



Charting the Future of Your Community and Making the Trip

Westmoreland County Community and
Economic Development Summit

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Where are we headed ...

- Role of a Common Vision
- Cooperation and Collaboration
- Evolution and Roles of Public Private Partnerships
- PA-Alliance for Cooperative Innovation

City of Warren

- Projects discussed
 - Hotel & Convention Center
 - Black windows
 - Education Center
 - Energy



Situation

- Major employers
 - Banking
 - Northwest Savings and Trust (HQ)
 - PNC Bank
 - Niagara Bank
 - Blair Corporation (HQ)
 - Oil and Gas Industry
 - Forestry

Population

- Declining
- Aging
- Manufacturing declining
- Deteriorating downtown

Organizations

- **City officials with a vision**
 - Mayor and Council, Manager
- **Early 2000s**
 - Main Street Warren established (city sponsored)
 - Main Street manager & board
 - Partnership with private developer
- **Limited collaboration with other public and private entities**

Main Street Warren

- Alleghany Center for the Arts (grant)
 - Local artist incubator
 - Partnerships with Library Theater
- Downtown events
- Streetscapes project (\$6 M grant)

Private Developer

- Anchor buildings on Pennsylvania Ave
 - Commercial and residential
- Landings
 - Condos along the Alleghany River
 - Aquathermal heating and cooling
 - Hotel and Convention Center in planning

2008 Things Get Tougher

- Recession
- City capacity to manage relationships and fund projects is strained
- Main Street Grant funding ending
- Issues surrounding private developer
 - Disagreements between city and developer
 - Hotel and convention center funding issues
- Project is stuck!

2007-2008

- City introduced to PA-AFCI
 - Signs PA-AFCI Letter of Intent around Hotel and Convention Center
 - City founding Charter Member of PA-AFCI
 - GRO-Warren created
 - 501 c3 – Community development corporation serving the Warren Community
 - Community Enterprise Member of PA-AFCI

Alliance Roles

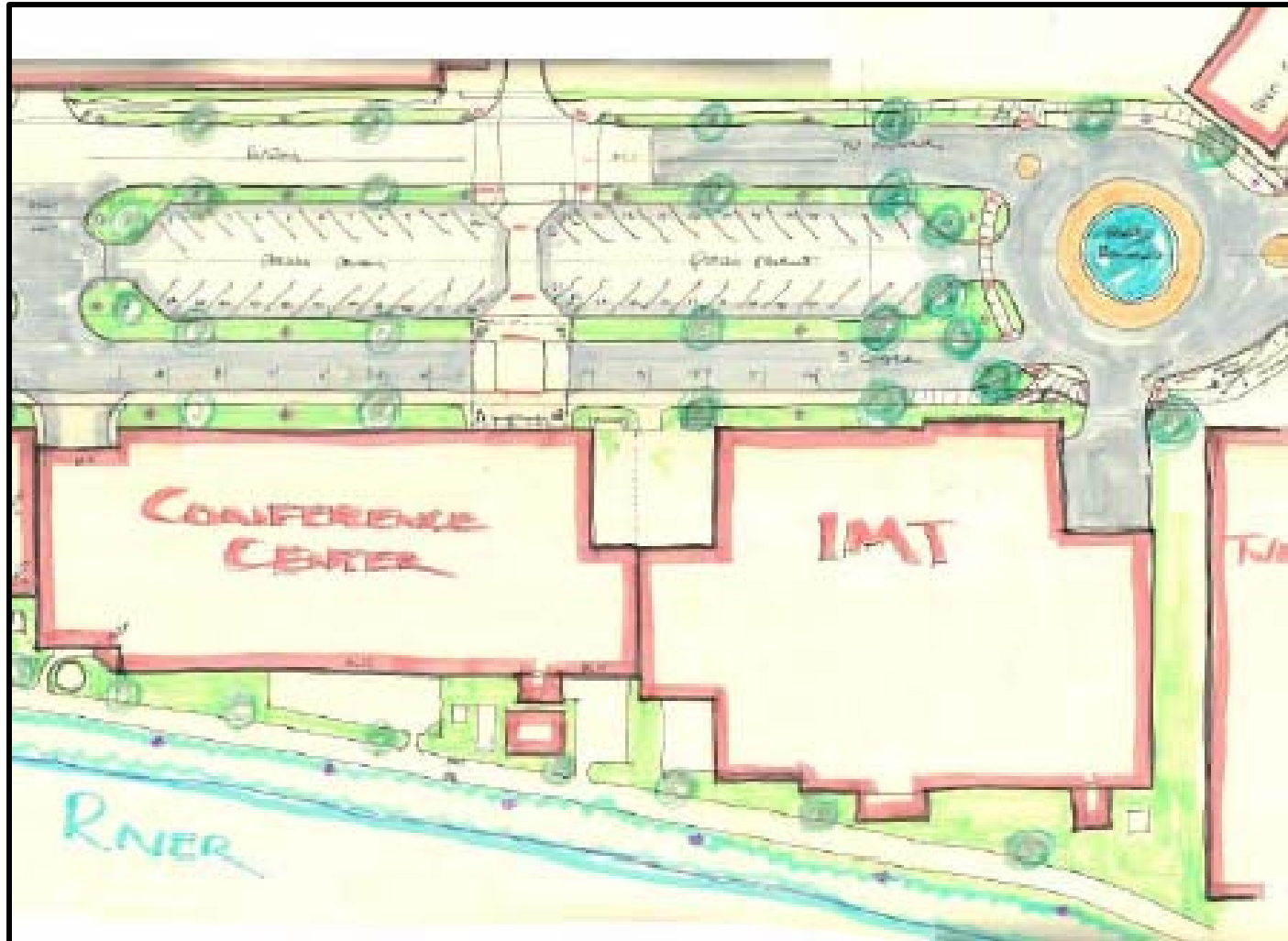
- Project manager
- Fill capacity gaps
 - Build capacity
 - Non-formal education
- Aligns the stars around projects
 - Public sector, private sector
 - Business plan development
 - Funding strategies
 - Project implementation
- New revenue streams from projects to “public” members

Warren Alliance Projects and Collaborations 2008-March 2010

- Hotel and Convention Center (08-10)
- Liberty Street Black Windows (09-10)
- Aquathermal – District Heating and Cooling (09-10)
- Center for Advanced Education (09-10)
- Energy – Regional Brine Water Treatment (late 09-10)

Downtown revitalization projects

Hotel and Convention Center



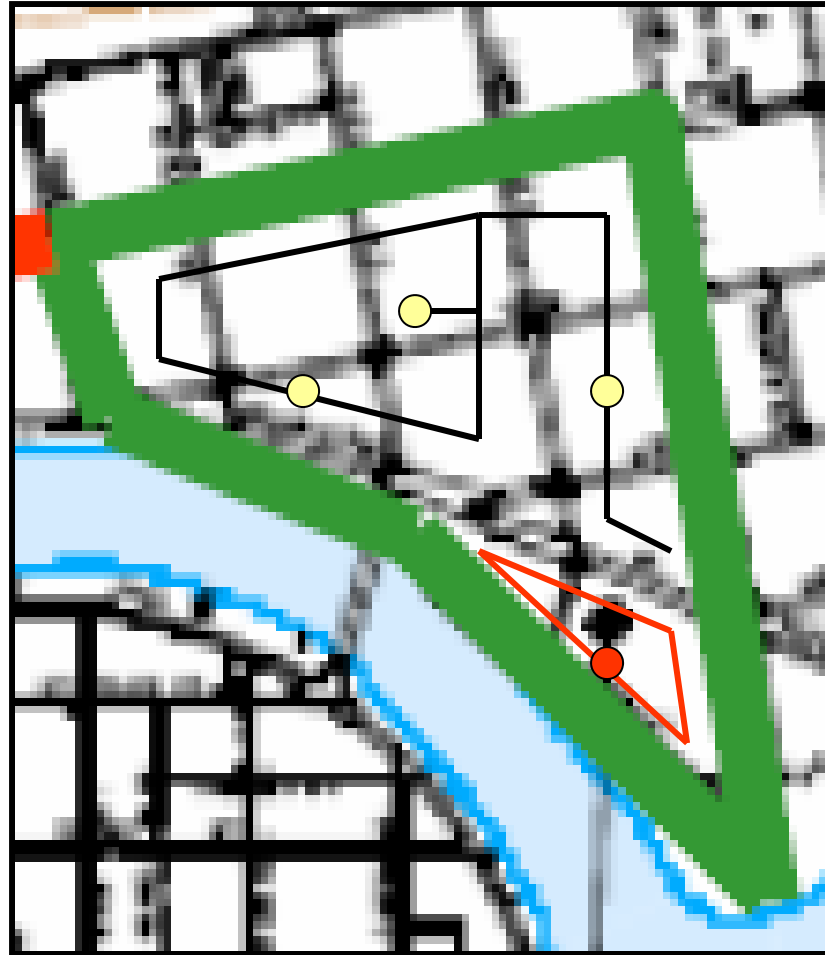
- Status – Finalizing funding

Black Windows Complete



- Status – mid development

Aquathermal – District Heating and Cooling



- Status – pilot loop in operation

Center for Advanced Education

- Privately built and owned building to house
 - Warren Center (Ed Consortium of the Upper Alleghany)
 - Community revitalization center (AFCI & PSU-CECD), and Energy Institute (PA-AFCI & Pitt-Bradford)
- Collaborators
 - GRO-Warren*
 - Kinzua Development Corporation (KDA) *
 - Local developers
 - PA-AFCI
- Status – Mid development

* New local organizations

Regional Brine Water Treatment

- \$50 M+ project
- Technology identified in Aug 21 PA bulletin as meeting water quality standards
- Permits being applied for
- Debt & equity commitments are identified and being assembled
- 60-90 days for interim closing

Public Private Partnerships (P3)

- government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies
- Common in Europe and Australia
 - 1990-2009 over 1,400 P3 deals signed in EU
 - Typically traditional infrastructure projects
- Success requires full cooperation of all parties (government, private sector)

P3's in the United States

- U.S. focus on private competition
- Phobia against Public and Private Cooperation
 - Public services must be publicly owned and operated (Public Good)
 - Private sector does everything else (Maximize Profit)
- Difficult to leverage public and private resources

Lots of Talk about Using P3s to address Infrastructure Needs

- National Broadband Plan
- American Society of Engineers

- P3 projects
 - Take many forms
 - Are complex
 - Require balancing “partners” motivations, expectations and cultures
 - Require cooperation among all partners

PA-AFCI

- Non-profit Cooperative - Public Private Partnership
 - 4 member classes
 - Charter (local government)
 - Community Enterprise (local NGOs or authorities)
 - Private Partner Members (private sector)
 - Sponsor Organizations (PSU)
- Structured program and process to help communities
 - Address critical infrastructure projects
 - Creates for-profit P3 businesses

For more information

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PA-Alliance-

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Warren Projects

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