



MEETING OF THE BOARD OF DIRECTORS
Knowledge Park; 5240 Knowledge Parkway; Erie, PA 16510
August 16, 2018 8:30 a.m.

AGENDA

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. APPROVAL OF MINUTES – July 2018
5. DIRECTOR’S COMMENTS
6. COMMENTS BY CHAIRMAN
7. PUBLIC COMMENT
8. PRESENTATION
 - a. Erie Innovation District – Karl Sanchack
9. COMMITTEE REPORTS
 - a. Treasurer’s Report
 - b. Strategic Planning Committee
 - c. Update from County Council
 - d. Update from County Executive’s Office
10. REPORT OF THE EXECUTIVE DIRECTOR
11. SOLICITOR’S REPORT
12. OLD BUSINESS
13. NEW BUSINESS
 - a. Resolution Number 26, 2018 – Resolution to enter into an agreement with The Erie Regional Chamber and Growth Partnership to fund as ECGRA Pilot Project for Choose Erie: Competitive Advantage, Market Assessment, and Asset Inventory Research

14. ADJOURNMENT

Next Regularly Scheduled Board Meeting of ECGRA

Date: Thursday, September 20, 2018
Time: 8:30 a.m.
Location: Knowledge Park; 5240 Knowledge Parkway; Erie, PA 16510



Erie County Gaming Revenue Authority
Minutes of the Board of Directors' Meeting
July 19, 2018

CALL TO ORDER

The Board of Directors' Meeting of the Erie County Gaming Revenue Authority was held on July 19, 2018 in the Jordan Room; 5240 Knowledge Parkway; Erie, PA 16510. 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. DiPaolo, Mr. Logue, Mr. Paris, and Mr. Sample. Mr. Peters arrives late. Mr. Lee, Mr. Wachter, and Mr. Wood are also present.

APPROVAL OF THE AGENDA

Mr. Sample makes a motion to approve the agenda as presented. Mr. Bagnoni seconds the motion. Motion carries 6-0.

APPROVAL OF MINUTES – June 2018

Mr. Barney makes a motion to approve the minutes as presented. Mr. Sample seconds the motion. Motion carries 6-0.

DIRECTOR'S COMMENTS

There are no comments.

COMMENTS BY THE CHAIR

Mr. Paris has no comments at this time.

PUBLIC COMMENT

There is no public comment.

PRESENTATIONS

a. Maher Duessel 2017-18 Audit – Jeff Kent and Natalie Caponi

Mr. Kent: Thank you for having us. My name is Jeff Kent, and this is Natalie Caponi. At this point, we are completed with the 2017-18 audit. The reports are in draft form at this point but after this meeting we will move forward in finalizing them.

What you have in front of you is a handout which follows along with the PowerPoint I am going to go through at this meeting. You also have a draft copy of the reports; the drafts that you have are what you will see in your Board packet that I had sent out several weeks ago. I'll stick to the handout, but if you have any questions on anything you read in the audit, please don't hesitate to ask.

The reports that get issued as part of the process are obviously the financial statements themselves, which is the larger document that includes our opinion on the financial statements that are explained in the footnotes. We also issue a letter called Communication to Those Charged with Governance, which is a letter that goes through communications that we are required to make under the professional standards. I'll hit the highlights of that in the coming slides.

The first part of that letter talks about our responsibility to perform the audit in accordance with our professional standards and issue an opinion on the financial statements. It talks about the fact that the financial statements themselves are the responsibility of the Authority along with maintaining the internal controls.

In terms of the timing of the audit, we performed the audit in early summer, we drafted the audit in June, and as I mentioned, the report is in pretty good draft form now and can be finalized shortly.

No new accounting policies that are noted in your financial statements. The letter does point out a significant estimate as incorporated into your financial statements related to the Notes Receivable you have. There is an evaluation that you go through each year to determine the amount of reserve that should be applied against those Receivables. The letter points out a couple of disclosures that are in your footnotes that are more significant; the Notes Receivable footnote that details out each of the Notes that you have issued and the related terms. We have talked about this in the past - the Erie Community Foundation footnote that talks about the assets held in the Endowment with ECF and the fact that those assets aren't on your financial statements, but the footnote reflects the balance of the Fund.

The rest of that communication letter is pretty standard. If there were any significant issues that we encountered during the audit, we would highlight them in this letter. I am happy to report that we received good cooperation, we received everything we needed to complete our procedures, so we certainly thank Perry, and everybody involved in the audit process, for getting us what was needed.

In terms of the results of our opinion that we issued as part of the audit, the opinion on the financial statements is unmodified and certainly the type of opinion you would want to hear from us.

The next couple of pages just shows some summary financial statement information. At the end of your fiscal year, you're showing a net position of about \$17.5 million; that's an increase from last year of about \$2 million. The Notes Receivable line of about \$3 million did go up quite a bit from last year by about \$1.5 million in new loans issued. All that \$17.5 million is showing as a restricted net position.

This page shows the results of your operation for the year; about \$5.5 million of revenue, your change of position, again, was about \$2 million dollars, and \$3.5 in expenses.

That expense does not include the new loans you issued of about \$1.5 million so you had about \$2.8 million in grants awarded. The provision on Notes because of the process you go through to place a reserve on the Notes Receivable, that provision is what is you reserve on the new loans you issued based on the established allowance that you had.

A couple of the reporting notes, I think we talked about as I mentioned, there's a Fund Note, specifically related to ECF. The nature of that activity changed a bit during the year, as the footnote describes the balance which was about \$14 million at the end of the year. In the past, some of the distributions from that Fund have run through the Authority so that process has changed a little bit. So, you're not showing revenue and expense for those distributions as those are now being directly made out of the Fund to the organizations.

I'm certainly happy to point out that last year we issued a management letter that had some recommendations and all of those recommendations were addressed. There was a comment about segregation of duties, and since you're a small organization, we had some recommendations related to mitigating the inherent risk associated with having a small staff size. You did implement some mitigating controls related to that.

We had a comment on loan collectability which you have to have an established policy that you revisit each year related to how you're reporting the loans and what the allowance is on the loans. Then there was just a general comment on the policies and procedures manual.

There was no formal management letter this year. Our contact information is on the last page; certainly, if you have any questions, don't hesitate to contact us, and if you have any questions on the Board information packet, I'd be happy to help.

Mr. Paris: Does anybody have any questions?

Mr. DiPaolo: The Corrected and Uncorrected Misstatements, can you explain what that is?

Mr. Kent: If we need to come in and make journal entries that were encountered during part of the audit process, whether you corrected them or decided not to correct them, we would have to report that we were making significant journal entries. That's really saying that there weren't any to note. That section of the letter is exception based where if there were anything in that category we would describe it to you. We weren't needed to make journal entries as part of the audit process. That's all that is saying.

Mr. DiPaolo: I have a follow-up question. In regards to the money that was given to Perry for school, \$11,131, where is that in this audit and was that paid back or is that still out? That's the question.

Mr. Kent: You're talking about a specific transaction?

Mr. DiPaolo: Yes, back in March of last year.

Mr. Kent: Perry, do you know the nature of that?

Mr. Wood: I don't understand the question.

Mr. DiPaolo: The question is that when you went to school and it was determined that, I don't know if it was illegal or whatever happened, but the understanding that I had that the money was supposed to be paid back. Was it paid back? That's what I'm asking. And if it is, where is it in this audit?

Mr. Paris: No, he wasn't supposed to pay it back.

Mr. Sample: He was just not going to go forward taking that.

Mr. Paris: And nothing was done illegally.

Mr. Wood: Dom, I voluntarily withdrew from taking reimbursement on that.

Mr. DiPaolo: Okay, so the \$11,131, you still received that?

Mr. Wood: I don't know if that's the exact amount.

Mr. Sample: That had been voted on, we had agreed to it, and then when it was brought up, he voluntarily agreed not to continue to take it.

Mr. DiPaolo: Was that brought up before the whole Board?

Mr. Sample: Yes.

Mr. DiPaolo: Alright. So, in this audit, that money is in there then?

Mr. Kent: If that's an expense for the organization, then that would be flowing through the activities.

Mr. DiPaolo: Very good. Thank you.

Mr. Logue: I do have a question. I think it was a couple of Board meetings ago the Board was presented with a Credit Card policy that staff can use the credit card. If, unfortunately, something bad did happen and the staff had utilized the card for their own benefit other than ECGRA benefit, that the last paycheck of that staff member would then be kept by ECGRA to try to recoup some of the expenses generated by that staff who did it for their own benefit. I asked who had prepared that statement, or that policy I should say, and I was informed that your company did. Do you know anything about that?

Mr. Kent: We may have provided an example, but we don't write policies for you, but we may have provided an example policy from another client or from the general policy examples that we have. That's likely what our involvement was.

Mr. Logue: What I did was checked with our Pennsylvania Department of Labor Wage and Hour and with the Feds – their Department of Wage and Hour – and I spoke to the one investigator for the Federal Department and he said that that would be illegal to do, to keep somebody's last paycheck; all you could do was maybe count up to the Federal Minimum Wage Standard and then recoup that back. Do you know anything about something like that?

Mr. Kent: I don't know the legality of that; I'd have to look at the policy is that correct that we gave you an example policy and that's where that's from?

Mr. Wood: Our understanding is that one of your other clients used that exact policy.

Mr. Kent: I don't know the specifics on the legality of that. Obviously, if you can't do that then that shouldn't be in the policy.

Mr. Logue: What I'd like to do, Jeff, is to send that down to you under my cover letter, send it down to you, have you review that and some of my concerns. In my letter to you I'll put those concerns once more that I'm stating to you here. Is that alright?

Mr. Kent: Yes, sure. Again, you might need to, if there is a question about whether that's okay to do, we might need to have an attorney look at it to make that determination.

Mr. Logue: Alright, I'll do that.

Mr. Kent: I don't mean you, I mean the organization.

Mr. Logue: I'm going to do it as a Board member in a sense and as an individual and as a taxpayer in Erie County.

Mr. Paris: Tim, is that something you could review for us?

Mr. Wachter: If you would like to forward that to me too, we can have a formal response to that. I can give it to my labor folks and have them take a look at it.

Mr. Logue: Okay. Great.

Mr. Wachter: I'm happy to help out.

Mr. Paris: Perfect. Is there anything else? Thank you for the presentation. We appreciate it.

Mr. Sample: Thank you very much.

Mr. Peters: Mr. Chair, first I want to apologize to my colleagues on my tardiness this morning. Obviously, I missed the Maher Duessel presentation, but I did want to share to the group if it hasn't been stated already by our current Treasurer, that I had worked closely with Maher Duessel throughout the process and they were very helpful in answering the questions that I had related to how we were doing certain things. I know Attorney Wachter was in on those calls with me as well and I just wanted to thank them for their work.

COMMITTEE REPORTS

- a. Treasurer's Report – Mr. Barney: First, I would like to thank Perry and Chuck for assisting me and helping me figure out some things and become more familiar. I appreciate the opportunity to serve in this capacity and hopefully I can do it some justice.

First, let's start with the Profit & Loss statement. If you notice these are pertaining to June; if you look at Bridgeway Capital, that's the only activity for June. If we move down under expenses, as you can see, year-to-date expenses as well as budget year-to-date, we are definitely within the budget as far as the projection – we're actually under there. At the bottom you will see the Renaissance Block as an expense for June. Are there any questions on the Profit & Loss statement?

Let's go on to the Balance Sheet for the month of June. I would like to make note on the Reserve for Uncollectable Notes – that's the 20% portion there. If you look up from there, you see the ErieBank, Committed and Uncommitted Funds and the Restricted Funds and how they flow. Are there any problems or questions on the Balance Sheet?

Next is the Statement of Cash Flows; that's normal. There's nothing out of the ordinary there as far as expenses and things of that nature that I am aware of. If you see something, feel free to ask a question.

Budget vs. Actual – at the bottom where the budget is for total expenses and the Over/Under. I want to bring your attention to the Community Assets – the Renaissance Block and how things are going there for the month of June and the expenses that we agreed to.

Mr. Wood: I would like to add something on that Mr. Barney. Those are initial drawdowns; Renaissance Block are projected to be two-year grants with multiple drawdowns. We have awarded a total of \$485,000 to those neighborhood groups; these are the initial drawdowns that these grant recipients received. In essence, they are in the que – they are in the compliance process.

Mr. Barney: Any questions on that? The Schedule of Grant Reserve; there's nothing out of the ordinary there. I do want to say that on the last page, as far as the Committed Funds, when you look at the amount remaining it shows \$2.5 million.

If there are no questions on that, we will move to the Check Detail. You can see what checks were written and what is on the credit cards and the expenses there. Are there any questions?

Mr. Peters makes a motion to accept the Treasurer's Report as presented. Mr. Sample seconds the motion. Motion carries 7-0.

- b. Strategic Planning Committee: Mr. Sample: On July 9th we had a Strategic Planning Committee meeting. There were four presentations and I would like to thank the staff and the people who did the presentations; they were very thorough and very informational. The recommendations of the Strategic Planning Committee are:
Blue Highway Capital – our recommendation is a \$250,000 loan,
International Institute of Erie – a \$200,000 grant,
Bridgeway Capital – a \$300,000 grant with a \$2.5 million loan,
Ben Franklin Technology Partners – a \$300,000 grant and a \$1million loan

We continued on and the recommendation was to once again do the Mission Main Street and the Ignite Erie and Beehives. Those are the recommendations of the committee. We will have the opportunity to vote on them later in the meeting. Are there any questions of that?

Mr. Wood: Mr. Chairman, if it's okay I would like to give a little background on how we got into some of these decisions. I provided you with a packet of supplemental information; it's in front of you and starts with "Targeting Gaps." If you could grab that document.

I just wanted to remind folks that when we created the Mission Related Investment program several years ago, and this concept flows through our Strategic Plan over and over again, the idea was to target gaps in the current financing system. We are an economic development authority; traditionally that is how economic development authority's function is to provide various levels of financial support throughout a system which the market can't take care of on its own.

If you look at the graph in front of you, we try to target these investments based upon where the gaps are from concept to formation to growth to maturity to reinvention. In other words, when a company is pre-revenue and they are in the prototype development phase, it's known as pre-seed. When they are very young, they are a start-up, they are just getting going its formation phase; that's where seed funding comes in. Then a company grows or it doesn't and a lot of times these growth funds, like Bridgeway's Erie Growth Fund is a good example of that type of program.

The next page talks about Asset Allocation; this comes directly from our Impact Investment Policies. This is the description of the three different assets we're interested in investing in. You will see fixed income and alternative-type investments today, but we are focused on the left side of the spectrum which is the below-market rate investments. A senior loan position with a Bridgeway Capital, a subordinated loan position with an Enterprise Development Fund, these are typically the things that we have done at a below-market rate investment.

The third page talks about the staff review process and what that looks like, along with the Board review process. Tim helped me design this several years ago. A group comes in with a prequalification packet, they fill out extensive information like their financial and organizational data as well as historical data, the staff reviews it, it is kicked to a committee to do a further review.

In this particular round we had new organizations applying for the funds come in and give a presentation to the Board. The Board was able to ask questions and then that committee recommendation coming out of the Strategic Planning is in front of you today in resolution form and so the Board has another chance to discuss it here today at the Board level and it will either pass or not.

The next page talks about the economic impact, specifically of these Mission Related Investments. Fantastic numbers have come through. We only have data up through 2016 because that's when the audit was conducted and we have made some investments since then. Overall, the economic impact with our Mission Related Investments was \$87.2 million with the creation of 573 jobs as a result, \$2.9 million in tax revenue. That's a 6:1 return on investment for what we saw with additional financing. That is great leverage – for every dollar that we put in, another six dollars were invested in these companies from other sources.

The next page is the Strategic Planning agenda – these folks came in and gave 15 minutes presentations and then we asked questions of them at that time like, "How are your portfolios doing?" I want to point out that two of these are brand new investments and two of them are investments in organizations that we've made past investments in and want to see the good work continue. The two brand new ones are the International Institute of Erie and Blue Highway Capital, serving very different audiences. The International Institute serves a refugee crowd – refugees that have come here, that have been placed here in Erie, and now they are starting companies. They have a different type of financial product, a micro-enterprise loan product, \$15,000 loan, which by the way has a zero percent fault rate from the 20 businesses it has lent to. Blue Highway, we handed out some information at the last grant review session and it is on your SharePoint, but this group mainly serves rural companies. Bridgeway and Ben Franklin, we have made multiple investments in.

The next page shows the Mission Related Investments from 2010 through 2018, I just wanted to give you some perspective on the past Mission Related Investments that have been made. We started making these grant/loans in 2011; we made another tranche in 2012/2013. As you can see there as the relationships developed, we escalated the amount of funds we put in as we saw great outcomes from these groups. We made our single largest investment in the 2015/2016 time frame where we did about \$4.8 million in Mission Related Investments.

We scaled it back a little bit for this round, so the 2018/2019 investments are at \$4.5 million. I think what is interesting is that we went from a technical assistance concept in 2015/2016 that focused on the universities getting more involved in entrepreneurship (and I'm going to talk about that today in my Director's Report and the progress of that grant), we went from that to funding technical assistance with the respective organizations like we did back in 2011. In 2011 and 2013 we were funding technical assistance with grants alongside of the loan packages. We've come back to that concept. Those recommendations are in the form of resolutions on your agenda today. Thank you, Mr. Chair.

Mr. Paris: Thank you, Perry and thank you Dave. Are there any questions?

c. Update from County Council: Dr. Foust is not present.

d. Update from County Executive's Office: Mr. Lee: Thank you, Mr. Chairman. I'm just going to take a couple minutes to give an update on the Summer Jobs program and then talk briefly on the Choose Erie initiative. Summer Jobs, as you know, is moving along really well. We have a total of 175 participants; we have 50 employers that are participating in the program. We are very pleased as far as the percentage breakdown. One of the goals has always been to make sure that the program really represents the entire county; that has been an ongoing goal for the program because it is a county program. The City of Erie in the past has represented about a 70% participation and outside the city has been about 30% and we want it at 50%. This year the numbers we are seeing is about 35% outside the City of Erie and 65% inside the City of Erie. That is to try and give balance to the program. From an employer's standpoint, it's about 58% participation inside the City of Erie and 42% outside the City.

The students will again be participating with ServErie as a community project. We know it is important that the young men and women understand that they really need to pay it forward. We're looking forward to and are very excited about that participation.

Erie Insurance typically has six students; they have increased that up to eight students. The reason why that is very good is because they actually pay to participate; they invest in the program as well as Gannon who invests in the program and Saint Vincent has participated in the program financially. We continue to grow from that particular perspective.

The program will be ending about the middle of August. We will receive the report – GECAC has the report done by Keystone Research, and the Board always receives a copy of that report. It is very good information because it helps us move forward as far as improving the program. Are there any questions about the Summer Jobs program?

Mr. Wood: It's a great program. If I can just say that we've been in touch with the accounting office at the County and everything is flowing along. With the transition of Sue Ellen, I just wanted to make a note and let everyone know that everything is flowing smoothly.

Mr. Lee: Thank you, Mr. Wood. In reference to the Choose Erie initiative – at the latter part of last year, Kate Philips came in and did a presentation about Choose Erie and looking to put together an application to submit to ECGRA for consideration dealing with the research part. Some of you that may not be familiar with Choose Erie, this is an initiative, a collaborative effort that started with the union from GE as well as United Way, the Governor's office, County government; we also had the Workforce Investment Board involved in this and the Chamber as well. It really came out of the union leadership coming to meet with the County administration about marketing our workforce and really trying to do a better job, not only of marketing regionally, but nationally and internationally.

Out of that grew the concept of Choose Erie, where it would be a website with all the information from an economic development standpoint dealing with site selection, dealing with our strengths as far as what we have to offer in the County to sell to the greater world. We did the first part as far as developing the website; they are working on the second phase as we speak. The County has initially put in \$36,000; we have recently requested another \$36,000. That money will go to actually completing the website.

The part they were looking for ECGRA to play is dealing with the research end of it; really going to get the information to better supply additional information to the website from a research and site development, and by site I mean companies that are interested in coming to the County, standpoint. The Chamber will be the organization that will be submitting the application to ECGRA; I know they are in the process of submitting that information via the portal. It should be submitted as we speak; if it hasn't it will be submitted before the end of the week.

This is a high priority from the County Executive because we really feel that it is very important for us to market our region better. Are there any questions about that?

Mr. Wood: If there are no questions, I would like to just make one comment. We did see the presentation back in 2017 on the project so a couple of the new Board members might not have seen it, but the staff has been working with both the County and the Chamber on the concept. At the time it was presented, it was discussed that this could have the potential to be a pilot project. The initial step in pilot project is to submit a letter of interest; that letter of interest has been submitted. Once it has been approved, which it has been, it goes to the application process and that is when the Board will have a chance to take a look at it – when the formal application comes. Then we will decide whether or not we want to bring in a member of that initiative to have a talk with you or if you like the program and the way it has been written as a pilot, the Board will go ahead and fund it. Just to remind the Board that we will have further discussion about that pilot. But what we have seen so far, we think it's a fantastic initiative.

There is also another one on the horizon, if I could just take another second of your time and report on that and that is a project that the City is proposing and that is to do some advanced financing with a group called NDC (National Development Council). That is very exciting as well. We will probably bring both of those opportunities to you soon.

Mr. Paris: Thank you, Gary.

Mr. Lee: Thank you, Mr. Chair.

REPORT OF THE EXECUTIVE DIRECTOR

Mr. Wood: There is a 40-page document in front of you which is a mid-term review of a program called Ignite Erie. You've heard me mention during the Strategic Planning Committee report that we made a grant back in 2015 to four universities in Erie County to get them working with entrepreneurs; it's a very exciting thing. We couldn't find another example anywhere in the country where this many universities came together to create entrepreneurs.

As part of that report I want to do a more formal review for you and provide you with the document and the actual results in this 40-page document. I'm not going to go through this with you, but I will give you an overview in this PowerPoint presentation.

I want to start by talking, from a 30,000 sq. ft. view, about how this program addresses what we call the rust belt problem; this is about transitioning the economy, how Ignite Erie is the program that's doing it, what were the questions I asked the Ignite Erie folks in order to

understand the progress, what's the state of the initiative. I wanted to be able to describe it to you in a way that made sense. I used the idea of adaptive networks, that's really what Ignite Erie is, in order to help frame this case study, and I'll show you the results, recommendations, and conclusion.

The rust belt problem – we've heard this term numerous times; this is what we're talking about, this area that's highlighted is known as the rust belt. We are sitting right in the middle of it. It's considered the rust belt because our economy relies heavily upon industrial manufacturing. Now, that doesn't mean that we don't have jobs in those areas, but we have lost jobs in those areas. We still have a very high location quotient, which means we have a high number of well-paying jobs in manufacturing in our community – much higher than the national average – which is a great strength of ours. But in the last 50 years we have lost 50,000 manufacturing jobs; that is an incredible number. This is one of the traits of being a rust belt community.

What do we do about it? We need to support those guys with high technology and part of that is transitioning to a knowledge-based economy. Universities play a key role in this process. There has been a lot written about this in the last 20 years. A document came out in 2014 that the four universities in Erie County published together, called The Path Forward. It basically said, not in these exact words but, "We want to address this problem. Let's look at merging industries, let's look at helping entrepreneurs, let's look at improving quality of life and the economy in Erie County."

ECGRA has been interested in this topic, mainly with what we fund through our mission related investments. Here is a graphical representation of the program. Ignite Erie is the program; you might call it an intervention. We're trying to get involved and change things. It begins with a number of strategies with multiple separate parts; you've got the four universities in Erie participating, you've got private sector advisors like Lord Corporation and Erie Insurance coming to the table, you've got economic development agencies like Bridgeway Capital, Penn Venture Partners, Ben Franklin, Enterprise – they've all come to the table to collaborate to help entrepreneurs.

Initially, the group thought that the bubble on the left, the Innovation Teams, would be the focus; the idea of innovation teams was where the entrepreneur says, "I want to come in and do the following things." We match them with a certain number of faculty, the faculty rallies some students, but it didn't work out the way we thought. What we found was that it is very difficult to get universities collaborating in this innovation team atmosphere for a number of reasons. A lot of entrepreneurs already have relationships with single universities, so getting multiple on board was difficult. Coordinating between institutions was a lot more difficult than we thought. But eventually, they settled on two concepts in which they got tremendous results on.

Whereas the Innovation Teams did about six with a low-yield activity. The Beehives, or the Innovation Commons is what it's called here at Behrend which is basically the Beehive concept, and then crowd funding that you might know as Quick Starter, those two were high-yield activities that produced new products, new entrepreneurs, and new ventures or new businesses. Of course, it's all done within the context of the historical relationship of these universities as competitors mostly. Certainly, they collaborated on one-off projects here and there, but they were mostly competitors; the rust belt problem that we're dealing with, all these contextual factors created pressure on the program.

So, what did I ask them? On a broad level, I said, "Are you working toward this culture of collaboration like you said you would in The Path Forward?" But that wasn't enough. I wanted to get into some specifics. So, I asked, "What are the core activities that you actually accomplished? Give me the results. Give me the interim outcomes, because it is only three years in to what we expect to be a 10-year plus idea"; "What are the conditions that actually foster universities working together?" And finally, "What was the network formation process like?" It's kind of like saying, "What did you do? Why did you do it? and How did you do it?"

I needed a way to understand how they were operating; they were shedding low-yield activities and focusing on high-yield activities. This concept of adaptive networks comes up again and again in the literature for groups that fund other groups; so that's us – the grant makers. What we find is that the grant makers have used this concept to address something that is complex. Complex is getting these multiple sectors to work together on helping entrepreneurs.

The general idea of this graph is you observe the problems going on, you interpret what you just saw, and then you intervene and make change. Then you observe again, interpret again, and make change again. It's very iterative; it's adaptive. In bio-evolutionary terms, it's an adaptive process.

There were three key concepts of measurement that came out of this that have been pioneered. One is connectivity, which is a lot like saying, "Who are the people involved in it?" The second is health, which is a lot like saying, "What are the processes that are necessary to create an adaptation?" And finally, what are the results and that is pretty straight forward, "What kind of results are we getting and how do we tweak them?"

I took a case study approach in looking at this. In other words, I started with secondary research; what have others said about what we're trying to do here in Erie. No one has specifically written about Erie, but they have written about it for their respective communities - think tanks, academics, also pragmatic trade associations and so on. Then I looked at the documents; what has Ignite Erie produced? There is an initial grant application to us, there are minutes, agendas, interim reporting to us. You may recall that they have been here before to report to us several times. And then there is the financial effect.

Finally, I wanted to interview six of the steering committee members as asked, "How's it going? Tell me about how it's going." I asked with a very broad perspective. "What are the obstacles? What are you trying to accomplish? Where is this whole thing headed?" These are the six interviews that I did, and I focused on the university administrators. So, I went to the faculty or the administrators of each of the universities and asked, "How is this going from your perspective?" Remember, they are the ones who published The Path Forward, they are the ones who championed the concept, and with limited time I focused in on that. Here are the documents I referred to.

Finally, I want you to know that there are limitations to what I have done here. This is an interim report. I can't answer all of your questions. But what I have done is I have looked at it from an organizational perspective. So, that's like saying I didn't look at it from a macro-perspective – the big picture – because really in three years, what can you accomplish to change the big picture? Not much.

Also, I didn't look at it from an individual perspective which means that I didn't go interview the entrepreneurs that they helped. That's a natural next step in this process, by the way, to go ask the users, the entrepreneurs of this network how it has helped them, how it went, what it was like, what does success look like to them, was it worth their time to interact with the program. So, it was focused on an organizational perspective.

I didn't do a personnel evaluation. We didn't grade all the people involved; that's up to the network to do itself. I think it's important to note that the context is specific to Erie County. And I want to remind you that this is a mid-term review which means that it's really just a snapshot in time. Three years in, this is an important document for all the folks in this room to understand how it's going.

Here are the results which you heard me mention a little bit earlier. The Quick Starter and Beehive concepts are the high-yield activity. These are the main things that have come out of it: short-term outcomes where we helped 34 new entrepreneurs, new products, and new firms. In the long-term, I think that what you're seeing is a relationship building process that can transform the region's economic development system because it is providing something that wasn't there before.

Translation – basically change is happening, they are achieving the objectives that they set out to achieve in the grant application and I want to be specific about that that they have

been successful. They have laid the groundwork to do things in the long-term way and the connectivity has been wonderful. I will talk about that more in the future. This is where they are proposing to take the Beehives; each university has proposed a strength. That is another thing that is really unique about this. When you look at other universities collaborating, they want to beat their chest on all the things that they do. Our universities have said, "We recognize that we specialize in different areas and these are the areas we specialize in." They all have different programs and champion professors with exciting things going on with initiatives. We know about Mercyhurst and the cyber-security stuff because we've talked with them through the Innovation District; we know about Behrend's prototyping and product development because they have this Innovation Commons concept that was funded by State College; Edinboro is branding and strategic communication – we've heard all about digital arts and so on; and Gannon University with its Erie Tech Incubator and Applied Business concepts. Finally, this system helped set up the Blasco Library's Idea Space. You have all these specializations, they count the maker space available as part of that system. It's pretty exciting.

Back to the accomplishments, here are milestones along the way to show you that we are building toward this culture of collaboration. The Path Forward was published in 2014. It took us about nine months to come up with a grant application because we wanted to put some money into this. They published their grant application in January 2015. By the time April of the next year rolls around, they are reporting to us how things are going and how they were working together; they gave us their initial results.

It took to May 2017, so think about that, about two and a half years to get to this Beehive proposal concept. It's academics so there's a lot of talking but they're also interacting with the economic development agencies and their resources and they're interacting with private sector individuals like executives from Erie Insurance and Lord on how to make a difference. This proposal comes in, gets followed up by two grants that Ridge Policy Group was marketing us to – the Appalachian Regional Commission and the Economic Development Administration. These two agencies loved this concept because they had never seen anything like it; four universities at the table collaborating with one another to focus on the entrepreneur and not academic research – not an institute that sits on a campus somewhere - but actually interacting with entrepreneurs.

Mr. Peters: Can I ask a question? Those two grants, the ARC and the EDA, what is the order of magnitude on how big?

Mr. Wood: Six figure grants, which shows that there is health in the network because we're not the only ones investing in it. There is sustainability; there's health. Other folks have seen value where we initially helped seed fund a concept. That's a great indicator that this thing is succeeding.

Finally, toward the end of 2017, the university presidents got together and the four of them published an editorial talking a little bit about this collaboration. That's the first time that has ever happened in the history of Erie County. It's pretty exciting. That's where the time limit, where my data collection stopped, in writing for this evaluation.

The second result was that the university collaboration that we saw multiple universities is shaped by conditions that are unique to what's going on here in Erie County. Some of it was the past university engagement that had gone on so it's not like this was a blank slate. The universities have been engaging with the community on one-off projects here and there, but this was a sustainable way to move – a platform where they all could come together. Policies that they developed were unique, like the Two University Policy; the contracting process between us and them was unique and having our funding that is flexible.

I'm trying to say that these projects which have existed, and it's in your packet, you'll see the example of all the other projects the universities have engaged in but not really together. Every now and then you have members of faculty who have engaged in one-off

projects or working with an entrepreneur, but it was rare, and it was not sustained. What really helped, is in Table 13, was when I looked at how other folks had studied these engagements. In the left-hand column, you'll see that the typical vehicle of a university, you're never going to get away from it, it's always an institute, it's always a publication, it's always a speaker, it's always a conference, it's always some type of interaction like an SBDC. If you look at the role though, you realize that at the facilitation level, the university has a lot of discussions but when it gets to the leadership level things start to thin out because they are actually providing those as consulting services like in the case of SBDC. Ignite Erie is at the third, and highest, level which is known as Community. That's where they actually bring partners in and take responsibility for the action and the resources that are provided. Those create various degrees of entrepreneurial activity; hence we get the term Entrepreneurial University when we're talking about where Ignite Erie has taken this idea.

The Path Forward document created a sense of urgency, the Two University Policy was very innovative – we've never seen anything like it in any other groups that we looked at – that basically said in order to access ECGRA's funds, there has to be a minimum of two institutions working on the project. That was a self-imposed mandate that they came up with and it held their feet to the fire on collaboration within projects. It's fascinating. Finally, we provided the capacity building grant to offer stability and flexibility which is important for funders to do when you're doing work on some of these concepts.

The first two results I talked about being very unique, exciting and cutting edge. The third result that I found was that in many ways, that this network has evolved like others have evolved. It's a linear process. You see this in other communities that have tried this, they mobilize, they reach consensus, they figure something out, they institutionalize what worked, and it creates something new to assist them in the process. In this case, the system to help entrepreneurs, the ecosystem.

What others have written was very helpful in understanding how we, in many ways we are unique, but also in many ways we are just like what other communities have done. Many of you have seen Bruce Katz come to town and talk; his language was very helpful in this and I think it would be helpful in communicating to leaders because if you've seen him speak, he talks about network assets, network capacity, network development. The Brookings Institution language was helpful; it's what we call bridging language where you're trying to get multiple worlds to understand the same idea. Also, the folks who wrote about the entrepreneurial university and how the university has evolved to the point where it engages people to this level.

Here are some graphical representations of that so if you want to shed the verbiage for a second and see how this can be graphically represented; this is Bruce Katz's concept. We have economic assets like our advanced manufacturing institutes and so on, we have the physical assets which may be space, equipment, telecom infrastructure, who knows because every community is different, and then we have the networking assets. When all three of those come together, that's when you have a system in place. That's when you become a systemic change.

This is the linear graph that is represented. Mobilization – when you get all the stakeholders at the table and get them excited about what's going on; that happened with documents like The Path Forward, with our grant money, and the initial meetings. But then they had to reach consensus on where the whole thing was headed. That doesn't always work. Sometimes this fails and you have to go back to the first phase. Where they agreed, they began to institutionalize which is a very important step because it's kind of like saying, "We now accept this within our institution and between institutions." It's buy-in at the university level.

You see this with the Beehive proposal. They are now saying, "We are going to have dedicated space on our campus for entrepreneurs to come on and work with our students and faculty on developing their product, their business plan, and so forth." It's very exciting. This level of buy-in doesn't always happen. Things often die at the consensus phase.

Where is this headed? It's headed to the birth of a new ecosystem; systemic change. We're not quite there yet; we're still at the level of it being institutionalized, it's being accepted broadly at each institution, and more and more people are engaging it. But what it is, as time has gone on and we see wins and we see a regular set of involvement and buy-in, it will be the birth of something brand new for Erie County.

I had a hard time explaining to a lot of folks how all these things fit together so I had to create this chart. It was very helpful for folks who are in this space to understand how all these pieces fit together. I think what is important to point out is that while there are two physical places within Erie County - Knowledge Park that we're in right now which is your typical suburban business park but it's a suburban innovation district model, and you have what's being proposed in downtown Erie which is your new kind of urban innovation district model. These things don't necessarily exist separately; they're within the same ecosystem of Erie County and Ignite Erie is the one kind of network that can supersede and support and participate in all of them.

The way I have designed this chart, you'll see the universities have a central role in it, that's why we see them at the center of the graph. They have a central role in transitioning to a ? economy. You see the private sector partners that are engaged in each of them and then you see the actual entrepreneurial support organizations and how they fit into the picture. Some of them still outside of the system looking in. That's part of the connectivity that we have to work on. I'll get to that in the recommendations.

Finally, you see the funders. We will always sit outside these systems so that we can look in and do a third-party analysis like the one I'm doing here today. But it's obvious that no one has had more impact on the system than ECGRA and I didn't conceptually think of that until I mapped it out. I'm very impressed with ECGRA's part.

Let's get to the recommendations. We are talking about tremendous successes here today. All the entrepreneurs that have been helped, the collaboration stories, the results, the vision that the folks at the table have put in, the hours that they have put in to make this happen; that story needs to be told. So, I'm going to be recommending to them that they work on telling that story to local elected officials, they work on telling it to the media, and they get out there with the fact that they collaborated at this unprecedented level.

Second is, and I kind of eluded to this connectivity, you have to continue to build this network so that it continues to provide value. You can't build it so large that it's unmanageable, but there are certainly entities that you saw in this bubble that are outside the system that should be brought into it. It's not up to ECGRA to do it; it's up to the players to do it. So, they'll get that recommendation.

Third, I'm recommending we continue to put funding into this process but to target it to the Beehive concept. I brought this up at Strategic Planning, we talked about it at Strategic Planning, I got a recommendation from the committee, we brought it here today as a resolution on your agenda to put funds towards these Beehives towards the four universities and the Blasco Library to take them to the next level so they can continue to institutionalize the Beehives with a new support system.

A subcategory under the Beehives is that they have to be able to communicate. If they exist individually at each institution, that's a problem because they are isolated, and they can't optimally serve the entrepreneur. They need to have an effective communication system and I know that they are working on that, but we really have to drill it home as their funders. Finally, there needs to be a survey conducted of what the results with the entrepreneurs were. What happened to their business? What happened when the prototyping business model was developed? For the students involved with the project, where did it take you? We have to know from the user perspective what value was created.

In conclusion just to wrap this all up, the core activities of this were Quick Starter and Beehives – they produced the most high-yield results. Permeability, which is the idea that there are porous boundaries, important in the concept of universities. You have to be able to engage with the university and the university has to be able to engage with you. There has to

be porous boundaries because these Beehives, the physical space on the campus, allows that to happen in a unique kind of way.

I was able to visualize a lot of this data, you'll see in the report through folks like Brookings – I'm going to give them credit as well as other innovation experts and philanthropic journalists – the concepts of connectivity, health, and results were very important. I got those from, and I give credit to, the Center for Evaluation Innovation for helping me understand that concept. There is inclusion here that the Beehives are the next big iteration of Ignite Erie and I'd like your support on that. And finally, future evaluation needs to look at the user perspective which is another way of saying entrepreneurs. There needs to be communication between the Beehives, the permeability needs to remain a top priority, not only for the university to be permeable to industry, but for industry to be permeable to the university. It's bi-directional if you think about it. They have to be ready to interact with the university as well as vice versa. It's not all, "it's mine" versus "it's yours."

Macro level indicators in the long term, ten years from now this thing should be studied to see how the macro level incubators improved. Also, what are the job creations in this knowledge-based sector – did it improve, what was the collaboration like between entrepreneurs?

That concludes my mid-term report on Ignite Erie. I will take any questions you may have. You have a 40-page document in front of you detailing this in greater detail. You'll have this presentation as a guide on your SharePoint site. If you have any questions, don't hesitate to call or ask and I'd be more than happy to talk to you. Thank you very much.

Mr. Paris: Thanks, Perry.

SOLICITOR'S REPORT

Mr. Wachter: Under the resolutions, there are numerous opportunities and recommendations for funding and we'll negotiate agreements with these groups. I just wanted to give you an idea that we've got a standard grant agreement that has been utilized for years that requires reporting back to the Gaming Authority so that we are able to review and monitor, things of that nature. The grant agreement is pretty easy.

With respect to the funding requests that are loans, we worked out a couple of different models. With the Ben Franklin Technology Partnership loan, that's a concept that we've developed called "warrants" in the past where we've encouraged Ben Franklin Technology Partners to utilize warrants in their investments. What does that mean? That means that when BFTP invests in a company, that money is to be used in Erie County, but a warrant would be a trigger mechanism such that if the company leaves Erie during the period that the loan is outstanding, we would recall the loan or call payment back to the Gaming Authority. I'm not sure how often that has actually been employed by BFTP, but we're limited in our ability to require the use of those as it may not work in the larger system and may actually limit the use of our dollars.

So, just so you know, I'm going to take a look at that and see if that's something that still works and it is being utilized, and as we're working out the new agreements with them to see if there is something that is very similar. I am always very concerned about ways to guarantee that the investment stays in Erie County, as you are an Erie County Authority. I just wanted you to be aware of that.

The other loans that are out there are pretty standard. We've got Blue Highway Capital and such; I think those will most likely be just straight interest-bearing loans. I just wanted to throw that out there. If there are any questions at any time regarding how these things have been structured in the past, please do let me know.

OLD BUSINESS

Mr. DiPaolo: I have a question, Mr. Chairman. Do we have any movement with the Ridge Policy Group? Is there anything new with that?

Mr. Wood: There is a report in your Executive Director's Report talking about the various levels of research and conference calls that have been done. We do have the Taskforce System that's been put in place in order to ensure that County government's priorities are covered in there and that is the folks that are working on regional innovation and entrepreneurship, transportation, youth workforce issues, and the healthcare related stuff with Blue Zones. So, there has been continued work done in those areas. It was reported last month that we've identified a funding source to go after in January with the Summer Jobs program and we currently have grants that are being advocated for right now to our projects here in Erie County on the regional innovation side that we should hear about within a matter of weeks. Those are through Economic Development Administration and the Appalachian Regional Commission; further funding like those I talked about earlier today.

The fifth area is neighborhoods and we kind of struck out there. There's not a lot going on at the HUD level so we're continuing to see where that takes us. The City has told us that at the transportation level, there used to be this significant grant called Tiger Funding, and as new administrations come in they rename things. The Trump Administration has a new name for that program which I believe is called the Build Grant. We've been talking with various folks at the City, at the Schember administration about how they can take advantage of that based upon the activity that's going on on the waterfront and the downtown. What we have found was that they are very close to being able to take advantage of it but they're not quite there yet. So, they're kind of getting their ducks in a row.

There is a new STEM related grant that just came out called PA Smart and we are going to do focus groups here at ECGRA to make sure people understand it and see which ones make the most sense to take advantage of. There was a story in the news about Tech After Hours, which of course we seed funded. Matt Pundt started that program in the city school district; it's been pretty successful. It's in a transition period, it's got new leadership, but that's the type of project that we'd be looking at for a PA Smart type grants.

Mr. DiPaolo: Okay, but the bottom line is they haven't returned anything to us as far as a grant as far as now.

Mr. Wood: I think it depends on how you view it. They helped the Millcreek Township School District receive \$40,000 in tax credits, the School District Foundation.

Mr. DiPaolo: Didn't the school district pay them to do that?

Mr. Wood: No, we paid them. And that's the idea behind this. We're not doing this for us, we're doing it for the community.

Mr. Bagnoni: Perry, I still have a problem with how do we prove this? If Millcreek had applied for the loan themselves and got it themselves without any input from Ridge Group and we have no way of documenting that loan is based on what Ridge Group did and the money we paid. That's my problem. How are we going to justify, how are we going to prove this?

Mr. Wood: I think it's a good question and as a Board, I think you should help me to answer that question. I think it's a good question to ask.

Mr. Bagnoni: I look at it and say, "Okay, they got \$40,000" but I know Millcreek can do that on their own. They don't need the Ridge Group to do that.

Mr. Sample: To your point, we need to qualify it. Did they know about it? Did Ridge bring it to them and make them aware of it? That's where we have to go back to Millcreek and find out what is the collaboration.

Mr. Bagnoni: Here's my problem with that. I don't mean to be a pain but when I look at this thing, why do we have to go out and do this? Why should we have to go out and check to make sure that the people we're paying are doing what they're supposed to be doing? It's ridiculous. If the Ridge Group has something, they should be bringing it to us first saying, "We're going to present this to this group and let them apply for it" and then show us that they get the loan for it. That's one way of doing it. But I don't think we should have to go out to Millcreek and say, "How did you get this information and who benefited you and how did you get it? Did they help?"

Mr. Wood: Technically, the way that you described it is the way that it happens. They come to us and say, "Here are the following opportunities that we think you can access at the State and Federal level." Then we bring the respective players together and we go after them. We've done that in a couple of circumstances. We're at an interim phase where we're waiting to hear back from them.

Mr. Bagnoni: Perry, I haven't heard about any of this. This is the first that I'm hearing that they are bringing anything to us.

Mr. Wood: I have monthly reports in the Executive Director's section and I always talk about it and answer questions, but I'd be more than happy to aggregate those and send them to you in an email.

Mr. Bagnoni: As they come in, so we know that we're looking at them?

Mr. Wood: Sure, I can do that.

Mr. DiPaolo: Just a follow-up to what was just explained. Did, in fact, they come to you in regards to Millcreek?

Mr. Wood: No. Millcreek came to us and asked for help.

Mr. DiPaolo: Very good. Thank you.

Mr. Peters: Millcreek came to the Gaming Authority and asked for help?

Mr. Wood: Yes, they said, "We need help on this. Do you think you could help us?" So I suggested we talk to Ridge Policy Group. That's the way it happened.

Mr. DiPaolo: But Ridge didn't bring it to us.

Mr. Wood: No. Ridge didn't even know Millcreek was having that problem.

Mr. DiPaolo: Okay. Very good.

Mr. Peters: Perry, on the same topic, months ago when this came up there was discussion that there would be some, I think you referred to it as a taskforce, people that would actually communicate with Ridge and what they need. Is that still someone from the County Executive's office and someone from the City so it's not just us, ECGRA? It's our resources funding this but we're using folks from local government that are needing help and sort of sharing them.

Mr. Wood: Yes. From a communications standpoint, that is how it functions. The five task forces met with Ridge, we talked about policies, and there has been follow-up communication. That's part of the report that I provide.

Mr. Peters: I know. I've read the report. I was just bringing that up for general information.

Mr. Sample: Again, I think we don't want to micro-manage them but we do want to hold Ridge accountable, which I think they have been. This whole thing was we came together with this taskforce to try to make it a viable solution for all of Erie County.

Mr. Lee: Mr. Chairman, if I may. The Ridge Group has been in contact with the County on several different occasions bringing opportunities for grants to our attention and were willing to work with us. We had to bypass on a couple of them due to being focused on some things that we need to close out this year, but it doesn't close the door as far as doing something in the future. They have been in contact and have been working very closely with us on various initiatives.

Mr. Paris: Good to know.

NEW BUSINESS

- a. Resolution Number 19, 2018 – Resolution to accept the 2017-18 audited financial statements.

Mr. Wood reads the Resolution.

Mr. Sample makes a motion to approve Resolution 19. Mr. Peters seconds the motion.

Mr. Paris: Is there any discussion?

Motion carries 6-1, with Mr. Logue voting in the negative.

- b. Resolution Number 20, 2018 – Resolution to authorize the executive director and solicitor to enter into negotiations and execute an agreement with International Institute of Erie for \$200,000 Mission Related Investment grant for the purpose of promoting small business growth and expansion in Erie County in accordance with the ECGRA impact investment policy.

Mr. Wood reads the Resolution.

Mr. Peters makes a motion to approve Resolution 20. Mr. Sample seconds the motion.

Mr. Paris: Is there any discussion?
Motion carries 7-0.

- c. Resolution Number 21, 2018 - Resolution to authorize the executive director and solicitor to enter into negotiations and execute an agreement with Blue Highway Capital for \$250,000 Mission Related Investment loan for the purpose of promoting small business growth and expansion in Erie County in accordance with the ECGRA impact investment policy.

Mr. Wood reads the Resolution.

Mr. Sample makes a motion to adopt Resolution 21. Mr. Barney seconds the motion.

Mr. Paris: Is there any discussion?

Mr. Bagnoni: This requires matching funds?

Mr. Wood: Yes.

Mr. Bagnoni: And they repay us?

Mr. Wood: It's a loan.

Motion carries 6-1, with Mr. Logue voting in the negative.

- d. Resolution Number 22, 2018 – Resolution to authorize the executive director and solicitor to enter into negotiations and execute an agreement with Bridgeway Capital for \$300,000 Mission Related Investment grant and \$2,500,000 Mission Related loan for the purpose of promoting small business growth and expansion in Erie County in accordance with the ECGRA impact investment policy.

Mr. Wood reads the resolution.

Mr. Barney makes a motion to approve Resolution 22. Mr. Peters seconds the motion.

Mr. Paris: Is there any discussion?

Motion carries 7-0.

- e. Resolution Number 23, 2018 – Resolution to authorize the executive director and solicitor to enter into negotiations and execute an agreement with Ben Franklin Technology Partners for \$300,000 Mission Related Investment grant and \$1,000,000 Mission Related loan for the purpose of promoting small business growth and expansion in Erie County in accordance with the ECGRA impact investment policy.

Mr. Peters: Perry, if I could jump in here. This particular resolution has to do with Ben Franklin Technology Partners and, as I have in the past, I recuse myself from this vote and any deliberation. I do have a memo that I will provide.

Mr. Wood reads the resolution.

Mr. Sample makes a motion to approve Resolution 23. Mr. Barney seconds the motion.

Mr. Paris: Is there any discussion?

Motion carries 5-1-1, with Mr. Logue voting in the negative and Mr. Peters abstaining.

f. Resolution Number 24, 2018 – Resolution to adopt the 2018 Mission Main Street Grant Guidelines and Application.

Mr. Wood reads the resolution, noting the changes of a \$2.5 million bucket over three years with the ability to extend for one year and the maximum an organization can apply for is \$250,000.

Mr. Sample makes a motion to adopt Resolution 24. Mr. Barney seconds the motion.

Mr. Paris: Is there any discussion?

Motion carries 5-2, with Mr. Logue and Mr. DiPaolo voting in the negative.

g. Resolution Number 25, 2018 – Resolution to adopt the 2018-19 Beehive Grant Guidelines for Ignite Erie Community-University Engagement Funding.

Mr. Wood reads the resolution, noting that the program has \$1 million bucket with a maximum application of up to \$250,000 for the five Beehives of Erie County. These are also three-year grants with the ability to extend for one year.

Mr. Barney makes a motion to adopt Resolution 25. Mr. Sample seconds the motion.

Mr. Paris: Is there any discussion?

Motion carries 7-0.

ADJOURNMENT

Mr. Barney moves to adjourn.

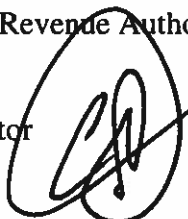
MEMORANDUM

TO: Perry Wood
Secretary of the Board
Erie County Gaming Revenue Authority

FROM: Charles Peters
ECGRA Board Director

DATE: July 16, 2018

RE: Conflict of Interest Disclosure

 7/19/18

On this date, the Board of Directors of the Erie County Gaming Revenue Authority was presented with Resolution No. 23, 2018, entitled "*Resolution to authorize the executive director and solicitor to enter into negotiations and execute an agreement with Ben Franklin Technology Partners for \$300,000 as a Mission Related Investment (MRI) grant and \$1,000,000 mission-related loan for the purpose of promoting small business growth and expansion in Erie County in accordance with the ECGRA impact investment policy.*" The Resolution recommends an award to the Ben Franklin Technology Partners, of which I am a board member. I announced my conflict at the meeting, and abstained from any deliberation or vote on this particular matter due to my conflict. I ask that this be made a part of the minutes of the July 19, 2018 meeting of the ECGRA Board of Directors.

Handwritten text, possibly a signature or initials, located in the upper center of the page.



Erie County Gaming Revenue Authority
Profit & Loss
 July 2018

	<u>July</u>	<u>YTD</u>	<u>Budget YTD</u>	<u>2017-18 Budget</u>
Ordinary Income/Expense				
Income				
44800 · Gaming Revenue		375,769.51		
46400 · Other Types of Income				
46410 · Interest Income - Savings	8,755.92	35,043.64		
46422 · Interest Income - BWC		7,583.33		
46424 · Interest Income - Progress Fund	5,000.00	5,000.00		
46425 · Interest Income - EDF Restruct		1,083.00		
46430 · Miscellaneous Revenue				
Total Income	<u>13,755.92</u>	<u>424,479.48</u>		
Expense				
62100 · Contracted Services	1,848.55	31,403.37	45,733.32	137,200.00
62800 · Facilities & Equipment	1,487.22	4,614.01	7,666.64	23,000.00
65000 · Office Administration	-215.10	5,344.84	8,933.32	26,800.00
65100 · Other Types of Expenses	2,431.53	16,158.55	19,933.32	59,800.00
66000 · Payroll Expenses	18,232.62	72,673.66	74,391.68	223,175.00
Total Expense	<u>23,784.82</u>	<u>130,194.43</u>	<u>156,658.28</u>	<u>469,975.00</u>
Net Ordinary Income	(10,028.90)	294,285.05		
Other Income/Expense				
70000 · Grants / Settlements				
70030 · Community Assets				
70050 · Municipal Settlements		93,942.38		
70060 · Human Services				
70070 · Special Events		172,736.71		
70090 · Multi-Municipal Collaboration	445,550.00	445,550.00		
70100 · Mission Main Street				
70120 · Summer Jobs Program				
70130 · Small Business Financing				
70136 · Ignite Erie Industry+University		250,000.00		
70140 · Pilot Projects		30,000.00		
70150 · Shaping Tomorrow				
70170 · Renaissance Block	80,920.00	270,670.00		
70180 · Anchor Building	63,850.00	63,850.00		
Total 70000 · Grants / Settlements	<u>590,320.00</u>	<u>1,326,749.09</u>		
Net Other Income	<u>(590,320.00)</u>	<u>(1,326,749.09)</u>		
Net Income	<u>(600,348.90)</u>	<u>(1,032,464.04)</u>		



Erie County Gaming Revenue Authority
Balance Sheet
As of July 31, 2018

	July
ASSETS	
Current Assets	
Checking/Savings	
10000 · ErieBank - Checking	545,374.35
10100 · ErieBank - Savings	
10100 · ErieBank - Savings - Other	5,920,671.37
10101 · Committed Funds	2,476,738.00
10102 · Restricted Funds	4,451,982.58
Total 10100 · ErieBank - Savings	12,849,391.95
Total Checking/Savings	13,394,766.30
Other Current Assets	
12000 · Notes Receivable	
12003 · Note Receivable - CIBA	18,846.25
12004 · Note Receivable - BWC	1,000,000.00
12005 · Note Receivable - Progress	1,000,000.00
12010 · Note Receivable - 1855 Capital	500,000.00
12050 · Note Receivable - EDF Restruct	1,300,000.00
12900 · Reserve for Uncollectable Notes	(760,000.00)
Total 12000 · Notes Receivable	3,058,846.25
14500 · Prepaid Insurance	(2,100.65)
Total Other Current Assets	3,056,745.60
Total Current Assets	16,451,511.90
 TOTAL ASSETS	 16,451,511.90
 LIABILITIES & EQUITY	
Equity	
30000 · Opening Balance Equity	2,927,064.18
32000 · Unrestricted Net Assets	14,556,911.76
Net Income	(1,032,464.04)
Total Equity	16,451,511.90
 TOTAL LIABILITIES & EQUITY	 16,451,511.90



Erie County Gaming Revenue Authority
Statement of Cash Flows
July 2018

	<u>July</u>
OPERATING ACTIVITIES	
Net Income	(600,348.90)
Adjustments to reconcile Net Income to net cash provided by operations:	
14500 · Prepaid Insurance	<u>815.33</u>
 Net cash provided by Operating Activities	 <u>(599,533.57)</u>
 Net cash increase for period	 (599,533.57)
Cash at beginning of period	<u>13,994,299.87</u>
 Cash at end of period	 <u><u>13,394,766.30</u></u>



Erie County Gaming Revenue Authority
Budget vs. Actual
July 2018

Expense	July	YTD	Budget	Over/(Under) Budget	% of Budget
62100 · Contracted Services					
62110 · Accounting Fees	0.00	5,000.00	11,000.00	(6,000.00)	45.45%
62120 · Government Relations Services	0.00	13,365.02	50,000.00	(36,634.98)	26.73%
62130 · Professional Services	0.00	0.00	36,000.00	(36,000.00)	0.00%
62140 · Legal Services	1,767.50	12,016.50	35,000.00	(22,983.50)	34.33%
62145 · Website Design	0.00	660.00	4,000.00	(3,340.00)	16.50%
62150 · Payroll Services	81.05	361.85	1,200.00	(838.15)	30.15%
Total 62100 · Contracted Services	1,848.55	31,403.37	137,200.00	(105,796.63)	22.89%
62800 · Facilities & Equipment					
62840 · Office Equipment	0.00	291.99	5,000.00	(4,708.01)	5.84%
62890 · Rent	1,487.22	4,322.02	18,000.00	(13,677.98)	24.01%
Total 62800 · Facilities & Equipment	1,487.22	4,614.01	23,000.00	(18,385.99)	20.06%
65000 · Office Administration					
65010 · Books, Subscriptions, Dues	73.49	1,628.40	4,000.00	(2,371.60)	40.71%
65020 · Postage	65.99	163.96	600.00	(436.04)	27.33%
65030 · Printing	0.00	0.00	1,200.00	(1,200.00)	0.00%
65040 · Office Supplies	201.21	661.93	2,800.00	(2,138.07)	23.64%
65050 · Cell Phone	257.46	546.21	2,200.00	(1,653.79)	24.83%
65060 · Copier Lease	-1,132.05	176.23	2,200.00	(2,023.77)	8.01%
65070 · Copier Printing Costs	150.00	960.31	3,500.00	(2,539.69)	27.44%
65080 · Bank Fees	0.00	85.47	50.00	35.47	170.94%
65085 · Professional Development	0.00	0.00	5,000.00	(5,000.00)	0.00%
65090 · Meeting Expenses	168.80	1,122.33	5,000.00	(3,877.67)	22.45%
65095 · Miscellaneous Expense	0.00	0.00	250.00	(250.00)	0.00%
Total 65000 · Office Administration	-215.10	5,344.84	26,800.00	(21,455.16)	19.94%
65100 · Other Types of Expenses					
65105 · Outreach	0.00	6,798.91	12,000.00	(5,201.09)	56.66%
65110 · Advertising	80.80	246.50	12,000.00	(11,753.50)	2.05%
65115 · Phone/IT/Fax	956.28	5,174.81	18,000.00	(12,825.19)	28.75%
65120 · Insurance	815.33	3,261.32	9,800.00	(6,538.68)	33.28%
65150 · Travel	579.12	677.01	8,000.00	(7,322.99)	8.46%
Total 65100 · Other Types of Expenses	2,431.53	16,158.55	59,800.00	(43,641.45)	27.02%
66000 · Payroll Expenses					
66005 · Salaries & Wages	16,339.00	64,836.59	200,000.00	(135,163.41)	32.42%
66010 · FITW Tax	1,268.54	5,040.95	15,000.00	(9,959.05)	33.61%
66015 · FUTA Tax	0.00	0.00	175.00	(175.00)	0.00%
66020 · PASUI Tax	0.00	33.26	2,000.00	(1,966.74)	1.66%
66500 · Retirement	625.08	2,762.86	6,000.00	(3,237.14)	46.05%
Total 66000 · Payroll Expenses	18,232.62	72,673.66	223,175.00	(150,501.34)	32.56%
Total Expense	23,784.82	130,194.43	469,975.00	(339,780.57)	27.70%



Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of July 31, 2018

	<u>July</u>	<u>YTD</u>	<u>Totals/Subtotals</u>
Uncommitted Funds	5,920,671.37		
Committed Funds	2,476,738.00		
2018 Restricted Funds:			
First Quarter Gaming Revenue		375,769.51	
Second Quarter Gaming Revenue		0.00	
Third Quarter Gaming Revenue		0.00	
Fourth Quarter Gaming Revenue		0.00	375,769.51
Disbursements:			
First Quarter Disbursements		711,429.09	
Second Quarter Disbursements	590,320.00	590,320.00	
Third Quarter Disbursements		0.00	
Fourth Quarter Disbursements		0.00	1,301,749.09

Disbursements Detail

Grants/Settlements

Community Assets

Renaissance Block

Academy Neighborhood Association		11,250.00	
Borough of Union City		25,000.00	
Our West Bayfront		50,000.00	
Robbins Blass Neighborhood Watch		6,000.00	
Sisters of Mercy		12,500.00	
SSJ Neighborhood Network		35,000.00	
Borough of North East		25,000.00	
Bayfront Eastside Taskforce	25,000.00	25,000.00	
Preservation Erie	26,920.00	26,920.00	
ServErie	29,000.00	29,000.00	
			245,670.00

Anchor Building

City of Corry	5,225.00	5,225.00	
Emmaus Ministries Inc	20,000.00	20,000.00	
Our West Bayfront	20,000.00	20,000.00	
Performing Artists Collective Alliance	18,625.00	18,625.00	
			63,850.00

Special Events

Achievement Center		1,603.13	
Albion Area Fair, Inc.		8,441.29	
AmeriMasala		1,268.01	
Borough of Union City		503.13	
Borough of Wesleyville		398.87	
CAFE		15,914.92	
Crime Victim Center of Erie County, Inc.		1,584.51	

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of July 31, 2018

	<u>July</u>	<u>YTD</u>	<u>Totals/Subtotals</u>
Downtown North East, Inc.		4,746.55	
Dr. Gertrude A. Barber National Institute		10,490.36	
Edinboro Arts & Music Fest		2,177.83	
Edinboro Highland Games		2,332.19	
Edinboro University Foundation		1,786.45	
Lake Erie Ballet		2,672.43	
Erie Contemporary Ballet Theatre		2,054.18	
Erie DAWN		1,635.37	
Erie Downtown Partnership		1,890.64	
Erie Homes for Children and Adults, Inc		1,711.15	
Erie Regional Chamber & Growth Partner		1,196.61	
Film Society of Northwestern PA		1,294.22	
French Creek Council, BSA		622.76	
Fort LeBoeuf Historical Society		623.41	
Goodell Gardens & Homestead		894.51	
Holy Trinity Roman Catholic Church		5,041.72	
Humane Society of NWPA		319.10	
Impact Corry		1,058.60	
Jefferson Educational Society of Erie		13,960.45	
Lake Erie Arboretum at Frontier		1,886.66	
Lake Erie Fanfare, Inc.		3,981.72	
Martin Luther King Center		398.87	
Mercy Center for Women		2,495.14	
The Nonprofit Partnership		3,085.26	
North East Community Fair Association		905.44	
Presque Isle Partnership		16,080.00	
Roar on the Shore Inc.		16,080.00	
SafeNet		3,190.96	
Saint Joseph Church		3,817.19	
Saint Patrick Church		4,620.91	
ServErie		4,339.11	
SSJ Neighborhood Network		2,097.70	
Union City Pride		800.11	
Waterford Community Fair Association		6,077.04	
Wattsburg Agricultural Society		7,530.87	
YMCA of Greater Erie		6,262.26	
Young Artists Debut Orchestra		2,063.75	
Youth Leadership Institute of Erie		801.33	
		<u>801.33</u>	<u>172,736.71</u>

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of July 31, 2018

Municipalities

Erie County	10,333.66		
Greene Township	10,333.66		
McKean Township	10,333.66		
Millcreek Township	10,333.66		
Summit Township	42,274.08		
Waterford Township	10,333.66		
			93,942.38

Multi-Municipal Collaboration

Borough of North East	100,000.00	100,000.00	
City of Corry	30,000.00	30,000.00	
City of Erie	28,000.00	28,000.00	
Corry Industrial Benefit Association	35,000.00	35,000.00	
Erie Area Council of Governments	50,000.00	50,000.00	
Erie Area Council of Governments	47,450.00	47,450.00	
Erie Area Council of Governments	30,000.00	30,000.00	
Girard Township	16,600.00	16,600.00	
Jefferson Educational Society of Erie	100,000.00	100,000.00	
West Erie County EMA	8,500.00	8,500.00	
			445,550.00

Neighborhoods & Communities

Small Business Financing

Ignite Erie Industry+University		250,000.00	
			250,000.00

Youth & Education

Pilot Programs

Erie's Public Schools		30,000.00	
			30,000.00

Total Funds Disbursements	590,320.00	1,301,749.09	1,301,749.09
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4.1.18

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
As of July 31, 2018

Committed Funds:	<u>July</u>	<u>Amount Remaining</u>	<u>Original Commitment</u>
Renaissance Block			
Academy Neighborhood Association	11,250.00	11,250.00	22,500.00
Borough of North East	25,000.00	25,000.00	50,000.00
Borough of Union City	25,000.00	25,000.00	50,000.00
Our West Bayfront	50,000.00	50,000.00	100,000.00
Robbins Blass Neighborhood Watch	6,000.00	0.00	6,000.00
Sisters of Mercy	12,500.00	12,500.00	25,000.00
SSJ Neighborhood Network	35,000.00	35,000.00	70,000.00
Bayfront Eastside Taskforce	25,000.00	25,000.00	50,000.00
Preservation Erie	26,920.00	26,920.00	53,840.00
ServErie	29,000.00	29,000.00	58,000.00
Anchor Building			
City of Corry	5,225.00	20,900.00	26,125.00
Emmaus Ministries, Inc.	20,000.00	80,000.00	100,000.00
Grace Church		100,000.00	100,000.00
Our West Bayfront	20,000.00	80,000.00	100,000.00
Performing Artists Collective Alliance	18,625.00	74,501.50	93,126.50
GECAC - Summer Jobs Program		150,000.00	150,000.00
PennVenture Partners		1,000,000.00	1,000,000.00
Shaping Tomorrow			
Empower Erie - Community College		370,000.00	400,000.00
Erie's Public Schools - Tech After Hours		66,666.50	200,000.00
Mercyhurst University - Innovation District		295,000.00	400,000.00
Total Committed Funds	<u><u>309,520.00</u></u>	<u><u>2,476,738.00</u></u>	<u><u>3,054,591.50</u></u>

Erie County Gaming Revenue Authority
Check Detail Report
 July 2018

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
07/03/2018	EFT	VISA	2018 June Visa - Tammi	-476.63
07/03/2018	EFT	VISA	2018 June Visa - Perry	-1,923.46
07/03/2018	2440	Date Barney	2018 2nd Quarter Travel	-19.26
07/03/2018	2445	Dave Sample	2018 2nd Quarter Travel	-155.15
07/03/2018	2438	David Bagnoni	2018 2nd Quarter Travel	-76.51
07/03/2018	2439	Mike Paris	2018 2nd Quarter Travel	-136.91
07/03/2018	2441	Penn State University - Knowledge Park	2018 July Rent	-1,487.22
07/03/2018	2442	Tammi Michali	2018 2nd Quarter Travel/Phone	-215.08
07/09/2018	2443	Velocity Network, Inc.	Phone/IT/Fax	-809.76
07/09/2018	EFT	Erie Times News	2018 July Meeting	-80.80
07/10/2018	EFT	ECCA, Inc.	06/23/18 to 07/06/18 Payroll	-9,954.61
07/10/2018	EFT	Fidelity Investments	06/23/18 to 07/06/18 Retirement	-502.27
07/11/2018	2444	Bayfront Eastside Taskforce	1st Installment 2018 Renaissance Block	-25,000.00
07/11/2018	2447	Preservation Erie	1st Installment 2018 Renaissance Block	-26,920.00
07/11/2018	2448	ServErie	1st Installment 2018 Renaissance Block	-29,000.00
07/11/2018	2449	Emmaus Ministries Inc	1st Installment 2018 Anchor Building	-20,000.00
07/11/2018	2450	Our West Bayfront	1st Installment 2018 Anchor Building	-20,000.00
07/11/2018	2451	Performing Artists Collective Alliance	1st Installment 2018 Anchor Building	-18,625.00
07/13/2018	2452	Perry Wood	2018 2nd Quarter Travel/Phone	-257.09
07/19/2018	2453	City of Corry	1st Installment 2018 Anchor Building	-5,225.00
07/19/2018	2454	Borough of North East	2018 Multi-Municipal Collaboration	-100,000.00
07/19/2018	2455	City of Corry	2018 Multi Municipal Collaboration	-30,000.00
07/19/2018	2456	City of Erie	2018 MultiMunicipal Collaboration	-28,000.00
07/19/2018	2457	Corry Industrial Benefit Association	2018 Multi Municipal Collaboration	-35,000.00
07/19/2018	2458	Erie Area Council of Governments	2018 Multi Municipapl Collaboration - Shade Trees	-50,000.00
07/19/2018	2459	Girard Township	2018 Multi Municipal Collaboration	-16,600.00
07/19/2018	2460	Jefferson Educational Society of Erie	2018 Multi Municipal Collaboration	-100,000.00
07/19/2018	2461	West Erie County EMA	2018 Multi Municipal Collaboration	-8,500.00
07/19/2018	2462	Erie Area Council of Governments	2018 MultiMunicipal Collaboration - Emergency Veh	-47,450.00
07/19/2018	2463	Erie Area Council of Governments	2018 MultiMunicipal Collaboration - Stormwater Ass	-30,000.00
07/23/2018	2464	Great America Financial Services	July 2018 Copier Lease	-332.00
07/23/2018	2465	Wells Fargo Financial Leasing	August 2018 Copier Lease	-345.95
07/26/2018	EFT	ECCA, Inc.	07/07/18 to 07/20/18 Payroll	-7,352.16
07/26/2018	EFT	Fidelity Investments	07/07/18 to 07/20/18 Retirement	-504.63





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

**EXECUTIVE
DIRECTOR'S
REPORT
FOR
AUGUST
2018**





ECGRA: July 15 – August 15, 2018 Activity Report

Meetings and Phone Calls

7/20/2018	Flagged the Continuum of Care program for City and County
Week of July 30	Shared draft PAsmart guidelines with Perry. Final guidelines will be released this month and projects are set to start in January 2019. We continue to monitor.
8/6/2018	Spoke with Ben at GECAC about YouthBuild and are continuing to support their efforts
Throughout July/August	Working with Innovation District / Ben Franklin Technology Partners on EDA RIS Grant
Throughout July/August	Working with Innovation District on EDA Assistance for Coal Communities Grant

Potential Grant Opportunities Discussed and Provided

Below is information on all of the grant opportunities we provided this month.

Continuum of Care Program Competition

Grant Description: To promote community-wide commitment to ending homelessness and provide funding for programs to quickly rehouse homeless persons, to increase access and utilization of mainstream programs by homeless persons, and to increase self-sufficiency among homeless persons.

Eligibility: State, county, city, or township governments, nonprofits with 501(c)(3) status with the IRS, other than institutions of higher education; and public housing authorities.

Funding: \$2.1 billion; awards between \$2,500 and \$5 million

Deadline: 9/18/2018

PASMART

Grant Description: This program is for job and skills training, with a majority of the funds being used to increase STEM and computer science training. \$10 million will be made available for innovative workforce development programs through competitive grants administered by the Pennsylvania Work Development Board.

Eligibility: Local education agencies, intermediate units, postsecondary institutions, local workforce development boards, public libraries, employers, labor organizations, chambers of commerce, afterschool providers, nonprofits, community organizations, and others.

Funding: \$3 million is set aside to build upon the Department of Labor and Industry's Next Generation Sector Partnerships program, which connects businesses with educational and economic development partners. \$7 million will be made available to expand apprenticeships in traditional and non-traditional occupations, including youth pre-apprenticeship and registered apprenticeships at high schools and career and technical centers.



Deadline: Not specified. Guidelines will be published late July or early August 2018 with grantees announced October 2018.





The Erie County Gaming Revenue Authority has been nominated to receive a Preservation Planning Award at the 2018 Pennsylvania Historic Preservation Awards Ceremony.

Pennsylvania's Historic Preservation Awards continue a tradition started in 1979 to honor excellence in preservation. The annual awards recognize significant contributions in the field of historic preservation made by both individuals and organizations. The Pennsylvania Historic Preservation Awards are presented annually by Preservation Pennsylvania.

The Pennsylvania Historic Preservation Awards will be held at the State Museum in Harrisburg on September 27 at 3:30 pm and will be featuring keynote speaker Donovan Rypkema of PlaceEconomics. Mr. Rypkema will reveal key findings of an economic study commissioned by Preservation Pennsylvania to evaluate the impact of state historic tax credits under the current program and a projection of what could happen if the program is expanded. This will be the first chance to hear the results of this study that will be used to support the reauthorization and expansion of the Pennsylvania Historic Tax Credit program, a key priority of Preservation Pennsylvania in the coming months. Following the awards ceremony, there will be a reception featuring music and refreshments.

Join Preservation Pennsylvania and ECGRA as we celebrate the 22 projects and people who have made significant contributions to preservation in Pennsylvania. We will be inviting several elected officials such as Sen. Laughlin, County Executive Dahlkemper, and members of County Council. We request the honor of your presence as an acting member of the Board of Directors of ECGRA. Please contact Tammi Michali (tmichali@ecgra.org) as soon as possible with your intent to attend so appropriate accommodations can be made.






Strategic Planning Committee Meeting

Wednesday, August 15, 2018
9:30am – 10:00am
5240 Knowledge Parkway, Erie, PA 16510

AGENDA

1. Nonprofit Eligibility
2. Pilot Project Review






Ignite Erie Funding: Beehive Innovation Spaces

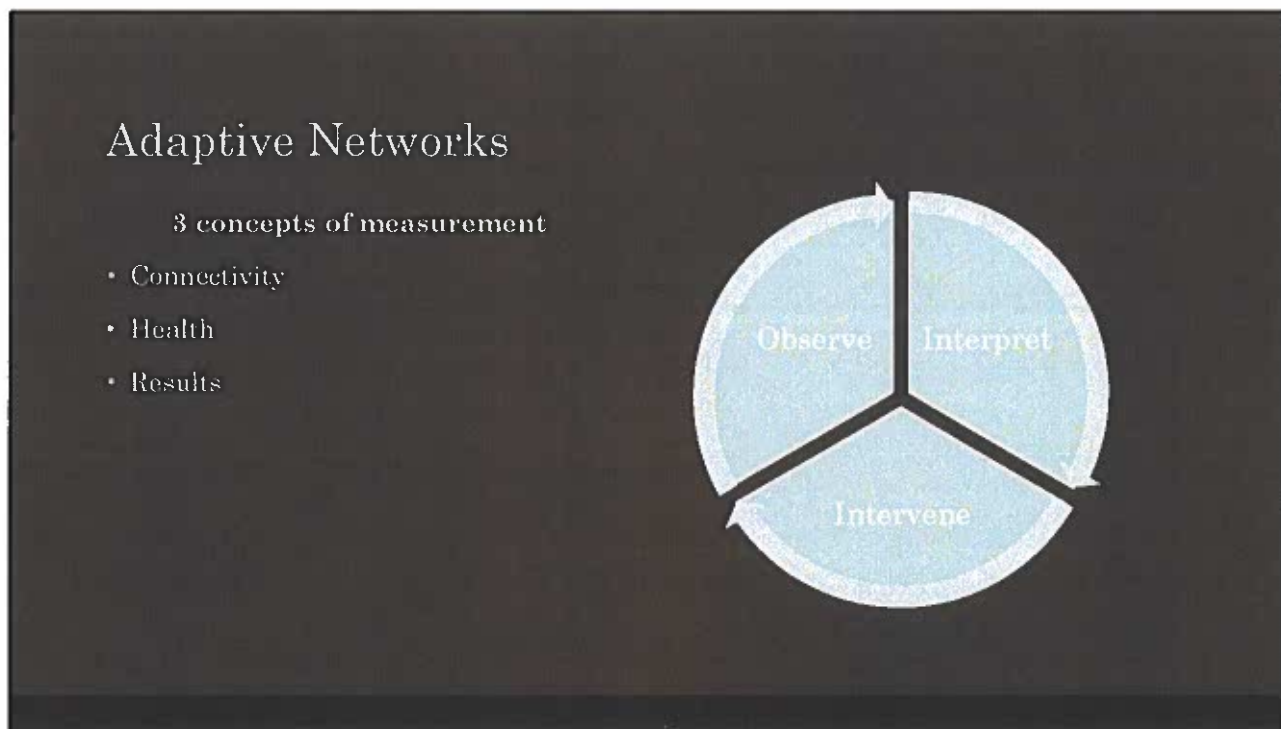
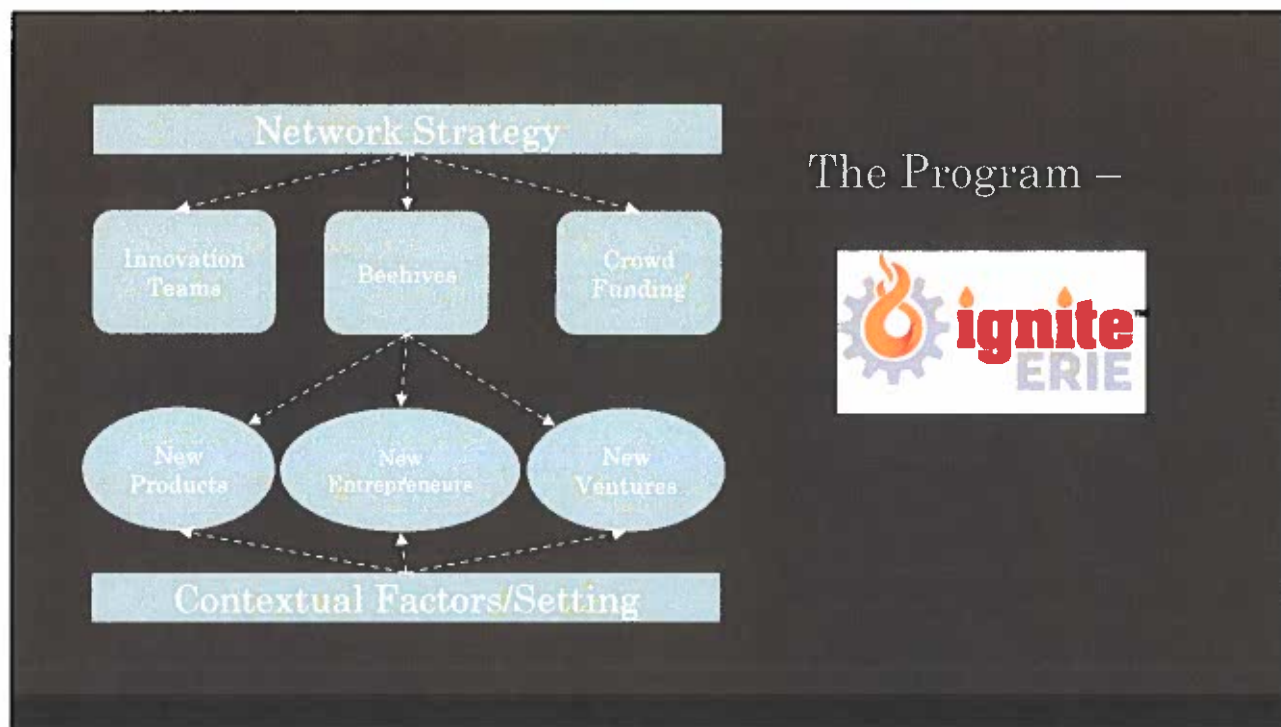
Grant Information Session August 7, 2018

Outline

- Ignite Erie Network
- Adaptive Networks
- Grant Development
- High Yield Results
- What's Next
- Grant Evaluation
- Conclusion



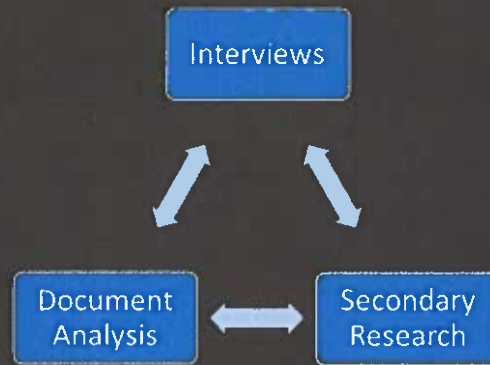






Beehive Grant Development

- Mid-term Report
- Methods: what have others written, documents, interviews
- Data Period: November 2017-February 2018
- Feedback from potential grant applicants



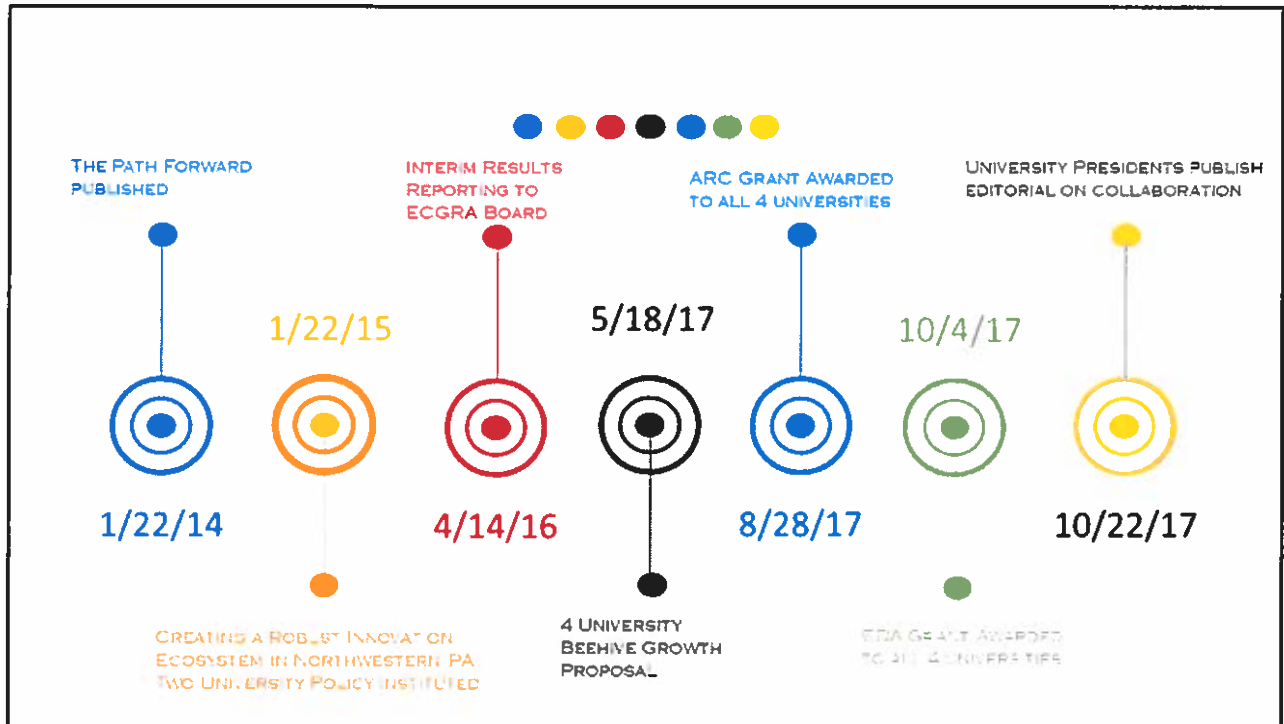
Ignite's High Yield Results

- Core activities Quickstarter and Innovation Commons (first Beehive) have been the central programmatic outcomes of Ignite Erie during the initiative's startup phase. These programs are led by university students with support from faculty, industry volunteers, and economic development agencies.
- Short-term outcomes include new entrepreneurs, new products, and new firms.
- In the long-term, Ignite is positioning itself as an adaptive network supporting multi-sector actors in developing entrepreneurial support services for the Erie region's economic development system.



Translation

- Results in the short term: the intervention is achieving its objectives
- Results in long-term: the groundwork for effecting the ecosystem & macro indicators have been established
- Connectivity has been established – multi-sector, multi-university, triple helix approach
- Health – milestones along the way point a healthy network



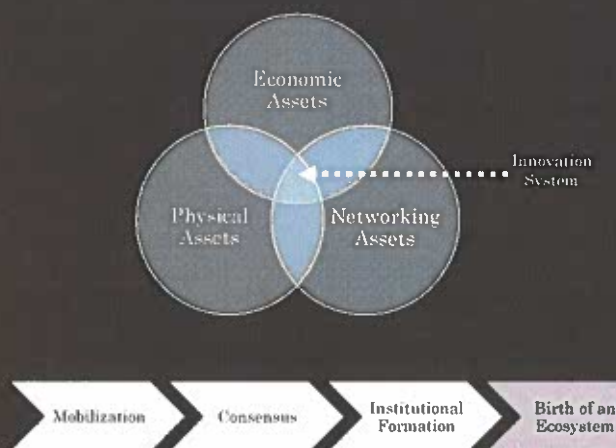


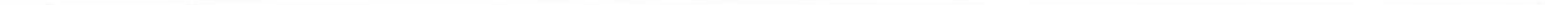
Beehives: Innovation Spaces

Proposed Innovation Beehive Network

Institution	Focus
Edinboro University	Branding & Strategic Communications
Gannon University	Applied Business Innovation
Mercyhurst University	Intelligence & Cybersecurity
Penn State Behrend	Prototyping & Product Development
Erie County's Blasco Library	DIY or Maker Space

Graphical Representation of Network Formation





What's Next for ECGRA?

Create a grant to seed fund Beehives at each university and the Blasco Library replicating the Innovation Commons model.

- Total Bucket: \$1 million
- Applicant Max: \$250,000
- One Application per institution
- 1:1 Cash Match
- Contract: 3 yrs with option for 1 yr extension

Beehive Grant Evaluation

Important Principles

1. Accessibility (aka Permeability)
2. Student & Community Engagement & Open Innovation
3. Mission-driven Partners



Beehive Grant Evaluation

- a. Connectivity – engage champions at each university to make the Beehives relevant.
- b. Health – Build out effective communication infrastructure between Beehives to ensure a network/system that remains focused on the entrepreneur.
- c. Results – Conduct follow up surveys with entrepreneurs that have accessed your Beehive & the Ignite Erie ecosystem, interpret that data, and intervene.

Summary: ECGRA Policy

- ECGRA should invest in the development of Beehives at each university and the Blasco Library in order to replicate the Innovation Commons model.
- The concepts of Connectivity, Health, & Results, used by the Center for Evaluation Innovation, provided bridging language for quantifying network formation.
- Future evaluation needs to look at Ignite from a user perspective, communication between the proposed Beehive system, continued permeability between industry & university spaces, and in the long-term, macro level indicators that signal the ultimate goal of improving Erie's economy and the standard of living for its citizens.





NEWS*NEWS***NEWS***NEWS***NEWS***NEWS***NEWS**

ECGRA Multi-Municipal Collaboration Grant Supports North East Borough, Township Service Consolidation Efforts

Since 2012, \$1.36 million in Multi-Municipal Collaboration Grants awarded to catalyze functional cooperation among Erie County's 38 municipalities

CONTACT: Kate Philips
philips@parkerphilips.com
215.850.4647 | mobile

ERIE, PA (August 9, 2018) An Erie County Gaming Revenue Authority (ECGRA) Multi-Municipal Collaboration Grant will support the merger of operations between the North East Borough and North East Township Water and Sewer Authorities. This grant will also support the creation of a regional police commission with North East Township using North East Borough Police on a contract basis, a significant step toward further service consolidation.

“ECGRA’s goal in creating this grant was to encourage creative cooperation between municipalities whether it be on a project basis or long-term structural consolidation,” said Perry Wood, ECGRA Executive Director. “There is no better example of how this grant can effectively improve efficiencies in government than the good work happening between North East Borough and Township today. From an operations and budgetary perspective, North East residents will benefit in the long term from the progressive work underway to streamline government services.”

The \$100,000 grant was awarded today as a part of the ECGRA Multi-Municipal Collaboration 2018 Grant Award Ceremony. Speaking at the event were North East Borough Council Vice President, Denise McCumber, North East Township Supervisor, Fred “Fritz” Shunk, Water & Sewer Superintendent, Erie County Council Chairperson, Kyle Foust Ph. D. and County Executive Kathy



Dahlkemper who touted the work of the Erie County Planning Department in facilitating and encouraging municipal collaboration.

“Today’s grant awards recognize vital collaborations in our community,” said Erie County Executive Kathy Dahlkemper. “We know that we are always stronger when we work together –and pool our resources. These efforts, notably the collaboration between North East Borough and Township, reinforce county government’s efforts to create a more efficient, effective government for the residents of Erie County.”

In its ECGRA Grant application, North East officials recognized the challenging nature of municipal service consolidation: “The hope is that with timely collaboration, cooperation and cost sharing for professional services, a true merger could be realized. The concept itself is far from innovative but the follow-through is somewhat innovative in Erie County. We are aiming at making our civil and smooth merger of services the benchmark for consolidation and municipal merger in Northwest Pennsylvania.”

This year, \$455,550 was awarded to support ten projects. Organizations and government entities will cooperate and coordinate with one another on projects, including equipment investments, storm water education and mapping, joint recycling programs and tree planting initiatives.

2018 MULTI-MUNICIPAL COLLABORATION GRANT RECIPIENTS

Awards	Funding Awarded	Project
Borough of North East	\$100,000	Merging Water & Sewer Authorities
City of Corry	\$30,000	NWPA Tri-County COG Bucket Truck
City of Erie & Millcreek Township	\$28,000	Economic & Community Development Capacity Building
Corry Industrial Benefit Association	\$35,000	Asphalt Recycling Machine
Erie Area Council of Governments	\$47,450	RELCO
Erie Area Council of Governments	\$30,000	Storm Water System Education & Digital mapping
Erie Area Council of Governments	\$50,000	Erie County Multi-Municipal Shade Tree Planting Program
Girard Township	\$16,600	West County Joint Recycling Day
Jefferson Educational Society	\$100,000	Jefferson Civic Alliance of Progress
West Erie County Emergency Management	\$8,500	Traffic Control Sign Project
TOTAL	\$445,550	

ELIGIBILITY CRITERIA FOR PRIMARY APPLICANT & COLLABORATING ENTITY(IES)

- A 501c3, municipality, or authority
- A minimum of two municipalities collaborating in the project
- Headquartered in Erie County
- A 1-to-1 cash match



ABOUT MULTI-MUNICIPAL COLLABORATION GRANTS

Multi-Municipal Collaboration Grants were launched in 2012 to catalyze functional cooperation among Erie County's 38 municipalities and to support economic growth and vibrancy in the community. In the creation of the grant requirements ECGRA worked closely with leaders from councils of governments, county authorities, and intergovernmental associations to educate them about the grant and to help coordinate the provisioning of services. Since 2012, ECGRA has awarded \$1.36 million in Multi-Municipal Collaboration Grants.

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ROAR ON THE SHORE
BIKE WEEK - ERIE, PA

July 30, 2018

Perry Wood
ECGRA
5340 Fryling Road
Suite 201
Erie, PA 16510

Thank you for all your support!
C.

Dear Perry:

The spotlight was on Erie last week and once again, our community did not disappoint. After five days of beautiful summer weather, the Erie Insurance Roar on the Shore® 12th Annual Bike Week wrapped up with another year of record-breaking crowds.


More than 170,000 people across our nation and Canada enjoyed all the things we love about our region – the summer weather, Presque Isle, award-winning wineries, restaurants, our beautiful countryside and, of course, the welcoming people who call Erie home. While celebrating motorcycle riding, safety and fellowship, they helped raise funds for this year's charity, the Sarah A. Reed Children's Center.

What began as a small local bike rally to celebrate American manufacturing and raise money for charity by the Manufacturer & Business Association, has grown into Erie's largest community event -- and the nation's fastest-growing, free and charitable motorcycle rally. We know that without you, Roar on the Shore® simply is not possible.

During the past 12 years, Roar on the Shore® has raised more than \$880,000 for local charities and each year generates \$30 million in spending throughout our local economy. None of this would be possible without our sponsors. Please know you are truly valued and appreciated for your support of this worthy event.

Please accept a sincere thank-you, from all of us at Roar on the Shore®. We hope to see you next year at Roar on the Shore's® 13th Annual Bike Week, July 17, 18, 19, 20, 21 and 22, 2019!

Sincerely,



Ralph J. Pontillo
Executive Director



Ellie Cullen
Development Director



CITY & REGION

POSITIVELY ERIE

Blight fight



From left, AmeriCorps National Civilian Community Corps team leader Ross Varnedell and team members Ramon Smith and Ula Stebens work with Bayfront East Side Taskforce Executive Director Jeremy Bloeser, far right, to dig post holes for a fence at a vacant lot at the corner of Parade and East Fourth streets Friday. Varnedell and six AmeriCorps NCCOC volunteers will work with B.E.S.T. and Our West Bayfront over the next eight weeks on neighborhood beautification projects. (MATTHEW RINK PHOTOS/ERIE TIMES-NEWS)

AmeriCorps team helps revitalize bayfront neighborhoods

By Matthew Rink
matthew.rink@erietimesnews.com

Ula Stebens and Ramon Smith took turns working a jackhammer to break up a chunk of old sidewalk hidden under ground. And Lily Shuffield poured concrete mix into a hole to secure a fence post.

The wood fence they erected Friday at the northeast corner of Parade and East Fourth streets will cord off a community garden and public space for residents of the Bayfront East Side Taskforce neighborhood.

See BAYFRONT, B5



AmeriCorps National Civilian Community Corps team member Ramon Smith, 21, of Savannah, Georgia, jacks hammers a piece of concrete to clear a hole for a fence post on Friday at the corner Parade and East Fourth streets in Erie. Smith and six others from the AmeriCorps NCCOC program are in Erie for eight weeks working with the Bayfront East Side Taskforce and Our West Bayfront on neighborhood improvement projects.

BAYFRONT

From Page B1

It's one of the dozens of projects they will work on over the next seven weeks in the B.E.S.T. and Our West Bayfront areas.

Shuffield, Stebens and Smith are part of a seven-member AmeriCorps National Civilian Community Corps team that will be in Erie through mid-September. They will revitalize several areas of the east and west bayfront. B.E.S.T. and Our West Bayfront partnered to bring the team to Erie this summer. The Erie County Gaming Revenue Authority is financing a portion of the initiative.

Jeremy Bloeser, executive director of B.E.S.T., said the work would not be possible without the assistance of the AmeriCorps team. He noted that B.E.S.T. only has three employees and Our West Bayfront only has one.

"It's really inspiring," Bloeser said. "They're from all over the country. They have different personalities, they have different backgrounds and yet they're all coming together to work on a project. And when you roll up your sleeves and you're digging a hole, you're putting a fence together. It really doesn't matter where you're from or what your background is. It's hard work. And so it's hot out. We appreciate their effort. And it's certainly something that we couldn't have gotten done for the cost that we're getting it done."

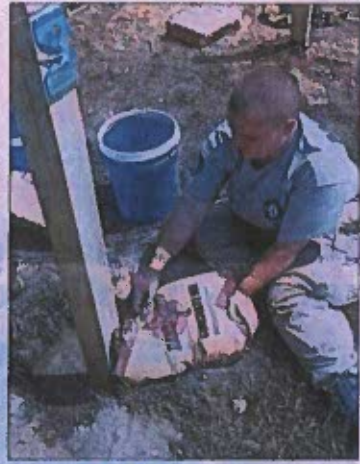
The federally funded AmeriCorps NCCOC program engages 18- to 24-year-olds in team-based community service projects throughout the U.S. "It's really an incredible experience," said Shuffield, a 19-year-old from Little Rock, Arkansas. "Things I never thought I'd be able to see I've seen."

During the 10-month program, teams are placed in communities to revitalize neighborhoods, work on youth and community enrichment programs and even take part in disaster recovery.

For example, Smith, 21, of Savannah, Georgia, spent time in Puerto Rico to help with ongoing clean-up efforts on the island, which was devastated by Hurricane Maria last fall.

"These kinds of experiences are important and essential to forming a healthy worldview," Smith said.

Stebens performed environmental work in Ohio and took



Lily Shuffield, 19, of Little Rock, Arkansas, mixes a hole with concrete mix to the end her fellow AmeriCorps National Civilian Community Corps teammates work to improve a vacant lot at the corner of Parade and East Fourth streets on Friday. (MATTHEW RINK/ERIE TIMES-NEWS)

part in disaster relief in Plymouth, Indiana. Both he and Smith also worked in Willow River, Minnesota at a camp for kids affected by HIV/AIDS before coming to Erie.

"It sounds like a lot of work and don't get me wrong, it is," said Stebens, a 20-year-old from Austin, Texas. "But it is really powerful, the effect you can have on the community, the networks you create, the people you meet and the things you get to say you've done."

The team is based out of AmeriCorps NCCOC's regional campus in Victor, Iowa. Led by 24-year-old Cleveland, Ohio resident Ross Varnedell, the team is staying at Gannon University's newly constructed St. Joseph House of Faith in Action in the 400 block of West Fourth Street. It is the first to reside in the house since it opened in May.

Anna Franta, executive director of Our West Bayfront, said Erie is fortunate to have the AmeriCorps NCCOC team here.

"The team will make it possible for us to accomplish several important projects this summer that support Our West Bayfront's and B.E.S.T.'s neighborhood revitalization goals," she said.

Bloeser noted that the work the team took part in Friday on Parade Street is part of B.E.S.T.'s new LandCare Project, which is a best-practice program aimed at improving

vacant land through attractive fencing and landscaping.

B.E.S.T. works in a 25-block area from East Sixth Street to Presque Isle Bay, between State and Wayne streets. Our West Bayfront covers an area from the Bayfront Connector to the west, Sassafras Street to the east, Presque Isle Bay to the north and West 12th Street to the south.

As the team worked Friday, Linda Hines and Arnold Matlak, East Fourth Street neighbors, watched from the sidewalk.

"They're trying to make everything really perfect," Hines said. "They want it to be noticeable."

Hines, 64, who has lived in the neighborhood for 11 years, has watched it steadily improve in recent years. She credits B.E.S.T. for the turnaround. Matlak does, too. The 78-year-old rents a home from the neighborhood association.

B.E.S.T. is "doing an excellent job trying to beautify the area, as well as keep the riff raff down, which is very important," he said.

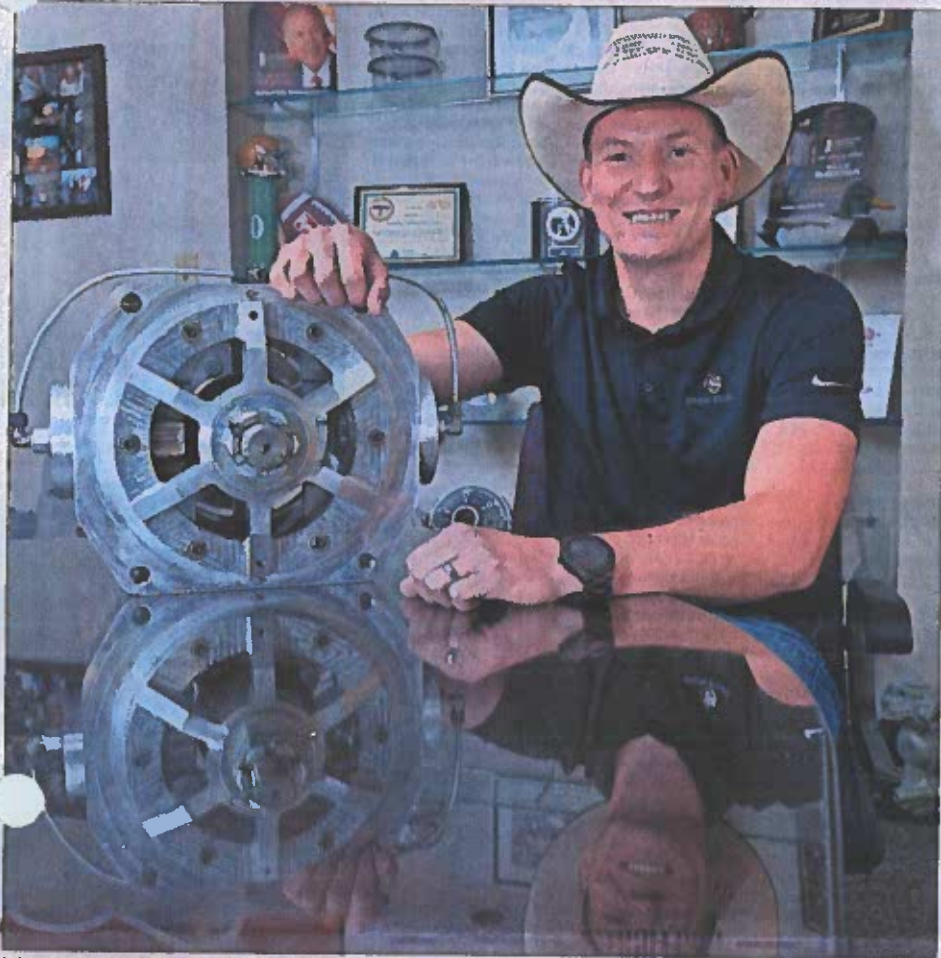
Matlak was impressed by the AmeriCorps team as it worked to further B.E.S.T.'s cause.

"It's excellent," he said. "They're working very hard at it."

Matthew Rink can be reached at 870-1884 or by email. Follow him on Twitter at www.twitter.com/ETRink.



No stopping him



Sphere Brakes owner Aaron Lewis, 33, is reflected alongside a prototype of his brake in a conference room at Red Dog Industries, where his business is located. Lewis is going through the testing and approval processes for his brake system with both government and private businesses. (GREG WOHLFORD/ERIE TIMES-NEWS)

Sphere Brakes could soon be found on race cars

By Jim Martin Erie
jim.martin@timesnews.com

Aaron Lewis believes in the stopping power of the brakes he designed first in his head and then on scraps of paper while serving in Iraq during 2009 and 2010.

Lewis, a former intelligence officer who went on to obtain a patent for what he called Sphere Brakes, believes in their ability to improve stopping performance in cars, trucks and farm equipment.

And in recent months, he's been working to convince the professional racing world that they can slow drag racers moving at speeds of up to 330 mph.

Lewis, 33, has made an important believer in the racing industry. Last week

he signed a licensing agreement to eventually have his brakes built by Bonifante, a well-known supplier of clutches and driveshafts use by nitro fuel teams.

Lewis said he approached the National Hot Rod Association with his company's sphere brake technology at the end of 2017.

"They thought that our technology would bring a new level of safety to their sport," which relies on parachutes as the primary braking systems for cars that can accelerate from zero to 330 mph in 4 seconds.

"The parachute is the primary braking system, but we are going to be able to stop the car if the driver loses control," Lewis said.

Lewis is quick to make one thing clear: The NHRA isn't ready to begin using his brakes just yet. He said the organization has stringent safety standards and will

require three more levels of testing before Sphere Brakes can be introduced.

"It could take a couple years to get through the NHRA testing process," he said.

For now, he said that's he's happy that an established company will be building his racing brakes.

"They are excited about our technology and being able to bring it the sport," he said. "Instead of having to put together a team for the racing industry we can leverage Bonifante's customer supply chain and manufacturing supply chain."

Some of the benefits have more to do with reputation than dollars-and-cents sales figures.

"Not only will we be able to demonstrate our technology on the fastest cars on the planet, it gets us into high-performance cars and gets us in front of a giant audience of

fans and companies," Lewis said.

As excited as he is about the opportunities for his brakes in racing, it's not the only one he's working to develop.

Lewis, who received startup money from the Erie Innovation Fund and some other sources, said he has money coming in through a development grant from the U.S. Marine Corp. He can't talk about any of the details, but it involves developing brakes for military trucks.

"We are doing development for the railroad and are doing stuff for agriculture," he said. "Everything kind of exploded in the past few months. It's a good problem to have. I don't sleep much at all."

Jim Martin can be reached at 870-1668 or by email. Follow him on Twitter at www.twitter.com/ETNMartin.



Ready for its next job



Pete Gray, tools and supplies coordinator with ServErie, loads scaffolding into a truck on Tuesday at the ServErie storage facility in Erie. Starting Thursday, volunteers from ServErie will be renovating Pfeiffer-Burleigh Elementary School and the Booker T. Washington Center. (JACK HANRAHAN PHOTO/ERIE TIMES NEWS)

ServErie hopes to 'build trust' with projects at Booker T. Pfeiffer-Burleigh

By Kevin Flowers
kflowers@erietimesnews.com

Jess Wurst was in the building as selflessness, camaraderie and compassion played out at scale in July 2017.

Wurst, 34, was among the roughly 7,200 ServErie

volunteers who helped paint and clean the former Central Career & Technical School, transforming the building into the new Erie High School.

"I was there the whole time," said Wurst, a counselor for UPMC Health Plan who helped coordinate the service project. "If we needed a plumber, I made sure one was there. I was identifying the job that needed to be done and

making sure it was getting taken care of.

"I got to see change directly. At Erie High, we saw students and teachers there, and you could look at them and see that what was going on made a difference to them," Wurst said. "They felt like someone cared about them because we were there."

Starting Thursday,

See **SERVIERE**, A7



Marcus Atkinson is the executive director of ServErie. Starting Thursday volunteers from ServErie will be renovating Pfeiffer-Burleigh Elementary School and the Booker T. Washington Center.

About the ServErie project

Where: Pfeiffer-Burleigh Elementary School, 235 E. 11th St., and the Booker T. Washington Center, 1720 Holland St.

When: Thursday, Friday and Saturday. Volunteer work shifts will run from either 8 a.m. to noon or 1 p.m. to 5 p.m., on those days, although some volunteers could work all day.

What's happening: ServErie will oversee volunteer work that includes cleaning, painting, drywall and landscaping at both buildings. The Booker T. Washington Center's deteriorating roof is also being repaired.

Who's involved: As many as 7,000 volunteers are expected. Anyone interested in volunteering still has time, according to ServErie officials, because walk-ins are welcome at each location.

For more information: www.serverie.com/serverie-school-initiative.
Online extra: See video of ServErie's Marcus Atkinson talking about service projects: GoErie.com/Videos

Erie Times-News | GoErie.com | Thursday, August 2, 2018 | A7

SERVIERE

From Page A1

Wurst and a new army of ServErie volunteers will be back as the nonprofit focuses its attention on two well-known east Erie locations in need of upgrades.

ServErie is making improvements to Pfeiffer-Burleigh Elementary School, 235 E. 11th St., and the Booker T. Washington Center, a neighborhood center at 1720 Holland St., on Thursday, Friday and Saturday.

The organization, made up of 50 churches and 40 other groups from across the region, expects that it could see as many as 7,000 volunteers over the three days who will handle cleaning, painting, drywall, landscaping and other tasks at both buildings.

"When you experience the whole atmosphere of all this, maybe it's a little daunting," said Mike Alabran, 36, an engineer who owns Erie's Plaster Services Network. Alabran was a key organizer of this year's ServErie project who helped choose the two sites and identify the scope of work.

"It really is organized chaos," Alabran said, "but it's the most rewarding chaos you'll ever experience."

In addition, the Booker T. Washington Center's deteriorating roof is being repaired, work that would have cost more than \$140,000, said Tyrone Hilliard, the center's executive director.

"In some areas of the gym and in some other areas, the roof was leaking to the point where we had buckets on the floor and in hallways collecting water," Hilliard said. "It was starting to affect our programming and the services we offer."

"I think ServErie gets it. The whole idea of restoring hope and a sense of pride and the idea of community," Hilliard said. "We are so appreciative to everyone who has contributed to this overall project."

'Fully vested'

Marcus Atkinson, ServErie's executive director, said Pfeiffer-Burleigh and the



Marcus Atkinson, executive director of ServErie, shows a room filled with painting and cleaning supplies on Tuesday at ServErie headquarters in Erie. Volunteers from ServErie will use the supplies when they renovate Pfeiffer-Burleigh Elementary School and the Booker T. Washington Center. (JACK HANRAHAN PHOTO/ERIE TIMES NEWS)

Booker T. Washington Center were chosen for the large-scale service project for a number of reasons, including the fact that the elementary school is in the nonprofit's adopted service area that stretches from East Sixth to East 12th streets, between Wayne and Holland streets.

ServErie is building partnerships, helping homeowners with property-maintenance code compliance, creating student mentoring programs and launching other community-improvement efforts in that area in alignment with Erie Refocused, the city's comprehensive development plan.

The group also works closely with city officials and the Bayfront East Side Task Force, the neighborhood association that fights blight and promotes community revitalization along the east bayfront.

Atkinson said the Booker T. Washington Center is iconic, especially in the black community, because generations of residents have received assistance there.

The Booker T. Washington Center also collaborates with Pfeiffer-Burleigh regarding the local community schools model, which provides access to social services such as health and dental care and after-school programming, at Pfeiffer-Burleigh

and four other Erie School District schools. The aim is to make those services directly accessible to students from high-poverty backgrounds.

"It felt like a good fit," Atkinson said. "We believe that hope is something that's been an issue for the city, especially in areas like this one. We want to be a conduit, a bridge, between this area and resources."

"We felt like this project also allows us to build trust between us and this area," Atkinson said. "When you have an area that has been disinvested in for several years, trust is always an issue. You can say you're willing to help, but people need to see you're fully vested in their day-to-day struggle."

Charles Peganoff, 75, has taken notice.

A retired printer, Peganoff has lived in the 200 block of Parade Street for decades. He said dilapidated houses are being torn down in the area and "destructive" behavior by residents and visitors has decreased since ServErie and others have focused on the neighborhood.

"It's quiet over here now," Peganoff said. "A lot of us really try to keep this neighborhood up. The fact that the city and these groups are over here, it's definitely helped."

Erie Mayor Joe Schember — who spent time in recent weeks going door to door in the east

bayfront to get input from residents there — will be working at Pfeiffer-Burleigh on Saturday with other city employees.

"I'm assuming they'll give us instructions when we get there," said Schember, who also participated in the Erie High cleanup. "If we can go in and make it a better environment for the kids to learn in, they're going to benefit from that."

Lending support

Meghan Easter, the community school director at Pfeiffer-Burleigh, is also ready to get to work. Easter and her family will be among the volunteers working at the school during the three-day event.

"This project directly aligns with the thinking behind the community schools initiative — bringing in community resources to support student success," said Easter, 34. "ServErie has been able to provide opportunities within our community to showcase how powerful Erie can be when we all come together."

"This project speaks loudly to our community that our students are important and that education matters. We are truly blessed and forever grateful for this opportunity," Easter said.

Atkinson promised that ServErie has much more

planned to assist the east bayfront.

The agency's plans include the development of a "neighborhood home" on East Eighth Street that could become a hub for social services and community meetings, development of a neighbor-driven advisory board to work collaboratively with ServErie's board of directors; and assisting property owners with facade and exterior improvements at up to 10 homes on East Sixth Street through a \$58,000 grant from the Erie County's Gaining Reference Authority.

"The neighborhoods have seen these tangible things firsthand," Atkinson said. "We've taken their input, we've heard people's voices about what they want. And I think they've come to the realization, with our large service project and these other things, that we're genuine with that we want to accomplish."

"These residents want the same quality of life that you or I do," Atkinson said. "This neighborhood is full of people who are genuinely trying. We want to lend that support to people who are trying their best."

Kevin Flowers can be reached at 870-1693 or by email. Follow him on Twitter at twitter.com/ETN/flowers.



Tuesday, July 31, 2018



Alex Topor/The Corry Journal

Rachel Chapman organizes files in the office at the City Building, 100 S. Center St. Chapman is one of four students employed by the city for the Summer JAM program.

Summer JAM program finds success in city

BY ALEX TOPOR
alex@thecorryjournal.com

The city of Corry employed four students through the Summer JAM program this summer and hopes to expand the program in the future.

Summer JAM is a summer job program that aims to employ young Erie County residents who come from low- to middle-income families. JAM is administered

by the Greater Erie Community Action Committee, and is a collaboration between Erie County government, the Erie County Gaming Revenue Authority and the Erie Community Foundation.

To be eligible for the program, students had to be between the ages of 16 and 21, be an Erie County resident and meet the income guidelines.

The city employed Rachel Chapman, Tucker Harrington, Logan Vanderhoof through the JAM program.

Chapman, a Wattsburg Area High School student, was employed in the city building and performed clerical work, data entry, customer service, filing and other day-to-day tasks.

See JAM, P.3

JAM

(Continued from front page)

Tucker and Logan Harrington are brothers and both students of Corry Area High School. They worked in the Corry Public Works Department and did mowing, weed eating, general maintenance and Mead Park upkeep.

Vanderhoof is also a student of Corry Area High School. He worked for the public works department and performed equipment and vehicle maintenance with the city mechanic.

"We couldn't have asked for a better first group of Summer JAM students. For the first year, it was a very good performance and they all came to work hard," City Manager Jason Biondi said. "The students were paid by ECGRA and worked hard for us, so it was a win-win for the city."

To cover the cost of

wages and other expenses for the program, the county and ECGRA each invested \$150,000. The Erie Community Foundation provided \$60,000. Other contributors included Erie Insurance, Gannon University, National Fuel and Highmark.

Each employer in the countywide program managed its own positions, but youth were limited to working up to 180 hours from June to August. All students were paid bi-weekly and earned \$7.25 an hour.

"We plan on participating in the program again next summer," Biondi said. "If there are enough participants we would love to expand the program into other areas of the city. There is plenty of work to be done."

Wednesday, August 8, 2018

ECGRA honored for preservation work

The Erie County Gaming Revenue Authority will be honored during the annual Pennsylvania Historic Preservation Awards in Harrisburg.

ECGRA will be presented

the Preservation Planning Award in the Special Focus category during the event Sept. 27 at the State Museum.

The Preservation Planning category is for projects that demonstrate the best planning and development practices to promote historic preservation. Past recipients include the Museum of the American Revolution in Philadelphia.

Keynote speaker Donovan Rypkema, of PlaceEconomics, will offer a preview of key findings of an economic study to evaluate the effect of state historic tax credits and projections for possible expansion of the program.

For information and tickets, visit www.preservationpa.org.



Shared services to be explored in North East

The Issue: Borough, township cooperating
Our view: More of such thinking needed

A \$100,000 Erie County Gaming Revenue Authority grant has launched a promising collaboration that could lead to North East Borough and North East Township to merging their respective sewer and water authorities and sharing police services.

The grant, announced Thursday, will support a study to explore the ramifications of a merger and whether it would mean better service and lower costs for residents. The cooperative attitude behind the effort in both municipalities is a promising instance of the kind of thinking the Erie region needs more of.

North East Township Supervisor Fred Shunk said the idea has been well-received by the public so far. Now officials must do their due diligence. "This will give us an opportunity to make an informed decision," Shunk said.

The ECGRA grant will also support a study of forming a regional police commission that would allow the township to use the services of the borough's police department on a contract basis. The township currently receives police services from Pennsylvania State Police.

ECGRA has emphasized grants that encourage cooperation and joint projects among Erie County's 38 municipalities and other government entities. The authority has funded \$1.38 million in such projects since 2012, Executive Director Perry Wood said.

ECGRA's goal is worthy, and there's potential for a great deal more collaboration throughout the region to improve services and reduce costs. Pennsylvania's patchwork of local governments makes such efforts increasingly important.

Trying to work across municipal boundaries can cause friction and run up against a turf mentality. Some of that might surface in North East.

Consider what happened in 2016 when Wesleyville Borough Council proposed a study to explore the possibility of sharing services — including police protection, code enforcement and street maintenance — with neighboring Lawrence Park Township. The idea made perfect sense, given that both municipalities are mature communities with among the highest property taxes in Erie County.

Even though the study would have been paid for by the state and its findings not binding on the municipalities, Lawrence Park commissioners voted unanimously against participating. As we argued at the time, that was a shortsighted disservice to the township's residents.

Any consideration of merging or consolidating municipalities themselves is even more fraught. The last time that happened in Erie County was two decades ago when Fairview Borough and Fairview Township consolidated to form a combined Fairview Township.

With shifting demographics, strained municipal budgets and flagging tax bases, there should be more focus on at least sharing services. We applaud ECGRA for working to promote such thinking, and officials in North East Borough and North East Township for putting their heads together. "We are stronger together," Borough Council Vice President Denise McCumber said. Indeed.

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NE Borough, township to study authorities merger

By Jim Martin
jim.martin@timesnews.com

NORTH EAST — Perry Wood, executive director of the Erie County Gaming Revenue Authority, knows the idea of municipal mergers and even shared services can be a topic charged with emotion.

That's why he prefers to use the word collaboration. But representatives of both North East Borough and North East Township said Thursday that they're not hearing any resistance to the idea of merging their respective sewer and water authorities.

The two municipalities were awarded a \$100,000 ECGRA grant Thursday to further study and support the merger of those authorities.

"It's been very positive," North East Township

Supervisor Fred "Fritzer" Shunk, said of the public's response to the plan.

"It's a no-brainer," fellow Supervisor Robert Mazza added. "I don't think people feel threatened."

At the same time, Shunk acknowledged that officials in both municipalities are operating on limited information.

"This will give us an opportunity to make an informed decision," he said. The grant will also support the study of a regional police commission that would provide for the township to use the borough police force on a contract basis.

The borough of about 4,100 people is served by a 10-member police department — made up of seven full-time and three part-time employees — while the township is served by Pennsylvania state police.

Denise McCumber, vice president of borough council, said that she was enthusiastic about where both portions of the study might lead.

"We are stronger together," she said.

She also said there is likely to be some hesitation.

"Any time there is change, there is fear," she said.

Erie County Council Chairman Kyle Foust praised the effort, but also seemed to recognize that discussions of shared services could lead to talk of mergers.

"If we are going to survive, we need to provide services in the most cost-efficient manner possible ... without erasing those municipal boundaries," he said.

Erie County Executive Kathy Dahlkemper suggested that boundary lines don't mean so much in

everyday life.

"We say North East and we don't distinguish between the two because it's one great region," she said, adding that shared services can allow both municipalities to cut costs.

"There is never enough money. There is never enough manpower," she said.

Wood said that ECGRA has a history of funding collaborative projects, including \$1.38 million worth of such projects since 2012.

"Collaboration is one of the key policy initiatives of ECGRA," he said. "We are incentivizing collaboration."

Jim Martin can be reached at 870-1668 or by email. Follow him on Twitter at [www.twitter.com/ETNMartin](https://twitter.com/ETNMartin).

Other grants

The Erie County Gaming Revenue Authority also announced the following grants Thursday:

- Carry \$30,000 for a bucket truck
- Erie and Millersburg Township, \$28,000 for economic development capacity building
- Carry Industrial Benefit Association, \$35,000 for an asphalt recycling machine
- Erie Area Council of Governments, \$80,000 for stormwater system education and digital mapping
- \$47,450 for the RELOC system, which allows emergency drivers to control traffic lights
- \$50,000 for a shade-tree planting program
- Grand Township, \$16,000 for a West County recycling day
- Jefferson Educational Society, \$100,000 for Jefferson City Alliance of Progress
- West Erie County Emergency Management, \$8,500 for traffic control sign project



Friday, August 10, 2018



Kim Lux/North East News-Journal

The Erie County Gaming Revenue Authority awarded \$30,000 to the city of Corry and \$35,000 to the Corry Industrial Benefit Association for Multi-Municipal Collaboration Grants. Pictured from left are Michael Paris, ECGRA board of director chairperson; Kathy Dahikemper, Erie County executive director; Dave Mitchell, Corry mayor; Dr. Kyle Foust, Erie County Council chairperson; Ed DiMattio, CIBA; Dale Barney, ECGRA treasurer; and Perry Wood, ECGRA executive director.

ECGRA awards \$65,000 to Corry area

BY ALEX TOPOR
alex@thecorryjournal.com

The Erie County Gaming Revenue Authority awarded \$65,000 in grant money to Corry area projects at an awards ceremony in North East on Thursday.

At the ceremony, ECGRA awarded \$445,550 in Multi-Municipal Collaboration Grants to eight different county organizations for 10 projects.

The city of Corry received \$30,000 from ECGRA to purchase a bucket truck. The Tri-County Council of Governments provided matching funds of \$30,000.

The pool of \$60,000 will be used to purchase the truck, which will be shared by Corry and Wayne Township.

The Corry Industrial Benefit Association received a \$35,000 grant at the ceremony to be used for reclaimed asphalt pavement equipment, known as RAP. RAP is the term used to describe the material created when millings from asphalt are processed and formed into a usable state.

CIBA will match the grant from ECGRA, creating \$70,000 to research and purchase RAP equipment. The

equipment will be shared between Corry and Union City.

"We will research used equipment and see what the best way to process RAP is and what we can get for the money we have. We are looking to get the millings into a usable state for alleys and aggregate for parking lots," City Manager Jason Biondi said in a previous interview with The Journal. "It will be sold back to our paving vendors as processed RAP so they can utilize it in the paving process to lower our cost."

◀ See ECGRA, P2

ECGRA

(Continued from front page)

According to ECGRA's website, Multi-Municipal Collaboration Grants were launched in 2012 to catalyze functional cooperation among Erie County's 38 municipalities and to support economic growth and vibrancy in the community. In the creation of the grant requirements, ECGRA

worked closely with leaders from councils of governments, county authorities and intergovernmental

associations to educate them about the grant and to help coordinate the provisioning of services.

Since 2012, ECGRA has awarded \$1.56 million in Multi-Municipal Collaboration Grants.

Thank You!



RESOLUTION NUMBER 26, 2018

Resolution to enter into an agreement with The Erie Regional Chamber and Growth Partnership to fund an ECGRA Pilot Project for Choose Erie: Competitive Advantage, Market Assessment, and Asset Inventory Research

Whereas, ECGRA was formed to oversee and administer the investment and distribution of gaming funds in Erie County, Pennsylvania; and

Whereas, ECGRA's mission of economic and community development recognizes the importance of marshalling resources, promoting Erie County and its competitive advantages, and providing assistance to small business; and

Whereas, ECGRA seeks to use gaming funds as a catalyst to assist economic development agencies in assessing Erie County's economic assets and to devise a strategy to promote the county's workforce capabilities; and

Whereas, the Erie Regional Chamber and Growth Partnership is engaged in economic development for Erie County and leading a coalition of economic development entities and professionals in Erie County under the Choose Erie campaign; and

Whereas, the eligible applicant is awarded a Pilot Project grant totaling \$39,500 to the extent outlined in the attached Exhibit "A";

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 enter into agreements with the **Erie Regional Chamber and Growth Partnership** so Erie County can explore the effectiveness of date collection and promotion

On the motion of _____, seconded by _____.

This resolution was passed on the 16th day of August 2018 by a vote of ___ - ___.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority

August 16, 2018

ATTEST:

Secretary, ECGRA



Choose Erie: Competitive Advantage, Market Assessment, and Asset Inventory Research

Pilot Project Grant Program

Erie Regional Chamber and Growth Partnership

Mr. Thomas A. Tupitza
208 East Bayfront Parkway
Suite 100
Erie, PA 16507

ttupitza@kmgslaw.com
O: 814-454-7191 x137



Mr. Thomas A. Tupitza

208 East Bayfront Parkway
Suite 100
Erie, PA 16507

ttupitza@kmgslaw.com
O: 814-923-4901

Application Form

Eligibility

Qualifiers*

All must apply in order to be eligible.

- Applicant is in good standing with ECGRA's reporting requirements to date
- Applicant is in good standing with the IRS and state and local taxing bodies
- Applicant's headquarters is located in Erie County
- Applicant is 501(c)(3), a municipal authority, or a school district

Disqualifiers

If any apply, your organization is not eligible.

Project Information

Project Name*

Choose Erie: Competitive Advantage, Market Assessment, and Asset Inventory Research

Brief Project Summary*

This project is a part of the Choose Erie initiative, taking the first step to establish Erie County in the site selector space through channel marketing. The project assesses Erie County's competitive advantage and appeal to companies locally, regionally, nationally, and internationally. It will also assess areas that need to be improved upon for Erie County to reach its full potential. It will provide a baseline of current market perception, a baseline asset inventory, and market profile.

Goals (broad) and Objectives (specific) of the project*

Erie County, Pennsylvania is at a pivotal time in its economic renaissance. As a part of the Choose Erie initiative developed by Erie County government and key business leaders and economic development stakeholders, the county needs to gather its resources, complete verifiable, repeatable research, and populate the content adding legs to the Choose Erie website - Erie County's front door for business attraction. This project is a first step in building the data and resources necessary.

This project will provide a baseline market perception, asset inventory, and market profile.

Project Narrative

Describe your project in detail including the problem you are addressing and what you will do to solve that problem.

Erie County is at a distinct disadvantage when competing for new corporations and firms against similar regions throughout the commonwealth and nationally. It is not on the radar of site selectors looking for communities with similar profiles. This research project is designed to give site selectors as well as state economic development agencies the information they need quickly and easily. If Erie County is to continue its resurgence, this is a necessary piece of modern economic development infrastructure required to compete.

SWOT Analysis of Erie County – What is Erie's Competitive Advantage/Disadvantage?

To identify Erie County's Strengths, Weaknesses, Opportunities, and Threats in the national and regional market place.

- What are Erie County's strengths, weaknesses, opportunities and threats as the County prepares for targeted industry segment identification and prioritization.

- Develop a customized interview guide and survey to complete up to 40 interviews (10 per category) with the following four groups:

1. Companies that have left Erie County
2. Companies that chose Erie County for as a business location
3. Site selection firms
4. Business leaders of existing and emerging business throughout Erie County (small, mid-sized and large)

- Identify and profile up to six peer markets throughout the U.S. with similar market size and amenities as Erie, County PA.

- Baseline market profile (current top employers by industry output and market size) for use on website until prioritization occurs.

Erie County Asset Inventory & Analysis

Conduct a comprehensive inventory & analysis of economic development data needed for companies to make strategic business decisions as well as to provide the necessary data to complete the Choose Erie website.

- Conduct a data audit of existing resources and data available
- Review of data available on comparable economic development marketing websites.
- We will identify gaps and data needs to provide a comprehensive profile for those looking to Choose Erie for information.

- Data included in this inventory and analysis will include, but not be limited to:

- Location/Proximity to major markets
- Affordability
- Workforce Data
- Colleges and Universities
- Market Assets
- Transportation
- Incentives to Locate
- Economic Development Efforts
- Key Players in the Market
- Other data needs as identified and discussed

Erie County Competitive Advantage/Disadvantage Research Report

- Final Deliverable: Data summary with SWOT analysis
- Final Deliverable: Peer markets analysis and recommendations
- Final Deliverable: Basic market profile

Erie County Asset Inventory & Analysis

- **Final Deliverable:** Provide data that builds upon existing resources and data availability in Erie County that will prepare Erie County's economic development leaders to identify key industry segments.

The outcomes of this project will provide the data necessary to effectively launch Choose Erie and put a structure in place to keep the data regularly updated beyond the timeline of this project.

Project Justification*

Describe why the pilot project is important and necessary (short and long term) to Erie County. Please provide evidence, research, and surveys documenting the problems. Standalone documents may be uploaded.

This research project is a vital component of the Choose Erie initiative started by Erie County to expand and attract new businesses to Erie County. Without this research, the initiative will not be able to go forward. The current website developed for the project www.ChooseErie.com is in place but not able to be fully launched because the research component is not finished.

ChooseErie.com is designed using best practices set by national sites and economic development initiatives such as Select Greater Philadelphia (<http://selectgreaterphl.com>), the Allegheny Conference (<https://www.alleghenyconference.org/our-work/>), and Lehigh Valley Economic Development Corp. (<http://lehighvalley.org>).

Successful economic development initiatives need a front door, www.ChooseErie.com established that front door, now we need to furnish the house. This project embraces the Erie County we know and showcase our strengths and attractiveness.

In the short-term, this project builds out the Choose Erie website, and in the long-term it will be the data set that Erie County's collective business attraction efforts can use as a benchmark for documenting our success. This project will be housed at the Chamber so that it can be a regular part of economic development activities once the new President is hired.

Do you anticipate other funding sources?*

Please discuss your matching fund sources and financing partners.

Erie County has already invested \$36,000 into the brand promise, brand development, video assets and www.ChooseErie.com, and extended its investment by \$36,000 through December, totally \$72,000 available match. The ERCGP has also applied for a Shaping Tomorrow grant through the Erie Community Foundation, which is in a holding pattern until its new President is named.

Project Benefits*

Please describe who will benefit and how. Will specific groups be targeted or served?

This research will benefit the business and economic development community throughout Erie County. It allows Erie County to articulate its value proposition and strengths to businesses and site selectors throughout the United States and internationally. Erie County needs a front door to introduce or regions that don't know the value and strengths of Erie County's workforce and economic environment.

Unlike other cities and regions throughout the commonwealth and nation, Erie does not have a one-stop shop to attract business. Erie County needs to reassert its attractiveness to site selectors through the commonwealth and the nation. This research will be the backbone of the Choose Erie website to attract new

businesses to Erie County. Ultimately, the benefits of this project will be to the citizenry of Erie County through increased economic opportunity.

This is also a collaborative effort, bringing all of Erie County's assets together and aligning key stakeholders' efforts. This data and research will seek to gather input from existing business, key leaders and stakeholders across industry segments, government officials, and economic development leaders. Choose Erie presents a united front, which enhances our competitiveness on the state, national, and global stage.

Amount Requested from ECGRA*

\$39,500.00

Project Budget*

Please click here to download a budget form

Chamber Revised Budget for ECGRA including Match.xlsx
Project budget attached.

Long term plans*

Is there a plan to continue the project? How will you sustain the project financially and administratively?

After the research is completed and uploaded to the website, the Erie County Regional Chamber will take ownership of the research to ensure that it is updated regularly. The goal will be to have this research be repeatable and updatable internally.

Project Partners*

Describe project partners and how they will be involved.

Board members of the Chamber, staff, Erie County Redevelopment Authority, the County, and other economic development organizations will be an integral part of this project. We need to have buy-in and build a collective knowledge and support for this work to be successful. This project needs to be the first step in launching Erie County's new economic development ecosystem. They will provide feedback on surveys, research, provide recommendations for people interviewed, and react to results.

Project Support*

Provide evidence of project support within the community. (Letters of support, resolutions, memoranda of understanding, etc. can be uploaded at the end of the application.)

This research project was vetted through a core team of Chamber board members and other economic development leadership in Erie County to ensure its value and quality. The group believed that this specific scope will get Choose Erie and Erie County moving forward toward a more cohesive strategy of economic development.

Qualifications and Experience*

Description of the qualifications and experience of the project administrators and project leaders.

To do this research, the Chamber will retain Parker Philips, Inc., (www.parkerphilips.com) headquartered in Erie, PA. The lead researcher, Nichole Parker has 20 years of experience completing research and analysis for clients throughout the United States. Most recently, Nichole completed the Empower Erie feasibility study for the community college submitted to the Pennsylvania Department of Education. Her research skills, understanding of the Erie dynamic, and ability to document proper research protocols will be an asset to this project. Her experience in economic development goes back to work in Pittsburgh when it was still perceived as a gritty steel town with big dreams of biotech and healthcare. Parker Philips is a WBENC-certified, research, analysis, and communications firm. They do custom research and analysis and will provide analysis and reporting necessary for the Choose Erie website as well as provide necessary data for economic development efforts to move forward in Erie County.

The team from Parker Philips will work collaboratively with the Chamber to ensure that this project is successful and responsive to the needs of the economic development community.

Ability to Complete the Project*

Describe your ability to complete the project within the allotted time.

The timeline of this project is 90 days from start to finish. It will take focus and a clear roadmap to accomplish these efforts. The team at Parker Philips will lead the day-to-day, with the project advisory team assisting at key points to gather and recommend key stakeholders.

Timeline*

Please provide a project timeline with key milestones (12-month schedule).

The project team is ready to begin immediately and completed in three months (90 days).

Month 1: Project Kick-off, Survey Review, Identification of Potential Interviewees. Deliverable: Meeting minutes, final surveys, and project related documents

Month 1-3: Erie County Competitive Advantage Research Report. Deliverables: Data summary with key findings highlighting Erie's competitive advantage. Data will be used to populate the website and build consensus and momentum.

Month 1-3: Erie County Asset Inventory & Analysis. Deliverables: Creation of databases for use on the website including data points such as: location/proximity to major markets, affordability, workforce data, colleges and universities, market assets, transportation, incentives to locate, economic development effort, and who are the players in the market.

Late Month 3: Executive Summary and Recommendations. Final Presentation. Discussion of research findings. Final report summary of project, consultant recommendations, and sources used in gathering data.

Outcome Measurement*

Please describe how you will analyze the outcomes and gauge success of the project.

This project will launch the Choose Erie website, the data and finding will be the starting block for launching Erie's front door to channel marketing. Success will be that this project completes the Choose Erie website in 90 days and gives a market profile, competitive advantage/disadvantages data, and a complete asset inventory package. This project will be a success if high quality data is collected and uploaded into the Choose Erie website framework.

Organizational Information

Name of Organization*

The Erie Regional Chamber and Growth Partnership

Organization Mission Statement*

The three divisions of the Erie Regional Chamber and Growth Partnership — Chamber of Commerce, Economic Development, and Growth Partnership — support the organization's core mission: to collaborate and mobilize leadership, expertise, and resources to sustain business, create jobs, grow investment, enrich lives, and improve the prosperity of the region. As a whole, the organization continues to make significant progress in the areas of membership; customer service; business attraction, retention, and expansion; and the identification of key regional initiatives that promote the economic health of the Erie region.

Year Organization Was Established*

2002

Municipality in which headquarters is located*

City of Erie

County Council District in which headquarters is located*

[Click here to see a County Council District map](#)

County Council District #2

Website Address

www.eriepa.com

Staff/Volunteer Leadership*

List or upload a list of the names, email addresses, titles, and job descriptions of the organization's leadership.

Linda C. Robbins
CFO/Director of Operations
Email: lrobbins@eriepa.com
Job description: Finance and Operations

Jacob Rouch
VP of Economic Development
Email: jrouch@eriepa.com
Job description: Economic Development

Nadeen Schmitz
Executive Director of Marketing and Communications
Email: nschmitz@eriepa.com
Job description: Directs Marketing and Communications

Nancy Irwin
Development Director
Email: nirwin@eriepa.com
Job description: Grant writing and Fundraising

Steve Walters
Sales Manager
Email: swalters@eriepa.com
Job description: Sales

Susan Ronto
Membership Coordinator
Email: sronto@eriepa.com
Job description: Member Services

Board of Directors*

List or upload a list of the names, email addresses, and occupations of the organization's board members.

Tom Tupitza, Esq.
Board Chairman
President, Knox McLaughlin Gornall Sennett, PC
Email: ttupitza@kmgslaw.com

Charles 'Boo' Hagerty
Board Vice Chairman
Chief Development Officer, Hamot Health Foundation

Email: hagertycf@upmc.edu;

Christina Marsh
Board Secretary
Chief Community & Economic Development Officer, Erie Insurance
Email: Christina.Marsh@ErieInsurance.com

Bruce Kern
Board Treasurer
President, Curtze Food Service
Email: cbk2@curtze.com.

Annual Summary Statistics*

Please click here to download the Annual Summary Statistics form

[305885_annual-summary-statistics-form-community-assets.xlsx](#)

Additional Documents

501 (c)(3) Designation Letter

Most Recent Annual Report or Year End Review*

[ERCGP 2017 Final Audited Financial Statements.pdf](#)

Current General Liability Insurance Certificate

[ECGRA Certificate.pdf](#)

Organization Logo

[Chamber Logo.docx](#)

Letters of Support

[RDA Support Letter](#)

Other Supporting Material

[ERCGP 501C3 STATUS LETTER.pdf](#)

Other Supporting Material
ECGRA Support choose erie.jpeg

Links
Upload a link

File Attachment Summary

Applicant File Uploads

- Chamber Revised Budget for ECGRA including Match.xlsx
- 305885_annual-summary-statistics-form-community-assets.xlsx
- ERCGP 2017 Final Audited Financial Statements.pdf
- ECGRA Certificate.pdf
- Chamber Logo.docx
- RDA Support Letter- File could not be converted
- ERCGP 501C3 STATUS LETTER.pdf
- ECGRA Support choose erie.jpeg

File Troubleshooting

Files not included will be available online when viewing the submission or request unless the file type is not compatible with software available on your computer. To view the file online, open the appropriate application or request and click on the file name link. The file will also be able to be printed separately from your computer.

Files unable to be included in the packets can affect the ease the packet may be read by the staff and evaluators at the grant maker. Please take a moment to read the common causes for files not converting and, if possible, resolve this issue.

Please note: If you have already submitted the form, you will need to contact the grant maker to request they return it to draft form for you to be able to make changes.

Common issues:

- The file type uploaded is not supported in print packets.

- Supported file types are:
 - PDF files (Adobe Acrobat)
 - Common image formats (JPEG, GIF, PNG)
 - Microsoft Office formats (Word, Excel)
 - Text files (.txt)
 - Comma Separated Value files (.csv)

If you are using an unusual file type, please see if a more standard file format may be used. Often unusual file formats will not be able to be opened or read by the staff or evaluators of the organization you are applying to for funds.

- The file caused an error while being converted to PDF.

- The file path is too long or contains special characters such as (%&^*()@#&\$!)
 Example: c:/documents/fondant/marketing/spring2012/programs/events/walkathon2012.doc
 c:/documents/fondant/walkathon@mall.doc
- The most common cause for errors is due to the document being password protected

Please check your file to make sure password protection is turned off in the document. If your file name is too long or contains special characters, try saving the file to your desktop, removing any special characters and uploading the file again from your desktop to the application.

- A virus was detected in the file so it was not uploaded to the system

Budget (Do not include in-kind)

Category	Amount Requested from ECGRA	Amount Contributed by Agency	Amount(s) Contributed from Other Sources	Breakdown of Other-Source Contributions	Narrative (Include a breakdown of what is entailed in each expense category)	Total
Personnel (15% maximum of the requested amount from ECGRA)						\$0.00
Marketing						\$0.00
Facility Expense						\$0.00
Project/Programming Insurance						\$0.00
Equipment & Supplies						\$0.00
Contracted Services	\$39,500.00		\$124,500.00			\$164,000
Construction						\$0.00
Outcomes Measurement & Impact Tracking						\$0.00
Other						\$0.00
Totals	\$39,500.00	\$0.00	\$124,500.00			\$164,000.00

MATCH DETAIL		
Dollar Amount	Project/Deliverable	Funders
\$72,000	Choose Erie - Marketing, Branding, Logo, beta website, social media	Under contract by Erie County

Contracted Services	
Research services for competitive advantage/disadvantage SWOT research, Peer Market identification, asset inventory, as described in the grant application are the contracted services.	\$39,500

\$52,500	One-stop Economic Development Data Center	Emerge 2040 (\$47,500), the Erie Regional Chamber & Growth Partnership (\$10,000), and the Erie County Redevelopment Authority (\$5,000)
\$124,500	Total Under Contract / Funded	
\$15,000	Further Choose Erie Website Development	Budgeted with Epic Web to be Paid by County of Erie
\$15,000	Further Choose Erie Workforce Video Development	Budgeted with MenajErie to be Paid by County Erie
\$30,000	Total Budgeted	
\$154,500	Total Contracted and Budgeted	

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