

# IMPLEMENTATION

## Introduction

The matrices on the following pages are the project recommendations of Destination Erie with the actions that will be required to implement them. The *Critical Stakeholders* are the agencies and organizations that will be responsible for carrying out implementation steps. The *Timeframe* presented in the implementation matrix was established by considering the importance of the project as well as the cost and simplicity of establishment. It is important to note that the priority is the order of tasks when the implementation begins within the priority framework established for the recommendations. So for example, an immediate priority task for a longer-term project might be the first thing done years from now, when implementation is initiated for that project.

There are two types of costs. The *Cost Type* describes the types of mechanisms involved as summarized in the following table:

Abbreviation	Description	Detailed Mechanism
Salary	# of salaried positions	Requires the creation of a number of new positions
Staff	Devoted staff time	Reorganize staff assignment to accommodate
Plan	Planning project cost	Cost of plan development
N/A	N/A	Negligible, carried out by normal duties
C	Construction/dev't costs	Actual cost of materials, equipment and service
TBD	Further costs TBD	Costs to be broken down by corresponding plan
PO	Program operation	Cost to be recovered by tuition, fees, subsidies, etc.
Private	Privately funded	No cost to county, may be property tax exemptions

The *Estimated (Est.) Cost* is summarized as a scale of "\$" signs from N/A to four, where N/A is no or negligible cost and 4 \$'s is potentially several million dollars to implement. The cost is not necessarily one that will be borne by the county or any individual municipality. The *Funding Sources* are potential state or federal agencies or non-profit entities that could provide financial assistance for implementation.

The *Measurements of Success* are metrics describing how success of the recommendations could be measured. Many of these are very straightforward and quantifiable. These include, for example, numbers of jobs created, amounts invested, businesses founded, miles of trails, participants in programs and similar measurements. For others, the measurements of success may be any number of metrics from broad categories of measurements. And for some recommendations, defining a measurable indication that progress has been made is harder to quantify. For these, Erie Vital Signs provides guidance in many of its categories. Among those applied to the implementation matrices on the following pages are these EVS categories, which were current as of January 2015:

- Economy/Business Community – Erie's Leading Index, Economic Research Institute of Erie, Economy at a Glance, Workforce Fast Facts and others
- Regional Cooperation/Public Service – A matrix evaluating intergovernmental cooperation in Erie
- Economy/Self Sufficiency – A measurement of families' ability to support themselves
- Adult health indicators – These include include obesity, presence of insurance, primary care physician, physical activity, heart health, etc.

## Acronyms are used throughout the matrices:

CDBG – Community Development Block Grant  
 COG – Council of Governments  
 DCED – Pennsylvania Department of Community & Economic Development  
 DCNR – Pennsylvania Department of Conservation & Natural Resources  
 DEP – Pennsylvania Department of Environmental Protection  
 DOE – Pennsylvania Department of Education  
 ECDP – Erie County Department of Planning  
 ECF – Energy Consumers First  
 EMTA – Erie Metropolitan Transit Authority  
 ERA – Erie Redevelopment Authority

ERCGP – Erie Regional Chamber and Growth Partnership  
 GBA – Green Building Alliance  
 HOME – HOME Investment Partnership  
 HRC – Human Relations Commission  
 HUD – U.S Department of Housing & Urban Development  
 LERC – Lake Erie Region Conservancy  
 LIHTC – Low Income Housing Tax Credits  
 MBA – Manufacturers and Business Association  
 MPO – Municipal Planning Organization  
 NOAA – National Oceanic and Atmospheric Administration  
 NWPA WIB – North West PA Workforce Investment Board

NWPAGE – Northwest Pennsylvania Green Economy Task Force  
 PEMA – Pennsylvania Emergency Management Administration  
 PennDOT – Pennsylvania Department of Transportation  
 PFBC – Pennsylvania Fish and Boat Commission  
 PHMC – Pennsylvania Historical and Museum Commission  
 PLEWA – Pennsylvania Lake Erie Watershed Association  
 RSC – Regional Science Consortium  
 SSHE – State System of Higher Education  
 SONS – Save Our Native Species  
 TAB – Transit Advisory Board  
 USDA – U.S. Department of Agriculture



# ECONOMIC GROWTH & JOB DEVELOPMENT

Foster a prosperous and equitable economy by building partnerships that cultivate entrepreneurship, grow and attract businesses, and recruit and retain talent.

Recommendations	Actions	Critical Stakeholders	Timeframe	Cost Type	Est. Cost	Potential Sources	Measurements of Success
1. Build an economy with higher growth potential by creating an environment that is conducive to entrepreneurship and entrepreneurial success.	Identify strategies to foster mentorship opportunities.	Colleges & Universities, DevelopErie, Foundations, Angel Investor networks, some local industries, ERCGP, MBA, Economic Development Service Providers, NWPA WIB, Blue Tree Allied Angels.	Medium Term	Private	\$\$\$	DCED, DOE, SSHE	<ul style="list-style-type: none"> <li>Economy - business community</li> <li>Number of start-ups</li> <li>Number of new hires</li> <li>Total amount of new angel capital</li> <li>Total amount of new venture capital invested locally</li> </ul>
	Maintain and widely distribute the list of existing entrepreneurial development programs.		Medium Term	Private	\$\$\$		
	Develop a regional entrepreneurial network and local funding sources (including expansion of existing angel investor networks) to support the longer-term activities necessary to improve the entrepreneurial ecosystem.						
2. Boost the impact of regional tourism as an economic driver by implementing a coordinated strategy to develop, expand and promote year-round visitor attractions.	Identify tourism assets that can be used in each of the four seasons	VisitErie, Erie Arts & Culture, entertainment and recreation providers, PA Council of Arts, NWPA WIB, PA Humanities Council, and PHMC, Erie County, Chautauqua County Visitor's Bureau, Ashtabula County Convention and Visitor's Bureau, Warren County Visitors Bureau, Crawford County Convention and Visitors Bureau	Medium Term	Plan	\$\$	DCED, foundations, private sector	<ul style="list-style-type: none"> <li>Art, Entertainment, &amp; Recreation Revenue</li> <li>Persons employed</li> <li>Wage/salary levels</li> </ul>
	Implement joint tactical marketing efforts to demonstrate that collaboration can have a positive impact on the region's overall tourism economy.						
	Collaborate to conduct an economic analysis of tourism to provide evidence of the industry's regional importance						
3. Create stable, family sustaining employment opportunities and build wealth by creating and expanding local businesses and pairing them with Erie County anchor institutions.	Conduct assessment of hiring and purchasing by anchor institutions	Colleges & Universities, Hospitals, ERCGP, MBA, NWPA WIB, economic development service providers.	Short Term	PO	N/A	DCED, DOE, foundations, private sector	<ul style="list-style-type: none"> <li>Economy - business community</li> <li>Number of start-ups</li> <li>Number of new hires</li> <li>Wage/salary levels</li> <li>Demographic indicators of new hires</li> <li>Procurement dollars directed toward local- and minority-owned businesses</li> </ul>
	Identify opportunities to capture the maximum level of spend by anchor institutions by local companies						
	Implement strategies to expand/create local businesses that can provide goods/services needed by anchor institutions						

Recommendations	Actions	Critical Stakeholders	Time Frame	Cost Type	Est. Cost	Potential Sources	Measurements of Success
4. Grow the region's "intelligence and data-mining" industry by capitalizing on existing curricula and faculty at local universities to create a regional multi-institutional center for Applied Information Solutions.	Facilitate collaboration among area educational institutions and private companies to articulate Erie's core competencies in intelligence and data mining	Schools, colleges & universities, local governments, local businesses, ERCGP, NWPA WIB, economic development service providers	Short term	PO	N/A	DOE, SSHE, colleges and universities, foundations, private sector	<ul style="list-style-type: none"> <li>Economy - business community</li> <li>Number of businesses</li> <li>Number of new hires</li> <li>Wage/salaries</li> </ul>
	Organize existing information about relevant academic programs and research into a cohesive statement of the region's higher education assets supporting intelligence and data mining		Short term	N/A	N/A		
	Explore criteria & opportunity for a national center of excellence		Medium Term	PO	\$\$		
5. Maximize the economic impact of the Natural Gas Industry by supporting local manufacturing of products targeted to the industry's needs.	Conduct community education on natural gas opportunities throughout the region. Identify sponsors and regional experts for community presentations	Colleges & Universities, DevelopErie, Angel Investor networks, economic development service providers, NWPA WIB, National Fuel Gas, Marcellus Shale Coalition, Titusville Redevelopment Authority, Crawford County Planning Department, Warren County Chamber of Commerce	Short term	PO	N/A	DCED, National Fuel Gas, Marcellus Shale Coalition, private sector	<ul style="list-style-type: none"> <li>Economy - business community</li> <li>Number of businesses</li> <li>Number of new hires</li> <li>Wage/salaries</li> </ul>
	Document supply chain in detail by analyzing the regional linkages important to the natural gas industry		Short term	N/A	N/A		
6. Strengthen the regional economy by identifying ways to support and expand traditional local manufacturing sectors.	Establish retention strategies including special incentives for existing core sectors, emergency and gap funding	DevelopErie, ERCGP, MBA, NWPA WIB	Long Term	PO	\$\$\$	DCED	<ul style="list-style-type: none"> <li>Economy - business community</li> <li>At-risk jobs retained</li> <li>Existing manufacturers expanding</li> </ul>



# EDUCATION & TRAINING

Maintain a plentiful, prepared and globally competitive workforce by implementing cutting edge, collaborative education and training models

Recommendations	Actions	Critical Stakeholders	Time Frame	Cost Type	Est Cost	Potential Sources	Measurements of Success
1. Create seamless career pathways by creating purposeful education and training to strengthen the local workforce and ensure family-sustaining employment for all residents.	Engage and embolden the regional workforce board to take a stronger leadership role	Schools, colleges & universities, local governments, local businesses, NWP/WIB, ERCGP, economic development service providers	Short Term	PO	N/A	DOE, DCED, foundations, local businesses, ECGRA, PA Department of Labor and Industry, US Department of Labor.	<ul style="list-style-type: none"> <li>• Self-sufficiency</li> <li>• Educational attainment</li> <li>• Post secondary activity</li> </ul>
	Inventory and organize the array of industry-driven education and training initiatives so that they can be articulated into a broader strategy.		Short Term	N/A	N/A		
	Facilitate dialogue with lead-ing companies to articulate their skill requirements, up-dating these needs on an on-going basis		Medium Term	PO	N/A		
2. Meet the needs of workers, business and educational institutions by rebuilding the NWP/WIB Workforce Investment Board to coordinate and expand opportunities for career guidance, training and job placement.	Expand regional financing to support the WIB to build capacity	Schools, colleges & universities, county and municipal governments, local businesses, NWP/WIB, ERCGP	Short Term	PO	N/A	DOE, DOL, foundations, local businesses, PA Department of Labor and Industry, ECGRA	<ul style="list-style-type: none"> <li>• Educational Attainment</li> <li>• Wages/salaries</li> <li>• Employment</li> </ul>
	Seek grant funding to expand programs						
3. Build a globally competitive workforce by developing a Global Education Curriculum and diversifying school staffing.	Engage members of local primary and secondary educational institutions to develop goals and benchmarks for diversification	Schools, colleges & universities, Local governments, local businesses, cultural and immigrant community,	Short Term	PO	N/A	DOE	<ul style="list-style-type: none"> <li>• Educational attainment</li> <li>• Wages/salaries</li> <li>• Employment</li> </ul>
	Work with leaders in education and local cultural, immigrant, international trade and other organizations to establish goals for a global educational curriculum		Short Term	N/A	N/A		
	Introduce and test Global Education curriculum		Medium Term	PO	N/A		
4. Ensure Erie County children are ready to learn when they enter school by creating countywide access to high-quality early care and education.	Create a formal partnership among business leaders, educators, parents, support agencies, etc. in defining early care and education as a priority	Schools, colleges & universities, local governments, local businesses	Short Term	PO	N/A	DOE	<ul style="list-style-type: none"> <li>• Early childhood education program participation</li> <li>• School readiness</li> <li>• Grades/test scores</li> </ul>
	Raise countywide awareness of the importance of high quality early educational programming on children's future success						
	Identify and expand funding sources to make early care and education affordable to all families						
5. Provide residents of all ages with year-round access to services, amenities and activities that meet their educational needs by developing a countywide network of community partnerships among schools, universities, local nonprofits and government agencies.	Identify the broad range of programs that can be brought into the constellation of neighborhood centers, schools, public buildings and other destinations including language and financial literacy, health and social services	Schools, colleges & universities, local governments, local businesses, ERCGP, neighborhood centers, non-profit organizations	Short Term	PO	N/A	DOE, DCED, foundations	<ul style="list-style-type: none"> <li>• Self-sufficiency</li> <li>• Educational attainment</li> </ul>

# VIBRANT & SAFE COMMUNITIES

## Protect and revitalize Erie County's cities and towns by targeting investment, building upon existing assets and fortifying neighborhoods

Recommendations	Actions	Critical Stakeholders	Time Frame	Cost Type	Est. Cost	Potential Sources	Measurements of Success
1. Help residents shape the future of their communities by expanding efforts that provide resources and support to community organizations developing and implementing neighborhood strategic plans.	Dedicate personnel and resources to community organizations and neighborhood revitalization efforts	City of Erie, Municipalities, Neighborhood Resource Organization, ECDP, Community organizations, charitable organizations, HRC	Short Term	Staff	N/A	CDBG, HOME, Act 137	<ul style="list-style-type: none"> <li>• Reduced blight</li> <li>• Offenses committed</li> </ul>
	Create neighborhood strategic plans						
	Link community groups to funding sources, municipal services, and technical assistance						
2. Defend neighborhoods and communities against decline by adopting a regional strategy to address decaying and abandoned properties through data collection, code enforcement, and creation of a Housing Court.	Develop a property information system	City of Erie, County of Erie, Municipalities	Medium Term	Staff	N/A	N/A	<ul style="list-style-type: none"> <li>• Remediated housing units</li> <li>• Reduced blight</li> <li>• Housing code violations</li> </ul>
	Conduct an assessment of the property regulatory systems in the County						
	Establish a housing court	Judicial Administration	Medium Term	Salary	\$\$\$		
3. Help homeowners maintain, improve and upgrade their homes for the future by establishing a clearinghouse that provides connections to technical assistance and funding for home repairs and energy efficiency improvements.	Allocate personnel and resources for the program	ECDP, Penelec, Municipalities, Contractors, ERA	Medium Term	Staff	N/A	DCED, foundations,	<ul style="list-style-type: none"> <li>• Home repairs completed</li> <li>• Units assisted</li> <li>• Energy savings</li> </ul>
	Establish funding source	County Government	Medium Term	TBD	\$\$\$		
4. Make Erie County communities more safe and secure by building the capacity of law enforcement agencies to prevent crime and violence.	Continue diversity training	Local law enforcement, Multicultural Community Resource Center	Short Term	Staff	\$\$	LIHTC, HOME, CDGB	<ul style="list-style-type: none"> <li>• Officers trained</li> <li>• Number of officers available for community policing</li> </ul>
	Evaluate programs and policies to expand community policing activities and diversification	Local law enforcement	Medium Term				
	Assess public safety needs of growing communities currently served by state police	Sheriff, County Government, COGs	Medium Term				
5. Give municipalities a tool for rehabilitating or repurposing vacant, tax-delinquent, or blighted properties by establishing a Community Land Bank.	Approve Land Bank ordinance and create operating structure	City of Erie, Erie County, ERA, Erie County, School Districts, Municipalities	Short Term	PO	\$	DCED, foundations	<ul style="list-style-type: none"> <li>• Reduced blight</li> <li>• # Homes restored</li> <li>• Productive use of vacant land</li> </ul>
	Identify funding to support operations and an acquisition capital working fund						
	Evaluate Land Bank Business Plan and develop action steps						
6. Expand housing choices for all residents by addressing the underlying issues that create barriers to housing diversity in neighborhoods throughout the County.	Conduct assessment of the barriers to financing residential development in the County's older neighborhoods	Developers, City of Erie, Erie County	Short Term	Staff	\$\$	DCED, HUD	<ul style="list-style-type: none"> <li>• Housing diversity (rental vs ownership, units suitable to different household types and incomes)</li> </ul>
	Explore financing and other incentives to promote housing variety		Short Term	Staff	\$		
	Implement recommendations		Medium Term	PO	\$\$	N/A	



# LAND USE, TRANSPORTATION & INFRASTRUCTURE

Promote sustainable growth patterns and efficient resource use by coordinating land use, transportation systems and infrastructure investment throughout the region

Recommendations	Actions	Critical Stakeholders	Time Frame	Cost Type	Est. Cost	Potential Sources	Measurements of Success
1. Expand transportation alternatives and lower Erie County residents' transportation costs by improving the public transit system countywide.	Establish a transit advisory board, develop a strategy for GPS infrastructure	EMTA	Immediate	N/A	N/A	PennDoT, businesses, municipalities	<ul style="list-style-type: none"> <li>• Increased ridership</li> <li>• Service area expansion</li> <li>• Average commuting time</li> <li>• Financial sustainability of EMTA</li> <li>• Lower transportation costs as a % of household income</li> <li>• Vehicle miles traveled</li> </ul>
	Create a strategic plan for the EMTA	EMTA, Transit Advisory Board	Short Term	Plan	\$\$		
		Develop a strategy for GPS infrastructure		Plan	\$\$		
	Conduct a Transit Service Study	EMTA, Transit Advisory Board		Plan	\$\$		
	Create new funding mechanisms	EMTA, TAB, MPO, businesses		PO	N/A		
Implement recommendations of the Transit Service Study regarding service changes	EMTA, TAB, MPO, businesses						
2. Empower Erie County's businesses and residents to connect and compete globally by ensuring access to broadband internet service.	Conduct a County-wide assessment of internet coverage and capacity	Tech Council of NWPA, municipalities, Councils of Governments, PennDOT, Erie MPO, DevelopErie, internet service providers, local utilities	Medium Term	PO	N/A	DCED	<ul style="list-style-type: none"> <li>• Homes/businesses with high-speed internet</li> <li>• Cost of internet connections</li> <li>• e-commerce connections</li> </ul>
	Identify and implement incentives (i.e. through franchise agreements) to expand broadband service			N/A	\$\$		
	Identify and implement policies that would incorporate broadband infrastructure in utility infrastructure improvements/expansion.						
3. Ensure Erie County's communities have the capacity and expertise they need to make the best decisions for their future by providing Municipal Planning Assistance.	Designate responsible personnel	ECDP	Immediate	Staff	N/A	N/A	<ul style="list-style-type: none"> <li>• Development occurring in Designated and Future Growth Areas vs Rural Resource Areas</li> <li>• # of new ordinances</li> <li>• # of projects</li> </ul>
4. Improve transportation mobility and access by optimizing traffic signal efficiency and providing multi-modal connections	Implement the Erie County Traffic Signal Improvement Program	ECDP, Erie MPO, Individual Municipalities	Medium Term	C	\$\$\$	Congestion Mitigation & Air Quality Program (CMAQ); Act 89-Green Light Go Program; Liquid FuelsPennDoT, DCNR, DCED DCNR	<ul style="list-style-type: none"> <li>• Improved intersection level of service</li> <li>• Miles of complete streets</li> <li>• Miles of bike/ped trails</li> <li>• Park &amp; Ride lots established</li> <li>• BRT lines established</li> <li>• Vehicle miles traveled</li> </ul>
	Develop and implement County-wide Pedestrian & Bicycle Plan	ECDP, Erie MPO, Individual Municipalities	Short Term	Plan	\$\$		
	Conduct and implement recommendations of the transit service study	ECDP, Erie MPO, Individual Municipalities	Medium Term	C	\$\$\$\$		

<b>Recommendations</b>	<b>Actions</b>	<b>Critical Stakeholders</b>	<b>Time Frame</b>	<b>Cost Type</b>	<b>Est. Cost</b>	<b>Potential Sources</b>	<b>Measurements of Success</b>
5. Expand opportunities for healthier transportation options for Erie County residents by developing and linking the region's network of trails.	Develop County-wide Pedestrian & Bicycle Plan	ECDP, MPO, individual municipalities	Short Term	Plan	\$\$	PennDoT, DCNR, DCED Transportation Alternatives Program; Erie County Greenways Program	• Miles of bike/ped trails
	Implement recommendations of the Pedestrian & Bicycle Plan	ECDP, MPO, individual municipalities	Medium Term	C	\$\$\$\$		
	Hire a greenway coordinator	Erie County, MPO	Medium Term	Salary	\$\$		
6. Improve economic competitiveness of local industries by providing enhanced multi-modal freight access.	Conduct a feasibility assessment of the potential for multimodal access	Erie County, Bike Erie, Erie County Department of Health, PennDoT, DevelopErie, ERCGP	Immediate	TBD	\$\$\$	PennDoT	• Tons of freight transhipped



# ENVIRONMENT

Guarantee Erie's environmental legacy for future generations by becoming better stewards of the region's exceptional natural habitats and resources

Recommendations	Actions	Critical Stakeholders	Time Frame	Cost Type	Est. Cost	Potential Sources	Measurements of Success
1. Protect Erie County's character, quality of life, and natural habitats by creating a dedicated funding stream to preserve open spaces.	Identify or create an entity to oversee the preservation of open space.	LERC, PASG, Trust for Public Land, Environment Erie, Northwest Pennsylvania Green Economy Task Force, County Planning, DEP, DCNR, Dept of Agriculture, LERC, TPL	Immediate	Feasibility analysis	\$30k	Foundations, private donations, Act 13, DCNR, ECGRA, DCED, federal sources, dedicated County millage or bond issue (as match)	<ul style="list-style-type: none"> <li>• Acres preserved</li> <li>• Parks created</li> </ul>
	Establish funding stream dedicated to preserving open space (through an open space referendum)		Medium Term	Annual	\$250-500K		
2. Protect vital natural resources and improve the region's resiliency in the face of climate-related issues, by developing an Erie Climate Action Plan.	Identify a Climate Action Committee	ECDP, LERC, PASG, Community Resiliency Working Group, NWPAGE, Environment Erie, Sierra Club	Short Term	N/A	N/A	DCNR, DEP, NOAA, EPA, foundations	<ul style="list-style-type: none"> <li>• Carbon footprint</li> <li>• Percent of green energy</li> </ul>
	Develop a Climate Action Plan	ECDP, Community Resiliency Working Group, DEP, DCNR, Dept of Agriculture, LERC,	Medium Term	Study	\$50-100K		
	Implement the Climate Action Plan	Committee selected from above, such as Universities	Long Term	TBD	\$\$\$		
3. Ensure local leadership drives Erie's energy future by establishing a Renewable Energy Accelerator.	Create a public-private entity to advance local renewable energy business endeavors	NWPAGE, LERC, SB3, ECF, Pioneer Green Energy, LEEDCO, Solar Revolution, Develop Erie,	Short Term	N/A	N/A	DCED, DOE, foundations, Angel investors, for-profits	<ul style="list-style-type: none"> <li>• Green energy businesses</li> <li>• Percent of energy generated using renewable sources</li> </ul>
	Establish an entity to administer Green Energy Funds	DCNR, DCED,	Long Term	Private & Public			
4. Speed Erie County's transition to more sustainable, cost-effective options by creating a Green Infrastructure Matching Grant Program.	Establish a dedicated funding stream for Green Infrastructure Program	County Government, DCNR, DCED, PLEWA, PASG, GBA, EE	Medium Term	TBD	\$\$	DCNR, DCED, foundations	<ul style="list-style-type: none"> <li>• Carbon footprint</li> <li>• Percent of green energy</li> </ul>
5. Protect the rich cultural and environmental resources found in Lake Erie and on Presque Isle and elevate their international profile by seeking national and international designations reflecting their importance.	Identify project champion	County, Universities, PI State Park, RSC	Short Term	N/A	N/A	DCNR, DEP, foundations, universities	<ul style="list-style-type: none"> <li>• World class research facility</li> <li>• Visitor &amp; tourism impact</li> </ul>
	Identify funding sources	DCNR, DEP, foundations, universities, NOAA, Visit Erie	Medium Term	N/A	N/A		
	Expedite approvals	County, Governor, NOAA	Medium Term	Staff	N/A		
	Build project	Universities, Environment Erie (PLEWA), DCNR, SONS, PFBC, Army Corps., Divers, Audubon	Long Term	Private			

# ARTS, CULTURE & RECREATION

Stimulate prosperity, vitality, creativity and community by leveraging the region's history, natural attractions and arts and cultural heritage

Recommendations	Actions	Critical Stakeholders	Time Frame	Cost Type	Est. Cost	Potential Sources	Measurements of Success
1. Implement Erie County's Cultural Master Plan.	Identify organizations to champion plan	Erie Arts & Culture, Northeast and Corry Arts Councils	Immediate	S/PO	\$	Foundations, ECGRA	<ul style="list-style-type: none"> <li>• Key recommendations implemented</li> </ul>
	Develop new dedicated government/public revenue stream(s) and increase private fundraising to grow and sustain arts and culture.	Erie Arts & Culture, Northeast and Corry Arts Councils, Erie County Convention Center Authority, VisitErie, ERCGP, local foundations, ECGRA, state advocacy organizations, local and state elected officials including members of PA Arts & Cultural Caucus	Medium Term	Advocacy	\$\$	Individuals, corporations, foundations, local and state government, new/improved tax structures	<ul style="list-style-type: none"> <li>• New revenue streams</li> <li>• Donors to arts &amp; culture</li> <li>• Annual and endowed revenue</li> </ul>
	Establish joint marketing initiatives and strengthen relationships/collaborations across sectors.	Arts and cultural organizations; cross-sector partners	Medium Term	Marketing/Advertising	\$\$	Erie Arts & Culture, VisitErie, Nonprofit Partnership, Erie County Gaming Revenue Authority, United Way of Erie County, Erie Downtown Partnership, regional promotional groups including Route 6N Alliance, local foundations, corporations, state and national arts and culture grantmakers	<ul style="list-style-type: none"> <li>• New collaborative initiatives</li> <li>• Attendance/participation in arts and cultural activities</li> </ul>
	Enhance professional development and support services for individual artists/creators.	StARTup Incubator, Innovation Collaborative, local artists collaboratives, associations, alliances and coalitions, local universities, Erie Arts & Culture, Northeast and Corry Arts Councils, local arts and cultural institutions including the Erie Art Museum and the PA Council on the Arts	Medium Term	Training, technical assistance and networking activities; tax incentives/small business incentives/subsidies	\$\$	Erie Arts & Culture, PA Council on the Arts and other state and national arts, culture and economic development grantmakers, corporations, local foundations, local and state government, new/improved tax structures and incentives	<ul style="list-style-type: none"> <li>• Arts, entertainment and recreation employees and establishments</li> </ul>



Recommendations	Actions	Critical Stakeholders	Time Frame	Cost Type	Est. Cost	Potential Sources	Measurements of Success
1. Amplify the impact of the region's arts and culture sector by implementing Erie County's Cultural Master Plan. (cont.)	Increase cultural education opportunities for K-12 youth	School Boards, Administrators, Educators (PreK-12), School District Foundations, Teachers/Artists Unions, Erie Arts & Culture, PA Council on the Arts, community-based arts and cultural organizations, teaching artists, local universities (education, arts and humanities programs), corporations/organizations interested in STEAM programming	Medium Term	Quality arts and humanities infrastructure/programs for youth in schools and community-based settings	\$\$	PA Department of Education, PA Council on the Arts and other state and national arts, culture and education grantmakers, corporations, local foundations, individuals, new/improved tax structures	<ul style="list-style-type: none"> <li>Arts and cultural infrastructure/opportunities in local school districts</li> <li>Attendance/participation in arts and cultural activities (youth)</li> </ul>
	Develop cultural center(s) linked to revitalization efforts.	Erie Downtown Partnership, neighborhood revitalization organizations, local elected officials, local arts councils, arts and cultural organizations, artists, arts and culture related businesses, Erie Arts & Culture	Medium Term	Planning, promotion, co-op/shared space, tax incentives/small business incentives/subsidies	\$\$	Erie Arts & Culture, PA Council on the Arts, DCED and other state and national arts, culture and economic development grantmakers, ECGRA, local foundations, local and state government, new/improved tax structures and incentives	<ul style="list-style-type: none"> <li>Arts, entertainment and recreation employees and establishments,</li> <li>Neighborhood/community branding</li> <li>Business start-ups/relocation,</li> <li>Home ownership,</li> <li>Historic properties preserved and maintained</li> </ul>
2. Revitalize Erie County's communities by nurturing the economic and cultural contributions of our immigrant populations	All relevant sectors, work together to develop a community plan for both welcoming and the long-term integration of new immigrants in Erie.	Government, education, healthcare, nonprofits, economic development, public safety: International Institute of Erie, Refugee Resettlement Program of Catholic Charities, Multicultural Community Resource Center, United Way, Erie Arts & Culture, Urban Erie Community Development Corporation, NWPA WIB, ERCGP	Medium Term	Staff/PO	\$\$	County and state government/agencies, local, state and national education, health and workforce development grantmakers, NWPA WIB, ECGRA, local foundations	<ul style="list-style-type: none"> <li>Immigrants placed in jobs</li> <li>Educational attainment</li> <li>Language skills</li> <li>Indicators of increased tolerance (fewer incidents of bullying, racial discord)</li> </ul>
	Expand healthcare, educational and support services as needed and ensure immigrants are connected to them						
	Identify and implement strategies to reduce the barriers for new Americans who want join the workforce or start new businesses						

Recommendations	Actions	Critical Stakeholders	Time Frame	Cost Type	Est. Cost	Potential Sources	Measurements of Success
2. Revitalize Erie County's communities by nurturing the economic and cultural contributions of our immigrant populations (cont.)	Promote Erie's ethnic diversity as an asset by expanding, linking and developing shared promotions for cultural events/festivals	Multicultural Community Resource Center, cultural associations, alliances, churches, schools, neighborhood organizations, arts organizations including BLOOM Collaborative, Erie Art Museum and heritage organizations including local historical societies and preservation groups, local universities, local government, Erie Arts & Culture and VisitErie	Immediate	Staff/PO	\$\$	Erie Arts & Culture, DCED, local foundations and corporate funders, Erie County Gaming Revenue Authority, PA Council of the Arts, PHMC, PA Humanities Councils	<ul style="list-style-type: none"> <li>Cultural and community engagement,</li> <li>Attendance/participation in arts and cultural activities</li> <li>Visitor &amp; tourism impact</li> </ul>
	Promote culturally-based revitalization through the development and designation of cultural districts in neighborhoods and communities in Erie County	Multicultural Community Resource Center, cultural associations, alliances, churches, schools, neighborhood organizations, neighborhood organizations, local planning/government, arts and cultural organizations, cultural associations, alliances, churches, schools, business owners, individual artists, local universities, Erie County Signing Trust, Erie Arts & Culture	Medium Term	Planning, promotion, tax incentives/small business incentives/subsidies	\$\$	Erie Arts & Culture, DCED, local foundations and corporate funders, ECGRA, PA Council of the Arts, PHMC, PA Humanities Councils	<ul style="list-style-type: none"> <li>Cultural and community engagement,</li> <li>Neighborhood/community branding</li> <li>Business start-ups/relocation</li> <li>Home ownership</li> <li>Historic properties preserved and maintained</li> </ul>
3. Ensure the region's cultural assets are not lost by creating an historic preservation plan for protecting and appropriately reusing Erie County's historic properties.	Prepare a county-wide historic preservation plan	Preservation Erie, Erie County Historical Society, Erie Yesterdays representing local historic societies and heritage groups, local government	Medium Term	Planning, promotion, tax incentives/small business incentives/subsidies	\$\$	State and local government, Preserve PA, PHMC, new/improved tax structures and incentives	<ul style="list-style-type: none"> <li>Historic properties preserved and maintained</li> </ul>
4. Position Erie County to its greatest advantage as a tourism destination by creating a cultural tourism plan that leverages the region's assets, history, and past and current role as a community of diverse nationalities.	Prepare & implement a cultural tourism plan	VisitErie, neighborhood organizations, local government, arts and cultural organizations, cultural associations, alliances, churches, schools, business owners, individual artists, local universities, Erie County Signing Trust, Erie Arts & Culture	Medium Term	Planning, engagement activities, signage and marketing/promotion	\$\$	VisitErie, Erie Arts & Culture, DCED, local foundations and corporate funders, ECGRA, PA Council of the Arts, PHMC, PA Humanities Councils	<ul style="list-style-type: none"> <li>Cultural and community engagement</li> <li>Neighborhood/community branding</li> <li>Visitor &amp; tourism impact</li> </ul>



# COMMUNITY HEALTH

Improve the region's health outcomes by better coordinating approaches to community health and inspiring greater wellness and more active health habits

Recommendations	Actions	Critical Stakeholders	Time Frame	Cost Type	Est Cost	Potential Sources	Measurements of Success
1. Make Erie County's communities and residents healthier by establishing a broad, active, and accountable community health partnership focused on implementing and periodically reassessing the Community Health Improvement Plan.	Re-convene community leaders and orient them to the CHIP plan	CHIP, Erie County Department of Health, medical providers, community organizations, schools, businesses, media and government. foundations	Immediate	N/A	N/A	Dept of Health, DCED	• Adult health indicators
	Identify existing alignments between medical providers and community health goals		Immediate	N/A	N/A		
	Establish a framework for on-going community dialogue regarding progress toward health goals		Short Term	Plan	\$\$		
	Periodically reassess and renew the CHIP as mandated		Medium Term	TBD	\$\$		
2. Achieve better health outcomes regionwide by ensuring that all Erie county residents have access to high quality primary medical and dental care.	Review data identifying coverage gaps	Insurance providers, CHIP, Erie County Department of Health, Northwest PA Area Health Education Center (AHEC), universities, medical providers, community organizations, schools, foundations	Short Term	Private	\$	Dept of Health, DCED, foundations	• Adult health indicators
	Establish community standards for quality care services.		Medium Term	C	\$\$\$		
	Identify and implement strategies to ensure quality standards are achieved		Medium Term	PO	\$		
	Develop a community-based plan to provide quality health services to underserved communities						
3. Provide Erie residents with better access to healthy and local food options by supporting local agriculture and "buy local" initiatives to eliminate food deserts and other barriers to healthy diets.	Expand the Buy Local, Buy Fresh Program in Erie County	Erie County Department of Health, PA Department of Agriculture, USDA Agricultural Land Preservation Board, PA Department of Human Services, chools, faith-based organizations, environmental groups, businesses/agencies/ programs (food distributors, restaurants, grocery stores, WIC, SNAP), municipalities	Immediate	Private	\$	USDA, Dept of Agriculture	• Adult health indicators • Number of food deserts
	Market CSA opportunities and encourage more farmer participation		Immediate	N/A	N/A		
	Develop farm to table programs in Erie County Schools		Medium Term	PO	\$		
4. Engage and incentivize Erie companies, organizations and residents in creating a healthier region by beginning a Health and Wellness Accreditation Program.	Establish desired health standards	Erie County Department of Health, medical providers, community organizations, local businesses	Medium Term	N/A	N/A	Dept of Health, DCED	• Adult health indicators
	Identify and allocate money for the incentive program		Medium Term	TBD	\$\$		
	Market program to businesses and organizations		Medium Term	Staff	\$		

# REGIONAL COLLABORATION & LEADERSHIP

Maximize and leverage the region's capacity to realize its vision for the future by cultivating leadership and implementing new models for collaboration

Recommendations	Actions	Critical Stakeholders	Time Frame	Cost Type	Est. Cost	Potential Sources	Measurements of Success
1. Improve the ability of Erie's water and sewer utilities to support development and protect the environment by creating a peer-to-peer exchange to coordinate planning and identify opportunities to share resources.	Establish a consortium of sewer authorities	Sewer authorities, COGs	Immediately	N/A	N/A	N/A	<ul style="list-style-type: none"> <li>Regional cooperation indicators including purchasing, shared services, technology and e-government, planning tasks and etc.</li> <li>Decrease in cost on a per-unit basis</li> </ul>
	Establish a consortium of water authorities	Water authorities, COGs	Immediately	N/A	N/A		
2. Engage the talent and commitment of Erie County residents by cultivating civic involvement.	Assess status of current leadership programs to identify gaps in curriculum and participation	Local nonprofits, Schools, colleges & universities, Local governments, local businesses	Short Term	PO	N/A	DOE	<ul style="list-style-type: none"> <li>Volunteerism</li> <li>Voter registrations</li> </ul>
	Identify organizations to offer new/expanded programs		Short Term	N/A	N/A		
	Establish a civic leadership curriculum		Medium Term	PO	N/A		
3. Promote municipal cost savings and support regional assets by improving collaboration among municipalities.	Build capacity of intergovernmental organizations such as COG	Erie Area COG, ECDP, Erie County, ECATO, ECAB, and ECZCEOA (Erie County Zoning and Code Enforcement Officials Association)	Medium Term	Staff	N/A	N/A	<ul style="list-style-type: none"> <li>Regional cooperation indicators</li> <li>Success levels of cooperative projects and programs</li> </ul>
	Conduct research and analysis to assess opportunities for improved efficiencies in municipal services and to support regional assets						
4. Undertake a City-led, collaborative effort to update the Erie Waterfront Master Plan.	Complete the Bayfront Parkway Study	Penn DOT, City of Erie, Port Authority	Immediate	N/A	N/A	DCNR, DCED, DEP	<ul style="list-style-type: none"> <li>Visitor &amp; tourism Index</li> <li>Waterfront access</li> <li>Water quality</li> </ul>
	Broaden the role of the Port Authority's Advisory Board to provide input and support public dialogue about Bayfront planning and development activities	Port Authority, PennDOT, City of Erie, Presque Isle, authorities, advocacy organizations, private property owners	Short Term	N/A	N/A		
	Review the existing City of Erie Waterfront Master Plan and update plan and land use regulations as needed	City of Erie, Port Authority, Port Authority Advisory Board	Short Term	Plan	\$\$		
	Coordinate efforts of existing advisory groups involved in waterfront planning and development in Erie County in order to develop an overall strategy for the Pennsylvania Lake Erie shoreline	Erie County, Port Authority Advisory Board, PA Fish and Boat Lake Erie Advisory Committee, Coastal Zone Advisory Committee, Presque Isle Bay Advisory Committee, Presque Isle State Park Advisory Committee, PLEWA, etc	Medium Term	Plan	\$\$\$		



Recommendations	Actions	Critical Stakeholders	Time Frame	Cost Type	Est. Cost	Pontential Sources	• Measurements of Success
5. Enhance community safety by creating a framework for regional coordination of public safety and emergency preparedness efforts	Identify cost-efficiencies and safety improvements, public safety education needs, and improvements to ensure that the region is prepared in the case of a county-wide disaster	Erie County Department of Public Safety. Sheriff's Dept, State police, municipal law enforcement, Fire Departments, COGs	Short Term	Plan	\$\$	DCED	<ul style="list-style-type: none"> <li>• Collaborative projects identified</li> <li>• Shared economic benefit</li> <li>• Economy - business community</li> </ul>
	Prepare a strategic plan for public safety	Erie County Department of Public Safety. Sheriff's Dept, State police, municipal law enforcement, Fire Departments, COGs	Medium Term				
6. Ensure the collaborative implementation of regional strategies by organizing a Lake Erie Tri-State Alliance.	Establish a consortium of economic development agencies of leaders and economic development agencies from the tri-state area	Erie County, ERCGP, DevelopErie, elected officials and leaders from tri-state region	Short Term	N/A	N/A	N/A	<ul style="list-style-type: none"> <li>• Collaborative projects identified</li> <li>• Shared economic benefit</li> <li>• Economy - business community</li> </ul>
	Develop a framework to guide policy						