



MEETINGS OF THE BOARD OF DIRECTORS
5240 Knowledge Parkway; Erie, PA 16510
May 12, 2016

AGENDA

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. APPROVAL OF MINUTES – April 2016
5. COMMENTS BY CHAIRMAN
6. PUBLIC COMMENT
7. PRESENTATIONS
Justin Zona, Curriculum Director and Ryan Bookhamer – STEM Integrator;
Fairview School District STEMWORKS
8. COMMITTEE REPORTS
 - a. Treasurer's Report
 - b. Regional Assets Committee
 - c. Strategic Planning Committee
 - d. Update from County Council
 - e. Update from County Executive's Office
9. REPORT OF THE EXECUTIVE DIRECTOR
10. SOLICITOR'S REPORT
11. OLD BUSINESS
12. NEW BUSINESS
 - a. Resolution No. 10, 2016 – Resolution to Adopt the Eastside Opportunity Corridor Pilot Project
 - b. Resolution No. 11, 2016 – Resolution to adopt the Block by Block Pilot Project
 - c. Resolution No. 12, 2016 – Resolution to transfer \$1,000,000 to the Erie County Lead Assets Endowment
13. ADJOURNMENT

Next Regularly Scheduled Board Meeting of ECGRA

Date: Thursday, June 9, 2016
Time: 8:30 a.m.
Location: 5240 Knowledge Parkway, Erie, PA 16510 (JORDAN ROOM)



Erie County Gaming Revenue Authority
Minutes of the Board of Directors' Meeting
April 14, 2016

CALL TO ORDER

The Board of Directors' Meeting of the Erie County Gaming Revenue Authority was held on April 14, 2016 at 5240 Knowledge Parkway; Erie, PA. Legal Notice of the meeting was given through an advertisement appearing in the Erie Times-News. The meeting was called to order by the Chair.

ROLL CALL

Mr. Bagnoni, Mr. Barney, Mr. Domino, Mr. Paris, Mr. Peters, Mr. Sample, Mr. Yaple, Mr. Wood, Mr. Breneman, Mr. Lee, and Mr. Wachter are also present.

NOMINATION OF OFFICERS

Mr. Paris makes a motion that the current slate of officers continues in their roles for another year. That slate consists of Mr. Sample as chair, Mr. Paris as vice-chair, Mr. Peters as treasurer, and Mr. Yaple as secretary. Mr. Barney seconds the motion. Mr. Bagnoni makes a motion to close the nominations. Mr. Barney seconds the motion. Motion carries 7-0. A roll-call vote is taken, and Mr. Paris' motion carries 7-0.

APPROVAL OF THE AGENDA

Mr. Peters makes a motion to approve the agenda. Mr. Yaple seconds the motion. Motion carries 7-0.

APPROVAL OF MINUTES – March 2016

Mr. Peters makes a motion to approve the minutes. Mr. Bagnoni seconds the motion. Motion carries 7-0.

COMMENTS BY THE CHAIRMAN

Mr. Sample welcomes everyone to the meeting.

PUBLIC COMMENT

Amanda Brown Sisseem, Erie Arts & Culture: Thank you for giving us time this morning to address the issue of distributing Lead Assets funding for the calendar year 2016 and beyond. I represent one of the Erie County Lead Assets but also act as part of a group on behalf of all of the Lead Assets this morning.

We've met several times since mid-November to look at this transition for the Lead Assets from annual funding from your budget to annual funding through the Lead Assets Endowment. We're going on now over five months of this process, and what I'm asking you for today is an opportunity to expedite and for us to bring this to a close.

The last time I was here was in January, and at that point in time we had worked through the offer of a contingency fund that would help supplement what can come from the Endowment now and then an additional deposit into the Endowment to help grow that a little fast for us, so that, hopefully, we can get to the point where the funding is somewhat more stable than what's available to us today in the Endowment as it's not really mature yet for us to withdraw from.

At that point in time there was discussion of an acknowledgement and release that we would sign so that we would acknowledge the fact that you've expended the funds as required in 2010 to the Lead Assets. That was given to us in mid-February, so about a month later. That was then presented back to the Lead Assets. They took it to their boards, and none of the boards was comfortable in signing that as it was. We came back on March 3 with our concerns, really around one particular area.

As you know, over 70% of the funds expended were expended to the Lead Assets Endowment, and we really have had very little information besides the fact that it exists for us. We don't know what that means, really. We don't know how the funds are going to be drawn on it. There's no language around annual draws from it. And, honestly, we wanted an advisory role in helping to understand it better, helping in the management process so that we can better budget for those funds every year.

Those funds impact our annual budgets. As you know, all of the Lead Assets have other endowments that are really designed for our long-term sustainability. This money is critically important to us in our annual budgets. In thinking about how that Endowment will be managed, that really becomes most important to us.

On March 3, on behalf of all the Lead Assets, our concerns and then what we thought may be recommendations to addressing the concerns and then what we were offering to do as a part of that to be an active part of the process. I thought I was coming here today because we had no next steps on that process.

Late yesterday morning we received a new MOU that will be secondary to the acknowledgement and release, which addresses some of the management issues of the Endowment, and then a revised acknowledgement and release in a separate email a little later in the day.

We've had very little time to review that, honestly. It's gone out to a small group of Lead Assets that was designated to help try to negotiate this process. And we have some questions in it that we'll need to sit down and address. What I'm asking for at this point, and I think you can tell by the concern of the Lead Assets from being here today, is that we really need to work to expedite this, to bring it to a successful resolution for everyone. That's always been the intent. I'm hopeful because we've all stayed at the table since mid-November that we can do that. I feel like it's close when I think about where we've been and where we're at today.

I would ask that this board consider a small group of a board representative, your executive director, your solicitor to work with us to get this done by the end of the month so that we can release funds to organizations. Organizations are suffering. This has been on the back of state budget delays that we've dealt with all year, and then the impact of that locally on other revenue streams. And then this reliable and sustainable funding, we're now in the middle of the 4th month of the year, have not had a release since December of 2014.

We need these funds. We need to bring this to a resolution, and, again, we think we're very, very close to that. But we would ask that at this point that you put a process in place to help us expedite that so that we can move as quickly as possible. Or, if we feel like we need to take additional time, that the portion of the funds that are from the Endowment that were not to be contingent on the acknowledgement and release, be released to us at this point, which would be approximately half of our year's funding. That's an option. I've asked for that option twice before already this year.

I would ask that you consider both of those and that we move together to expedite and finalize this process. Thank you.

Sample: I think there's a little miscommunication, and quite possibly I'm wrong. There is a definite separation between the MOU and the other.

Wachter: Right. So, part of the issue is what this board specifically authorized Perry and myself to do is to negotiate the release and acknowledgement with your group. We presented that document, and you received it back with some of the changes that you requested, and that is the document that we have the specific authorization to negotiate and approve without having to come back to this board again. And that the release of the million and the availability of the \$300,000 on the contingency fund are contingent upon receipt of that release and acknowledgement.

During that negotiation process, and this is not to be adversarial, but just to understand our limitations as well, during that negotiation process, you guys came back with a very good idea, quite frankly, in how to address the ongoing management of the Endowment and our relationship with moving forward. Since you have done the good work of bringing everybody today, let's take advantage of this opportunity to work it out and have a sense of finality with it.

However, that is a separate issue from the release and acknowledgement. The release and acknowledgement is solely for the purpose of saying, "Yes, we acknowledge the fact that you've complied with the settlement and that the \$300,000 and the million are actually an extra level of compliance." And so you sign off on that and you get all of those, and we're done.

The question on the MOU is an agreement that, quite frankly, Perry and I do not have the specific authorization from this board to negotiate and approve without bringing it back to the board. And it was only this morning at the caucus prior to this board was the first time that we had the opportunity to explain the MOU to this board and receive a conditional head-nod that we're going in the right direction.

We're probably less nimble than the state legislature because we do only have the power to act at monthly meetings. So, unfortunately, that's the reality of our limitations as to how fast and how quickly we can move. So that MOU has been presented. I think it addresses all the concerns that you guys had. We look forward to receiving your comments, and we'll move as quickly as possible with respect to the MOU. But I would caution to not tie the two things together, because while in a timing sense, it makes sense to run them together, but we don't have to wait for the MOU to be completed for the release and acknowledgement piece to be completed.

Sissem: Thank you for that explanation, and thank you for a better understanding of your timelines and how they work too. One of the reasons that the MOU has come about is because the concerns that we have with the acknowledgement and release are specific to – I'll read to you what was sent back. And we asked for language in these areas to address the concerns, remembering that over 70% of the funds expended sit in that Lead Assets Endowment.

"Our concerns include clarifying that the Lead Assets Endowment is reserved for the sole purpose of providing reliable and sustainable funding to the named nine Lead Assets. That the intent is to provide annual funding to the Lead Assets", as I just said. That's what we use this for. "And, finally, that ECGRA will work with the Lead Assets in an advisory role to better budget support from the Endowment on an annual basis so that we can manage those funds."

And then we sent recommendations. And the recommendations are much of what is in the MOU as well as some other language. If those issues can be addressed, which I think are pretty common sense issues when 70% of the funds that we're counting on are sitting there in that Endowment. We need to be able to convince nine boards that that document is going to protect those organizations for that annual funding, and they have confidence in it so that they can sign it. That's really where we're at in sending back those concerns saying, "Please add language around these issues into that document so that we can get that signed."

The MOU we looked at as a tool to help give that confidence that this might be how this works so that then boards can sign that document.

Wachter: However, it is that you guys are looking at it, I mean, that's fine, but the way that this authority is looking at it is that the release and acknowledgement is solely for the purpose – look, there was a court-ordered settlement that we've complied with from a monetary fashion. The language says that the money must be spent on the category of dedicated regional assets, and this board had the discretion to determine how to spend it on the category of dedicated regional assets, and that's been a five-year process in order to put that all together. We are where we are whether we like it or not. That's where we are.

The release and acknowledgement is that we're done with the settlement – just so there's no question as to whether the money has gone out. We're all on the same page. The future agreements that we'll all work together to do certain things with respect to the Endowment, that's a separate issue from the release.

When you sign a release, only the party that is doing the releasing signs it. So, quite frankly, it doesn't have any legal effect in there as the Gaming Authority isn't going to sign it. A release is a one-way release. We have nothing to release you from. So, that document gets signed, and then the MOU is the document which should handle the specifics of the concerns which you raised, which were very well taken. That's why I think there is a belief on your part that the release in some way will bind both parties, and it does not. The release only says that you release the Gaming Authority, and "Yes, you've complied with the settlement."

Sissem: The release part of it is where the concern is at that without confidence around access to that Endowment...

Wachter: Well then sign the release at the same time that you sign the MOU. That's what the MOU is for.

Sissem: That's why we think the two together, actually...

Wachter: And that's your timeline.

Sissem: are probably how – that's the best shot, I think, of raising the confidence for everyone to do it. But what I'm hearing back from the Lead Assets boards is that, "We are not comfortable signing a release until we better understand that component of it." An MOU helps to do that. But what I'm asking for at this point is, we're now five months into it. I would ask that a

small committee work diligently with us, hand in hand, to get this done. It is not only hard on individual organizations; it is much harder for us to work as a collective. Every month since last year at this time my board has been asking me for what is happening with these funds. That's every month on every single one of these boards, including yours. So, we need to bring it to fruition at this point. I would just ask again if there's a mechanism that you can put into place to work directly with us. We have selected a small group. We're very comfortable continuing with that small group unless you would like other members added. But we need to keep it moving, and we would love to see it finalized, and I'm sure you would as well.

Sample: We would love to see it finalized as well, Amanda. You guys have been very helpful in meetings. I guess what I would say is have your people take a look at the MOU that you just received yesterday and let us know where you're at. The one thing that I have trouble with is that we as a group met the obligation I believe two years ago, and we continued showing, I think, in good faith that we want and we need the Lead Assets to do well. In our meetings you've told us and we've told you, we have no desire to micromanage this. That's the last thing that we need. We've tried to be fair when the county stepped away from everything. We were given the task of doing this. We've funded it, we've put a contingency fund in. We want to move forward. I would ask that you people read it, get to Tim and Perry, and we'll come up with a vehicle. If necessary, but I don't feel we're far away, I just think that you need to view the things as two separate documents. One does not count on the other. The release and acknowledgement says that, "They basically did what they said they'd do, they've complied, they've given us the money." We have no desire to try to take the money from you.

Sissem: But we don't have access to that money right now. So for 4-1/2 months as we've been having these discussions, we don't have access to that money.

Sample: And we understand that. But part of that...

Peters: Can I comment? I want to move this meeting on. We've got a lot of stuff to do here on this agenda. To your specific request, if that were brought to a vote, I would vote, "No". Last month we voted to authorize negotiations with Mr. Wachter and Mr. Wood, which I to this very moment believe is the most expeditious way for us to move this forward. I think Amanda came with one question, and that was the question. I will go ahead and speak up first and say that I have no interest in changing what we voted on last month, which was to have Tim and Perry negotiate through this process. I think it's the most expeditious way.

Sample: And I agree. We've got the vehicle. Let's go forward with that. It's about as small a group as you can get.

Barney: So, what you're stating is that the two individuals that make up the small group that we're allowing to negotiate with you isn't enough? You need more?

Sissem: I think that a board representative included in that would be beneficial. I think that our concern is the timeline at this point. I just kind of gave you a recap of when we sent a response, when I received a response. We need to move faster. All of our organizations have to move faster on this, but we understand completely, and we advocate for it being handled now, and being handled right, and doing it well. That is to everybody's best interest. We don't want to go down this road a year from now again. But we've got to keep moving on it.

Sample: Let us do this. We've got Tim and we've got Perry already authorized to work with you. They know the boards' wants and needs and what we want to get accomplished, which hasn't changed from two years ago. Let's go forward with what we've got. And I assure you it will not be an issue. The issue is going to become getting nine people plus our board to agree on something. Ultimately there is this word called *compromise*, and it's going to have to happen.

Breneman: Have there been any meetings yet between this small group and those gathered in this room?

Sample: Perry and I met with Amanda before, and then last meeting they met. But they just got the MOU yesterday.

Breneman: But there is going to be a series of meetings that will...

Sample: They've got to review the MOU. They've got to get their side of what their objection is before we can react.

Breneman: I'm just asking if there is going to be any talking. Because I hear no talking. I'm just wondering...

Wachter: If there's a need to be talking, that's great, but essentially we need to get their reaction to the MOU, and, quite frankly, the reactions that they sent to the release and acknowledgement are what resulted in the creation of the MOU. So we respond to the reactions, draft the documents, get them out, and we need another reaction. I commit to you that I will have responses out as quickly as humanly possible, within 72 hours of when Perry and I are able to discuss it. This board only learned about it today, because it wasn't a part of the conversation last month.

Breneman: Is that the issue, though, the delay?

Yaple: The fact that we meet just once a month. And it's government. We're tight.

Breneman: You can do special meetings, though. I just want to point that out. I know everybody is going to hate me for saying that. In the bylaws you can have special meetings.

Sample: But let's find out if there's a need for it. Right now they've got to get to review the MOU.

Yaple: And we'd love to give them the money. Seriously. We want to move on too.

Sissem: I think it would be helpful in the process, if, literally, we were able to get in a room together and sit and talk things through...

Peters: Not to interrupt, Amanda, but no individual board member here has the authority to do that. It doesn't work that way. We are a government authority. You get some small group of us together, I can't speak for Jim Domino or Mike Paris or Dave Bagnoni or Dave Sample, and they can't speak for me. I am vehemently opposed to creating additional meetings when we have a process in place that should work. And my position on this is that, yes, you have a big job. There are nine groups that have to get together on your side. Our side is actually pretty simple. We negotiate back and forth, get it to a final form, and, theoretically we should be able to be done by next month. Yes, it took five months, but it takes time. And it sounds to me like we're at the end...

Sissem: When a document is sent that is this important and this in-depth, and there's not even a walk-through on what's in there, why it's in there, what's important to this group. We're left to just take it back to groups and hope they understand that. And we're trying to work out that side of it so that when we respond, we're responding with the understanding that we have. It just isn't the most effective way of us all coming to a conclusion on this. I'm not asking for a small group to approve anything. I'm asking for a small group to help walk through it with us, understand it, and then be able to discuss why these things are important to both sides.

Peters: I would request that, Tim, you have those conversations in conjunction with Perry...

Sample: And that's exactly what was authorized last month. I mean, the person that can do that is Tim. Because, again, we want to be rid of the funds, but we want to do it within our framework. That's why we authorized Perry and Tim. We can say anything we want, but we're not going to do anything until we find out that it's within our framework.

Peters: I'm assuming that you are keeping your solicitors involved?

Sissem: We each have a solicitor. So, yes. Every board has at least one attorney on it, and each is looking at this too. And, obviously, there can be interpretations all over the place on this. So we're trying to streamline that as much as possible.

Sample: So get their questions, and we will address them. We need to move on.

Sissem: I appreciate your time. Thank you.

Sample: Is that the end of public comment?

PRESENTATIONS

- a. TJ King, Bridgeway Capital, Ignite Erie Inner-city Small Business: Good morning everyone. My name is TJ King. For those who don't know, I am the director of the Erie region for Bridgeway Capital. We are a recipient through the Ignite Erie program. We're appreciative. We've received a couple different investments - One to promote lending to small businesses within the city of Erie. That was a \$100,000 investment last year. And then recently we received a \$1,000,000 investment to support our lending operations within Erie County. Bridgeway Capital appreciates it, and I appreciate the support that the Gaming Revenue Authority has shown to us.

I just wanted to talk a little bit today to give an update on both programs. What we're doing to deploy those funds. What our plan is to increase deployments of those funds, and then talk a little bit about impact and other things that Bridgeway Capital has going on throughout Erie County and then all of western Pennsylvania.

To recap on the Ignite Erie Urban Entrepreneur Loan Fund – that was a \$100,000 fund to lend to businesses specifically within the city of Erie. Those loan amounts are anywhere between \$5,000 and \$20,000. To date we've approved two loans. I'd like that number to be higher. One was for a deli, and the other is for a barber shop on Parade Street. A total of \$35,000 of that has been deployed. I feel it's important – these are smaller loans between \$5,000 and \$20,000. We held an event last May at City Hall to introduce Bridgeway Capital, introduce this program, and from that event, as we had only funded two loans from there, we've had opportunities to fund larger loans that fell outside of that parameter.

For example, about two weeks ago, from some individuals and some business owners within the city that I met at that event, we funded the purchase of a daycare, Learning Ladder Early Childcare Development Center, in the 25th block of Peach Street. Two African-American business owners, the husband and wife, own this daycare. They were leasing the space – it's a 12,000 square foot building that they currently occupy. They were capped with the space that they had to expand, and there was a demand for more enrollment. They had the opportunity to purchase the building off of the owner. They didn't have the capital, the 20%, to put down on the building. I think the sales price was \$162,000. We were able to step in and finance the purchase of that building for them to allow them to expand from the 6,000 square feet that they occupied. They now have two floors and can expand to the second floor and obviously do whatever they want with the 12,000 square feet of that business.

These are some opportunities that have arisen that fall outside of the parameters of the specific requirements for the Erie Urban Entrepreneur Program.

Another one, a gentleman that I'm working with now for the acquisition of three parcels of commercial properties on 18th and Parade. I just met with him, just got an

application, and he wants to purchase those properties. I think there's an auto repair shop on the one parcel that he's going to take over. There's a building with upstairs apartments that have been vacant and need some work to be renovated, and some storefronts right along Parade Street. He's got an idea to renovate those apartments, to lease those out, and then future commercial opportunities right along Parade Street and 18th right on the storefront. And that was another gentleman that I met at the event that we had last year.

It's opening up opportunities for more loans above and beyond what we can do with the Urban Entrepreneur Funds. That leads into the other investment provided to Bridgeway Capital, the million dollars. And these are types of loans that we can fund with that investment. To date, I believe we closed on that back earlier this year, and about a month ago we closed on our first loan with that. It was a \$150,000 loan to a microbrewery in town that was an existing client of ours that we provided, Erie Ale Works. We ask our bars to sign a public relations consent for events such as today, and they agreed to it. So Erie Ale Works, we provide funding for them to purchase equipment, renovations to their leased space to get up and running. They came back to us looking for additional funds to help expand their territory where they can expand their distributorship to other parts of western Pennsylvania rather than just the one distributor that they're locked in with right now. So that means we refinanced their existing loan and added another \$80,000 worth of debt for them to purchase more equipment, more inventory and actually to hire someone to help with the sales aspect to expand their market.

That's what we have funded to date through the investment from Ignite Erie. We're really excited about that. This year is going really well for Bridgeway and for small businesses within Erie, at least from what I'm seeing. So I wanted to talk to you about what we've done overall. First let me back up to how we plan on increasing the deployment for those specific projects.

To date, my role as director of the Erie region, that covers Mercer County to Clarion County. We've realigned some territories for loan officers for Bridgeway Capital. We have another gentleman that's been with Bridgeway for 3 years now who is going to have more of an impact and presence in the southern counties – Mercer County, Venango and Clarion Counties – to help me focus more on Crawford, Erie County, Warren County in northwest Pennsylvania because the demand is there. I'm excited about that, and I can allocate more of my time to focus on these specific programs. So that means working closer with local government, with the community organizations to really push these loan products so we can have a bigger impact within the city.

On top of that, the past 3 years we've held annual events. They've been at the Sheraton Bayfront. They are typically around May. This year we decided to hold off on that, and what we're going to do is we're going to hold an event, and I'll make sure that Perry gets the invitation so he can invite the board members, but this is going to be in mid-June. Maybe to have more of an event to talk about Bridgeway Capital and some of these products with more of our referral partners. We're going to hold this at Erie Ale Works. It's going to be a casual event with our lenders, with community leaders. We're going to invite them to talk about these programs, specifically Ignite Erie, other funding sources that Bridgeway Capital has, and other products that we can offer to businesses in the area. From that way, us as an organization, that's how we generate referrals, and that's how we've done a good job with deploying the funds that we have. So I think we're

going to focus more on that this year. Not to say that we won't go back to that type of event at the Sheraton Bayfront. But we also want to patronize some of the businesses that we've worked with to promote their businesses and purchase products off of them. I'm excited about that. The invite should be going out shortly. I'll make sure Perry gets that so that he can distribute that to the board members.

If you don't mind I'd like to talk about, and please stop me if you have any questions or if I'm going too long or rambling, but I want to talk about this to date, our fiscal year started October 1, so to date we're about halfway through our fiscal year. We've funded just under \$1.1 million. That's 11 loans. Eight out of those 11 loans were specifically here in Erie County, and I think that's because the more time that I have...

Wood: That's the first quarter of the year?

King: That's the first half of the year. So we're just under \$1.1 million. That's through our slow time of the year coming through the winter. What we have going on right now, right now I have about \$637,000 worth of loans ready to close. These are businesses just in Erie County that will close before the end of April. We're working on five more deals currently, that are in our pipeline and being underwritten for just over \$2.1 million. So we have a viable pipeline for Erie County specifically to fund almost \$4 million this year for small businesses, and these are...

Wood: That is incredible, because, if I look at the numbers in Northwest PA, Mercer County was getting funded the highest levels, and I kept looking at your funding for Erie County and saying, "What's going on?" So can you talk about off the cuff about how that compares to past years?

King: So this is our fourth year that we've had an office in Northwestern Pennsylvania. Those numbers are kind of skewed. There were some larger projects that took place in Mercer County – a larger retail business that we funded – it was a million-dollar loan that we funded for the acquisition of a building that they were looking to relocate, which helped them grow, and now they are adding a second location that we're looking to do another loan with. There was another real estate development project for the construction of a commercial building in Ferrell, Pennsylvania that was about \$700,000 that we provided the construction financing for. So those were both highly impactful projects for the Mercer County region, but since then, we've funded in the four years just over \$6 million, and I'm sorry, I could get the exact figures, but we funded just over \$6 million dollars specifically in Erie County. Then after this year is done, I mean we've got some larger projects that we're working on – impactful projects for some local manufacturers to help expand and offer some long-term financing – so those numbers are going to balloon, and you're going to see that they have ballooned already, and it's just going to continue through our year-end of September 30.

Peters: That's great. It's so exciting to hear that, T.J. The referral network that you talked about and the event at Erie Ale Works, and we all heard that, could you talk about the referral network? How you're getting leads?

King: They're from all over. We primarily used to rely on our relationships with the banks as funders to fund our lending operations, and our relationships with the lenders, and that's primarily how we got our referrals. I'd say we still get about 50-60% of our referrals that way. We've developed some relationships with an accounting firm in town that's one of our business education consultants that we refer microloan borrowers, new businesses to them. They help set up their QuickBooks, their financial statements. I've gotten a couple large transactions for some new loan products that we currently have

from that accountant that will fund two of those deals. They're larger deals, but there's a benefit. Those are impactful deals in the region. We've gotten deals through the Ignite Erie program through the Urban Entrepreneur Program. We're getting referral sources from all over, which is great, and I think that it was our plan. We need to have a face in the community, and we need to be out there talking about what we do. Not so much just to the lenders in the area, the accountants, but to people, the residents of Erie County, to let them know what Bridgeway Capital...

Peters: I'm really excited to hear that, because although the banks are your investors, it's CRA, and to get referrals from those that are not the banks that are saying, "No", to the deal, is kind of good. It seems to me that the quality of deal must go up.

King: Yes. I shouldn't say surprisingly, but I think we have resources to support our entrepreneurs. We've funded in just Northwest PA in the last four years a little more than \$12 million, and so that's Erie County, that's throughout Mercer County to Clarion County. To date we have one loan that's gone bad. Out of a portfolio of 65 loans, and it was a \$29,000 loan for a retail operation that we knew going in was a risky transaction and we were prepared to take that risk. The quality deals, maybe we could be taking more risk. In my opinion, that could be a thing, and we address all those things internally, but I think it's easy to just provide a loan to someone, and that customer, they have a relationship with the bank, a positive relationship, and, typically, in the past we were on the outside of that. It was more transactional, and now it's turning into more of a relationship. We're working with our borrowers. If they have some tough times, we can allow for interest-only periods. We can provide loan deferment to help them get back on track – remodify loans to ease the financial burdens for some businesses. I think that's important.

Sample: TJ, in rural areas of Erie County there is no loan presence at any bank in Corry. How do you get that fall-down to come into a market like Corry? We've got Rick Novotny doing some stuff, but Rick isn't always the best at bringing other people on board. Perry, Tom, and I sat through a meeting the other day where there were some ideas of the city to build a microbrewery, and some other things. I know that funding is going to become a question in those processes. I think the same would be true in Union City, perhaps Edinboro.

King: To answer your question, just this year we've provided a loan for a building supply company in Union City for them to acquire the building. You're right. Those outskirts areas of Erie County, we need to have more of a presence. I work with Rick. We've partnered on multiple deals. He's aware of what we can do, which is helpful, but I think it needs to go beyond that. Maybe introductions for myself made to other leaders in Corry and those communities out east. I'm not one to make excuses, but I had more time allocated to this region than I did in the past. So, moving forward, that would be able to happen.

Lee: First of all, TJ, I'm extremely pleased with Bridgeway and what they are doing in the region, because you guys are definitely filling a gap that has gone for so long in Erie County. In reference to the inner-city loan program, how many applications have you received since the inception?

King: Since the inception I'd say maybe five completed applications. Some of those folks we refer to credit counseling services. Some, things just fell apart. I've talked to about 11 or 12 individuals total. There hasn't been follow-up, or we never got past the application phase, because things fell apart. But the communication is there. It's been a

challenge, but we're working through it. We've got to find a new way to get that information out the public – specifically the residents in the city. That's what I'm working on.

Lee: I know that you have a great presence down in Allegheny County. As far as from a bench-marking perspective, what have you been able to take from Allegheny County and maybe tweak it for Erie County?

King: That Urban Entrepreneur Program that we're talking about started in Allegheny County. It was up and running for about two years, and that was a foundation in Allegheny County approaching us to start that program, to focus on seven specific inner-city neighborhoods within the city of Erie. That was brought here. We have a community development loan fund of about \$20 million for the renovations of commercial properties within urban areas, in low- to moderate-income areas, from five banks, I believe, and all those banks are represented in Erie County. We can utilize those funds in Erie County. We actually, to talk a little bit more about Bridgeway's growth, recently we received, this was earlier in the year, we received a \$5 million investment from Goldman Sachs. As we grow, we're more of a mid-level, mid-size CDFI, so we're starting to get some national attention from funding sources outside of the region. We're excited about that. We're working with Bank of America on another investment, since we've gotten some national attention. We're part of a bond-fund program to finance real estate. And those funds can be utilized throughout Western Pennsylvania. That's important to us. We received \$15 million in funding through the U.S. Treasury. There's a line item in the U.S. Treasury called the CDFI Fund. The CDFI Fund is to help support lending operations for CDFIs. It was introduced, I think, by Bill Clinton back in 1996, which really jump-started the CDFI industry. Recently we received \$15 million, and some of those larger projects that I talked about recently, we've been able to deploy some of those funds in this. So what this means is that we get funding through a bond program based off the 30-year U.S. Treasury, so that allows us to offer fixed-rate long-term financing. We can do 25-year terms, fixed, for that whole 25 years for real estate projects, for nonprofit / for-profit businesses. We're working with a manufacturer in the city right now that acquired an adjoining building that they're looking in to expand, and we're going to provide the funding for that renovation and refinance their existing mortgage to improve their cash flow by \$2,700 a month to help that business grow. These are resources that, because of our growth, we've seen in Pittsburgh and throughout Western Pennsylvania and in Erie. Some of the loans and the loan amounts and the impact we've had in Erie, that's helped us grow and receive some other funding nationally to bring to the community.

Sample: Thank you TJ.

- b. Jacob Marsh & Amy Bridger, Penn State Behrend, Ignite Erie Industry + University: Thank you. I will be as brief as I possibly can. I see some familiar faces, but for those who don't know me, my name is Amy Bridger. I'm the senior director of corporate strategy and external engagement for Penn State Behrend. About a year and a half ago we tried to put together a team of four universities – Edinboro, Gannon, Mercyhurst, and Behrend – to apply for funding through ECGRA Ignite. What it was all about, and there are a lot of details and a lot of activity, but I'm going to try and keep it at somewhat of a larger level today, is about projects. Student projects, community projects, whatever projects can get together for entrepreneurship, innovation, to try and kind of change that culture of how innovation, entrepreneurship, or intrapreneurship is viewed within our

community, collaboration between the four universities, which I'll talk about in just a second, and then leveraged investment – trying to make these funds count for a larger, greater good.

We were somewhat unsuccessful, actually, in the beginning, and I'm sure most of you know this. We tried to get all four universities together. We were only able to pull two together in the beginning. Mercyhurst and Behrend decided to continue on the trek, and at the same time, we had just decided we were going to write the other two universities in the grant anyway. With some key people at the other two universities, we came together and said, "You know what? We were unable to come together in this, but we are dedicated to making this happen, and we are somewhat going to fake it until we make it. And we are going to continue to throw ourselves into rooms together and continue to work on projects together until it becomes more natural." So, those were the three things we wanted to accomplish in a general sense.

In the last year we have a lot of different things that have come to pass. We have completed market analysis. We have two more in the pipeline. We have engineering projects. We have two start-up acceleration projects for businesses that are beginning. We have a large economic research collaboration involving six different entities and a bunch of different students and faculty members across the county. We have stood up three different laboratories in the areas of automation and controls, safety and security, and a maker space. I will say the maker space is just one - what we're hoping for is several across the county.

What's interesting about this is that we have all four schools united in different projects. All four schools have seats on the board. We routinely meet. We have 45 students involved in all four schools across all of these projects.

I want to talk about a few case studies and what we've accomplished in the last year, and what we're hoping to do moving forward.

One of the case studies is Camia. This is actually a Mercyhurst-led program with Behrend students. They are a Czech Republic company, and they are looking to break into the United States. Erie was one of their first picks. They wanted to address Erie. It was a personal connection to Erie, how they came to us, and so we put together a group of students and two faculty members to look at the market – what it would take to break into the market – and then refer them to different resources around the county that could help them locate here and start up a business here. They are actually very successful in the Czech Republic in the area of technology recognition, and traffic signaling – those types of things. They actually present in March, just last month, and we remain a major candidate for operations. I think their main decision point right now is whether or not they want to move forward with locating in the United States. Should they locate in the United States, it is my guess that Erie will be the top, if not in the top two choices, due to a lot of different factors that were uncovered during this market analysis. That's a really great story.

Secondly, Global Soap is actually a company that's not in Erie, and not looking to locate in Erie, but what I think is interesting about it is that they are a global nonprofit, and they came, actually, through a Behrend alum to us. They recycle soaps. They take all the soaps from hotels, and they recycle them and then do good things by giving them out from a hygiene perspective to other countries that don't have soap as available as we do here in the United States. But what they were left with was a bunch of bottles, a bunch of shampoo bottles, whatever. "What can we do?" And so they looked up our

plastics program here at Behrend and said, "This is a great place to look at what we could do with these bottles. Is there another revenue stream where we could take these bottles, recycle them, and then what could we do with the downstream effects of that?"

So, we actually have a Behrend and Gannon collaboration going on right now to look at what, from a materials standpoint and then also a business and market standpoint what they can do. I think what's interesting about how we wrote this award, and, by the way, it was \$750,000 as part of a \$1.5 million project, is we require every single project to have university representation from more than one. And I have been thinking through who I should give credit for that statement in the grant application, and I can't remember exactly who it was. But we take great pride in enforcing that with absolutely every project with no exceptions. So, whenever you see a project, you'll see, "Gannon Lead", "Behrend Supported", "Mercyhurst Lead", "Edinboro Supported", whatever it comes up. It's always a collaboration, and that is one of the things we wanted to drive home in the grant.

One other initiative that I think you're going to see coming soon in the press is that we had committed to providing the Erie County School Districts all with 3D printers. They have their choice of printers and what materials they have. I think what's really cool is we have 3D printing clubs across several universities. They are going to be providing the support. So, if the school districts get the printers and they are looking at it thinking, "This is really great, and I have no idea what I'm doing with it," they can call the students, and they will come out to the schools and actually help them get it up and running or troubleshoot it from afar. We have talked about adding some Go-Pro cameras so they could do it remotely, but I think at this point we're going to keep it really simple, get the printers out to them. We also received funding for six more high schools to cover the entire Erie School District, and some other folks, and those will be rolled out before the summer.

And those are the three makes that we have. We also had a subcommittee comprised of the school districts and some folks at some different universities that actually drove around and looked at some of these printers and visited some of these sites. The Boxzy printer at the bottom is actually a Pennsylvania-based start-up. And I encourage you, if you haven't seen them, you should look them up and take a look at them. But they are one of the options.

Just some cool collaborations that are going on. The one that I've actually spoken about at several national conferences is an intelligence and security laboratory, because we have something called the "ShotSpotter". Gannon University is actually probably three years ahead of the other universities in terms of drone research right now. And so we are leveraging that. And I have what I call my "transparent moles," a student named Josh Lechner, and another student, John Nowakowski, who go and hang out at Gannon during their drone club meetings, and they hang out there on Friday nights, and they put things together, and they break things, and they send me videos of what they're doing with drones. They are working with Erie Insurance, the Erie Police Department, Gannon, and Mercyhurst, and Behrend, altogether, to do this ShotSpotter project where they will be able to triangulate alleged fire-arm discharges and then be able to send a drone in to get a view of what's going on before the police even maybe respond, feed that back to the police so they have a better of who's running, who's not running, what exactly is going on. At the same time, Mercyhurst has the ability to scrub social media, because while witnesses don't seem to be willing to come forward a lot,

what they are willing to do is to go on Facebook or Twitter or whatever social medium and say, "Chris just flipped out on so and so in the square," or whatever they want to say. It's a large project and has a lot going on, but what's really cool and what people ping off of this the most is that Gannon has a match of \$2,000, our ECGRA award put in about \$5,000 for hardware, and Behrend – we had a \$3,000 gap. Behrend has ties with IBM, something called the "Smarter Cities Plan." We get funding from them on a pretty regular basis. We actually made the deal with IBM to support Gannon for the additional \$3,000. And we didn't really think much of it at the time, but when I give these presentations at all these conferences, I have had more than one university stand up and say, "If I'd helped another university get \$1, I would have been out on my can." So that's just the leverage that we were talking about. How to leverage this for the greater good and bring our resources and connections together. So I'm pretty proud of that one.

We also have an Erie Bluff Renewal Project where they are going to be using drones. The Gannon folks are working with our science folks to map bluff erosion as part of a \$750,000 award from NSF.

I hope everyone has seen Quickstarter. Quickstarter is actually a methodology that Kris Wheaton developed at Mercyhurst. He has been in the newspaper quite a bit. It actually is probably one of the biggest game changers for our region. If for some reason you don't know this program, you should. Look it up, understand it. Erie, if I could put a plug in for it, was woefully behind the national average when we started – I think, if I can quote him, like 10% success rate in terms of crowd source funding, which is Indiegogo, Kickstarter. The national average is about 30% success rate. Under Chris Wheaton's methodology, he's running at nearly 100% success rate. So we fund through this 25 of those projects a year so that the entrepreneurs don't have to pay that money. I think that what is interesting is he's relatively conservative in what he thought an average raise would be, so his goals were about \$34,000, and he's raised over \$108,000. And keep in mind, that's money from both inside and outside Erie County coming in, and we have eight more campaigns in the pipeline. Cannot talk about this enough.

The next version of this, by the way, is even better, which is he has leveraged the Innovation Collaborative to go out and talk to failed campaigns in other cities, going out to let's say, Cleveland, or Pittsburgh, or Buffalo, and go through the failed campaigns that Chris thinks would have had an option if they'd gone through his methodology to bring them here to be more successful. Best idea I've heard in I don't know how long. Really, really cool. So, keep this in mind. This is part of Mercyhurst.

So I am going to talk numbers, I am a numbers person, so I'm just going to talk numbers just briefly, not from the standpoint that we're under budget, no worries. But I wanted to point out the match. This is just year one. So we have an industry partner match of \$165,000 investment in Erie County. My guess is that will double. They are actually not under their budget – fortunately for us and unfortunately for them. We had anticipated being at about \$366,000 right now in match, and we are well over it at \$411,000. So I'm quite excited about that. We've had a lot of people wanting to be a part of this and be more engaged.

I wouldn't be me if I didn't ask for something. So what you can you folks help us do in terms of leveraging this investment on your side? We need more projects. If you hear of people with widgets or gadgets or services or companies they want to get off the ground, we need them. Even through the summer. If you have all four schools working together, we can leverage a lot more students and a lot more faculty that are here all

summer long, so don't let that stop you. If you have projects of your own or know of people that have projects, we would love to hear about them. Jake Marsh is actually the Ignite grant coordinator, so he does this on a day-to-day basis. And the only other thing that I'd say is we'd love to change the chatter and promote the vision. Which is, promote the vision of everyone moving forward for innovation and entrepreneurship. We actually have an MOU between universities. We will move the region forward to the best of our ability together. Just getting that MOU together is huge. It did take a while. We want to change the chatter that says that we can't, from a university perspective, work together and move forward. I will say, there's a lot of unglamorous work that goes together in terms of getting everybody faking it until they make it. There's a lot of conversations and a lot of bureaucracy and paperwork involved in getting all the cultures involved to work together. But, it works. It absolutely is working, and I will give you a spoiler alert that just in the last probably two months, the universities plus two private industry players in the Erie region who are, if I go off some old economic studies and make a few shoot-from-the-hip assumptions, put about \$1 billion of investment in this region each year, are getting together to talk about what we could do if we put all of our resources together and put them in the same space, and what could we accomplish if we did that in terms of downtown Erie and what that would look like. That would not have been possible at all in any way, shape, or form as seen a year and a half ago without the work that has been done for the past year and a half sparked by this funding. We really do thank you. It is working. We're doing some great things, but more importantly, I think at the end of the three years we will see the strong collaboration that I think you were looking for.

Peters: Your thanks are appreciated, but I think we actually owe Behrend thanks for getting everybody together, and I think when we read those applications a year and a half or two years ago, whatever it was, to see that you wrote them in, the other schools that had sort of debated on whether they should go on their own, that was, at least to my vote, a really, really impactful thing to do, and I have to believe that they appreciated you doing that now that they are participating and seeing growth. So, thanks are appreciated, but I think we owe them to you more than you owe them to us.

Lee: Amy, thank you for the update. It was great. One quick question. The ShotSpotter project, what type of timeline is in it?

Bridger: That's a horrific question to ask me. We thought we would be through beta test of the hardware by now, actually, but we're using commercial off-the-shelf pieces for that. You can buy systems that will do this for you. There is actually something called a ShotSpotter. But it is a large investment for communities, and what we were trying to do is prove out the idea that with drones you can actually 3D print, and with commercial off-the-shelf hardware you can do it for a much cheaper scenario for communities our size. They were having a hard time, actually, getting the triangulation coverage that they needed. I don't want to get too technical, but, essentially they thought they could get an eight-block area, and they ended up only getting a one-block area, and so we were having to work on how the triangulation would work.

Barney: How many drones do you have?

Bridger: Between the four schools we probably have built or purchased close to

12.

COMMITTEE REPORTS

- a. Treasurer's Report: Peters: I don't think there are a whole lot of people here who weren't here for the caucus. I have nothing different from what I presented at Finance Committee related to last month's financial reports. If anyone has questions, I'm glad to answer them, but I don't think we have to go through them again as we were all sitting here.

Lee: I have a question, Chuck. The information you sent out in reference to the budget and compensation, do we need to do an executive session to discuss that, or where do we go with that?

Wachter: It's open session material.

Lee: Okay.

Peters: Two items. One is the treasurer's report, which is the financials from last month, and then the second is the budget, and no one has deliberated on the budget at this point. I think that, depending on what you all want to do concerning the treasurer's report, I can move on to the budget.

Sample: Why don't we approve the treasurer's report as presented and then move on.

Mr. Barney makes a motion to approve the treasurer's report as presented. Mr. Paris seconds the motion. Motion carries 7-0.

Sample: Moving on to the budget.

Peters: Okay, so, if everybody still has their SharePoint open, and maybe, Perry, you could pull it up on here. There is really only one change to the budget from what we discussed last month, which is giving Perry a cost of living increase. And the only other thing that's really different from last year is increasing the Special Projects from \$150,000 to \$200,000. That equates to about a total difference in the budget, if you would just scroll to the bottom, Perry, of \$56,000. Other than that all the rest of the categories, there were slight adjustments based on looking where we were, you know, as you notice in the treasurer's report where we are over budget a little on printing, or over budget a little bit on data processing, which is the website. So we made minor adjustments as necessary, but for the most part, everything is the same other than those two items. Obviously \$50,000 of the difference is related to Special Projects. And then that other \$6,000 was related to cost-of-living increases.

Sample: Are there any questions about the budget?

Lee: I have one question. I shared the information with the county executive, and she had one question in reference to the work sheet that you had forwarded dealing with the benefits offset payment. Her question was in reference to the \$12,700. She wanted to know what that encompassed.

Peters: Sure. So, really this is probably a good topic for the newer folks on the board. Way back when, we're talking years ago, when we hired Perry, and frankly before that when we hired Tom Kidd, and Carolyn Gold was partially paid county benefits, which, as you know, county benefits are extremely generous. It's 40-some percent of someone's compensation as related to benefits, retirement, etc. This authority made the decision that is was not at that time going to offer benefits such as a pension, healthcare, those things. So, certainly, we reserve the right to change that any time we want to, but we never have offered healthcare, which family coverage for healthcare, which anybody who owns a small business knows, is pretty pricey these days. And the authority saved money by not doing that and saved administrative costs. And what we

did instead was offer an offset, and that's what that is. It's been there since Perry was hired.

Lee: And is that a percentage, or is it just a dollar amount.

Peters: It was, at the time, and I'd have to dig a little deeper. I do have this information. We went out to bid looking for costs, and at the time, the Highmark plan was \$15,000 for a family, or something like that, and the Health America was a little less, and we ended up, I don't have it right in front of me, there was some formula applied.

Sample: And part of the reason for that was that whenever we transition to somebody else, and somebody comes in and says, "Okay, I need healthcare," we've got that to sit there and say, "Okay, you're looking at the total compensation. You've got the funding, go get it."

Lee: Sure. I'm fine. She just had a question about that and wanted clarification.

Sample: And that was a question early on until we came out and said, "No, this is what it is," because we just want to be up front.

Peters: And I would say more specifically, Councilman Leone had many questions about this over the years, and every year we explained why we do it.

Lee: Thank you, Chuck.

Sample: Do we move to approve the budget?

Peters: So, obviously, this is our annual meeting where we reorganize, and it's time to settle the budget. What the Finance Committee requests is that there be a motion to approve the budget – oh, yeah, we have a resolution and we'll come to that. So we'll be asking for you to take action later on in the meeting.

Sample: Moving on from the treasurer's report.

Lee: One other question. I just want to be clear, and this is going to go to the check detail report. The travel and education expense. I'm taking it's for the whole fiscal year of 2015-16? Can you just share what type of, not travel, educational seminars or things that you attended, just so I'm aware and I could share with the county executive?

Wood: Yes, I started a doctoral program at the University of Pittsburgh specifically related to economic development and workforce training, and I've been doing that since the summer of 2015. I'm in the third term of that program, and it is related specifically to what we are doing with youth and education, with what we've done with economic development in partnering with the universities, and many of the products that I've produced have actually become products that I've used here at ECGRA – executive director reports, research products, policy briefings, things of that sort.

Lee: Is that an online program?

Wood: It's a combination program.

Sample: And that was at the encouragement of Dr. Garvey. He had come in at one point and encouraged us. He said, "If you want to grow this, you really need to educate your employees." And the board agreed with that view.

Yaple: It was the board's view, and we're 100% behind that.

Lee: Is that a PhD, or a doctorate?

Wood: A doctorate.

Lee: Okay. Good. Thank you.

- b. Regional Assets Committee Report: Wood: Just a quick update on regional assets. Of course, Special Events has gone through. All of those organizations have been funded. And then the next quarterly grant cycle is Municipal Collaboration. There will be a grant review committee convened in order to take a look at those grants since we don't have a

standing committee. We do that every 18 months. Then, in the third quarter we'll be looking at doing Community Assets Funding. So, that's what's on the horizon. In the meantime, we are working with the Summer Jobs Program, in collaboration with the county. As you know from the last meeting, ECGRA was part of the RFP committee. The RFP was awarded to GECAC to take over the program in its third year. And you're going to see it on today's agenda under Resolution Number 9 for us to start setting aside funds.

- c. Strategic Planning Committee: Paris: Perry and I have been discussing our next meeting, and we actually have not set that date yet. We'll get that date set up and inform everybody of when that is by sending out an invite.
- d. Update from County Council: Breneman: County Council has no update at this time.
- e. Update from the County Executive: Lee: I'll be very brief in reference to the Summer JAM Program. As Perry stated, the administrator of the program will be GECAC this year. We're very pleased with the funding streams, with the county putting in \$150,000, with ECGRA being asked to put in up to \$150,000, and then we're asking The Erie Community Foundation to consider up to \$150,000. So we will see how that plays out. We have been able to have a meeting two weeks ago with Terry Cavanaugh of Erie Insurance. He has agreed to sponsor his students, so that's going to be another \$15,000, or \$14,000, to be exact. In addition to that, he offered his communications department to do a video for the Summer JAM Program featuring the students in the program, and their endorsement of the program, which is huge. I've been told that by itself is worth \$10,000. So, we're excited about that. I had a meeting with Scott Welham yesterday at St. Vincent. He is going back to see if he can get some funds from Highmark to contribute to the program. I'm going to be meeting with Dr. Taylor next week. He and I have already had previous discussions where the University will be investing in the program as well. So, we're gearing up to get additional funds so that it won't be strictly reliant on the government. In addition to that, the Work Investment Board, they have allocated some funds to be able to be invested. We're working out the final dollar amount and what that may look like. So, I think this year we are going to be positioned really well financially to do probably 175-200 students. Last year we did 142 students. So, we're excited about that. We don't want to grow too fast, because we want to maintain quality. It will, and Perry and I have talked about this, because we're having funding coming in from a lot of different sources. Again, I think we're going to be able to do 175-200. If we have extra money or additional money, that may decrease as far as what ECGRA would be investing. It may also, I'll be honest with you, the county is going to commit \$150,000. I've already talked to council, and they are strong on that. But it may allow us to do some other things with the program as we move forward. So, we're excited about that. We're going to monitor the money very closely to make sure that we receive a quality product. Thank you.

Sample: One thing, in the inception, Perry looked at what Pittsburgh could handle, and what some other places could handle, and when you were starting to talk about \$450,000, my concern was that we're going to either bring in too many kids that we can't monitor, especially with GECAC being in their initial year, or the other thing is, which is always a pet peeve of mine, when we have, and the term scares me, "extra money," that a lot of it goes to admin that's not productive. And I'm sure you people are all very cautious of that, but that is one thing that I will want to see monitored very

strictly, because the money is for the kids. It's to get the money out there to get these kids jobs. When all of a sudden 25-30% ends up in admin, that frustrates me.

Lee: And, Mr. Chairman, very good point. To that effect, we, through the request for proposal process and the committee, we monitored that and we negotiated that down to where we felt it was a fair amount – a fair amount to the organization who was going to be running it, because we didn't want, again, the program to get ahead of itself and the money to start going to...

Sample: And I think that GECAC will do a wonderful job. You know we had our frustrations with Venango. But I certainly hope that GECAC is not afraid to contact Perry or some of the other people, because in the inception, Perry was instrumental in helping the county survive, because Venango, they weren't going to do things – they were going to do everything that was convenient in Erie, but they kind of forgot that kids in the county – they wanted them to come to Erie. And these are kids who have sub-income. How do you expect them to get to Erie? You've got to take the product to them. And then the other thing is the monitoring they had initially was not really doable in the outer parts of the county. Perry was able to get some of that handled. We've got a guy in Corry who works for the school system and volunteered his efforts to monitor the kids. I mean, he's the guy that puts the co-op kids out every day. He's already got the certification.

Lee: And the good part of it, and I won't be too long at this point, the good part of it is the project manager, Mr. Kevin Arrington, who worked with Venango, will be working. He has signed up with GECAC. So, you have it from a historical perspective. Because there's a lot with this transition that's going to go on. A whole lot. And it's going to be a big learning curve for GECAC, because they haven't done this in the last 15-20 years. We're confident they'll be able to do it and do a really good job, but still, that learning curve. So, to that effect, with having Mr. Arrington on board, and we have articulated that the goal is to get 50/50, 50 from the city and 50 from outside the city, so that it's representative of the whole county, because it is a county program. We're going to be working towards that, and they've been given their marching orders on that. To the effect of growing the program too fast, you get individuals who say we should have 700 kids, I've heard, and you get individuals that say, "You know what? This shouldn't be in the public sector." To that effect, we are doing something, which is great. That's number one. Number two, we cannot grow this program too quickly. That's why I'm realistically 175-200 max would be really good. But we're probably going to be landing closer to 175, I would say, because you've got to have employers as well, and that's what they've been attempting to do. This is my last point that I'll make. Last year we went from a total from the year of inception of 2014 we had 24 organizations participate in the program. The majority of them, 75% were not-for-profit. In 2015 we grew the program up to 42 employers. That whole 18% or 18 employers were for-profit, so that was great. We're still trying to get a better balance of for-profit to not-for-profit. We're about 57% not-for-profit, 43% for-profit. So, if we continue on that line, we're going to hopefully meet that goal of 50/50. Thank you, Mr. Chairman.

Sample: And with your for-profit, they've got a better chance of retaining those jobs.

Barney: You spoke on Erie Insurance and their media department. Is that just going to be for placements at Erie Insurance? Or will they be able to also video maybe some of the other sites?

Lee: And that's a really good question, Dale. It's just for Erie Insurance. But what we'll be able to do is take it out and market it as we meet with some of the other companies, so they can see that Erie Insurance is on board and what the students are doing in their location. Thank you.

REPORT OF THE EXECUTIVE DIRECTOR

Wood: You'll see the report under, it actually ended up under Solicitor's Report. Obviously there's a lot that's been on our plate in the last few months, including preparation of the annual report, getting the Summer Jobs funding ready, budget, Ignite Erie negotiations, for example. So, you're going to see a lot of those things in the packet that I provided for you. I think the great thing to look forward to this year is the continued relationship with The Erie Community Foundation, not only from a Human Services standpoint, which Tom Maggio now serves on that committee on our behalf, but also from the standpoint of the bigger projects – the transformational stuff through Shaping Tomorrow. So I've put out two Save-the-Dates now for June. I want to make sure that you have them on your radar. We are working on the ability to give you access to the grants that are going to be available through the Shaping Tomorrow process. We know that there are 29 applications that have been submitted for big projects.

Peters: For the \$4 million?

Wood: Well, so last year we committed a half million and ECF committed a half million. So there is \$4 million from the Hagen Philanthropy Fund that is potentially available, and then \$1 million if we participate with ECF like we did last year.

Barney: Question. You said, "Two dates." I've got the 14th of June, what's the second one?

Wood: I sent out two reminders for the same date. That's the first step in which our seven board members will get together with their direct board members. I'm very excited to see what that discussion will look like. They've invited us to delve deeper into their process. Last year we only saw final presentations. This year they've asked us to look at the initial presentations, as well as the finals. So, I'm excited about the direction that relationship is headed. We've negotiated that process over the last few months with ECF, and the initial findings are really some exciting stuff that is out there and available, including stuff that builds off of the work that we've already done. Does anybody have any questions for me?

Barney: Real brief. They want us to look at all of them. What type of a timeframe are we looking at? How much time do they give each group?

Wood: So the way the process works is it begins with a letter of intent, which is very brief, 2-3 pages tops. Then that letter of intent is cleaned up with the assistance of staff so that the concept is crystal clear before it goes into the form of an executive summary. We'll be seeing those executive summaries. Not all of those executive summaries will be invited to submit a full proposal. Last year we only saw folks that were invited to submit proposals, which would be a more extensive grant process.

Sample: And there were what – nine?

Wood: There were six. And so this year, 4, 5, or 6 we'll be seeing as well for full presentation. But those executive summaries, I think, are going to be key.

Sample: Any other questions?

SOLICITOR'S REPORT

Wachter: One of the things that I wanted to suggest is that we have a brief executive session which is to bring you up to speed on the conversation you allowed me to have with the Lead Assets during the presentation. So, essentially, if we could close the door and shut the recorder off for three minutes.

We have reconvened from executive session that was held for the purpose of receipt of legal advisement regarding the negotiation of contracts.

OLD BUSINESS

Sample: Any old business?

NEW BUSINESS

- a. Resolution No. 7, 2016 – Resolution to adopt the 2016-17 budget. Mr. Bagnoni makes a motion to adopt the resolution. Mr. Paris seconds the motion. Motion carries 7-0.
- b. Resolution No. 8, 2016 – Resolution to accept the 2015-16 annual report. Wood: We are not going to do a printed copy this year. We're going to strictly keep an online version. If somebody would like a printed copy, they can request one, or download the PDF off our site and print it themselves. But, we're not going to do that. Most people have moved away from a printed annual report. Mr. Paris makes a motion to accept the resolution. Mr. Bagnoni seconds the motion. Motion carries 7-0.
- c. Resolution No. 9, 2016 – Resolution to fund the 2016 Summer Jobs and More program. Mr. Bagnoni makes a motion to accept the resolution. Mr. Barney seconds the motion. Motion carries 7-0.
- d. Bagnoni: Since we've past the slate for the board members, the question I have is eventually some of these board members are going to be moving out. I don't know who has how many years left on the board, or whatever the case may be, but I think that maybe we should have some mentorship for these positions so that we get people that are interested moving into those positions and understand what's going on and how to do it, because everybody is not going to be here in a couple of years. Sample: And that was a problem this year because we had so many new members. You are 100% right, and that's what we've got to set up for. And there is some question as to term limits. We believe we know what's going on, but that doesn't necessarily mean anybody else does. It's extremely important. A big part of the reason that we've opened up all of the meetings to everybody is so that some of this can be going forward. Peters: I think it's a great idea, Dave. Anytime that anybody wants to learn about the Finance Committee or what I'm doing, I agree. Succession planning is important. Bagnoni: Well, not only that. You want to find someone who's interested in doing it too. Just saying, "You take finance," well, maybe I'm not good with numbers. You need to have someone who's willing to do it and put the time into it to do it right.

ADJOURNMENT

Mr. Bagnoni moves to adjourn.





A banner for Fairview STEMworks. On the left is a smaller version of the FSD STEMworks logo. To its right, the text 'FAIRVIEW STEMWORKS' is written in large, white, sans-serif capital letters. Below this, 'FAIRVIEW SCHOOL DISTRICT' is written in a smaller, white, sans-serif font. In the bottom left corner is the ECGRA logo, which includes a tree icon and the text 'ECGRA' and 'EAGLE COUNTY GRADING ASSOCIATION'. In the bottom right corner is the Fairview School Foundation logo, which includes a star icon and the text 'Fairview School FOUNDATION' and 'reaching beyond'.



FAIRVIEW STEMWORKS

1. STEM Education
2. Career Pathways
3. Sustainable Workforce in Erie County



FAIRVIEW SCHOOL DISTRICT



FAIRVIEW STEMWORKS

1. FAIRVIEW K-12 STEM CURRICULUM
2. FAIRVIEW STEM ACADEMY
3. FAIRVIEW STEM OUTREACH



FAIRVIEW SCHOOL DISTRICT



FAIRVIEW STEM K-12

1. STEM Integration K-8
2. 3-5 Projects per Grade Level
3. STEM Professional Development
4. STEM Department



FAIRVIEW SCHOOL DISTRICT



FHS STEM ACADEMY

1. STEM Engineering and Design Project
2. Corporate Partnerships
 - a. Job Shadowing
 - b. Professional Mentors
 - c. Internships and Scholarships
3. Required Course Work
4. STEM Certification



FAIRVIEW SCHOOL DISTRICT



ERIE COUNTY STEM OUTREACH

1. STEM Curriculum Model
2. Teacher Training
3. STEM Exploration Kits
4. Erie Builds STEM



FAIRVIEW SCHOOL DISTRICT



BUILDING A STEMWORKS COMMUNITY

FAIRVIEW K-12 STEM CURRICULUM

1. STEM Director
2. STEM Professional Development
3. Curriculum Enhancement

FAIRVIEW STEM ACADEMY

1. STEMWORKS LAB
2. Mentors / Job Shadow
3. Certificate Endorsement
4. Post Graduation Internships and Scholarships



FAIRVIEW SCHOOL DISTRICT

FAIRVIEW STEM OUTREACH (ERIE County)

1. STEM Exploration Kits
2. STEM Professional Development



Erie County Gaming Revenue Authority
Profit & Loss
 April 2016

	<u>April</u>	<u>YTD</u>	<u>Budget</u> <u>YTD</u>	<u>2016-17</u> <u>Budget</u>
Ordinary Income/Expense				
Income				
46410 · Interest Income - Savings	3,937.19	3,937.19		
46420 · Interest Income - EDF #1	3,780.00	3,780.00		
46421 · Interest Income - EDF #2	6,048.00	6,048.00		
46422 · Interest Income - BWC	6,666.67	6,666.67		
Total Income	<u>20,431.86</u>	<u>20,431.86</u>		
Expense				
62100 · Contracted Services	6,242.25	6,242.25	7,258.33	87,100.00
62800 · Facilities & Equipment	1,781.66	1,781.66	2,700.00	32,400.00
65000 · Office Administration	1,227.18	1,227.18	3,566.67	42,800.00
65100 · Other Types of Expenses	4,132.41	4,132.41	22,000.00	264,000.00
66000 · Payroll Expenses	17,883.63	17,883.63	17,500.00	210,000.00
Total Expense	<u>31,267.13</u>	<u>31,267.13</u>	<u>53,025.00</u>	<u>636,300.00</u>
Net Ordinary Income	(10,835.27)	(10,835.27)		
Other Income/Expense				
70000 · Grants / Settlements				
70040 · Lead Assets	646,812.00	646,812.00		
70060 · Human Services	38,000.00	38,000.00		
70070 · Special Events	167,108.00	167,108.00		
Total 70000 · Grants / Settlements	<u>851,920.00</u>	<u>851,920.00</u>		
Net Other Income	<u>(851,920.00)</u>	<u>(851,920.00)</u>		
Net Income	<u><u>(862,755.27)</u></u>	<u><u>(862,755.27)</u></u>		



Erie County Gaming Revenue Authority
Balance Sheet
As of April 30, 2016

	April
ASSETS	
Current Assets	
Checking/Savings	
10000 · ErieBank-ECGRA Checking	7,864.35
10100 · ErieBank-ECGRA Savings	
10100 · General	7,226,489.95
10101 · Committed Funding	4,964,453.00
Total 10100 · ErieBank-ECGRA Savings	7,226,489.95
Total Checking/Savings	12,198,807.30
Other Current Assets	
12000 · Notes Receivable	
12001 · Note Receivable - EDF #1	500,000.00
12002 · Note Receivable - EDF #2	800,000.00
12003 · Note Receivable - CIBA	50,000.00
12004 · Note Receivable - BWC	1,000,000.00
Total 12000 · Notes Receivable	2,350,000.00
14500 · Prepaid Insurance	7,110.00
Total Other Current Assets	2,357,110.00
Total Current Assets	14,555,917.30
TOTAL ASSETS	14,555,917.30
LIABILITIES & EQUITY	
Equity	
32000 · Unrestricted Net Assets	15,418,672.57
Net Income	(862,755.27)
Total Equity	14,555,917.30
TOTAL LIABILITIES & EQUITY	14,555,917.30



Erie County Gaming Revenue Authority
Statement of Cash Flows
April 2016

	<u>April</u>
OPERATING ACTIVITIES	
Net Income	(862,755.27)
Adjustments to reconcile Net Income to net cash provided by operations:	
14500 · Prepaid Insurance	790.00
 Net cash provided by Operating Activities	 <u>(861,965.27)</u>
 Net cash increase for period	 (861,965.27)
Cash at beginning of period	13,060,772.57
 Cash at end of period	 <u><u>12,198,807.30</u></u>



Erie County Gaming Revenue Authority
Budget vs. Actual
 April 2016

	<u>April</u>	<u>YTD</u>	<u>Budget</u>	<u>Over/(Under) Budget</u>	<u>% of Budget</u>
Expense					
62100 · Contracted Services					
62110 · Accounting Fees	0.00	0.00	6,000.00	(6,000.00)	0.00%
62130 · Professional Services	4,309.20	4,309.20	45,000.00	(40,690.80)	9.58%
62140 · Legal Services	1,852.00	1,852.00	30,000.00	(28,148.00)	6.17%
62145 · Website Design	0.00	0.00	5,000.00	(5,000.00)	0.00%
62150 · Payroll Services	81.05	81.05	1,100.00	(1,018.95)	7.37%
Total 62100 · Contracted Services	<u>6,242.25</u>	<u>6,242.25</u>	<u>87,100.00</u>	<u>(80,857.75)</u>	<u>7.17%</u>
62800 · Facilities & Equipment					
62840 · Office Equipment & Furniture	0.00	0.00	10,000.00	(10,000.00)	0.00%
62850 · Janitorial Services	410.20	410.20	2,400.00	(1,989.80)	17.09%
62880 · CAM	0.00	0.00	2,000.00	(2,000.00)	0.00%
62890 · Rent	1,371.46	1,371.46	18,000.00	(16,628.54)	7.62%
Total 62800 · Facilities & Equipment	<u>1,781.66</u>	<u>1,781.66</u>	<u>32,400.00</u>	<u>(30,618.34)</u>	<u>5.50%</u>
65000 · Office Administration					
65010 · Books, Subscriptions, Dues	181.05	181.05	7,000.00	(6,818.95)	2.59%
65020 · Postage	65.99	65.99	500.00	(434.01)	13.20%
65030 · Printing	0.00	0.00	2,500.00	(2,500.00)	0.00%
65040 · Office Supplies	338.68	338.68	3,500.00	(3,161.32)	9.68%
65050 · Cell Phone	210.91	210.91	2,200.00	(1,989.09)	9.59%
65060 · Copier Lease	0.00	0.00	2,300.00	(2,300.00)	0.00%
65070 · Copier Printing Costs	38.50	38.50	3,000.00	(2,961.50)	1.28%
65080 · Bank Fees	0.00	0.00	50.00	(50.00)	0.00%
65085 · Training & Education	0.00	0.00	16,000.00	(16,000.00)	0.00%
65090 · Meeting Expenses	309.90	309.90	5,500.00	(5,190.10)	5.64%
65095 · Miscellaneous Expense	82.15	82.15	250.00	(167.85)	32.86%
Total 65000 · Office Administration	<u>1,227.18</u>	<u>1,227.18</u>	<u>42,800.00</u>	<u>(41,572.82)</u>	<u>2.87%</u>
65100 · Other Types of Expenses					
65105 · Communications	1,400.00	1,400.00	15,000.00	(13,600.00)	9.33%
65110 · Advertising	0.00	0.00	15,000.00	(15,000.00)	0.00%
65115 · Data Processing	1,940.41	1,940.41	17,000.00	(15,059.59)	11.41%
65120 · Insurance	0.00	0.00	10,000.00	(10,000.00)	0.00%
65150 · Travel	2.00	2.00	7,000.00	(6,998.00)	0.03%
65160 · Special Projects	0.00	0.00	200,000.00	(200,000.00)	0.00%
Total 65100 · Other Types of Expenses	<u>3,342.41</u>	<u>3,342.41</u>	<u>264,000.00</u>	<u>(260,657.59)</u>	<u>1.27%</u>
66000 · Payroll Expenses					
66005 · Salaries & Wages	16,206.42	16,206.42	188,100.00	(171,893.58)	8.62%
66010 · FITW Tax	1,239.79	1,239.79	14,500.00	(13,260.21)	8.55%
66015 · FUTA Tax	0.00	0.00	200.00	(200.00)	0.00%
66020 · PASUI Tax	55.12	55.12	2,200.00	(2,144.88)	2.51%
66500 · Retirement	382.30	382.30	5,000.00	(4,617.70)	7.65%
Total 66000 · Payroll Expenses	<u>17,883.63</u>	<u>17,883.63</u>	<u>210,000.00</u>	<u>(192,116.37)</u>	<u>8.52%</u>
Total Expense	<u><u>30,477.13</u></u>	<u><u>30,477.13</u></u>	<u><u>636,300.00</u></u>	<u><u>(605,822.87)</u></u>	<u><u>4.79%</u></u>



Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of April 30, 2016

	<u>April</u>	<u>YTD</u>	<u>Totals/Subtotals</u>
Uncommitted Funds	7,226,489.95		
Committed Funds	4,964,453.00		
2016 Restricted Funds:			
First Quarter Gaming Revenue		0.00	
Second Quarter Gaming Revenue		0.00	
Third Quarter Gaming Revenue		0.00	
Fourth Quarter Gaming Revenue		<u>0.00</u>	0.00
Disbursements:			
First Quarter Disbursements	851,920.00	851,920.00	
Second Quarter Disbursements			
Third Quarter Disbursements			
Fourth Quarter Disbursements			851,920.00

Disbursements Detail

Quality of Place

Community Assets

Human Services

Bethany Outreach Center	14,000.00	14,000.00	
Emma's Footprints	5,000.00	5,000.00	
Gaudenzia Erie, Inc.	19,000.00	19,000.00	38,000.00

Lead Assets

Erie Art Museum	86,672.00	86,672.00	
Erie Arts & Culture	63,677.00	63,677.00	
Erie Philharmonic	80,855.00	80,855.00	
Erie Playhouse	81,664.00	81,664.00	
Erie Zoological Society	184,930.00	184,930.00	
expERIENCE Children's Museum	28,075.00	28,075.00	
Flagship Niagara League	33,533.00	33,533.00	
The Historical Society of Erie County	37,341.00	37,341.00	
Mercyhurst Institute for Arts & Culture	50,065.00	50,065.00	646,812.00

Lead Assets Endowment

Special Events

Albion Area Fair, Inc.	13,500.00	13,500.00	
Asbury Woods Partnership, Inc.	2,340.00	2,340.00	
Borough of Wesleyville	448.00	448.00	
CAFE	15,750.00	15,750.00	
Dr. Gertrude A. Barber Foundation	12,137.00	12,137.00	
Downtown Edinboro Art & Music Festival	1,845.00	1,845.00	
Edinboro Highland Games	2,520.00	2,520.00	
Edinboro University Foundation	2,250.00	2,250.00	
Erie Contemporary Ballet Theatre	5,153.00	5,153.00	
Erie Downtown Partnership	1,647.00	1,647.00	

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of April 30, 2016
(continued)

	<u>April</u>	<u>YTD</u>	<u>Totals/Subtotals</u>
Erie Homes for Children and Adults, Inc	1,800.00	1,800.00	
Erie Regional Chamber & Growth Partner.	2,475.00	2,475.00	
Erie-Western PA Port Authority	4,443.00	4,443.00	
Gaudenzia Erie	2,802.00	2,802.00	
Goodell Gardens & Homestead	524.00	524.00	
Harborcreek Township	1,828.00	1,828.00	
Holy Trinity Roman Catholic Church	5,760.00	5,760.00	
Impact Corry	1,249.00	1,249.00	
Jefferson Educational Society of Erie	13,844.00	13,844.00	
Lake Erie Arboretum at Frontier	1,644.00	1,644.00	
Lake Erie Ballet	5,549.00	5,549.00	
Lake Erie Fanfare, Inc.	4,073.00	4,073.00	
Lawrence Park Township	675.00	675.00	
McKean Community Development Group	450.00	450.00	
Mercy Center for Women	2,345.00	2,345.00	
The Nonprofit Partnership	2,557.00	2,557.00	
Presque Isle Partnership	5,069.00	5,069.00	
Roar on the Shore	20,467.00	20,467.00	
SafeNet	5,400.00	5,400.00	
Saint Patrick's Church	3,672.00	3,672.00	
Sisters of St. Joseph Neighborhood Network	2,520.00	2,520.00	
Waterford Community Fair Association	4,675.00	4,675.00	
Wattsburg Agricultural Society	13,881.00	13,881.00	
Young Artists Debut Orchestra	1,816.00	1,816.00	167,108.00
<u>Municipalities</u>			
Multi-Municipal Collaboration			
Municipal Settlements			
Erie County			
Greene Township			
McKean Township			
Millcreek Township			
Summit Township			
Waterford Township			
<u>Neighborhoods & Communities</u>			
Impact Corry			
Mission Main Street			
<u>Small Business</u>			
Ignite Erie			
Industry+University			
Inner-city Small Business			
<u>Youth & Education</u>			
The Challenge			
Shaping Tomorrow			
Total Funds Disbursements	<u>851,920.00</u>	<u>851,920.00</u>	<u>851,920.00</u>

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of April 30, 2016
(continued)

	April	YTD	Totals/Subtotals
Committed Funds:			
Ben Franklin Technology Partners Inc.		500,000.00	
The Challenge		131,120.00	
Enterprise Development Fund		500,000.00	
Shaping Tomorrow			
All About Character, Inc.		37,500.00	
Erie's Public Schools - Tech After Hours		133,333.00	
Gannon University - Go College		62,500.00	
Primary Health Network		100,000.00	
Penn State, The Behrend College		500,000.00	
PennVenture Partners		2,000,000.00	
The Progress Fund		1,000,000.00	
Total Committed Funds		4,964,453.00	



Erie County Gaming Revenue Authority
Check Detail Report
April 2016

<u>Date</u>	<u>#</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
04/01/2016	1764	Albion Area Fair, Inc.	2016 Special Events Grant	-13,500.00
04/01/2016	1765	Asbury Woods Partnership, Inc.	2016 Special Events Grants	-2,340.00
04/01/2016	1766	Barber National Institute	2016 Special Events Grant	-12,137.00
04/01/2016	1767	Borough of Wesleyville	2016 Special Events Grant	-448.00
04/01/2016	1768	CAFE	2016 Special Events Grant	-15,750.00
04/01/2016	1769	Downtown Edinboro Art & Music Festival	2016 Special Events Grant	-1,845.00
04/01/2016	1770	Edinboro Highland Games	2016 Special Events Grant	-2,520.00
04/01/2016	1771	Edinboro University Foundation	2016 Special Events Grant	-2,250.00
04/01/2016	1772	Erie-Western PA Port Authority	2016 Special Events Grant	-4,443.00
04/01/2016	1773	Erie Contemporary Ballet Theatre	2016 Special Events Grant	-5,153.00
04/01/2016	1774	Erie Downtown Partnership	2016 Special Events Grant	-1,647.00
04/01/2016	1775	Erie Homes for Children and Adults, Inc	2016 Special Events Grant	-1,800.00
04/01/2016	1776	Erie Regional Chamber & Growth Partner.	2016 Special Events Grant	-2,475.00
04/01/2016	1777	Gaudenzia Erie	2016 Special Events Grant	-2,802.00
04/01/2016	1778	Goodell Gardens & Homestead	2016 Special Events Grant	-524.00
04/01/2016	1779	Harborcreek Township	2016 Special Events Grant	-1,828.00
04/01/2016	1780	Holy Trinity Roman Catholic Church	2016 Special Events Grants	-5,760.00
04/01/2016	1781	Impact Corry	2016 Special Events Grant	-1,249.00
04/01/2016	1782	Jefferson Educational Society of Erie	2016 Special Events Grant	-13,844.00
04/01/2016	1783	Lake Erie Arboretum at Frontier	2016 Special Events Grant	-1,644.00
04/01/2016	1784	Lake Erie Ballet	2016 Special Events Grant	-5,549.00
04/01/2016	1785	Lake Erie Fanfare, Inc.	2016 Special Events Grant	-4,073.00
04/01/2016	1786	McKean Community Development Group	2016 Special Events Grant	-450.00
04/01/2016	1787	Mercy Center for Women	2016 Special Events Grant	-2,345.00
04/01/2016	1788	Presque Isle Partnership	2016 Special Events Grant	-5,069.00
04/01/2016	1789	Roar on the Shore Inc.	2016 Special Events Grant	-20,467.00
04/01/2016	1790	SafeNet	2016 Special Events Grant	-5,400.00
04/01/2016	1791	Saint Patrick Church	2016 Special Events Grant	-3,672.00
04/01/2016	1792	SSJ Neighborhood Network	2016 Special Events Grant	-2,520.00
04/01/2016	1793	The Nonprofit Partnership	2016 Special Events Grant	-2,557.00
04/01/2016	1794	Waterford Community Fair Association	2016 Special Events Grant	-4,675.00
04/01/2016	1795	Wattsburg Agricultural Society	2016 Special Events Grant	-13,881.00
04/01/2016	1796	Young Artists Debut Orchestra	2016 Special Events Grant	-1,816.00
04/07/2016	EFT	Fidelity Investments	3/19/16-4/1/16 Payroll Retirement	-379.36
04/08/2016	EFT	ECCA, Inc.	3/19/16-4/1/16 Payroll	-9,892.28
04/13/2016	1797	Amanda Burlingham	March 2016 Statement	-4,309.20
04/13/2016	1798	Economic Research Institute of Erie	2016 ERIE Conference Sponsorship	-1,000.00
04/13/2016	1799	Graham Upkeep Services	February & March 2016 Cleaning	-410.20
04/13/2016	1801	Lawrence Park Township	2016 Special Events Grant	-675.00
04/13/2016	1802	Mark Fainstein Photography	Maggio Head Shot / ECGRA-ECF Press Event	-400.00
04/13/2016	1803	Perry Wood	April Cell Phone Reimbursement	-70.91

Erie County Gaming Revenue Authority
Check Detail Report
April 2016

04/13/2016	1804	The Atlantic	2-Year Subscription	-20.00
04/13/2016	1805	The Erie Community Foundation	2016 Cycle 1 Round	-38,000.00
04/13/2016	1806	Velocity Network, Inc.	April phones/May Internet & IT/March copy overage	-853.52
04/20/2016	1807	Erie Art Museum	2016 Lead Assets Funding	-86,672.00
04/20/2016	1808	Erie Arts & Culture	2016 Lead Assets Funding	-63,677.00
04/20/2016	1809	Erie Philharmonic	2016 Lead Assets Funding	-80,855.00
04/20/2016	1810	Erie Playhouse	2016 Lead Assets Funding	-81,664.00
04/20/2016	1811	Erie Zoological Society	2016 Lead Assets Funding	-184,930.00
04/20/2016	1812	expERIEnce Children's Museum	2016 Lead Assets Funding	-28,075.00
04/20/2016	1813	Flagship Niagara League	2016 Lead Assets Funding	-33,533.00
04/20/2016	1814	Knowledge Park	May 2016 Rent	-1,371.46
04/20/2016	1815	Mercyhurst Institute for Arts & Culture	2016 Lead Assets Funding	-50,065.00
04/20/2016	1816	The Historical Society of Erie County	2016 Lead Assets Funding	-37,341.00
04/22/2016	EFT	ECCA, Inc.	4/2/16-4/15/16 Payroll	-7,297.80
04/25/2016	EFT	Fidelity Investments	4/2/16-4/15/16 Payroll Retirement	-395.24
04/28/2016	EFT	VISA	4/3/16 Statement - Perry	-254.40
04/28/2016	EFT	VISA	4/3/16 Statement - Diane	-3,822.76
		TOTAL		<u>-882,397.13</u>



E·C·G·R·A
ERIE COUNTY GAMING REVENUE AUTHORITY

**EXECUTIVE
DIRECTOR'S
REPORT
FOR
MAY, 2016**



YOUTH & EDUCATION COMMITTEE MEETING

5240 KNOWLEDGE PARKWAY

ERIE, PA 16510

May 4, 2016

Noon – 1:00 pm

AGENDA

Committee Job Description: To educate Erie's young adult workforce, strengthen schools and employers, and abate poverty.

1. Current Projects:
 - a. Eastside Opportunity Corridor
 - b. Block by Block
 - c. STEM Academy

2. City Comprehensive Plan

3. Previous Topics:
 - a. Tech After Hours
 - b. Go College
 - c. All About Character
 - d. School-based Health Centers
 - e. Summer Jobs & More
 - f. Eagle's Nest
 - g. Community College / Skill Gap
 - h. Maker Spaces
 - i. Safe Routes to Schools
 - j. Erie Together / Re-entry
 - k. The School District Endowment Challenge
 - l. Upper Room Housing Redevelopment
 - m. Residential Energy Efficiency

Notes:

Pilot projects are concepts that ECGRA is providing seed funding to because

- A) Project/service doesn't fit into an existing category or process
- B) ECGRA would like to study and evaluate the concepts
- C) It is less costly and time consuming to test an idea rather than design an entire grant process around a program that ECGRA is unsure of

The following were reviewed by the Committee for pilot project funding:

- **Eastside Opportunity Corridor** – Mr. Maggio presented his analysis of the EOC. The board has previously seen a presentation by EOC advocates. The committee recommends it for 50k in pilot funding and that it be placed on the May board meeting agenda.
- **Block by Block** – Mr. Maggio presented his analysis. Erie Together has previously presented to the ECGRA board. The board had questions about outcomes measurement and the importance of focusing the resources to areas that would best benefit from the program. Maggio will follow up with Erie Together with the board's observations.
- **STEM Academy** – Mr. Maggio presented his analysis. Applicants will be presenting at the May board meeting.

City Comprehensive Plan Analysis

Mr. Wood presented an analysis of the City's Comp Plan aka the Buki Plan.

The plan asks five key questions:

- 1) What are the assets you can't afford to lose?
- 2) What are the city's priorities?
- 3) What's the city's mission?
- 4) What problems are we trying to solve?
- 5) What resources could we create?

Lens through which to view the Comp Plan

- A) **Economic** – when we look at the numbers, we can make determinations on how to appropriately address problems by objectively reducing problems to figures. Blighted homes, population, revenues, employment, etc. This approach may be valuable in determining how ECGRA can prioritize because it simply goes to the economics of investment. It is colorblind, objective, and functional. We look at the disinvestment zones and create a new market dynamic to address lack of investment.
- B) **Critical Geography** – the Plan looks at the geography of neighborhoods, effectively dividing the city into zones. However, it does not look at the people in those zones. It categorizes based on physical geography and physical building infrastructure, not people-based need. A critical approach may be valuable because it asks different questions about the numbers. For example, how aggregated are the numbers and does aggregation cover up neighborhood differences? CG is color conscience, subjective, and is concerned with issues of social justice. We would look at the history of circumstances, the effect that race plays, and resources available to neighborhoods based on need.

I don't think we need to choose between the two lenses. Both may be valuable in helping us to decide how we can assist the city.

Major Findings Per My Analysis

- 1) **Housing** – Between 5-7% of the city's housing stock is very healthy. Practitioners consider stable and prosperous cities to be at 50%. Disinvestment of neighborhoods begins to lay out the rationale for blight removal and remediation (Buki, 2016, p. 15)
- 2) **Anchor Institutions** – Large investments like universities, hospitals, parks, Erie Insurance Arena, Warner Theatre are islands of investment. The surrounding areas have not been invested in and growth spurred. We need to build up the environment around AIs.
- 3) **Schools** – city schools don't provide young families with the confidence they need to stay in the city. However, great strides have been made to correct this through the Erie School District's Optimization Plan which Buki refers to as a "model for responsible and innovative governance" (p. 24).
- 4) **Measuring Progress** – we need to ask different questions in order to achieve different outcomes. How do we measure progress in order to reach our goals?
- 5) **Funders** – funders need to ask how applicants are solving problems identified in the Comp Plan. In other words, tie funding to the goals of the Plan.
- 6) **Neighborhoods** – the bulk of the plan deals with the establishment of neighborhood zones in three categories: *core strengthening, neighborhood strengthening, and neighborhood stabilization*.
 - a. Erie County does not have a *housing based CDFI*. Buki offers the Cincinnati Equity Fund as an example (p. 39). CDFIs are ECGRA's preferred vehicle for MRIs because of how they are regulated, have a mission-focus, and are tasked with responsible financial investment.
 - b. *Relocation of Human Services* away from the central business district (p. 40). Overtime, these agencies have been concentrated in the core, some the region's most valuable real estate. Segregation into the core, away from the neighborhoods limits future investment and removes services from clients.
 - c. *Maker spaces* (p. 42). ECGRA has already made investments in both maker spaces and maker equipment at the region's high schools.
 - d. *Innovation Zones* (pp. 42-43). A Brookings concept, the Ignite Erie partners have been working with ECGRA on the region's geography of innovation.
- 7) **Price Tag** - \$300mm above and beyond general fund budgets (p. 82).

There are three ways we can look at implementing change:

- A) **Game Changer** – how do we reverse the lack of market confidence in the city? Through a big concept like free post-secondary education for city residents or universal childcare for city residents or universal pre-K. Any game changer will likely involve education.
- B) **Incentives** – how do we incentivize re-investment? We offer financial incentives (grants & low-interest loans) to homeowners to fix their properties. Matching grants, for example, have been successful in getting downtown and main street businesses to invest in facades. Past examples include residential LERTA.
- C) **Punishment** – enforce the building code, slap orange stickers on houses, and take people to the district judge for violations (Broken Windows Theory). Of course, this approach has its limits. For example, a DJ won't send an economically disadvantaged person to jail for not painting their house.



E·C·G·R·A

PERSONNEL COMMITTEE MEETING

5240 KNOWLEDGE PARKWAY
ERIE, PA 16510
May 4, 2016
11:30 – Noon

AGENDA

Committee Job Description: Reviews the Board's personnel policies, employee handbook, and evaluate the Executive Director

- I. Educational Assistance Plan
- II. Grants Manager Position
- III. Executive Director Review



E·C·G·R·A
ERIE COUNTY GAMING REVENUE AUTHORITY

2016 First Quarter Settlement Statement

2016 First Quarter Total Gaming Funds Received:	271,003.85
25% of Total to Municipalities	67,750.98
Summit Township receives 45%	30,487.93
Greene Township receives 11%	7,452.61
McKean Township receives 11%	7,452.61
Millcreek Township receives 11%	7,452.61
Waterford Township receives 11%	7,452.61
Erie County receives 11%	7,452.61
	<u>67,750.98</u>

5340 Fryling Road, Suite 201
Erie, PA 16510
Phone (814) 897-2690
Fax (814) 897-2691
E-mail dianek@ecgra.org
www.ECGRA.org

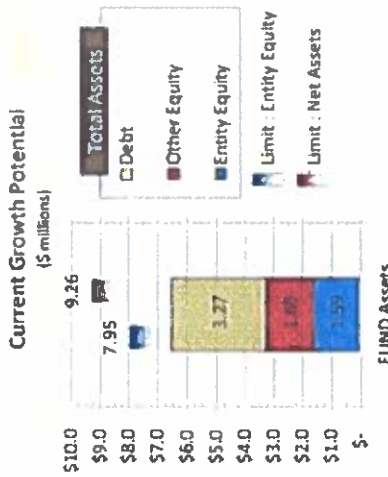
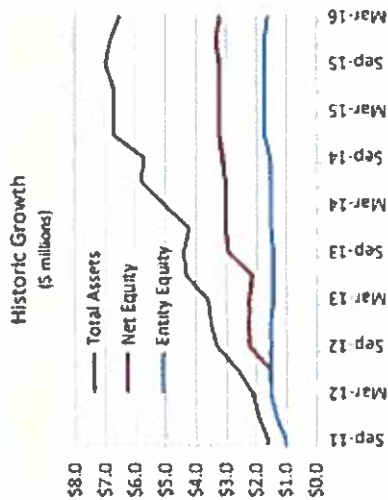
Authority Members

David S. Sample, Chair
Michael J. Pans, Vice Chair
Charles J. Peters, Treasurer
David H. Yapple, Secretary

David M. Bagnoni
Dale E. Barney
James T. Domino

Enterprise Development Fund

Quarterly Performance Report : March 2016



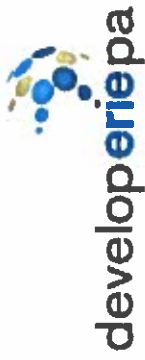
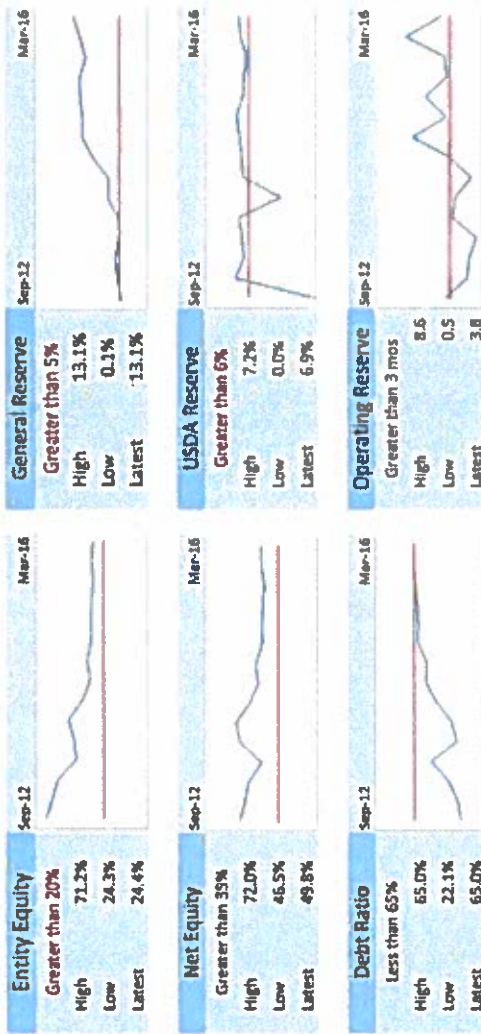
General Program Capacity \$ 2,149,000
 USDA Program Capacity 612,000
 TOTAL Lending Capacity \$ 2,761,000

Lending Capacity (% of current year volume goal) 251%
 18.8 loans

Fund Growth

Lending Capacity

Covenants of FUND Lenders and Investors



developeriepa

Funding Applications recently awarded
 USDA RBDG - \$99,750
 ECGRA MRI Pre-Application - \$500,000

Funding Applications in progress
 CDFI Recertification

CDFI Target Market Percentages (>60%)
 Total Number of Loans in TM: 56%
 Total Loan Volume in TM: 70%

ECGRA Microloan Requirement:
 Closed 22 of 38 required by 2018

Current Number of Loans in Portfolio: 45
Average Loan Size: \$150,105

USDA Loan Allocation Remaining: \$239,167

Job Creation/Retention:
 Projected Jobs 2016 Q1: 1
 Projected Jobs since 2011: 856

Private Investment:
 Private Investment 2016 Q1: \$18,438
 Private Investment since 2011: \$36.6m

Portfolio Breakdown :

Category	#	\$
Manufacturing (16):	36%	48%
Service(17):	39%	31%
Retail(7):	16%	10%
Non-Profit(4):	9%	11%

Loans Closed in Q1 2016:
 Askin Cremation \$12,400

Approved Loans not closed:
 Crab Apple Ridge: \$150,000
 Trinity Equestrian Center \$208,000

POSITIVELY ERIE

By GERRY WEISS
gerry.weiss@timesnews.com

Richard Davis says he often sees children roaming around Erie's east side with nothing to do.

So the local restaurant owner did something about it.

Davis this spring created the

Business Boys and Girls program and has so far turned 10 city children, ages 8 to 13, into young entrepreneurs.

He makes chocolate cookies at his business, D'Lish Subs & Deli, 1218 E. 38th St., and gives them to the children to sell for

► Please see DAVIS, 4A



JACK HANRAHAN/Erie Times-News

Richard Davis, the owner of D'Lish Subs & Deli, has helped put extra money in children's pockets.

A WEEKLY FEATURE ABOUT PEOPLE AND IDEAS THAT ARE MAKING A DIFFERENCE ACROSS THE ERIE REGION.

Davis: Entrepreneur sets goal

Continued from 1A

\$1 each. The kids earn 25 cents from every dollar.

"The children are empowered by it, and it makes them feel good," said Davis, 43. "It also gives them a little extra money in their pockets."

Now Davis is hoping for a little help himself.

The Erie native has created the Thousand Dog Dash, an event during which he hopes to make 1,000 of his signature D'Lish Dogs — a Smith's hot dog deep-fried and wrapped in cheese and Stanganelli's dough — in 24 hours. Davis needs to raise \$3,000 for the event, which he wants to hold in either July or August. The money will cover the cost of the food and building improvements to his deli, which he opened eight months ago.

But there's a catch.

Davis is using the online crowdfunding website Kickstarter to raise money for the Thousand Dog Dash. People can go online and donate however much they want to the event, and with their donation they'll be rewarded with D'Lish Dogs and french fries.

But the way Kickstarter works, if Davis doesn't raise at least \$3,000 — the goal he'll be setting when



JACK HANRAHAN/Erie Times-News

Richard Davis shows one of his D'Lish Dogs. Davis has started a Kickstarter campaign with the goal of raising \$3,000 for an event and upgrades to his business.

he launches the campaign on the website in about a week — he receives none of the donations, with any money all going back to the donors.

And with no money, Davis said, there would be no Thousand Dog Dash.

Davis is optimistic.

"I believe we'll reach our goal," he said. "I can feel it."

Davis created a D'Lish Facebook page, to build awareness for the Thousand Dog Dash, and it has nearly 1,400 likes.

WE WANT TO HEAR FROM YOU

Have an idea for future "Positively Erie" articles? Send them to Times-News/GoErie.com reporter Gerry Weiss at gerry.weiss@timesnews.com, or call him at 870-1884.

He's also received help from the Erie County Gaming Revenue Authority, Mercyhurst University and Penn State Behrend through the Ignite Erie initiative that ECGRA funds and the local colleges run. Ignite Erie helps local entrepreneurs launch ideas, projects and businesses.

The D'Lish Dog sells for \$2.69 at the deli, but Davis will sell them for \$2 during the Thousand Dog Dash. He'll also need to hold the 24-hour hot-dog-making marathon at a larger venue than his restaurant, one that can accommodate additional fryers and a crew of six or seven cooks.

"We haven't determined yet where we'll hold it," Davis said. "But I have no doubt we'll find a spot."

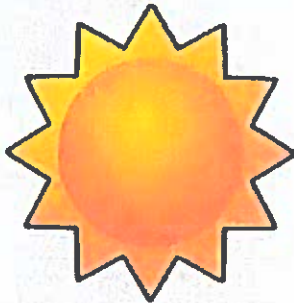
GERRY WEISS can be reached at 870-1884 or by e-mail. Follow him on Twitter at twitter.com/ETNweiss.

The Co

Corry,

Friday, April 15, 2016

Weather



Sunny
High: 66
Low: 39

Saturday:
Sunny
High: 69
Low: 42



See P.3 for extended forecast

Snowfall

Today: 0 inches
Total: 126.5 inches

Sports



Growing initiative

Contributed photo

Impact Corry's 2015 downtown "greenways" initiative has been commemorated with a plaque to mark the creation of a downtown greenways master plan and the planting of 22 trees along Main and Center streets, as well as acknowledging funding entities that made the project possible. From left are Impact Corry Vice President Dave Maryott, Erie County Gaming Revenue Authority Chairman Dave Sample of Corry, and ECGRA Executive Director Perry Wood. ECGRA and the Arlene H. Smith Charitable Foundation each contributed \$12,500 to the project, while \$42,000 came from the 2014 Erie County Greenways Program.

Nonprofits in Erie region will benefit from \$3.6M in grants

By GERRY WEISS
gerry.weiss@timesnews.com

The money will help fund an after-school program for teenagers at Bethany Outreach Center, as well as support an upgrade of the WQLN-TV studio.

Erie's nonprofit sector will see a boost on Tuesday of more than \$3.6 million.

The Erie Community Foundation and the Erie County Gaming Revenue Authority will distribute the money at a reception at Bethany Outreach Center, 254 E. 10th St., at 10 a.m.

The money will be disbursed through 669 separate grants, 655 of which are donor advised endowments totaling \$3,471,834 that are already established at the foundation.

The foundation links charitable endowments from donors to needs in the Erie region. Four times a year, the organization grants awards to groups

seeking financial assistance in health, education, arts and community development.

Fourteen area nonprofits will receive about \$147,000 combined. Tuesday's grants also include 15 scholarships totaling \$14,500.

The largest grant will go to Gaudenzia Erie, a drug and alcohol treatment facility, which will receive \$19,000 for its House of Healing program. That donation is being funded by ECGRA.

The northwest region of Junior Achievement of Western Pennsylvania will receive a \$17,000 grant for a youth empowerment program, and Preservation Erie will receive a donation of \$15,500 for its countywide cultural heritage plan.

Other local groups and organizations receiving grants Tuesday include the Erie County Department of Health (\$13,000

for a behavioral risk factor surveillance system survey), Presque Isle Partnership (\$5,000 for a storage shed and safety cones), Goodell Gardens & Homestead (\$4,507 for technology services), the Erie Art Museum (\$15,300 for marketing initiatives) and the West Erie County Emergency Management Agency (\$2,000 for a public outreach project).

GERRY WEISS can be reached at 870-1884 or by e-mail. Follow him on Twitter at twitter.com/ETNWeiss.

In the know ON THE GO

Get latest breaking news, severe weather, sports scores and more.

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Published: April 29, 2016 12:35AM

Is Pennsylvania holding a losing hand?

Associated Press

Few states rival Pennsylvania in squeezing money from the gambling public. And legislators are looking to improve on that skill by expanding gambling into airports, the corner tavern and any home with a computer.

That would be a losing bet, according to a new study by the State University of New York.

In the study, by SUNY's Nelson A. Rockefeller Institute of Government, the Keystone State distinguishes itself by being arguably the nation's best at extracting revenue from state-sanctioned gambling, with a total take of \$2.4 billion in 2015.

But that's not a good thing, said Lucy Dadayan, the institute's senior policy analyst and author of the study. The 40-page report examines lottery, casino, horse racing and video machine revenues pulled in by every state. It concludes that while the money brings short-term budget relief, it ultimately declines, leaving states with budget holes to fill.

That's what Pennsylvania can expect down the road as its casino industry matures, said Dadayan, whose focus was on gambling nationwide, not just in Pennsylvania.

Expansion option

Gambling advocates argue that people are going to gamble in another state if Pennsylvania doesn't offer it. So, it's better to regulate it and gain revenue that can help balance the state budget than allow that money to leave Pennsylvania for another state to tax.

"We're not for or against gaming, but the numbers speak for themselves," Dadayan said. "They show that gambling revenues rise early but decline as competition comes. As a budget revenue source, it's not

sustainable."

That, argues state Rep. John Payne, of Dauphin County, R-106th Dist., is nonsense. The revenue it brings helps balance the budget, and the best way to keep other states from dipping into that revenue is to expand gambling here so that it remains a tourist attraction that creates jobs and revenue, Payne said.

"Not sustainable? I guess they've never heard of Las Vegas," Payne said. "We know people are going to gamble, so we might as well regulate it and tax it. I hope they didn't waste too much taxpayer money on that study. What we need to do is give casinos the tools to compete with other states."

That's why Payne is proposing a package of bills that would legalize online gambling and allow slot machines at airports and off-track betting facilities. The extra money would help close a \$2 billion budget deficit, he said.

Dadayan said her study shows that would be a mistake. Though she labels gambling-related revenues as regressive taxes that tend to hit the middle income and poor harder, she said her study makes no moral or political argument against gambling. It is strictly math that shows the winning hands never last for states balancing their budgets with gambling money.

State of vulnerability

Still, that math shows a bustling industry in Pennsylvania. With more than \$2.4 billion coming from lotteries, casinos and off-track betting, Pennsylvania is second in the nation. Only New York's \$3.2 billion is more, and that's largely because its nearly 20 million people drive its lottery sales to a nation-leading \$2.2 billion.

But for casinos, no state compares with the \$1.35 billion Pennsylvania pulls in from a dozen casinos.

That's primarily because its 55 percent tax on slots revenue is among the highest in the nation, while gambling states such as Nevada and New Jersey have single-digit tax rates.

That makes Pennsylvania uniquely vulnerable to what Dadayan says is the inevitable decline. Because new competition is coming primarily from new casinos, the casino portion of state gambling revenues will experience bigger declines, compared with the lottery portion of those revenues, she said.

For example, Pennsylvania could soon be facing new competition from three casinos being built in upstate New York and more to be added to Maryland's burgeoning industry, while New Jersey voters in November will decide whether to cut into Pennsylvania's market by adding two casinos in northern New Jersey.

"Pennsylvania was a forerunner in the new wave of casinos, but that makes it vulnerable because all of its neighbors have added casinos," Dadayan said. "Eventually, it will go down."

A boon or a bust?

Not if Pennsylvania builds faster and better than its neighbors, Payne argues. By adding gambling options, it will help casinos make more money that cannot only be taxed by the state, but can be reinvested here. More than 17,000 people work at the state's 12 casinos, and thousands more work at businesses created to serve casino patrons.

"Every casino has restaurants and some like Sands (Bethlehem) and Mount Airy (Monroe County) have built hotels," Payne said. "If we grow this right, others will do the same and this will become an even bigger tourist attraction for Pennsylvania."

So, who's right, Dadayan or Payne? Marc Stier, director of the Pennsylvania Budget and Policy Center, which analyzes state spending, sides with Dadayan's projections.

"We haven't taken a position on gambling, but there's nothing in this report that I could argue with," Stier said. "I think it fairly clearly shows that gambling is not the best way to raise revenue. It's not sustainable."

Ultimately, it will be years before Pennsylvania and the other new casino states learn whether the SUNY study is accurate. But Dadayan suggests state legislators and budget planners begin planning now for the

inevitable.

"History," she said, "is not on their side."



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

LET'S GIVE 'EM SOMETHING TO TACO 'BOUT

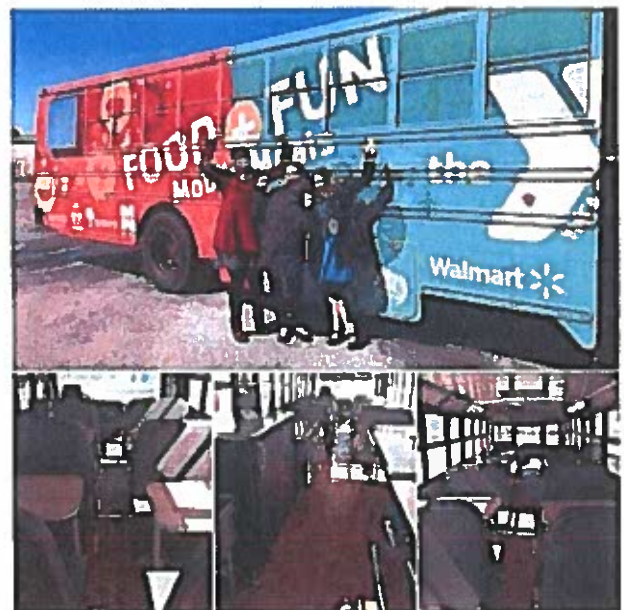
YMCA Food + Fun Bus Kick-off Press Event

231 Parade Blvd. – in the B.E.S.T neighborhood • Friday, April 29, 5p.m.

Be the first to feast your eyes on the Y's Food + Fun bus! Join us for a public kick-off celebration recognizing dozens of community partners and donors who have helped us to cook-up Erie's first and only mobile meals site for kids.

Beginning in June, our 72-passenger bus hits the streets to take free meals to kids in neighborhoods throughout Erie County where food is a concern.

#TheYFeedsKids #ForABetterUs



JEFFERSON EDUCATIONAL SOCIETY

Erie's Think Tank for Community Progress

Dear Mr. Wood, Perry!

Recently a report by Yahoo! ranked Erie as the 8th fastest shrinking city in America. According to this report, our population shrunk by nearly 1 percent since 2014, a trend which has been part of our life since the 1960s when our population was at all time high when it approached 140,000 people. This trend of decline has been part of this city's life for so long that we have started accepting it as our manifest destiny.

"Another company leaves," "Another family moves," "another empty house around the block," "another missed opportunity" are the kind of thoughts that are plaguing our minds and, as a result, we are losing the confidence that we once had in Erie – Pennsylvania's Flagship City!

World-renowned economist Paul Romer once said that "a crisis is a terrible thing to waste." Brookings Institution Centennial Scholar Bruce Katz continues to tell Erie that the State and Federal governments are *NOT* coming to the rescue and that we have to be the ones to take advantage of this crisis ourselves. In short, we have to think big and take bold steps to change the trajectory of this city!

As Erie's think-tank for community progress, it is our job to facilitate discussion in multiple avenues and shine light on the best ideas circulating in our city. Launched in 2015, *The Jefferson Essays* is one such avenue. To date we have published a Jefferson Essay on Erie's safety and one on Erie's Advanced Industries, both of which drew significant discussion in our community.

For our third Jefferson Essay, we have tackled one of Erie's most interesting old/new ideas which is developing Eastside access to the Peninsula. It is an idea that has been part of discussion in Erie since 1913 when John Nolen first proposed that Erie explore such a peninsula connection. In 1968 Maurice Rotival first introduced the notion of a tunnel connecting Presque Isle to Erie's east side, and more recently, Destination Erie called for the exploration of such a connection in 2014 and Jefferson's inaugural Erie County Civic Leadership Academy participants researched and analyzed what such a new peninsula connection would look like. Now, we are ready to publish our findings for the general public in our latest Jefferson Essay.

You are receiving this letter because of the role you continue to play in shaping the future of this community, and we would like to give you a summary of this essay before it is released to the public. Thus, we cordially invite you to a luncheon at the Bayfront Sheraton Hotel on Thursday, May 12, 2016 at noon to be among the first to learn of an exciting new idea to strengthen our community.

We ask that you RSVP with The Jefferson's administrative assistant Mary Tredway via email to tredway@jeserie.org or by phone at 814.459.8000 by Friday, May 6 so that we can make appropriate accommodation. We look forward to exploring the findings of this essay with you over lunch, as we welcome your insights in what we're sure will be an engaging dialogue of what we believe to be a bold – and entirely possible – step for Erie as it embraces a big idea to advance our community.



William P. Garvey, Ph.D.
President

With best regards,



Ferki Ferati, M.A.
Vice President and Executive Director

3207 State Street ● Erie, PA 16508
P. 814.459.8000 ● F. 814.459.8006
www.JEerie.org



Asbury Woods Partnership, Inc.

A 501(c)3 non-profit charity dedicated to supporting Asbury Woods Nature Center

April 20, 2016

Mr. Perry Wood, Executive Director
ECGRA
5340 Fryling Road, Suite 201
Erie, PA 16510

Dear Perry,

Thank you for ECGRA's continued support of Asbury Woods Nature Center. Your Special Events Grant of \$2,340.00 was received on 4/1/16. This grant will help Asbury Woods Partnership continue the legacy of environmental education and recreation opportunities.

Thanks to you, Asbury Woods will always be a place where nature inspires, heals and rejuvenates all who visit. We hope you can visit soon!

From the Woods,

Patrick Lampel
Development Officer
Asbury Woods Partnership



EHCA

Caring since 1912

*Residential and Community Services
Providing Quality Care for People with Developmental Disabilities*

Erie Homes for Children and Adults, Inc.

226 East 27th Street Erie, Pennsylvania 16504 (814) 454-1534 Fax (814) 452-6723

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April 15, 2016

Perry Wood
Erie County Gaming Revenue Auth
5340 Fryling Rd, Suite 201
Erie, PA 16510

Thank you!

Dear Mr. Wood:

Thank you for your continued support of EHCA (Erie Homes for Children and Adults) with \$1,000.00 by sponsoring THE Spring Event! Proceeds from this year's event will benefit EHCA's medically complex residents.

Please join us on Friday, May 13th at the Sheraton Erie Bayfront Hotel. Last year's event was such a great time that we have invited Mambo back to play and will have a dance floor to enhance the party vibe! Remember that your sponsorship allows six individuals to attend our VIP party including an hour of an open bar, pre-bidding on silent auction items and access to all lightening raffle sales before the event begins (valued at \$600.00). Have your guests call to pre-register and you can use our fast lane and head for the bar! Also included with your sponsorship is a half page ad in our program book (valued at \$100.00).

Your contribution helps more than 550 staff provide quality services to nearly 400 people every day in four Pennsylvania counties. Please feel free to contact Karyn Langdon at 814-315-1803 or via email at langdon@ehca.org for more information.

Sincerely,

Charles Walczak
Chief Executive Officer

Jonathan Rilling
Development Director

*Perry,
Thank you for
your support of
our mission!*

Chief Executive Officer

Charles R. Walczak, MBA, FACHE

**EHCA is a 501(c)(3) non-profit human service organization.
All gifts are tax deductible to the full extent allowed under IRS regulations.**

extraordinary people, extraordinary programs

Your Bequest Will Leave a Legacy for the Children and Adults We Serve

April 15, 2015

Perry Wood
Erie County Gaming Revenue Auth
5340 Fryling Rd, Suite 201
Erie, PA 16510



Dear Mr. Wood:

Thank you for so very much for your sponsorship for the 2016 Victory Ride! The support of our community for this event has truly been overwhelming. Even with terrible weather during last year's event, we raised over \$15,000 to purchase items not covered by insurance for the residents of EHCA (Erie Homes for Children and Adults). Our residents got to ride again thanks to some very dedicated sidecar owners, and though everyone was soaked at the after party, we all had a great time. Your contribution will make the third annual event an even bigger success, helping us in our mission to assist people with disabilities to live rich and fulfilling lives.

Since we have had bad weather in the past, we have decided to move the 2016 VICTORY RIDE to the Belle Valley Fire Department. The motorcycle ride will begin and end there, and the after-party will be held indoors. With plenty of space for DJ Brian Shank, raffles, games, and awesome event merchandise, we think this will be a positive change and make a great event even better! We hope you can ride with us, or even stop to have some excellent food or try to win a prize or two.

Our clients, staff, and everyone who cares about them are extremely grateful for your generosity. We have monthly luncheons throughout the year and welcome you to come and see who we are and the extraordinary work we do. You can learn more about EHCA and the Victory Ride at ehca.org/upcoming-events, or by contacting Karyn Langdon at 814/315-1803 or langdon@ehca.org. I look forward to meeting you on September 10 at the Victory Ride!



My sincerest thanks,

Jonathan Rilling
Jonathan Rilling
EHCA Director of Development

Perry
Thank you!!!

EHCA is a 501(c)(3) non-profit human service organization and all gifts are tax deductible to the full extent allowed under IRS regulations. No goods or services were provided as a result of this donation.



RESOLUTION NUMBER 10, 2016

Resolution to adopt the Eastside Opportunity Corridor Pilot Project

Whereas, ECGRA's mission of economic and community development recognizes the importance of local government, businesses, and citizen groups working together in a public-private partnership to address neighborhood renewal;

Whereas, the Economic Development Financing Law recognizes the elimination or prevention of blight can best be provided by revitalizing and stimulating economic activities in such places;

Whereas, the Economic Development Financing Law states expressly that entities like ECGRA may have as one of its purposes the promotion of activities deemed appropriate to eliminate blight or otherwise improve economic activity;

Whereas, ECGRA's Strategic Plan recognizes that functional and aesthetic improvements upon neighborhoods are important factors in achieving community satisfaction;

Whereas, ECGRA believes, as a good steward of the Gaming Funds, that it is in the best interests of the citizens of Erie County to pilot an unproven concept such as neighborhood renewal in a specified geographic area, to learn from the pilot program, refine it and deliberate on its merits before offering eligible neighborhood renewal associations throughout Erie County the opportunity to implement the refined and then proven neighborhood renewal program;

Whereas, eligible neighborhood renewal associations concerned with the proactive revitalization of respective geographic areas are a regional asset to be supported at a later date if deemed successful by a pilot project;

Whereas, ECGRA has selected the Lake Erie Region Conservancy (LERC) to launch said pilot concept with an operational grant of \$50,000, which will be matched 1-1 to the extent outlined in the attached Exhibit "A";

Whereas, ECGRA declares the following milestones to be measured and analyzed as part of the pilot project:

1. The successful convening of an advisory committee consisting of neighborhood stakeholders, public officials, and businesses
2. Three public meetings
3. A document that captures planning efforts, neighborhood input, and the feasibility of implementing aspects of the EOC
4. Preliminary engineering and design for street crossings and bicycle lanes
5. The improvement of recreational spaces along the corridor

Whereas, LERC shall report to ECGRA within 12 months as to the successes, failures and obstacles encountered so that ECGRA may determine whether to refine the program prior to considering whether to offer the neighborhood renewal program to eligible neighborhood renewal associations throughout Erie County.

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of the Erie County Gaming Revenue Authority, pursuant to the Economic Development Financing Law and the Erie County Gaming Revenue Authority Bylaws, resolves to adopt the Eastside Opportunity Corridor pilot project to the extent outlined in this document and attachments.



On the motion of _____, seconded by _____.

This resolution was passed on the 12th day of May, 2016 by a vote of ____ - ____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority
May 12, 2016

ATTEST:

Secretary, ECGRA



East Side Opportunity Corridor Pilot Project Summary

Background

In 1882, the Nickel Plate Railroad (NPRR) was established and became a vital connection between New York and St. Louis featuring a stop in Erie. In fact, the NPRR depot in Erie was located at East 19th and German Streets for many years. After decades of trying to persuade the railroad to relocate in what was now a city of over 100,000 people, the NPRR ceased operations in 2001 and the line on West and East 19th Streets which bisected Erie was no more.

In 2000, before the rails, ties, and ballast had been removed, a county trails and greenways study was commissioned by Pennsylvania Department of Conservation and Natural Resources (DCNR). At the planning meetings, it was suggested that the old NPRR line be used as a trail connecting the east and west side of Erie with connections as far away as Greengarden Boulevard to the west and the planned East Side Access Highway to the east. The city officials at the time did not pursue this opportunity and some property was sold to private individuals and some property was retained by the city and Norfolk/Southern Railroad.

In 2014, County Councilman Jay Breneman and City Councilman Dave Brennan discussed the idea to transform the nearly 30 acres of vacant and unused land along the former NPRR corridor from the East Side Access Highway to French Street with the hope of a future re-connection at State Street. Breneman represented the neighborhood while Brennan both grew up in the area and now represented city residents along the corridor.

The plan to upgrade the area with greenspace and a multi-purpose trail represents more than an effort to clean and green the area. There is also an element of lifting the area up both symbolically and economically as the area surrounding the corridor (Census tract 13) has the second lowest median household income in the city of Erie at \$18,000. Comparatively, the median household income in the city of Erie is \$33,544.

Dave Brennan, an architect by trade, has, in conjunction with Jay Breneman and other neighborhood leaders, created detailed planning and design documents and concept drawings of a potential trail and park corridor. The EOC Alliance has also formed to create a steering committee and a mechanism to foster open communications between neighbors and neighborhood institutions. The result has been widespread community support and involvement.

Need for Pilot Project

As the EOC Alliance looks to move to the next step of developing the EOC Greenway, there is a need for funding for a formal trail design, related public outreach and meetings, some engineering, environmental studies, ownership searches, and some project management. Once a publicly vetted design is written, the EOC Alliance can present that to the city of Erie, Norfolk/Southern Railroad, and other interested parties to continue collaboration and mutual cooperation including support for funding from local, state, and federal sources.

The logical question for a project of this nature is why isn't the city of Erie's Park Department taking the lead? The answer quite simply is that the city does not have the resources – either staff or financial – to assume responsibility for the project. The city Public Works Department Director and the city's mayor both support the project, but feel that the EOC Alliance and its proposed project partners the Lake Erie Region Conservancy and Pennsylvania Sea Grant, are better equipped to see the project to fruition.

Administration

The Lake Erie Region Conservancy (LERC) has served Erie County for the past 15 years by initiating and facilitating land conservation and land acquisition projects, conducting studies and plans, and providing support for environmental and conservation initiatives. As a 501 (c) (3) operating in Erie County, LERC has a mission of promoting park and open space development as well as environmental stewardship. For the EOC project, LERC has partnered with Pennsylvania Sea Grant which is led by former Erie County Planning Director, David Skellie. Sea Grant will act as a subcontractor to LERC and direct all aspects of the planning and design process for the planning and design of the EOC. Dave Skellie has significant experience managing such projects and working with consultants. LERC/Sea Grant would be far less costly than a private consultant.

Support

Jay Breneman and Dave Brennan have reached out to a significant number of neighborhood leaders, institutions, churches, property owners, residents, Penn DOT, and Norfolk/Southern RR since the conception of the project. The project has also received considerable media coverage. To date there has been no opposition to the idea of the EOC. The Sisters of Saint Joseph Neighborhood Network which is working on neighborhood issues on the city's east side has included the development of the EOC as an important goal of their neighborhood revitalization strategy. The EOC counts as its supporters Erie City Council, County Councilman Andre Horton, HANDS, the Booker T. Washington Center, Developer Donald Crenshaw, E.E. Austin Company, Holy Trinity Church, and other churches and residents.

Match

The EOC Alliance recently applied for funding for the required match through Erie County's Greenways program in the amount of \$50,000. The announcements will be made by mid-June. The ECO Alliance is also researching other funding opportunities. A funding commitment by ECGRA may be helpful in leveraging other grants or private donations.

Community and constituency served

There are approximately 18,000 city residents within ½ mile of the EOC corridor and most are economically disadvantaged. In census tract 13 alone, which comprises most of the EOC corridor, the breakdown of the residents are as follows: 3.4% Asian, 57.5% Black, 12.4% Hispanic, and 22.2% White. 15% of the residents in the census tract are foreign born. The census tract is one of

the poorest in Erie County with a median household income of under \$18,000. As a result of the disinvestment and social services need, the Sisters of Saint Joseph Neighborhood Network opened a project office to assist the EOC neighborhood and neighborhoods adjacent to Holy Trinity Church at 22nd and Reed Streets and St. John's Church on six blocks south on East 26th Street.

Pilot Project Criteria

Duration

The study process and design of the EOC project should take no longer than six to eight months. There will be at least four public meetings so ample opportunity will be presented for residents and stakeholders to become involved.

Size

The project is essentially contracting with a design firm and managing the planning and engineering process including conducting public meetings. The plan will identify areas to work on with a prioritized list.

Importance

Currently the EOC corridor is used primarily for illegal trash dumping. Aesthetically, the corridor is not cared for – including a city park on East 19th Street. Residents in that area have no significant park or open space and the East Side Access Highway serves as a physical barrier to the neighborhoods to the east of the EOC area. Similarly, the neighborhood is also disconnected from the city's west side. A rejuvenated corridor would give property owners confidence to effect some home repairs and signal to the residents that every neighborhood should have access to parks and recreation. A reduction in illegal dumping and other illegal activity would also reduce police calls and the need for the city to remove accumulated trash and debris.

A housing development has been planned along the corridor on the east side of Parade Street which will mirror the existing housing units across the street to the west. The EOC, once developed would give residents a recreational amenity and improve the value of the property making it more attractive to lenders and potential renters.

Community Engagement/Sponsorship

To date, the EOC Alliance has engaged the public numerous times and at a variety of locations throughout the neighborhood from churches to neighborhood groups to businesses. The EOC concept has been vetted several times in the media and both Councilmen are readily accessible to discuss the project.

People

The LERC/Sea Grant team, along with Dave Brennan and Jay Brenneman, has the expertise and commitment to see the project to fruition. Their track record for delivering projects is outstanding.

Analyzing Outcomes

A successful planning and design process will have engaged the public in multiple ways – in person, at meetings, and online – to insure all voices had an opportunity to be heard.

Beyond numbers contacted or present at meetings, the pilot program will take into consideration the quantity and quality of subsequent meetings, volunteer efforts, and participation in future EOC Alliance gatherings.

Another measure of success is how the final plan is received by the public and stakeholders.

On the construction side, a successful pilot will move quickly to the construction phase and begin improvements to make the project a reality. The number of volunteers and leveraged funds is always a good indicator of a successful effort.

Conclusion

The project represents a catalyst to neighborhood renewal as it seeks to transform an isolated location that has been used to dump trash into a park asset and a connection to other neighborhoods.

The EOC Project has been well received. It is unusual and refreshing to see two elected officials working together to spearhead a project like this when it is usually citizens who are working to convince elected officials to support a recreational project. The EOC project addresses many needs and offers much in return. Urban trails are typically more difficult to design and construct due to ownership issues, more stakeholders and agencies, and connectivity. However, once completed, the urban trail system and urban park and open space would benefit thousands of residents. With a modest amount of public investment the trail appears to be able to pay dividends and has the potential to unite the neighborhood and give residents a common gathering place and central feature.

Once the public planning process is completed and a design in hand with cost estimates, the next phase will be identifying funds for construction. E.E Austin has already pledged construction assistance once the trail segment has been designed, and Penn DOT has discussed including connections in its planned Buffalo Road interchange project.

The recommendation is to fund a portion of the design work now and fund a portion of the park development once leases are signed between property owners and the entity the EOC Alliance chooses to sign the lease.







Eastside Opportunity Corridor

Strategic Plan

Version 4/14/2016

ACKNOWLEDGMENTS

The concept development for the Eastside Opportunity Corridor has been a collaborative effort, engaging numerous stakeholders and community members. We express gratitude to those who shared input and provided their contribution of time, knowledge, and history regarding the community, particularly:

- Residents of the neighborhoods immediately surrounding the proposed EOC
- BikeErie
- Sisters of Saint Joseph Neighborhood Network
- Gannon University
- Mercyhurst University
- Preservation Erie/Erie Arts & Culture
- HANDS
- UECDC
- Dahlkemper Landscaping
- Parishioners of Holy Rosary Roman Catholic Church
- ECGRA
- ERA
- LERC
- SNOOPS
- EE Austin & Sons Inc
- B. Davis Enterprises LLC
- NRO
- CPR Development
- GMA Development Group, LLC
- Erie to Pittsburgh Rail-Trail Alliance
- PennDOT
- Norfolk Southern Railroad
- Erie County MPO
- City of Erie
- County of Erie

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TERMINOLOGY

BLIGHT:

A decaying, neglected, or rundown condition of an urban area. Characteristics of nonstructural blight include overgrown brush, dead vegetation, trash, and illegal dumping.

CHARETTE:

Intense, multi-day meetings involving municipal officials, planning professionals, and residents, promoting joint ownership of solutions. These are more than mere public hearings, and are held to actively involve the community, thus ensuring that the final plan is directly representative of their needs and desires. To prevent confusion by the general public, the term "*public meeting*" will be used in all external communications.

CORRIDOR:

A belt of land linking multiple areas.

EOC:

Erie's Eastside Opportunity Corridor.

EOC ALLIANCE:

The Eastside Opportunity Corridor Alliance, a group of area citizens and groups overseeing the Eastside Opportunity Corridor.

GREENSPACE:

An area of grass, trees, or other vegetation set apart for recreational or aesthetic purposes in an otherwise urban environment.

OPPORTUNITY:

A good chance for advancement or progress.

PLACEMAKING:

A movement centered on rethinking public spaces in an effort to make them attractive for the community living in or near the space.

RAILS-TO-TRAILS:

The conversion of a disused railway into a multi-use path.

INTRODUCTION

Why this plan is being prepared

This plan serves as a tool for cross-sector collaboration toward stabilizing one of Erie's hardest hit neighborhoods according to a value set and input by community members. This is a working document, supported by the guiding doctrine of numerous local, state, and national strategies, to help guide and inform those who take up the challenge to strengthen our city and region through the concept of a *corridor of connection and opportunity*.

Concept

The 19th Street corridor in Erie, Pennsylvania is an area challenged by crime, barriers to connectivity, poor health outcomes, low educational outcomes, blighted properties, and nonstructural blight (*e.g. overgrown brush, dead vegetation, trash, and illegal dumping*), historically rooted in the existence of a rail line that once ran through the neighborhood.

However, relying on established rails-to-trails models, community plans, historical intent, and collaborative cross-sector partnerships, this corridor has the potential to be transformed into a focal point for walking, biking, recreation, safe connections to schools, parks, and local destinations, and into an asset we can all be proud of.

Founding Principles

The East Side Opportunity Corridor was founded with principles of placemaking, sustainability, and community in mind. We aim to uphold placemaking by using the paradigm of "lighter, quicker, cheaper," to effectively create positive change in a short amount of time, while creating a space where people want to gather and grow as a community. Finally, our goal is to not impose plans upon a community, but rather to give the community the tools and resources needed to generate and implement their own plans. Thus, the implementation of the project is driven by a strategy of community organizing that puts the community at the forefront of decision-making and leadership.

Name

The name "Eastside Opportunity Corridor" reflects this project and the process to bring it to fruition, along with the additional elements, policies, programs, and efforts focused on this area in addition to the pathway. Alternatively, upon expansion, this initiative may be referred to as "Erie's Opportunity Corridor," thus retaining name continuity.

However, through the process of public engagement and planning, the area residents and organizations may choose to bestow a specific name or identity to the pedestrian pathway and other elements. This should be encouraged.

CORRIDOR DESCRIPTION

Location

Phase One of the Eastside Opportunity Corridor will run along East 19th Street beginning at French Street and extending East to McKinley Park, and the proposed interchange at Buffalo Road and the Bayfront Connector.

The location of this corridor phase is important because of the relevant, available, and impactful opportunities for expansion. Further expansion beyond the essential trail should be pursued in later phases.

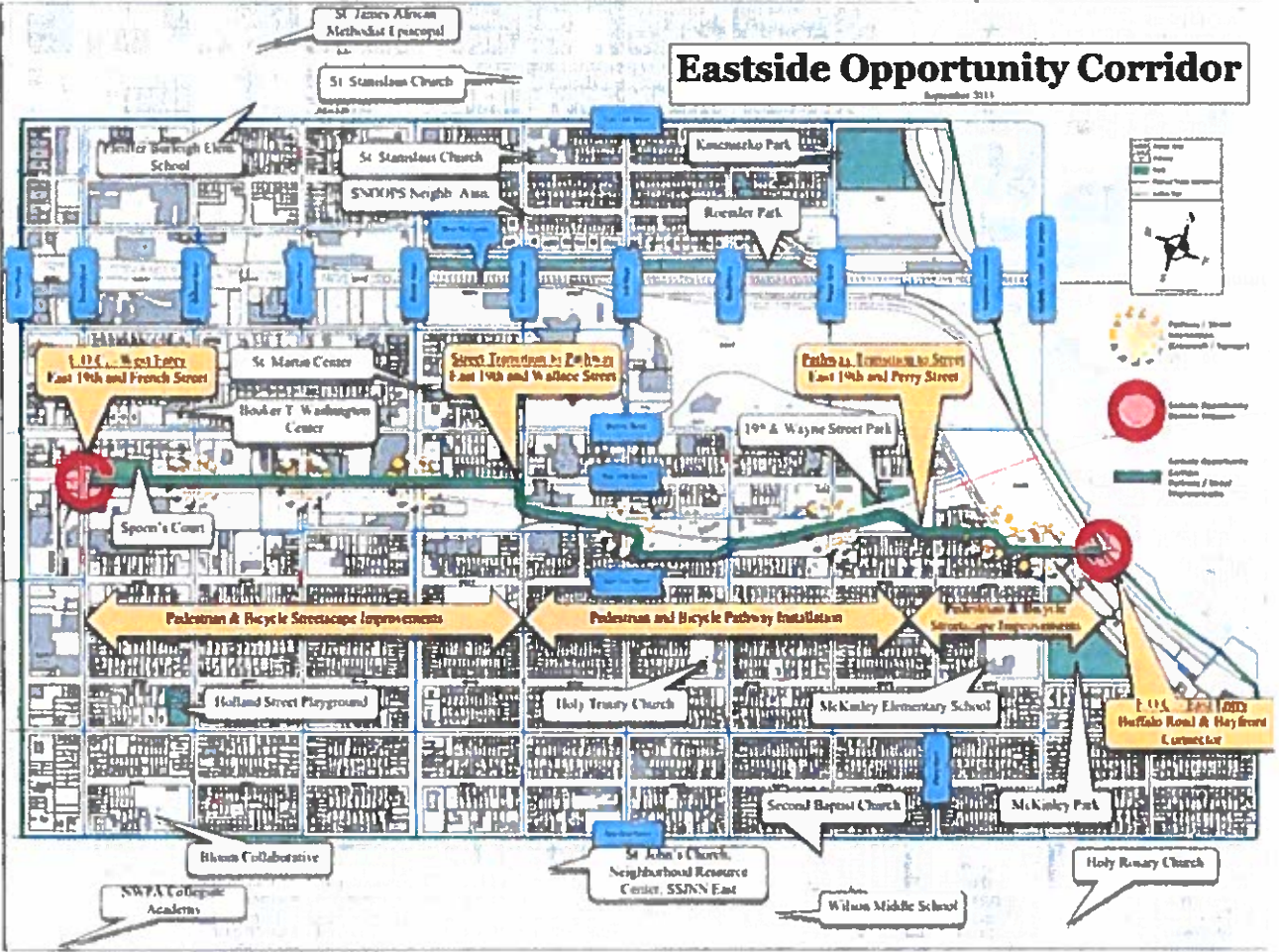
Phase Two may include connecting the EOC to parks further north or south (such as Rainbow and Roessler Park) via shared road use along State Street, Parade Street, or Ash Street as the western part of a loop—for instance—and using the Bayfront Connector pedestrian path as an eastern part of a loop.

Phase Three may include a future expansion westward over State Street via a pedestrian bridge, and along West 19th Street to the Eric Cemetery, Little Italy, and on to a major north-south corridor such as Greengarden Boulevard.

Phase Four may include a future expansion eastward over the Bayfront Connector, along or near Buffalo Road, connecting the Wesleyville, Lawrence Park, and Harborcreek communities, their parks, and points of interest.

Eastside Opportunity Corridor

September 2011



HISTORICAL CONTEXT

Decades have passed, yet this community still faces significant challenges along this rail corridor.



In 1882 the construction of Nickel Plate Railroad began in Buffalo, New York, creating a rail line that would extend to Chicago, Illinois. That rail line passed through Erie across 19th Street, a primarily residential area. The rail line is remembered for the disruptive impact imposed on the neighbors, one resident recalling how the train would wake their sleeping children as it passed through the night.

Residents grew tired of the dangers the rail played, how the presence of the rail acted as an economic inhibitor, and how it produced conditions that allowed crime to thrive. For decades, the community sought to relocate the tracks, starting early in Mayor Tullio's administration in the 1970s when he travelled to speak with President Nixon, though it wasn't until 2001 when the rail was finally removed following a special ceremony between Norfolk Southern representatives and Erie Mayor Joyce Savocchio.



Source Kenneth C Springirth *Images of Rail - Northwestern Pennsylvania Railroads* (2010)

While much hope had centered on the potential and expectation for economic development and increases to community safety, most of the residential areas spiraled downward, with the neighborhood becoming the defining face of poverty, crime, disrepair, disinvestment, and isolation in Erie, with and without the rail line. While many rail-trail conversion, as well as park and pedestrian improvements focused on the Bayfront and other areas, Erie's very core was left almost entirely disconnected from such advancements.

SIGNIFICANT COMMUNITY NEED

It is not enough to cite property owners for blight, or to occasionally clean-up what has become a de facto inner-city landfill. The proposed EOC will serve as a needed focal point for the economic and social stabilization of this hard-hit community, while bolstering the numerous plans, programs, initiatives, and efforts in the area to assure longevity of safety and wellness.



Research shows that blight in an urban area is a breeding ground for crime, poverty, and significant threats to health, all of which have a detrimental impact on the citizens and businesses in the area, as well as the social and governmental services that must allocate additional resources toward combating these affects. Crime decreases when blight is addressed and when greenspace is increased. Another affect of blight is the cost—both from lost property values and government resources allocated to responding to calls for fire, police, or code enforcement.

Litter and overgrown lots lower property values in the neighborhood, a frustrating reality for the many life-long homeowners who deeply care about the neighborhood and who have invested thousands of their own hard-earned dollars toward upkeep. At this point, any action is an improvement, not merely window-dressing. More glaringly, is the fact that this neighborhood is home to some of Erie's largest segments of youth (38%), and African American (58%), Hispanic (12%), and New American / refugee populations, deprived of any decent standards of community livability due to disinvestment and external disregard.



U.S. Census Tract 13, Erie, Pennsylvania

- Occupancy: 89% occupied, 11% vacant
- Home Value: 38% worth less than \$50k
- Age of Homes: 66% were built before 1940
- Ownership: 65% renters, 35% homeowners
- Income: 59% in poverty, *the most impoverished census tract in Erie County*
- Food Insecurity: 64% receive SNAP
- Seniors & Disability: 19% receive SSI
- Unemployment: 12%
- Education: 27% less than HS Diploma

Source: 2010-2014 American Community Survey

SOLUTION

The EOC is a collaborative approach calling upon local governments, neighborhood residents, local businesses, and experts in the field of architecture and community development to transform the former rail line into a connector to area parks, neighborhoods, businesses, and community destinations. One of the strengths of the neighborhood is the diversity of businesses, social organizations, social services, churches and residents.



Observation of the area as it exists reveals that people are already moving through this space by bike and foot; well-worn footpaths can be noted through areas overgrown brush. A unified trail at a minimum would be a cohesive extension of the way in which this space is already used and would entice even more people to walk and bike the path for both commuting and recreational purposes.



Those who live outside of the 19th Street area would see the corridor as a destination, with parks in the area presenting opportunities for additional rest and leisure. Furthermore, employees and consumers of the numerous area businesses and social service organizations could find retreat on lunch breaks, bolstering emotional well-being and productivity during the work day.

The basic design for the trail may eventually include a paved pathway along with a conduit for electrical service, though a dirt path and on-road improvement may be the first manifestation. Community members in a series of charettes will select specific amenities and details of landscaping, art, features, historical markers, and seasonal recreational activities for inclusion along the pathway.



By utilizing bike and pedestrian trails, residents not only benefit from the outcomes of exercise and improved mental health, but also reap the benefits associated with meeting one's neighbors, increasing a greater feeling of neighborhood safety and cohesion, while decreasing community fragmentation and crime.

CONNECTING REVITALIZATION EFFORTS

The story of this neighborhood is one of challenges, but it is also an area that has seen massive focus, investment, rezoning, and renewal efforts by dozens of small businesses, nonprofits, the City, the County, and the State.



In 2013, the Erie School District built a new \$4.5 million Central Kitchen, touted for being extremely environmentally friendly with such features as: bike storage racks and employee showers to encourage biking to work, designated parking spaces for energy efficient vehicles, on-site recycling collection, and many other features. The core ideals of the culinary center strengthens the need for the proposed Eastside Opportunity Corridor.

Also in 2013, a residential development consisting of 36 four-bedroom townhouse units was built a block away, known as Parade Street Commons, and now a proposed 40 unit Passive House LIHTC development is planned a block from there, all along East 19th Street. This project garnered tremendous support by Erie's Mayor, County Executive, State Senator, State Representatives, PSU Behrend, and numerous local groups.



For Nickelplate Mills—a retail store that has been family owned and operated since 1922—this would provide an attractive opportunity for pet owners to shop at their store and take their pets for a walk along the corridor, further stabilizing the \$400,000 expansion they made several years ago. Aside from many “Mom and Pop” businesses in the immediate area, B. Davis Enterprises LLC and Lake Erie Log Homes and Timber Products, have relocated and expanded their businesses along this corridor, bringing with them a strong commitment to the neighborhood.

Together, the EOC would directly tie over \$25 million dollars in development of residential, commercial and industrial projects to area parks and disconnected streets, making a more walkable style community. A few blocks away, sets the new EMTA garage and consolidated facilities, a multi-government project involving investments of over \$60 million, demonstrating that the proposed EOC is far from isolated from some of the most expansive and innovative investments in Erie County.

MANAGEMENT

The EOC Alliance will be formalized, comprised of area citizens and representatives from multiple groups who serve a common, yet specific, social or economic interest in the area. The Alliance will serve as the Steering Committee for advancing and overseeing the EOC. Alliance members will meet on a regular basis to share updates and develop actions. New members can join the Alliance with approval by at least *four* current members representing different organizations.

Alliance members will also be responsible for: generating volunteers for projects and efforts, facilitating community meetings, executing community-chosen plans, and managing communications.

Proposed Alliance Members:

- Citizens from the surrounding neighborhood
- Business representatives from the surrounding neighborhood
- SSJNN
- BikeErie
- UE CDC
- HANDS
- ERA
- LERC
- Environment Erie
- ECGRA
- Mercyhurst University
- Gannon University
- City of Erie
- County of Erie
- Dave Brennan, City Council **permanent member-at-large*
- Jay Breneman, County Council **permanent member-at-large*

Officers

These roles will be filled initially on a volunteer basis from among the Alliance members. Positions will be up for appointment annually, providing all Alliance members with a chance to seek election to a Steering Committee position.

- **Chairperson:** Responsible for setting meeting times and agendas. Working with each Alliance member to review progress of goals. Acts as primary spokesperson for the group and provides approval on grant applications or promotional material.
- **Vice Chair:** Responsible for above duties if chairperson is unavailable. Simultaneously work with individual Alliance members, connecting them to necessary resources.
- **Secretary:** Responsible for taking meeting minutes and facilitating communication, researching, and writing grants in cooperation with other Alliance members.
- **Treasurer:** Responsible for tracking and reporting project funds in cooperation with Alliance members. Works closely with identified fiscal sponsors.

**An organization / entity can only have one representative serving as an officer.*

Recruiting Strategies

Involvement of the community is essential to the success of this project. The issue of trash and lack of connectivity was identified through discussion with community members during the process of initial sidewalk assessments and asset mapping. This process was effective for engagement and building a connection with neighbors and will be used in a larger capacity to recruit community members to action. Door-to-door and event-oriented recruitment is recommended.

Communications

The Eastside Opportunity Corridor will rely on an active presence on social media to share updates, recruit volunteers, and educate the public on the benefits of the project.

Additionally, an electronic newsletter will be written and distributed by an Alliance member.

Alliance members are also encouraged to write letters to the editor or op-eds that highlight benefits of the Eastside Opportunity Corridor from a variety of disciplines, including but not limited to: public health, neighborhood safety, economic stimulus, environmental stewardship, and historic preservation.

Site Control

Much like the Erie to Pittsburgh Rail-Trail, the EOC involves a multitude of collaborating entities and property holders. The EOC Alliance will ensure continuity and mutual stability of this collaboration.

Shared Roadways (*French Street eastward along 19th to Wallace Street*)

A majority of the EOC would exist on a municipal-owned roadway along East 19th Street (between French Street and Parade Street) and East 20th Street near the intersection with, and along, Buffalo Road toward the Bayfront Connector. For these segments, the EOC will identify a third party(ies) to adopt their care taking, while also partnering with the City on matters of engineering and utilization.

GMA Development LLC, who operates the Parade Street Commons and the proposed Parade Street Commons-East, fully support the EOC's enhancement and connections of their housing units along the south side of East 19th Street, and have offered to incorporate the space as part of the regular neighborhood clean-ups provided by their residents.

Funding for these roadway improvements will be sought by the EOC Alliance from primarily non-City sources, though the City may be the recipient of those funds as relevant.

Wallace Street to Ash Street (*Wallace*)

Additionally, part of the EOC (Wallace to Ash) would be entirely on the property owned and maintained by GMA Development LLC.

Ash Street to Wallace Street (*Austin Reed Segment*)

The EOC Alliance will continue to work with the leaseholders of this property, EE Austin & Sons Inc., to plan for the mutually beneficial route of the pathway along the property they lease

from Norfolk Southern, its development and funding mechanisms, and for their adoption of this segment for general care taking. The EOC Alliance should work with EE Austin in supporting their effort for eventual purchase of the land they lease from Norfolk Southern.

Wallace Street to Buffalo Road (One Nine Segment)

Only one block of the proposed EOC is owned by Norfolk Southern, and is without a leaseholder. The EOC Alliance should work with an area organization to lease the property from the railroad company, with the intent to acquire the property in the long run, utilizing established rail-to-trail strategies and best practices.

This railroad company is a growing, privately held, international corporation with billions of dollars in assets and millions of acres, and they have an obvious and understandable profit motivation, thus the Alliance should ensure all engagement with this company is done in a manner that is respectful of their time and perspective. Current discussions with Norfolk Southern have revealed an option to lease this land for a nominal amount. The Alliance should identify an entity that is willing and capable to hold the lease, while the responsibility for upkeep and maintenance will fall upon the adopt-a-greenspace entity and perhaps a third entity, akin to the relationship between the City of Erie and the Lake Erie Arboretum at Frontier (LEAF).

Further examples in working with Norfolk Southern, including lease, liability, and trail usage, is readily available by a segment of the Erie-to-Pittsburgh Rail-Trail near Oil City, and this group has been very helpful in better understanding the process of rail-to-trail in our region.

MAINTENANCE

**Note: Before elements or amenities are approved for trail incorporation, a specific maintenance plan must be identified and approved by the Alliance for that specific feature.*

***If a maintenance plan fails to be implemented at any time for a particular amenity, the EOC Alliance will consider removing, replacing, or repurposing that amenity. Lease and property holders may also expect support in cleaning and maintenance, with a safeguard to exit from relevant agreements if any maintenance issues fail to be addressed in a timely manner.*

The current site overflows with many years' worth of garbage build-up and rampant weeds or overgrown brush. Given the dire state of the former rail corridor, any improvement will be better than the current state of blight.

Maintenance of the greenspace offers continuous leadership and civic engagement opportunities for people of all ages. Model programs across the country have illustrated creative strategies for maintenance of community space, including incorporation of those on probation or incarcerated individuals; the Erie County Prison (through their Community Works program) as well as the Erie County Adult Probation office, set nearby and presents rich opportunities for such involvement, facilitating not only greenspace maintenance but also skills training for those incarcerated. The prison, for instance, has a community service program intended for such projects.

In addition, many area faith and civic organizations, as well as area university students offer a continuous opportunity for neighborhood clean-ups or engagement with area residents. Several student and community led cleanups have already taken place.

The numerous businesses along 19th Street also provide a potential for creative collaboration. Readily, there are many options for successful management that goes beyond the normal expectation of municipal resources.

Liability

The EOC will model the Erie to Pittsburgh Rail-Trail, particularly the segment in the Oil City Region which has experience in leasing property from Norfolk Southern and dealing with maintenance and liability matters similar to what may be faced by the EOC.

Here are some key points provided by the Rails-to-Trails Conservancy:

- Trails and trail users are inherently safe. Most reported lawsuits were the result of one individual being reckless, then trying to shift blame onto the trail
- State law typically removes much of the liability from landowners who open their property for public recreation except in cases of gross negligence
- Lawsuits pertaining to trails are rare

Seasonal Maintenance

EOC Alliance members will coordinate with the County Prison, neighborhood groups, universities, and area organizations to schedule seasonal cleanups.

Ongoing Maintenance

Other aspects of maintenance will be dependent upon trail elements designed in charettes and approved by the Alliance.

Area businesses and groups will be enlisted to “adopt” portions of the corridor. Homeowners adjacent to the corridor will also be enlisted and supported in maintaining an appealing boundary where their property and the corridor adjoin.

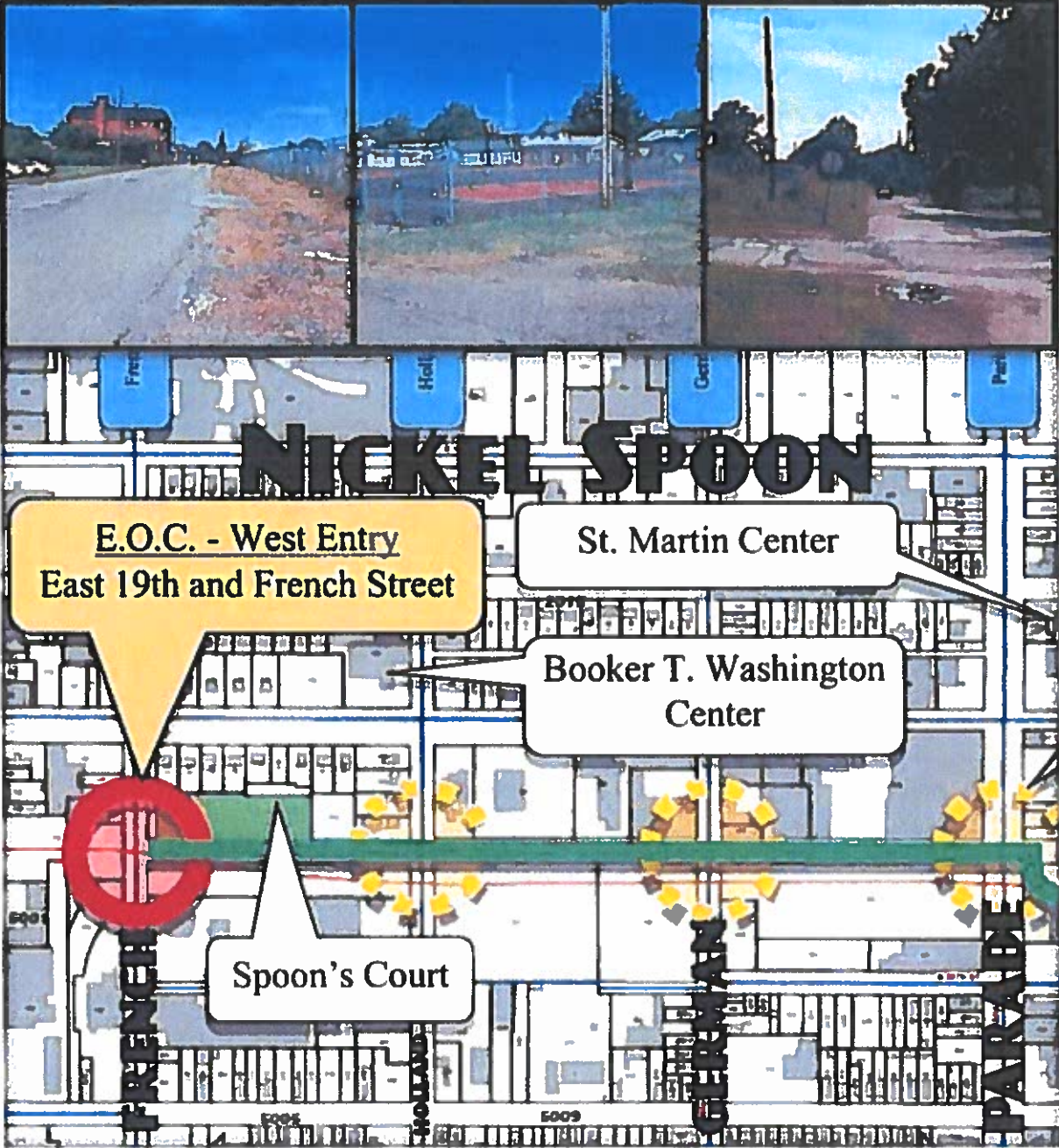
Adopt-A-Greenspace

To encourage private investment from nearby stakeholders, the EOC Alliance will encourage and support businesses to “adopt” a stretch of the corridor, much akin to adopt-a-park or adopt-a-highway models of maintenance in other communities. The adoption commitment will include primary responsibility for basic care taking.

Adopt-A-Greenspace Segments

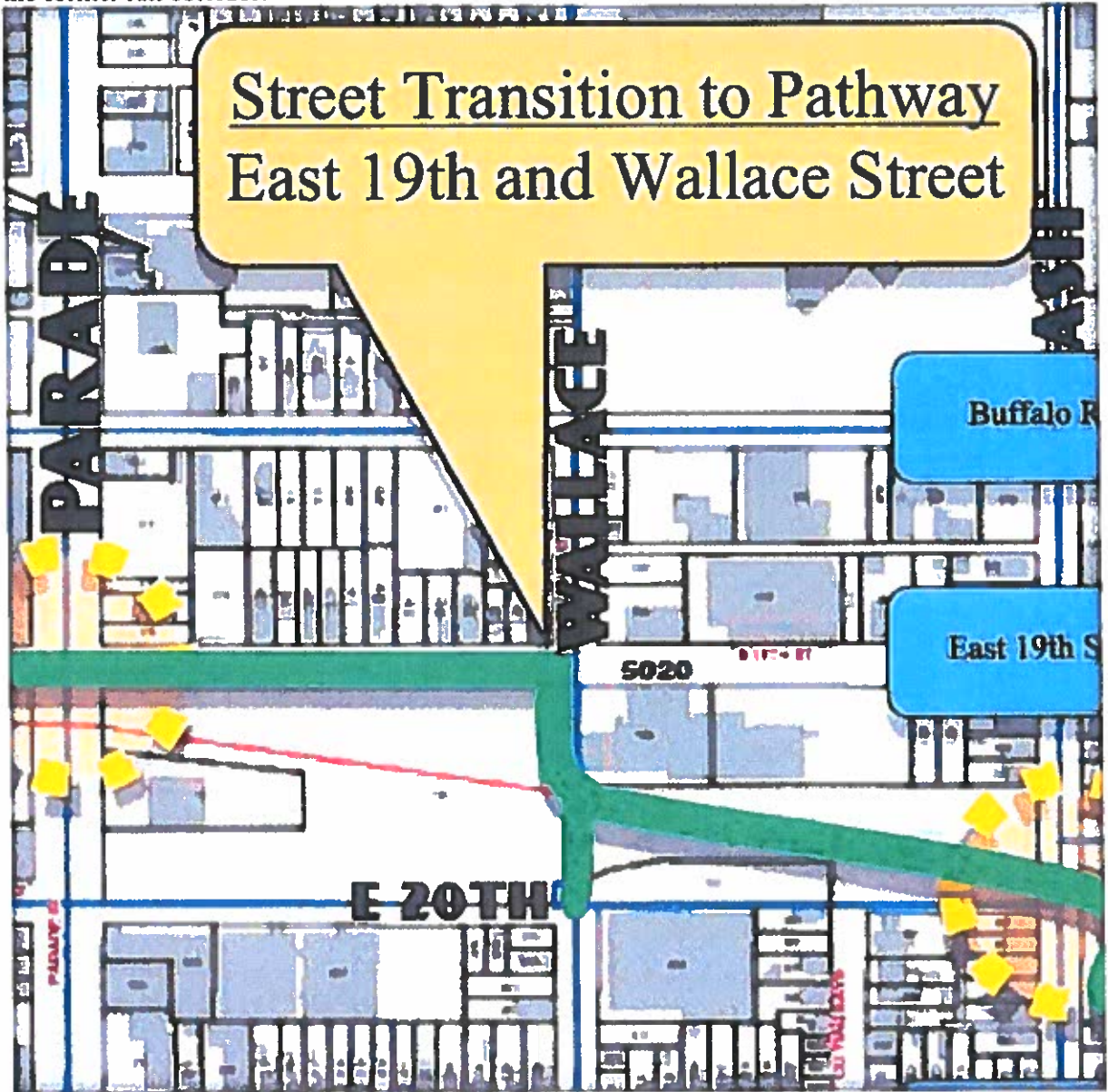
Nickel Spoon

A roadway, adjacent to Spoon's Basketball Court, Erie County Adult Probation, HANDS, the Erie School District Culinary Center, Nickleplate Mills, and others. This segment stretches from French Street eastward along E 19th to Parade Street.



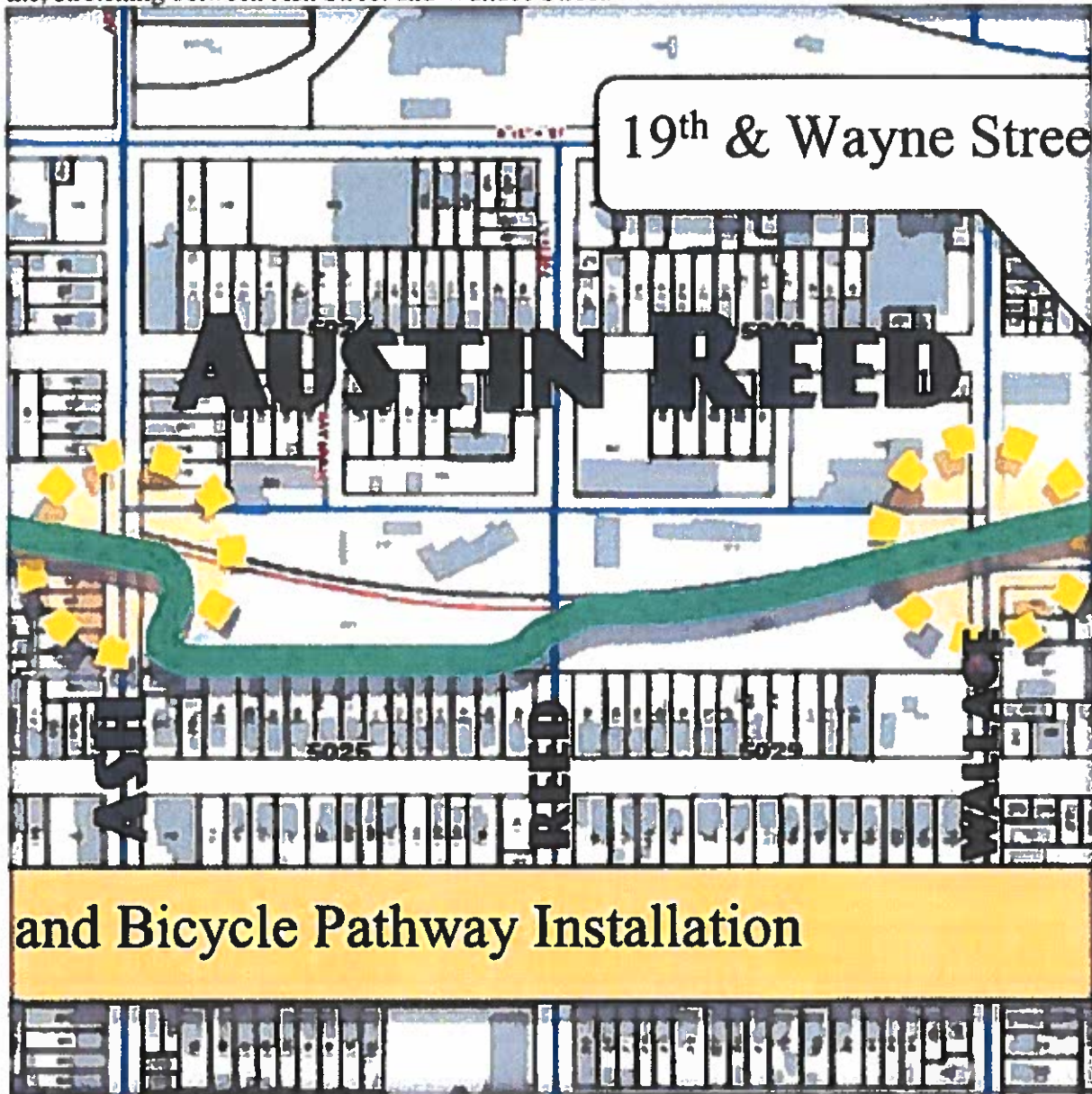
Parade Commons

Continued on-street improvements turning into an off-road pedestrian pathway construction through property owned and operated by GMA Development LLC and CPR Development LLC, stretching from Wallace Street eastward to Ash Street. Wallace Street, which was disconnected between E 20th and E 19th will once again be reconnected while also navigating eastward along the former rail corridor.



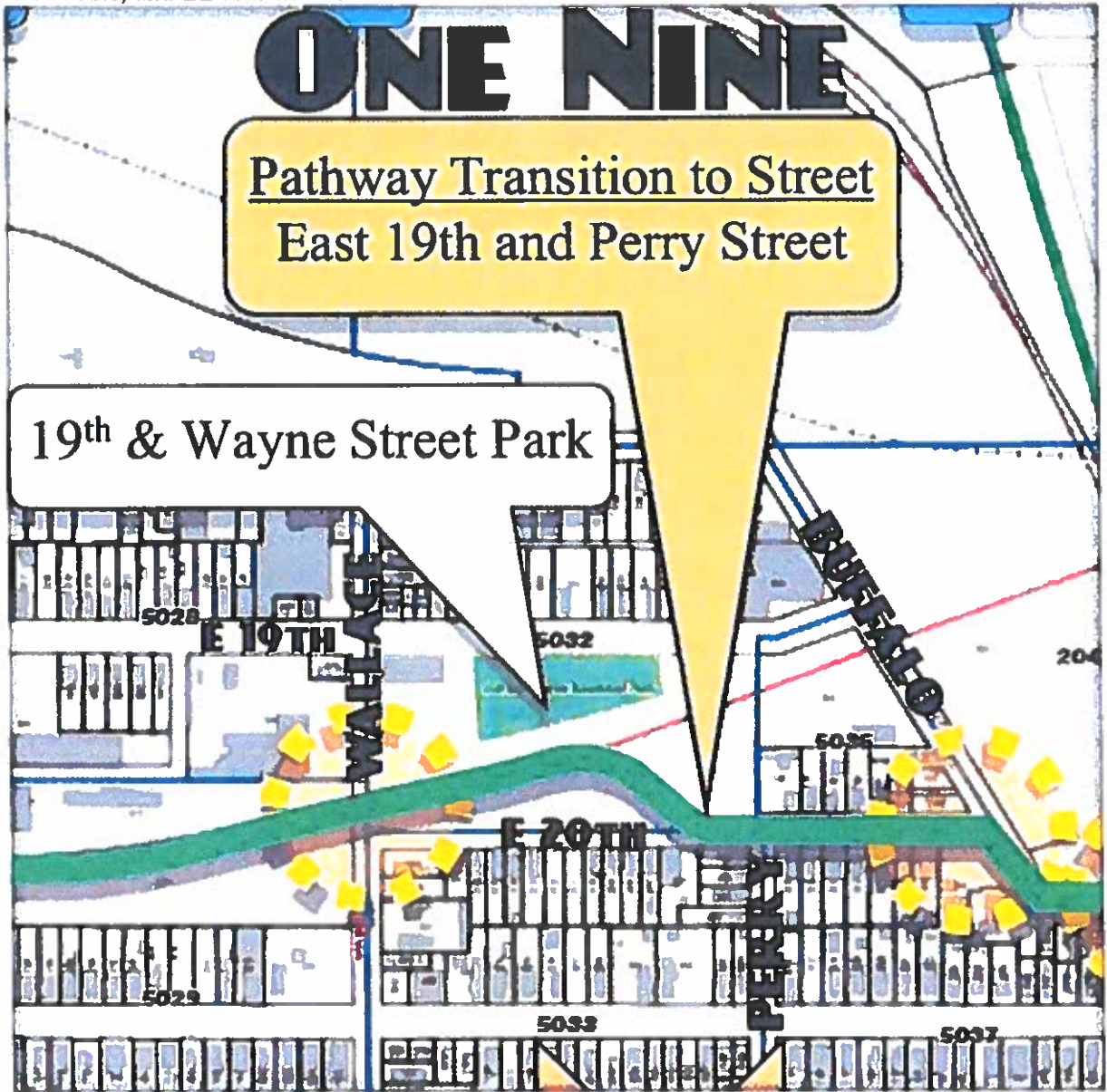
Austin Reed

The off-road pedestrian pathway would continue through property leased by EE Austin & Sons Inc, stretching between Ash Street and Wallace Street.



One Nine

Stretching from Ash Street to Buffalo Road, entities along this segment include the City of Erie, Pro Waste, and EE Austin & Sons Inc.



Park

The EOC Alliance—through the lease from Norfolk Southern—will identify an individual, company, or group, to adopt the park on East 19th Street between Wallace and Buffalo Road, also known as “Cooley Park,” “One Nine Park,” or the East 19th Street Basketball Court.



East 19th and Wallace, also known as One Nine Park and Cooley Park

Bayfront Connector

The EOC Alliance will continue to engage with PennDOT to assure a safe passage of pedestrians from the EOC toward the proposed Buffalo Road interchange improvements.

BUILDING OPPORTUNITY

The EOC is more than just a linear park; it is a confluence of design, policy, and purpose.

Potential elements of opportunity

- Small business and homeowner façade-improvement funding streams to strengthen the appeal, value, and aesthetic condition of the neighborhood
- Small business stabilization and expansion grants
- Neighborhood group mini-grants for improvement projects, safety and security features, and community activities
- Zoning and promotion by the City of Erie to encourage infill development (new homes and small locally-owned businesses)
- On-site summer and after-school activity programs
- Workforce training/reentry opportunities for incarcerated
- Youth employment and skill building
- Food security through gardening activities
- Increased focus on public health
- Supporting area blight removal
- Supporting homeownership

INCORPORATION OF STRATEGIC PLANS

The following documents have guided the initial planning for the Eastside Opportunity Corridor and will be used as framework for the duration of the planning and implementation phases of the project.

ERIE COUNTY COMPREHENSIVE PLAN

Under the Pennsylvania Municipalities Planning Code (MPC), counties are required to prepare and adopt a land use and growth management plan which establishes broad goals and criteria for municipalities to use in preparation of their comprehensive plan and land use regulation.

Transportation (2008):

- Focus on managing, maintaining, and improving a transportation system that preserves and reinforces environmental quality and livable communities, through:
 - Providing access to Erie County's recreational, natural and historic/cultural resources
 - Promoting the incorporation of gateways, bikeways, and greenways concepts into infrastructure redevelopment projects throughout the County
 - Promoting transportation modes and practices which best achieve compliance with clean air, noise, and water quality standards, reduce congestion and promote energy efficiency
 - Improving accessibility to transportation and provide equitable transportation service for all

Community Facilities and Utilities (2003):

- Recommendations include multi-use paths appealing to all ages for bikers, walkers, and runners
- Surveys to determine needs are recommended
- Partnerships between business, community institutions, neighborhood groups, and foundations are suggested

The EOC would serve to connect citizens to small and large recreational resources via environmentally-focus alternative transportation for an impoverished community, while becoming a recreational resource in a neighborhood severely lacking in such options.

ERIE COUNTY GREENWAYS PLAN (2009)

The Erie County Greenways Plan calls for preserving and enhancing Erie County's character and quality of life, through:

- Providing recreation opportunities for County residents through preservation and connection of existing open spaces
- Promoting economic growth via recreational activities
- Encouraging local municipalities to work together

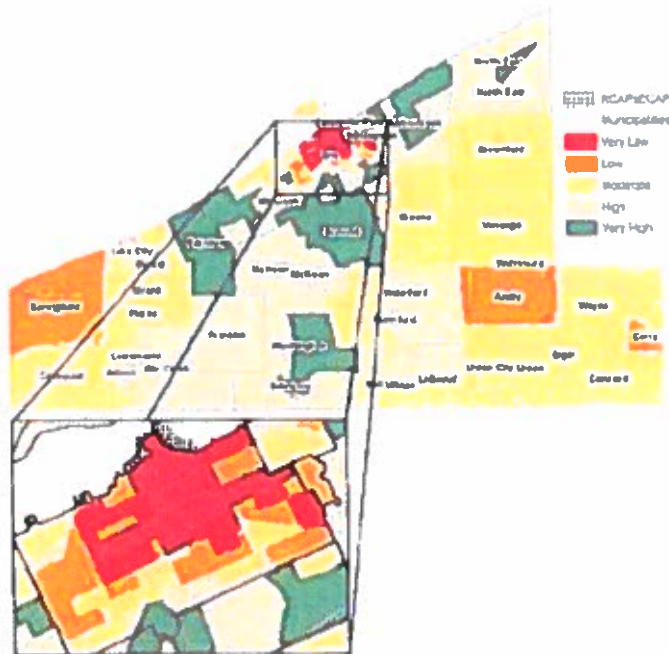
The EOC would serve as the *only* connection of Erie's eastside neighborhoods to the Bayfront Connector's bike and pedestrian pathway and existing parks through cross-sector and multi-government collaboration.

EMERGE 2040 (2014)

Emerge 2040 is described as, “a twenty-five year strategy to create a more sustainable, resilient, and prosperous Erie County.” The EmERGE 2040 strategic plan also indicates that the neighborhood served by the EOC is currently among a handful of neighborhoods suffering from a severe deficit of opportunity.

Access to Opportunity

This map is a composite of the access to opportunity in Erie County. Access to opportunity is a fair housing and community development framework that assigns each neighborhood a score reflecting the degree to which its residents have access to factors that contribute to positive life outcomes, such as high performing schools, employment rates, educational attainment, proximity to jobs, transit, and the absence health hazards. RCAPS and ECAI'S are areas of racial or ethnic concentrations of poverty. Credit: Mullin & Lonaigan Associates



Source: EmERGE 2040 Strategic Plan, page 15

The strategic plan of EmERGE 2040 focuses on eight topics, detailed below, along with a description of how the EOC offers opportunities to bolster those goals:

- **Economic Growth and Job Development-** the EOC will utilize Community Benefits Agreements to ensure that work done to create and maintain the EOC is carried out by local laborers.
- **Education and Training-** the EOC will not only create jobs for local residents with experience, but also offer opportunity for youth and those new to or re-entering the workforce to gain experience. Proximity to the Erie County Prison creates opportunity for work-training to facilitate re-entry into the community for those currently incarcerated. Additionally, youth in the Erie County Summer Jobs and More program will be able to gain experience by working with those organizations operating along or overseeing maintenance and efforts related to the corridor.

- **Vibrant & Safe Communities-** adding greenspace to an urban area dramatically increases the quality of life and reduces crime. When people are provided with attractive places in which to socialize and meet their neighbors communities become stronger, leading to reduced crime as well as reduced fear of crime.
- **Land Use, Transportation, & Infrastructure-** by transforming the largest stretch of blighted land in the City of Erie into an active, multi-purpose trail, the creation of the EOC employs smart land use and introduces support for sustainable transportation such as biking. As its name suggests, the Eastside Opportunity Corridor creates opportunity for connecting this trail with existing trails in the region, or creating new trails to join with the EOC.
- **Environment-** the EOC will eliminate the de facto landfills that have formed in this area of the County, which is currently plagued by illegal dumping. This alone will be of great benefit to the local environment, but beyond eliminating the trash and large items that accumulate in the weeds of the area, the EOC will promote more eco-friendly travel and be home to native plants and trees, which introduce a number of benefits to the City, especially in an area deficit in natural, beneficial environmental features.
- **Arts, Culture, and Recreation-** by embracing diversity, history, and the uniqueness of the corridor, the EOC will promote arts, culture, and recreation. Local artists of all ages will be engaged in the planning process to create interesting and visually appealing art, bike racks, and signage along the corridor. The communities of New Americans and early Immigrants to the area will be encouraged to share their history through art or celebrations held in the corridor. The dynamic planning process will ensure recreation opportunities are planned to fit the desires of the entire community.
- **Community Health-** the EOC offers a number of public health benefits, discussed in the context of the County's Community Health Needs Assessment.
- **Regional Collaboration & Leadership-** in a continuing theme of connectivity, the EOC Alliance will work with other regional trail groups to connect this trail with others, highlighting the assets to be found in Erie County and then offering a way to extend those assets to those outside the area.

Emerge 2040 depicts Census Tract 13, which encompasses the EOC, as an area that is “already significantly destabilized by low house prices, weak market demand, excessive absentee ownership, vacancy and abandonment,” and that it needs “aggressive intervention to restore [it] to vitality.” These effort of the EOC fits within a larger framework of five values detailed in the planning phases of EmERGE 2040, which state that Erie should be: thriving, educated, livable, green, and connected, which are all values that are at the core of the EOC.

PENNSYLVANIA COMPREHENSIVE OUTDOOR RECREATION PLAN (2014-2019)

The following priorities, opportunities, and challenges addressed in the Pennsylvania Comprehensive Outdoor Recreation Plan will be addressed in the creation of the EOC:

- **Increase in Ethnic Populations-** The recreation plan discusses changing patterns in recreational behavior with changing ethnic populations. The city of Erie, particularly in the neighborhood surrounding the proposed trail is especially diverse with growing refugee populations. The EOC Alliance has identified stakeholders in these communities to ensure the trail meets needs and desires of all residents.
- **Environmental Equity-** The recreation plan states, “Economic realities could cause disparities within and between municipalities related to the type, quality, and quantity of

recreation and where people can participate in high quality recreation...” This exact sentiment drove the planning of the EOC, as the East 19th Street Corridor lacks clean, quality greenspace. That greenspace which does exist is used for illegal dumping and overgrown weeds prevent safe passage to destinations.

- **Priority Funding-** The Recreation Plan identified “maintaining existing park and recreation areas,” as the most important funding priority. Encompassed in the EOC are two parks, which have been written into the planning documents. Identified as another priority in this plan is “building more greenways and trails,” which is the very essence of the EOC project.
- **Built Environment’s Influence on Community Health:** The recreation plan identified an improved built environment as an opportunity for improving community health outcomes. As discussed further in regards to the community health needs assessment this project will create opportunity for improved physical and mental health.
- **Partnerships-** The recreation plan highlights the need and benefit from intergovernmental cooperation. The EOC present opportunities for collaboration between municipalities, schools, and nonprofits. These partnerships will both sustain the trail (through community cleanups or added amenities) and offer job training, education, and practice with civil engagement to the community.

ERIE COUNTY COMMUNITY HEALTH NEEDS ASSESSMENT (2015)

The Erie County Health Assessment identified the following “strategic issues” in the community health blueprint:

Table 3. Erie County Strategic Issues, Overarching Challenges, and Priority Indicators

Strategic Issues & Target Populations						
	Adults	Youth	Aging Population	Low Income	Homeless	Refugee
LIFESTYLE BEHAVIOR CHANGE						
Nutrition	*	*	*	*	*	
Physical Inactivity	*	*	*	*		
Tobacco	*	*		*	*	
Alcohol/Other Substance Use Disorder	*	*		*	*	
CHRONIC DISEASE PREVENTION & CONTROL						
Obesity	*	*	*	*		
Cardiovascular Disease	*		*	*		
Diabetes & Pre-Diabetes	*		*	*		
COPO/Adult Asthma Preventable Hospitalizations	*		*	*		
CANCER PREVENTION & EARLY DETECTION						
Lung, Breast, Prostate, Colorectal	*		*	*		
MENTAL HEALTH						
Depression (Poor Mental Health)	*	*	*	*	*	*
Suicide	*	*				
Overarching Challenges						
POVERTY						
DISPARITIES						
MEDICAL & DENTAL PROFESSIONAL SHORTAGE FOR UNDERSERVED						
HEALTH RELATED TRANSPORTATION						
HEALTH LITERACY KNOWLEDGE, UNDERSTANDING, & COMMUNICATION						
LACK OF A CENTRAL SOURCE OF INFORMATION & REFERRAL						
HEALTH SYSTEM NAVIGATION						

Due to race, income, location, and education, the community surrounding the EOC is—according to Erie County Health Department data—at the highest risk for chronic diseases, significant health impairments and reduced health outcomes.

The EOC will provide opportunity for physical activity, addressing the priority of behavioral change. Furthermore, the EOC offers a way to meet all of the priorities within the mission of chronic disease prevention and control as time spent outdoors engaging in physical activity has been shown to prevent all of the assessment’s diseases of concern. Lastly, research clearly

demonstrates the relationship between time spent in natural environments and mental health, including reduced depression, aggression, and stress.

CITY OF ERIE COMPREHENSIVE PLAN (2016)

***This plan is under review by the City of Erie and is yet to be finalized, though the proposed EOC would wholly embrace the draft plan's call to create a focal point to stabilize this community and prevent the further decline of blight, crime, and property values.**

PENNDOT'S (POSSIBLE) BUFFALO ROAD INTERCHANGE IMPROVEMENTS

Pedestrians regularly cross the Bayfront Connector in a very dangerous manner. The EOC could bolster greater pedestrian safety by connecting and steering the neighborhood toward these safe crossing improvements at Buffalo Road and the Bayfront Connector.

NATIONAL CRIME PREVENTION'S COUNCIL, HOME AND NEIGHBORHOOD SAFETY STRATEGIES

The NCPC recommends the following strategies as research-based and proven methods to increase the safety of high-risk and high-crime communities, such as the area encompassed by the EOC:

- Promoting Open Space and Environmental Clean-Ups
- Enlisting park users and neighbors to watch over park property
- Requiring Inmates To Perform Community Service

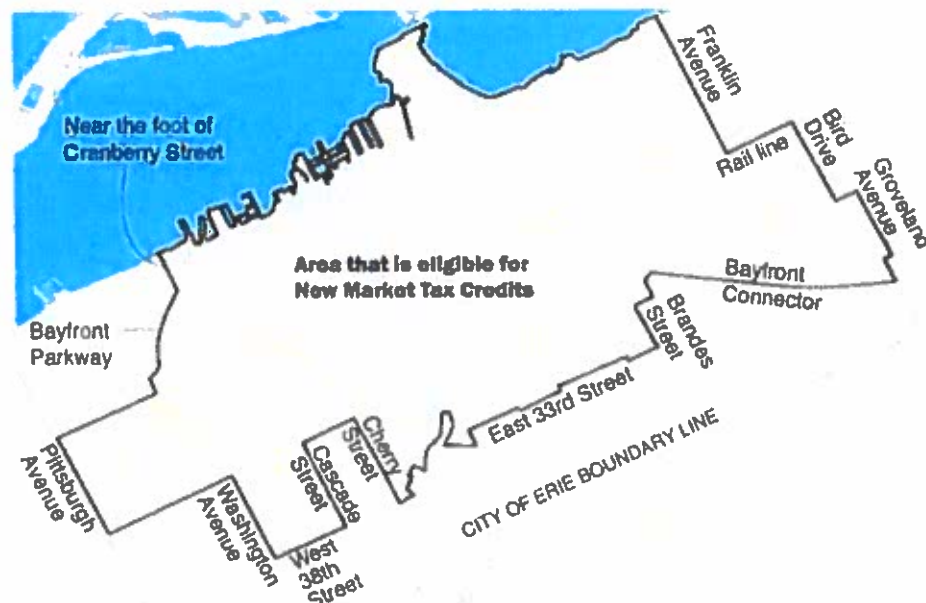
The EOC would assure open greenspace is secured for future generations, that area parks and vacant land purposefully draw in area residents and businesses in assuring safety and security in this high-crime area, and that nearby inmates are engaged in serving their community.

NEW MARKET TAX CREDITS

The EOC is appropriately situated in an area of Erie eligible for New Market Tax Credits (NMTC). Economic revitalization is reinforced when coupled with environmental and socially oriented projects.

Land of opportunity

The city of Erie's most deprived neighborhoods are eligible for New Market Tax Credits, which provides private investors with federal tax credits for investing in businesses or economic development projects for seven years in poverty stricken communities throughout the U S



TIMELINE OF EVENTS

Date	Task / Collaboration Meeting
July 1, 2014	First walking tour of East 19th Street rail corridor
July 2014 to March 2015	Research and feasibility review
March 18, 2015	Introduction of proposed initiative to community
April 13, 2015	Holy Trinity / SSJNN
April 25, 2015	Gov.'s Office Dir. / Dept. Comm. Economic Dev.
May 21, 2015	Environment Erie
May 5, 2015	SNOOPS
May 14, 2015	UECDC
May 27, 2015	Erie County Exec. / City of Erie Parks Dept.
June 2, 2015	Emerge 2040
June 3, 2015	Erie County Planning Dept.
June 9, 2015	E.E. Austin Construction Co.
June 11, 2015	Save the McBride Viaduct Group
June 15, 2015	SSJNN East
June 17, 2015	Dahlkemper Landscaping
June 17, 2015	Crenshaw Renaud Peck Development
June 16, 2015	PennDOT
August 13, 2015	Sen. Sean Wiley's Office, State Rep. Pat Harkins
November 21, 2015	Walking Tour #2 of East 19th Street rail corridor
December 5, 2015	City of Erie Public Works and Engineering
February 10, 2016	SSJNN East
February 11, 2016	ECGRA
February 17, 2016	Erie County - Metropolitan Planning Organization
February 26, 2016	Crenshaw Renaud Peck Development
March 17, 2016	Erie Redevelopment Authority
March 23, 2016	Mercyhurst University neighborhood clean-up event
April 16, 2016	United away of Erie County's Days of Caring clean-up event
May 21, 2016	EOC community clean-up & engagement event
TBD	Feasibility Study
TBD	Complete first phase of EOC
TBD	Complete second phase of EOC
TBD	Complete final phase of EOC

NEXT STEPS

Feasibility Study

The EOC Alliance will actively pursue funding to support a feasibility study, which will serve as the first step before final route and feature determination, aside from the obvious feasibility aspects.

The Scope of Work:

1. Review of suggested route and data included in relevant plans and strategies, including
 - a. Historic Erie County Greenways plans
 - b. Erie City Comprehensive Plan
 - c. Erie County Comprehensive Plan
 - d. Emerge 2040 Strategic Plan
 - e. Erie County Community Health Needs Assessment
 - f. Pennsylvania Comprehensive Outdoor Recreation Plan
 - g. PennDOT's recommended changes to Bayfront Connector and Buffalo Road
2. Determination of alternate route if more feasible.
3. Land ownership determination, easement probability and route selection should occur simultaneously.
4. Title search and review of land ownership along selected route. Under this section of the project, the project team will determine if it is feasible to obtain free and clear title to the proposed right-of-way (ROW) or easement agreements. The key work tasks include:
 - a. Perform a title search to determine the ownership status of the selected route.
 - b. Identify property owners and those adjoining the route and contact them, if appropriate, to describe the project and determine the level of interest in supporting the project.
 - c. Evaluate acquisition and/or easement agreement options. Determination of stipulations and costs of rights-of-way. Obtain preliminary agreements.
5. Public meetings to introduce the suggested trail route and encourage community support.
6. Mapping of selected route including segments if a phased approach is necessary.
7. Determination of existing conditions, opportunities, constraints, environmental considerations, habitat, historic features, list of needed permits, zoning and other ordinance considerations, and any other pertinent information needed to create engineering plans and specifications for construction.
8. Determination of compatibility of trail development with adjacent land uses. Identify and address potential impacts on adjacent land uses (parks, industrial properties, school facilities, businesses, residences, etc.)
9. Provide general demographics of the communities and potential trail users.
10. Estimate potential future usage levels.
11. Selection of trailhead locations and access points as well as connections to existing trails.
12. Cost estimates for final engineering and construction suitable as documentation to obtain future funding.

Public Participation

The EOC Alliance will serve as the Steering Committee for this project. The Consultant will maintain communication with this committee throughout the project meeting at least monthly or as appropriate.

Consultant task – Facilitate at least two (2) public meetings during the study. The initial meeting will be held to determine the public interest and concerns; with the second held as a public work session to present and modify the draft plan.

Consultant task – Conduct other public participation techniques like key interviews with municipal officials, adjacent property owners, local business leaders, neighborhood and community groups, etc, as needed.

Final Products

1. A trail concept plan incorporating all data obtained and conclusions reached and base map line drawing of the selected trail route.
2. List of land owners and contact information.
3. Preliminary right-of-way agreements.
4. Detail of existing conditions including bridges, culverts, road or stream crossings, traffic intersections, environmental or other constraints, etc.
5. Field notes on entire trail length.
6. Recommendations on work required to complete the trail route including phased segments if necessary.
7. Recommended placement of trailheads and access points as well as design elements to mitigate potential conflicts between proposed trail.
8. List of any permits likely to be required for construction of the project.
9. Identification of cultural resources visible from recommended trail route.
10. Complete notes from public meeting and individual appointments held regarding the trail route.
11. Recommendations for future trail expansions eastward, westward, and to nearby locations of interest.
12. Executive summary report summarizing recommended trail route and total estimated engineering and probable construction costs. Identify potential sources for capital and operating revenues.
13. Twenty (20) hard copies and two (2) electronic copies of the final products must be submitted to EOC Alliance upon completion of the project.

Section 4: Consulting Team Qualifications

1. Experience developing and implementing public participation techniques such as holding public and study committee meetings, conducting key person interviews, developing citizen surveys, etc.
2. At least one member of the consulting team shall have prior experience conducting trail feasibility studies and master planning projects in accordance with the PA DCNR guidelines. This member should be the project leader and assume overall project coordination between the EOC Alliance and the consulting team.
3. Experience developing and recommending policies and procedures related to feasibility studies, recreation master planning, trail planning and design, planning, and land acquisition expertise.
4. Experience setting goals, analyzing complex problems, generating alternative solutions, and providing recommendations and implementation strategies.

5. Documented expertise in trail design and construction.
6. Familiarity with railroad operations and the legal aspects of rail corridor use.
7. At least one member of the consulting team should have experience as a practitioner with recreation trail development and management.
8. At least one member of the consulting team should be from the following disciplines: registered landscape architect, architect or engineer.

APPENDIX

Eastside Opportunity Corridor Adopt-A-Greenspace Agreement

The adoption of a segment along the Eastside Opportunity Corridor is an *opportunity* for neighborhood groups, religious organizations, businesses, and nonprofits to take responsibility for a specific stretch of land along the greenspace. This agreement will be renewed biannually. If the organization maintains the area per the below guidelines for one (1) year, the Eastside Opportunity Corridor Alliance will recognize this partnership through signage on the trail.

Business/Organization Name: _____

Organization Contact: _____

Address: _____

Phone Number: _____

Email Address: _____

I (we) _____ pledge to "adopt" the area of the Eastside Opportunity Corridor between _____ and _____ Streets. We recognize this means holding at least one litter cleanup per year in the specified area. We will meet annually with the Eastside Opportunity Corridor Alliance to review progress and will report any concerns regarding area maintenance to the Alliance immediately.

Signatures: _____

Date: _____

Renewal Date: _____

IN THE NEWS

WOLN – All Things Erie – August, 15, 2015

Erie County Council member Jay Breneman and Erie City Council member David Brennan discuss how to curb, reverse, and cure blight in the city, through the lens of Erie's Eastside Opportunity Corridor, a collaborative initiative to revitalize and reconnect the eastside through the creation of a greenway and other amenities planned by residents.

ERIE TIMES-NEWS – April 2, 2015

Our view: Eastside trail makes vital connections

Erie City Council President David Brennan and Erie County Councilman Jay Breneman, of the 4th District, have teamed up to revitalize part of Erie that is often overlooked or looked down upon.

Brennan and Breneman are spearheading the Eastside Opportunity Corridor project. This aims to create 2.4 miles of bike trails and walking paths along a former railroad line and East 19th Street, between State Street and Schaal Avenue.

The project cost is relatively low, estimated at less than \$500,000, with funding to be sought from grants.

The concept plan is inviting, showing trees, native grasses, benches, artwork and hanging banners. The idea is a welcome addition for neighborhoods in Erie's inner-city, where it's difficult to find safe stretches of green space to enjoy the outdoors and exercise.

But most importantly, the project will go forward with ideas from people who will use the trail. Meetings to listen to those ideas will start in late April, with the corridor expected to be finished in April 2016.

The vision for the greenway also takes into consideration the McBride Viaduct, which closed in 2010. Eastside residents and business owners tried to save the viaduct, but the Rev. Jerry Priscaro, a Catholic priest who led a petition drive to repair and reopen the viaduct, said recently it was time to "accept defeat with dignity and to bow out gracefully" from efforts to transform the viaduct into a pedestrian walkway and park. That idea comes from Civitas, an urban design group.

The beauty of the Opportunity Corridor is that it re-imagines how a neglected segment of property on Erie's east side can actually be improved once the viaduct is demolished. Plans for the corridor show a new pedestrian bridge and a new crosswalk with a traffic light so pedestrians and cyclists can safely cross the Bayfront Connector to continue on the trail, which will wend past the southern end of the viaduct.

"This neighborhood really needs a boost. It's been forgotten, and this is a perfect opportunity to

have something happen here," Brennan said. "We feel this project could build hope in this area so that people in that community are not forgotten," said Breneman.

Converting railroad corridors into recreational trails isn't new. The Rails-to-Trails Conservancy has acquired property across the country, including in northwestern Pennsylvania, for new trails, and the French Creek Valley Conservancy opened a new trail last fall to connect Corry and Spartansburg. That trail will eventually become part of a network of trails from Pittsburgh to Erie. The Power of 32, based in Pittsburgh, touts this expanding trail network as one of its accomplishments from convening leaders in southwestern Pennsylvania, Ohio, West Virginia and Maryland to talk about how to improve the economy through increased tourism.

Destination Erie, the long-range planning project now called Emerge 2040, stresses the value of connecting local people to collaborate on Erie's future. It's good to know eastside Erie residents could soon be able to walk that talk on a new trail.

ERIE TIMES-NEWS – March 26, 2015

Plans underway to revive blighted stretch on Erie's east side

By Gerry Weiss

Piles of trash and overgrown weeds clog many of the streets and vacant lots.

Poverty and crime are prevalent.

Blight cloaks the eastside Erie area, a grim stretch that city and county officials say has largely been forgotten for more than a decade.

In 1882, the construction of Nickel Plate Railroad began in Buffalo, creating a rail line that passed through a residential area in Erie across 19th Street on its way to Chicago.

That rail line has been inactive here since 2001, and the area has since suffered, becoming a deteriorating dumping ground for garbage and other litter.

But a new effort, spearheaded by Erie County Councilman Jay Breneman and Erie City Council President David Brennan, is aiming to revitalize and transform this dilapidated local spot.

Community meetings are expected to begin in late April on the Eastside Opportunity Corridor project, a collaborative initiative looking to revive a 2.4-mile stretch across East 19th Street from State Street to Schaal Avenue near Rodger Young Park.

Project coordinators plan to break ground on new bike trails and walking paths in that area by April 2016.

The greenway would likely include benches, artwork installations, recreation elements and other options that are determined by the people who live and work in the surrounding neighborhoods,

Brennan said.

"This neighborhood really needs a boost. It's been forgotten, and this is a perfect opportunity to have something happen there," Brennan said. "It's just totally ignored at the current time. Residents want nice, clean, healthy spaces to be in. We need to let people know we care about that area."

The cost of the Eastside Opportunity Corridor project should be less than \$500,000, Breneman said.

Coordinators said they will seek money from state and regional greenway grants, and hope to obtain funding for the project from the Eric Community Foundation and Erie County Gaming Revenue Authority.

Breneman said he's looking at local college students volunteering to help remove the trash and debris from the area, and to do some of the initial maintenance. The county councilman also said he'll be contacting the nearby Erie County Prison, 1618 Ash St., to discuss the possibility of inmates assisting in the cleanup as part of a neighborhood work project.

"We feel this project could build hope in this area so that people in that community are not forgotten," Breneman said. "People still have a lot of love for this community. They love the area and want to see it do well. It's been overlooked for too long, with no ideas or vision for the future of the property."

The Eastside Opportunity Corridor is a collaborative effort among local governments, neighborhood residents, area college students, and experts in the field of architecture and community development, Breneman said, looking to transform the area into a connector to parks, businesses and other destinations.

"By utilizing bike trails and walking paths, residents not only benefit from the outcomes of exercise and improved health, but also benefit from meeting their neighbors," Breneman said.

A series of community meetings on the project, the first expected to be held in late April, will be hosted by churches, social halls and organizations in the surrounding neighborhoods.

The project could eventually stretch into parts of Wesleyville and Lawrence Park, officials said.

GERRY WEISS can be reached at 870-1884 or by e-mail. Follow him on Twitter at twitter.com/ETNweiss.



RESOLUTION NUMBER 11, 2016

Resolution to adopt the Block by Block Pilot Project

Whereas, ECGRA's mission of economic and community development recognizes the importance of supporting collaborative citizen groups working together in a public-private partnership to address neighborhood renewal by supporting young people through education;

Whereas, the Economic Development Financing Law recognizes that economic insecurity due to unemployment is at any time a serious menace to the people of the Commonwealth in areas of urban and rural blight;

Whereas, the Economic Development Financing Law states expressly that entities like ECGRA may have as one of its purposes the alleviation or elimination of unemployment;

Whereas, ECGRA's Strategic Plan recognizes that investment in youth and education are essential to creating long-term economic competitiveness in the workforce of Erie County;

Whereas, ECGRA believes, as a good steward of the Gaming Funds, that it is in the best interests of the citizens of Erie County to pilot an unproven concept such as neighborhood renewal in a specified geographic area, to learn from the pilot program, refine it and deliberate on its merits before offering eligible neighborhood renewal associations throughout Erie County the opportunity to implement the refined and then proven neighborhood renewal program;

Whereas, eligible neighborhood renewal associations concerned with the proactive revitalization of respective geographic areas are a regional asset to be supported at a later date if deemed successful by a pilot project;

Whereas, ECGRA has selected Erie Together to launch said pilot concept with an operational grant of \$15,000, which will be matched 1-1 to the extent outlined in the attached Exhibit "A";

Whereas, ECGRA declares the following milestones to be measured and analyzed as part of the pilot project:

1. The successful implementation of an outreach and education strategy to increase participation in the Imagination Library project in the targeted census tracts
2. Long-term improvements in the reading proficiency scores of the young people in the targeted census tracts
3. Increased support of youth and education in the most impoverished census tracts of Erie County

Whereas, Erie Together shall report to ECGRA within 12 months as to the successes, failures and obstacles encountered so that ECGRA may determine whether to refine the program prior to considering whether to offer the neighborhood renewal program to eligible neighborhood renewal associations throughout Erie County.

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of the Erie County Gaming Revenue Authority, pursuant to the Economic Development Financing Law and the Erie County Gaming Revenue Authority Bylaws, resolves to adopt the Block by Block pilot project to the extent outlined in this document and attachments.

On the motion of _____, seconded by _____.

This resolution was passed on the 12th day of May, 2016 by a vote of ____ - ____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority
May 12, 2016

ATTEST:

Secretary, ECGRA

Project Sponsor: Erie Together

Program Name: Block by Block

Requested Amount: \$15,000

Erie Together is now in its sixth year of operation and has been working on three priority areas to move Erie County residents out of poverty: Learn Goal, Work Goal, and Thrive Goal

1. Learn Goal: More children become successful adults

- Children ready to learn when they enter Kindergarten
- **Children reading at grade level in 3rd grade**
- Youth with quality career exploration by 8th grade
- High school graduates ready for next step: meaningful employment and/or successful completion of post-secondary education or training

2. Work Goal: More adults obtain family sustaining employment

- Workforce development system operates effectively
- Workforce has job skills appropriate for available jobs
- Job seekers have the soft skills needed for employment
- Barriers to employment are overcome

3. Thrive Goal: More families able to meet their basic needs

- Align system of community supports
- Families gain better understanding of their situation and opportunities
- Families are connected to community supports
- Families increase their level of self-sufficiency

Reading at the Third Grade level by the start of Fourth Grade is a common benchmark used by educators and social scientists. As Mary Bula from Erie Together explained, children learn to read then read to learn after third grade. Last year, Erie Together launched its “Block by Block” campaign to address the reading and readiness deficiencies in Erie County by designing and conducting public outreach activities on six dates with the help of Country Fair, McKinley School and the Sisters of Saint Joseph Neighborhood Network (SSJNN), as well as South Hills Apartments in Corry.

In the summer of 2016, there are six “Block by Block” outreach and education activities planned: four in Erie, one in Union City, and one in Edinboro. Each of the locations were targeted based on low participation rates with Erie County’s Imagination Library, high numbers of children under age 5, and high concentration of low to moderate income households.

The objectives of the Block by Block Campaign are to raise awareness about the need for reading proficiency by third grade by engaging people in conversation about the issue; to significantly increase participation in the Imagination Library; to introduce families to available resources; to best understand how to educate caregivers about the issue and how they can help their children; and to gain media coverage of this issue.

Pilot Program Criteria

Duration

The project duration is three to four months mostly during the summer.

Size

There will be at least six Block by Block outreach activities.

Importance

As stated, the ability of children to read at the appropriate level as they enter fourth grade is a large determinant for future learning ability. Parents and caregivers need to understand the importance of reading for young minds to develop and for children to be successful. Parents will also learn about the many resources available to them and their children or grandchildren.

“Sociologist Donald Hernandez found that children who do not read proficiently by the end of third grade are four times more likely to leave school without a diploma than proficient readers. Black and Hispanic children who are not reading proficiently in third grade are twice as likely as similar white children not to graduate from high school (about 25 vs. 13 percent).

When we add poverty to the analysis, the findings are even more sobering. Hernandez found that the graduation failure rate for children who cannot read proficiently and are poor for at least one year is 26 percent, or more than six times the rate for all proficient readers. Overall, 22 percent of children who have lived in poverty do not graduate from high school, a figure about three times greater than the rate for children with no family poverty experience.”

“...Third-grade reading proficiency is crucial for continued academic success and to break the cycle of intergenerational poverty.” - Annie E. Casey Foundation - KIDS COUNT special report, Early Warning: Why Reading by the End of Third Grade Matters, to launch the national Campaign for Grade-Level Reading.

Engagement

Erie Together has several program partners including the United Way of Erie County, the Erie Community Foundation, and Mercyhurst University. For Block by Block, Erie Together has formed partnerships with St. Ben's Education Center, the Union City Family Support Center, the Multicultural Resource Center, the Sisters of Saint Joseph Neighborhood Network, and the

Bethesda Trinity Center. These organizations operate in the neighborhoods with some of the county's most vulnerable populations and have after school tutoring and reading programs.

Analyzing Outcomes

The outcomes can be measured in attendance, people reached, information distributed, an increase in Imagination Library usage in the targeted census tracts, and, of course, improved reading scores. Social media usage and media coverage will also give an indication of success of the pilot. Caregiver and student feedback is also an important element of the program and will help Erie Together and its partners understand where gaps exist and how resources should be directed.

In terms of measuring the success of the outreach specific to the issue of improved reading proficiency for county third grade students, Mary Bula replied that it was difficult to assess because so many of the lower income students (particularly Erie City students) are transient and change schools often. In that regard, the measurement of increased reading proficiency in her target areas would not necessarily be of the same students. Reading improvement can be measured per school through the Pennsylvania System School Assessment (PSSA) tests. The current goal is to raise the 2012 Erie County reading proficiency baseline of 69.7% to 73% by 2019-2020. In other words, this is a long term goal.

According to Erie Together Impact Plan, Action Team 1 (Early Childhood Readiness & Success) had planned to begin a public awareness campaign in 2015 and ending in 2020. Last year was a "soft launch" for the campaign. The proposed project would be the official start of the public outreach campaign and, as such, has the potential to garner positive media coverage and exposure.

The main goal of the Pilot Project, Mary said, was outreach and education, and impressing upon parents and caregivers that learning how to read is vital to a child's academic and future success. As Erie Together works to identify deficiencies, they will work to provide literacy support and early learning programs.

In terms of locations, Erie Together specifically targeted the proposed locations as ones with the most significant poverty. Mary felt that clustering the outreach in one location would leave some vulnerable and underperforming students without information and encouragement their parents or caregivers need. The five confirmed locations are: St. Ben's Education Center on East 10th Street, Union City, Edinboro, the Multi-Cultural Resource Center, the Little Italy neighborhood, with the sixth location to be finalized later. Possibilities for the sixth include the Erie Zoo, the Children's Museum, Erie Census Tract 7 (East 5th to East 12th, Ash to East Ave.) Census Tract 15 (East 12th to Buffalo Rd. McClelland to Bayfront Connector), or Corry.

Conclusion

For an investment of \$15,000 and matching funds of \$15,000, the Block by Block program will be able to create marketing and outreach materials and displays; and purchase supplies for an on-going campaign. The funds will also provide a means to transport display items and materials as well as insure that food and activity supplies will be available.

Erie Vital Signs

Student Achievement: PSSA Results

Recent Performance

This trend is negative or needs improvement.

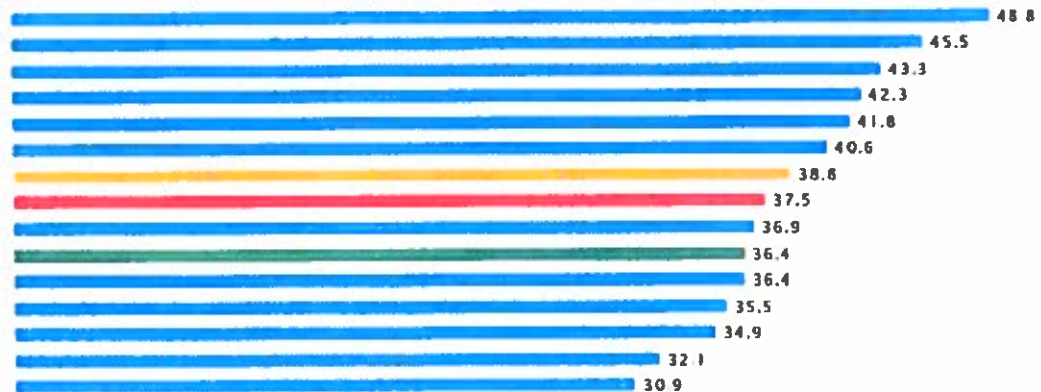
PSSA results vary widely across school districts, and some are doing very well. But for the 2011-12 academic year the county-wide percentage of third grade students who were graded "Advanced" fell in both math and reading, and the percentage who were graded "Below Basic" rose in both math and reading. We clearly need to do better.

7.7% of third-graders rated "Below Basic" in math and 18.7% in reading, county wide. These were up from 6.2% and 15.9% respectively in the 2010-11 school year. The good news is that far larger percentages were graded "Advanced": 40.5% in math, and 22.8% in reading. But these were down from 45.6% and 25.6% respectively in the 2010-11 school year.

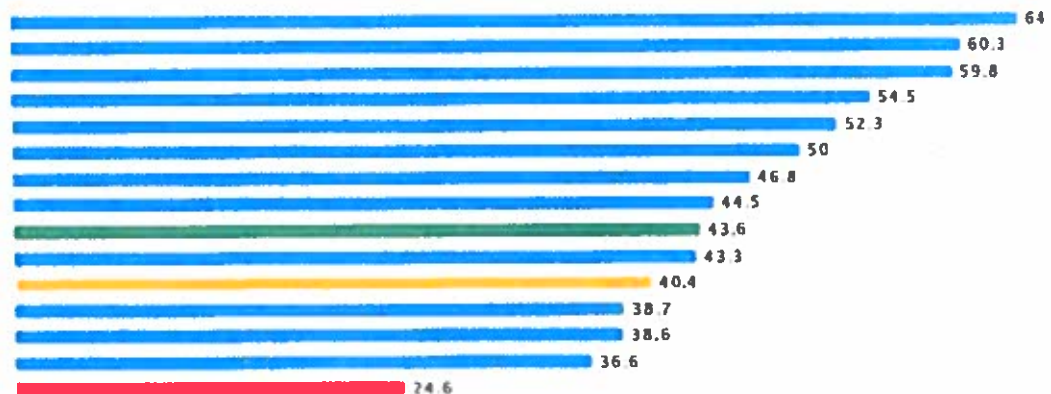
The 2011-12 Erie numbers also compared unfavorably with the statewide results:

- Math Advanced: Erie 40.5%, PA 43.6%
- Math Below Basic: Erie 7.7%, PA 6.6%
- Reading Advanced: Erie 22.8%, PA 27.2%
- Reading Below Basic: Erie 18.7%, PA 15.9%

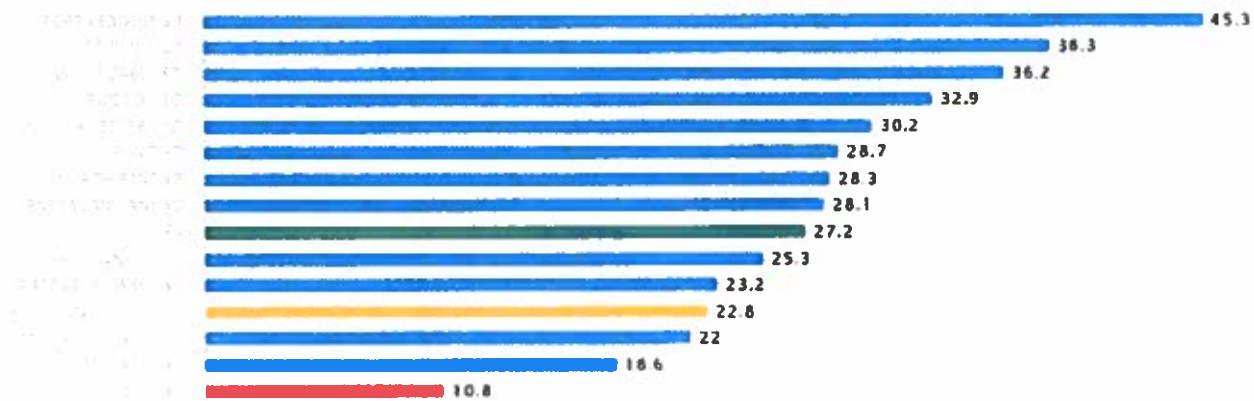
2012 PSSA Grade 3: % Proficient Math



2012 PSSA Grade 3: % Advanced Math



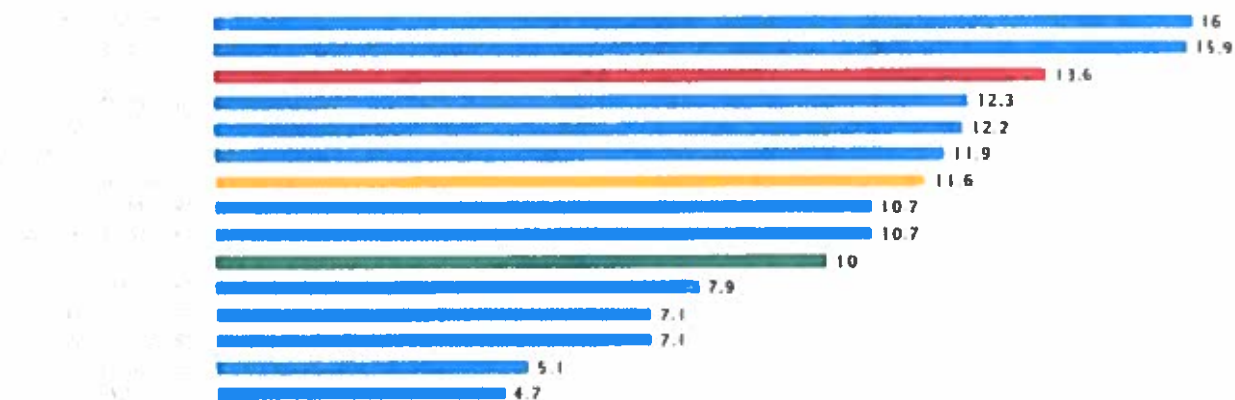
2012 PSSA Grade 3: % Advanced Reading



2012 PSSA Grade 3: % Proficient Reading



2012 PSSA Grade 3: % Basic Reading





ERIE TOGETHER

LEARN • WORK • THRIVE

ECGRA

Presentation

3.10.16



*Working together to make the
Erie Region a community
of opportunity where everyone can
learn, work and thrive.*

TODAY'S AGENDA

- ✓ Erie Together Defined
- ✓ Mission
- ✓ Structure
- ✓ Approach
- ✓ Select Highlights
- ✓ Challenges
- ✓ Efforts & Impact



Mary C. Bula
814.456.2937

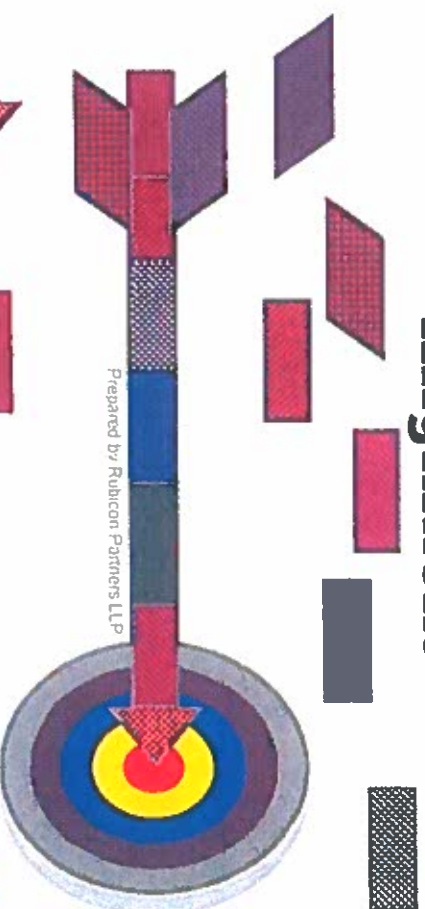
mary@erietogether.org

ErieTogether.org



HOW DOES IT WORK?

Alignment



EARLY CHILDHOOD READINESS & SUCCESS

The Challenge



EARLY CHILDHOOD READINESS & SUCCESS

Highlights



EARLY CHILDHOOD READINESS & SUCCESS

The Challenge



EARLY CHILDHOOD READINESS & SUCCESS



Block by Block

Early Childhood Education Awareness Events
Success - August 2015
8 Events Across Erie County
167 activities completed, activities and provided resources
25 new Inaugural Library registrations
10 Erie's Future Fund Referrals
25K, 837 media views

Kids who start ahead, stay ahead!

MORE RESIDENTS WITH FAMILY SUSTAINING JOBS

The Challenge

4,100 online job postings and 1,400 unemployed people
(Per Dept. of Labor & Industry - Sept. 2018)



MORE RESIDENTS WITH FAMILY SUSTAINING JOBS

Employers



Community Organizations



New Hires



MORE RESIDENTS WITH FAMILY SUSTAINING JOBS

ERIE COUNTY APPROACH

ECRSSA

Erie County Reentry Services and Support Alliance



DRAFT



RESOLUTION NUMBER 12, 2016

**Resolution to transfer \$1,000,000.00 to the
Erie County Lead Assets Endowment**

Whereas, ECGRA has executed on its financial commitment to the Lead Assets through grant funding and creation of an Endowment in accordance with the Strategic Plan aka the Framework for Distribution of Uncommitted Funds,

Whereas, the nine Lead Assets have signed a Release and Acknowledgement that ECGRA has complied with the Settlement Agreement of December 13, 2010,

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of the Erie County Gaming Revenue Authority, pursuant to the Economic Development Financing Law and the Erie County Gaming Revenue Authority Bylaws, having received nine of nine properly executed Release and Acknowledgements, resolves to transfer \$1,000,000.00 to an account at the Erie Community Foundation to benefit the Erie County Lead Assets Endowment Fund in order to grow and sustain nonprofits that contribute significantly to Erie County's economy, quality of place, and sense of civic pride.

On the motion of _____, seconded by _____.

This resolution was passed on 12th day of May, 2016 by a vote of ___ - ____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority

May 12, 2016

ATTEST:

Secretary, ECGRA

