	Information	Finance, Insurance, and Real Estate	Professional, scientific, management, administrative services	Educational, health, and social services	Arts, entertainment, recreation, accomodation and food services	Other services	Public Administration	
Pennsylvania	73,459	339,363	906,398	885,263	304,335	148,841	372,148	478,937	1,237,090	397,871	274,028	235,767	5,653,500
Erie County	1,320	6,113	30,731	18,947	4,583	2,775	6,352	7,554	30,431	10,948	5,838	3,733	129,325
City of Erie	258	1,718	9,441	6,807	1,360	1,198	2,189	2,983	10,846	4,305	2,081	1,543	44,729
CT 1	6	-	61	117	-	35	6	72	269	122	60	6	754
CT 12	20	39	258	135	25	34	11	79	156	89	52	12	910
CT 13	9	6	105	90	17	16	25	37	139	74	69	0	587
CT 14	4	15	156	41	8	5	31	31	92	14	17	5	419
CT 17	4	54	244	216	15	11	50	63	213	112	35	34	1,051
CT 18	12	26	185	97	33	7	15	86	245	62	32	36	836
CT 19	3	18	129	81	9	5	57	67	191	121	27	31	739
CT 20	-	99	315	311	71	36	65	134	343	134	134	50	1,692
NRSA Total	58	257	1,453	1,088	178	149	260	569	1,648	728	426	174	6,988

Source: 2000 U.S. Census

*Non-farm Payroll only



The above chart highlights the following:

- Educational, health, and social services are the primary industries that employ residents who live in Census Tracts 1, 13, and 18.
- Manufacturing is the primary industry that employs residents in Census Tracts 12, 14, 17, 19, and 20.
- 75% of the residents in the NRSA are in service producing industries.
- 24% of the residents in the NRSA are employed primarily in health care and social assistance.
- 21% of the residents in the NRSA are employed primarily in manufacturing.

Industry Groups: 1997

The 1997 Economic Census provides a snapshot of the level of industry by category for the City of Erie (see table below). It is not currently available at the census tract level. In addition, this data encompasses a broader level of data than the previous tables and the number of employees listed under each description could live anywhere in the region, not just in the City of Erie. This is the most recent information available. The New Economic Census data from 2002 will not be available until late 2005.

Table 15. 1997 Industry Groups

Industry Description	# of Establishments	# of Employees	Annual Payroll (\$1,000)	Shpmts/Sales/ Recpts (\$1,000)
Manufacturing	49	4,264	112,401	989,371
Wholesale Trade	43	932	29,752	281,516
Retail Trade	149	1,632	23,083	227,926
Real Estate, Rental, and Leasing	20	138	1,934	13,349
Professional, Scientific, and Technical services	73	476	11,603	30,313
Administrative, Support, Waste Mngmt, and Remediation Services	28	1,012	11,875	27,182
Educational Services	1	N/A	N/A	N/A
Health Care & Social Assistance	125	1,007	51,265	89,304
Arts, Entertainment, and Recreation	3	55	836	2,786
Accommodation and Food Services	78	680	5,659	22,248
Other Services (Except Public Administration)	41	191	3,916	11,656

Source: 1997 Economic Census



Note: The 2002 Economic Census data will not be available until late 2005.

The above data highlights key components of the economy:

- The role of manufacturing, though less dominant than it once was, still plays a key part in the City of Erie’s economy.
- While the number of manufacturing establishments makes up just 8% of the overall number of establishments, 41% of the employees (or 4,264) are classified as manufacturing employees.
- Annual payroll under manufacturing makes up over 44% of the overall payroll, over twice the level of health care and social assistance.
- Retail trade has the second largest number of employees, or over 15% of the total.
- Retail trade positions, on average, tend to pay less than manufacturing.
- The value of shipments/sales/receipts in manufacturing is over three times the level of wholesale trade (over 58% of the overall value).

Occupation Category for Civilian Population Over 16 yrs. (2000)

The following chart shows occupational data for the civilian population over the age of 16. This information can provide insight into the types of occupations filled by the residents of the NRSA area as well as the City of Erie, Erie County, and Pennsylvania.

Table 16. Occupation Categories

	Management, Professional, and Related Occupations	Service Occupations	Sales and Office Occupations	Farming, Fishing, and Forestry Occupations	Construction, Extraction, and Maintenance Occupations	Production, Transportation, and Material Moving Occupations	Total
Pennsylvania	1,841,175	838,137	1,525,131	26,722	500,898	921,437	5,653,500
Erie County	37,776	21,122	33,126	587	10,148	26,566	129,325
City of Erie	11,209	9,023	12,154	184	3,011	9,148	44,729
CT 1	81	276	310	6	5	76	754
CT 12	99	225	181	14	64	327	910
CT 13	65	214	166	0	6	136	587
CT 14	64	92	59	4	39	161	419
CT 17	125	273	261	2	85	305	1,051
CT 18	84	249	172	24	41	266	836
CT 19	151	226	186	3	58	115	739
CT 20	385	309	479	0	152	367	1,692
NRSA Total	1,054	1,864	1,814	53	450	1,753	6,988

Source: U.S. Census Bureau

Observations from the chart above include:

- Management, professional, and related occupations, which tend to have a higher level of pay and benefits, are occupations that make up a small percentage of those who live in the NRSA (15%). This compares to 25% for the City of Erie.



- Service occupations are the dominant jobs for residents in the NRSA. Almost 27% of the residents in the NRSA are in service occupations, versus 20% for the City of Erie, and 16% for Erie County.
- Sales and office occupations are a close second in the number of jobs for residents in the NRSA (26%).
- Service, sales and office occupations tend to pay less than management, professional, and related occupations (U.S. Department of Labor Statistics).

Poverty

The chart below compares the 2000 poverty statistics for the NRSA area as well as the City of Erie, Erie County, and Pennsylvania.

Table 17. Percent Below Poverty Level (2000)

Census Tract	Total Population	Persons w/ income at or below poverty level (2000)	% of population for whom poverty status is determined	% Low/Mod (2000)
Pennsylvania	12,281,054	1,304,117	11.0%	40.0%
Erie County	280,843	32,108	12.0%	40.7%
City of Erie	103,688	18,549	18.8%	52.9%
CT 1	2,481	599	40.7%	92.5%
CT 12	2,728	697	25.8%	76.1%
CT 13	1,830	847	44.8%	82.9%
CT 14	1,804	471	39.2%	73.9%
CT 17	3,024	451	28.1%	65.2%
CT 18	2,576	957	35.6%	72.9%
CT 19	2,204	541	32.2%	73.0%
CT 20	3,536	602	17.0%	58.2%
NRSA Total	20,183	5,165	28.4%	71.7%

Source: U.S. Census Bureau

Specific observations of the poverty levels in 2000 are:

- Almost 30% of the residents in the NRSA are below the poverty level (compared to less than 20% for the City of Erie).
- Census Tracts 13 and 1 have the highest percentage of population for whom poverty status is determined (44.8% and 40.7%, respectively).
- Correspondingly, Census Tracts 1 and 13 have the highest percentages of persons who are low/mod.
- Census Tract 20 has the lowest percentage of population for whom poverty status is determined (17%), as well as the lowest percentage of persons who are low/mod.



Educational Attainment

The ability of the workforce to adapt to the demands of a changing economy is dependent, in part, on the educational attainment of the workforce. For persons age 25 and over in the City of Erie and in the Neighborhood Revitalization Strategy Area, the levels of educational attainment are as follows:

Table 18. Educational Attainment for Population Over Age 25 (2000)

	Population 25 years and over	High School	% with a high school degree	Some college, no degree	% with some college, no degree	Bachelor's degree	% with bachelor's degree	Graduate or professional degree	% with graduate or professional degree
Pennsylvania	8,266,284	3,150,013	38.1%	1,284,731	15.5%	1,153,383	14.0%	694,248	8.4%
Erie County	180,106	75,150	41.7%	29,948	16.6%	23,829	13.2%	13,761	7.6%
City of Erie	65,260	27,156	41.6%	10,647	16.3%	7,312	11.2%	4,019	6.2%
CT 1	1,352	480	35.5%	79	5.8%	54	4.0%	24	1.8%
CT 12	1,556	664	42.7%	131	8.4%	61	3.9%	30	1.9%
CT 13	901	387	43.0%	41	4.6%	-	0.0%	7	0.8%
CT 14	1,040	333	32.0%	88	8.5%	17	1.6%	7	0.7%
CT 17	1,642	770	46.9%	88	5.4%	32	1.9%	43	2.6%
CT 18	1,322	733	55.4%	117	8.9%	28	2.1%	-	0.0%
CT 19	1,601	677	42.3%	168	10.5%	88	5.5%	70	4.4%
CT 20	2,211	1,084	49.0%	199	9.0%	189	8.5%	132	6.0%
NRSA Total	11,625	5,128	44.1%	911	7.8%	469	4.0%	313	2.7%

Source: U.S. Census 2000: SF3 - P37 & 1990: STF3 - P057

The level of educational attainment of the residents of the NRSA, with the exception of the percentage with a high school degree, is much lower than the educational attainment of the residents of the county or state.

Specific observations of educational attainment in 2000 are:

- Census Tract 1, with the highest poverty rate, had the second lowest percentage of persons with a high school diploma.
- The NRSA overall had less than 8% of persons with some college, no degree, compared to over 16% for the City. In addition, 4% of the persons within the NRSA had a bachelor's degree, compared to almost three times as many in the City (11.2%).
- The City of Erie had almost three times as many people with graduate or professional degrees compared to the NRSA (6.2% versus 2.7%).
- Census Tract 20, with the highest percentage of persons with a bachelor's degree and graduate or professional degree, also has the highest median income and lowest poverty rate of any census tract within the NRSA.



Table 19. High School Equivalency

	High School Diploma (1990)	High School Diploma (2000)	% Change (1990 - 2000)
Pennsylvania	3,035,080	3,150,013	4%
Erie County	72,006	75,150	4%
City of Erie	27,304	27,156	-1%
CT 1	458	480	5%
CT 12	566	664	17%
CT 13	368	387	5%
CT 14	332	333	0%
CT 17	849	770	-9%
CT 18	522	733	40%
CT 19	602	677	12%
CT 20	1,039	1,084	4%
NRSA Total	4,736	5,128	8%

Source: U.S. Census 2000: SF3 - P37 & 1990: STF3 - P057

A specific observation of high school equivalence is:

- The number of people receiving a high school diploma has increased by 8% between 1990 and 2000 (while having declined by -1% in the City of Erie).

Table 20. Bachelor's Degrees

	Bachelor's Degree (1990)	Bachelor's Degree (2000)	% Change (1990 - 2000)
Pennsylvania	890,660	1,153,383	29%
Erie County	18,399	23,829	30%
City of Erie	6,491	7,312	13%
CT 1	37	54	46%
CT 12	77	61	-21%
CT 13	11	-	-100%
CT 14	30	17	-43%
CT 17	60	32	-47%
CT 18	35	28	-20%
CT 19	82	88	7%
CT 20	143	189	32%
NRSA Total	475	469	-1%

Source: U.S. Census 2000: SF3 - P37 & 1990: STF3 - P057

A specific observation of bachelor's degree is:

- While the number of persons receiving a bachelor's diploma has increased by 13% in the City of Erie between 1990 and 2000, the NRSA saw a decline of 1% in the number of persons receiving a bachelor's degree during the same period.

4. NEIGHBORHOOD CONSULTATION

A. Plan Development Process

To address economic development, housing, and community development issues, the City of Erie, local non-profits/CHDOs' and potential development partners have undertaken a number of studies and assessments in recent years. The NRSA strategic plan will incorporate many of the recommendations from previously conducted studies/assessments. The NRSA also incorporated input from the public, social service providers, businesses, neighborhood residents and stakeholder in the development of the strategy plan.

B. Public Participation

The public participation process during the preparation of this document was extensive. The outreach efforts conducted by the City were designed to be as inclusive and broad-based as possible and designed to reach consensus on the strategic plan. All of the public/neighborhood meetings were duly advertised or part of regularly scheduled neighborhood watch meetings.

The meetings were conducted to focus attention on identifying the current economic, housing, and human service needs within the NRSA. At these meetings participants were asked to provide input on strategies to address identified needs within each neighborhood. These public and/or neighborhood meetings included the following:

- Downtown Improvement District Meeting- September 15,2005
- City Council Study Session Meeting – September 29, 2005
- Central City Neighborhood Alliance Watch Meeting- October 10, 2005
- Weed and Seed AID meeting – October 13, 2005
- SNOOPS Neighborhood Watch Meeting- October 17, 2005
- Central City East Neighborhood Watch – October 24, 2005
- Little Italy Neighborhood public meeting – November 1, 2005
- South Erie Hillside Neighborhood Watch Meeting – December 15, 2005
- Final Public Meeting – March/April 2006

A copy of meeting agendas and comments may be found in the appendix of this document.

In addition to the above NRSA public meetings, interviews were conducted with local stakeholders and development organizations within each of the neighborhoods. The purpose of these meetings was to obtain needs information. In addition, the meetings provided insights as to the specific housing, economic development and social service plans over the next several years. This information was used to provide depth to the analysis and for the development of the 5-year Implementation Plan and Performance Benchmarks. These meetings included the following:

- Downtown Improvement District (D.I.D.) – Perry N. Woods, Executive Director – August 2, 2005



- Redevelopment Authority of the City of Erie (RACE) – John Elliot, Executive Director, and Emily Hornyak – August 3, 2005
- Housing Authority of the City of Erie (HACE) – John Horan, Executive Director, and Dan Roessner – August 2, 2005
- HANDS – Chuck Scalise, Executive Director, and Shay Meinzer, Planning Director, August 2, 2005
- Invest Erie – Matt Selker, Executive Director, August 3, 2005
- SNOOPS Neighborhood Watch Group, John Villa, July 11, 2005
- Little Italy Neighborhood Watch Group, Fr. Jerry Priscaro, Charles Catania and Councilman Pat Cappabianca, July 11, 2005
- Sisters of St. Joseph Neighborhood Network, Sr. Mary Herman and Wally Brown, July 11, 2005
- Central City Neighborhood Alliance, Bill Lyons, September 14, 2005
- Community Shelter Services, Kitty Cancilla, September 14, 2005
- Booker T. Washington Center, Bill Jeffress, Executive Director, October 17, 2005
- Trinity Center, Karen Narusewicz, October 17, 2005
- Holy Trinity Lutheran Church, Pastor Harbaugh, November 1, 2005

Information on these outreach meetings may be found in the Appendix of this document. Information includes, but is not limited to, the following:

- All meeting sign-in sheets
- All meeting notes/needs statements
- Any written comments provided during the document preparation
- List of persons/organizations consulted during the preparation of this document



5. NEIGHBORHOOD ASSESSMENT

This section of the Center City Neighborhood Revitalization Strategy will describe the neighborhood assets for each of the proposed NRSA sub-planning areas include the Central City Neighborhood, the SNOOPS Neighborhood, and Little Italy. In addition, a portion of the Downtown Improvement District (D.I.D.) is included as part of the NRSA designation. This is due to the census tract boundaries for the NRSA. Prior to each neighborhood assessment, an overall comparison was done to show the NRSA and the City of Erie as a whole. Listed below please find a demographic comparison between the proposed NRSA and the City of Erie.

Table 21 Demographic Comparison of NRSA vs. City of Erie

	NRSA		City of Erie	
	Number	Percent	Number	Percent
Total Population	20,183		103,717	
Age 65 and over	2,860	14.2%	15,931	15.4%
Age 20-64	11,798	58.5%	57,860	55.8%
Age 19 and under	5,525	27.4%	29,926	28.9%
White	13,523	67.0%	83,550	80.6%
Black	5,167	25.6%	14,724	14.2%
Hispanic*	1,449	7.2%	4,572	4.4%
Other**	1,493	7.4%	5,401	5.2%
Housing Units	8,695		44,973	
One unit, attached or detached	2,920	33.6%	26,028	57.9%
Buildings with 2 to 4 units	3,840	44.2%	12,768	28.4%
Buildings with 5 or more units	1,921	22.1%	6,040	13.4%
Mobile homes	14	0.2%	111	0.2%
Other	-	-	26	0.1%
Completed prior to 1940	5,077	58.4%	19,950	44.4%
Completed between 1940 - 1980	3,195	36.7%	22,447	49.9%
Completed after 1980	423	4.9%	2,576	5.7%
Occupied	7,527	86.6%	40,938	91.0%
Vacant	1,168	13.4%	4,033	9.0%
Owner-Occupied	2,511	33.4%	22,997	56.2%
Renter-Occupied	5,016	66.6%	17,941	43.8%
Median Value	\$33,838		\$65,900	
Median Gross Rent	\$382		\$424	
Median Household Income	\$22,284		\$28,387	
Households with Wages	4,957		30,484	
Individuals below Poverty Level	5,165		18,549	
Low and Moderate Income Persons	22,284	71.7%	51,753	52.9%

Source: 2000 U.S. Census

** Includes Asian, American Indian, Pacific Islander, Other, and Two or more races

Please note that the total population includes White, Black, and Other.

The NRSA is a predominantly residential area with a large number of vacant units. Most of the resident’s receive “unearned” income such as social security and public assistance and a large



number of individuals are below the poverty level. The following bullet points highlight key demographic characteristics of the NRSA:

- The NRSA comprises almost 20% of the overall City of Erie population.
- The NRSA comprises 20% of those ages 65 and over.
- The NRSA comprises 18% of those ages 19 and under.
- The NRSA has over 35% of the City of Erie's African-American population.
- The NRSA contains over 19% of the City of Erie's housing units.
- 32% of the buildings with five or more units in the City of Erie are located within the NRSA.
- 25% of the units developed in the City of Erie prior to 1940 were built in the NRSA.
- 29% of the vacant units in the City of Erie are located in the NRSA.
- 28% of the renter-occupied units in the City of Erie are located in the NRSA.
- Only 11% of the City of Erie's owner-occupied units are located in the NRSA.
- 28% of the individuals in the City of Erie below the poverty level live in the NRSA.

The following sections describe each of the primary neighborhoods within the NRSA.

A. SNOOPS Neighborhood Watch Sub-Planning Area

The SNOOPS neighborhood, which is located southeast of the central business district, is bounded generally by French and Wayne Streets, and 12th and 15th Streets. The following neighborhood description contains an assets map that will be used to highlight existing resources in the neighborhood.

As previously described, the Center City NRSA is comprised of eight census tracts within the City of Erie. A map outlining the census tracts is included in Section 1 of this document.

Neighborhood Description

This neighborhood is a mix of older commercial and residential uses. Along the East 12th Street corridor between French and Parade Streets, the use is primarily commercial, including Country Fair and neighborhood-serving businesses. The residential area is primarily older single-family homes, some of which have been converted to rental units in recent years.

As part of the overall evaluation of the neighborhood, a detailed land use and conditions survey was conducted during the summer of 2005. This survey assisted in determining the types of land uses within the neighborhood, as well as the condition of the structures. An assets map detailing the results of this survey may be found at the end of this section of the document.

The field survey provided the following information related to the land use and conditions within the SNOOPS neighborhood:

Land Use

- A majority of the structures, or 43.7% (236) are single-family residential.
- 24.4% (132) of the structures are multi-family residential.
- Over 6% of the structures (33) are used for commercial purposes.

Building Conditions

- Over 36% of the structures are considered to be in “Good Condition, No Rehabilitation Work Required.” This signifies that the buildings are in good shape.
- Over 34% (186) of the structures were classified as “Minor Rehabilitation Needed.” This signifies minor problems with the exterior of the building.
- Only 7% of the structures were classified as “Major Rehabilitation Needed.” This indicates that the structures require structural modifications and improvements (i.e. roofing, structural issues, etc.).
- Close to 2% (9) of the structures are classified as “Economically Infeasible to Rehabilitate.”
- Almost 12% (63) of the parcels were vacant.

Neighborhood Assets

Primary neighborhood assets include:

- **The C. Ted Dombrowski Apartments.** These apartments are located at the intersection of East 15th and Wallace Streets and offer 33 one- and two-bedroom affordable apartments for the elderly.



- **St. Stanislaus Church.** St. Stanislaus Church, located at the corner of 12th and Wallace Streets, is one of the oldest churches in the city. This church has long been the place of worship for many of the City's Polish-Catholic families. This church continues to play an important part in the life of the community. Adjacent to the church is the former St. Stanislaus Elementary School, which now houses the Erie school district's alternative education program. This program began in the fall of 2005 and serves between 40 and 50 students.



Other neighborhood assets include:

- Proximity to downtown
- Abundant, affordable housing stock
- Strong neighborhood watch group
- Influx of new residential and commercial developments
- Home to a diverse population
- Near major transportation routes
- Access to recently completed Bayfront Highway
- Access to Rainbow Park

Recent Neighborhood Developments

There are a number of residential revitalization projects currently underway in this neighborhood. These development projects have created an increase in the number of units in the neighborhood, which has consequently caused an increase in the total population and number of households. Specific residential development projects that have contributed to this increase in population include:

- **Lovell Place.** Lovell Place was renovated in the mid-1990's as a mixed use development. It currently includes 160 units of market rate residential apartments that are nearly 100% occupied. In addition, Lovell Place also has commercial uses, including a restaurant (Matthew's Trattoria), a book store, state offices, and a day care center.



**Lovell Place – Located between
Holland and French Street
and 13th and 14th Streets**

The Lovell Place development has brought measured success to the western gateway of the SNOOPS neighborhood as well as provided a vital link between the neighborhood and downtown entertainment amenities.

- **HANDS Mid-Town Housing Development.** In the late 1990's, HANDS, Inc. began an ambitious neighborhood revitalization plan aimed at increasing homeownership in the central part of the City along the 1300 block of German Street. This plan is now known as the HANDS Mid-Town housing development plan and includes, upon completion, the construction of a total of 23 single-family housing units. Some of these units must be maintained as rental units for 15 years. At the end of the 15 year period of affordability, these units will become available for the tenant to purchase. These units were financed with housing tax credits, City HOME Program funds, Federal Home Loan Bank AHP funds and Erie County Act 137 funds.



This project is a three-phased development. The first phase included a total of 15 units, all of which are rent to own. These units are 100% completed and occupied. Phase II includes the development of five single-family homes. Construction of these units has recently been completed and 3 of the units have been sold to date. Phase III of the plan call for land acquisition and assembly for the eventual development of 3 for sale housing units. Work on this phase is just beginning.

Center City NRSA Neighborhood Assets Map SNOOPS Neighborhood



Legend

- ▭ Semi-Public
- ▭ Commercial
- ▭ Public
- ▭ Mixed Use
- ▭ Parks/Green Space
- ▭ Residential

B. Central City Neighborhood Sub-Planning Area

The Central City neighborhood is generally bounded by East 18th Street, East 26th Street, Peach Street, and Parade Street.

Neighborhood Description

The northern portion of the neighborhood is bounded by East 18th and East 21st Streets, and Peach and Parade Streets. This neighborhood is primarily dominated by large commercial land, residential property, and vacant parcels. The central portion of the neighborhood, intersected by East 22nd Street, contains single-family residential structures, some of which are in need of rehabilitation. The western portion of the neighborhood is a mix of industrial, light industrial, commercial, and mixed use. Some of the parcels in this section require minor to major rehabilitation. The area bounded by Parade Street and Holland Street between East 24th and East 26th Streets contains older, single-family homes many of which require rehabilitation.

As part of the overall evaluation of the neighborhood, a detailed land use and conditions survey was conducted during the summer of 2005. This survey assisted in determining the types of land uses within the neighborhood, as well as the condition of the structures within the neighborhood.

The field survey provided the following information related to the land use and conditions within the neighborhood:

Land Use

- A majority of the structures, or over 58.6% (462), are single-family residential.
- Almost 11% (or 85) of the structures are commercial.

Building Conditions

- Over 25% of the structures are considered to be in “Good Condition, No Rehabilitation Work Required.” This signifies that the buildings are in good shape.
- A majority of the structures, almost 40%, were classified as “Minor Rehabilitation Work Needed.” This signifies minor problems with the exterior of the building.
- Only 11% of the structures were classified as “Major Rehabilitation Needed.” This indicates that the buildings require structural modifications and improvements (i.e. roofing, structural issues, etc.).
- Fewer than 1% of the structures were categorized as “Economically Infeasible to Rehabilitate.”
- Almost 20% of the parcels were vacant.

Neighborhood Assets

The following sections outline the various assets in this neighborhood.

Primary neighborhood assets include:

- **Pulakos Candy Store.** This candy store has been located at the corner of East 26th Street and Parade Street for over 100 years. The store is still very popular with residents from the Erie area.



- **St. Martin's Center.** The St. Martin's Center is located at the corner of 17th and Parade Streets. Although it is located outside of the neighborhood boundaries, this organization provides various programs and services for residents of the Central City neighborhood. The St. Martin's Center provides a range of human services, from emergency food and social services to housing counseling and an early learning center.



- **Urbaniak's Meat Market.** This is a longtime neighborhood market that is located at 310 East 24th Street. It provides meats and other specialty meat products for neighborhood residents.
- **Invest Erie Grocery Store.** This project, currently under development, has targeted a large vacant site at 19th and Parade Streets.

Other Neighborhood Assets

- Proximity to downtown and Parade Street
- Strong neighborhood watch group
- Abundant affordable housing stock
- Home to a diverse population
- Near major transportation routes
- Abundant vacant infill development opportunities

Recent Neighborhood Developments

While the neighborhood has seen a great deal of disinvestment over the past 30 years, this trend seems to be reversing. In recent years several local non-profits and business leaders are beginning to see the potential of this neighborhood. Recent investments include:

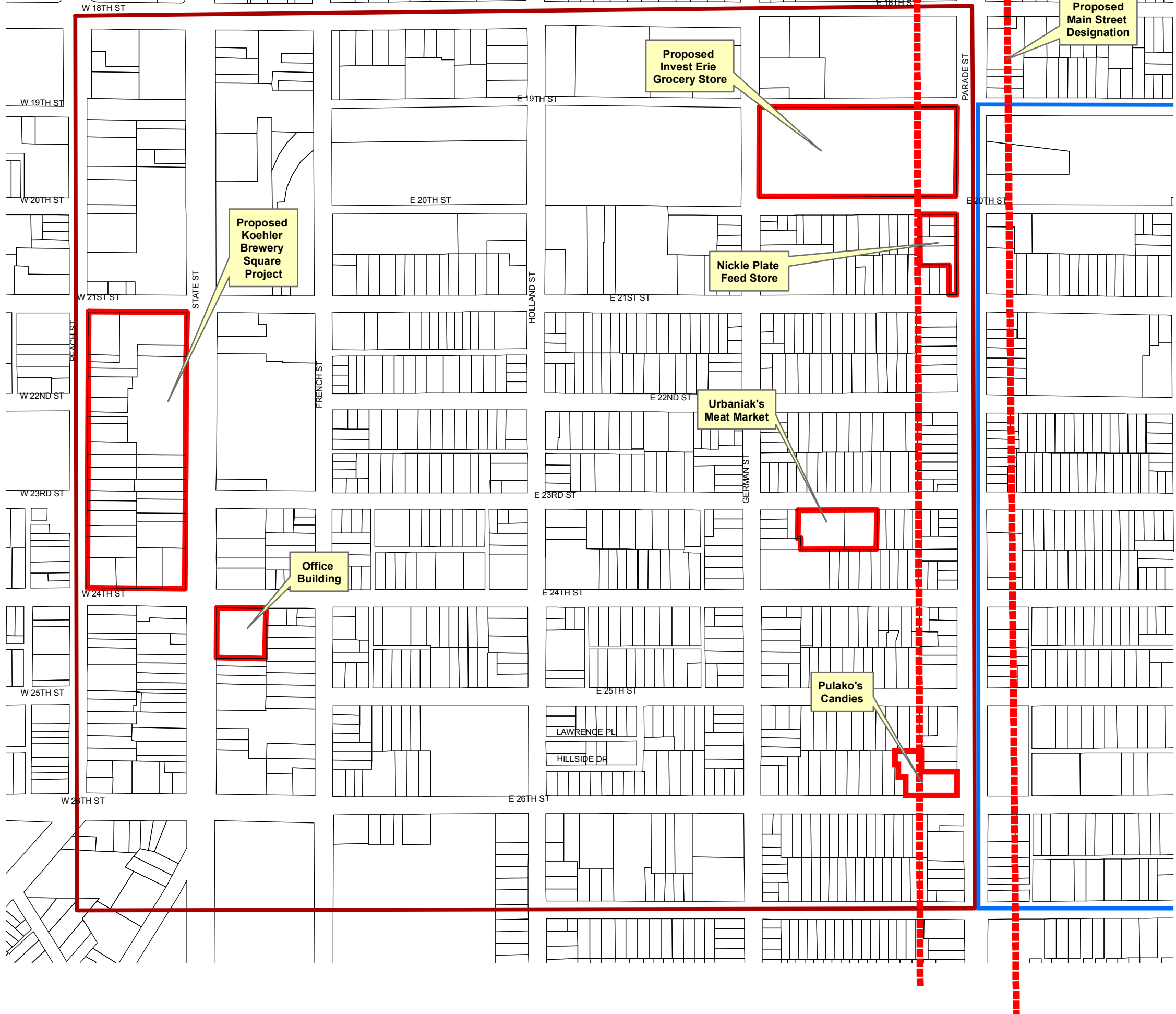
- A portion of the City's Main Street designated area runs through the neighborhood
- The Nickel Plate Mills Store, a neighborhood institution for over 100 years, is in the midst of a \$400,000 expansion and renovation of its garden center store.



- The former Koehler Brewery is currently being redeveloped into a new commercial office and retail center call Koehler Brewery Square. This project, upon completion, will provide much needed jobs for the neighborhood.

Center City NRSA Neighborhood Assets Map

Central City Neighborhood



Proposed Main Street Designation

Proposed Invest Erie Grocery Store

Proposed Koehler Brewery Square Project

Nickle Plate Feed Store

Urbaniak's Meat Market

Office Building

Pulako's Candies

Legend

- Semi-Public
- Commercial
- Public
- Mixed Use
- Parks/Green Space
- Residential

C. Little Italy Neighborhood Sub-Planning Area

The Little Italy neighborhood is generally bounded by West 15th Street, West 20th Street, Sassafras Street, and Cranberry Street.

Neighborhood Description

The Little Italy neighborhood is characterized by its Italian heritage. This was one of the first neighborhoods in the City and was settled by Italian immigrants. Today, Little Italy can be described as an older multi-heritage/multi-cultural neighborhood with a wealth of assets and resources. In addition, there are a number of large churches in Little Italy that provide a range of social and spiritual services. These include, St. Paul's Catholic Church and Holy Trinity Lutheran Church.

In addition to the churches and social service organizations, there are a number of businesses on West 18th Street that provide a range of services to both the neighborhood and the city as a whole. These include an Italian bakery and restaurant, a gelato store, and a new medical building.

As part of the overall evaluation of the neighborhood, a detailed land use and conditions survey was conducted during the summer of 2005. This survey assisted in determining the types of land uses within the neighborhood, as well as the condition of the structures within the neighborhood. The field survey provided the following information related to the land use and conditions within the neighborhood:

Land Use

- A majority of the structures, or over 65% (711), are single-family residential.
- Close to 10% (or 104) of the structures are commercial.

Building Conditions

- Almost 20% of the structures are considered to be in "Good Condition, No Rehabilitation Work Required." This signifies that the buildings are in good shape.
- A majority of the structures, or almost 44%, were classified as "Minor Rehabilitation Needed." This signifies minor problems with the exterior of the structure.
- Over 20% of the structures, or one out of five, were classified as "Major Rehabilitation Needed." This indicates that the structures require structural modifications and improvements (i.e. roofing, structural issues, etc.).
- A little over 1% of the structures were classified as "Economically Infeasible to Rehabilitate."
- Almost 9% of the parcels were vacant.

Neighborhood Assets

The following sections outline the various assets in this neighborhood.

Primary neighborhood assets include:

- **Holy Trinity Lutheran Church and Community Center.** Holy Trinity Lutheran Church and Community Center offers a wide range of neighborhood outreach services, including a soup kitchen and food pantry, and an education/recreational program for children.
- **St. Paul's Catholic Church.** This is one of the neighborhood's oldest churches and provides social and spiritual programs for neighborhood residents.
- **St. Paul's Neighborhood Free Clinic.** This clinic provides health care services to neighborhood residents including vaccinations, blood pressure screening, and referrals to other health care providers.



- **The Sisters of St. Joseph Neighborhood Network.** This organization provides housing and social services to the Little Italy neighborhood.
- **Community Shelter Service.** This organization operates a number of housing and social programs for homeless and transitional persons and families.



- **The Bethesda Trinity Center** is located on the 400 block of W. 18th Street and is owned by Bethesda Community Care. The organization provides various educational, social and recreational services for youth and families within the Little Italy neighborhood.

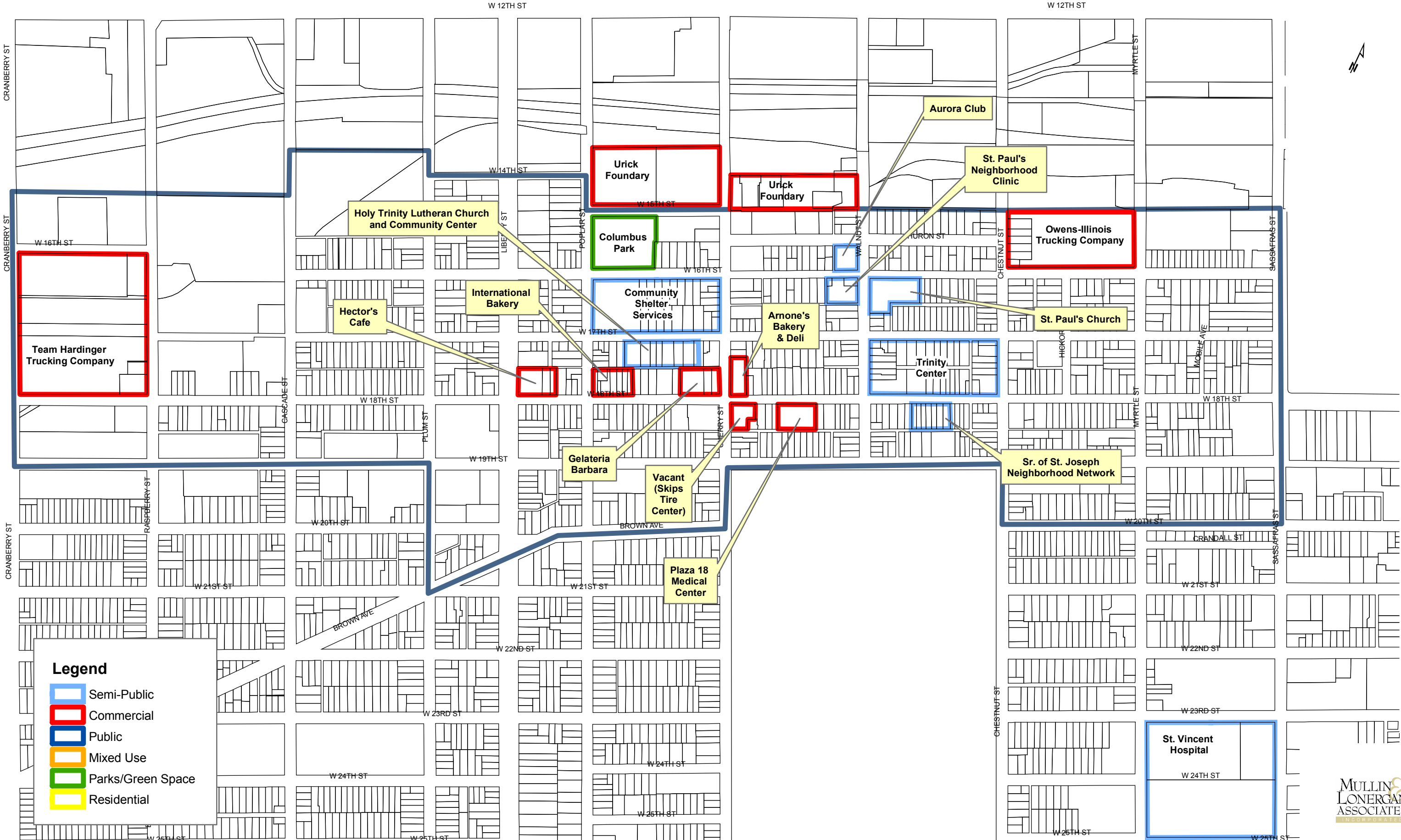


Other Neighborhood Assets

Other neighborhood assets include:

- Proximity to downtown
- Strong neighborhood watch group
- Active business district
- Abundant, affordable housing stock
- Home to a diverse population
- Infusion of new developments
- Proximity to St. Vincent's Hospital
- Abundant vacant infill development opportunities

Center City NRSA Neighborhood Assets Map Little Italy Neighborhood



- Legend**
- Semi-Public
 - Commercial
 - Public
 - Mixed Use
 - Parks/Green Space
 - Residential

D. Downtown Improvement District (D.I.D.) Sub-Planning Area

Neighborhood Description

The Center City NRSA includes a portion of the City's recently designated Downtown Improvement District (D.I.D.). The area within the NRSA encompasses 5th Street on the north to 14th Street on the southern end, and Sassafras to Holland Streets to the west and east. The full D.I.D. is bounded by the Bayfront Parkway to the 14th Street railroad overpass, and from Sassafras to Holland Streets.

The D.I.D. area serves as the City's primary central business district (CBD). The area includes governmental, businesses, recreational, and cultural resources for not only the City of Erie but the region as a whole. The full D.I.D. area includes the following:

- Businesses and professional offices – 122
- Bars, restaurants, and taverns – 45
- Retail stores – 31
- Nonprofit agencies – 23
- Fine dining restaurants – 8
- Major residential complexes – 8
- Museums, theaters - 7

As part of the overall evaluation of the neighborhood, a detailed land use and conditions survey was conducted during the summer of 2005. This survey assisted in determining the types of land uses within the neighborhood, as well as the condition of the structures within the neighborhood. The field survey provided the following information related to the land use and conditions within the neighborhood:

Land Use

- A majority of the structures, or over 52% (181), are commercial.
- Almost 3% (or 10) of the structures are residential.
- Over 22% of the parcels (79) are used for parking.

Building Conditions

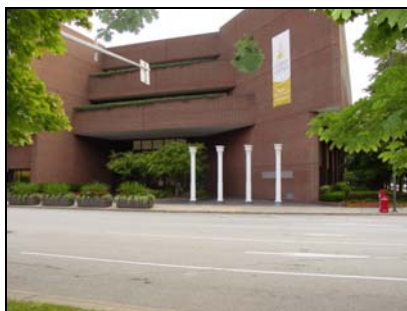
- Almost 40% of the structures are considered to be in "Good Condition, No Rehabilitation Work Required." This signifies that the buildings are in good shape.
- Fewer than .05% of the structures were classified as "Major Rehabilitation Work Required." This indicates that the buildings require structural modifications and improvements (i.e. roofing, structural issues, etc.).

Neighborhood Assets

The following sections outline the various assets in this neighborhood.

Primary neighborhood assets include:

- **Erie Insurance Company.** Erie Insurance has its corporate headquarters located in downtown Erie and is one of the largest employers in the region. Erie Insurance continues to grow and is currently implementing a planned expansion of its overall operations in the City of Erie.



- **U.S. Federal Courthouse.** The Courthouse complex includes the City's former main library branch building and has been the recipient of national design awards for the blend of the older library structure with the Courthouse.



- **Perry Square.** This park area, facing City Hall and the U.S. Federal Courthouse, is the primary downtown park. The park was named after Oliver Hazard Perry, who became famous during the Battle of Lake Erie. The park is well utilized during the warmer seasons and includes an active farmers' market.
- **City Hall.** The City Hall building is located in this neighborhood. It contains the primary city government offices and police department.
- **Erie County Courthouse.** The Erie County Courthouse, on the western edge of the central business district, is currently undergoing a major renovation. The renovated building will house all of the primary county government functions.



- **Gannon University.** Gannon University is located in this neighborhood and provides many resources to the neighborhood.
- **Boston Store.** The six-story Boston Store underwent a \$16.2 million renovation in 1997-1998 that converted the former department store into a mixed-use complex of apartments and retail space.



Other neighborhood assets include:

- Active central business district
- Location of Gannon University
- Increasing market rate housing opportunities
- Abundant, affordable housing stock
- Proximity to major transportation routes
- Abundant cultural and entertainment resources
- Numerous bars and restaurants
- Anticipated development on Bayfront (i.e. new convention center and hotel)
- Erie Civic Center and Jerry Uht Park

Center City NRSA Neighborhood Assets Map Downtown Improvement District



Legend

- Semi-Public
- Commercial
- Public
- Mixed Use
- Parks/Green Space
- Residential

**E. NRSA Basic Conditions - Structures**

A field survey was conducted during the summer and fall of 2005 to collect data on the existing land use and building conditions within the entire NRSA. Data compiled on the 5,373 parcels was utilized to develop the neighborhood descriptions for each of the sub-planning areas at the beginning of this section (Neighborhood Assessment).

The data for the entire NRSA shows the following:

Condition	Number of Parcels*	Percent*
Good	1,844	29.40%
Minor Rehabilitation Needed	2,614	41.67%
Major Rehabilitation Needed	855	13.63%
Economically Infeasible to Rehabilitate	60	0.96%

* Please note that the number of parcels indicated does not include parcels without structures (parks, vacant lots, parking lots, cemeteries, etc.). The percent is calculated against the total number of parcels, in this case 6,270.

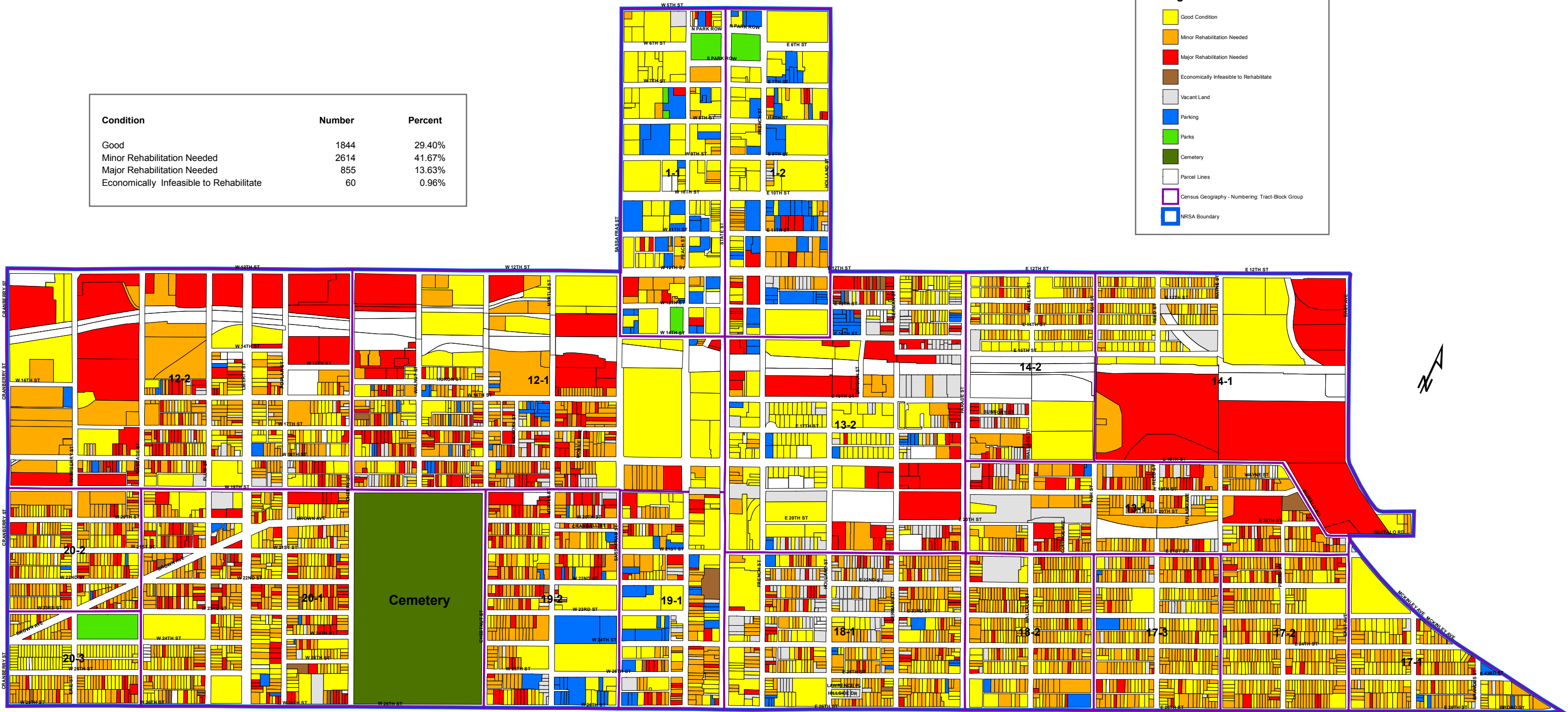
The map on the following page shows the information in the NRSA.

Center City NRSA Basic Conditions - Structures

Condition	Number	Percent
Good	1844	29.40%
Minor Rehabilitation Needed	2614	41.67%
Major Rehabilitation Needed	855	13.63%
Economically Infeasible to Rehabilitate	60	0.96%

Legend

- Good Condition
- Minor Rehabilitation Needed
- Major Rehabilitation Needed
- Economically Infeasible to Rehabilitate
- Vacant Land
- Parking
- Parks
- Cemetery
- Parcel Lines
- Census Geography - Numbering: Tract-Block Group
- NRSA Boundary





**F. Blighted Property Locations in the NRSA**

The Erie Blighted Property Review Committee (BPRC) conducted a review of all of the properties with abandoned houses in the City of Erie.

The following map graphically shows the locations of these properties within the NRSA. This map reflects the data provided as of August 10, 2005.

Center City NRSA Blighted Property Locations in the NRSA

Legend

-  NRSA Boundary
-  Blighted Property Locations



6. DEVELOPMENT STRATEGY

This section of the document will provide a development strategy for the NRSA. The section is broken down into two parts. The first section will provide broad strategies for the entire NRSA for economic development, housing, and human/social services.

The second part of this section will provide more specific strategies for each of the sub-planning areas (i.e. SNOOPS neighborhood, Central City neighborhood, Little Italy neighborhood, and the downtown area). The strategies for the sub-planning areas will outline current or planned developments in each neighborhood and incorporate various strategies obtained during discussions with neighborhood stakeholders and residents.

Overall NRSA Strategies

A. Housing Initiatives

This section of the Neighborhood Revitalization Strategy will outline initiatives for:

- Increasing opportunities for home ownership;
- Leveraging public investments for greater private development;
- Improving the quality of the Neighborhood Revitalization Strategy Area's (NRSA) housing stock;
- Improving the quality of life in its residential neighborhoods;
- Improving awareness of existing housing programs; and
- Affirmatively furthering fair housing within the NRSA.

The housing market within the proposed NRSA is fragmented and under stress due to the disinvestment and population loss that has occurred over the past 30 years. The physical conditions within most of the proposed NRSA reveal a poor to fair housing stock, high vacancy rates, and conversions of single family homes to multi-family units. Addressing the current housing market dynamics requires leveraging public dollars as an investment to spur private interest in the market. The proposed Neighborhood Revitalization Strategy Area designation will allow for mixed income housing initiatives that will provide incentives to upper, middle, and lower income households to participate in the City's housing programs.

The following housing issues will be used to frame the strategies:

- Develop new single family housing of scale to stimulate home ownership;
- Stimulate mixed-use development;
- Acquire and rehabilitate existing homes to upgrade the housing stock and stimulate home ownership;
- Enhance awareness of home ownership programs;
- Enhance renter rehabilitation assistance programs;

- Neighborhood infrastructure and beautification enhancements; and
- Enhance city housing policies to address housing issues

Section 7, Implementation and Benchmarks, contains programs, budgets and time frames for implementing the strategies outlined in this section.

Develop new single family housing of scale to stimulate home ownership

Strategy: Implement the Central City Target Housing Program

The Central City Target Housing Program is part of an \$8 million project designed to revitalize the Central City neighborhood, and is being driven by the Redevelopment Authority of the City of Erie (RACE). This phased program includes targeted new housing development as well as rehabilitation. Phase I will encompass the construction of 25 new homes and the rehabilitation of 20 vacant homes in the area of East 23rd Street and Holland Street. The 25 new homes will be built on RACE-owned lots near East 22nd Street and East 23rd and Holland Streets. The initial 20 vacant houses to be rehabilitated are in the area from East 21st to East 24th Streets, from French to Parade Street. The goal of this program is to complete a total of 30 rehabilitations, 30 purchase/rehabilitation, and build 45 new homes over the next five to seven years.

Strategy: Continue implementation of the Mid-Town Homeownership Program

This project is a three-phased development that is being implemented by HANDS, Inc. The first phase included a total of 15 units, all of which are rent to own. These units are 100% completed and occupied. Phase II includes the development of five single-family homes. Construction of these units has recently been completed and 3 of the units have been sold. Phase III of the plan calls for land acquisition and assembly for the eventual development of 3 for sale housing units. Work on this phase is just beginning. The end result will be the creation of 23 owner-occupied single-family homes, focused primarily on the area between East 13th and East 14th Streets and German Street. Some of these units must be maintained as rental units for 15 years. At the end of the 15 year period of affordability, these units will become available for the tenant to purchase. These units were financed with housing tax credits, City HOME Program funds, Federal Home Loan Bank AHP funds and Erie County Act 137 funds.

Strategy: Land acquisition and assembly by the Redevelopment Authority for homeownership.

The City's Neighborhoods First Strategic Plan specifies launching a citywide rehabilitation program spearheaded by the Redevelopment Authority.

Stimulate mixed-use development

Strategy: Continue to promote investment in mixed-use developments within the Neighborhood Revitalization Strategy Area.

The Housing Authority of the City of Erie (HACE) is investing in a mixed-use development at the corner of 15th and Parade Streets in the hope that it will serve as a catalyst for other projects in the area. The Parade Street redevelopment entails the

development of an empty lot into a \$1.9 million housing and business development complex. Upon completion, the complex will include six condominiums as well as retail space. The six condominiums will be sold to public housing residents interested in becoming first-time homebuyers. In addition, there will be 1,700 feet of retail space available for businesses.

Acquire and rehabilitate existing homes to upgrade the housing stock and stimulate home ownership

Strategy: Expand, market, and target HANDS Homeownership Program.

The NRSA would provide the City of Erie and HANDS with greater flexibility in identifying prospective eligible home buyers for the area. The HANDS program is able to assist with rehabilitating a home to bring it up to City residential code standards, addressing lead-based paint hazards, and down payment/closing cost assistance. Under the current program, an approved home buyer is responsible for identifying a house to purchase and getting approval for a mortgage. To acquire home ownership counseling, HANDS contracts with agencies such as the St. Martin's Center. In addition, in order to support new homeowners, HANDS is providing post purchase counseling after the purchase of a home.

The maximum subsidy for the HANDS Homebuyer Program is \$24,999. Therefore the term of the deferred loan is either 5 years (if HOME subsidy is \$14,999 or less) or 10 years (if HOME subsidy is between \$15,000 and \$24,999). This "loan" is considered repaid if the homeowner lives in the unit for the deferred period.

HANDS and the City should educate the local financial institutions on the Federal Home Loan Bank's First Front Door Program to leverage funds for down payment and closing costs, thus freeing up additional HOME dollars for bricks and mortar.

The City of Erie has committed \$218,233 of HOME funds to HANDS' Homeownership Program for fiscal year 2005. This funding is targeted for the Little Italy neighborhood.

Strategy: Target the NRSA for an intensive home rehabilitation program through the Redevelopment Authority of the City of Erie.

The City of Erie has committed \$105,090 of HOME funds for the Central City Rehabilitation program as well as \$75,000 in HOME funds for the Central City Homebuyer program in fiscal 2005 to the Erie Redevelopment Authority to use for rehabilitation of owner-occupied, or vacant and slated to be owner-occupied, housing. Marketing for this program will affirmatively further the City's fair housing goals.

Strategy: Target the NRSA for the Redevelopment Authority's program to identify, acquire, and rehabilitate vacant houses not yet ready for demolition. Expand the number of housing units acquired, rehabbed and resold.

This program provides monies in addition to the HANDS' Homeownership Program subsidy. It currently is focused on the neighborhoods within the NRSA, Census Tract 18, and Little Italy. In years four and five, particularly, funds should be targeted to the NRSA.



Strategy: Provide and support opportunities for employer-assisted housing.

There are a few large employers in the city who employ a sizeable number of people who could participate in an employer-assisted housing program. A similar program has been developed successfully in other parts of the country. Benefits include greater investment in the adjoining neighborhood, lower employee turnover, lower absenteeism, greater employee satisfaction, and lower transportation costs.

Strategy: Engage the Fannie Mae Corporation to work with local corporations to design Employer-Assisted Housing (EAH) benefits for their employees.

An EAH Program may take the form of grants, forgivable loans, deferred or repayable loans, matching savings, loan guarantees, or funding for home buyer education. Staff of the Fannie Mae regional office, located in Pittsburgh, is available to help identify lending partners, provide underwriting flexibilities, and provide marketing assistance.

Enhance awareness of homeownership programs

The City of Erie has programs to encourage homeownership that are offered through local agencies and housing non-profits. These programs are often advertised on an organization-by-organization basis but there is no central location to find out about financing for housing rehabilitation, new construction or purchase. A marketing campaign concerning available programs might increase the utilization of the programs as well as result in an improved housing stock. In the City's Neighborhood First Strategic Plan, one of the suggested methods of implementing the strategies is to create a "One-Stop-Shop" for city services to promote customer friendly policies for new construction and reinvestment.

Enhance renter rehabilitation assistance programs

Neighborhood residents have identified maintenance and management of rental units as an issue of concern. Employer sponsored rent programs and workshops for landlords and tenants should require counseling. St. Martin Center offers “life skills” and other programs to develop “good” tenants. The Center also counsels prospective buyers of income property on being a “good” landlord.

Strategy: Expand programs providing rehabilitation loan assistance to owners of rental units.

There is a need for incentives for landlords to invest in renovation. The Redevelopment Authority provides a matching grant program for rental rehabilitation. In FY 2005, \$220,000 in CDBG funds was earmarked for the program. The Authority has noted that many landlords are hesitant to participate because of the 50% match required and because of the requirement to meet HUD Section 8 criteria. Still, property owners are eager to participate in the program in neighborhoods with active watch groups.

Neighborhood infrastructure and beautification enhancements

Local residents and stakeholders identified the need to improve the overall appearance of the neighborhood as a way to create a positive impression. A Neighborhood Beautification Program is suggested for the SNOOPS, Central City, Little Italy, and downtown areas to support and reinforce the planned commercial and residential developments.

Strategy: Reduce vacant properties within the NRSA.

The City of Erie and the Redevelopment Authority should coordinate and expand initiatives and programs to reduce vacant property within the NRSA. Tools and programs include the Act 94 Vacant Property Review Program, tax delinquency sales, and eminent domain proceedings and condemnation.

The City of Erie currently operates a Blighted Property Review Program. Aggressive use of the Blighted Property Review Program could be a catalyst for energizing absentee landlords to maintain their buildings and a powerful tool for rehabilitating existing vacant buildings in a timely manner. Although the NRSA does not have a concentration of vacant buildings greater than other neighborhoods in the city, the number of vacant buildings has been identified by neighborhood groups as a major issue.

Strategy: Continue to maintain and target the City of Erie's demolition efforts.

The City of Erie currently provides the Redevelopment Authority with CDBG funds to conduct code-enforced demolition of vacant or deserted houses. There are presently 15-20 housing units that are deserted by their owners each month throughout the city. The demolition process is initiated by an order from the city Housing Inspection Office.

**Enhance city housing policies to address housing-related issues**

Strategy: Expand City efforts to familiarize neighborhood residents with the housing code, develop workshops to inform landlords and district judges, and advocate for prompt enforcement once violations have been identified.

This strategy is in response to residents' concerns over maintaining the quality of the housing stock in the NRSA. During numerous community meetings residents identified the need to better understand the current housing code and the process to proactively address housing violations. The neighborhood has identified the need for more frequent housing code inspections and increased enforcement of housing code violations.

Strategy: Lobby for stronger adjudication procedures for housing code violations

Residents and watch group representatives of the NRSA have expressed support for establishing a district justice dedicated to housing issues so that housing violations will be given a high priority. Without this kind of dedication to the issue, residents fear that the work of housing inspection to cite violators will be in vain.

Funding Sources to Implement Strategies

Partnerships between the public and private sectors will be needed to effectuate the strategies listed above. The following financing programs and sources will be used to implement the housing development initiatives:

- Community Development Block Grant- City of Erie
- Home Investment Partnerships Program- City of Erie
- Low Income Housing Tax Credits
- Historic Tax Credits
- PA Act 137 Affordable Housing Program
- Federal Home Loan Bank – Affordable Housing Program
- Federal Home Loan Bank – First Front Door Program
- Local Financial Institutions- Mortgages
- Fannie Mae Programs
- Local Initiative Support Corporation
- Community Foundations
- State Housing and Redevelopment Assistance Program
- PHFA Homeownership Choice
- Elm Street Program
- PHFA MUFFI Program

Financing Sources for Implementation of Housing Strategies

- **Community Development Block Grant (CDBG) - City of Erie**

The City of Erie is a HUD entitlement community and, as such, receives an annual CDBG allocation directly from HUD. The City has traditionally provided CDBG funds to various eligible housing activities.

- **Home Investment Partnerships Program (HOME) - City of Erie**

The City of Erie is a HUD entitlement community and, as such, receives an annual HOME allocation directly from HUD. As a rule, HOME funds are utilized strictly for housing projects. The City currently uses HOME funds for housing rehabilitation and for new low/moderate income rental projects developed in the City.

- **Low Income Housing Tax Credits**

The Low Income Housing Tax Credit funding program was created by Congress under Section 42 of the Tax Reform Act of 1986. The purpose of the program is to promote the construction and rehabilitation of housing (focusing on rental) for low income households. The tax credit provides a means by which developers may raise capital for the construction, acquisition, and substantial rehabilitation of affordable housing units. Under the Federal income tax code, investors in low income rental housing projects are permitted to take a dollar for dollar tax credit on their Federal tax liability. The funds raised with the sale of tax credits are used for the development of affordable housing units. Within Pennsylvania, the State agency responsible for the tax credit allocation is the Pennsylvania Housing Finance Agency.

- **Historic Tax Credits**

Historic Tax Credits are similar to Low Income Housing Tax Credits in that they are used to provide capital for the creation of affordable rental housing. The main difference between them is that Historic Tax Credits are used by developers for the preservation and rehabilitation of historic structures into low income housing.

- **PA Act 137 Affordable Housing Program**

The PA Act 137 Affordable Housing Program is a valuable tool that local governments can utilize to create an additional funding pool to be used for affordable housing projects. Act 137 was passed by the PA State Legislature in 1992 and permits counties to raise additional revenues for affordable housing by increasing fees for the recording of mortgages and deeds up to 100% above the previous levels. The authorizing legislation requires that these additional funds be expended for “any program or project approved by the county commissioners which increases the availability of quality housing, either sale or rental, to any county resident whose income is less than the median income of the county.”

- **Federal Home Loan Bank – Affordable Housing Program**

The Affordable Housing Program (AHP) is designed to help make housing affordable for households that are at or below 80 percent of the area’s median

income. The program provides direct subsidies, grants, and loans. Funds may be used for single- and multi-family housing, new construction, and rehabilitation projects.

Each year, Federal Home Loan Bank provides approximately 10 percent of net income for projects that provide affordable housing to individuals and families with incomes defined as very low (less than 50 percent of median) or low (80 percent of median). In addition to low incomes, many AHP-eligible individuals and families may have common problems or circumstances.

Increasingly, AHP projects assist special needs populations such as seniors, the homeless, single-parent families, persons with disabilities, or victims of domestic violence. Many of the programs provide counseling, vocational and educational services, medical support, and other forms of assistance. Funds are awarded in competitive funding rounds scheduled throughout each year.

- **Federal Home Loan Bank – First Front Door Program**

The Home Buyer First Front Door Program (HBFD) has been developed to address the funding needs of low-income home buyers (participants). Specifically designed for first-time home purchasers, HBFD provides grant assistance toward down payment and closing costs to families at or below 80% of the area's median income. Through the HBFD, the Federal Home Loan Bank of Pittsburgh will match participants' savings three to one. For every \$1 of savings, the Bank will provide \$3 in grant assistance up to a maximum contribution of \$5,000. There is also a mandatory pre-home-ownership counseling component and contribution requirement. Participants must (1) complete a pre-homeownership counseling program and (2) contribute a portion of their personal funds toward down payment and closing costs. The Home Buyer First Front Door Program is designed to provide more than grant assistance. It is created to help low-income families make owning a home a reality.

Member Bank Eligibility Requirements

- Have an established first-time home buyers program
- Have an in-house or contracted pre-homeownership counseling program in place
- Contribute some measurable concessions to the affordability of the home

Participant Eligibility Requirements

- Complete an approved pre-homeownership counseling program
- Contribute funds toward the down payment and closing costs (participants must contribute at least \$1,667 to be eligible for the maximum grant)
- Have an income at or below 80% of the area median income at time of application
- Obtain mortgage financing from the sponsoring member bank

- Effective January 1, 2006, participants approved for the grant must receive counseling on predatory lending
- **Local Financial Institutions - Mortgages**
Local financial institutions may provide additional funding resources for affordable housing projects.
- **Fannie Mae Programs**
Fannie Mae is a private, shareholder owned company that provides special homeownership programs for low and moderate income households.
- **Community Foundations**
Local foundations are excellent sources of funding for use in the creation of additional affordable housing.
- **Local Initiative Support Corporation**
The Local Initiative Support Corporation is a national organization with a host of resources available for housing development, including access to equity funds for tax credit deals and the New Market tax credits.
- **State Housing and Redevelopment Assistance Program – Department of Community and Economic Development (DECD)**
This state program is designed to provide financial assistance to communities for projects that promote housing development and community revitalization.
- **PHFA Homeownership Choice**
The program includes the Homeownership Construction Initiative (HCI) for new construction; the Neighborhood Revitalization Initiative (NRI) encompassing the renovation of existing vacant structures for homeownership plus infill construction; and the Mixed Use Facility Financing Initiative (MUFFI), described below.
- **PHFA MUFFI Program**
This program is targeted towards the revitalization of commercial corridors and developing residential apartment space above ground floor commercial uses.
- **Elm Street Program**
This state program seeks to enhance residential areas contiguous to business districts to strengthen redevelopment efforts.

B. Economic Development Strategies

The following strategies will be undertaken to address the economic development needs within the NRSA:

Development/redevelopment of vacant or underutilized commercial/industrial properties within the NRSA to create new job opportunities.

Strategy: Continue to develop and implement projects that emphasize the reuse of existing industrial property especially along the West 12th Industrial Corridor with the NRSA.

The City of Erie should continue to work with the Greater Erie Industrial Development Corporation (GEIDC) to identify potential development sites in the NRSA.

Strategy: Continue to offer the benefits of the City's state Enterprise Zone designation within the NRSA.

The City of Erie should continue to offer the benefits of the recent Enterprise Zone designation to new businesses within the NRSA neighborhoods.

Strategy: Continue to promote and assist the expansion of existing businesses within the NRSA.

The City of Erie should continue to promote and assist the expansion of existing businesses within the NRSA. This strategy should be adopted for the entire NRSA. The City should provide any necessary assistance to help in the expansion needs of this commercial ship repair company.

Strategy: Continue to facilitate the development of other designated KOZ sites within the NRSA

The City should continue to identify and designate State Keystone Opportunity Zone (KOZ) and Keystone Innovation Zone (KIZ) sites within the proposed NRSA. This would allow for new and existing businesses to take advantage of state tax incentives.

Strategy: Develop additional industrial space within the NRSA.

The City of Erie should continue to partner with the Greater Erie Industrial Corporation to develop additional industrial space within, and proximate to, the NRSA. Potential sites in proximity to the NRSA include the industrial areas along the East 12th Street industrial corridor and other designated Keystone Opportunity Zone sites.

Revitalize existing commercial corridors within the NRSA

Strategy: Develop and expand programs providing façade rehabilitation loan assistance to business owners along the commercial corridors.

The City should continue to develop and expand programs that provide façade rehabilitation loans to local businesses along Parade Street and West 18th Street. Providing and marketing an attractive commercial corridor will serve to attract additional businesses. Additional improvements such as street and sidewalk repair should be considered for these commercial areas.

Strategy: Secure designation under the Main Street Program, for existing Main Street application for Parade Street. This application is currently being reviewed by PA DCED.

This is currently being driven by the Redevelopment Authority of the City of Erie and the Parade Street Community Development Corporation.

Strategy: Continue the implementation plans of the redevelopment of former Brownfield sites along the East 12th Street Industrial Corridor.

The City should continue to implement plans for the redevelopment of a former Brownfield site on East 12th Street.

Strategy: Identify existing Brownfield sites within the NRSA to attract new businesses.

The City should continue to identify and redevelop existing Brownfield sites within the NRSA in order to offer industrial/manufacturing sites to potential developers and business owners who show interest in locating in the NRSA.

Promote and foster the development of small businesses within the NRSA through the provision of technical assistance and job training programs.

Strategy: Develop and implement micro-loan program for small businesses within the NRSA

The City should develop and implement a micro-loan program for small businesses and new start-up businesses that are located in, or are willing to relocate to, the NRSA.

Strategy: Develop and implement job training programs for inner city residents as well as those who reside within the NRSA.

The City, via the nonprofit partners, should create job training programs for inner city residents, particularly minority residents within the NRSA. These job training programs would be developed to raise the income of persons within the NRSA and to foster the creation of minority entrepreneurship.

Funding Sources to Implement Strategies

Partnerships between the public and private sectors will be needed to effectuate these goals. The following financing tools will be used to implement the economic development initiatives:

- Community Development Block Grant
- Section 108 Program
- Brownfields Economic Development Initiative
- Environmental Protection Agency Assessment and Remediation Funds
- Conventional financing
- Tax Increment Financing (TIF)
- State Community of Opportunity Program and Community Revitalization Programs Funds
- Local Economic Revitalization Tax Assistance (LERTA)

Financing Sources for Implementation of Economic Development Strategies

- **Community Development Block Grant**

The City of Erie will use Community Development Block Grant funds for the implementation of various economic development activities. The acceptance of this Neighborhood Revitalization Strategy by the U.S. Department of Housing and Urban Development will allow the City to use the funds more flexibly as follows:

- **Job Creation/Retention as Low/Moderate Income Area Benefit Activity.** Job creation/retention activities undertaken pursuant to a specific strategy may be qualified as meeting area benefit requirements, thus eliminating the need for a business to track the income of persons that take or are considered for such jobs; and
- **Aggregate Public Benefit Standard Exemption.** Economic development activities carried out under the strategy may, at the City's option, be exempt from the aggregate public benefit standards, thus increasing the city's flexibility for program design as well as reducing its record-keeping requirements.

- **Section 108 Loan Program**

The Section 108 Loan Program is a federally funded financing tool which allows CDBG entitlement communities to pledge future entitlements as collateral to secure private market loans. The Section 108 Loan Program allows entitlement communities to finance larger amounts than could usually be financed through single year entitlement amounts.

- **Brownfields Economic Development Initiative (BEDI)**

Brownfields Economic Development Initiative funds are used in conjunction with Section 108 Program Loans. Brownfields Economic Development Initiative funds are to be used to minimize the potential loss of future Community Development Block Grant allocations used to secure Section 108 Program Loans and improve the viability of developments funded with Section 108 Program Loans. Brownfields Economic Development Initiative funds can be used for site acquisition and remediation, property demolition, and site clearing.

- **Environmental Protection Agency Assessment and Remediation Funds**

Environmental Protection Agency Assessment and Remediation Funds can be used to evaluate former industrial sites for reuse and to remediate any adverse environmental site conditions.

- **Tax Incremental Financing (TIF)**

Tax Increment Financing (TIF) is an economic development tool which can be used by the City to help with the construction of various types of projects suggested in the NRSA. TIFs are usually carried out by Redevelopment Authorities seeking capital for infrastructure or site improvements in a given development.

Within a designated TIF district, a baseline of assessed valuation is established. This baseline is equal to the sum total of the assessed valuation of all non exempt properties as defined in the County tax assessment records. Once the baseline is established, any increase in assessed valuation stemming from rehabilitation or new construction of a non exempt building becomes the increment. The increment is equal to the difference between the base level assessed valuation and the post rehabilitation/new construction assessed valuation within the TIF district. The significance of the increment is that it can be pledged toward the repayment of a loan. The ability to borrow against future tax revenues permits the City to finance the cost of site assembly or site improvements and therefore increase construction feasibility.

The critical aspect of TIF is that all three taxing bodies (City, County, and School District) must commit to participation in the project. Although, the taxing authorities must wait to receive a tax benefit from the development, the project would not have occurred without the cash. The TIF does not reduce the payment of taxes to the taxing authorities, it simply delays the payment of new taxes.

TIF is an effective tool to finance the front end costs of development. TIF is especially effective in cases where the property to be improved was tax exempt prior to development because the increment becomes equal to the post construction tax revenues generated by the project.

- **State Redevelopment Assistance Capital Program and Housing and Redevelopment Assistance Program**

These above listed state programs are designed to provide financial assistance to communities for projects that promote economic development and community revitalization.

- **Local Economic Revitalization Tax Assistance (LERTA)**

The City of Erie also has the ability to designate certain LERTA areas to encourage redevelopment of blighted or deteriorated sites. Once an area is designated as a LERTA area, industrial or commercial businesses that chose to locate within the LERTA areas receive a ten year tax abatement thus stimulating the redevelopment of these areas. This is another tool that the City can utilize to redevelop certain commercial and industrial sites.

- **State KOZ and KIZ Benefits**

These state programs offer special incentives for businesses.

- **State Enterprise Zone Program Incentives**

The City's recently designated Enterprise Zone Program offers tax incentives to businesses located in these specially designated areas within the NRSA.

- **State Main Street Program**

This program is a comprehensive community-based revitalization approach that centers around four key components – design, promotion, organization, and economic restructuring. This program is offered by PA DCED.

C. Human and Social Service Initiatives

The neighborhoods within the proposed NRSA are served by a wide-range of human and social service agencies, ranging from programs for children and youths to adult outreach programs. The providers of these services are also diverse, ranging from neighborhood churches and faith-based programs to community economic and housing development agencies. In order to provide a comprehensive approach to economic revitalization, the human and social service initiatives must enhance and support the housing and economic development initiatives.

The human and social service initiatives can be broken down into the following six strategies that encompass the breadth of services offered to residents within the proposed NRSA:

1. Enhance Children and Youth Services
2. Improve Adult Literacy and Education
3. Enhance Hunger and Homeless Transitional Services
4. Promote Youth and Adult Outreach Services
5. Improve Pre-Employment and Job Readiness Training
6. Strengthen Crime Watch and Public Safety Efforts
7. Promote Homeownership

These strategies are currently implemented by many of the organizations that currently exist in the NRSA. Many of the organizations partner with other human and social service agencies to leverage resources and to maximize services. These organizations fulfill their missions through a combination of donations, city CDBG funds, county funds, state resources, and volunteer efforts.

1. Enhance Children and Youth Services

Children and Youth Services within the NRSA include a diverse range of programming, including after school programs, summer programs, recreation, and day care programs.

After School, Summer, Recreation and Day Care Programs

- Holy Trinity Lutheran Church and Community Center offers an education program with skill building activities. This includes skill building activities, reading, preventative programming, and conflict resolution. Many of the children in their programs are Latino, creating new demands on the type of social services delivered in the community. Since 2000, 704 young people have gone through their program.
- The Sisters of St. Joseph Neighborhood Network (SSJN) provides tutoring for reading and math, computer literacy, English as a Second Language, child enrichment, as well as cooking and sewing/knitting classes for kids.
- The Trinity Center offers homework assistance, a snack, arts and crafts, choir, tutoring, and a computer lab. The program operates between 2:00 - 5:00 P.M. In addition, the Trinity Center offers a youth group program (grades 6-12) from

6:00 – 8:00 P.M. The school year program serves between 80-100 kids. This includes a mind/body/spirit program, a dirt bike program where kids are bused to Meadville, an archery class/martial arts class, dance, and a drug and alcohol prevention program. The Martin Luther King (MLK) Center is currently partnering with Trinity Center for dance and martial arts classes. In addition, there is a Latino program in partnership with Latino churches. There is a Latino Royal Rangers (Similar to Boy Scouts) Program, as well as English classes.

The Trinity Center also offers a summer program that includes a recreation program Monday through Friday between 9:00 AM and 12:00 Noon, and 1:00 PM to 4:00 PM for children ages 5 to 15. Summer day camp includes breakfast and lunch, a cooking/baking program, and a theater program. Trinity also offers an African drums program in the summer, which includes sessions on how to make as well as play the drums. This is offered four hours a day for one week. The summer program at the Trinity Center serves between 120 – 145 kids.

- Booker T. Washington Center (BTW) offers youth recreation programs, including swimming lessons. In addition, BTW offers team athletics.
- The Bethesda Boxing Club is also offered through the Trinity Center. This club includes a boxing gym that is open after school. Due to the popularity of the program, the club is looking for more space and wants to expand its program to include college students and adults. The Club is also trying to partner with the Joe Frazier Foundation to combine the inner city boxing center with various programs for kids.
- The St. Martin's Early Learning Center provides care for children ages six weeks to 5 years. The facility also offers a pre-school curriculum, as well as before and after school care for children in kindergarten through grade 3.

2. Improve Adult Literacy and Education

- The Adult Learning Center offers courses in English as a Second Language (ESL), basic literacy, GED, and computer courses.
- Holy Trinity Lutheran Church and Community Center also provides English language classes for adults.

3. Enhance Hunger and Homeless Transitional Services

- The Sisters of St. Joseph Neighborhood Network's (SSJN) numerous social/human services include a soup kitchen, and emergency response for food/clothing/rent/utilities. In addition, SSJN offers one-on-one advocacy training and a Mom's networking program. The social service providers work well together and coordinate their outreach services. They include: Sisters of St. Joseph, St. Paul's, Holy Trinity, the Bethesda-Trinity Center and Community Shelter Services.
- Community Shelter Service (CSS) began in 1973 to serve the needs of local single men, women and families who were having trouble finding adequate housing and social services. One of the primary programs offered at the facility includes emergency shelter accommodations for homeless individuals and

families. Fifty-five individuals can be served there, making it one of the largest shelter facilities in the Erie area. There is a 30 day time limit per stay.

The facility also has 45 rooms for families in transition. There is a charge of \$150 per month for each room. Families are permitted an extension, if needed, due to the difficulty in placing families.

Homeless persons with social, emotional, and physical limitations receive emergency housing, case management services, work services, and meals. Referrals are made to organizations established within the community to help them achieve stable housing and economic self-sufficiency.

CSS also operates a HUD-funded Family Ties Program. The program lends in-home assistance to families that relocate from area emergency shelters into rented housing within the community. The focus is on addressing five impact components: housing; health and nutrition; employment/training/education; children's educational needs; and family enrichment. Families in the program can receive post-shelter support for up to two years. CSS can assist up to 50 families per year. The long-term goal is to provide permanent housing, with the possibility of moving into homeownership.

CSS also works closely with Holy Trinity Lutheran Church and other area social service providers to leverage existing resources. This includes the foodbank and other outreach services.

- St. Martin's Center provides emergency food to families through St. Martin Center's in-house food program. In addition, when funding allows, financial assistance is provided for rent and mortgage assistance. In addition, they operate a Thrift Store that is stocked with donated items, including clothing, household furnishings, and books and toys.
- Holy Trinity Lutheran Church and Community Center offers a soup kitchen and food pantry. The program provides an average of 11,000 servings of food per year. The Center offers a range of outreach services, including free clothing and household items (once per week).

4. Promote Youth and Adult Outreach Services

- St. Paul's Neighborhood Free Clinic provides health care services, including vaccinations, blood pressure screening, and referrals to other health care providers.
- Booker T. Washington Center offers health and wellness clinics in order to test for high blood pressure, diabetes, and high cholesterol.
- The Trinity Center has a mental health program and support for children up to 21 years of age or on medical assistance. Sixty-nine families are currently participating.
- The Bethesda Children's Home at Trinity Center provides a drug and alcohol prevention services with an emphasis on education.
- The Erie District's Perseus House has an office in the Trinity Center. The Perseus House offers assistance to troubled youths who are in need of additional assistance.

5. Improve Pre-Employment and Job Readiness Training

- Holy Trinity Lutheran Church and Community Center has partnered with the Adult Learning Center to provide job skill training. This is offered in partnership every Friday for those who come to Holy Trinity. In addition, they partner with the Adult Learning Center to provide GED training and preparation.

6. Strengthen Crime Watch and Public Safety Efforts

- The Community Justice Program, located at the Trinity Center, provides probation services for youth in the 16502 zip code.
- The NRSA is within the Weed and Seed target area and the office for the program is located in the SNOOPS neighborhood. The Weed and Seed program within the City of Erie was formed in 2002. The Weed and Seed process first “weeds” drug and related crime and violent offenders out of high crime, impoverished areas (Target Area). Following this step, the neighborhoods are “seeded” with prevention, intervention, rehabilitation, and revitalization efforts. Erie Weed and See AID Team meetings are held on a monthly basis to coordinate the efforts. Current committees include crime, neighborhood revitalization, education, economic development, and public health. Six neighborhood groups are currently active in the program and are in the NRSA: The Central East Side Neighborhoods, Central City Neighborhood Alliance, Hillside Neighborhood Watch, Little Italy Neighborhood Watch, and SNOOPS Neighborhood Watch #13.

The goals of the Weed and Seed program include the following:

- Eliminate crime and illegal enterprises
- Increase homeownership
- Rehabilitate the existing housing stock
- Provide support for area community service agencies

7. Promote Homeownership

- St. Martin’s Center offers housing counseling to individuals or groups who wish to improve their housing conditions through home ownership opportunities. The program, certified by the U.S. Department of Housing and Urban Development (HUD) with training provided by the Pennsylvania Housing Finance Agency (PHFA), provides pre- and post- counseling, HEMP (Homeowner’s Emergency Mortgage Assistance Program) application assistance, reverse mortgage counseling, fair housing and predatory lending information.

D. SUB-PLANNING AREA STRATEGIES

• SNOOPS Neighborhood

The development strategy in the SNOOPS neighborhood is a combination of commercial and residential development, primarily between East 12th Street and East 14th Streets and Holland and Parade Streets.

- A Tim Horton's is planned for the southeast corner of Holland Street and East 12th Street.
- Phase III of the HANDS Mid-Town Homeownership Target area will involve the construction of three additional for-sale homes. This will be in addition to the 15 properties completed as part of Phase II and the five homes recently completed as part of Phase II. The end result will be the creation of 23 owner-occupied single-family homes, focused primarily on the area between East 13th and East 14th Streets and German Street.
- A cornerstone of the Parade Street redevelopment is the conversion of an empty lot into a \$1.9 million housing and business development complex. The complex will include six condominiums as well as retail space. The Housing Authority of the City of Erie (HACE) is investing in this project in the hope that it will serve as a catalyst for other projects in the area.



(Photo courtesy of Weber, Murphy, Fox)

The six condominiums will be sold to public housing residents interested in becoming first-time homebuyers. In addition, there will be 1,700 feet of retail space available for unique businesses.

- The proposed Main Street area along Parade Street intersects through the heart of the SNOOPS neighborhood and could provide additional resources to the corridor.
- A neighborhood beautification program from Parade Street to Reed Street and East 12th Street to just north of the HACE elderly housing units on East 15th Street will include streetscape improvements, street trees, sidewalks, curbs, and other enhancements.
- A targeted rehabilitation program will take place in the same area as the neighborhood beautification program. The rehabilitation program will target owner-occupied housing currently in poor condition.

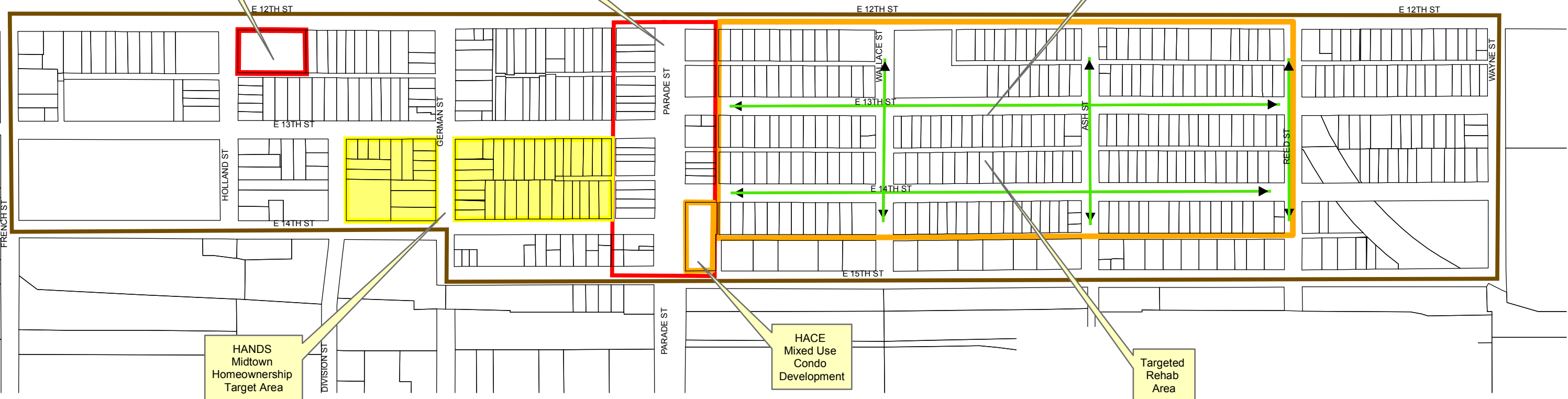
Center City NRSA Development Strategies Map SNOOPS Neighborhood



Tim Horton's
Development
Site

Proposed
State Mainstreet
Designation Area

Neighborhood Beautification
Program



HANDS
Midtown
Homeownership
Target Area

HACE
Mixed Use
Condo
Development

Targeted
Rehab
Area

Legend

- Residential Initiative
- Commercial Initiative
- Mixed Use Initiative

- **Central City Neighborhood**

The Central City neighborhood has a number of large-scale projects planned. These developments will leverage not only the availability of large parcels of vacant land, but infill opportunities as well.

- The Koehler Brewery Square site occupies a large and prominent parcel of land between Peach and State Streets and East 21st Street and East 24th Street.



The first phase of the project will involve partial demolition of existing structures. The red-and-white brewhouse building will be demolished, while the other buildings will be rehabilitated. The \$29 million first phase of the project will include a meat market and office space. Financing for this phase is still being finalized. Construction is expected to begin in the spring of 2006. A Phase 2 of this project is planned and it will tentatively include an Erie brewing museum, a bank, a beauty salon, a state liquor store, and green space.

- The Central City Target Housing Program is an initiative being implemented by the Redevelopment Authority of the City of Erie (RACE). This initiative will be a phased program of targeted new housing and rehabilitated housing. The developments are part of an \$8 million project designed to revitalize the Center City neighborhood from East 21st to East 24th Streets, from French to Parade Street. Phase 1 will encompass the construction of 25 new homes and the rehabilitation of 23 vacant homes.

In addition to housing, the project includes upgrading of the infrastructure, including sidewalks and streets. RACE was recently awarded \$1.9 million under the PHFA Homeownership Choice Program to assist in the financing of this program.

- An Elm Street Program is under development in the Center City neighborhoods. The exact boundaries of the Elm Street Program are still being developed. An application to the state will be submitted in 2006 for designation under this program.

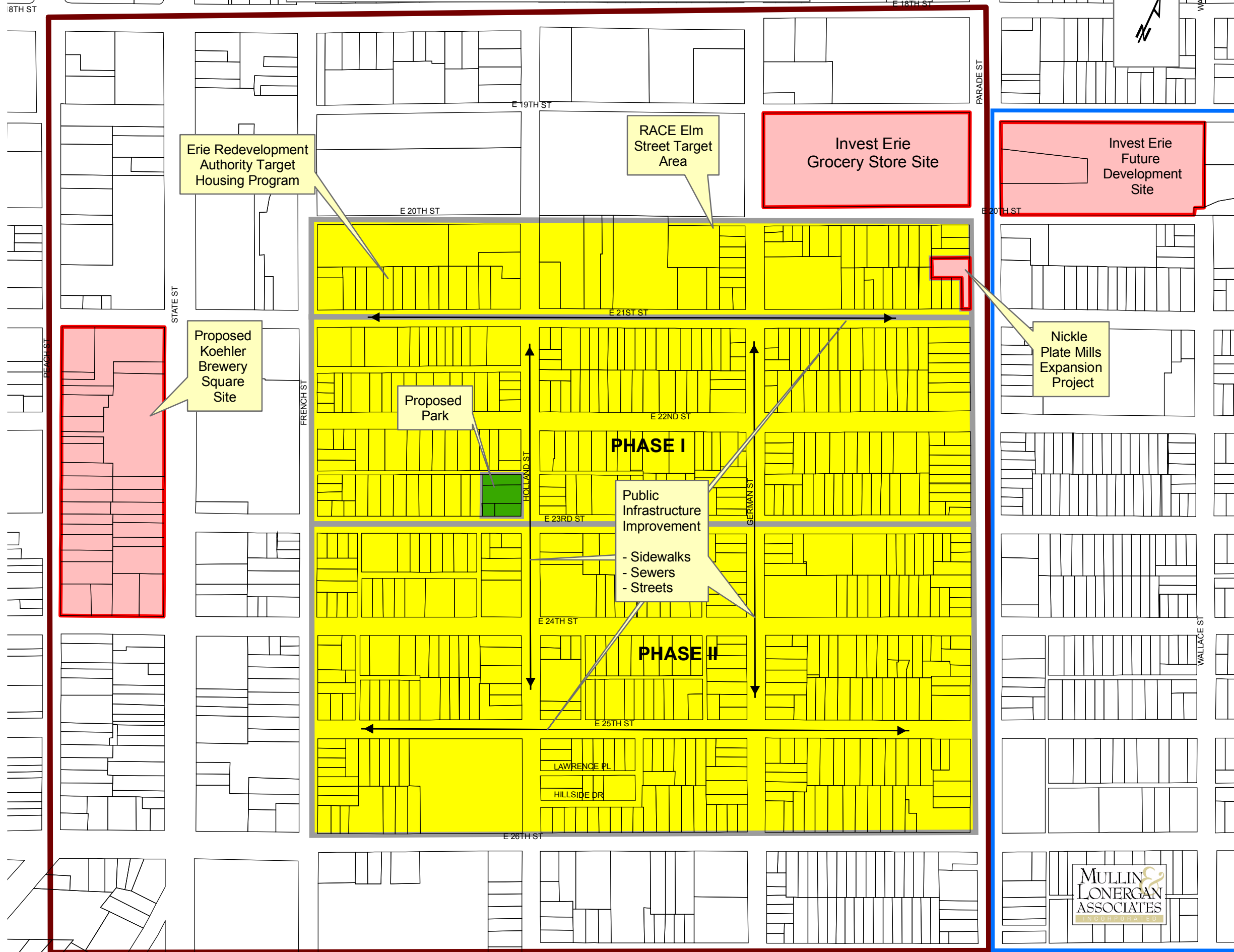


- Invest Erie, Inc. is in the process of developing a grocery store on a vacant parcel of land located at 19th and Parade Streets. The estimated project cost is \$6 million. The developer is still in the process of financing this development. Construction is expected to begin in 2006.



Center City NRSA Development Strategies Map

Central City Neighborhood



Legend

- Residential Initiative
- Commercial Initiative
- Green Space Initiative

- **Little Italy Neighborhood**

There are a number of proposed development initiatives currently planned for the Little Italy neighborhood. They include the following:

- **The RACE Walnut Street Mixed Use Project-** This project will involve the construction of infill, mixed use buildings and the rehabilitation of existing commercial structures between the 300-500 block of West 18th Street. The goal of this project is to provide residential units on the second floor of commercial buildings, with storefronts on the ground floor. The project will be financed through a funding from National City Bank, city resources, and state grants. This project is still in the design phase and will be implemented in late 2006 or 2007.

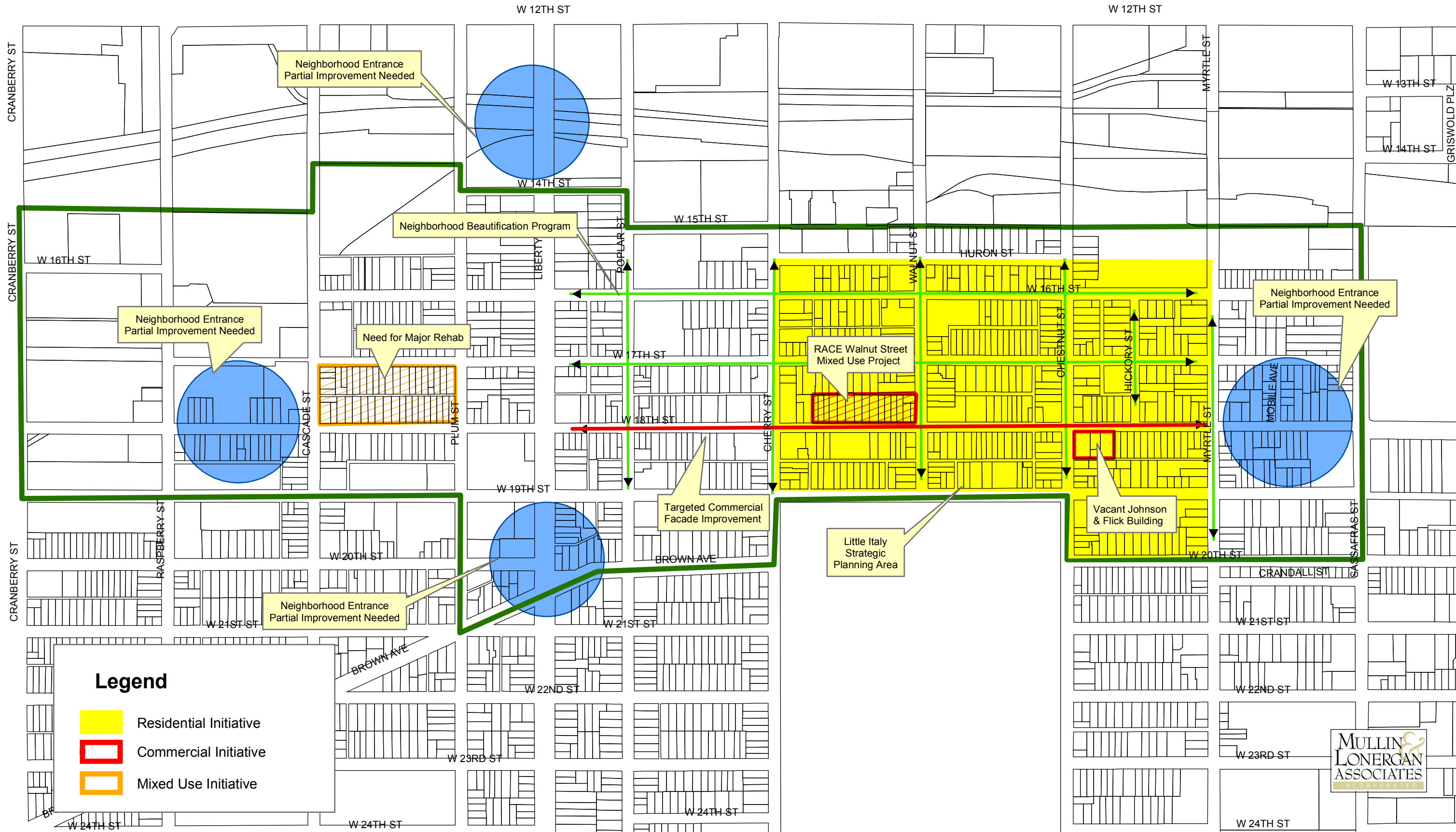


- **Commercial Façade Improvements-** Targeted commercial façade improvements have been ongoing along West 18th Street. The specific target area is between Myrtle Street and Liberty Street, with the most intensive concentration between Chestnut Street and Cherry Street.
- **Housing Improvement Program-** The City, HANDS, RACE, the Sisters of St. Joseph Neighborhood Network and the Little Italy Neighborhood Watch have recently partnered to begin working on the development of a Housing Improvement Program for Little Italy. The Housing Improvement Program will target the area of East 17th, 18th and 19th Streets between Cherry Street and Myrtle Street. The first part of this program will involve the preparation of a specific long range strategy that identifies development opportunities and sources of funds to implement this program. The strategy will be prepared in 2006 and implementation of the plan will begin in 2007-2008. The City intends to request HUD Technical Assistance for the implementation of the developed strategy.
- **Potential Development Opportunity-** The vacant Johnston and Flick Building on the southeast corner of West 18th Street and Chestnut Street is a prime location in the heart of the entrance to the Little Italy neighborhood. This structure represents a potential development opportunity for new businesses looking to expand into the neighborhood or an existing neighborhood stakeholder that is interested in expanding.



- Development of a Neighborhood Beautification Program- It is recommended that the Little Italy neighborhood design and implement a neighborhood beautification program. This type of program would enhance the central corridors in Little Italy through street trees, enhanced lighting, and other infrastructure improvements. Funding for this type of program could come from the local neighborhood businesses, banks and state/local/federal funds.
- Improvement of the Neighborhood Entrance Portals- Improvements to the entrance portals to the neighborhood should be considered. Specifically, this would include the areas between Raspberry Street and Cascade Street on West 18th Street (the western portal), between Sassafras Street and Myrtle on West 18th Street (the eastern portal), Liberty Street at West 14th Street (the northern portal), and 20th Street (the southern portal). This would provide distinct gateways to the neighborhood and signify a unique place in the city.
- Improvements to the western sections of the neighborhood- Major rehabilitation and demolition of deteriorated housing is needed on the block bounded by West 18th Street, Plum Street, Cascade Street and West 17th Street. This block is at the western portal of Little Italy and provides an initial impression of the neighborhood.

Center City NRSA Development Strategies Map Little Italy Neighborhood



Legend

- Residential Initiative
- Commercial Initiative
- Mixed Use Initiative

- **Downtown Improvement District (D.I.D.)**

The central business district in the City of Erie continues to experience the growth and rebirth that started approximately 15 years ago. This rebirth can be partially attributed to large scale projects within the downtown. More recent development projects within the downtown include:

- The Erie County Courthouse Renovation Project on West 6th Street between Peach and Sassafras Streets. This project involved the renovation of a landmark building located in a prominent location in the city.
- Erie Insurance is the second largest employer in the City of Erie and a Fortune 500 company. In 2002, the Erie Insurance Group announced a 20 year expansion plan for its downtown Erie headquarters and increase in the number of employees from 1,900 to 3,186. In addition, Erie Insurance will increase the amount of square footage in its current headquarters from 605,000 to 1,042,500.
- The northeast corner of Gannon University occupies a key corner within the central business district. The University continues to play an important role in the health and vitality of the local economy.



The proposed Erie Technology Center (ETC) at Gannon University is aimed at the development of advanced technology-based businesses and promoting the formation, growth, and retention of technology-based companies in the Erie area. The goal is to create 30 new tech firms and 1,300 jobs in the next 10 years. In addition, the Erie County KIZ will attempt to create synergies through the ETC and other participants, including Penn State Erie and Knowledge Park. The intention is to use the old Boys and Girls Club building downtown as the site for the ETC.

- The proposed Warner Theater improvement project will add additional enhancements to the theater and potentially more performances to its annual schedule. The improvements are part of the overall \$15 million renovation.



- There are proposed improvement plans for the Jerry Uht Baseball Park and the Erie Civic Center.



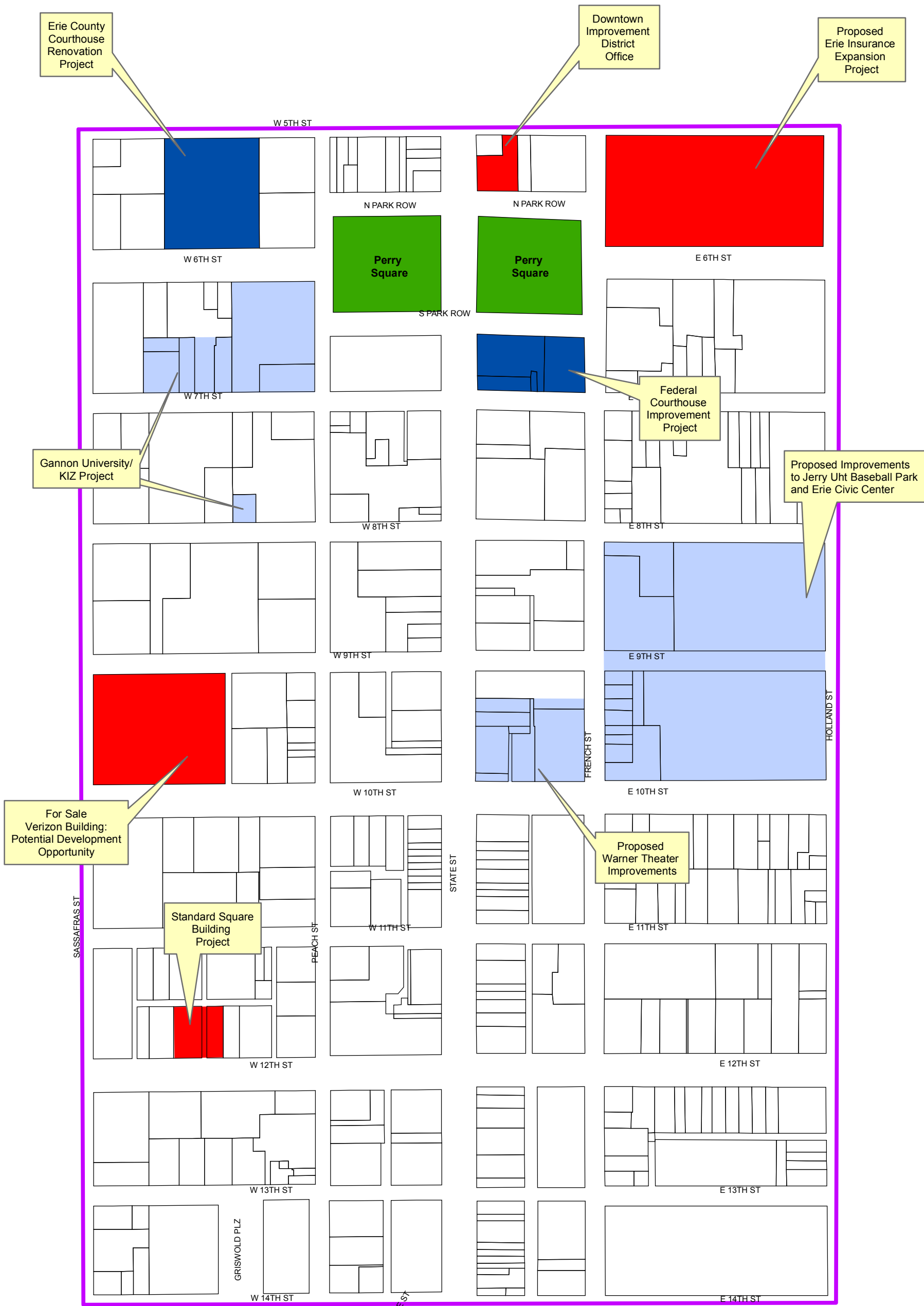
- Verizon Communications is selling its main office building at the corner of Sassafra and West 10th Streets. The 2.97 acre lot with the three story building provides an opportunity for office flex space for start-up technology firms or small businesses.
- Standard Square Building Project – The building has multiple tenants, including the Erie Eye Clinic. Additionally, a new pizza parlor is planned for this site with a spring 2006 opening scheduled.
- Logistics Plus Project – This company is a freight management organization that is renovating the third floor of a former train station located at W. 14th Street and Peach Streets to house its operations. The company has recently helped G. E. Transportation Systems, Inc., another Erie company, to ship its goods.
- The Downtown Improvement District (D.I.D.) was formed to revitalize downtown Erie by improving its image, business climate, physical environment, and design. The nonprofit D.I.D. has four employees and a nine-member board of directors. The board includes top executives from the Hamot Medical Center, Erie Insurance, Gannon University, the mayor, and small business owners. The D.I.D. operates from the Bayfront to the 14th Street railroad overpass, and from Sassafra Street to Holland Street.

Recent downtown improvement efforts include special events to draw people downtown, a two-man cleaning crew, façade renovations, enhanced signage, and



potential historic designation for two downtown areas. Recently, the D.I.D. members conducted an inventory of the available downtown housing and commercial space. In addition, the D.I.D. recently commissioned a downtown master plan that should be finished by the summer or fall of 2006.

Center City NRSA Development Strategies Map Downtown Improvement District



Legend

- Residential Initiative
- Commercial Initiative
- Mixed Use Initiative
- Public Initiative
- Semi-Public Initiative



7. IMPLEMENTATION PLAN AND PERFORMANCE BENCHMARKS

An implementation plan and expected outcomes and benchmarks are provided for each development initiative. Outlines of each of the economic development, human service, and housing initiatives to be provided in the Neighborhood Revitalization Strategy Area follow.

Following the implementation plan and benchmarks, a map is included which shows each of the implementation plan initiatives/development opportunities within the NRSA.



**CENTER CITY NEIGHBORHOODS REVITALIZATION STRATEGY AREA
CITY OF ERIE, PENNSYLVANIA
HOUSING STRATEGIES: IMPLEMENTATION AND BENCHMARKS**

STRATEGIES	TASKS TO BE COMPLETED	FUNDING RESOURCES	IMPLEMENTATION SCHEDULE	RESPONSIBLE ENTITIES / POTENTIAL PARTNERSHIPS	EXPECTED OUTCOMES/ PERFORMANCE BENCHMARKS
Implement the Central City Target Housing Program	Develop 25 targeted new housing units and complete 23 housing rehabilitations	City HOME funds PHFA Homeownership Choice Program Other state programs	Spring, 2006 to Spring, 2011	Redevelopment Authority of the City of Erie (RACE) City of Erie	23 rehabilitated homes and 25 new homes over the next five years
Continue and expand the Mid-Town Homeownership Program	Complete Phase III: Develop three units of single family, detached, lease-to-purchase housing	City HOME funds FHLB funds Act 137 funds LIHTC	Spring, 2006 to Winter, 2008	HANDS, Inc. City of Erie PNC Bank	Finish 3 units of single family homes by December 2007. Sell remaining 2 units from Phase II by December 2006
Land acquisition and assembly by the Redevelopment Authority for homeownership	Continued land acquisition and assembly of land by the Redevelopment Authority	NA	Ongoing	Redevelopment Authority of the City of Erie (RACE)	Redevelopment Authority will acquire and assemble sites for development related to homeownership opportunities.

Glossary of Terms:

- HOME: Home Investment Partnerships Program
- FHLB-HBEP: Federal Home Loan Bank Home Buyer Equity Program
- FHLB-AHP: Federal Home Loan Bank Affordable Housing Program
- CDBG: Community Development Block Grant Program
- LIHTC: Low Income Housing Tax Credits
- DCED: PA Department of Community and Economic Development



STRATEGIES	TASKS TO BE COMPLETED	FUNDING RESOURCES	IMPLEMENTATION SCHEDULE	RESPONSIBLE ENTITIES / POTENTIAL PARTNERSHIPS	EXPECTED OUTCOMES/ PERFORMANCE BENCHMARKS
Continue to promote investment in mixed-use developments within the NRSA	Develop and expand the number of mixed-use developments in the city.	Housing Authority of the City of Erie (HACE) Local banks City HOME funds DCED	2006-2010	HACE City of Erie Other local developers RACE	6 affordable condominiums and 1,700 square feet of retail space in the Central City neighborhood
Expand, market, and target HANDS Homeownership Program.	Identify prospective homeowners; enroll in homeownership counseling program.	City HOME funds City CDBG funds Foundations Fannie Mae FHLB Homebuyer Equity Fund & AHP Act 137 funds Local financial institutions	2006 to 2010	HANDS City of Erie Erie Redevelopment Authority	Assist minimum of 7-10 new homeowners each year.
Design Housing Program for Little Italy neighborhood	Develop a specific housing strategy aimed at improving both the rental and for-sale housing units in neighborhood.	City HOME funds City CDBG funds Foundations Fannie Mae FHLB Homebuyer Equity Fund & AHP Act 137 funds Local financial institutions	2006-2010	City of Erie HANDS RACE Sisters of St. Joseph	2006 Prepare housing strategy 2006-2008 Identify and acquire development parcels 2008-2010 Implement Plan



STRATEGIES	TASKS TO BE COMPLETED	FUNDING RESOURCES	IMPLEMENTATION SCHEDULE	RESPONSIBLE ENTITIES / POTENTIAL PARTNERSHIPS	EXPECTED OUTCOMES/ PERFORMANCE BENCHMARKS
Target NRSA for an intensive home rehabilitation program through the Redevelopment Authority of the City of Erie	Target a number 10-15 units a year of owner-occupied, or vacant and slated to be owner-occupied units.	City of Erie HOME City of Erie CDBG FHLB AHP FHLB Home Buyer Equity Program	On-going	City of Erie RACE HANDS	Rehabilitation of 10-15 units per year for homeowners.
Target NRSA for the Redevelopment Authority's program to identify, acquire, and rehabilitate vacant houses not yet ready for demolition.	Expand the number of housing units acquired, rehabbed, and resold.	City of Erie HOME City of Erie CDBG funds Act 137 funds FHLB AHP	On-going	City of Erie City of Erie Redevelopment Authority	Continue rehabbing homes within the NRSA with the goal of the Redevelopment Authority targeting its funding for the program in years 4 and 5 of the NRSA designation period.
Work with local corporations to design housing programs for employees within the NRSA.	Identify corporations interested in program; work with corporation to implement	Private corporations Individual employees	2006-2010	Fannie Mae Local corporations	To be determined



STRATEGIES	TASKS TO BE COMPLETED	FUNDING RESOURCES	IMPLEMENTATION SCHEDULE	RESPONSIBLE ENTITIES / POTENTIAL PARTNERSHIPS	EXPECTED OUTCOMES/ PERFORMANCE BENCHMARKS
Enhance awareness of home ownership programs	Work with Weed and Seed program to conduct workshops	TBA	2006-2010	City of Erie Weed and Seed neighborhood watch groups	Greater awareness and utilization of housing programs
Expand programs providing rehabilitation loan assistance to owners of rental units.	Develop and market program to landlords within NRSA; examine terms of loan to encourage landlord participation.	City CDBG funds City HOME funds	On-going	Erie Redevelopment Authority City of Erie Neighborhood watch groups	To be determined
Develop and implement the Neighborhood Beautification Program for sub-planning areas within the NRSA.	Work with NRSA Advisory Committee and Weed and Seed committee to implement the program	City HOME funds City CDBG funds Fannie Mae Foundations FHLB	On-going	Neighborhood Watch Groups City of Erie Erie Redevelopment Authority NRSA Advisory Committee	Visually more appealing neighborhoods; higher level of commercial and residential investment
Reduce vacant properties within the NRSA	Identification of vacant property for acquisition within the NRSA	City CDBG funds City HOME funds	2006-2010	City of Erie Erie Redevelopment Authority Nonprofit organizations	Coordinate and expand initiatives including Act 94 Vacant Property Review Program, tax delinquency sales, and eminent domain proceedings and condemnation.



STRATEGIES	TASKS TO BE COMPLETED	FUNDING RESOURCES	IMPLEMENTATION SCHEDULE	RESPONSIBLE ENTITIES / POTENTIAL PARTNERSHIPS	EXPECTED OUTCOMES/ PERFORMANCE BENCHMARKS
Continue to maintain and target the City's demolition efforts	Fund demolition program and work with Weed and Seed watch groups to target the program	NA	Ongoing	City of Erie NRSA Advisory Committee	15 targeted demolitions per year
Expand City efforts to familiarize neighborhood residents with housing code, develop workshops to inform landlords and district judges, advocate for prompt enforcement of identified violations.	Work with NRSA Advisory Committee members to identify implementation steps	To be determined	2006-2010	City's Housing Inspection Office Neighborhood watch groups District Court Judges and other members judiciary	Improve process by which housing code violations are administered and appealed.
Increase code enforcement in the NRSA	Increase code enforcement in the NRSA	CDBG	2006-2010	City code officer Neighborhood watch group	Reduces code deficient buildings in the NRSA.
Lobby for stronger adjudication procedures for housing code violations	Identify responsible organization and funding source	City funds Other state and local funds	2006-2010	Neighborhood watch groups NRSA Advisory Committee Foundations	Faster processing of housing code violations; reduced backlog; more housing units meeting housing code standards



**CENTER CITY NEIGHBORHOODS REVITALIZATION STRATEGY AREA
CITY OF ERIE, PENNSYLVANIA
ECONOMIC DEVELOPMENT STRATEGIES: IMPLEMENTATION AND BENCHMARKS**

STRATEGY	TASKS TO BE COMPLETED	FUNDING RESOURCE	IMPLEMENTATION SCHEDULE	RESPONSIBLE ENTITY/POTENTIAL PARTNERSHIPS	EXPECTED OUTCOME/PERFORMANCE BENCHMARKS
Link small/medium sized manufacturing firms to resources based on identified growth cluster	Preparation of 8-9 lots for small manufacturing companies on a 24 acre site located between Downing Ave./June Street/Buffalo Rd/CSX Tracks. Creation of approximately 204 jobs.	\$500,000 – State Comm. of Opportunities Grant \$700,000 – U.S. Comm. Dept. Econ. Development Administration \$300,000 City CDBG	2006-2009	City of Erie/Greater Erie Industrial Develop. Corp. (GEIDC) HACE to provide \$500 for each PH resident hired by company in park	Completion by 2007
Rehab and demo. existing manufacturing space to fit current and future market demands	The West 12 th Street corridor, along a 1.7 mile-span, is a potential site for small manufacturers and office flex space.	Funds from the PA “Business in Our Sights” Program (Statewide allocation: \$300 million) Portion of \$5 million CDBG allocation	2006 – 2011	City of Erie/Greater Erie Industrial Develop. Corp.	2006- Identify Structures 2007-2009 rehab space
Rehab and expansion of existing manufacturing space	Development of new warehouse and distribution center at 13 th and Cranberry Street	State and Local Funds	2004 – 2005	City of Erie Private business	Complete by 2007
Expansion and growth of existing businesses	Recycles cell phone, ink jets and electronic equipment for non-profit fundraising.	Cost of Project: \$3,500,000 Sources of Funds include PEDFA, MELF, EZ Revolving Loan Fund and EZ Competitive Grant	2004 – 2005	City of Erie/Greater Erie Industrial Develop. Corp.	Expansion of Funding Factory building
Clean-up older brownfield sites for future development	Clean-up a 12 acre site with 3 large obsolete and deteriorated buildings that total over 450,000 sq. ft.	Total Project Cost \$1,500,000 Sources of Funds \$550,000 – State Funds \$350,000 – City Funds \$600,000 – Federal Funds	2005 - 2007	City of Erie GEIDC Private developers	Creation of new development sites for business growth and expansion.



STRATEGY	TASKS TO BE COMPLETED	FUNDING RESOURCE	IMPLEMENTATION SCHEDULE	RESPONSIBLE ENTITY/POTENTIAL PARTNERSHIPS	EXPECTED OUTCOME/PERFORMANCE BENCHMARKS
Retain existing jobs and creating new opportunities	Plan to relocate local business from the west bayfront to a new, larger factory on East 12th Street. The goal is to build a new factory and double its local production.	Total Project Cost \$80,000,000 Sources of Funds \$40,000,000 Private \$40,000,000 State Capital Budget	2004 - 2006	City of Erie and Private Developers	Additional jobs for local company
Link new technology with economic development efforts	Gannon University Campus: Mission is to stimulate the development of advanced technology based businesses and promoting the formation, growth and retention of technology based companies.	Total Project Cost \$9,905,000 Sources of Funds \$4,500,000 University Match \$5,000,000 State Capital Bud. \$405,000 HUD/EDA grant	2005 – 2011	Gannon University, City of Erie, Erie County, and Economic Development Corporation of Erie	Goal is to create 30 new tech firms and 1,300 jobs in next 10 years.
Retrofit older buildings for high tech use	The 32,000 sq. ft. Boys and Girls Club building which is the site of the Erie Technology Center (ETC), a not-for-profit business incubator dedicated to stimulating the development of advanced technologies.	\$5,000,000 – Federal, State, Local, and University resources	2006 - 2008	Gannon University, City of Erie, GEIDC	Creation of an incubator for advanced technology businesses.
Leverage locational assets: attract a greater share of the high end transportation and logistics industry	Renovation of a 16,000 sq. ft. downtown space by a company that has moved to Erie due to its locational transportation advantages.	Total project cost: \$2.5 million \$125,000 – Federal CDBG	2006 – 2008	City of Erie and a private developer	Plan is to retain 75 employees and create 15 new jobs within three years



STRATEGY	TASKS TO BE COMPLETED	FUNDING RESOURCE	IMPLEMENTING SCHEDULE	RESPONSIBLE ENTITY/POTENTIAL PARTNERSHIPS	EXPECTED OUTCOME/PERFORMANCE BENCHMARKS
Link new technology with economic development efforts via Keystone Innovation Designation (KIZ)	The Erie County KIZ will attempt to create synergies between and among Gannon University, through its planned Technology Incubator, the immediate downtown area, Penn State Erie and the Knowledge Park.	The proposed project cost will be least \$500,000 (\$250,000 KIZ annual grant and \$250,000 cash match). An attempt will also be made to get more than a 1 to 1 match.	2006 - 2010	The City of Erie, County of Erie, Penn State University, Gannon University, Economic Development Corporation of Erie County, eBizITPA, along with numerous other public and private organizations.	The goal is to provide entrepreneurs with an unbroken chain of ready resources to help them start and grow businesses.
Link education and training programs to create higher paying jobs through the development of the LECOM training facility.	537 West 18 th (Little Italy Neighborhood): Renovation of former medical plaza on 18 th Street for use as a training facility for LECOM medical students.	\$1.3 million in renovations	2004 - 2006	Lake Erie College of Osteopathic Medicine	Will create 68 jobs for doctors, and office staff
Retain and grow existing businesses by facilitating Highmark Blue Cross and Blue Shield expansion.	Expansion to downtown office (717 State Street).	\$500,000	2003-2004	Highmark Blue Cross and Blue Shield Expansion	Creation of 36 new customer service jobs.
Redevelop existing building stock such as Metro Health Building	Redevelop vacant building	Private Funds	2005 - 2008	Real Estate developers Gary Miller and Baldwin Bros. Real Estate, Inc. have purchased site	Redevelop vacant building
Retain and grow existing businesses such as St. Vincent Health Center	Facilitate expansion / growth of St. Vincent Hospital	Private funds	2006 – 2008	Private Developer	Expansion of hospital and creation of jobs.



STRATEGY	TASKS TO BE COMPLETED	FUNDING RESOURCE	IMPLEMENTING SCHEDULE	RESPONSIBLE ENTITY/POTENTIAL PARTNERSHIPS	EXPECTED OUTCOME/ PERFORMANCE BENCHMARKS
Promote tourism as an economic development generator in downtown.	<p>Three phased development project to create a cultural and entertainment district in downtown.</p> <p>Phase I: Improvements to Civic Center and Jerry Uht Park; New park area; parking; support and events facilities; and improvements to Warner Theater</p> <p>Phase II: New state of the art Erie Playhouse</p> <p>Phase III: Ice rink in new park area</p>	Between \$53 million and \$63.1 million in federal state and bond funds.	2006 – 2010	City and Erie County Convention Center Authority Erie Regional Chamber and Growth Partnership	Numerous improvements to cultural and entertainment district in downtown.
Retain and grow existing businesses especially Erie Insurance and it's expansion.	20 year expansion plan which calls for the construction of an additional 437,500 square feet of office space plus parking garages.	Private - Erie Insurance Group \$18,000,000 to \$30,000,000 over the next five years	2006 – 2011	Erie Insurance Group	.Increase of work force from 1,900 to 3,186 by 2022
Improvements to Koehler Brewery Square	Revitalization of former Koehler Brewery located downtown into entertainment, retail and office complex space. Project will also include hotel and parking garage to support use.	State IDP/State Capital Funds/Private/Other	2005 – 2010	1890 LLC	Creation of new jobs.



STRATEGY	TASKS TO BE COMPLETED	FUNDING RESOURCE	IMPLEMENTING SCHEDULE	RESPONSIBLE ENTITY/POTENTIAL PARTNERSHIPS	EXPECTED OUTCOME/ PERFORMANCE BENCHMARKS
Foster “mid-town” growth and mixed-use development such as HACE 14 th and Parade Street project.	This project calls for the phased development of two, three story mixed use buildings. The top two floors will have six one bedroom apartments and the first floor will have 3,600 square feet of commercial space.	Total project Cost Between \$1,300,000 and \$1,500,000	2006 – 2007	HACE City of Erie	Creation of new residential and commercial space within NRSA
Provide opportunities for new development such as Invest Erie’s new grocery store at 19 th and Parade Street	Development of new 19,000 square foot Mor for Less Foods grocery store at 19 th and Parade Street (KOZ site).	Total Project Cost \$4,662,000 Sources of Funds \$2,900,000 Private/Bank financing \$1,000,000 in State Capital Funds \$600,000 in State Programs \$112,000 in HUD Funds \$50,000 in City CDBG funds	2006 – 2010	Invest Erie Community Development Corporation City of Erie	Creation of approximately new 42 jobs.



STRATEGIES	TASKS TO BE COMPLETED	FUNDING RESOURCES	IMPLEMENTING SCHEDULE	RESPONSIBLE ENTITIES / POTENTIAL PARTNERSHIPS	EXPECTED OUTCOMES/ PERFORMANCE BENCHMARKS
Pursue state Main Street designation for Parade Street corridor.	Link Main Street initiatives and efforts with those in the NRSA.	TBD	2006 – 2009	Main Street Manager Parade Street Development Corporation RACE	Designation as Main Street Community.
Pursue state Elm Street designation	Link Elm Street initiatives and efforts with those in the NRSA.	TBD	2006 – 2010	RACE	Designation as Elm Street Community.



**CITY OF ERIE, PENNSYLVANIA
SOCIAL AND HUMAN SERVICES STRATEGIES: IMPLEMENTATION AND BENCHMARKS**

STRATEGIES	TASKS TO BE COMPLETED	FUNDING RESOURCES	IMPLEMENTATION SCHEDULE	RESPONSIBLE ENTITIES / POTENTIAL PARTNERSHIPS	EXPECTED OUTCOMES/ PERFORMANCE BENCHMARKS
Enhance family and youth program outreach	Leverage the existing strengths of current programs	State and County Government Foundations Private faith-based organizations	Mid to late 2006 to 2009	Holy Trinity Lutheran Church, Sisters of St.. Joseph Neighborhood Network, Trinity Center, Booker T. Washington Center, St. Martin's Center	Provision of a host of programs, including after school activities such as tutoring, recreation programs, and a "safe haven" for youth in the neighborhood.
Link employment and training resources to unemployed individuals	Support efforts by The Adult Learning Center and area GED programs to coordinate with CareerLinks and other programs to prepare area residents for employment and welfare to work	Federal government State of PA City of Erie Private companies	2006 to 2009	City of Erie GEIDC St. Martin's Center Adult Learning Center, Holy Trinity Lutheran Church and Community Center	Increase employment opportunities for residents of NRSA
Link education and training programs to create higher paying jobs	Form local employer consortium to identify needed skills by area employers	City of Erie, private companies	2006 to 2010	City of Erie GEIDC St. Martin's Center Adult Learning Center, Holy Trinity Lutheran Church and Community Center	Increase employment opportunities for residents of NRSA



STRATEGIES	TASKS TO BE COMPLETED	FUNDING RESOURCES	IMPLEMENTATION SCHEDULE	RESPONSIBLE ENTITIES / POTENTIAL PARTNERSHIPS	EXPECTED OUTCOMES/ PERFORMANCE BENCHMARKS
Continue and expand after-school program for high school aged youth in the neighborhood	Identify and secure funding for program.	Foundations Private faith-based organizations	2006 to 2010	Trinity Center, Martin Luther King (MLK) Center	Provision of after school activities such as recreation programs, and a “safe haven” for high school aged youth in the neighborhood.
Develop and implement pilot summer job program for teens in NRSA.	Develop program; identify partner organizations; identify funding	Private companies Foundations City of Erie	Summer 2006	Erie County Work Force Investment Board, Holy Trinity Lutheran Church, Sisters of St. Joseph Neighborhood Network, neighborhood watch groups	To be determined
Link support services such as food, clothing, housing for residents in crisis in the NRSA	Support efforts to tap into new funding and resources to support emergency services	City of Erie, State and County Government Private faith-based organizations	2006 to 2010	Community shelter services, Sisters of St. Joseph Neighborhood Network, other non profits	To be Determined



STRATEGIES	TASKS TO BE COMPLETED	FUNDING RESOURCES	IMPLEMENTATION SCHEDULE	RESPONSIBLE ENTITIES / POTENTIAL PARTNERSHIPS	EXPECTED OUTCOMES/ PERFORMANCE BENCHMARKS
Continue to address neighborhood safety.	Increase crime prevention activities of community groups in NRSA; maintain existing relationships with police and residents; Enhance existing Weed and Seed Program	Weed and Seed Program	Ongoing	Neighborhood community groups in NRSA: City of Erie, the local police department, Weed and Seed Program	Continue to lower crime rate in NRSA
Continue and expand Homeownership Counseling and Credit Repair in NRSA	Expand and target these programs for residents in NRSA	City of Erie HUD FHLB	Ongoing	St. Martin's Center	Increase homeownership within NRSA neighborhoods



8. CONCLUSION

To stimulate reinvestment in the Center City neighborhoods, this strategy will allow the City of Erie to effectively use available resources. The information documented in this report complies with the requirements of CPD Notice 96-01.

By undertaking the development of this strategy, the City of Erie should be better able to stimulate reinvestment in the designated neighborhoods. This revitalization should improve the quality of life of the primarily low-income residents and improve the local economy. The NRSA will also benefit the entire City of Erie. The City of Erie will continue to consult with neighborhood residents and stakeholders, including minority and disabled persons or organizations, for the duration of the strategy.