

MAXIMIZING THE LOCAL IMPACT OF FEDERAL INVESTMENTS

ACCELERATOR
OF AMERICA

ORGANIZING FOR A TRANSFORMATIVE RECOVERY

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Center for
Inclusive Growth



DREXEL UNIVERSITY

Nowak Metro Finance Lab

Lindy Institute for Urban Innovation

THE AMERICAN RESCUE PLAN (ARPA)

THE FIRST PIECE OF THE COVID RECOVERY

PROPOSED & PASSED FEDERAL INVESTMENTS, 2021-2022

- **American Rescue Plan** (\$1.9 trillion) — passed
- **Infrastructure Investment & Jobs Act** (\$550 billion) – House vote pending
- **Build Back Better Act** (\$3.5 trillion) – Senate & House versions in progress
- **Innovation & Competition Act** (\$250 billion) – Senate passed & House versions in progress

FEDERAL SOURCES REQUIRE STRATEGIC LOCAL USES

- ARPA is the first in a **series of federal investments** that will involve multiple distribution channels and multiple issue areas.
- **Federal distribution is compartmentalized.** Cities must design integrated delivery systems.
- **Long-term success** requires cities and metros focus on **a select number of big-picture priorities** for building and blending financing stacks, and layering public, private, and philanthropic institutional commitments to achieve these goals.



FEDS INVEST, CITIES DESIGN AND DELIVER



GET ORGANIZED NOW

The American Rescue Plan was the tip of the iceberg. ARPA funds, including the flexible [State and Local Fiscal Recovery Funds](#) and \$3 billion in new competitive [Economic Development Administration grants](#), should be used as a catalyst to pull public, private, and non-profit leaders together around a set of shared priorities. Organizing structures should remain in place to plan for [infrastructure](#) and [human capital](#) funds.



ORGANIZE FOR STRUCTURAL CHANGE

The north star is community wealth building – changing systems so they grow incomes and increase asset ownership for Black, Asian, and Hispanic residents.



PLAY BOTH THE INSIDE AND OUTSIDE GAME

Execution requires pulling many different sources of public and private money together. The EDA's [Build Back Better Regional Challenge](#) is a prime example. Federal money is the conversation starter — it's like Amazon HQ2 but public-led and for generational change.

STIMULUS COMMAND CENTERS

ACCELERATOR & NOWAK COHORT: ST. LOUIS, PHILADELPHIA, KANSAS CITY, LOS ANGELES, LOUISVILLE, BIRMINGHAM, DAYTON

WHAT

A team made up of senior leaders to coordinate the recovery among the public, private, and civic sectors. Organizationally located where the center of local energy is. Locus for community engagement and long-term recovery planning.

WHY

To coordinate once-in-a-generation federal investments to spur structural reform and community wealth building in the recovery. This is legacy making work akin to the ambitions of the Great Society or New Deal.

HOW

Immediately: Establish a command center to manage and track the allocation of ARPA SLFR funds, coordinate EDA proposals, and prepare for new infrastructure and human capital funds.

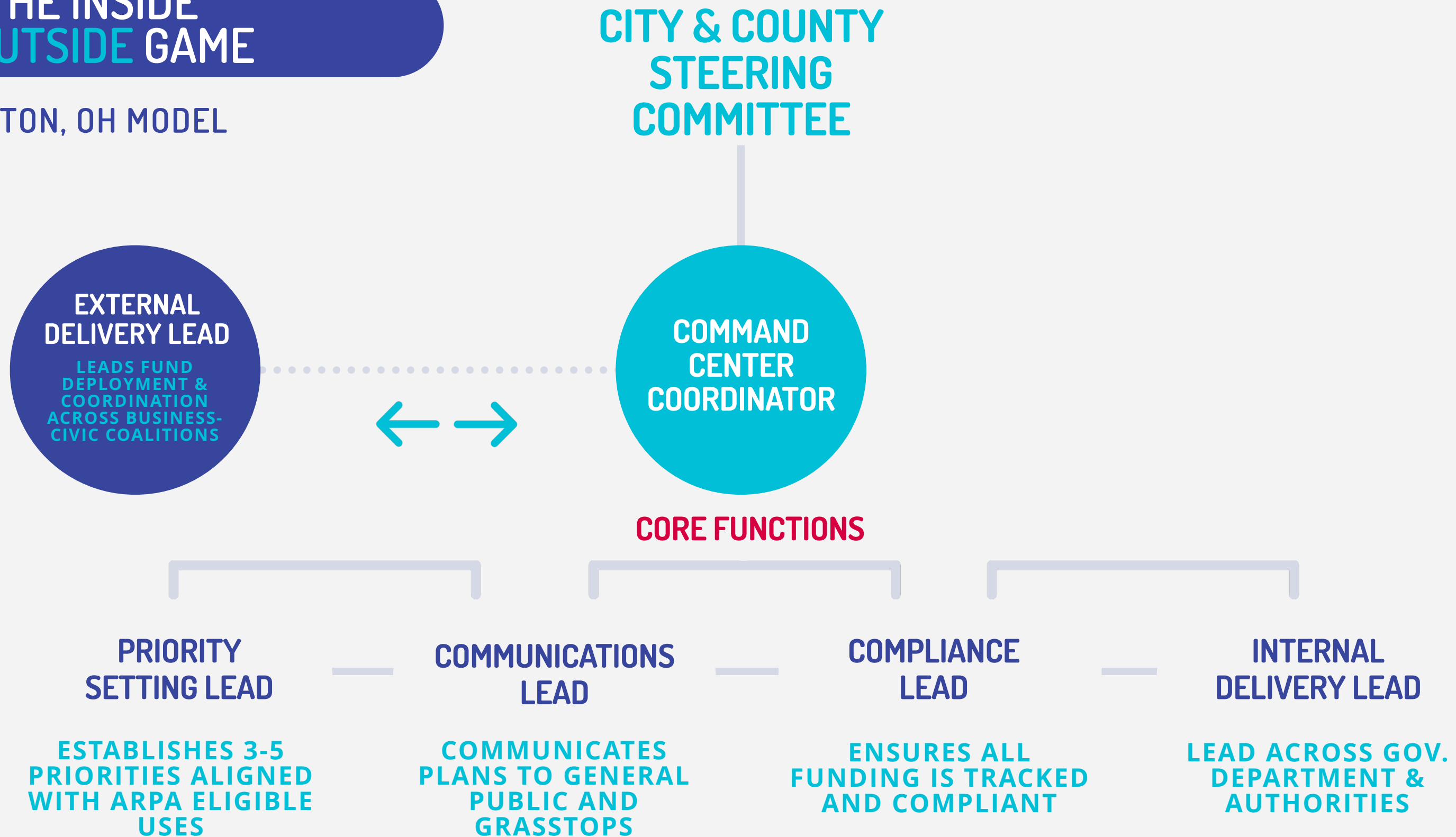
Sept – Dec. 2021: Set priorities and build tactical plans that leverage public, private, and civic capacity. Identify funding sources and assign to targeted uses. Design programs to build community wealth.

2022-2024: Execute local priority projects using new federal funds and leverage public, private, and philanthropic capital.



PLAY THE INSIDE AND OUTSIDE GAME

THE DAYTON, OH MODEL



FOCUS ON STRONG
INTERNAL STRUCTURES

THE LOUISVILLE, KY MODEL

MAYOR GREG FISCHER

LOUISVILLE METRO
GOVERNMENT

LOUISVILLE ACCELERATOR TEAM

Mayor's Strategic
Operations Officer

Liaise with
Louisville Metro
Council, private,
civic,
philanthropic, faith
leaders

EXECUTIVE
DIRECTOR

Deputy Director

Coordinate public
engagement, priority
setting, alignment
with metro-wide
goals

Chief Financial
Officer

Key Partners in City
Hall

Senior Policy Advisor
Mayor's Office of
Communications,
Office of Equity,
Office of Management
& Budget,
Liaison to Metro
Council,
Office of Housing &
Econ Development,
More departments

PROJECT
COORDINATOR

PROJECT
MANAGER

PROJECT
MANAGER II

PROJECT
MANAGER II

ARPA SLFRF
IMPLEMENTATION
TEAM

each member has
unique issue-area
expertise

EARLY LESSONS: CREATE AN INVESTMENT PLAYBOOK

LARGE SCALE COMMUNITY TRANSFORMATION BUFFALO EAST SIDE AVENUES INITIATIVE

Empire State Development, the University at Buffalo, and East Side Avenues are leading a commercial corridor focused plan that doubles down on ongoing state investments to build out neighborhood assets and entrepreneurial ecosystems in East Buffalo. Leverages federal and philanthropic money to jumpstart growth.

EL PASO MEDICAL CENTER OF THE AMERICAS

The Nowak Lab, in partnership with the Aspen Institute's Latinos and Society Program, is creating an investment playbook for the MCA corridor based on research to identify a corridor and corresponding sector (med-tech) ripe for investment, around which existing and new federal, private, and civic dollars can flow, with the goal of growing Latino-owned businesses, and grow incomes and assets in the Latino community.

DAYTON ARCADE

Private and civic leaders are working with the City to secure funding from multiple sources to advance phases I and II of the restoration of Dayton's historic Arcade, a collection of nine buildings that can serve as an anchor for efforts to revitalize Center City.



BUFFALO EAST SIDE AVENUES INITIATIVE

EARLY LESSONS: BUILD CAPACITY & NEW INTERMEDIARIES

CORPORATE AND CIVIC ALIGNMENT PHILADELPHIA EQUITY ALLIANCE

An initiative of senior executives across public, private, and civic sectors who are driving forward reforms in public sector construction procurement in advance of federal infrastructure spending and coordinating the city's Build Back Better application.

GREATER STL, INC

Five business-civic organizations merged in 2021 to form Greater STL, which is driving development planning around five priority sectors. They're leading the region's Build Back Better application centered around a new advanced manufacturing center.

INSTITUTIONAL REFORM TULSA AUTHORITY FOR ECONOMIC OPPORTUNITY

Mayor-led reform to merge multiple public authorities under one roof to overcome institutional fragmentation and focus on a unified inclusive recovery.



MODEL OF PROPOSED NGA WEST CAMPUS IN ST. LOUIS

OUTSTANDING ISSUES



SEQUENCING: WHO MOVES FIRST?

Local public and civic leaders must be in close communication with philanthropic leadership so everyone has a clear understanding of when money should move, and who can or should act first to invest in shared priorities, rather than waiting on all federal sources to be announced. [Buffalo's East Side Initiative](#) is an example of this.



PLANNING FOR UNCERTAINTY

When or if Congress will enact major pieces of legislation is an open question. Metros must craft and execute on transformative projects and build community wealth regardless, and identify where federal funds will fit in if they come to pass.



KEEPING EQUITY AS A FOCUS

President Biden's Build Back Better agenda prioritizes racial equity across multiple dimensions, but it's up to localities to weave equity into everything they do – from procurement processes and contracting requirements, program metrics and evaluation. As the pandemic progresses and we stand over a year out from the murder of George Floyd, it's up to cities to keep equity at the forefront. Groups like the [Philadelphia Equity Alliance](#) are pushing city leadership to maintain this focus.



HOW TO BUILD FOCUSED PARTNERSHIPS

The fragmented nature of federal spending and local implementation complicates the task of building metro-wide alliances and creating shared priorities.

THANK YOU!

Questions & Discussion

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Visit us online at Drexel University's [American Recovery Resource Center](#)

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