

Investment Playbook

Putting Plans into Action



INFINITE.
erie

The logo features a stylized infinity symbol composed of two interlocking loops. The top loop is blue with a yellow-orange gradient, and the bottom loop is blue with a green gradient. The symbol is set against a dark blue background.

Why an Investment Playbook? Why Now?

Erie has a tremendous opportunity before it.

The unprecedented influx of federal funds has created an opportunity for cities and counties to make transformational investments that can secure long-term, sustainable, and equitable growth. However, federal funding is highly fragmented, arriving through hundreds of different programs from different agencies all of which have different application and reporting requirements.

To make the most of this opportunity, Erie is using a new tool, the Investment Playbook, to identify priorities and organize its efforts. This Investment Playbook is a set of tangible and transformational projects that require cross-sector collaboration, are near-ready for investment, and contribute to equitable and sustainable economic growth.

Erie's Investment Playbook, titled "Erie's Inclusive Growth: A Framework for Action," contains 35 projects that will require at least \$1.1B in funding. These projects would boost Erie's distinctive position in next generation industries (e.g., plastics recycling and advanced manufacturing), grow the number and size of Black- and brown businesses and upgrade critical digital, transportation and energy infrastructure.

These investments are intentionally designed to complement one another by accelerating new economic growth, creating tools and mechanisms to capture that growth equitably, and pulling together investments in a way that makes sense on the ground in Erie. That said, even together the investments are not a comprehensive solution to all of Erie's challenges. Rather, they are a "down payment" of initial investments, many of which will implicate broader investments or policy changes.

In order to ensure the adequate implementation of these investments, Erie has created a new "Nerve Center," known as "Infinite Erie" that ensures ongoing collaboration between the public, private, and civic leaders. This effort is driven and overseen by the Erie Action Team that includes the City, the County, the Erie Community Foundation, Erie Insurance, the Jefferson Educational Society, the Erie County Gaming Revenue Authority, the Erie County DEI Commission, and the Erie Regional Chamber & Growth Partnership.

We hope you will be part of this next big chapter for Erie.

What will the Investment Playbook do?

The Investment Playbook will boost Erie's distinctive position in next generation industries (e.g., plastics recycling and advanced manufacturing), grow the number and size of Black- and brown businesses, improve homeownership rates, increase organizational capacity, and upgrade critical digital, transportation and energy infrastructure. It brings together big moves in seven key focus areas:



Cross-cutting

Clusters: Build clusters in plastics recycling, advanced manufacturing, and tech

- 1.1 Create center for manufacturing competitiveness and heavy industrial battery test center
- 1.2 Invest in new recycling plants and technologies
- 1.3 Create Great Lakes Testing and Remediation Lab
- 1.4 Create Corry CATCH Hub

Entrepreneurship: Boost entrepreneurship, with a focus on black- and brown-owned small businesses

- 2.1 Boost programming and capacity of entrepreneurial support organizations
- 2.2 Provide quality capital for Erie small businesses that is fit to purpose
- 2.3 Establish Supply Erie to direct more procurement to local businesses

Infrastructure: Accelerate community-wide infrastructure and quality of life improvements

- 3.1 Invest in complete broadband regionally
- 3.2 Increase connection to Presque Isle via Millcreek Presque Isle Gateway District
- 3.3 Implement Active Erie Transportation Plan
- 3.4 Improve power grid to create renewable, dependable energy for city core
- 3.5 Expand capacity of City Planning Office

Place-based

Downtown: Accelerate and advance further developments in downtown Erie

- 4.1 Launch new EDDC Fund
- 4.2 Invest in complete streets and new streets
- 4.3 Expand continuum of care for those experiencing homelessness
- 4.4 Accelerate adaptive reuse of key anchor properties on State Street between 9th and 14th streets

Bayfront: Reimagine Erie's relationship with its waterfront

- 5.1 Complete Bayfront Place mixed-use development
- 5.2 Complete Harbor Place development
- 5.3 Implement Bayfront Parkway Central Corridor Project
- 5.4 Invest in new and revised stormwater systems
- 5.5 Establish World Class Waterfront Task Force
- 5.6 Remediate Coke Factory property

12th street corridor: Redevelop 12th street corridor from pervious industrial uses

- 6.1 Purchase and renovate former EMI site
- 6.2 Identify, purchase, and remediate 3-5 other properties for new uses
- 6.3 Boost capacity of Erie County Redevelopment Authority

Neighborhoods: Transform neighborhoods and increase equity

- 7.1 Expand Erie Center for Arts and Technology
- 7.2 Accelerate East Side Renaissance
- 7.3 Revive Savocchio Opportunity Park
- 7.4 Complete HANDS Hammermill affordable housing development
- 7.5 Implement Redevelopment Authority of the City of Erie (RACE) Comprehensive Housing Plan
- 7.6 Expand homeownership with a focus on black residents
- 7.7 Build capacity of BIPOC developers / construction workforce
- 7.8 Purchase and reuse Burton School property
- 7.9 Create conservancy to preserve and support public parks
- 7.10 Boost capacity of community organizations

The Layers of Erie's Investment Playbook

How the Playbook affects the region

Erie's "Greater Core"*

The initial focus of this Investment Playbook is the "Greater Core." This includes place-based investment portfolios in the downtown, along the waterfront, in the East and West Bayfronts, and along the 12th street corridor.

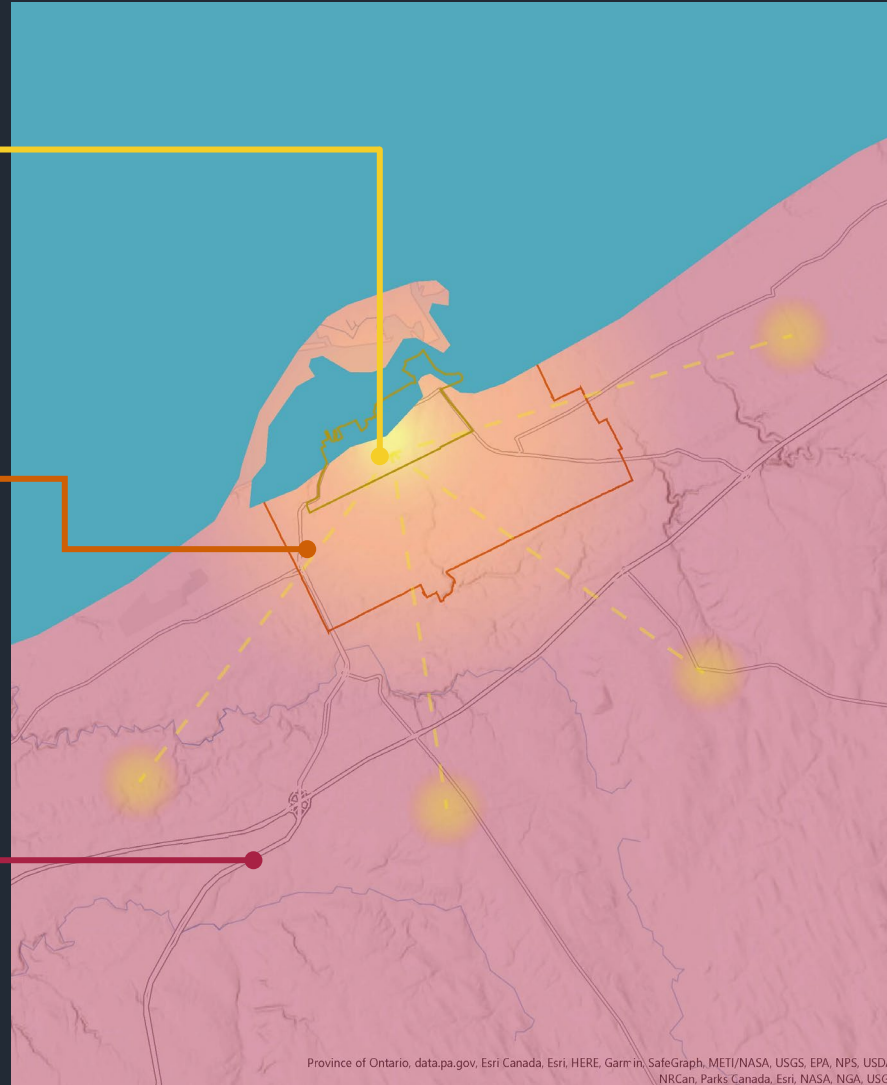
*"Greater Core" includes Downtown, East and West Bayfront, Bayfront, and 12th street corridor)

The City of Erie

Many of the place-based investments in the Playbook are new ideas that can be implemented anywhere in Erie (e.g., purchase and renew anchor buildings, create community equity districts).

Erie County and the Surrounding Region

The cross-cutting elements of the Investment Playbook (e.g., infrastructure, economic clusters, and entrepreneurship) are focused county-wide.



1. Cross-cutting investments are county-wide

Erie cannot be successful unless the entire region succeeds. As a result, significant investments in infrastructure, entrepreneurship, and economic clusters are being made across the County.

2. Investments in the Core have broad effects

In some cases, investments in Erie's Greater Core provide the most "bang for the buck" (for example, because of existing economic activity or the placement of the waterfront). Further investment in those areas can be captured and broadened through equitable mechanisms (e.g., new homeownership programs, community equity districts).

3. The Playbook is connected to regional efforts

The entities working to implement the Playbook are connected to county and regional efforts, ensuring county and regional stakeholders realize similar benefits.

4. Investments can be added to broaden impact

The Investment Playbook is a living document. Its current contents will shift as other investments are prioritized and completed. If there is sufficient interest in other investments, they can be added to this Playbook or used to create a separate Playbook.



Cross-cutting investment strategies (county- and region-wide):

Infrastructure

Accelerate local infrastructure and quality of life investments

Major new investments in infrastructure improve competitiveness, ensure sustainability, and enhance quality of life

Industry Clusters

Build new industries in plastics recycling, advanced manufacturing, and the blue economy

Investments in new economic clusters (e.g., plastics recycling, advanced manufacturing, blue economy) brings high-paying jobs and improves Erie's long-term economic competitiveness

Entrepreneurship

Grow new businesses, especially black- and brown-owned businesses

Smart investments in black- and minority-focused entrepreneurship ensure that the benefits of new growth are shared equitably

Place-based investment strategies (greater core):

Downtown

Accelerate and advance further developments

New residential and recreational investments, as well as streetscaping improvements, build on recent development momentum and renew activity downtown

Bayfront

Reimagine Erie's relationship with its waterfront

New recreational uses and residential developments across the income spectrum help Erie's remarkable waterfront realize its true potential

12th Street Corridor

Invest in major industrial remediation

Reclamation of old industrial properties creates high-quality space for new industries and clusters

Neighborhoods

Transform neighborhoods and increase equity

Investments in housing stock, homeownership, and minority-owned construction ensure growth is equitably shared among Erie's residents



An Investment Playbook organizes Erie for success and helps translate funds to local priorities

Total cost* of Playbook investments:

**\$1.1
Billion**

While this is a large sum, various tools and funding sources can be tapped and funding has never been as available

Types of Capital Deployed:

Federal block grant
Federal competitive grant
Federal tax incentive
State grant
City grant
County grant
Local philanthropy
Concessionary debt
Private debt
Investor equity

Investment Categories:

Clusters
Infrastructure
Entrepreneurship
Downtown
Bayfront
12th Street Corridor
Neighborhoods

*Does not include investments which costs still need to be determined; as a result, the true total is likely higher

Three levels of project readiness

Inclusive, Coordinated Investments

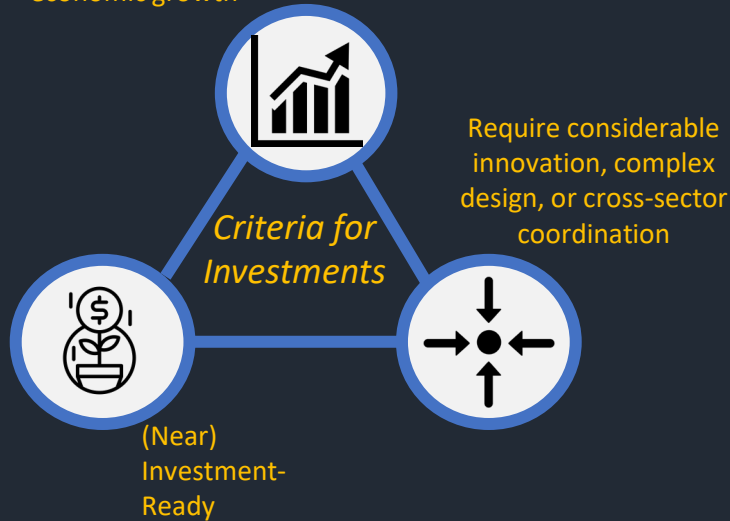
Erie's Investment Playbook investments were identified through more than 50 stakeholder interviews and ~12 publicly adopted plans and strategies. Each project was selected based on its ability to:

- 1 Build on Erie's Strengths
- 2 Leverage market momentum and work underway
- 3 Unlock federal, state, and local resources
- 4 Drive equitable growth via community wealth-building strategies

Investment-Ready

Investment-ready projects are projects where considerable planning and design have been completed, costs have been estimated and matched to sources, and champions have been identified. Once funding is secured, work on these projects can begin almost immediately.

Contribute to sustainable, equitable economic growth

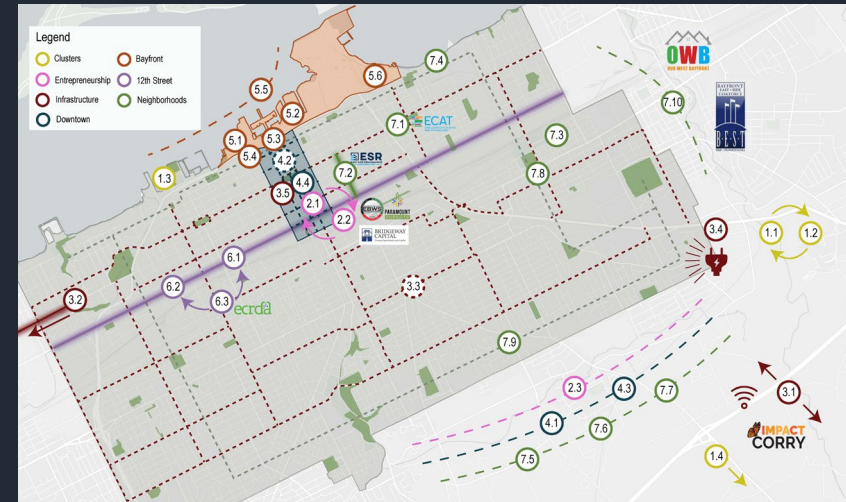


Technical Assistance

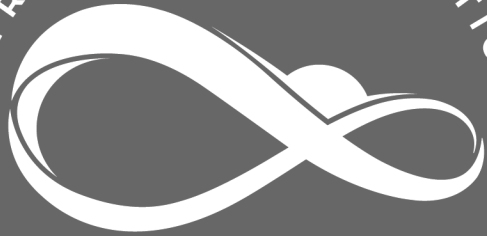
Projects that come out of idea/concept phases may require technical assistance to move them forward in the project development process, including but not limited to: grant writing, creating complex capital stacks, & advocacy.

Exploratory

Exploratory projects have considerable potential for impact but require additional planning, design, and/or coordination. Each exploratory project should deploy a delivery team of local stakeholders to iron out additional details and costs



TRANSCENDING POLITICS



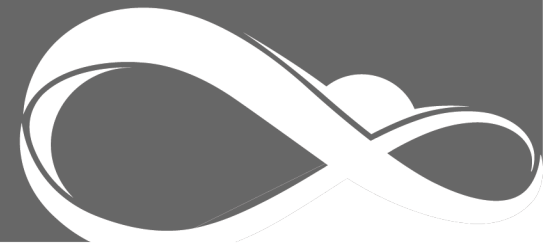
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TRANSFORMING PLACE

CROSS-CUTTING

clusters

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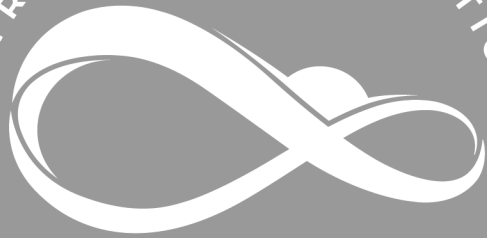
Build clusters in plastics recycling, advanced manufacturing, and tech

"Investment-ready" projects

Strategy	Advanced Manufacturing	Plastics	Blue Economy	Job Training
<i>Purpose</i>	To provide skilled, higher-paying jobs and a competitive new cluster of businesses in a set of related industries that leverage the unique assets and history of Erie and the surrounding county. The emerging plastics recycling cluster in Erie creates opportunities to research sustainable plastics in Lake Erie and test new clean transportation technology required for plastics recycling.			To ensure that city and county residents have employment opportunities in the new cluster and adjacent businesses
<i>Initial investments (Total cost)</i>	1.1 Penn State Behrend's Center for Manufacturing Competitiveness and Heavy Industrial Battery Test Center (\$56M)	1.2 New recycling plants and technologies (\$5M)	1.3 Gannon Center for Manufacturing & Technology + Great Lakes Testing and Remediation Lab (\$41M)	1.4 Corry CATCH Hub (\$18M)
<i>Other investments and planning needed (potential delivery team tasks)</i>	<ul style="list-style-type: none"> • Ensure alignment with other organizations and efforts (e.g., Supply Erie, small business coaching and capital, Fusion Center, broader Great Lakes / Blue Economy efforts) • Identify complimentary investments in each industry 			<ul style="list-style-type: none"> • Ensure alignment with community college, other educational institutions • Ensure entire county has access to job training and upskilling

Total Estimated Cost: \$120,000,000

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CROSS-CUTTING

entrepreneurship

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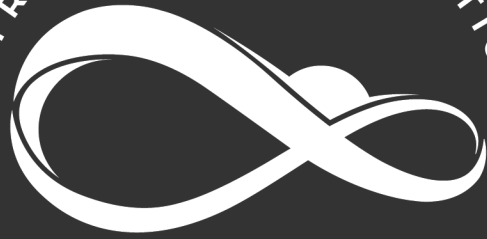


Boost entrepreneurship, with a focus on minority-owned small businesses

	"Investment-ready" projects	Additional planning underway	
Strategy	Coaching	Capital	Supply Chain Diversification
Purpose	<i>To provide guidance and capacity building for new and early-stage black- and brown-owned businesses and entrepreneurs so they can successfully grow their businesses in Erie</i>	<i>To provide productive, non-parasitic capital to new businesses, especially those that are Black- and brown-owned, that allows those businesses to grow and expand</i>	<i>To direct procurement contracts and supply chain spending from anchor institutions to local businesses, thereby growing local businesses and preventing capital flight</i>
Initial investments (Total cost)	2.1 Boost programming and capacity of entrepreneurial support organizations (ESOs) (\$1.5M)	2.2 Provide quality capital for Erie small businesses that is fit to purpose (TBD)	2.3 Establish Supply Erie to direct more procurement to local businesses (\$7M)
Other investments and planning needed (potential delivery team tasks)	<ul style="list-style-type: none"> • Ensure collaboration between funded organizations (EBWS, Paramount Pursuits) • Raise additional funds to ensure businesses and entrepreneurs do not experience gaps in support • Ensure collaboration with capital providers (e.g., Ben Franklin, Bridgeway Capital) 	<ul style="list-style-type: none"> • Determine size and structure of SSBCI funds available to Erie County businesses • Ensure partnerships between capital and coaching providers • Ensure no other funding gaps exist for small businesses (e.g., grants) 	<ul style="list-style-type: none"> • Obtain commitments from anchor institutions to hit local supply targets • Raise funding for buy local campaign • Determine other elements of supply chain diversification strategy

Total Estimated Cost: \$8,500,000

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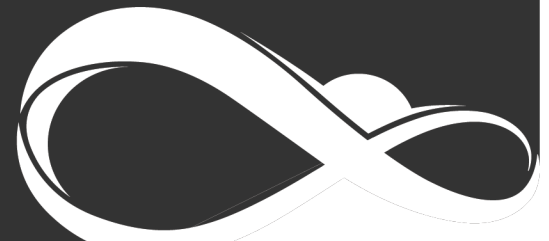
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TRANSFORMING PLACE

CROSS-CUTTING

infrastructure

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Accelerate community-wide infrastructure and quality of life improvements

"Investment-ready" projects

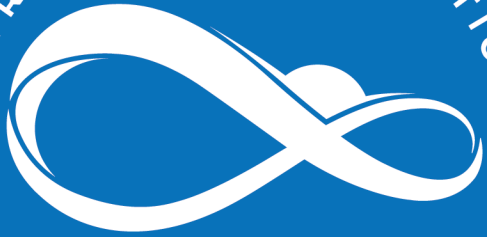
Exploratory projects

Setup moves

Strategy	Broadband	Streetscaping and Accessibility	Bike Lanes	Electricity	Capacity
<i>Purpose</i>	<i>To connect all Erie County residents with high-speed internet that allows them to learn and work remotely in a post-COVID economy</i>	<i>To improve key access routes across the county to highlight major commercial and recreational assets in the region</i>	<i>To create bike lanes and other active transportation options that increase mobility, reduce emission, and increase the quality and recreational options in Erie</i>	<i>To ensure residents and businesses have reliable access to renewable power even as demand grows from new growth</i>	<i>Increase capacity of key public and private entities that can accelerate infrastructure investments</i>
<i>Initial investments (Total cost; amount raised)</i>	3.1 Invest in complete broadband regionally (TBD)	3.2 Increase connection to Presque Isle via Millcreek Presque Isle Gateway District (\$6.2M;)	3.3 Implement Active Erie Transportation Plan (\$14.6M)	3.4 Improve power grid to create renewable, dependable energy for city core (TBD)	3.5 Expand capacity of City Planning Office (\$3.6M)
<i>Other investments and planning needed (potential delivery team tasks)</i>	<ul style="list-style-type: none"> Consider combining investments with other counties to create multi-country broadband initiative Coordinate planning with other infrastructure initiatives (e.g., bike lanes) 	<ul style="list-style-type: none"> Consider similar districts and improvements across County Engage County government and other municipalities 	<ul style="list-style-type: none"> Coordinate timeline with other infrastructure initiatives (e.g., broadband) to save on construction costs 	<ul style="list-style-type: none"> Determine split of responsibilities between public sector utilities and developers Consider expansion of renewable power county-wide 	<ul style="list-style-type: none"> Determine if similar capacity investments are needed in the County or other public entities

Total Estimated Cost: \$24,400,000

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TRANSFORMING PLACE

PLACE-BASED

downtown

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Accelerate and advance further developments in the central business district

Downtown

"Investment-ready" projects

Exploratory projects

Strategy	Commercial and Residential Development	Complete Streets	Social Services	Adaptive Reuse
Purpose	To continue and to accelerate the revival of the downtown with new housing, recreational, and commercial opportunities	To accelerate the revival of the downtown by beautifying streets and increasing pedestrian transportation options	To ensure that Erie residents have access to critical services and are not left behind by development in the downtown	To accelerate the revival of the downtown by finding new uses for urban renewal properties
Initial investments (Total cost)	4.1 Launch new EDDC Fund (\$200M)	4.2 Invest in complete streets and new streets (\$80M)	4.3 Expand continuum of care for those experiencing homelessness (TBD)	4.4 Accelerate adaptive reuse of key anchor properties on State Street between 9th and 14th streets (TBD)
Other investments and planning needed (potential delivery team tasks)	<ul style="list-style-type: none"> Coordinate with other efforts to invest in local businesses (e.g., SSBCI) to ensure local businesses are receiving quality and balanced capital Consider similar investment vehicles elsewhere in the City 	<ul style="list-style-type: none"> Consider similar improvements elsewhere in the city 	<ul style="list-style-type: none"> Coordinate new effort with other housing investments Determine whether other social services (beyond supportive housing) also require additional investment 	<ul style="list-style-type: none"> Identify new uses for properties in downtown and certain neighborhoods in aligned processes

Total Estimated Cost: \$280,000,000

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PLACE-BASED

bayfront

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	"Investment-ready" projects			<i>Exploratory projects and setup moves</i>
<i>Strategy</i>	Residential and Recreational Development	Accessibility and Transportation	Resilience and Sustainability	Reclamation and New Uses
<i>Purpose</i>	<i>To increase opportunities for Erie residents to interact with the waterfront by creating new office, commercial, residential, and recreational developments</i>	<i>To ensure Erie residents have easy access to the waterfront from downtown and nearby residential neighborhoods</i>	<i>To ensure that Erie and its waterfront can withstand environmental changes and shocks</i>	<i>To determine uses for old industrial and underdeveloped properties and create a truly world-class waterfront based on global best examples</i>
<i>Initial investments (Total cost)</i>	5.1 Complete Bayfront Place mixed-use development (\$208M) 5.2 Complete Harbor Place development (TBD)	5.3 Implement Bayfront Parkway Central Corridor Project (\$13M)	5.4 Invest in new and revised stormwater systems (\$13M)	5.5 Establish World Class Waterfront Task Force (\$125k) 5.6 Remediate Coke Factory property (\$205M)
<i>Other investments and planning needed (potential delivery team tasks)</i>	<ul style="list-style-type: none"> Ensure alignment with future uses of other properties 	<ul style="list-style-type: none"> Ensure all neighborhoods and residents have sufficient access to waterfront; build additional pathways if necessary 	<ul style="list-style-type: none"> Determine other sustainability needs from other public and private entities along waterfront Conduct additional analyses of resilience needs (e.g., dock walls) 	<ul style="list-style-type: none"> Identify uses of other underdeveloped properties along waterfront in conjunction with Coke plant

Total Estimated Cost: \$439,125,000

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PLACE-BASED

12th street corridor

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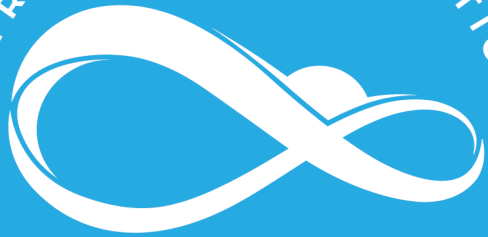
"Investment-ready" and exploratory projects

Setup move

Strategy	Industrial Reclamation	Increase Capacity
Purpose	<p>To accelerate economic regeneration, remove blight, reduce environmental hazards, and bolster local pride by purchasing and remediating properties along the 12th street corridor and turning them into new commercial spaces fit for Erie's new industries</p>	<p>To ensure city and county agencies are adequately staffed to make a major push for acquisition and renovation of industrial properties</p>
Initial investments (Total cost)	<p>6.1 Purchase and renovate former EMI site (\$74M) 6.2 Identify, purchase, and remediate 3-5 other properties for new uses (\$200M) (more planning required)</p>	<p>6.3 Boost capacity of Erie County Redevelopment Authority (\$1.2M)</p>
Other investments and planning needed (potential delivery team tasks)	<ul style="list-style-type: none"> Identify and acquire other properties along the 12th street corridor for purchase and remediation in line with new commercial needs Raise up to \$200M total for purchase and remediation of multiple properties 	<p>Ensure other agencies and partners are adequately staffed to work with ECRDA</p>

Total Estimated Cost: \$175,400,000

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neighborhoods

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Transform neighborhoods and increase equity

	<i>"Investment-ready" projects</i>			Exploratory projects				<i>Setup moves</i>
<i>Strategy</i>	Commercial Corridors	New Housing Construction	Housing Renovation	Homeownership	Construction and Development Workforce	Repurpose Anchor Properties	Park Preservation	Capacity improvements
<i>Purpose</i>	<i>To boost economic activity and accelerate revitalization in residential neighborhoods</i>	<i>To build new housing across the affordability spectrum (housing for homelessness to market rate)</i>	<i>To reduce blight and improve existing housing stock through home repairs</i>	<i>To increase opportunities for first-time homeowners, especially for residents of color</i>	<i>To expand job opportunities in construction and development for BIPOC residents</i>	<i>To provide important services and amenities in residential neighborhoods</i>	<i>To preserve and improve parks and reduce administrative burden on the city</i>	<i>To boost the capacity of neighborhood organizations to implement this work</i>
<i>Initial investments (Total cost)</i>	7.1 ECAT Expansion (\$10.8M) 7.2 Accelerate East Side Renaissance (TBD) 7.3 Revive Savocchio Opportunity Park (\$8.5M)	7.4 Complete HANDS Hammermill affordable housing development (\$21M)	7.5 Implement Redevelopment Authority of the Cite of Erie (RACE) Comprehensive Housing Plan (\$13.5M)	7.6 Expand homeownership with a focus on Black residents (TBD)	7.7 Build capacity of BIPOC developers / construction workforce (TBD)	7.8 Purchase and reuse Burton School property (\$6M)	7.9 Create conservancy to preserve and support public parks (TBD)	7.10 Boost capacity of community organizations (\$6.1M)
<i>Other investments and planning needed (potential delivery team tasks)</i>	Identify investments in other corridors beyond the East Bayfront (TBD)	Create hundreds of additional housing units, especially for workforce (~80% AMI) and persons experiencing homelessness	Increase investments and leverage on RACE programs, coordination with community organizations	Create more comprehensive strategy that builds on the city's initial investment in homeownership	Ensure support and sufficient investment across talent pipeline beyond initial support to Paramount Pursuits	Identify additional properties and new uses across Erie	Assess feasibility for conservancy / new entity	Determine which community organizations need capacity at what level of investment

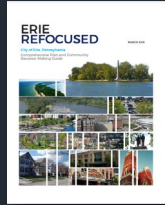
Total Estimated Cost: \$44,900,000

Delivery Teams

Created to help determine specific needs, costs, funding sources, and next steps on investments or strategies that are especially important for the Investment Playbook.

	<i>Delivery Team Topic:</i>	<i>Category and relevant investments:</i>	<i>Issues to Address:</i>
1	Expand and rollout Clusters strategy	Clusters (1.1, 1.2, 1.3, 1.4)	Determine funding sources, build partnerships, and provide added capacity to Clusters projects
2	Develop and align inclusive entrepreneurship programs	Entrepreneurship (2.1, 2.2)	Determine specific needs for new entrepreneurship programs and align existing initiatives
3	Create Supply Erie initiative	Entrepreneurship (2.3)	Design and launch Supply Erie
4	Determine needed electrical upgrades	Infrastructure (3.4)	Identify needed electrical upgrades and division of responsibilities
5	Explore public capacity boost needs	Infrastructure (3.5)	Determine specific needs and feasibility for city (and potentially other) boosts in capacity
6	Develop comprehensive homelessness strategy	Downtown (4.3)	Create integrated strategy to address homelessness and associated costs
7	Explore adaptive re-use downtown	Downtown (4.4)	Identify properties for renovation and re-use, determine new uses
8	Explore Bayfront remediation and new uses	Bayfront (5.5, 5.6)	Determine new uses for underused Bayfront properties based on global best practices
9	Develop comprehensive housing strategy	Neighborhoods (7.1, 7.2, 7.3, 7.4, 7.5, 7.6, 7.7, 7.8, 7.10)	Determine needs for comprehensive housing strategy that expands upon current investments. <i>Note: this delivery team may need to be expanded to multiple teams given the extensive scope</i>
10	Explore park conservancy feasibility	Neighborhoods (7.9)	Determine feasibility and appetite for new conservancy
11	Expand geographic reach of Playbook	Other	Explore new project clusters outside of Greater Core; determine "home" for these projects (e.g., this Playbook, county initiatives, other)

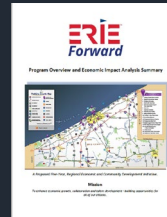
The Investment Playbook is not another "plan," instead, we put plans into action



Erie Refocused



Erie Downtown Master Plan



Erie Forward



East Bayfront Neighborhood Plan



OWB Community Plan



Port Authority Master Plan



Embrace Millcreek



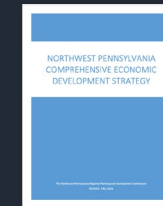
Emerge 2040



Active Erie Transportation Plan



Chamber Pipeline Report



Northwest Pennsylvania CEDS Strategy



Chamber Target Industries

Erie's Playbook was developed by New Localism Associates, a consulting firm founded by urban policy expert Bruce Katz

Partners / Funders



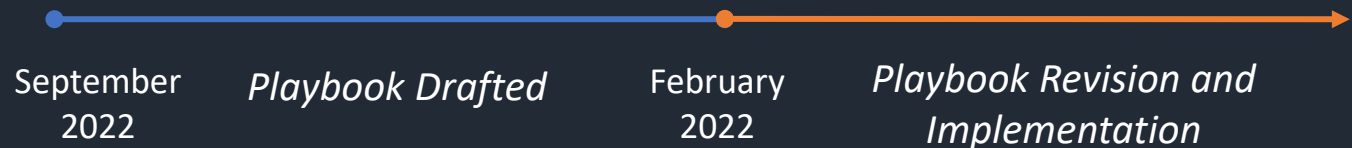
Bruce Katz
Founder, New
Localism
Associates



Florian Schalliol
Project Director,
New Localism
Associates



Project Timeline



September
2022

Playbook Drafted

February
2022

*Playbook Revision and
Implementation*