



ACTIVATING OUR VISION



A PATH TO SUCCESS

CITY OF ERIE, PENNSYLVANIA

JANUARY 2020

THE CITY OF ERIE



OUR MISSION

Build Opportunity.
Restore Hope.
Transform Erie.

OUR VISION

Erie is a **Community of Choice**.

We celebrate our:

- Rich Cultural Diversity,
- Welcoming, Vibrant Neighborhoods,
- World-class Downtown and Bayfront,
- Excellent Education for Everyone,
- Abundance of Family-sustaining Jobs.

JOSEPH V. SCHEMBER
Mayor, City of Erie

OFFICE OF THE MAYOR

Purpose & Background

The City of Erie's Vision calls for a brighter future for all members of our community. This vision represents the goals established in Erie Refocused (the city's comprehensive plan). It is bolstered by Mayor Schember's Mission: Build Opportunity, Restore Hope, Transform Erie. The Vision and Mission focus on advancing diversity, equity, and inclusion. We want to live in an Erie where all residents are valued and respected for their unique perspectives, talents, and skills.

To set a course toward making our Vision reality, we focused on strategies and performance measures that will create a greater Erie. This document sets forth an open, honest, and transparent path for how we hold ourselves accountable. Erie's two-year "Activating Our Vision" action plan:

- Sets specific goals,
- Identifies metrics, called Key Performance Indicators (KPIs) for each of the five points in the Vision,
- Tracks and reports the Key Performance Indicators (KPIs) regularly,
- Outlines sources of measurement, and
- Explains programs/strategies that the city will implement to ensure that we are making an impact and meeting community needs.

Over the last year, we have worked with department heads and key staff to draft this plan. Our goal is to achieve most metrics by December 2021. Only the KPIs set with help from Erie's Public Schools and the Erie Regional Chamber & Growth Partnership have achievement goals of 2024.

This action plan focuses on how government can transform our community, but government cannot do it alone. Private sector leaders, non-profit organizations, philanthropic and educational institutions all play a huge role in transformational change. As the city does its part to be an active player, we also seek the assistance of community partners to lead change.

In some cases, the city has made that partnership an intentional part of "Activating Our Vision," for instance by adopting goals established by the Erie's Public Schools and the Erie Regional Chamber and Growth Partnership.

We hope you will join us in helping to transform Erie. If you are interested in helping, here are a few ways that you can make a significant impact:

- Implement and/or invest in East Bayfront or other approved neighborhood plans,
- Fund the Downtown Streetscape Master Plan,
- Contribute to a fund for the completion of the Bayfront Central Corridor,
- Sponsor a Community School,
- Donate to the LERTA Community Reinvestment Fund,
- Donate to the Police Athletic League,
- Donate to CelebrateErie.









Rich, Cultural Diversity

Erie is a community that embraces our heritage, welcomes immigrants and refugees, respects and values the unique talents, skills, perspectives, and contributions of all residents.



Goals

-  Diversify **civilian workforce**
-  Diversify **police officers**
-  Diversify **firefighters**
-  Diversify **citizen leadership**
-  Promote **equality** for all people
-  Certify as a **Welcoming City**



Measurement Source

- Equal Employment Opportunity Commission (EEOC) Records
- Optional survey prior to EPD physical
- Optional survey prior to EFD written exam
- Open, transparent selection process
- Human Rights Campaign
- Welcoming America Certification Program



Key Performance Indicators (KPIs)

- 1** Attain **26% minority workforce** for all new, non-bargaining hires.
- 2** Increase number of **minority candidates for Erie Police Department** taking the written and physical agility tests to 15%.
- 3** Increase number of **minority candidates for Erie Fire Department** taking the written and physical abilities tests to 15%.
- 4** Attain 26% minority representation for all **new appointments to authorities, boards, and commissions.**
- 5** Attain 100% on the **Municipal Equality Index.**
- 6** Achieve **Certified Welcoming Status** with a minimum score of 91%.



Programs, Leads, & Impacted KPIs

Program & City Lead	Program Description	KPIs
Diversity and Inclusion Plan for new hires <ul style="list-style-type: none">• HR Director• Community Liaison	Develop a plan that supports outreach and employment opportunities in the city to organizations that serve under-represented populations.	1, 2, 3
Erie First Campaign directed at Seasonal “Summer Help” <ul style="list-style-type: none">• HR Director• Community Liaison	Promote summer/temporary jobs to city residents. Focus recruitment efforts on the Mayor’s Advisory Councils, Community Centers, Erie’s Public Schools, and agencies supporting refugees and immigrants.	1
Recruitment Practices EPD <ul style="list-style-type: none">• Chief of Police	Erie Police Department recruitment strategy: <ul style="list-style-type: none">• Recruit at local community job fairs.• Recruit at military bases in the Commonwealth of Pennsylvania.• Speak at the Criminal Justice classes at Penn State Behrend, Gannon, Mercyhurst, and Edinboro Universities.• Continue involvement with local high schools by attending extra space career days.• Continue to build relationships in the Police Athletic League on the elementary school level.• Expand programs into middle and high school• Support the Police Explorers program.	2
Public Services Youth Program <ul style="list-style-type: none">• Community Liaison	Implement a multi-stage program that will integrate a four-year education track within Erie’s Public Schools to prepare students for potential public service employment (EFD/EPD,EMS).	2, 3
Recruitment Practices EFD <ul style="list-style-type: none">• Fire Chief	Erie Fire Department recruitment strategy: <ul style="list-style-type: none">• Recruit at local community job fairs.• Continue involvement with local high schools by attending career days.• Recruit at military bases.	3
Open and transparent application process for all new appointments to authorities, boards, and commissions <ul style="list-style-type: none">• Chief of Staff	Provide for an online application process for all open positions. Recruit through the Mayor’s Advisory Councils.	4
Adopted policy for recruitment process <ul style="list-style-type: none">• City Council President	City Council should consider adopting an open and transparent recruiting process for open positions.	4
Actively administer the Welcoming America Certification program <ul style="list-style-type: none">• New American Liaison	Draft and implement a diversity, equity, and inclusion plan to ensure that residents have access to all city services regardless of their level of English proficiency.	1, 2, 3
Improvement in MEI Score <ul style="list-style-type: none">• Chief of Staff	Work with Mayor’s LGBTQ+ Advisory Council to continue to increase our score on the Human Rights Campaign’s Municipal Equality Index. Areas of focus include: <ul style="list-style-type: none">• Non-discrimination laws• Municipality as employer• Municipal services• Law enforcement• Leadership on LGBTQ+ Equality	5
CelebrateErie <ul style="list-style-type: none">• Marketing Strategist	Continue to organize the annual CelebrateErie event and its mission to be the region’s signature event which celebrates Erie’s unique local identity, promotes a positive economic impact, and provides affordable, quality entertainment for all.	6



Welcoming & Vibrant Neighborhoods

Through resident input, Erie seeks to create neighborhoods that provide excellent amenities for all residents, high quality of life, and community pride.



Goals



Increase city **population**



Increase **value** of homes



Realize **new investment** in homes



Improve **resolution of code violations** for all housing



Improve quality of **rental housing**



Increase **property investment**



Increase **public safety**



Key Performance Indicators (KPIs)

1

Erie's population is **at least 100,000**.

2

Home **value disparity between the city and county shrinks** by 10% (73% - 83%) from now until 2021.

3

20 **new single family homes** are built.

4

Open **Code Violations per property are decreasing** by 10% per year.

5

The number of **Unsound registered rental properties decreases** by ___ *

6

There is **\$50 million** in new investment city wide.

7

Decrease in Part 1 offenses by 4%.



Measurement Source

- U.S. Census
- Multiple Listing Service
- Building Permits
- Sungard System
- Bi-Annual Property Conditions Survey
- LERTA Report
- Quarterly Crime Reports

*Metric will be established at the conclusion of the city-wide property survey in June 2020.



Programs, Leads, & Impacted KPIs

Program & City Lead	Program Description	KPIs
Neighborhood Strategic Plans <ul style="list-style-type: none">• Planning Director	Develop neighborhood priorities and strategies for all of the city's neighborhoods that help align city functions and leverage funding for plan implementation. Plans will be created for all 17 planning areas.	2, 4, 6
Proactive Code Enforcement <ul style="list-style-type: none">• Bureau Chief of Code Enforcement	Developed through the strategic planning process and supported by a property conditions survey, a process is in place to identify priority properties within each neighborhood to address maintenance and blight issues. Must advance technology so that work is able to be accomplished more effectively.	2, 4, 5, 6
Prioritize Park improvements through neighborhood and city-wide planning <ul style="list-style-type: none">• Parks Department• Planning Director	Through neighborhood strategic plans, identify the most pressing needs within neighborhood parks and factor into a capital improvement plan. Begin a city-wide Parks and Recreation Plan that looks at the whole system, needs of residents, and funding options.	1, 2, 4, 6
Housing Policy Enhancement Program <ul style="list-style-type: none">• Planning Director	Working with the Erie Neighborhood Growth Partnership (ENGP), develop or improve local policies that will help address gaps within residential programs. <ul style="list-style-type: none">• Housing/Blight Court• Enhanced Rental Registration Program• Vacant Property Registration• Housing/Tenant Rights Advocacy	2, 4, 5, 6
Housing Resources supported by the city <ul style="list-style-type: none">• Director of DECD	<ul style="list-style-type: none">• HOME Investment Partnership for first-time home buyers• Look for opportunities to fund more city operations from the General Fund rather than by CDBG funding so more funding can be used for housing and blight.• CBDO Designation for CDBG funding	2, 4, 5, 6
Complete Streets/Active Transportation Plan <ul style="list-style-type: none">• Traffic Engineer• Planning Director	Complete the Active Transportation Plan and implement a complete streets policy that will establish objectives for the addition of bike and pedestrian facilities throughout the city.	1, 2, 4
Complete Count Committee <ul style="list-style-type: none">• Chief of Staff	Participate on and support the work of the Erie County Complete Count Committee to increase the participation in the 2020 U.S. Census.	1
Facade Grant program <ul style="list-style-type: none">• Director of DECD	Provide facade funding for small businesses which will include neighborhood commercial corridors.	4, 5, 6
Public Safety Initiatives <ul style="list-style-type: none">• Chief of Police	Public safety programs designed to increase safety, effectiveness of police force, and protection of citizens <ul style="list-style-type: none">• Police Athletic League• Unified Erie• Strengthening Police and Community Partnerships (SPCP)• Body Worn Cameras• Police Vehicle Cameras• Mandatory attendance at all Neighborhood Watch meetings• Community-Based Crime Reduction (CBCR) in East Bayfront• Drug and Alcohol Prevention Program	1, 2, 6, 7



World Class Downtown & Bayfront

Erie's downtown and Bayfront are the heart and soul of the region. They showcase our history, celebrate our diverse community, and provide a safe harbor with beautiful vistas for a world-class experience.



Goals

- \$ Increase investments in **new housing**
- \$ Invest in **public infrastructure**
- \$ Develop **Class A office space**



Key Performance Indicators (KPIs)

- 1** 100 **market-rate residential units** are under construction.
- 2** The **Iconic Connection** to the Bayfront is funded and under construction.
- 3** **\$5 million in investment** is committed to the Downtown Streetscape Master Plan.
- 4** 40,000 sq. ft. of new **Class A office space** will be under development.



Measurement Source

- Building Permits
- Project Update from PennDOT and PA Department of Community & Economic Development (DCED)
- City Engineer Report



Programs, Leads, & Impacted KPIs

Program & City Lead	Program Description	KPIs
Downtown Streetscape improvements <ul style="list-style-type: none">• City Engineer	Implementation of the Downtown Streetscape Master plan and identification of sustainable funding source for full implementation and long-term maintenance. Prioritize phasing plan, find funding streams for cash match for future grants, and develop sustainable funding through TIF, Stormwater Fee, and other sources.	1, 3, 4
Bayfront Central Corridor Improvements <ul style="list-style-type: none">• City Engineer	Support the funding and implementation of the Bayfront Central Corridor Improvements project.	2, 3, 4
Historic Preservation Program <ul style="list-style-type: none">• Planning Director	As guided by the work of the Historic Preservation Taskforce, implement their recommendations including achieving Certified Local Government (CLG) status, complete city-wide survey, and create a Historic Preservation Commission.	1, 3
Expand funding programs for business development <ul style="list-style-type: none">• Director of DECD	Continue to support full funding of the Commodore Fund, Flagship Fund, and city's Revolving Loan Fund.	1, 3, 4
Secure Smart City <ul style="list-style-type: none">• City Engineer	Install the Secure Smart City in the Downtown, Bayfront, and into 8 opportunity zones.	1, 3, 4



Excellent Education for Everyone

“[Erie] champions high levels of student engagement and personalized pathways to educational excellence for every student, without exception.”

- Excerpt from Erie's Public Schools Strategic Plan 2018-2024



Goals

- ✓ Attain **95% attendance**
- 👥 Model **civic responsibility**
- ✓ Experience **proportional discipline**
- 🎓 Achieve **diploma** in every hand
- 🏛️ Establish a **community college** in the city



Key Performance Indicators (KPIs)*

- 1** 90% of students are achieving a **95% attendance rate**.
- 2** 100% of **students are participating in their communities**.
- 3** There is a 50% **reduction in behavior incidents** involving African-American students.
- 4** 100% of **students are graduating**.
- 5** Approval and funding is secured for a **brick-and-mortar community college** in the city.



Measurement Source

- Erie's Public Schools (EPS)
- PA Department of Education

*KPIs schedule for the goals is 2024 based on EPS strategic plan.



Programs, Leads, & Impacted KPIs

Program & City Lead	Program Description	KPIs
Safe Routes to School <ul style="list-style-type: none">• Traffic Engineer	Program that will continuously identify routes to school modeled after the Community Schools initiative. The focus of the initial phase will be all elementary schools. The city will work with students, administrators and families to identify gaps and seek funding to make needed safety improvements.	1, 2
Erie's Promise Scholarship <ul style="list-style-type: none">• Planning Director	Scholarship program for Erie's Public Schools (EPS) students to pursue post-secondary education and/or workforce training.	1, 4
SPCP - Trust Building Series <ul style="list-style-type: none">• Community Liaison	Series of listening sessions with Erie high school and middle school students.	3
Police Athletic League (PAL) <ul style="list-style-type: none">• Sgt. Tom Lenox	Police Athletic League connects law enforcement with elementary school students on health, recreation and citizenship.	1, 3
Mayor for a Day <ul style="list-style-type: none">• Chief of Staff	Select an exceptional middle school student from the Stair Climbers Award Program to learn about the role of city leadership. One student per month nominated by EPS to shadow the Mayor and understand the work of city government.	1, 2, 3
Young People's Supper <ul style="list-style-type: none">• Community Liaison• Chief of Staff• Coordinator of Equity and Diversity at EPS	Working with the SPIRIT Council, host four Youth People's Suppers on an annual basis.	3
Support for Community Schools <ul style="list-style-type: none">• Mayor	The city will work with EPS and the superintendent to advocate for community schools to be established within every school located within the district.	1, 3, 4
Community College <ul style="list-style-type: none">• Mayor	The city will advocate for and support the creation of a brick-and-mortar community college located within the City of Erie.	5



Employment and workforce opportunities exist for all city residents.



Goals

- ✓ Grow the city's net **new jobs**
- ↗ Increase **income** for residents is rising
- \$ Expand **workforce living** in the city
- ⚙ Invest in **manufacturing**



Key Performance Indicators (KPIs)

- 1 1,000 net **new jobs** created through Erie Forward are located within the city through job creation and retention, and attraction efforts.*
- 2 **Per capita income** is rising by 5%.
- 3 Percentage of **employees living and working** in the city increases by 5%.
- 4 25+ acres of industrial/manufacturing **property is identified** for redevelopment.



Measurement Source

- Erie Regional Chamber & Growth Partnership's (ERCGP) Erie Forward Report
- U.S. Census/ACS Estimates
- Berkheimer
- Building Permits

*KPIs schedule for net new job growth is 2024 based on ERCGP's Erie Forward Report.



Programs, Leads, & Impacted KPIs

Program & City Lead	Program Description	KPIs
Expand funding programs for business development <ul style="list-style-type: none">• DECD Director	Continue to support full funding of the Commodore Fund, Flagship Fund, and city's Revolving Loan Fund.	1, 4
Erie Forward Support <ul style="list-style-type: none">• DECD Director	Funding is provided to the Erie Regional Chamber and Growth Partnership (ERCGP) to advance the recommendations of Erie Forward.	1, 3, 4
Create an industrial redevelopment strategy <ul style="list-style-type: none">• Planning Director	A planning process that will focus on finding opportunities and a strategy for underutilized land suitable for industrial or manufacturing development within the city will be used as a basis to deploy additional economic development tools such as TIF and EPA programs. Partnerships with appropriate redevelopment agencies.	1, 4
Workforce Development <ul style="list-style-type: none">• DECD Director	Once the Garner Report on workforce development is completed by ERCGP, the city will look at ways to advance the report's recommendations.	1, 2

NEXT STEPS

JANUARY
2020

- 2-year “Activating Our Vision Plan” is finalized.
- “Activating Our Vision” is publicized.

JANUARY
2020+

- City Action Team (CAT) begins implementing projects and programs outlined in this plan.

FEBRUARY-
MARCH
2020

- Mayor’s team meets with community partners.
- Study session is held with Erie City Council.

NEXT STEPS

MARCH
2020

- EIP recommendations are added to report.
- First quarterly check-in is held with City Action Team (CAT).

JUNE
2020

- Second quarterly check-in is held with CAT Team.
- Semi-annual progress report with suggestions for annual budget is drafted.

DECEMBER
2020

- Annual review/ reflection is conducted to monitor progress and assess next steps.

ACKNOWLEDGMENTS

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Erie County Gaming Revenue Authority
Erie Arts & Culture
Erie Community Foundation
Erie County
Erie County Complete Count
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Erie Downtown Partnership
Erie Neighborhood
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Erie's Public Schools
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