



MEETING OF THE BOARD OF DIRECTORS
VIA ZOOM/In Person
Knowledge Park; 5240 Knowledge Parkway; Erie, PA 16510
May 19, 2022

ZOOM Meeting Information:

<https://us02web.zoom.us/j/89135806079>

Meeting ID: 891 3580 6079

Password: not required

AGENDA

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. APPROVAL OF MINUTES – April 2022
5. DIRECTOR’S COMMENTS
6. COMMENTS BY CHAIRMAN
7. PUBLIC COMMENT
 - a. Louis J. Aliota (5 minutes)
8. PRESENTATION
 - a. Maher Duessel – Amanda Jaros
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 5, 2022 – Resolution to adopt the 2021 – 2022 Annual Report
- b. Resolution Number 6, 2022 – Resolution to renew the existing lease for the period of one (1) year

14. ADJOURNMENT

Next Regularly Scheduled Board Meeting of ECGRA

Date: Thursday, June 16, 2022
Time: 8:30 a.m. – BOARD Meeting
Location: 5240 Knowledge Parkway, Erie, PA 16510; Board Room
ZOOM meeting – details to follow



Erie County Gaming Revenue Authority

Minutes of the Board of Directors' Meeting

March 17, 2022

Meetings for the Board of Directors of ECGRA can begin meeting in a physical location per Governor Wolf's proclamation of June 11, 2021. However, each member and ex-officio has the option to attend in person or virtually. Members of the public can now speak at the physical location of 5240 Knowledge Parkway.

Recording of this meeting was started late, so the initial portion of the meeting is transcribed from notes taken by Ms. Michali.

CALL TO ORDER

The Board of Directors' Meeting of the Erie County Gaming Revenue Authority was held on April 21, 2022 at 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.

ELECTION OF OFFICERS

Dr. Wood speaks to the fact that the current officers are Mr. Dale Barney as Chairman, Mr. Dominic DiPaolo as Vice-Chair, Mr. Whitey Cleaver as Treasurer, and himself as Secretary. He explains that it is usual practice to have officers in position for two years.

Mr. Sample makes a motion to keep the existing officers in their respective positions. Ms. Hess seconds the motion. There are no further nominations or discussion. Motion carries 6-0.

ROLL CALL

Mr. Barney, Ms. Hess, Ms. Loll, and Mr. Sample are present via Zoom. Mr. Wachter is present via Zoom. Mr. Cleaver and Mr. Winschel are present in person. Dr. Wood is present in person.

APPROVAL OF THE AGENDA

Mr. Sample makes a motion to approve the agenda. Ms. Loll seconds the motion. There is no discussion of the agenda. Motion carries 6-0.

APPROVAL OF MINUTES – March 2022

Ms. Hess makes a motion to accept the minutes as presented. Ms. Loll seconds the motion. There is no discussion on the minutes. Motion carries 6-0.

DIRECTOR'S COMMENTS

Mr. Sample welcomes Mr. Gary Winschel to the Board of Directors.

COMMENTS BY THE CHAIR

Mr. Barney welcomes Mr. Winschel to the Board and says he is looking forward to meeting him in person and working with him in the coming years. Mr. Barney also thanks those officers who are willing to continue to serve in their positions and looks forward to a good year.

PUBLIC COMMENT

There is no public present.

PRESENTATIONS

There are no presentations scheduled.

COMMITTEE REPORTS

- a. Treasurer's Report: Mr. Cleaver turns the report over to Dr. Wood to be discussed in further detail, so that Mr. Winschel can have the reports explained to him more thoroughly than they are normally reviewed in a regular meeting.

Dr. Wood begins discussing the financial reports, starting with the Profit & Loss statement. Dr. Wood explains that there is a monthly breakdown that shows expenses, a year-to-date total to show where we are in relation to our budget and that the far-right columns also show the budget and where we should be with expenditures for the year per month.

Dr. Wood then shows the list of Grants, Settlements, and MRIs listed on the bottom portion of this report and points out that we don't have a budget for such items, but the monthly amount, as well as the year-to-date amount is shown. He discusses how this is a great report to show where the Authority stands at any given point with its finances and how all the rest of the reports tie into the Profit & Loss report.

Recording has begun for the meeting at this point.

Dr. Wood: The next report is the Balance Sheet; the Balance Sheet, of course, begins with where our accounts are as far as a cash position goes. So, we have the checking and savings account; we save money for various reasons. One is that we have funds that are committed

for projects, we have funds that are restricted as part of gaming revenue law, then we have a new revenue stream called ARPA which is the \$4 M we got from the County, and finally the regular savings account, which is unrestricted funds available for grantmaking.

If you go down a little bit, you'll see our Assets, which are basically all Notes. So, these are all the loans that we have made, and these are all the groups that we have made them to along with the amounts to each. The very last Note is the Reserve for Uncollectable Notes and that is a standard accounting procedure just to make sure that we have a reserve in case that we lose or if any of these default. Now, that has never happened to date, so we are very happy about that. I'm sure it will at some point; most economic development groups that loan money eventually something goes wrong. But we are very fortunate in that it hasn't happened and there have been some great decisions made at the Board level.

Finally, the Opening Balance, our Equity, and our Unrestricted Net Assets – that compares last fiscal year to this one. It gives you an idea of where we started.

The next report is the Budget vs. Actual; I think this is a really good report for the Board to see where we are spending the dollars. This correlates with the budget that is approved at the beginning of the fiscal year. Under Contracted Services, Maher Duessel is the accounting fees, Professional Services is Parker Philips who is our communications firm and there are some other things mixed in there on occasion, Legal Services is Knox Law Firm, Website is Epic Web Studios, and Payroll Services is ECCA.

The next is Facilities & Equipment – Office equipment is things like the new computers and our Rent, which is fixed. By the way, Tammi and I were just talking to Knowledge Park because our lease is up at the end of May, so we will be bringing it back to the Board in May for a one-year renewal of the lease at Knowledge Park.

Office Administration is next with Books, Subscriptions, Dues and that is for things like the Erie Times News, we have a membership to the Chamber, we have a membership to the Nonprofit Partnership. Things like that come out of that line item. Postage is listed, then Office Supplies, which you will always see the details of later on in the Visa report, Cell Phone reimbursements for all the employees, Copier Lease, Copier Printing that might have additional printing costs. Bank Fees – I want to explain this one because we do everything over electronic transfer at this point instead of cutting checks. We do occasionally stroke a check but ever since COVID hit, we do things electronically and so we pay a monthly fee for security to do that.

Professional Development is for some continuing education. For example, Tom is doing on online conference for planning. Meeting Expenses is buying the coffee and water for our meetings. Miscellaneous is things like this month there is a charge for flowers for a funeral. Then there are Other Types of Expenses like Outreach, Advertising, Phone/IT/Fax, Insurance, and so on. Then there is the Payroll Expense section.

I want to point out the new section, which has to do with the ARPA funds. ARPA funds are divided into these categories, Contracted Services which we will be talking more about next month – we are going to start booking some contracted services next month. Tom and Tim and I are going to be talking about an RFP or an RFQ for a building analysis for the community facilities. But we will bring all of that to you next month in a package and we'll explain it and debate it.

The Salaries & Wages line item is us charging our time spent on ARPA to that bucket of money. And then Indirect Costs would be things like the office space; so, if we're spending 20% of our time on ARPA, we're going to charge 20% of the office costs to the ARPA funds.

The next report is the Schedule of Grant Reserve. This schedule I think is really helpful in showing where the funds are, how much has been awarded, and how much has been drawn down, especially in multi-drawdown grants. At the top, you'll see where the

revenue comes in quarterly, and you'll see a separate line item for Interactive Gaming Revenue. I want to talk about this for a minute because that is a one-time separate line item because there was some type of accounting error at the State, and they rectified it by sending us that \$1.9 M. In the future you will not see interactive gaming revenue separated out; it will come in with the slot machine revenue. We are unable to separate it out based on the way that the County does the accounting. Then finally you will see Disbursements; Income and Disbursements are by quarter, highlighting the month of March.

The first thing you will always see under Disbursements Detail is the Settlement Municipalities, how much we have given to them, followed by Multi-Municipal Collaboration, and then all the other categories. So, you'll be able to see what we did in the month of March and what we have done year-to-date. On one of the last pages you'll see an example under the Youth & Education bucket. You'll see that in the month of March \$22,786 was the final payment for the 2021 Summer Jobs Program and that year-to-date shows \$150,000, ending our contract with the 2021 Summer Jobs. We have begun the 2022 cycle, so that will be the next thing that will be drawn down.

Next you'll see a list of all the Committed Funds; these are all the funds that we currently have commitments to; that's why we have a reserve. You'll see the amount that has been drawn down, the amount remaining, and the original commitment. So, if you ever want to go in there and find out where we are with those programs, it is available for you. There is a new section in there for the ARPA funds. We have spent \$117 on Contracted Services, charged \$3,400 to Salaries, and \$265 to Indirect Costs.

Finally, the last report is the Check Detail. It used to be the checks that were stroked, but now it shows literally every electronic fund transfer that we do. They are all there in detail with a name, a memo, and an amount. If there is ever a question about a particular expense, it should all be highlighted and completely transparent right here. There are a lot of abbreviations, so don't hesitate to ask what they stand for. This report is always accompanied by the Visa detail. All our charges are on this one Visa statement and Tammi writes in what each expense is for. It is all alliterated right there and which bucket it's being charged to.

Are there any questions about the Treasurer's Report?

Mr. Winschel: I do have one question. (Question is inaudible).

Dr. Wood: Can people hear the question Gary is asking?

Ms. Loll: Not really.

Dr. Wood: Gary is asking about the municipal settlements and how they work. They are done quarterly; every time the gaming revenue comes in on a quarterly basis, the first thing we do is send those municipalities their amount due based on the formula we have in the settlement agreement.

Mr. Winschel: Thank you.

Mr. Sample: Perry, in that equation, doesn't Summit get 45% and everybody else get 12.5%?

Dr. Wood: Everyone else gets 11%. Summit, as the host municipality, gets a disproportionate amount.

Mr. Wachter: Gary, that's all subject to a settlement agreement from about 15 years ago, so those percentages are locked in and we don't have any discretion on them.

Mr. Winschel: Thank you.

Dr. Wood: Are there any other questions about the Treasurer's Report? If not, let me just address the fact that the Maher Duessel agreement is here. Does anyone have any questions about the Maher Duessel agreement?

Mr. Sample: Didn't we discuss going away from monthly?

Dr. Wood: We discussed moving away from quarterly reviews. And we did; we voted to end quarterly audits. This is simply the annual audit contract. If that's all the questions, thank you for your time.

Mr. Sample makes a motion to accept the Treasurer's Report as presented. Ms. Loll seconds the motion. There are no questions or discussion of the Treasurer's Report. Motion carries 6-0.

b. Strategic Planning Committee

There was no meeting held.

c. Update from County Council

Mr. Shank is not present.

d. Update from County Executive's Office

Mr. Smith is not present.

Dr. Wood: I just want to make one note. We haven't had liaison attendance. However, just so the Board knows, I am in regular contact with both Chairman Shank and Doug Smith from the County on what we're up to. When they have questions, they don't hesitate to ask us.

Ms. Loll: Perry, I'd like to see you encourage them to join us during this meeting.

Dr. Wood: Okay.

REPORT OF THE EXECUTIVE DIRECTOR

Dr. Wood: I will give a quick update. The staff has been engaged in rolling out the ARPA funds into the three categories. We have integrated it into our grants management plan, which of course is a project management approach to how we can roll out all of our various grant programs over a twelve-month period without a significant overlap and so that the Board can, as we like to say, compare apples to apples. We do have a round of Renaissance Block that is opening up and the first round of Multi-Municipal Collaboration. If you remember, we have that divided into twice a year. And then we'll be starting to roll out the ARPA funds with entrepreneurship to start, and then we'll be working

with the Main Streets on the placemaking piece of it. But first we will be presenting you with the Professional services contracts next month, which will include things like a seminar for rural main streets that we're working on with a guy who's an expert in commercial development of these places. We will be looking at an RFP or RFQ, whatever Tim decides is the best way to go, on community facilities. We have a contract with a consultant that I want to present to you on the Inclusive Entrepreneurship piece, which specifically tackles the work that is being done right now with the other funders, which is called Erie Inclusive Recovery – a plan that we have participated in.

And then finally, we're going to get some information to you from Maher Duessel about what an audit would cost on the ARPA funds. When Tim and I did our study session on ARPA, it's clear that once you exceed certain amounts of funds disbursed, you have to submit an audit to the Feds, not to the County. We'll share it with the County if they want it, but we are actually directly responsible to the federal government. We don't know what that audit is going to look like yet, so we've actually been trying to locate some type of seminar or workshop on how to get prepared for that. Tim, do you want to chime in on that at all?

Mr. Wachter: You're right Perry, that there are certain thresholds, but those are for capital expenditures that have to be met and we'll be prepared to assist you with that once you figure out how you're going to spend the money. Then we'll design the appropriate guidelines and contract provisions.

Dr. Wood: There is also reporting that is going on to the County in the meantime, as well. Tammi is actually heading that up. How often is that?

Ms. Michali: That is quarterly.

Dr. Wood: Have we had any issues in reporting to the County to date?

Ms. Michali: No. The first submission there was nothing to report because we had only had the money for two weeks. The second one was due this past Friday.

Mr. Winschel: You're talking about this ARPA money for community facilities. What is that for, like senior centers? Can you explain that a little bit more to help me understand what those are?

Dr. Wood: We adopted a definition for community facilities that is consistent with what HUD defines as community facilities. I don't have the exact definition in front of me, but it's basically things like community centers for youth, after-school programs. Tom, do you have that in front of you by chance?

Mr. Maggio: No, I am not in the office.

Dr. Wood: No worries. We still have not figured out how we're going to admit community facilities into that concept but what I can tell you is that I have been presenting our plan to other funders in the community and we have some interest in participating with us. The Community Foundation wanted to see what we were up to. Tim, as soon as we get some type of RFP going, we're going to have them give some input on it as well. In an ideal world, they may collaborate with us on paying for those assessments of community facilities.

Are there any other questions for me? I'll wrap it up by saying one thing – you'll see it rolled out soon. We've been working diligently with the Community Foundation, Erie Insurance, the Jefferson, the Chamber, City government, and County government on something called the Erie Inclusive Recovery, which is an investment playbook for the region. It highlights 25 projects throughout Erie County that are good targets for federal funding. The next step in that process is to finalize this plan, to roll it out to the community, and then to create what we're calling a nerve center so we have some type of place that all of these entities can go to for support and advice on applying for federal funding.

All of those entities have come together; Doug Smith represents the County, Schember and Wyrosdick the City, and then the top executives from the other groups. So, it's been a really interesting place to collaborate, to have conversations about how we leverage federal funding, and make sure that we take advantage of these opportunities. There are millions of dollars every day flying at us and we're not necessarily prepared to take advantage of it.

I'll have more for you on that, especially once the document is done. I'll make sure everyone gets a copy of it. I'm very excited about what's going on there. That is being led by Bruce Katz from Drexel University. He is doing these playbooks all over the country and part of it will be him blogging about it, so we'll get some national attention. The next step after that is to go to the governor to present the playbook to go to our local delegation and have a significant government relations effort. What that looks like we don't really know yet. I'll be talking with the other partners about that.

Does any have any questions for me? I'm very excited about that stuff and that I could share it with you. If you have any questions that occur to you later, don't hesitate to follow up with me. Thank you.

Mr. Sample: Perry, just as a side, I see that Kathy Wyrosdick is moving on, so I wonder what the impact for the City of Erie will be.

Dr. Wood: Right. Yes, Kathy is taking another position, I believe in Harrisburg, but we have kept Rene Lamis in the loop on all this as well so there will be continuity of information.

SOLICITOR'S REPORT

Mr. Wachter: Perry had referenced putting together some RFP's. Tom has sent me an example of one that I'll start looking at. The next thing that you're going to be seeing from me is, much like when we got prepared in reviewing the ARP regulations so we can understand how to spend the money, the next thing for us is to understand what are the required provisions that need to be in any subrecipient agreements. So, that will be the next project that we put together and I see that as being the next biggest piece – the RFP. I look forward to getting that done.

OLD BUSINESS

- a. Renewal of 4-year contract with Maher Duessel

Mr. Sample makes a motion to renew the contract with Maher Duessel. Mr. Cleaver seconds the motion. There is no further discussion on the contract. Motion carries 6-0.

NEW BUSINESS

There is no new business to discuss at this time.

ADJOURNMENT

Ms. Sample moves to adjourn. Ms. Hess seconds the motion.

**Erie County Gaming Revenue Authority
Profit & Loss
April 2022**

	<u>April</u>	<u>YTD</u>	<u>Budget YTD</u>	<u>2022-23 YTD</u>
Ordinary Income/Expense				
Income				
44800 · Gaming Revenue				
46400 · Other Types of Income				
46410 · Interest Income - Savings	391.10	391.10		
46422 · Interest Income - BWC - Erie Growth				
46424 · Interest Income - Progress Fund	5,000.00	5,000.00		
46425 · Interest Income - EDF Restruct	3,250.00	3,250.00		
46426 · Interest Income - BWC - Inclusive				
46427 · Interest Income - Blue Highway				
46428 · Interest Income - eCAT	2,556.00	2,556.00		
46510 · Interest Income - YLI				
Total Income	<u>11,197.10</u>	<u>11,197.10</u>		
Expense				
62100 · Contracted Services	1,819.04	1,819.04	6,000.00	72,000.00
62800 · Facilities & Equipment	1,458.97	1,458.97	2,333.00	28,000.00
65000 · Office Administration	815.83	815.83	1,496.00	17,950.00
65100 · Other Types of Expenses	1,683.28	1,683.28	3,975.00	47,700.00
66000 · Payroll Expenses	20,164.85	20,164.85	26,170.00	314,050.00
67000 · Building a Better Future (ARPA)	5,045.84	5,045.84	333,333.00	4,000,000.00
Total Expense	<u>30,987.81</u>	<u>30,987.81</u>	<u>373,307.00</u>	<u>4,479,700.00</u>
Net Ordinary Income	(19,790.71)	(19,790.71)		
Other Income/Expense				
70000 · Grants / Settlements / MRIs				
70030 · Community Assets	(11,942.55)	(11,942.55)		
70050 · Municipal Settlements				
70070 · Special Events	161,802.72	161,802.72		
70090 · Multi-Municipal Collaboration				
70100 · Mission Main Street				
70120 · Summer Jobs Program				
70125 · Neighborhoods & Communities MRI				
70130 · Small Business Financing	5,877.00	5,877.00		
70140 · Pilot Projects				
70150 · Shaping Tomorrow				
70170 · Renaissance Block	50,000.00	50,000.00		
70180 · Anchor Building	60,000.00	60,000.00		
70190 · COVID-19 Immediate Human Relief				
70200 · Community Enterprise Financing				
Total 70000 · Grants / Settlements	<u>265,737.17</u>	<u>265,737.17</u>		
Net Other Income	<u>(265,737.17)</u>	<u>(265,737.17)</u>		
Net Income	<u><u>(285,527.88)</u></u>	<u><u>(285,527.88)</u></u>		

Erie County Gaming Revenue Authority
Balance Sheet
As of April 30, 2022

	April
ASSETS	
Current Assets	
Checking/Savings	21,440.54
10000 · ErieBank - Checking	
10100 · ErieBank - Savings	
10101 · Committed Funds	2,363,378.30
10102 · Restricted Funds	4,330,997.98
10104 · ARPA Fund	3,984,442.18
10100 · ErieBank - Savings - Other	5,670,559.83
Total 10100 · ErieBank - Savings	16,349,378.29
Total Checking/Savings	16,370,818.83
Other Current Assets	
12000 · Notes Receivable	
12003 · NR - CIBA	4,635.00
12004 · NR - BWC - Erie Growth	1,000,000.00
12005 · NR - Progress Fund	1,000,000.00
12010 · NR - 1855 Capital	500,000.00
12050 · NR - EDF Restructured	1,300,000.00
12060 · NR - BWC - Inclusive Erie	2,500,000.00
12070 · NR - Blue Highway	250,000.00
12080 · NR - BWC - Resp Fund Sm Bus	520,000.00
12085 · NR - BWC - Resp Fund Nnprofit	100,000.00
12090 · NR - eCAT	500,000.00
12500 · NR - Youth Leadership Institute	188,000.00
12900 · Reserve for Uncollectable Notes	(1,530,000.00)
Total 12000 · Notes Receivable	6,332,635.00
14500 · Prepaid Insurance	7,082.47
Total Other Current Assets	6,339,717.47
Total Current Assets	22,710,536.30
TOTAL ASSETS	22,710,536.30
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
20100* · Deferred Revenue	(4,000,000.00)
Total Current Liabilities	(4,000,000.00)
Total Liabilities	(4,000,000.00)
Equity	
30000 · Opening Balance Equity	3,115,064.18
32000 · Unrestricted Net Assets	23,881,000.00
Net Income	(285,527.88)
Total Equity	26,710,536.30
TOTAL LIABILITIES & EQUITY	22,710,536.30

Erie County Gaming Revenue Authority
Budget vs. Actual
April 2022

Expense	April	YTD	Budget	Over/(Under) Budget	% of Budget
62100 · Contracted Services					
62110 · Accounting Fees	1,500.00	1,500.00	7,500.00	(6,000.00)	20.00%
62130 · Professional Services	0.00	0.00	40,000.00	(40,000.00)	0.00%
62140 · Legal Services	234.00	234.00	20,000.00	(19,766.00)	1.17%
62145 · Website Design	0.00	0.00	3,000.00	(3,000.00)	0.00%
62150 · Payroll Services	85.04	85.04	1,500.00	(1,414.96)	5.67%
Total 62100 · Contracted Services	1,819.04	1,819.04	72,000.00	(70,180.96)	2.53%
62800 · Facilities & Equipment					
62840 · Office Equipment	147.97	147.97	10,000.00	(9,852.03)	1.48%
62890 · Rent	1,311.00	1,311.00	18,000.00	(16,689.00)	7.28%
Total 62800 · Facilities & Equipment	1,458.97	1,458.97	28,000.00	(26,541.03)	5.21%
65000 · Office Administration					
65010 · Books, Subscriptions, Dues	81.99	81.99	3,000.00	(2,918.01)	2.73%
65020 · Postage	19.07	19.07	500.00	(480.93)	3.81%
65040 · Office Supplies	194.78	194.78	2,000.00	(1,805.22)	9.74%
65050 · Cell Phone	0.00	0.00	3,000.00	(3,000.00)	0.00%
65060 · Copier Lease	311.35	311.35	4,200.00	(3,888.65)	7.41%
65070 · Copier Printing Costs	3.70	3.70	500.00	(496.30)	0.74%
65080 · Bank Fees	35.00	35.00	500.00	(465.00)	7.00%
65085 · Professional Development	0.00	0.00	2,000.00	(2,000.00)	0.00%
65090 · Meeting Expenses	169.94	169.94	2,000.00	(1,830.06)	8.50%
65095 · Miscellaneous Expense	0.00	0.00	250.00	(250.00)	0.00%
Total 65000 · Office Administration	815.83	815.83	17,950.00	(17,134.17)	4.55%
65100 · Other Types of Expenses					
65105 · Outreach	34.69	34.69	5,000.00	(4,965.31)	0.69%
65110 · Advertising	0.00	0.00	4,000.00	(4,000.00)	0.00%
65115 · Phone/IT/Fax	768.92	768.92	18,000.00	(17,231.08)	4.27%
65120 · Insurance	879.67	879.67	10,200.00	(9,320.33)	8.62%
65130 · Grant Management Software	0.00	0.00	5,500.00	(5,500.00)	0.00%
65150 · Travel	0.00	0.00	5,000.00	(5,000.00)	0.00%
Total 65100 · Other Types of Expenses	1,683.28	1,683.28	47,700.00	(46,016.72)	3.53%
66000 · Payroll Expenses					
66005 · Salaries & Wages	17,048.28	17,048.28	276,400.00	(259,351.72)	6.17%
66010 · FITW Tax	1,347.48	1,347.48	17,400.00	(16,052.52)	7.74%
66015 · FUTA Tax	0.00	0.00	150.00	(150.00)	0.00%
66020 · PASUI Tax	0.00	0.00	2,000.00	(2,000.00)	0.00%
66700 · PMRS	1,769.09	1,769.09	18,100.00	(16,330.91)	9.77%
Total 66000 · Payroll Expenses	20,164.85	20,164.85	314,050.00	(293,885.15)	6.42%
67000 · Building a Better Future (ARPA)					
67005 · Contracted Services - ARPA	370.50	370.50	273,274.00	(272,903.50)	0.14%
67025 · Indirect Costs - ARPA	265.71	265.71	11,295.00	(11,029.29)	2.35%
67030 · Salaries & Wages - ARPA	4,409.63	4,409.63	93,406.00	(88,996.37)	4.72%
Total 67000 · Building a Better Future (ARPA)	5,045.84	5,045.84	377,975.00	(372,929.16)	7.21%
Total Expense	30,987.81	30,987.81	857,675.00	(826,687.19)	3.61%

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
as of
April 30, 2022

	<u>April</u>	<u>YTD</u>	<u>Totals/Subtotals</u>
Restricted Uncommitted Funds	4,330,997.98		
Committed Funds	2,363,378.30		
ARPA Funds	3,984,442.18		
2021 Restricted Funds: (75% - after settlement payments)			
First Quarter Gaming Revenue			
Second Quarter Gaming Revenue			
Third Quarter Gaming Revenue			
Fourth Quarter Gaming Revenue			0.00
FY Disbursements:			
First Quarter Disbursements	265,737.11	265,737.11	
Second Quarter Disbursements			
Third Quarter Disbursements			
Fourth Quarter Disbursements			265,737.11

Disbursements Detail

Grants/Settlements

	<u>April</u>	<u>YTD</u>	<u>Subtotal</u>
COMMUNITY ENTERPRISE FINANCING LOAN			
MUNICIPALITIES			
Settlements			
Summit Township			
Greene Township			
McKean Township			
Millcreek Township			
Waterford Township			
Erie County			
Multi-Municipal Collaboration			
NEIGHBORHOODS & COMMUNITIES			
Anchor Building			
2018 Emmaus Ministries, Inc.	5,000.00	5,000.00	
Performing Artists Collective Alliance	5,000.00	5,000.00	
2021 Performing Artists Collective Alliance	50,000.00	50,000.00	60,000.00
Mission Main Street			
Renaissance Block			
2021 Borough of Union City	50,000.00	50,000.00	50,000.00

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
as of
April 30, 2022

	<u>April</u>	<u>YTD</u>	<u>Subtotal</u>
PILOT PROGRAMS			
QUALITY OF PLACE			
Community Assets			
2018 Harborcreek Township	(11,942.55)	(11,942.55)	<u>(11,942.55)</u>
Special Events			
Albion Area Fair, Inc.	9,560.40	9,560.40	
Asbury Woods Partnership	1,855.16	1,855.16	
Borough of Edinboro	1,315.95	1,315.95	
Borough of Wesleyville	781.53	781.53	
CAFE	16,507.50	16,507.50	
Crime Victim Center of Erie County, Inc,	2,504.22	2,504.22	
Downtown North East	2,979.26	2,979.26	
Edinboro Arts & Music Festival	3,022.50	3,022.50	
Erie Contemporary Ballet Theatre	5,068.04	5,068.04	
Erie Downtown Partnership	6,300.75	6,300.75	
Erie Homes for Children and Adults	930.70	930.70	
Erie Regional Chamber & Growth Partner.	4,650.00	4,650.00	
Erie-Western PA Port Authority	6,165.46	6,165.46	
Film Society of NWPA	6,863.40	6,863.40	
Goodell Gardens & Homestead	1,655.40	1,655.40	
Harborcreek Township	1,162.50	1,162.50	
Holy Trinity RC Church	6,347.25	6,347.25	
Humane Society of NWPA	4,650.00	4,650.00	
Iroquois School District Foundation	1,962.30	1,962.30	
Jefferson Educational Society of Erie	20,000.00	20,000.00	
Lake Erie Fanfare	4,394.25	4,394.25	
Lake Erie Greek Cultural Society	7,440.00	7,440.00	
Mercy Center For Women	910.24	910.24	
Nonprofit Partnership, The	3,514.24	3,514.24	
Presque Isle Light Station	576.60	576.60	
Presque Isle Partnership	4,008.30	4,008.30	
Saint Joseph Church	6,783.19	6,783.19	
SSJ Neighborhood Network	4,726.61	4,726.61	
Union City Pride, Inc.	1,209.00	1,209.00	
Waterford Community Fair Association	7,851.76	7,851.76	
Wattsburg Agricultural Society	10,481.57	10,481.57	
YMCA of Greater Erie	1,422.90	1,422.90	
Young Artists Debut Orchestra	4,201.74	4,201.74	
	<u> </u>	<u> </u>	<u>161,802.72</u>

Erie County Gaming Revenue Authority

Schedule of Grant Reserve

as of
April 30, 2022

	<u>April</u>	<u>YTD</u>	<u>Subtotal</u>
SHAPING TOMORROW			
SMALL BUSINESS FINANCING			
Beehive Network			
Erie Regional Library Foundation	5,877.00	5,877.00	<u>5,877.00</u>
YOUTH & EDUCATION			
Summer Jobs & More			
Total Funds Disbursements	265,737.17	265,737.17	265,737.17

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
as of
April 30, 2022

		<u>April</u>	<u>Amount Remaining</u>	<u>Original Commitment</u>
Committed Funds:				
N&C	Renaissance Block 2018			
	1 Academy Neighborhood Association		11,250.00	22,500.00
	SSJ Neighborhood Network		7,000.00	70,000.00
	2 Bayfront Eastside Taskforce		25,000.00	50,000.00
	ServErie		29,000.00	58,000.00
	Renaissance Block 2020			
	Borough of North East		30,000.00	60,000.00
	Renaissance Block 2021			
	Borough of Union City	50,000.00	0.00	100,000.00
	Impact Corry		50,000.00	100,000.00
	Anchor Building			
	18 Emmaus Ministries, Inc.	5,000.00	0.00	100,000.00
	Performing Artists Collective Alliance	5,000.00	0.00	93,126.50
	19 Housing & Neighborhood Development Services		40,000.00	50,000.00
	Impact Corry		60,000.00	75,000.00
	20 Borough of Union City		15,000.00	64,375.00
	21 Performing Artists Collective Alliance	50,000.00	0.00	100,000.00
	Mission Main Street			
	1 Borough of North East		110,000.00	250,000.00
	City of Erie		225,000.00	250,000.00
	Erie Downtown Partnership		134,108.00	250,000.00
	2B SSJ Neighborhood Network		55,500.00	250,000.00
	3 Borough of Girard		45,000.00	170,000.00
	Impact Corry		28,000.00	202,400.00
	Waterford Borough		84,600.00	249,800.00
MUN	Multi-Municipal Collaboration			
	21 Borough of North East		50,000.00	100,000.00
SB	Beehive Network			
	Erie Regional Library Foundation	5,877.00	0.00	200,000.00
	Penn State University (Behrend)		100,000.00	200,000.00
	Community Enterprise Financing Loan			
	Youth Leadership Institute of Erie		63,920.00	188,000.00
PP	Pilot Program			
Y&E	Shaping Tomorrow			
	Empower Erie - Community College		220,000.00	400,000.00
	GECAC - Summer Jobs Program 2021		0.00	150,000.00
Total Committed Funds		115,877.00	1,383,378.00	3,803,201.50

Erie County Gaming Revenue Authority
Schedule of Grant Reserve
as of
April 30, 2022

Committed Funds (cont):

	April	Amount Remaining	Original Commitment
ARPA Transformative Funds			
Subawards		3,622,025.00	3,622,025.00
Contracted Services		266,524.00	273,274.00
Salaries & Wages		89,909.73	93,406.00
Indirect Costs		11,029.29	11,295.00
Total ARPA Funds	0.00	3,989,488.02	4,000,000.00

Erie County Gaming Revenue Authority
Transaction List Detail
April 2022

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
04/01/2022	EFT	VISA	2022 March Statement	-500.47
04/04/2022	EFT	Velocity Network, Inc.	2022 April Phone/IT	-854.36
04/04/2022	EFT	Performing Artists Collective Alliance	2018 Anchor Building - Final Payment	-5,000.00
04/04/2022	EFT	Penn State University - Knowledge Park	2022 April Rent	-1,456.67
04/04/2022	EFT	Wells Fargo Financial Leasing	2022 April Copier Lease	-345.95
04/04/2022	2936	Emmaus Ministries Inc	2018 Anchor Building - Final Payment	-5,000.00
04/04/2022	2937	Erie Regional Library Foundation	2018 Beehive Program - Final Payment	-5,877.00
04/06/2022	EFT	Albion Area Fair, Inc.	2022 Special Events	-9,560.40
04/06/2022	EFT	Asbury Woods Partnership, Inc.	2022 Special Events	-1,855.16
04/06/2022	EFT	Borough of Edinboro	2022 Special Events	-1,315.95
04/06/2022	EFT	Borough of Wesleyville	2022 Special Events	-781.53
04/06/2022	EFT	CAFE	2022 Special Events	-16,507.50
04/06/2022	EFT	Crime Victim Center of Erie County, Inc,	2022 Special Events	-2,504.22
04/06/2022	EFT	Downtown North East, Inc.	2022 Special Events	-2,979.26
04/06/2022	EFT	Edinboro Arts & Music Fest	2022 Special Events	-3,022.50
04/06/2022	EFT	Erie Contemporary Ballet Theatre	2022 Special Events	-5,068.04
04/06/2022	EFT	Erie Downtown Partnership	2022 Special Events	-6,300.75
04/06/2022	EFT	Erie Homes for Children and Adults, Inc	2022 Special Events	-930.70
04/06/2022	EFT	Erie Regional Chamber & Growth Partner.	2022 Special Events	-4,650.00
04/06/2022	EFT	Film Society of Northwestern PA	2022 Special Events	-6,863.40
04/06/2022	EFT	Lake Erie Fanfare, Inc.	2022 Special Events	-4,394.25
04/06/2022	EFT	Iroquois School District Foundation	2022 Special Events	-1,962.30
04/06/2022	EFT	Jefferson Educational Society of Erie	2022 Special Events	-20,000.00
04/06/2022	EFT	Lake Erie Greek Cultural Society	2022 Special Events	-7,440.00
04/06/2022	EFT	Mercy Center for Women	2022 Special Events	-910.24
04/06/2022	EFT	The Nonprofit Partnership	2022 Special Events	-3,514.24
04/06/2022	EFT	Presque Isle Light Station	2022 Special Events	-576.60
04/06/2022	EFT	Presque Isle Partnership	2022 Special Events	-4,008.30
04/06/2022	EFT	Saint Patrick Church	2022 Special Events	-6,783.19
04/06/2022	EFT	SSJ Neighborhood Network	2022 Special Events	-4,726.61
04/06/2022	EFT	Goodell Gardens & Homestead	2022 Special Events	-1,655.40
04/06/2022	EFT	Waterford Community Fair Association	2022 Special Events	-7,851.76
04/06/2022	EFT	Wattsburg Agricultural Society	2022 Special Events	-10,481.57
04/06/2022	EFT	Young Artists Debut Orchestra	2022 Special Events	-4,201.74
04/06/2022	EFT	YMCA of Greater Erie	2022 Special Events	-1,422.90
04/06/2022	EFT	Holy Trinity Roman Catholic Church	2022 Special Events	-6,347.25
04/08/2022	EFT	Borough of Union City	2021 Renaissance Block - Final Payment	-50,000.00
04/11/2022	EFT	ECCA, Inc.	3/26/22 to 4/8/22 Payroll	-9,273.34
04/11/2022	EFT	Fidelity Investments	3/26/22 to 4/8/22 Simple IRA	-250.00
04/11/2022	EFT	PMRS	Pay Ending 04/08/2022	-704.57
04/11/2022	EFT	Humane Society of NWPA	2022 Special Events	-4,650.00

Erie County Gaming Revenue Authority
Transaction List Detail
April 2022

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
04/11/2022	EFT	Performing Artists Collective Alliance	2021 Anchor Building - Final Payment	-50,000.00
04/19/2022	EFT	UPMC Health Plan	2022 May Health Insurance	-3,843.75
04/19/2022	EFT	Knox McLaughlin Gornall & Sennett	2022 March Legal	-234.00
04/19/2022	EFT	Knox McLaughlin Gornall & Sennett	2022 March Legal - ARPA	-370.50
04/19/2022	EFT	MaherDuessel, CPA	2021 3rd Quarter Review	-1,500.00
04/19/2022	EFT	ComDoc, Inc.	2022 April Copy Overage	-3.70
04/19/2022	EFT	Harborcreek Township	2022 Special Events	-1,162.50
04/19/2022	EFT	Erie-Western PA Port Authority	2022 Special Events	-6,165.46
04/22/2022	EFT	Velocity Network, Inc.	SDRAM Memory Module	-147.97
04/22/2022	EFT	Union City Pride	2022 Special Events	-1,209.00
04/27/2022	EFT	ECCA, Inc.	04/09/2022 to 04/22/2022 Payroll	-9,273.34
04/27/2022	EFT	Fidelity Investments	04/09/2022 to 04/22/2022 Simple IRA	-250.00
04/27/2022	EFT	PMRS	Pay Ending 04/22/2022, Q1,Q2 Reconciliation	-1,064.52
04/29/2022			Service Charge	-35.00



SCORECARD CASHBACK CURRENT BALANCE \$0.00 CASHBACK PAYOUT DATE 05/15/2022

Account Summary		
Billing Cycle		03/10/2022
Days In Billing Cycle		31
Previous Balance		\$414.76
Purchases	+	\$500.47
Cash	+	\$0.00
Balance Transfers	+	\$0.00
Special	+	\$0.00
Credits	-	\$0.00
Payments	-	\$414.76-
Other Charges	+	\$0.00
Finance Charges	+	\$0.00
NEW BALANCE		\$500.47

Account Inquiries

Call us at: (866) 317-0355
Lost or Stolen Card: (866) 317-0355

Go to WWW.MyCardStatement.com

Write us at PO BOX 30495, TAMPA, FL 33630-3495

Credit Summary		
Total Credit Line		\$40,000.00
Available Credit Line		\$39,499.53
Available Cash		\$39,499.53
Amount Over Credit Line		\$0.00
Amount Past Due		\$0.00
Disputed Amount		\$0.00

Payment Summary	
NEW BALANCE	\$500.47
MINIMUM PAYMENT	\$500.47
PAYMENT DUE DATE	04/04/2022

NOTE: Grace period to avoid a finance charge on purchases, pay entire new balance by payment due date. Finance charge accrues on cash advances until paid and will be billed on your next statement.

Corporate Activity				
TOTAL CORPORATE ACTIVITY				\$414.76-
Trans Date	Post Date	Reference Number	Transaction Description	Amount
03/03	03/03	1604374112	INTERNET PMT-THANK YOU	\$414.76-

Cardholder Account Summary				
TAMMI MICHALI ####-####-####-9468	Payments & Other Credits	Purchases & Other Charges	Cash Advances	Total Activity
	\$0.00	\$500.47	\$0.00	\$500.47

Cardholder Account Detail					
Trans Date	Post Date	Plan Name	Reference Number	Description	Amount
02/07	02/08	PBUS01	24692162038100597155683	AMZN Mktp US*AU3BF5S53 Amzn.com/bill WA	\$49.99
02/08	02/08	PBUS01	24692162039100853240863	AMZN Mktp US*X87T83P73 Amzn.com/bill WA	\$54.38
02/09	02/09	PBUS01	24431062040083703287950	AMAZON.COM*YN61R1XB3 AMZN AMZN.COM/BILL WA	\$21.44

PLEASE DETACH COUPON AND RETURN PAYMENT USING THE ENCLOSED ENVELOPE - ALLOW UP TO 7 DAYS FOR RECEIPT

ERIEBANK
PO BOX 42
CLEARFIELD PA 16830-0042

Account Number
####-####-####-8643

Check box to indicate name/address change on back of this coupon

AMOUNT OF PAYMENT ENCLOSED

Closing Date	New Balance	Total Minimum Payment Due	Payment Due Date
03/10/22	\$500.47	\$500.47	04/04/22

\$

BL ACCT 00100029-10000000
ERIE COUNTY GAMING
5340 FRYLING ROAD
SUITE 201
ERIE PA 16510-4672

e-Statement



MAKE CHECK PAYABLE TO:

VISA
PO BOX 4517
CAROL STREAM IL 60197-4517

Cardholder Account Detail Continued						
Trans Date	Post Date	Plan Name	Reference Number	Description	Amount	
02/15	02/15	PBUS01	24692162046100183360465	PANERA BREAD #204653 O 814-899-8290 PA	\$88.85	Bnc mtg
02/20	02/21	PBUS01	24431062051083332118226	AMAZON.COM*OL4VM6813 AMZN AMZN.COM/BILL WA	\$16.99	book
02/21	02/22	PBUS01	24692162052100881060426	STAMPS.COM 855-608-2677 CA	\$19.07	postage
03/01	03/03	PBUS01	24121572061000060010210	KOLDROCK WATERS, INC. 000-0000000 PA	\$15.00	O.S.
03/03	03/03	PBUS01	24692162062100914626969	AMZN Mktp US*1W6LX6AE0 Amzn.com/bill WA	\$12.50	O.S.
03/03	03/03	PBUS01	24692162062100065611596	AMZN Mktp US*1W0RB8AY0 Amzn.com/bill WA	\$41.47	O.S.
03/04	03/06	PBUS01	24072802063083335043115	JOANN STORES*JOANN.COM 888-739-4120 OH	\$34.69	outreach
03/04	03/07	PBUS01	24789302065958603157122	GANNETT NEWSPRPR NE 888-8710686 IN	\$65.00	subscript
03/09	03/09	PBUS01	24431062068083326513573	CHIPOTLE ONLINE 180-024-4768 CA	\$81.09	Millereck mtg.

Additional Information About Your Account
 MANAGE YOUR CARD ACCOUNT ONLINE. IT'S FREE! IT'S EASY! SIMPLY GO TO WWW.MYCARDSTATEMENT.COM AND ENROLL IN OUR ONLINE SERVICE. YOU CAN REVIEW ACCOUNT INFORMATION, TRACK SPENDING, SET ALERT NOTIFICATIONS, DOWNLOAD FILES, AND MUCH MORE. MANAGING YOUR ACCOUNT IS FAST, SECURE AND EASY WITH MYCARDSTATEMENT. ENROLL TODAY!

THE TOTAL FINANCE CHARGE PAID ON YOUR ACCOUNT DURING THE PAST YEAR WAS \$0.00.

ScoreCard CashBack Earnings as of 03/09/2022					
SCORECARD	Beginning Balance	Current Earned	CashBack Adjusted	Ending Balance	CashBack Payout Date
	\$0.00	\$0.00	\$0.00	\$0.00	05/15/2022

Finance Charge Summary / Plan Level Information									
Plan Name	Plan Description	FCM ¹	Average Daily Balance	Periodic Rate *	Corresponding APR	Finance Charges	Effective APR Fees **	Effective APR	Ending Balance
Purchases									
PBUS01 001	PURCHASE	E	\$0.00	0.58333%(M)	7.0000%(V)	\$0.00	\$0.00	0.0000%	\$500.47
Cash									
CBUS01 001	CASH	G	\$0.00	0.58333%(M)	7.0000%(V)	\$0.00	\$0.00	0.0000%	\$0.00
* Periodic Rate (M)=Monthly (D)=Daily							Days In Billing Cycle: 31		
** includes cash advance and foreign currency fees							APR = Annual Percentage Rate		
¹ FCM = Finance Charge Method									
(V) = Variable Rate If you have a variable rate account the periodic rate and Annual Percentage Rate (APR) may vary.									



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

**EXECUTIVE
DIRECTOR'S
REPORT
FOR
MAY
2022**

Knight, Ericka

From: Sparber, James
Sent: Thursday, May 12, 2022 9:42 AM
To: Knight, Ericka
Subject: FW: Local Share Assessment Payment Notification - Erie County

Please see below. Jim

From: RV, BFM Gaming <RA-BFM-Gaming@pa.gov>
Sent: Monday, April 25, 2022 2:07 PM
To: Sparber, James <JSparber@eriecountypa.gov>
Subject: Local Share Assessment Payment Notification - Erie County

Dear Mr. Sparber:

In accordance with the Pennsylvania Race Horse Development and Gaming Act 42 of 2017, the Department is required to distribute quarterly the Local Share Assessment collected for interactive gaming and slots to the municipalities in which a licensed gaming entity is located. This distribution is based on the interactive gaming and slots local share assessment amount collected plus the slot machine license operation fee amount collected over Summit Township's budget limitation.

Erie County: \$728,350.14
Land Bank Jurisdiction: \$728,350.15

An ACH for the first quarter of 2022 payment in the amount of \$1,456,700.29 should be deposited in your bank account within 7 - 10 business days. This payment includes the Interactive gaming local share assessment of \$34,403.54, the Slots local share assessment of \$441,253.75 and the slot machine license operation fee of \$981,043.00. Any reductions to the Gross Interactive Gaming Revenue (GIGR) and Gross Terminal Revenue (GTR) for promotional items is the result of the Gaming Bulletin 2015-01 and the Pennsylvania Supreme Court's April 28, 2014 decision in Greenwood Gaming and Entertainment Incorporated v. Commonwealth of Pennsylvania, Department of Revenue (90 A.3d 699 (Pa. 2014)).

If you have any questions, please let me know.

BANK 067

Thank you.

Jennifer Heckert | Division Chief
PA Department of Revenue
Bureau of Fiscal Management | Gaming Division
1147 Strawberry Square | Harrisburg PA 17128
Phone: 717.346.4004 | Fax: 717.787.6738
E-mail: jeheckert@pa.gov
www.revenue.pa.gov

① ERIE COUNTY 067-021010-042100
 $728,350.14 \times .55 = \$400,592.58$

② ECGRA 067-021050-042100
 $728,350.14 \times .45 = \$327,757.56$

③ Landbank 067-021018-042100
 $\$728,350.15$

TOTAL 1,456,700.29

March 2022

Meeting with Executive Director
Ongoing Social Media Management
Ongoing Consulting
March Comms

IMPLEMENTED

18 Total March posts
18 Total graphics created
Special Events Grants Award Receptions

IN PROGRESS | 2022 Grant Releases and Graphics

Annual Report
Holiday Graphics

IN PLANNING

Grants Events
Parks Fields & Trails 2 year report
ECGRA Playbook
Roadshow Tours

April 2022

Meeting with Executive Director
Ongoing Social Media Management
Ongoing Consulting
April Comms

IMPLEMENTED

- 45 Total April posts
- 30 Total graphics created
- Special Events Grants Award Reception
- Media Advisory, distribution, and pitching
- Press Release and distribution

IN PROGRESS | 2022 Grant Releases and Graphics

- Annual Report
- Holiday Graphics

IN PLANNING

- Grants Events
- Parks Fields & Trails 2 year report
- ECGRA Playbook
- Roadshow Tours

Business

ErieMade Business Academy: Reimagining Entrepreneurship

New ECAT Mentorship program exemplifies creative alignment

by **Matt Swanseger** ⌚ April 20, 2022 at 10:00 AM



Kristen Santiago, owner of Gone Local Erie retail shop and Ivy + Atlas business consultancy (and 2021 honoree of Erie's 40 Under 40), has embraced her role as project consultant and business assistance specialist at the ErieMade Business Academy, a cohort of 21 creative entrepreneurs conducted through the Erie Center for Arts and Technology (ECAT).

Few would argue that Erie is undergoing a rebrand. What remains to be seen, however, is its ultimate direction — and just as important — who has a say.

If entrepreneur mentorship programs like the [ErieMade Business Academy](#) have anything to do with it, the answer will be *anybody* who has the drive and desire to, regardless of who they are or where they come from.

Combining the resources of [Bridgeway Capital's Creative Business Accelerator \(CBA\)](#), the Western Pennsylvania Entrepreneur Diversification Fund, [Erie Arts and Culture](#), and the [Erie Center for Arts and Technology \(ECAT\)](#), the ErieMade Business Academy is aimed at transforming the "American dream" from theory into practice for historically disenfranchised populations.

For many would-be entrepreneurs, the gap between aspiration and attainment is not a matter of ability; it's a matter of accessibility. Because they cannot or do not know how to access the necessary financial, educational, and motivational resources, their ideas often fall by the wayside. This represents a huge loss

to communities socially, economically, and culturally as huge stores of creative potential go essentially untapped.

Jude Shingle, arts program director at ECAT and a 2016 alumnus of Erie's 40 Under 40, doesn't believe there is a resource problem. "It's getting people to see that the resources are for them, or to understand the resources exist, or talk about them in a different way. That's the work."

Building awareness is a lot easier, though, when you're building it right in front of them. Location is one reason why ECAT, housed in the extensively remodeled former Wayne School in the heart of Erie's lower east side, was such a perfect match for ErieMade. Generously equipped and beautifully appointed with 80,180 square feet of studio, conference, and activity spaces, ECAT has already been helping area middle and high school students reframe their expectations of what's possible with its clean, open, naturally lit atmosphere.

"Environment shapes attitude," affirms Shingle. Now it's doing the same for entrepreneurs-in-training. In turn, the ErieMade stakeholders hope that the new businesses can go on to reshape *their* environment by creating quality jobs, reactivating post-industrial spaces, reviving Main Street corridors, and elevating underserved populations. There are many inner-city neighborhoods — especially as one radiates further out from State Street — that could reap huge rewards from that investment, the area around East Avenue being one of them.

The other reason ECAT allied itself with ErieMade (through the Bridgeway CBA) is its philosophy. Explains Shingle: "We have an approach to career development that's very holistic. So it's not just about giving educational resources, it's also thinking about the whole person, and what barriers do you have to getting an education? Then we wrap support services around that."

Confirming that alignment is Katie Johnson, associate director of the CBA at Bridgeway Capital, who at times sounds like she's paraphrasing Shingle. She refers to Bridgeway as a "social impact investor" driven to "invest in small businesses that are women-owned, BIPOC-owned, veteran-owned, and those located in low to moderate income areas." In short, she says, the "overall reason for Bridgeway is to provide capital options for people who have barriers to capital." She calls ErieMade "one of the programmatic expressions of what we do."

Johnson explains that in order to "access capital as a tool to create resilient businesses," prospective entrepreneurs must demonstrate "capital readiness" by preparing or repairing credit, creating a business plan, filing paperwork, obtaining licenses and clearances, etc. Grooming participants for capital readiness is one goal of the ErieMade Business Academy (in particular to apply for \$2,000 grants through the PA Council on the Arts). The other is instilling a genuine belief and confidence that their business plans can succeed far beyond the scope of the six-month program, which officially wraps up late summer.

"It's about empowering the members of the community who are living in this part of town, to invest in and see themselves as business owners — to find a truly viable career in it," Shingle says.

Heading these efforts at the ground level is project consultant and business assistance specialist (and a 2021 honoree of Erie's 40 Under 40) Kristen Santiago. Despite being just 28 years old, she coaches from a wealth of experience as the owner of two successful area businesses, the locally-themed retail shop Gone Local Erie and the small business and entrepreneurial consulting firm Ivy + Atlas. Under her tutelage is a cohort of 21 designers, artists, designers, craftspeople, micro-manufacturers, and makers from the greater Erie region, painstakingly selected from a pool of 40 applicants.

"It was a really competitive process. And it was really exciting," Santiago recalls.

At the start of the program in early February, Santiago met one-on-one with each member of the cohort to get a grasp of their individual goals, visions, and circumstances and design a personalized curriculum around their needs, strengths, and weaknesses. Group presentations are given once a month at ECAT to break down high level topics that are applicable to any business, while Santiago continues to hold individual coaching sessions bimonthly by video conference.

In the end, Santiago says the program "is going to be different for everybody. Everybody works at their own pace. You'll have somebody who will attack and do their entire business plan, and then you'll have others who do it section by section, working more slowly and methodically. We need to acquaint ourselves with their working style and how they can be best held accountable."

Echoes Shingle: "The way we've really marketed this program is 'We're going to meet you where you are.' You're part of a cohort. Everyone's figuring this out together. And that's extremely valuable because being an entrepreneur is terrifying ... we're super excited because we just saw a diverse pool of applicants who typically don't see themselves as, and may not even use the word 'entrepreneur' to describe themselves."

So even if homework and tutoring sessions are the bulk of the ErieMade Business Academy, there is still tremendous benefit in attending monthly class. "Not only do you get training on a topic that can be applicable to most or all of the people in the room, but you also get to hear from other people, hear their stories and struggles," says Santiago. "It's really easy to sit there and think, 'Oh my gosh, this person's at this level there, and they've accomplished this and did that and where am I at and what have I done?!' But the second that the walls come down and people start being transparent and vulnerable, everybody else in the room understands it's not a new thing — it's a universal issue."

Although the anxieties and doubts surrounding entrepreneurship are universal, the language around it is often not. Therefore, Shingle says, it's been important to adapt that lexicon in a manner that suits anyone — whether or not they're not from a business background or even speak English as their first language. Santiago feels honored to work with the three New Americans in the program, who were variously recruited through Erie Arts and Culture and their CHROMA Guild (Santiago thanks Kelly Armor, folk art director) and the City of Erie's New American Council (kudos to Niken Astari Carpenter, New American liaison).

Technology can also be a hurdle for some, especially to those who didn't grow up with it. Santiago says Patrick Moran, emerging technologies librarian at the Erie County Public Library, has been instrumental in getting them up to speed through Blasco's Idea Lab, an adult maker space that offers free access to equipment and classes. "It's a lot of connecting the dots."

Whether there are future iterations of ErieMade remains to be seen, but everyone sounds optimistic. "A lot of businesses are already working on their business plans and making leaps. Some people have already gotten grants and have just done great things. So we know that this is working really well," enthuses Johnson, who has seen similar programs flourish in Pittsburgh and elsewhere throughout Bridgeway's 15-county footprint in Western Pennsylvania.

"I'm floored to be part of this program and having an impact on so many businesses. Because I know how hard and how lonely it can be," admits Santiago. "And also to have the support of organizations like ECAT and Bridgeway and Erie Arts and Culture — all of the pieces are working together in such a cool way. If the same marrying of all the resources could happen in other sectors of this city, amazing things would happen."

"I digress. That's another article for another day."

One we certainly hope to write.

Matt Swanseger can be reached at mwsanseger@eriereader.com

Innovation From the Other Side of the Tracks

How Erie's PACA is making history and revitalizing downtown

by Amy VanScoter ⌚ April 25, 2022 at 1:00 PM



DAVE SCHREODER / PACA

The Performing Arts Collective Alliance (PACA) is making good use of the former Mayer Building just past the West 15th Street railroad tracks on State, playing host to not only thespians in its second floor theater, but also painters, sculptors, photographers, videographers, musicians, jewelry makers, dancers, fitness instructors, yogis, martial artists, and creative entrepreneurs of all sorts.

If you are starting to venture downtown again, you may be surprised by the surge of energy and excitement on upper State Street on a Friday or Saturday evening. Cars lined up and down the street, a diverse crowd, various forms of art and culture, and the community experiencing everything from live music, theater, fine art, poetry, pottery, photography, and yoga all in one place. Creatives of all kinds are coming to [PACA](#) (Performing Artists Collective Alliance) to unwind, experience, socialize, and practice their crafts.

Affectionately known to many as the PACA Building, the structure is officially named the Mayer Building. Recently listed on the [National Register of Historic Places](#), the five-story, masonry, Classical Revival-style building located at 1501-1509 State Street is just south of the 15th Street railroad bridge in Downtown Erie. Outside business

entrances include [Cornerboy Collection Clothing](#), [City Gallery](#), the main PACA entrance, and [First Amendment \(FAT\) Tees](#). The building was constructed in 1899 but its windows, doors, and wood storefronts likely date to 1908, when the building underwent extensive reconstruction after a devastating

fire. The elaborate history and industrial details of the Mayer Building are just a part of what attracts so many to venture inside.

"The first thing you see when you walk in is the original Lackawanna Steel Company staircase, topped with 100-year-old Pennsylvania slate," says Mark Tanenbaum, PACA's executive director. "You can ride in the oldest working elevator in Erie County." The elevator was installed in 1913 at the height of a typhoid epidemic, when the fourth floor was used to house the sick and the dying. "We've salvaged lighting and fixtures from the Erie Coke plant and other local historic properties. Our new arts and entrepreneur center features a stone wall hewn by members of Henry Mayer's Army company, the Pennsylvania 102nd. In the back of the building is the only physical evidence remaining of the Great Mill Creek Flood of 1915 — a bent i-beam that was used to shuttle cargo off boats running the creek. There's history everywhere you look."

The Mayers owned 1501-1509 State Street until the Great Depression, running their paving and construction company from an office on the second floor and renting the remainder of the space to a variety of commercial and light manufacturing tenants. The Mayer Building housed many food-related businesses due to its location across the street from the Central Market, a major food hall constructed in 1899, until its closing in 1958. City directories reveal that some businesses housed in the Mayer Building were the National Market Company (meats), Public Grocery Supply, Weaver Ice Cream Plant, C.A. Curtze Groceries (a successor to the Lake City Spice Mill), Grant Harnon, J.A. Schreiner Liquors, and Arcade Market, a grocery whose mosaic sign is partially preserved on the building's south storefront above FAT-Tees today.

Other retail uses of the past included furniture, wallpaper, tile, sporting supplies, plumbing and heating supplies, and paper goods. The large open spaces on the building's upper floors were used for a variety of light industrial purposes, such as a refrigerator company, knitting and woolen mills, printing and engraving, an electrotype maker, and a manufacturer of paper coin wrappers. The building has housed an undertaker, a business college, a roller rink, and the office of a drive-in theater company.



Anthony Morelli of Off Constantly Comedy performs during the opening weekend of RandyBillDuck's fourth floor music and entertainment studio. Photo by Dave Tamulonis.

The current tenants of PACA are just as diverse with 50 percent being women and 25 percent BIPOC. They include the new [Foundation Art Academy](#), [Erie Clay Space](#), [Paintology](#), photographers, musicians, videographers, and media production businesses such as [Randy BillDuck](#), Sanz Studio Productions, [Crew Life Productions](#), and numerous other artists, jewelry makers, sculptors, and movement artists who practice and teach fitness classes, dance, yoga, and martial arts in the newly renovated PACA Movement Center on the fifth floor. The [PACA Movement Center](#) is also a collective space of its own, available for movement instructors and entrepreneurs to rent for classes and workshops.

"Artists get inspired by looking at art in other spaces," says Ken Falkenhagen, PACA administrator. "And it's not just inspiration. When artists open themselves up to other media and genres, the juxtaposition of the two styles can have a transformative effect." Falkenhagen notes that PACA's artists work together on the entrepreneurial side, too. "As a young artist or entrepreneur, it's nice to have mentors in the building who

have done it all before. For example, if you're a new photographer trying to make a living at it, we can pair you with a professional in our building who's been doing it for 20 years."

The Mayer Building has seen steady improvement and economic growth since it was purchased by PACA in 2016. With Mark Tannenbaum as executive director, what was at first a theater on the second floor with 11 tenants will grow to more than 40 tenants following a fourth floor build-out in the spring of 2022. The property value has tripled since the purchase, increasing from \$265,000 to \$700,000 after a roof installation in 2020. The spirit of the collective is felt and seen throughout the building and to the betterment of the community as PACA continues to pay 100 percent of all Erie City, school, and county real estate taxes.

"PACA aims to be self-sustaining. It seems wrong to meet that goal by taking money from schoolkids and first responders. It's about more than art; it's about being stewards for the community at large. We're all in this together," said Tanenbaum.

While most organizations struggled during COVID, PACA saw their biggest growth with a 14,000-square-foot new roof installation, two new ADA-compliant ground floor restrooms, a new custom LED marquee above the main entrance, an upgraded fire suppression system, and a new art gallery called the Skinny Gallery which connects the main inside entrance of PACA to City Gallery. PACA was also the only local theater to continue producing plays during the lockdown (in-house and live-streamed) according to an action plan developed with the PA Dept of Health.



Bassist Tony Grey, drummer Michael Hibbler II, and pianist Nicholas Nasibyan perform during a recent installment of the PACA [LIVE!] concert series, which has been live-streaming nearly every Sunday since the summer of 2020. Photo by Dave Schroeder.

Live-streamed Sunday music events — [PACA \[LIVE!\]](#) — continued to be offered free of charge for more than a year during the pandemic, and at the time of this publication have continued for nearly 80 weeks.

PACA also provided more than \$10,000 in COVID relief to the artist/entrepreneur community in the form of rent rebates/forgiveness. A new partnership with Eagle's Nest was created to provide summer Shakespeare camp to underserved middle schoolers. The collective has continued thriving during these most unprecedented times.

PACA continues to move forward with plans for a green roof, new performance spaces, and room for more entrepreneurs. "PACA has always followed our motto — *Live Forward* — and we do that every day. We've set the stage to create a public green space and solar panels on our new roof. It will create a cool

gathering space on top of our building, but it's environmentally friendly and will save us \$8,000 a year in energy costs. That's money we can put back into programs that turn artists into entrepreneurs," said Tanenbaum.

You can follow PACA on Facebook or paca1505.org for the latest concerts, theater and news from the collective.

Awards and Accomplishments

2015 Disrupt Erie Award winner, Innovation Collaborative

2020 Greater Erie Award for Preservation Excellence, Preservation Erie

2021 Leadership Award winner, David Schroeder, Erie Arts and Culture

2021 Listed on the National Register of Historic Places

Grants awarded by ECGRA, Erie Community Foundation, Erie Arts and Culture, Erie Insurance Exchange, PA Council on the Arts, PA DCED

2021 Erie Gives Day raised more than \$17,000, top 25% of all organizations in dollars raised and top 8% in number of donors

Executive Director, Mark Tannenbaum sits on the Erie City Historic Review Commission

Amy VanScoter is a PACA Board Member and the coordinator of the PACA Movement Center where she teaches Slow, Mindful Yoga classes. She can be reached at avanscoter@gmail.com

Girard's Mission Main Street

How the town's citizen-led revitalization is bringing Main Street back

by Erin Phillips ⌚ April 25, 2022 at 10:30 AM



Girard's first public mural was funded in part by the organization Downtown Girard. Main Street business owner, Eliza Wolfe, was one of the artists who volunteered their time to create this mural dedicated to celebrating the history of Girard.

In Sinclair Lewis' 1920 opus, *Main Street*, he writes: "I think perhaps we want a more conscious life. We're tired of drudging and sleeping and dying. We're tired of seeing just a few people able to be individualists. We're tired of always deferring hope till the next generation. We're tired of hearing the politicians and priests and cautious reformers (and the husbands!) coax us, 'Be calm! Be patient! Wait! We have the plans for a Utopia already made; just give us a bit more time and we'll produce it; trust us; we're wiser than you.' For ten thousand years they've said that. We want our Utopia *now*—and we're going to try our hands at it."

While these words were written 100 years ago, they still feel inherently relatable. In recent years, it has become a priority for small cities and towns to reclaim and restore their historic Main Streets from economic abandonment and structural neglect. And while in the City of Erie this reclamation is largely happening at the overarching hands of local corporations and large private donors, in the smaller boroughs throughout Erie County, in particular in Girard, it is happening because of the people who live and work there, who are trying their hands at creating their own Utopia on Main Street.

I've recently become very familiar with Main Street Girard as I have partnered with the borough to learn, write about, and share some of the success stories of Main Street building restorations (in particular, those using Girard's Facade Grant Program, which is a 1:1 matching grant program using funding provided by the

[Erie County Gaming Revenue Authority's Mission Main Street program](#) for property owners on and around Main Street to use for exterior improvements). In learning the stories of the people who own property on Main Street, I have come to find a passionate group who all truly care about making their town as beautiful, successful, and idyllic as possible. Among this group is Val Mininger, co-owner of the [Crick Coffee House and Eatery](#) at 236 Main St. W, who has made it her personal mission to revitalize Main Street, and to give the people of Girard something to be proud of.

"We travel a lot and go to a lot of small towns with Main Streets and every shop is always full and busy. We need to have that here and there's no reason why we shouldn't. So we tried to do something different that could also then act as a starting point, and that would bring people not just from Girard, but from other places. People won't come to Girard for one consignment store, or one little gift shop, but they will come to walk the whole street and stop in each place," Mininger explained.

While Mininger's business (established in 2017) is somewhat new to Main Street, there are some who have been there for years and watched the gradual revitalization with appreciation. Eliza Wolfe has owned Eliza's Pottery and Main Street Art at 138 Main St W since 2005 and has been a great advocate for Girard's rebirth for years: "I was one of the businesses here before the revitalization started and it was really depressing. I tried to be there as a shining light and a lot of people did start coming in."

"A lot of building owners have taken advantage of the grant program and it's really wonderful to see the place come alive," Wolfe continues. "I believe that it's very uplifting for people to drive through and see that there is a business here, it's not just an empty space going to waste. It's a vibrant, alive town, and seeing work done gives me hope."

Wolfe's building is one of many that has a rich history, tied to the early success of Girard. Built in 1861, it was once a saddlery, harness, and leather goods shop, and now, being renovated, restored, and freshened up, it provides a great example of how to be the steward of a building, and how building owners can, in turn, be stewards of the town.

Melinda Meyer, president of local nonprofit [Preservation Erie](#) touches on the importance of preserving the history of small town Main Streets like Girard: "Not that we need the experts to tell us; we seem to know it instinctively. Research shows that people love to live near and visit well-cared-for and interesting historic places, especially downtowns. And downtown Girard has such a cool history with ties to the Erie Extension Canal, the railroad, and, of course, showman Dan Rice. Its history and historic buildings with

their unique and beautiful architectural details are part of what makes Girard special." And Girard's special and unique history largely still remains in its historic buildings which can tell that history by simply existing.

Dan Rice, a famously eccentric man who lived in Girard in the mid-1800s (when he wasn't traveling the country with his circus acts), succeeded in helping to put Girard on the map. He was nationally visible (he helped inspire the character of "Uncle Sam" and even ran for president at one point). He dedicated the nation's first Civil War Memorial in 1865 which still stands at the center of Main Street, separating East from West.

In addition to Dan Rice, another family that put Girard on the map was the Battles family, an influential group who settled in Girard around 1822. The Battles Museum, which lies south of Main Street on Walnut, contains a mansion, a family farmhouse, and acres of preserved farmland, is currently owned, operated, and maintained by the Hagen History Center. But the Battles family made their mark on Main Street as well, in the form of a bank: [The Battles Bank](#). The bank was constructed around 1893 by farmer, lawyer, and businessman Rush Battles. Rush died in 1904, and his wife Charlotte and daughter Elizabeth kept the bank running for decades, and did so famously, even through the Great Depression.

The bank still stands as an architectural reminder of those times, although today owners Gina and Jon Welch have found a reuse for the building in the creation of [Full Circle Winery](#). They have completed major restoration work on the building, while still making sure it remains recognizably a bank and the couple are proud to share their vision and dream with the people of Girard. Gina Welch reflects on the building's personal connection: "When we were engaged, this building was a jewelry store and we actually bought our rings here. So we've literally come *full circle* to have this place here in Girard. It's a great little town here and it's extremely important that we're here in the community of Girard."

The combination of restored historic architecture, a rich and interesting history, a cohort of business owners putting in hundreds of hours of work, as well as the support of local government means that

Girard's revitalization is palpable, noticeable, and organic.

Girard Borough Manager Rob Stubenbort is excited about the changes he sees happening every day in his borough: "As the hub of the West County, Girard Borough is in a perfect position to offer shops and services for our borough and our unique, yet quintessential, small-town vibe is an attraction for Erie County and beyond." Stubenbort mentions a council that was recently created called Downtown Girard, a group of elected officials and community members who have come together to help manage grants, offer support to business owners, and secure funding.

Melinda Meyer comments on the creation of this group: "The residents of Girard have such pride in the community and are incredibly engaged. This is how the borough was able to create Downtown Girard ... Since its formation in 2018, Downtown Girard has issued more than \$100,000 in grants for property improvements, supported creation of the first mural in the downtown, pursued National Register listing for a downtown historic district, and led work on a master plan, which is still in-process. The folks in Girard love their community and are willing to get involved, and it shows."

The Girard Borough Council has also made some improvements and changes that have helped draw attention to Main Street and make it more inviting, including ornamental lighting, landscaping, and event support. They have also eliminated paid parking on Main Street to encourage visitors to stay, shop, and support downtown. It is also worth mentioning that there are multiple historic commercial properties currently up for sale on Main Street, including the iconic Girard Dinor and neighboring Treehouse Tavern.

The people of Girard are no longer "deferring hope till the next generation;" they recognized that a change needed to happen and are working to make that change for themselves. If you are not from Girard, or do not frequently pass through it, perhaps make it a point to stop and visit soon. Take a nice summer drive, get some lunch at The Crick, meander your way through vintage consignment shops and Eliza Wolfe's art gallery, pass by the 1865 Civil War Memorial, have a glass of wine at Full Circle while enjoying the historic architecture, and see for yourself all that Main Street has to offer these days.

Erin Phillips runs [Old Erie On Foot](#), an in-depth look at local architecture "by foot, stroller, papoose, bike, and occasionally minivan."

Circus and canal history sparks interest in Girard



A monument, erected in 1865 to those who died in defense of the country, overlooks downtown Girard on April 26. Pennsylvania Route 20, looking east, doubles as Main Street through the small, historic town in western Erie County. GREG WOHLFORD/ERIE TIMES-NEWS

National Register designation sought for downtown

Valerie Myers Erie Times-News | USA TODAY NETWORK

Even local history buffs are learning a thing or two about Girard as the borough works toward National Register of Historic Places designation for its downtown.

The borough will host a public meeting on the initiative Thursday at 6 p.m. at the Girard Borough Building Social Hall, 34 Main St. W.

The borough, in partnership with the nonprofit Downtown Girard Inc., is working to revitalize the town's Main Street commercial district. National Register listing can help leverage additional funding and additional interest in the town.

See GIRARD, Page 2A

"I thought it was named for an early family, maybe even ancestors of Tom Ridge."

Rob Stubenbort
Girard borough manager

Girard

Continued from Page 1A

Consultants have prepared and submitted Girard's application for National Register listing to the Pennsylvania Historic Preservation Board. The board is expected to review the application in June.

If recommended, the application then would be considered as early as July by the National Park Service, which oversees the National Register of Historic Places listing of historic sites worthy of preservation.

Corry's downtown historic district was added to the National Register on April 11. Lawrence Park, North East and Waterford also have historic districts listed on the National Register.

Girard is known locally for its circus past. The town was the winter home of showman Dan Rice's nationally known circus before the Civil War. The National Register application includes that history and more.

"The information on the history of Girard is outstanding. I learned so many things," Girard Borough Manager Rob Stubenbort said. "I knew a great deal about Girard history, but this has details about things like the hat shops, different groceries and restaurants that were here back when."

"It's just an amazing document, and one of the best reads of a 100-page document I've had," Stubenbort said.

Stubenbort's favorite "new" fact is how Ridge Road, Route 20, got its name.

"I thought it was named for an early family, maybe even ancestors of Tom Ridge," Stubenbort said. "But it actually got its name from being the second (topographic) ridge from the lake. When it went in, the road was ideal because it was gravel, which means less dust in dry weather and that it doesn't hold water in wet weather."

"That was fun for me to learn," Stubenbort said.



Dan Rice, who wintered his circus in Girard for about 10 years in the 1850s, appeared in his famous red, white and blue outfit at the Democratic Convention held in New York City in June of 1868. Some claim the Uncle Sam character was modeled after Rice. PROVIDED BY RANDY MARSHALL

The town can use its history to attract new businesses and visitors. Properties included on the National Register also can qualify for state and federal tax credits for preservation and improvements to help get businesses in to generate tax revenues.

Preservation Studios of Buffalo, New York, was hired to prepare Girard's National Register application.

"Girard's early history, especially the canal and Dan Rice, was really, really interesting for us, too," said Derek King, a

Preservation Studios partner who led the Girard application process. "It was great to learn more about 19th century history we weren't familiar with, including Dan Rice's impact on the town and its early development."

Rice wintered his circus in Girard beginning in 1853. The troupe returned to Girard each fall with a parade to the town from the nearby Erie Extension Canal.

Girard celebrates its circus heritage with a Dan Rice Days festival each August.

A \$20,000 grant from the Pennsylvania Historical & Museum Commission and a \$10,000 grant from the Erie County Gaming Revenue Authority helped fund historic district planning costs.

The National Register application is part of a larger master plan for Girard's downtown that includes an inventory of town assets, historical and otherwise; a branding and marketing strategy to promote Girard to visitors; and guidelines for building and infrastructure improvements and maintenance.

Thursday's meeting on the National Register application is the second of two public meetings on the process. The turnout for the first meeting, held in March, was "spectacular," Stubenbort said.

"Quite a few people attended and had a lot of really good questions," he said.

Contact Valerie Myers at vmyers@timesnews.com. Follow her on Twitter @ETNmyers.



Downtown Girard, looking west, is shown on April 26. Pennsylvania Route 20 doubles as Main Street through the small, historic town in western Erie County. GREG WOHLFORD/ERIE TIMES-NEWS

Mercy Center for Women needs votes to win \$25K for community garden

Erie Times-News
USA TODAY NETWORK

Mercy Center for Women is trying to win \$25,000 from State Farm for a community garden on Erie's east side and needs the public's help.

The Erie center's "Care and Feeding of Our Neighbors" project is seeking the money for a community vegetable and meditation garden at the Mercy Anchor Community Center in the former Holy Rosary School, 1012 E. 28th St. State Farm Neighborhood Assist will award \$25,000 grants to the top 100 online vote-getters. To vote up to 10 times a day, go to neighborhoodassist.com. Voting ends May 6. Winners will be announced June 7.

Mercy Center's project is among the top 200 finalists selected by The State Farm Review Committee from 4,000 submissions, according to a news re-

lease from the center.

Online information about Mercy Center's entry says: "The neighborhood includes low to moderate income households of all ages, racial and ethnic backgrounds who will welcome a source of fresh fruits and vegetables. The meditation garden will provide a peaceful, tranquil place for neighbors to get acquainted."

The projected cost to complete the garden is \$38,375 and Mercy Center has received \$12,000 from the Erie County Gaming Revenue Authority, according to the entry information. The garden would be located in a green space next to the former school, which is being converted into 13 apartments for homeless and low-income women and children, plus the site of Dress for Success Erie, a food pantry, thrift store, community room, health services and day care.



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refugees.org

Dear Tom —

The U.S. Committee for Refugees and Immigrants (USCRI) is pleased to share our Annual Report for the Fiscal Year 2021. We want to take this opportunity to tell you about a few of our accomplishments as we resettle refugee and immigrant clients across the country with expert assistance. Our successes would not have been possible without your continued support and commitment.

While FY 21 brought many challenges worldwide with the lingering effects of the COVID-19 pandemic, USCRI grew as a team, finding new and creative ways to help some of the world's most vulnerable people.

USCRI was able to respond swiftly and efficiently as new crises emerged. When the need to evacuate American allies out of Afghanistan became clear so quickly after the Taliban takeover last August, USCRI mobilized immediately to serve 73,827 Afghans under Operation Allies Welcome, giving thousands of families a new start at a safe life in the United States.

We hope you find the information in our Annual Report to be exciting and informative.

At USCRI, we are immensely grateful for your support and commitment to our organization. Please feel free to contact me directly if you have comments or questions about this report or wish to discuss ways that you can sustain our efforts. I can be reached by phone at 703-310-1130 extension 3035 or email at ksturtevant@uscmail.org.

Sincerely,

Kevin Sturtevant, CFRE
Vice President, Strategic Development
U.S. Committee for Refugees and Immigrants

Thank you for
shepherding so many
great projects at
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Your assistance has
come at such
key moments
in the
past two
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Questions? Phone: 703-310-1130, ext. 3025 Email: donations@uscridc.org

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Erie Homes For Children & Adults

April 21, 2022

Perry Wood
Erie County Gaming Revenue Authority
5340 Fryling Rd, Ste 210
Erie, PA 16510

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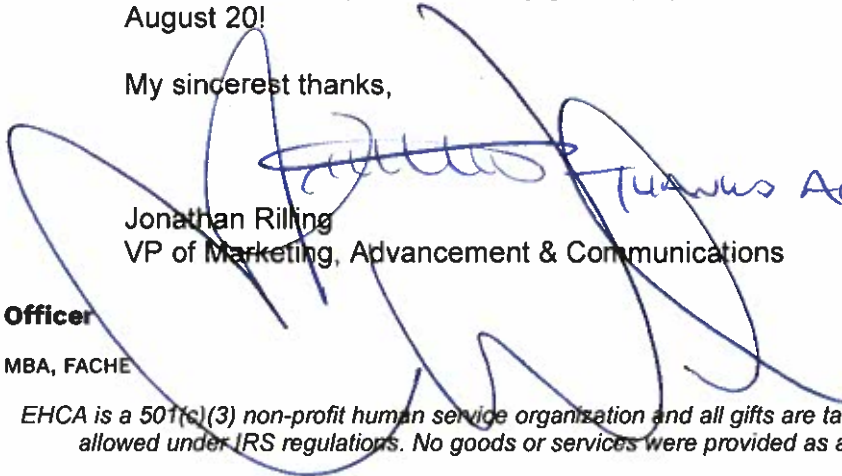
Dear Mr. Wood:

Thank you so very much for your gift to EHCA's (Erie Homes for Children and Adults) annual Victory Ride. We are so grateful and overjoyed by the support of our community for this event, the day will surely be a memorable one. Cash, in-kind donations, registrations for the ride, and guests at the party continue to grow, thanks to generous people like you!

Last year, thanks to some very dedicated riders, and led by the Chrome Angels Motorcycle Club, EHCA enjoyed a record breaking event netting more vital proceeds than any other Victory Ride in history! This year, we are planning a Victory Ride like no other! Riders and volunteers are working to ensure the safety and joy for individuals with disabilities planning to take the ride of a lifetime. Your contribution will make Victory Ride 2022 an even bigger success, helping us in our mission to assist people with disabilities to live rich and fulfilling lives.

Perry Hi-Way Hose Company is the perfect venue for Victory Ride 2022, scheduled to take place on Saturday, August 20. With plenty of space for music, raffles, games, and awesome event merchandise, you will definitely want to be there – even if you don't ride! Our clients and everyone who cares about them are extremely grateful for your generosity. You can learn more about EHCA and the Victory Ride at www.ehca.org or by contacting me at 814.315.1855 or jonathan.rilling@ehca.org. I look forward to seeing you on August 20!

My sincerest thanks,


Jonathan Rilling
VP of Marketing, Advancement & Communications
THANKS AGAIN, PERRY!

Chief Executive Officer

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ERIE COUNTY COVID 19 REPORT

By:

JUDITH LYNCH, Ph.D., Scholar-in-Residence,
Jefferson Educational Society

PERRY WOOD, Ed.D., Executive Director, Erie County
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July 2021



INTRODUCTION

Erie County, Pennsylvania, as with counties and cities across the United States, finds itself at a pivotal moment as a result of the coronavirus Covid-19 pandemic, its impact, and its continuing effects. The impressions the pandemic have left go beyond the obvious public health crisis, one which has claimed the lives of more than 4.5 million people worldwide, more than 700,000 in the U.S., and more than 400 in Erie.

Noting that, the situation beyond the public health crisis boils down to this locally: What happened to people, government, schools, for-profit and nonprofit businesses, and the economy overall since Erie County recorded its first case of Covid-19 on March 18, 2020? What are the lessons learned? Where can we go from here? With some local, state, and federal funding support already affecting the situation – and a great deal more to come – how can post-pandemic rebuilding best serve the Erie County community? Could this be a transformational moment and, if so, what would it take for that to happen? Can this be Erie County's once-in-a-generation moment to address not only post-pandemic fallout but also structural economic failures that existed long before Covid exposed them?

Such a stage was set when Erie County created the Economic Impact and Covid Revitalization Committee (EICRC) on January 5, 2021. Appointed by County Council Chairman Anderson and Vice Chairwoman Clear, members of the community were selected to assist with gathering data, listening sessions held over Zoom, and recruitment of expert testimony. This report reviews the timeline of the ongoing impact of the pandemic, captures the findings of the committee's meetings, and offers timely recommendations based on the listening sessions held with a diverse range of community stakeholders.

Members of the committee are as follows:

Committee Chairs:

Co-Chairman Carl Anderson, Chairman of Erie County Council and Co-Chairman of the EICRC

Co-Chairwoman Kim Clear, Chairwoman of Erie County Council Finance Committee and Co-Chairwoman of the EICRC

Committee Members:

Mary Rennie, member County Council

Brian Shank, member County Council

Perry Wood, Executive Director of Erie County Gaming Revenue Authority

Ferki Ferati, President of the Jefferson Educational Society

Honey Stempka, Director of Erie County Planning and Gaming Community Development

Jessica Horan-Kunco, Executive Director of the Erie County Council of Governments

Amy Murdock, Director of Governmental Affairs of the Erie Regional Chamber & Growth Partnership

Parris Baker, Associate Professor of Social Work, Gannon University

Support staff:

Nicole Inan, Deputy County Clerk and Assistant Supervisor of Elections

Tom Maggio, Erie County Gaming Revenue Authority

Tammi Michali, Erie County Gaming Revenue Authority

Doug Smith, County Clerk, Erie County Council

Amy Swartzfager, financial advisor to Erie County Council

After two organizational meetings, the committee began a series of 16 meetings and listening sessions. Over the following nearly four months, the committee heard from major stakeholders in the county representing government, business, nonprofits, and for-profit organizations before work concluded in May.

Research and listening sessions yielded a wide range of findings detailed later in this report. The Jefferson Educational Society was asked to review the outcomes of each session to aid in an observation study of the findings, which formed the basis for a series of recommendations made by the authors. An addendum to the report provides detailed meeting summaries.

BACKGROUND & HISTORY

On March 16, 2020, Erie County Executive Kathy Dahlkemper issued a Disaster Declaration that warned the area of what was coming and provided instructions on how to protect area residents and their families. After its first case of Covid-19 on March 18, 2020, Erie County recorded 21,273 cases of infection and 419 deaths as of July 19, 2021. However, cases and deaths were markedly lower by spring 2021, mostly attributable to increased vaccination rates.

As of July 19, 124,157 full vaccines have been administered to Erie County residents according to the Pennsylvania Department of Health Covid-19 Vaccine Dashboard. According to a July 18 Erie Times-News report, that represents 51.9 percent of the vaccine-eligible population (12 years of age and older). The Pennsylvania Health Department's goal of 70 percent of adults by the end of June was not met, remaining at a distance in mid-July, but appeared within reach if those eligible continue to receive vaccinations.

Further analysis shows that the pandemic has already had a residual impact that could negatively affect the Erie economy for years. A joint task force of the Dahlkemper Administration and Erie County Council in June 2020 created the following with the funds received from Erie County's Covid-19 County Relief Block Grant:

- **Municipal Reimbursement Program:** The purpose of this program is to mitigate the impact of Covid-19 on Erie County's 38 municipalities and the people that they serve. The county is providing financial support through the Erie County C.A.R.E.S. (Coronavirus Aid, Relief, Economic Security Act) Municipal Reimbursement Program to cover direct costs incurred in responding to the Covid-19 public health emergency.
- **Nonprofit Assistance Grant Program:** The purpose of this program is to support Erie County's nonprofits – including first responders – that have been negatively impacted by the Covid-19 public health emergency. The county is providing emergency funding through the Erie County C.A.R.E.S. Nonprofit Assistance Grant Program.
- **PPE for Small Businesses:** The goal of this program is to provide "high touch" small businesses with kits containing masks, hand sanitizer, and gloves, or other items. Groups include medical and dental practices, childcare services and youth camps, museums and historical sites, amusement and recreation centers, independent restaurants, barber shops, beauty salons, nail salons, and personal care services.
- **Small Business Assistance Grant Program:** The purpose of this program is to aid small businesses. Erie County received \$24.3 million in block grant funding, of which \$5 million has been committed to small businesses (fewer than 100 employees) and tourism organizations affected by the Covid-19 pandemic.

ECONOMIC IMPACT AND COVID REVITALIZATION COMMITTEE FORMED

When the Economic Impact and Covid Revitalization Committee was created on Jan. 5, 2021, the Erie County Department of Health announced there were 138 new cases of Covid-19 with the number of total cases of Covid documented at 12,308 along with two deaths. The daily announcements coming from the County Executive's office were an ever-louder drumbeat heralding the rise of Covid infections in Erie County.

The purpose of the committee, however, was not to confront the disease or to assist in its inevitable demise as a matter of public health. The purpose of the Economic Impact and Covid Revitalization Committee was to look beyond the immediate onslaught of disease and assess its more lasting impact on the Erie economy, its workforce, and Erie County businesses.

The purpose was also to familiarize committee members with information that community organizations were gathering about the long-term impact of the pandemic. This information could be used to counter short- and long-term impacts and enable Erie County to spring forward when the pandemic was beaten.

Erie County government was not the only government thinking proactively. The federal government had already passed the C.A.R.E.S. Act in March 2020. This was a \$2 trillion stimulus bill called the Coronavirus Aid, Relief, and Economic Security Act to blunt the impact of an economic downturn that economists projected globally to result from the coronavirus pandemic.

The C.A.R.E.S. Act was signed into law on March 27, 2020. Through its own act of law, Pennsylvania allocated \$625 million of its share of C.A.R.E.S. Act funding for block grants for counties. Erie County was one of 60 counties in Pennsylvania eligible to apply to the Department of Community and Economic Development's Covid-19 County Relief Block Grant Program. The County's application was submitted June 16, 2020, and \$24,358,828 was received on July 15, 2020.

A joint task force of the Dahlkeper Administration and Erie County Council prioritized the application of available relief, developing programs and processes through which funding from the Covid-19 County Relief Block Grant could be dispensed; to prepare a recommended budget for Erie County Council outlining best uses of the block grant funding; and provide oversight of the implementation of the county's block grant. The task force created the following with the funds received from Erie County's Covid-19 County Relief Block Grant (fully outlined in the introduction):

- Municipal Reimbursement Program
- Nonprofit Assistance Grant Program
- PPE for Small Businesses
- Small Business Assistance Grant Program

However, officials in Erie County government wanted to continue to assess the damage done by the pandemic to ensure that Erie County businesses and individuals benefited from the C.A.R.E.S. Act and to make sure that any other necessary remediation measures were taken. The desired outcome was to ensure that Erie County businesses, organizations, and residents received the help needed to address the negative impact of Covid-19. It was this impetus that led to the creation of the Economic Impact and Covid Revitalization Committee.

During the period in which the committee functioned, from January 2021 to May 2021, combatting the spread of Covid and its negative effects on the Erie County economy remained the central issue.

FINDINGS OF THE COMMITTEE THROUGH RESEARCH AND LISTENING SESSIONS AND RECOMMENDATIONS BASED ON LISTENING SESSIONS

While some findings emerged across multiple sessions, the following is presented in chronological order of the listening sessions held by the Economic Impact and Covid Revitalization Committee, noting both the date and theme of the sessions.

A Call for Transformative Projects

Multiple Sessions (1/13/21; 1/20/21; 2/3/21; 3/10/21; 3/31/21; 4/14/21; 5/5/21)

HIGHLIGHTS: *Dr. Keith Taylor, President Gannon University; Steve Mauro, VP Gannon University; Ralph Ford, Chancellor Penn State Behrend; Amy Bridger, VP Penn State Behrend*

FINDINGS: *Repeatedly during listening sessions, the concept of transformative projects was referenced. Federal dollars of the magnitude and scale that are flowing to Erie County and proposed to flow in the coming months allows an opportunity to invest in projects that can create a multiplier effect, catapulting the economy forward.*

RECOMMENDATION: *Transformative projects could focus on people and/or places. More research and community engagement are necessary to determine how best to implement a transformative grant program.*

Jobs, Education, Workforce, and Young People

Multiple Sessions (1/15/21; 2/3/21; 2/10/21; 3/10/21; 4/7/21; 4/14/21; 5/5/21)

HIGHLIGHTS: *Bishop Dwayne Brock, Executive Director of Eagle's Nest Leadership Corporation; Daria Devlin, Executive Director of Erie Center for Arts and Technology*

FINDINGS: *Workforce readiness and connecting young people to careers is the purview of many organizations in the workforce development system.*

RECOMMENDATION: *An up-and-coming piece of that puzzle is the establishment of Erie County's first community college. Not having a community college has cost the Erie region millions of dollars in funding and created a huge disadvantage in building a workforce that can attract industry.*

Spurring Small Business Revitalization and Growth

(1/15/21; 2/10/21; 5/5/21)

Impact on Erie's Economy

HIGHLIGHTS: *Dr. Ken Louie, Director of the Economic Research Institute of Erie at Penn State Behrend; Liz Wilson and Cathy Von Birgelon, Ben Franklin Technology Partners; Amy Murdock, Government Relations at Erie Regional Chamber and Growth Partnership; Tina Mengine, Executive Director of Erie County Redevelopment Authority; Chris Groner, Loan Officer at Erie County Redevelopment Authority; TJ Bogdewic, CEO of Bridgeway Capital; Cathryn Easterling, Director of Erie Office Bridgeway Capital*

FINDINGS: *Small-business resiliency was on full display during the pandemic. For example, restaurants pivoted their service model to begin offering curbside takeaway, utilizing app-based ordering services and other online platforms. After recognizing the need to have locally manufactured PPE, such as face shields and face masks, early in the pandemic, local manufacturers shifted production lines to meet the needs of the community.*

RECOMMENDATION: *Investing in municipalities' main streets and surrounding neighborhoods is a true and tested revitalization approach. Focus should be kept on these corridors by leveraging funds to upgrade their streetscapes, building stock, and events that attract people.*

Municipal Infrastructure Assets

(1/27/21)

Municipal Surveying

HIGHLIGHTS: *Jessica Horan-Kunco, Executive Director of Erie Area Council of Governments*

FINDINGS: *Local governments have a large inventory of infrastructure-related projects that is currently deferred.*

RECOMMENDATION: *Investing in traditional infrastructure, like sewer and water, is essential and should be prioritized.*

Organizing for Biden Stimulus Programs

(2/3/21)

HIGHLIGHTS: *Bruce Katz, author of “The New Localism” and Director of the Nowak Metro Finance Lab at Drexel University*

FINDINGS: *Beyond Erie County’s allocation of funding through the American Rescue Plan Act of 2021, there are other bills currently in the works that will be formulaic and competitive. Those sources have been identified by the Nowak Metro Finance Lab at Drexel University.*

RECOMMENDATION: *Erie County needs a process to monitor, identify, and build complex community coalitions around state and federal funding. Hiring a consultant, such as Bruce Katz, the Founding Director of the Nowak Metro Finance Lab at Drexel University, would give Erie County an advantage in understanding how to best utilize these funding sources and organize around them. In his New Localism blog, Katz describes the concept of an Economic Recovery Center to accomplish these goals.*

Stabilizing Nonprofits

(2/24/21)

Impacts on the Nonprofit Sector

HIGHLIGHTS: *Adam Bratton, Executive Director, The Nonprofit Partnership*

FINDINGS: *The nonprofit sector has been hobbled by the inability to fundraise. To prevent the collapse of venue-driven organizations, the federal government created the Shuttered Venues grant program. However, many cultural organizations that do not operate a venue, while temporarily bolstered by PPP forgivable loans, still need support.*

RECOMMENDATION: *Nonprofits need grants. An inventory of readily available grants at the local, state, and federal level should be easily accessible to nonprofits in the area along with coaching and support services for seeking such funding.*

Stabilizing County Assets

(3/3/21)

COVID Impacting Erie County

HIGHLIGHTS: *Casey Wells, Executive Director, Convention Center Authority; Chuck Iverson, Director of Finance, Convention Center Authority*

FINDINGS: *Destabilized organizations require an injection of capital to maintain their solvency. Some of these organizations are under the direct purview of Erie County government, while others play a role in social and economic development alleviating the county of this crucial role.*

RECOMMENDATION: *Erie County government has a responsibility to county-related organizations that were destabilized by the pandemic. Many of these entities are a catalyst for economic recovery, sustainability, and growth. Entities include Erie County Convention Center Authority, Pleasant Ridge Manor, ECGRA, ECRDA.*

Addressing Diversity, Inclusion, and Equity

(3/10/21 and 3/17/21)

Minority Communities in Erie County Stimulus Disbursement Observations

HIGHLIGHTS: *Dr. Parris Baker, Associate Professor, Gannon University; James Sherrod, Executive Director at Martin Luther King Center; Gary Horton, Executive Director at Quality of Life Learning Center and President Erie Chapter NAACP; Autumn Anderson, Project Manager at North Highland*

FINDINGS: *According to the U.S. Census, the 16503 ZIP code has 55 percent rental housing; 89 percent of children qualify for free or reduced lunch; 36 percent of residents are African American; 12 percent are Hispanic; and the majority of adult inhabitants are not high school graduates. Distressed areas, featuring higher concentrations of minority population, felt a more pronounced impact from the Covid-19 pandemic, worsening already stressed communities and neighborhoods.*

RECOMMENDATION: *As Erie County brings in dollars from all grant programs at the state and federal levels, consideration for diversity, inclusion, and equity must be part of the civic dialogue, the decision-making process, and the outcome measurement. In other words, Erie County needs to measure how these funds impact the lives of minorities and lift up communities in areas that were already distressed prior to the pandemic's impact and worsened during the pandemic.*

Fiber Optic Technology Needs in Erie County

(3/24/21 and 3/31/21)

Impact of Underserved Populations

HIGHLIGHTS: *Joel Deuterman, CEO VNET; Matt Wiertel, Director of Marketing VNET; Erick Friedman, CIO of Erie County, Erie County Surveying of Underserved Populations*

FINDINGS: *The need for high-speed internet supported by wireline or fiber optic cables was placed on full display during the pandemic. Erie County continues to have significant geographic areas that are not served or are underserved by telecommunications carriers. Lack of fiber optic infrastructure to the home remains a major barrier to education, economic development, and citizen engagement.*

RECOMMENDATION: *Investing in fiber optic subsidies, like the federal government's approach to rural electrification, needs to be prioritized by the incoming county administration. It should work with both ILECs and CLECs to cover geographic areas of Erie County – rural and inner-city areas – that are both underserved or not served at all.*

Public Safety Response to COVID

(4/21/21)

Impact on Public Safety

HIGHLIGHTS: *John Grappy, Director Erie County Public Safety; Dale Robinson, Emergency Management Coordinator; Andrew Pennock, Emergency Management Coordinator*

FINDINGS: *Emergency medical services, volunteer fire departments, and related public safety agencies were pushed to the brink during the pandemic.*

RECOMMENDATION: *A new approach to emergency medical services and public safety is required to be prepared for a future pandemic. The county's approach to this sector requires innovation. The more these entities can evolve to regionalization of services, the more resilient they will be in the face of future disasters.*

CONCLUSION

This is the time to plan with the help of expert guidance, then act with one voice that reflects the interests of everyone in the Erie County community. Many refer to this movement as this century's "Moonshot Moment," echoing the call to propel Americans not just into space but to land on the Moon. It is important to note that those words were met with action: The investment in innovation, the ongoing research that led to actualizing those words. Today, words must become more than bandied about inspiration phrases. Experts must be called upon to help communities, like Erie, make smart, informed decisions today that will have implications for decades to come.



Erie Inclusive Recovery

Investment Playbook

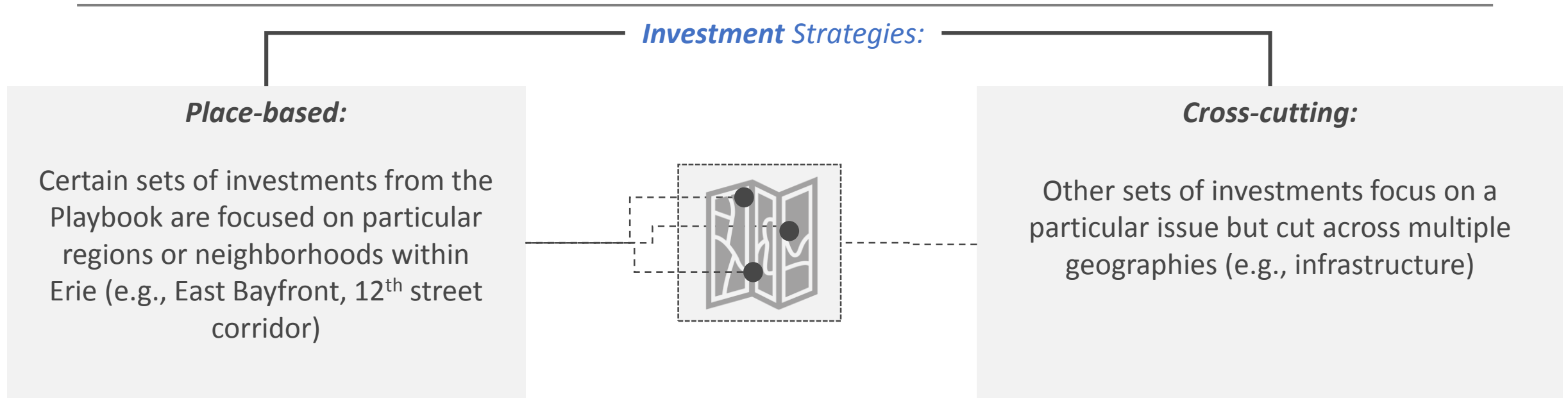
Work In Progress Draft
January 12, 2022



Executive Summary

- The unprecedented influx of federal funds by the Biden administration (e.g., ARPA, BIF) has **created an opportunity** for cities to **make transformational investments** that can secure long-term, sustainable, and equitable growth.
- However, much of the federal funding is arriving through a **slew of different programs** (e.g., block grants, tax incentives, formula grants, competitive grants) from different federal agencies all of which have different application and reporting requirements. As a result, **it is imperative that cities get organized** in order to make the most of these federal funding opportunities.
- This Investment Playbook is a tool designed to help Erie get organized by **prioritizing a set of 25 transformational investments** and matching them to local, federal, state, private, and philanthropic sources. In this way, **Erie can use local priorities to drive federal investments**. These investments are focused on the **Greater Core** (central business district, Bayfront, East and West Bayfronts, and the 12th street corridor) and address issues including housing, cluster development, infrastructure, brownfield remediation, and more. Together, these investments designed to accelerate equitable growth; **the entire Playbook is a community benefit agreement**.
- In order to ensure the successful implementation of these investments, Erie will need to **build the capacity of certain public and nonprofit organizations** with a temporary “surge,” as well as create a **central “Nerve Center”** to align implementation efforts.
- This Investment Playbook synthesizes a range of different opportunities. The investments in capacity, as well as the creation of the Nerve Center, are critical **“setup moves,”** to be done immediately. Of the major 25 investments, some of the opportunities are **“shovel-ready,”** meaning they are **near-ready for investment**. Others are **exploratory projects**, which show considerable promise but still **require additional strategizing** by a delivery team of local stakeholders in the coming months. In general, **investments may emerge or evolve over time**, even as implementation is underway: this Playbook is a **living document** and is meant to be **updated and refined regularly** by the Nerve Center and other local stakeholders.
- This Investment Playbook was developed by Bruce Katz and Florian Schalliol at **New Localism Associates**, who conducted nearly 50 stakeholder interviews and reviewed over a dozen city and other strategic plans during the process.

We are proposing two types of investment strategies as well as targeted **boosts in capacity**

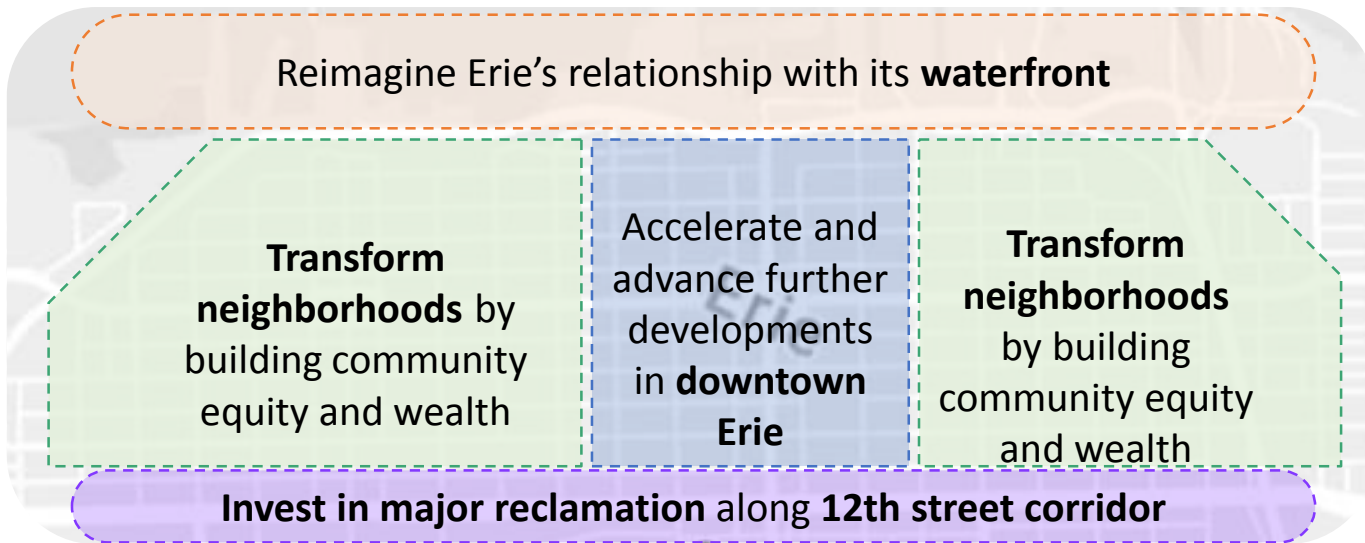


Capacity-building Strategies:

In order to ensure Erie can appropriately implement this work and maximize their share of federal dollars as well as the impact of those funds, certain organizations and institutions will need bolstered capacity. In addition, given the siloed nature of the funding, a central entity will need to help coordinate and oversee the work.

In combination, these investments and strategies have the potential to transform Erie

Place-based investment strategies:



Cross-cutting investment strategies:

- Accelerate local **infrastructure** and quality of life investments
- Boost **entrepreneurship**, with a focus on Black- and brown-owned small businesses
- Build **clusters** in plastic recycling, advanced manufacturing, and tech

Capacity-building strategies:

- Bolster capacity** of select public and nonprofit entities to accelerate implementation
- Establish and staff **“Nerve Center”** to oversee and ensure implementation

These investments vary by **level of readiness**

Ready for investment; should begin immediately



More planning and organizing required



“Setup” move

Setup moves are important foundational investments in Erie that will allow the city to catalyze further investments (e.g., capacity building, new intermediaries).

Capacity-building Strategies



“Shovel ready” project

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

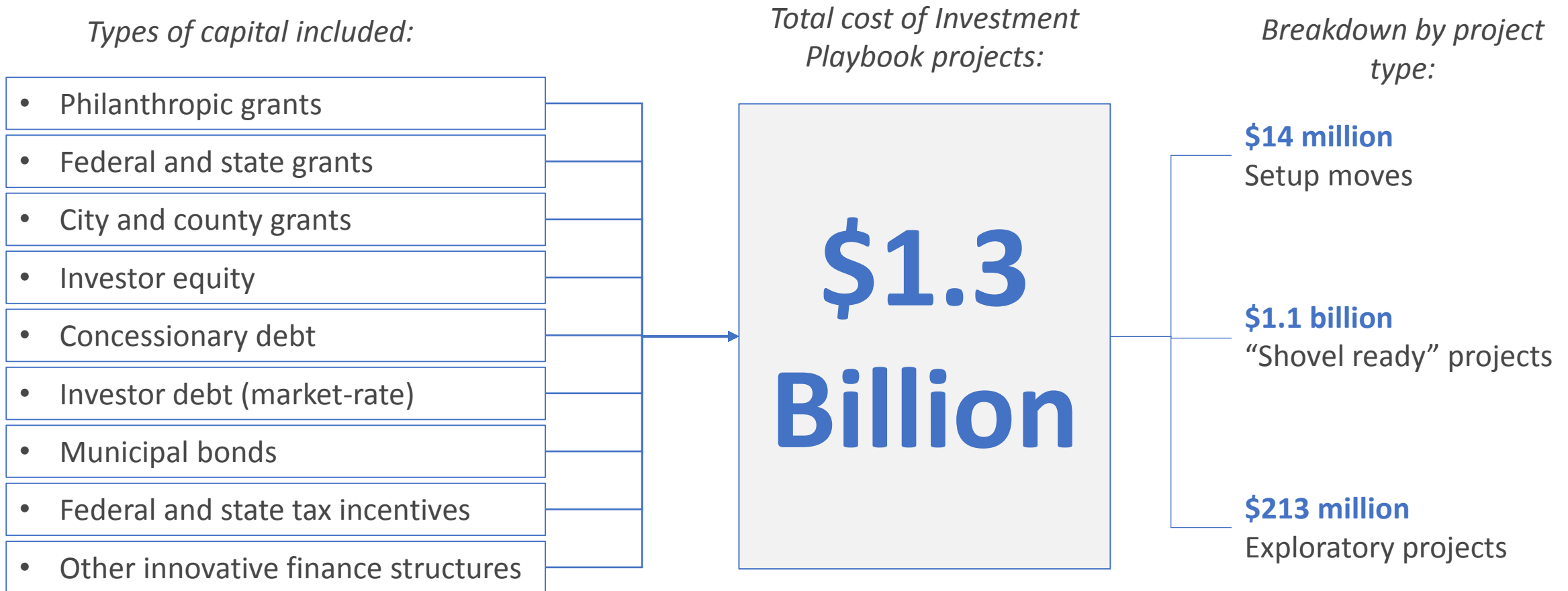
Investment Strategies



Exploratory project

Exploratory projects have considerable potential for impact but require additional planning, design, and / or coordination. Each exploratory project should deploy a delivery team of local stakeholders to iron out additional details and costs within 6 to 12 months.

The total cost of all these programs is **over \$1.3 billion**, from a wide variety of capital sources



While this is a large sum, various tools and funding sources can be tapped

Contents

- 1. Introduction and Context**
2. Interview and Research Findings
3. Goals
4. Investments and Strategies
5. Organizing for Success
6. Next Steps
7. Appendix

This Playbook was developed by New Localism Associates, a consulting firm founded by Bruce Katz

Who We Are



Bruce Katz

Founder, New Localism Associates



Florian Schalliol

New Localism Associates

Our Partners / Funders



Our Project Timeline



In developing this Playbook, we have **interviewed ~50 stakeholders** with and reviewed over a dozen strategic plans

Interviews conducted:

- **Jeremy Bloeser**, Bayfront Eastside Taskforce
- **Karen Bilowith**, Erie Community Fndn
- **Jeff Brinling**, Erie Insurance
- **Amy Bridger**, Penn State Behrend
- **John Buchna**, Erie Downtown Partnership
- **Kathy Dahlkemper**, Erie County
- **Brenton Davis**, County Executive-elect
- **Joel Deuterman**, Velocity Network
- **Cathryn Easterling**, Bridgeway Capital
- **Ralph Ford**, Penn State Behrend
- **Anna Frantz**, Our West Bayfront
- **Court Gould**
- **Dylanna Grasinger**, USCRI
- **Chris Gray**, Erie Community College
- **Chris Groner**, Redevelopment Authority
- **James Grunke**, Erie Regional Chamber
- **Tom Hagen**, Erie Insurance
- **Charles “Boo” Hagerty**, UPMC Hamot Foundation
- **Mitch Hecht**, International Recycling Group
- **Pat Herr**, Erie Community Fndn
- **Gary Horton**, Urban Erie Community Development Corporation
- **Renée Lamis**, Mayor’s Chief of Staff
- **Rhonda Matthews**, Erie Black Wall St.
- **Steven Mauro**, Gannon University
- **Tina Mengine**, Redevelopment Authority
- **Amy Murdock**, Erie Regional Chamber
- **Davona Pacley**, Erie Black Wall St.
- **John Persinger**, EDDC
- **Chuck Peters**, Altair Real Estate Services
- **Brenda Sandberg**, Port Authority
- **Joe Schember**, Mayor of Erie
- **Nick Scott Jr**, Scott Enterprises
- **Dawn Seckler**, Bridgeway Capital
- **Brian Slawin**, Ben Franklin Tech Partners
- **Ben Speggen**, Jefferson Educational Society
- **Keith Taylor**, Gannon University
- **Kyra Taylor**, Erie Black Wall St.
- **Kim Thomas**, PA DECD
- **Tyler Titus**, former County Executive candidate
- **Jonathan Tower**, Arctaris Impact Investors
- **Matt Wachter**, EDDC
- **Casey Wells**, Convention Center Authority
- **Perry Wood**, EGCRA
- **Kathy Wyrosdick**, City of Erie
- **Jeremy Young**, Federal Resources
- **Pete Zaphiris**, Great Lakes Insurance

Documents reviewed:

- **Erie Refocused**
- **East Bayfront** Neighborhood Plan
- **Our West Bayfront** Plan
- **Port Authority** Master Plan
- **Activating Our Vision**
- **Active Erie**
- **Erie Downtown Partnership** Master Plan
- **Erie Forward**
- **Count Me In**
- **Northwest Pennsylvania CEDS** Report
- **NAE Brief – New Americans**
- **Emerge 2040**
- **Chamber Target Industries** Report
- **Erie Chamber Pipeline** Report

Why now? A historic sequence of federal investments

Local Leaders must organize to deliver transformative change from uncoordinated investments

Federal Investments

Proposed and passed

American Rescue Plan

(\$1.9 trillion) — passed March 2021

Infrastructure Investment & Jobs Act (\$1.2

trillion, \$549 billion in new spend)

— passed November 2021

Reconciliation Bill

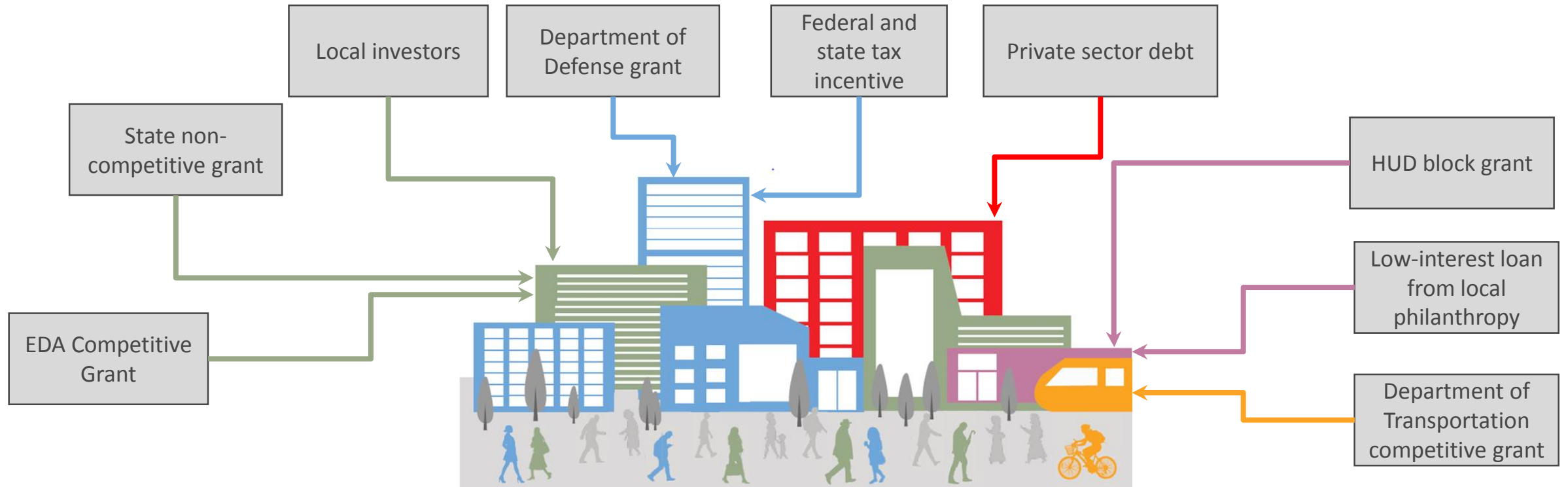
(up to \$1.9 trillion) — passed House, in

Senate



For cities to thrive, they must line up the complex funding sources to coherent local priorities

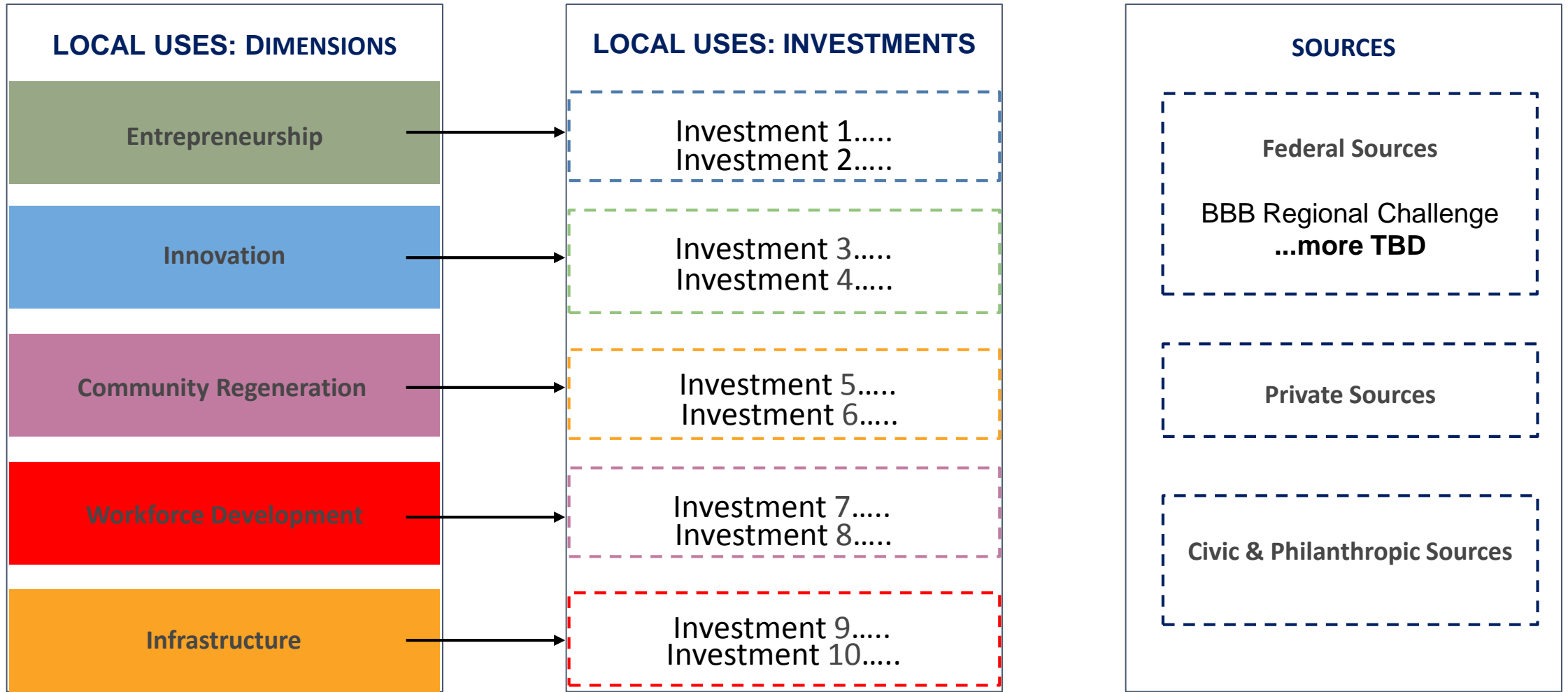
- Illustrative -



This process requires careful planning and an influx in local capacity within government, nonprofit, and civic organizations

An Invest Playbook will help translate federal funds to local priorities

The main component of this investment strategy involves identifying needed investments (referred to as “local uses”) within the five key dimensions. The goal of this strategy is to match these investments with key federal sources that can maximize the impact of the project.

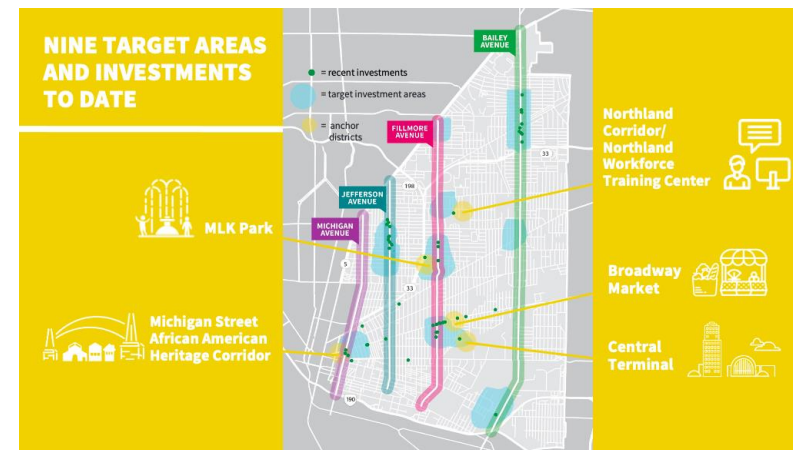


Buffalo, NY Investment Playbook

The East Side Avenues Initiative promotes investments in East Buffalo focused on small business, placemaking, and workforce development. Aim is building wealth in the Black community. Playbook features five anchor projects located along four key commercial corridors. Funds sourced from federal, state, private, and philanthropic sources.



Three Pillars of Investment:



MICHIGAN STREET AFRICAN AMERICAN HERITAGE CORRIDOR
 Transformative Community Anchor

	PROPOSED	TO DATE
Capital	\$7,428,000	\$30,000,000
Operations/ Capacity Building	\$1,070,000 \$10,000,000	

NORTHLAND CORRIDOR/NORTHLAND WORKFORCE TRAINING CENTER
 Scale Up Success

	PROPOSED	TO DATE
Capital (Corridor/NWTC)	\$45,000,000	\$100,000,000
NWTC Operations/ Capacity Building	\$7,500,000	



EAST SIDE COMMERCIAL DISTRICTS PROGRAM
 Scale Up Success

	PROPOSED	TO DATE
Capital	\$2,600,000	\$25,000,000
Operations/ Capacity Building	\$1,150,000	\$4,000,000



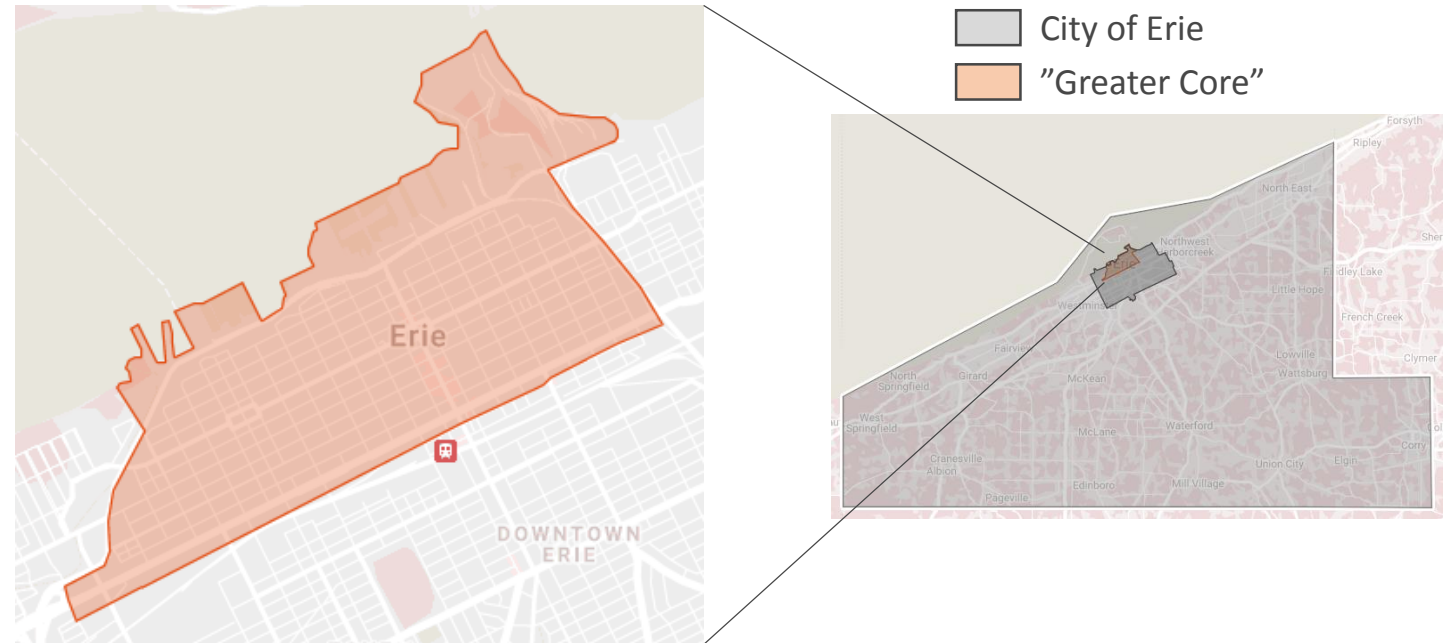
Our primary focus is on Erie's **Greater Core**

The “Greater Core” includes the following neighborhoods:

- Downtown
- East Bayfront
- West Bayfront
- The Bayfront (waterfront)
- 12th Street Corridor

This plot is **bordered**...

- On the **east** by **East Ave**
- On the **west** by the **Bayfront Parkway**
- On the **south** by **13th St**
- To the **north** by **Presque Isle Bay**

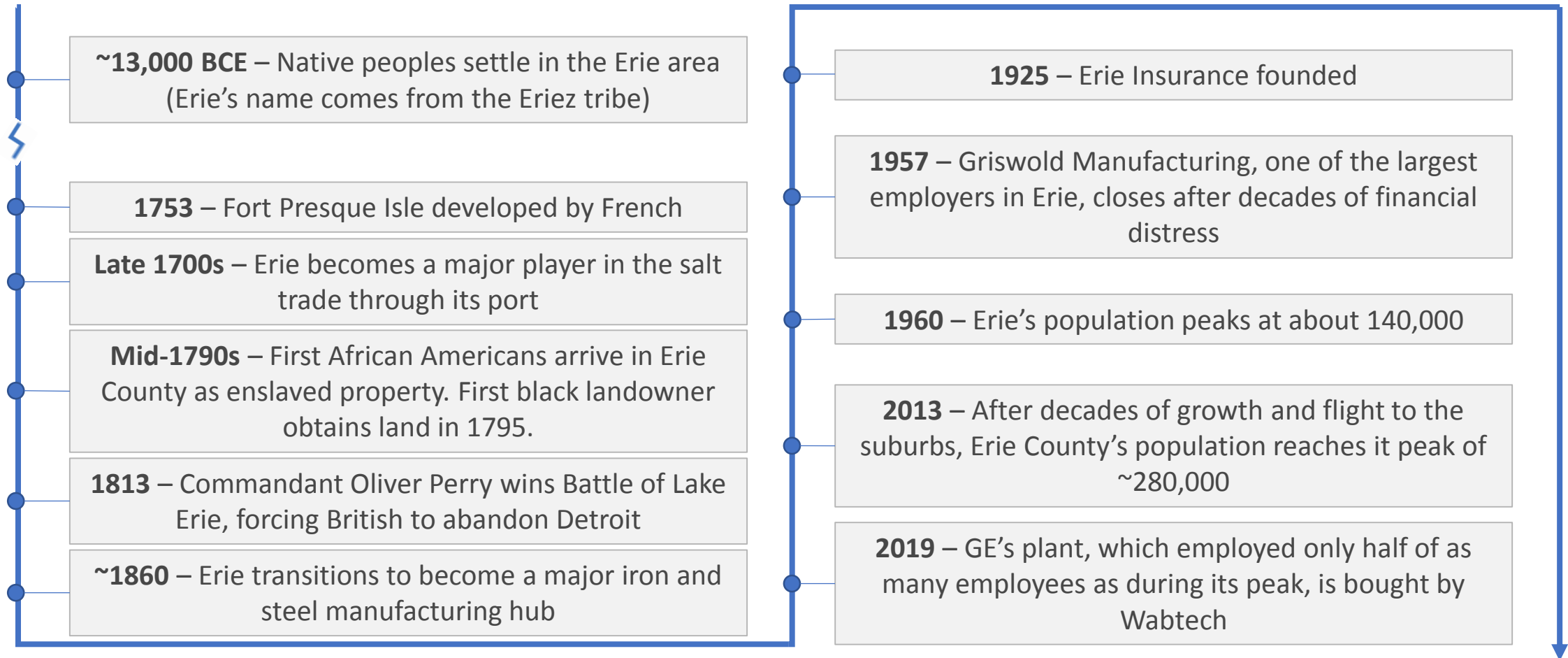


Investments in the Greater Core can catalyze inclusive recovery across the city (e.g., investments in the East and West Bayfront are intended to be repeated and perfected in other neighborhoods)

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Erie has a common American story of invasion, growth, industrialization, and de-industrialization



The City of Erie is younger, poorer, less educated, and more diverse than the County

DEMOGRAPHICS	Erie County	Erie City	Comparison
Population	270,876	94,831	35% of county residents live in city
Population, change from 2010	-3.9%	-6.1%	The city's decline in population was 56% greater than that of the County
Population, % under 18	21.1%	23.0%	The proportion of under-18 residents is 9% larger in the city
Population, % White	84.0%	68.7%	The city is 20% less white
Population, % Black	7.8%	16.4%	The proportion of Black residents in the city is more than double that of the county
Population, % Latinx	4.4%	8.3%	The proportion of Latinx residents in the city is nearly double that of the county

LABOR AND POVERTY	Erie County	Erie City	Comparison
In labor force, 16+	60.4%	59.0%	The city and county have roughly the same labor force participation rate
Median household income	\$51,529	\$37,894	City residents earn roughly 25% less than County residents
Poverty rate	16.6%	26.2%	The poverty rate in the city is more than 50% higher than the county

EDUCATION	Erie County	Erie City	Comparison
High school graduate or higher, 25+	91.3%	86.1%	Over 5% more residents in the county are high school graduates or higher
Bachelor's degree or higher, 25+	27.9%	21.6%	The city's proportion of residents with a bachelor's degree or higher is only 77% of the county's, at about 1 in 5 residents

HOUSING	Erie County	Erie City	Comparison
Owner-occupied housing rate	66.1%	50.9%	The County homeownership rate is 15% higher than the City's
Median value of owner-occupied housing units	\$134,100	\$89,100	Owner-occupied homes in the county are worth 50% more than those in the city
Median gross rent	\$753	\$710	Median rents are slightly lower in the city than in the county

Health care, manufacturing, and transportation industries are the largest employers in Erie County

<i>Industry</i>	<i>2016 Count</i>	<i>2016 Share</i>	<i>Difference in Share from 2001</i>
Agriculture	1,801	1%	0%
Construction	6,569	5%	-1%
Educational Services	5,862	3%	1%
Financial Services	12,433	6%	2%
Government	17,753	11%	0%
Health Care and Social Assistance	26,055	12%	4%
Information	1,449	2%	-1%
Leisure and Hospitality	16,248	8%	2%
Manufacturing	20,515	20%	-7%
Natural Resources and Mining	819	0%	1%
Other Services	9,677	6%	0%
Professional and Business Services	14,134	9%	0%
Transportation, Trade, and Utilities	26,908	17%	0%

We have identified the following remarkable **strengths** of Erie

- 1. Strong anchors:** Erie has three large anchors that hug its downtown core, creating a dual effect of co-location and cluster concentration.
- 2. Track record of organizational innovation:** Erie has been willing to innovate by creating new intermediaries like EDDC that have accelerated a particular type of development in the CBD.
- 3. Organic re-investment:** Erie is benefitting from a silent and uncoordinated, but substantial, revival among local investors and businesspeople in downtown and other neighborhoods.
- 4. Depth of planning:** Erie has a stack of well-researched plans that show the city's commitment to its future, its belief in research-based strategies, and its ability to organize.
- 5. Natural beauty and a developing waterfront:** With considerable natural beauty in the surrounding region, Erie has started to make important investments in its parks and along the waterfront (e.g., convention center).
- 6. Culture of acceptance:** Erie has a history of welcoming students and immigrants to the city, helping drive economic growth and create a more inclusive culture.

Despite a difficult history, **local leaders and investors remain especially optimistic** about Erie's future

*"I was bullish on Erie before the pandemic and I remain so. There is **every ingredient of success.**"*

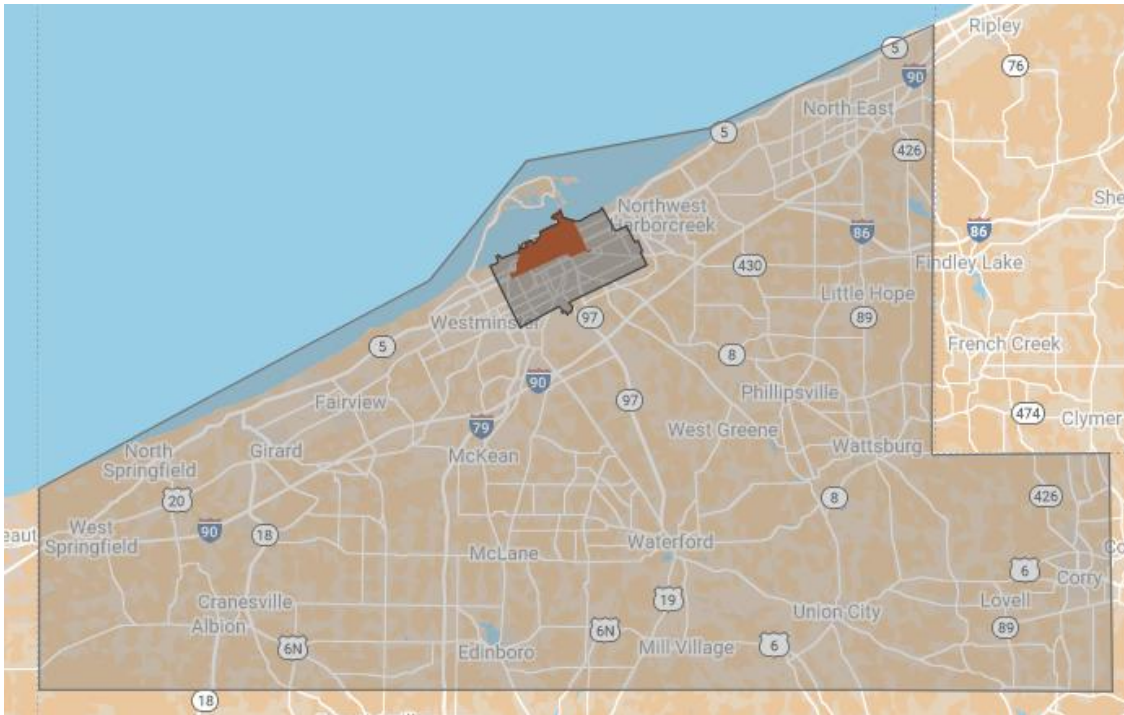
*"I like to describe Erie as Fargo but not awful. Fargo has bitter winters and hot buggy summers. It's flat, there are no trees, yet the people in Fargo love Fargo. **Erie has so much more.**"*

*"To tell the story of Erie, I used to tell people to look at Peninsula street to 6th avenue as a story of devastation. Now I tell people to go to see the same corridor, but to see the success. **It's been a total transformation.**"*

*"Erie is **on the cusp of greater things.** To be sure, problems remain to be worked on, but something is happening here. There is a turn-the-corner feel in the air. A coming together."*

In the following slides, we highlight a few unique assets that present opportunities for Erie's future (note: these are not comprehensive)

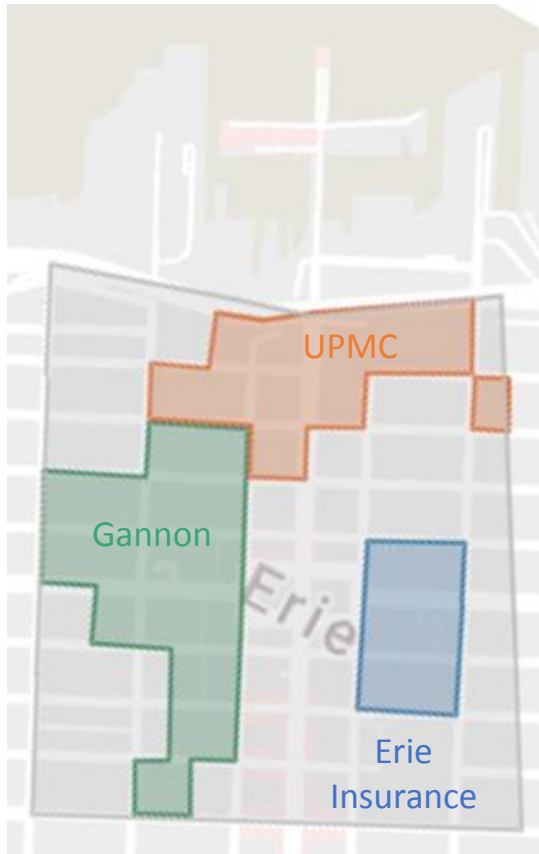
The Greater Core is a **small portion** of the City and County, but has a **disproportionate economic impact**



Greater Core is only **21% of the land area of City of Erie** and **0.5% that of Erie County.**

However, Greater Core accounts for **one-third of all income** earned in Erie County.

Erie benefits from having **three large anchor institutions** with considerable economic power **in a small downtown**



Total area: **285 acres**

Erie Insurance, Gannon University, and UPMC together **make up nearly 40% of a 285-acre plot** in the heart of downtown

Annual spending power: **\$2.97B**

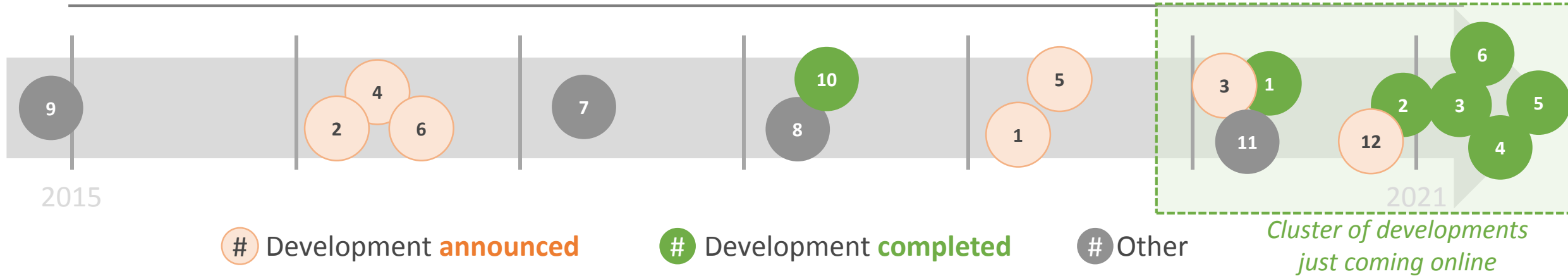
The three anchors have **annual budgets that total nearly \$3 billion**

Spending power per square foot of downtown center: **\$240**

This spending power makes this plot as valuable as the income earned from **137 Tiffany & Co. stores**

There may be an opportunity to maximize the impact of these anchors in the Greater Core

A series of **strategic investments** in Erie are coming to fruition **at the same time**



- 1. UPMC Magee Women’s Research Institute
- 2. Erie Insurance’s new campus
- 3. Community college
- 4. Perry Square redevelopment

- 5. ECAT Manchester Bidwell school
- 6. Gannon redevelopment of Verizon call center
- 7. EDDC formed
- 8. Opportunity Zones created

- 9. Our West Bayfront formed
- 10. Federal Resources (moves to Erie)
- 11. Erie Preservation Trust
- 12. IRG (moves to Erie)

This spike in new openings will create momentum for the next phase of Erie’s inclusive growth

A growing set of small and medium-sized businesses are helping “fill in” the downtown

Smaller-scale economic activity

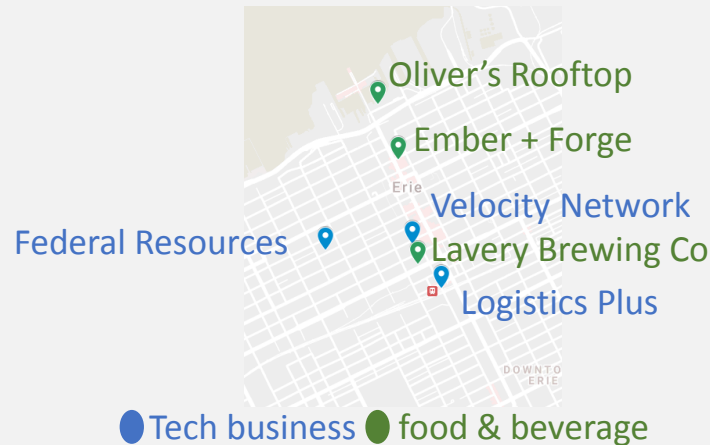
Larger-scale economic activity

Spending and production by individual Erie residents

Individual spending, saving, and micro-businesses

Erie’s small and medium-sized businesses

Supported by the density of Erie’s CBD and the economic activity from anchors, many small- and medium-sized businesses have opened in downtown Erie in recent years



Erie’s large “anchor” employers



The greater Erie region attracts **thousands of students** and **millions of tourists** annually

Students:



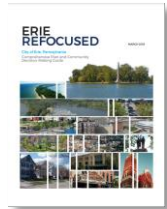
Within a 20-mile radius, Erie is **home to nearly 20,000 students.**

Tourists:

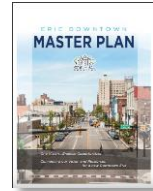


Presque Isle attracts an estimated **4.2 million visitors per year**, who spend an average of **\$80.95 per trip**. This amounts to over **\$340 million** of expenditures **occurring just outside Erie.**

Erie has created many plans; it can now **move from plans to action**



Erie Refocused



Erie Downtown Master Plan



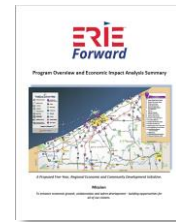
East Bayfront Neighborhood Plan



OWB Community Plan



Port Authority Master Plan



Erie Forward



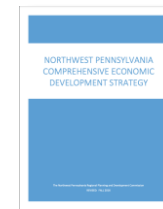
Emerge 2040



Active Erie Transportation Plan



Chamber Pipeline Report



Northwest Pennsylvania CEDS Strategy



Chamber Target Industries

The Investment Playbook is not another "plan," instead, we will focus on a prioritizing and acting on a few high-impact opportunities

We have identified six major **weaknesses** that are holding Erie back

- 1. Longstanding inequities:** Erie suffers from rampant inequity, as Black residents and other communities of color have considerably lower outcomes across health, education, income, and other issues. These problems are both old and new; though rooted in history, they continue to hamper Erie's prospects.
- 2. Transitioning economy:** Since the decline in manufacturing, Erie has still not developed a single defining business cluster to replace the lost jobs.
- 3. Underutilized assets:** Erie has been unable to take full advantage of its considerable assets, from its downtown anchors, its local investment, its student and immigrant population, and its natural assets.
- 4. Strong planning but limited execution:** Though Erie has crafted numerous strong strategic plans, it has had difficulty executing on many of these plans.
- 5. Siloed federal funding:** While there is an influx of coming federal funding, it is largely siloed. By contrast, the effective use of those funds requires integrated implementation.
- 6. Fiefdoms and a scarcity mindset:** Individuals and organizations frequently jockey for scarce funding, making collaboration difficult.

Erie is also plagued by **entrenched inequities** that **prevent long-term growth**

SPECIAL REPORT

The Worst Cities for Black Americans

1. Erie, PA

- > **Black population:** 7.2%
- > **Black median income:** 43.2% of white income
- > **White unemployment:** 4.0%
- > **Black unemployment:** 24.6%

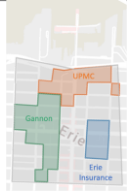
No major metropolitan area has greater racial inequalities across major social and economic outcome measures than Erie, Pennsylvania. An astounding 47% of the black population lives at or below the national poverty line, twice the already alarming national poverty rate for black Americans of 23.9%, and more than four times the white poverty rate in Erie of 11.9%.

Erie County was ranked as the “Worst City for Black Americans” in 2017. Despite questions about methodology, Erie has remained on and off these lists in recent years.

Other indicators of inequity in Erie County include:

- **Homeownership:** While Black residents make up 7.2% of the County’s population, they only account for 1.9% of homeowners
- **Child and Maternal Health:** Infant mortality for Black infants is over 4x the rate for white infants (22.8 vs. 4.9 per thousand)
- **Poverty:** 25.3% of Black residents in Erie County reside in poverty compared to 14.6% of white residents

Erie has distinctive assets that have not yet been fully realized



\$3B annual spending in downtown core

But...how much of this spend is “leaking” outside of Erie?



4M+ annual visitors to Presque Isle

But...how many are visiting and spending money in Erie?



20,000+ students within a 20-mile radius

But...how many are staying in Erie after graduation?



10+ strategic plans commissioned

But...how many have led to transformative change?

Fully leveraging the diverse economic, natural, educational, and planning capacities of Erie can have a transformative impact on the city’s long-term future

Contents

1. Introduction and Context
2. Interview and Research Findings
- 3. Goals**
4. Investments and Strategies
5. Organizing for Success
6. Next Steps
7. Appendix

We have drafted the following **objectives** for this specific work, though it **does not replace other city priorities**



Objective #1:

Maximize Federal and State Funding Opportunities for Erie

Given the current influx of federal funds, we will prioritize projects and investments that maximize the amount of funding available to Erie as well as the impact of those funds.



Objective #2:

Accelerate Long-term Growth Within and Across Erie

We will prioritize projects that will help jumpstart Erie's economic growth and set it on a course for long-term sustainability. However, this growth will be designed from the outset to be inclusive and shared across members of the community.



Objective #3:

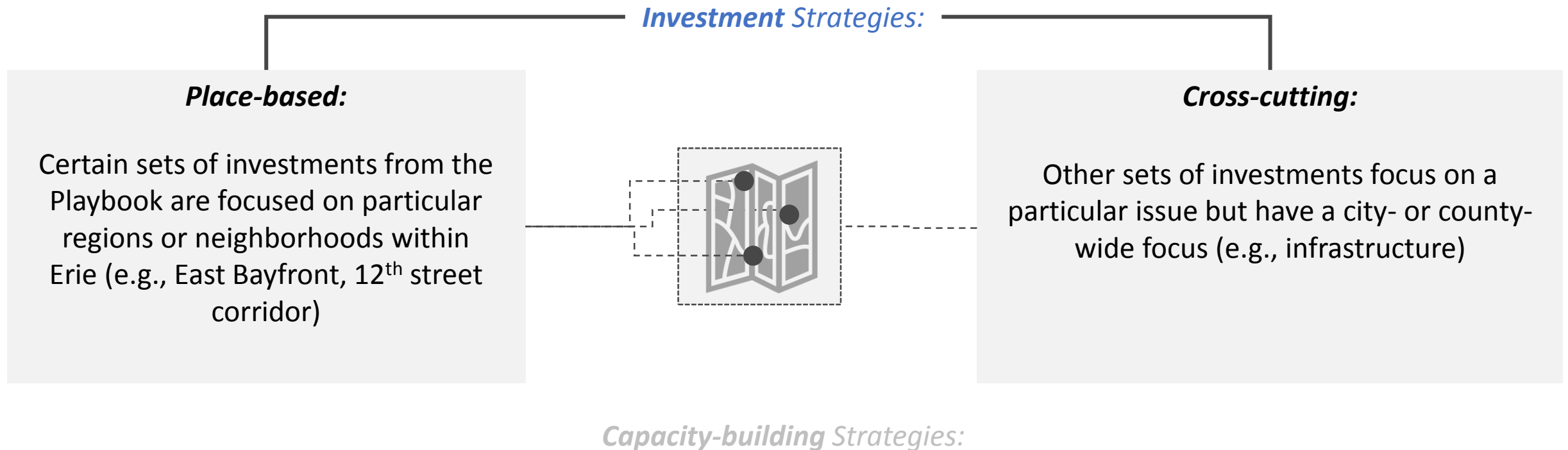
Reduce and End Long-standing Inequities

The influx of funding also presents a once-in-a-generation opportunity to reduce or reverse entrenched inequities. We will prioritize investments that build wealth for low-income residents and communities of color.

Contents

1. Introduction and Context
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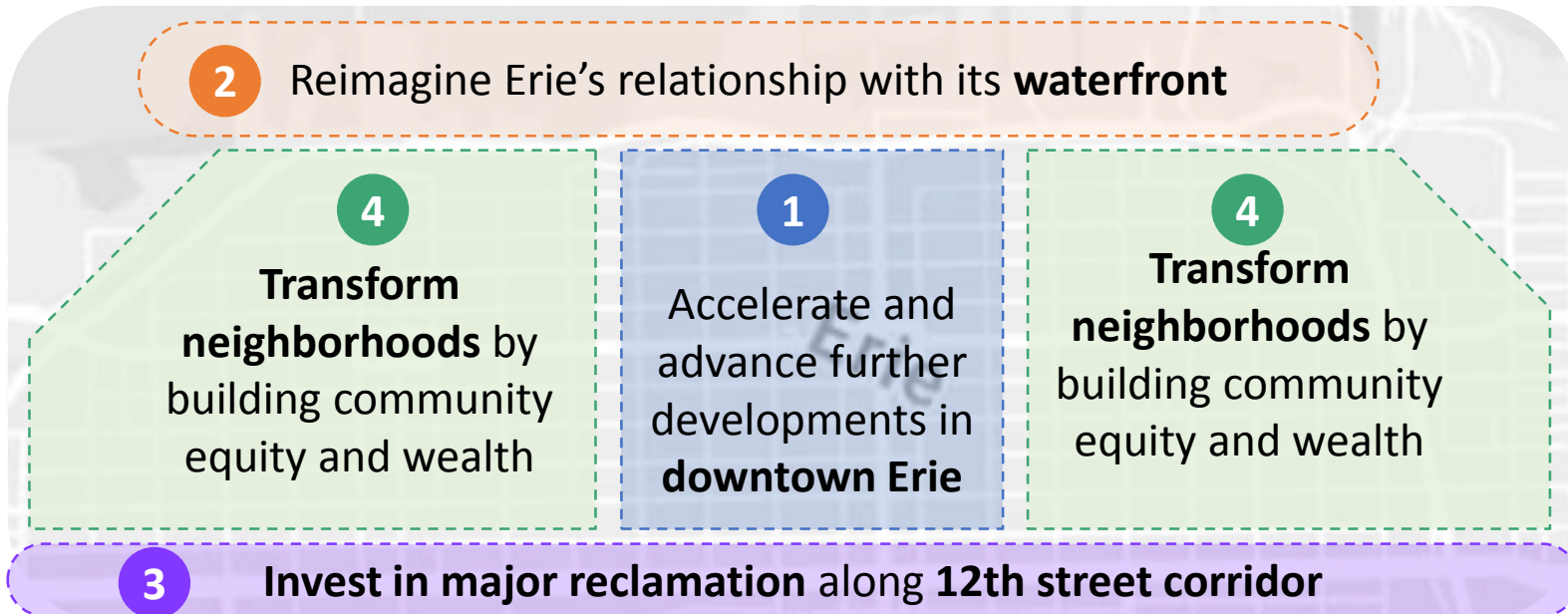
The investment strategies we recommend include both **place-based** and **cross-cutting** sets of investments



In order to ensure Erie can appropriately implement this work and maximize their share of federal dollars as well as the impact of those funds, certain organizations and institutions will need bolstered capacity. In addition, given the siloed nature of the funding, a central entity will need to help coordinate and oversee the work.

We have identified opportunities across 7 important topics

Place-based investment strategies:



Cross-cutting investment strategies:

- 5** Accelerate local **infrastructure** and quality of life investments
- 6** Boost **entrepreneurship**, with a focus on Black- and brown-owned small businesses
- 7** Build **clusters** in plastic recycling, advanced manufacturing, and tech

In total, the Investment Playbook prioritizes 25 transformational investments

1 **Downtown:** Accelerate and advance further developments in downtown Erie

1.1 Launch new EDDC Fund

1.2 Invest in complete streets and new streets

1.3 Demolish or accelerate adaptive reuse of key anchor properties on State Street between 9th and 14th streets (e.g., Avalon hotel)

1.4 Prepare for bolder moves to reshape downtown (e.g., move City Hall, host international architecture competition)

1.5 Create continuum of care for unhoused through structured collaboration of multiple service providers

2 **Waterfront:** Reimagine Erie's relationship with its waterfront

2.1 Complete Bayfront Place mixed-use development

2.2 Remediate Coke Plant and determine future use (e.g., recreation, blue economy, housing)

2.3 Create high-quality pedestrian bridges over parkways

2.4 Invest in resilience improvements along waterfront

3 **12th street corridor:**

Invest in major reclamation of old industrial properties along 12th street corridor

3.1 Remediate major sites along 12th street corridor (EMI, Lord Corporation, Eriebyss Factory of Terror, Erie Mill and Press)

4 **Neighborhoods:** Transform neighborhoods by building community equity and wealth

4.1 Incubate neighborhood businesses and support corridor regeneration (e.g., ECAT expansion, JASBP)

4.2 Purchase, update, and reuse anchor properties (e.g., Burton School)

4.3 Build community wealth through home renovations and homeownership via lease to purchase

4.4 Ensure equitable growth through new financial mechanisms, code enforcement, and land bank disposition

4.5 Build capacity of BIPOC developers / construction workforce

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

5.1 Invest in complete broadband city-wide

5.2 Create total biking / pedestrian experience

5.3 Improve power grid to create renewable, dependable energy for city core

5.4 Modernize utility infrastructure and bury overhead lines

6 **Entrepreneurship:** Boost entrepreneurship, with a focus on Black- and brown-owned small businesses

6.1 Expand quality coaching for BIPOC businesses by expanding entrepreneurial support

6.2 Provide quality capital for Erie small businesses that is fit to purpose

6.3 Direct more procurement to Erie businesses via Supply Erie effort

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

7.1 Reimagine manufacturing with center of competitiveness and industrial battery testing center

7.2 Create sustainable plastics practices by investing in new recycling plants and technologies

7.3 Create Great Lakes testing and remediation lab

Accelerate and advance further development downtown

Overview

Erie's downtown benefits from having multiple large anchor institutions in a small geographical area. This large employer base has created demand for additional services and amenities that has just started to "fill in." The Erie Downtown Development Corporation has just opened a cluster of market-rate downtown apartments as well as a multi-vendor food hall. The success of EDDC's first fund creates opportunities for the entity to make further investments in other parts of the downtown, especially toward the waterfront. These investments have also started to highlight the potential of other parts of the downtown, including State Street south of Perry Square. This part of the city faces several challenges, including a dense concentration of homelessness and a cluster of urban-renewal era buildings with outdated uses. A set of strategic investments in service provision and the built environment in this area, potentially combined with several bold new proposals, could completely reshape Erie's downtown to be among the most iconic in the country.



Project	Type	Cost	Lead
1.1 Launch new EDDC Fund	"Shovel ready" project	\$200,000,000	John Persinger, Matt Wachter
1.2 Invest in complete streets and new streets	"Shovel ready" project	\$80,050,000	Kathy Wyrosdick
1.3 Demolish or accelerate adaptive reuse of key anchor properties on State Street between 9 th and 14 th streets (e.g., Avalon hotel)	Exploratory project	\$56,000,000	Tina Mengine
1.4 Prepare for bolder moves to reshape downtown (e.g., move City Hall, host international architecture competition)	Exploratory project	\$500,000	TBD
1.5 Create continuum of care for unhoused through structured collaboration of multiple service providers	Exploratory project	TBD	Boo Hagerty

Projects near-ready for investment

Projects requiring additional organizing

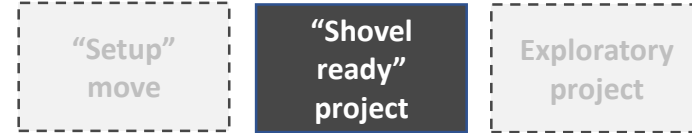
Total Estimated Cost: \$336,550,000

1.1: Launch New EDDC Fund



Investment Overview:

A second EDEF Fund would develop underutilized real estate that exists between the EDDC’s current projects and the investments on the Bayfront. This effort would also leverage the investments by major employers, such as Erie Insurance, UPMC Hamot, and Gannon University. This Fund will build upon the success of EDDC’s first fund in the Downtown.



Goals and Benefits:

- Transform underutilized properties
- Increase city/county/school district revenue
- Create diverse business, employment & housing Opportunities



EDDC Developments:

- EDDC will build on its previous work, which include:
- Flagship City Food Hall
 - Flagship City Public Market
 - 429 State
 - The Shops at 5th & State



Cost, Sources, and Uses:

Total cost: **\$200,000,000**

Uses:

- \$20M** – Acquisition Costs
- \$40M** – Softs Costs
- \$140M** – Construction Costs

Sources:

- \$50M** – EDEF Fund #2
- \$150M** – Leveraged Private & Public Capital (e.g., Opportunity Zones)



Process and Next Steps:

Lead: John Persinger and Matt Wachter

- Confirm commitments of current and prospective EDEF Members
- Confirm commitment of public capital sources
- Acquire site control of key properties
- Assemble development team
- Develop properties

1.2: Invest in complete streets and new streets

1 Accelerate and advance further development downtown

5 Accelerate community-wide infrastructure and quality of life improvements



Investment Overview:

The streets in downtown Erie can undergo considerable upgrades. Many of the current streets have excessively wide travel lanes, few street trees, long pedestrian crossing distances, and narrow sidewalks. A series of partial and complete street rebuilds across the downtown, with concrete bike lanes, wider sidewalks, street trees and furnishings, and shorter pedestrian crossings would provide significant practical, aesthetic, and economic benefits to Erie. Outlined in the Downtown Streetscape Master Plan, these improvements have already been planned and are near-ready for construction.



Goals and Benefits:

- Increase opportunities for commercial use with wider sidewalks (e.g., outdoor dining)
- Increase foot traffic by creating more accommodating pedestrian experience by planting street trees, installing benches, building bike lanes and locks, and shortening pedestrian crossings
- Increase quality of life by creating major facelift for streets across downtown



Cost, Sources, and Uses:

Total cost: **\$80,050,000**

Uses:

- \$8,580,000 – State St
- \$2,260,000 – 6th St
- \$4,070,000 – N/S Park Row
- \$2,790,000 – 12th St
- \$13,550,000 – Peach & Sassafrass
- \$48,800,000 – 2nd – 5th; 7th – 11th

Sources:

- PennDot and DCED
- Multimodal funds, CDBG, TASA, MPO TIP funding



Relevant Examples:

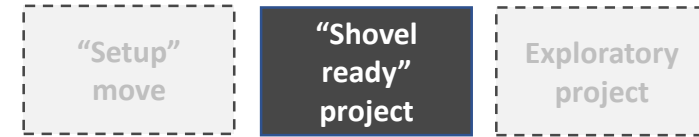
- Smarter Streets Initiative (South Bend, IN) is an initiative to create safer, more efficient transportation by creating traffic patterns that better accommodate motorists, transit riders, cyclists and pedestrians



Process and Next Steps:

Lead: *Kathy Wyrosdick*

- Update Streetscape Plan and to reflect new costs
- Secure remaining funding for needed improvements
- Secure contractors and begin construction



Source: Downtown Streetscape Master Plan, New Localism analysis

(More organizing required) 1.3: Demolish or accelerate adaptive reuse of key anchor properties on State Street between 9th and 14th streets (e.g., Avalon hotel)

1
Accelerate and advance further development downtown



Investment Overview:

With the creation of Erie Insurance’s new campus and several other downtown redevelopment projects, State Street south of Perry Square has considerable potential for new and creative uses. However, the area has several relics of largely unsuccessful 1970s urban renewal (e.g., Avalon Hotel). Given their prime location, considerable size, and relatively low property value, these properties can be used to anchor new, creative developments (final use tbd) for Erie’s next phase of growth.



Goals and Benefits:

Repurposing or demolishing sites such as the Avalon will **reduce blight, increase local pride, and create national recognition.** The project will signal to Erie residents (as well as the rest of the country) that Erie has moved on to a new phase of growth and urban vibrancy.



Relevant Examples:

- Dayton Arcade District



Cost, Sources, and Uses:

Total cost: **\$56,000,000**

Uses:

- \$50M** (Avalon construction)
- \$2M** (Avalon demolition and remediation)
- \$4M** (Avalon acquisition)

Sources:

TBD



Process and Next Steps:

Lead: Tina Mengine; potentially others (delivery team required)

- Purchase / work with owners of Avalon and other urban renewal buildings
- Work closely with architectural competition team to ensure creative new uses



(More organizing required) 1.4: Prepare for bolder moves to reshape downtown (Move City Hall)

1

Accelerate and advance further development downtown

4

Transform neighborhoods and increase equity



Investment Overview:

Erie’s City Hall would be moved from its current location on Perry Square to a low-income neighborhood in Erie. This move would have dual positive effects: generating economic activity into the low-income neighborhood into which City Hall moves and raising revenue for the City on the property on which City Hall currently exists. The City would need to undertake a careful process to sell or lease for highest use while also selecting a new site for City Hall where it would be welcomed and contribute positively.



Goals and Benefits:

- Raise revenue for the City through sale or rents from prime downtown property
- Generate economic activity in low-income neighborhood
- Raise home values in low-income neighborhood



Relevant Examples:

- Buenos Aires (2015) moved its capital from the center of the city to Parque Patricios in 2015 to drive economic growth in the area and reduce inequality.



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:
TBD

Sources:
TBD



Process and Next Steps:

Lead: *TBD*; Create delivery team to determine the following:

1. Create commission to identify potential sites and solicit public comment
2. Identify highest and best use (financially & socially) for existing City Hall
3. Interview officials in Buenos Aires



(More organizing required) 1.4: Prepare for bolder moves to reshape downtown (Host international architecture competition)

1

Accelerate and advance further development downtown



Investment Overview:

Erie’s downtown, especially south of Perry Square, has numerous buildings that were built in the era of urban renewal in the late 20th century. While many of these buildings sit on prime downtown real estate, their design is incompatible with desirable commercial or residential uses and constrains property value. With funds available for significant urban revitalization, Erie can host an international competition for architects and urban planners to design a series of buildings, parks, and public spaces that could make Erie a stunning example of post-industrial rebirth.



Goals and Benefits:

Hosting the competition would increase property values downtown and create prime office, retail, and residential space. By blending introducing new uses, the new plans would also increase the quality of life (e.g., recreation, walkability). Finally, the competition would **create local pride and create national recognition**. The project will signal to Erie residents (as well as the rest of the country) that Erie has moved on to a new phase of growth and urban vibrancy.



Relevant Examples:

- Chattanooga, TN



Cost, Sources, and Uses:

Total cost: **\$500,000**

Uses:
TBD

Sources:
TBD



Process and Next Steps:

Lead: TBD; Create delivery team to determine the following:

- Retain marketing firm to create global architecture and urban planning competition
- Raise initial local funds to seed competition

(More organizing required) 1.5: Create continuum of care for the unhoused

1
Accelerate and advance further development downtown



Investment Overview:

In Erie and across the country, homelessness, addiction, and other forms of human misery are persistent problems – and many of them have only grown since the COVID-19 pandemic. These problems are most visible in downtowns, where many service providers were located due to staunch resistance from neighborhood groups to locate them in residential neighborhoods.



Goals and Benefits:

Creating a continuum of care for the unhoused and otherwise struggling residents of Erie’s downtown will improve the health, well-being, and economic potential of residents while also reducing the prevalence of addiction and human misery on the streets of Erie.



Relevant Examples:

- 3CDC in Cincinnati created a state-of-the-art shelter that was embraced by local service providers



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:
TBD

Sources:
TBD



Process and Next Steps:

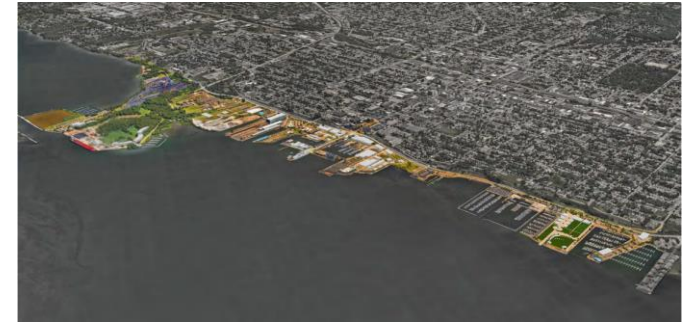
Lead: Boo Hagerty

- Convene working group of local service providers, funders, and advocacy groups
- Organize stakeholders and source potential solutions from group
- Secure funding from local philanthropy, reconciliation bill

Reimagine Erie's relationship with its waterfront

Overview

Erie benefits from an extended waterfront, which has provided a variety of benefits over its history. In the 18th century, Erie's port was a major boon to its salt trade. Today, the waterfront remains a considerable asset with recreational and commercial uses. Erie has made several investments in its port in recent years, including opening the Convention Center, several waterfront hotels, and a few residential properties. Erie can build upon this momentum by leveraging existing funding opportunities to make further improvements, including remediating major sites along the waterfront, creating connections to the downtown, and improving resilience. Beyond these investments, Erie can make more transformational changes to the layout and use of its waterfront by learning from leading global examples in Denmark and the Netherlands. In doing so, Erie can fully leverage this truly unique asset for the third decade of the 21st century and become a national example for creative, sustainable, and productive waterfront use.



Project	Type	Cost	Lead
2.1 Complete Bayfront Place Mixed-Use Development	"Shovel ready" project	\$207,500,000	Brenda Sandberg, Tina Mengine
2.2 Remediate Coke Plant and determine future use (e.g., recreation, blue economy, housing)	"Shovel ready" project	\$205,000,000	Tina Mengine, Brenda Sandberg
2.3 Create high-quality pedestrian bridges / connections over parkways	"Shovel ready" project	\$12,800,000	Kathy Wyrosdick, PennDOT
2.4 Invest in resilience improvements along waterfront	TBD	TBD	Brenda Sandberg

Projects near-ready for investment

Projects requiring additional organizing

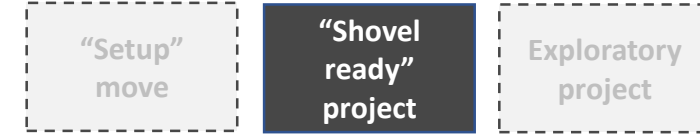
Total Estimated Cost: \$425,300,000

2.1: Complete Bayfront Place mixed-use development



Investment Overview:

The goal of the Bayfront Place Development Plan is to create a comprehensive, long-range plan intended to guide growth and development of the site. The Development Plan reflects the highest and best use of the site creating an exceptional, year-round amenity with quality public spaces, mixed-use buildings and tax generating properties. The plan for Bayfront Place includes new waterfront housing, a marketplace, an office park, several renovated streets (Main and Sassafrass), new open spaces, and a pedestrian bridge from the West Bayfront. Many of the projects within Bayfront place are already in development, requiring only limited additional support to bring this investment over the finish line.



Goals and Benefits:

- New waterfront housing
- New marketplace for fresh food and produce
- New waterfront office space
- Pedestrian connection to the waterfront from the West Bayfront



Cost, Sources, and Uses:

Total cost: **\$207,500,000**

Uses:

- \$200M** - Mixed-use developments
- \$3.5M** - Parking deck addition
- \$2M** - Bayfront Place infrastructure (utilities / roads)
- \$2M** - Seawall improvements -

Sources:

- Private investment,
- RCAP, City
- ARPA funds,
- PennDot



Process and Next Steps:

Lead: Casey Wells

- Complete negotiations for specific sites with developers
- Select developers for specific sites
- Secure additional funding for infrastructure improvements, parking additions

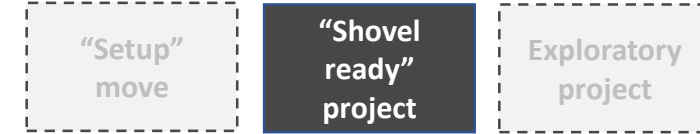


2.2: Remediate Coke Factory



Investment Overview:

The old Erie Coke plant sits on one of the most prime waterfront properties in Erie. This property contains significant environmental hazards and requires considerable capital to cleanup, demolish, and remediate. Given the high cost of this remediation, Erie may not have another chance to secure funding to demolish the factory and remediate the property for new uses. Without remediation of this property, it is difficult to imagine Erie having a truly world-class waterfront. This project would raise a wide variety of state, federal, and local funds to remediate the property for new use. While the property is acquired and prepped, stakeholders across Erie would determine its new use.



Goals and Benefits:

Remediating this site would reduce environmental hazards and blight as well as increase quality of life by creating new uses for the waterfront.



Relevant Examples:

- Hamburg (Hamburg Philharmonic, HafenCity)
- Hazelwood-Mill 19, Pgh, PA



Cost, Sources, and Uses:

Total cost: **\$205,000,000**

Uses:

Unknown (cleanup)
\$5M (site prep)
\$200M (design and build)

Sources:

Brownfield and
 State ARPA



Process and Next Steps:

Lead: Tina Mengine, Brenda Sandberg

- Secure site control
- Determine full cleanup costs
- Review EPA's Community Reuse Plan
- Convene delivery team to determine final use for site
- Determine full cost of construction
- Raise local capital (e.g., bonding) for construction and future use



2.3: Create high-quality pedestrian bridges over parkways

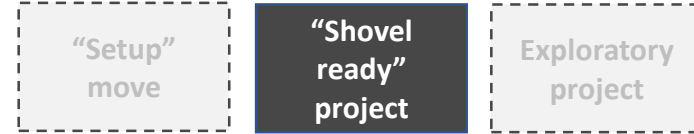
2
Reimagine Erie's relationship with its waterfront

5
Accelerate community-wide infrastructure and quality of life improvements



Investment Overview:

As Downtown Erie continues to undergo a revitalization and the Bayfront expands its commercial, residential, and recreational uses, the Bayfront Parkway is expected to face increased use as residents and tourists visit these places. In order to accommodate both increased vehicular and pedestrian traffic and connect these two spaces, pedestrian bridges over the Parkway will create important pedestrian connections. Two proposed bridges, at Holland St. and Sassafrass St. will connect the Bayfront and Downtown along convenient routes and allow all residents access the Parkway from either side of State Street. Additional passages over or across the Parkway to the east and west will be needed to increase access from the East and West Bayfront and increase use of the waterfront



Goals and Benefits:

- Increase commercial and recreational activity Downtown and in the Bayfront
- Reduce traffic and congestion along Bayfront Parkway and in both neighborhoods
- Increase quality of life for residents of downtown, East and West Bayfronts



Relevant Examples:

- The 11th St Bridge was constructed as an elevated park in DC that crossed the Anacostia River



Cost, Sources, and Uses:

Total cost: **\$12,800,000**

Uses:

\$6.4M – Holland St. bridge
\$6.4M – Sassafrass St. bridge
\$? – Additional passageways from East and West Bayfront

Sources:

Surface
 Transportation Block Grant Program;
 Reconnecting Communities Initiative



Process and Next Steps:

Lead: *Kathy Wyrosdick, PennDOT*

1. Determine eligible funding sources from infrastructure bill; re-assign previous funding
2. Create plans and conduct feasibility assessment of additional connections to waterfront
3. Conduct public engagement process
4. Finalize design of Sassafrass bridge

(More organizing required) 2.4: Invest in resilience improvements along waterfront

2
Reimagine Erie's relationship with its waterfront

5
Accelerate community-wide infrastructure and quality of life improvements



Investment Overview:

As Erie invests further into revitalizing its waterfront, the health, sustainability, and resiliency of the waterfront becomes increasingly important to withstand, recover, from and adapt to major disturbances. While some of these improvements are known (e.g., modernization of dock walls), most need to be studied in greater detail. Risks from lake level fluctuations, changing precipitation patterns, coastal storms, agricultural or stormwater runoff, and invasive species threaten the feasibility of new residential, commercial, and recreational uses of Erie's prized waterfront. Additional planning and studies should be conducted to understand the specific threats to Erie's waterfront.



Goals and Benefits:

- Protect new developments and spaces along waterfront
- Improve resilience against climate change for the coming decades
- Repair aging or inadequate dock walls that can threaten health of waterfront



Cost, Sources, and Uses:

Total cost: **TBD**

Uses: TBD	Sources: TBD
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Process and Next Steps:

Lead: Brenda Sandberg

1. Commission study to determine type and severity of threats to Erie's waterfront
2. Secure funding for resilience projects

3.1: Invest in major reclamation along the 12th street corridor



Investment Overview:

Like many former industrial cities, Erie still has considerable post-industrial properties that require considerable remediation that private companies neither have the time of resources to do. However, the recent influx of federal funding, especially through the Bipartisan Infrastructure Framework, has created an opportunity to remediate these properties at a scale and pace previously impossible. Acting swiftly to remediate these properties can eliminate blight across, create a variety of new uses (e.g., office space), and revitalize an entire section of the city. The properties to be remediated immediately include:

1. Former **EMI site** (transform to light industrial / office space)
2. Former **Lord Corporation Plant** (transform to light industrial / office space)
3. Former **Eeriebyss Factory of Terror** (future use tbd)
4. Former **Erie Mill and Press** (future use tbd)



Process and Next Steps:

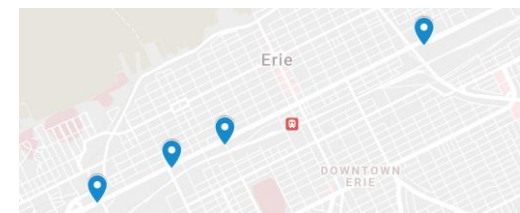
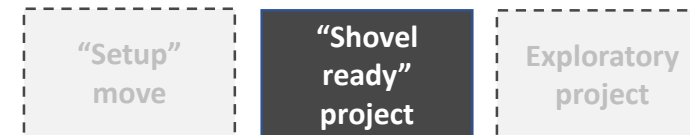
Lead: Tina Mengine

- Secure site control
- Determine future uses for Eeriebyss Factory of Terror, Erie Mill and Press
- Present cleanup plan to PA DEP, EPA
- Work with other Erie stakeholders to secure tenants



Goals and Benefits:

- **Accelerate economic regeneration** by creating new space for emerging industries in Erie (e.g., advanced manufacturing, plastics recycling, tech)
- **Remove blight** that creates a negative impression of Erie and represents Erie’s painful de-industrialization
- **Reduce environmental hazards** by cleaning up long-standing decaying buildings, ash piles, and other threats to air, water, and soil quality
- **Strengthen public finance** by purchasing properties when Erie has resources and prices are relatively depressed, allowing the city to benefit from future property appreciation and invest in critical services
- **Bolster local pride** and national recognition by becoming a national example for brownfield remediation, turning a source of previous shame (blight) into city-wide pride



\$ Cost, Sources, and Uses:

Total cost: **\$176,725,000**

Uses:

- EMI acquisition: **\$375k**
- EMI remediation and demolition: **\$2M**
- EMI new construction: **\$50M**
- EMI renovation: **\$22M**
- Lord Corp acquisition / demolition: **\$1.1M**
- Lord Corp design and Build: **\$75M**
- Eeriebyss acquisition: **\$200k**
- Eeriebyss demolition, construction, renovation: **\$25M**
- Erie M&P acquisition: **\$50k**
- Erie M&P demolition and remediation: **\$1M**
- Erie M&P construction: **TBD**

Sources:

- City / County
- ARP grants, City forgivable loans

Transform neighborhoods and increase equity

Overview

Erie benefits from having two historic residential neighborhoods that border both the central business district and the waterfront with Presque Isle Bay. These neighborhoods, however, have experienced some difficulty in the past several decades that include low rates of homeownership, increasing blight, and low home values. Both the East and West Bayfronts, as well as other residential neighborhoods in Erie, have effective community organizations that have been working to stem or reverse these trends through home renovations and other programs for years. Given the new influx of funds, these organizations, in partnership with the City, have an historic opportunity to expand and accelerate this work drastically – by up to 3x, 5x, or even 10x. In doing so, these residential neighborhoods can be set up to ensure that wealth is not concentrated for a portion of residents and others are displaced, but instead that wealth is built equitably across Erie residents as the Erie’s economy grows and its downtown recovers.



Project Ledger

Project Ledger	Type	Cost	Lead
4.1 Incubate neighborhood businesses and support corridor regeneration (e.g., ECAT expansion, JASBP)	Shovel Ready Project	\$19,295,000	Daria Devlin, Gary Horton
4.2 Purchase, update, and reuse anchor properties (e.g., Burton School)	Exploratory Project	\$6,000,000	Gary Horton
4.3 Build community wealth through home renovations and homeownership via lease to purchase	Exploratory Project	TBD	TBD
4.4 Ensure equitable growth through new financial mechanisms, code enforcement, and land bank disposition	Exploratory Project	TBD	TBD
4.5 Build capacity of BIPOC developers / construction workforce	Exploratory Project	TBD	TBD

Projects near-ready for investment

Projects requiring additional organizing

Total Estimated Cost: \$25,295,000

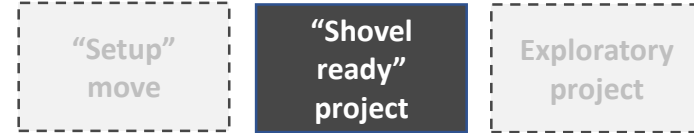
Transform neighborhoods and increase equity

4.1 Incubate neighborhood businesses and support corridor regeneration (ECAT)



Investment Overview:

ECAT will create ECORP in order to develop and manage a broader set of community development programs, including a) developing commercial corridors along East Avenue (6th – 8th St), b) building a jazz performance and workforce development center, c) launching a construction trades program with Erie School District and d) creating a master neighborhood revitalization plan. Successful implementation of this work can serve as a model for replication in other neighborhoods in Erie.



Goals and Benefits:

Such a considerable expansion of ECAT would could transform the East Bayfront into a thriving neighborhood of multiple uses. Though primarily residential, the East Bayfront would also include robust commercial corridors and centers for light entertainment and job training. These investments would also align substantially with other important projects, including training in construction trades and renovating homes in the East Bayfront.



Relevant Examples:

- ConnCAT in New Haven, CT has similarly built job training programs to revitalize neighborhood corridors



Cost, Sources, and Uses:

Total cost: **\$10,795,000**

Uses:

- \$2.8M** – acquire key properties
- \$7.3M** – renovate key properties
- \$700k** – programming, salaries, and other overhead

Sources:

TBD



Process and Next Steps:

Lead: *Daria Devlin*

- Secure local and other funding sources
- Create project team across organizations and individuals in the East Bayfront
- Incorporate ECORP
- Launch construction trades training



4.1 Incubate neighborhood businesses and support corridor regeneration (JASBP)



Investment Overview:

JASBP is a former superfund site that has remained undeveloped, but with the recent influx of federal dollars, may finally be put to productive use. The site could house a variety of uses, including solar power for the grid, a food production center, and community green space. Successful implementation of this work can serve as a model for replication in other neighborhoods in Erie. *TBC with additional detail*



Goals and Benefits:

- Provide sustainable energy capacity to the grid
- Stimulate local economy by creating incubation opportunities for food and beverage sector
- Create green and sustainable businesses in a former superfund site



Relevant Examples:

- Project could be modeled after ECAT and / or ConnCAT



Cost, Sources, and Uses:

Total cost: **\$8,500,000**

Uses:

- \$1.8M** – Aquaponics
- \$485k** – Pest Remediation Business
- \$500k** – Remediation
- \$1.3M** – Commercial Kitchen Incubator
- \$700k** – Co-Packing site
- \$4M** – Solar installation

Sources:

- \$2.2M** – ARPA (local)
- TBD** – EDA Economic Adjustment Grant



Process and Next Steps:

Lead: Gary Horton

- Explore other existing funding sources
- Identify property manager
- Break ground in 2022



(More organizing required) 4.2: Purchase, update, and reuse Burton School



Investment Overview:

The Burton School is one of the oldest schools in the Erie School District. Though its use has dwindled over the years, it is registered in PA’s Cultural Resource Geographic Information inventory as a historical site. Purchasing the property for re-use as a hub for childcare, pre-K, and workforce development. This project can be modeled after the successful renovation of the Wayne School in the East Bayfront.



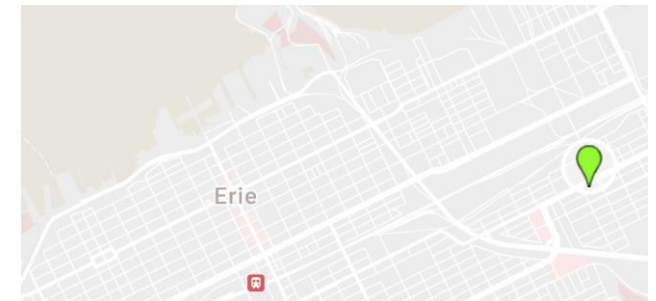
Goals and Benefits:

- Increase affordable childcare options in Erie
- Return a historic property to productive use
- Stimulate neighborhood economy by creating local jobs and foot traffic



Relevant Examples:

- Wayne School (ECAT)



Cost, Sources, and Uses:

Total cost: **\$6,000,000**

Uses:
TBD

Sources:
TBD



Process and Next Steps:

Lead: *Gary Horton*

- Take plans and financial sources from Wayne School
- Determine details of final use in coordination with other local stakeholders (e.g., ECAT, Community College, School District)
- Determine final costs

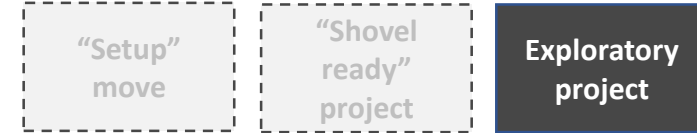


(More organizing required) 4.3 Scale home renovations and homeownership through lease to purchase



Investment Overview:

Given the gap between home value and home repair, there is a limited market for home renovations in Erie. This problem could be addressed by creating or using an existing entity that would make a scatter-site purchase of homes (with a high aggregate loan-to-value) and enter into lease-purchase agreements with residents. This entity would then partner with organizations like OWB, BEST, and others to subsidize home repairs before selling the property to residents upon the lease-purchase conversion.



Goals and Benefits:

- Improve housing stock and increase home values in Erie neighborhoods by accelerating home repairs
- Accelerate home repairs by giving neighborhood organizations like BEST, OWB a central organization to work with
- Building wealth for residents by increasing homeownership through cheaper mortgages and access to subsidized home repairs



Relevant Examples:

[Rehabbed and Ready](#) in Detroit program uses philanthropic funding from the Rocket Community Fund and others to renovate and sell homes for market value in order to bridge the gap between home value and repair expenses.



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:
TBD

Sources:
TBD



Process and Next Steps:

Lead: *TBD*; Create delivery team to determine the following:

- Assess appetite and feasibility for this approach
- Determine best entity to conduct purchases and issue lease-purchase agreements
- Capitalize organizations with patient local capital

(More organizing required) 4.4: Ensure equitable growth through new financial mechanisms, code enforcement, and land bank disposition



Investment Overview:

In Erie and around the country, homeownership has often been a path to building wealth that has largely been reserved for middle- and upper-class white families. Black residents who were systematically excluded from homeownership programs and renters were not able to benefit from these wealth- and community-building opportunities. A new set of strategies could reverse the effects of this historical trend: first, generous use of a land bank that would purchase properties in bulk, second, stricter code enforcement to ensure properties do not fall into disrepair, and third, a community equity district would create a financial mechanism for all residents (including renters) to benefit from value appreciation. Many of these strategies are novel and require additional planning. And while these strategies would be most effective in combination, they can also be pursued individually for partial benefit.



Goals and Benefits:

Together, these strategies could provide the following:

- Increased homeownership caused by aggressive land bank purchases and dispositions
- Increased home values by better housing stock and lower rates of blight and disrepair
- Financial gain by all residents, including renters and the unhoused, as property values appreciate



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:
TBD

Sources:
TBD



Process and Next Steps:

Lead: *TBD*; Create delivery team to determine the following:

- Assess interest, capacity, and needs of local land bank
- Assess political and financial feasibility of adopting a community equity district in Erie (esp. with LERTA)
- Assess capacity and interest of code enforcement office

(More organizing required) 4.5: Build capacity of BIPOC developers / construction workforce



Investment Overview:

As Erie’s neighborhoods undergo a revitalization driven by substantial home renovation, this investment would allow BIPOC and other residents in Erie to partake in the boom in development and construction work that will follow. Investments in programs to train and capitalize BIPOC developers will help these residents oversee new development, while job training will ensure access to skilled, high-paying jobs in the construction industry. Erie already benefits from several organizations that are well-positioned to adopt such programs (e.g., ECAT, JASBP, Erie Black Wall Street), though such an initiative would require additional planning to ensure adequate resources and alignment with other local service providers.



Goals and Benefits:

If structured correctly, this program would increase the employment and labor force participation rate, increase local earnings and decrease poverty. It would also help Erie keep its capital local by reinvesting in its own residents rather than by hiring out-of-town contractors.



Relevant Examples:

- [Jumpstart Germantown](#) (Philadelphia) is a residential real estate development training program that focuses on helping people break into the industry and fighting gentrification by encouraging people to develop their own communities.
- [East Side Avenues Initiative](#) (Buffalo) has a community-based real estate development training to train building owners in commercial real estate development and invest in community-level developer commercial and mixed-use projects, in order to ensure that buildings are redeveloped for and by East Side residents. The effort is funded with a \$5M in capital and \$1M operating budget.



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:
TBD

Sources:
TBD



Process and Next Steps:

Lead: *TBD*; Create delivery team to determine the following:

- Identify lead organization for training program
- Raise necessary local capital
- Conduct significant outreach through community groups
- Launch inaugural program in time for building boom

Accelerate community-wide infrastructure and quality of life improvements

Accelerate community-wide infrastructure and quality of life improvements

Overview

After decades of population stagnation and economic stress, Erie is experiencing the beginning of a revitalization, fueled by growth in the central business district. This new commercial, tech, and other businesses growth in downtown Erie and elsewhere is putting considerable strain on Erie's aging infrastructure. Improvements to Erie's roads, bikeways, power grid, fiber network, and other systems can ensure and even help accelerate the continued growth of Erie's new economy. These large investments in Erie's infrastructure are especially timely given the recent passage of the Bipartisan Infrastructure Framework, which reserves substantial funding for many of the projects most important in Erie. Note that this Playbook also includes more specific infrastructure investments in subtracts or neighborhoods within Erie; this section primarily covers community-wide infrastructure investments.



<i>Project Ledger</i>	<i>Type</i>	<i>Cost</i>	<i>Lead</i>
5.1 Invest in complete broadband county-wide	Exploratory project	\$135,000,000	Matt Wiertel
5.2 Create total biking / pedestrian experience	"Shovel ready" project	\$14,613,960	TBD
5.3 Improve power grid to create renewable, dependable energy for city core	TBD	TBD	TBD
5.4 Modernize utility infrastructure and bury overhead lines	TBD	TBD	TBD

Projects near-ready for investment

Projects requiring additional organizing

Total Estimated Cost: \$149,613,960

5.1: Invest in complete broadband county-wide



Investment Overview:

Based on data from 2018, Erie County had a broadband coverage rate of over 95 % at a 25Mb / 3 Mb speed. However, due to the pandemic and inaccurate data from the FCC, many more residents than once thought do not have access to adequate broadband infrastructure to support teleworking, remote learning, and telehealth initiatives. With more employees working from home, broadband has become a critical component of economic development policy to attract and retain employees to a region. The goal of the investment in broadband infrastructure will be to provide all Erie County residents with a minimum of one broadband provider, promote and develop affordable options for those currently without access, and expand regional infrastructure to support economic development.



Goals and Benefits:

- Create additional educational opportunities through remote and hybrid learning, especially for post-secondary education
- Increase competitiveness of region’s workforce
- Create additional opportunities for remote work in Erie County



Relevant Examples:

1. EPB, Chattanooga
2. EDDC, VNET Fiber



Cost, Sources, and Uses:

Total cost: **\$135,000,000**

Uses:
TBD

Sources:
ARP, ARC Power, PA Broadband Authority, Infrastructure / Jobs Act, FCC ACP / ECF



Process and Next Steps:

Lead: Matt Wiertel

- Identify full suite of funding sources
- Prioritize regions (e.g., rural) without access to fiber

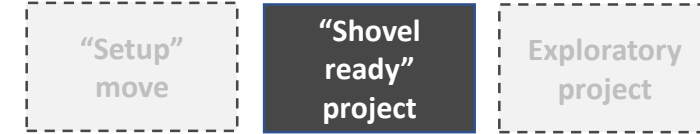
Accelerate local infrastructure and quality of life improvements

5.2: Create total pedestrian / biking experience



Investment Overview:

While Erie already has several bike paths throughout the city, Erie’s streets and infrastructure create considerable barriers for bicyclists and pedestrians, thereby restricting the flow of people throughout the city or encouraging residents to find less sustainable methods of transportation. Erie has already extensive planning on potential improvements to its pedestrian and biking infrastructure, as laid out in the Active Erie plan. These recommendations include: creating travel lanes along major bikeways across the city, investing in sign-posting and other improvements to low-stress routes along the waterfront, and creating select pedestrian bridges. With the passage of the Bipartisan Infrastructure Framework, Erie now has the opportunity to implement most or all of these recommendations in swift order.



Cost, Sources, and Uses:

Total cost: **\$14,613,960**

Uses:

- \$6,969,402** - 6th St from Pittsburgh Ave to Franklin Ave
- \$1,198,560** - 19th St/21st St
- \$93,403** - 10th from Bayfront Parkway to Bayfront Conn.
- \$42,174** - Bird Drive from Fairmount Parkway to E 38th
- \$161,036** - 32nd/29th/28th from Pittsburgh Ave to East Ave
- \$77,013** - East Ave from E Bay Dr to E 38th
- \$34,070** - Downing Ave from E Lake Rd to E 28th
- \$6,038,302** - 38th from Greengarden to Bayfront

Sources:

RAISE Grant Program, TASA, PennDOT and DCED Multimodal, CDBG, MPO TIP funds



Goals and Benefits:

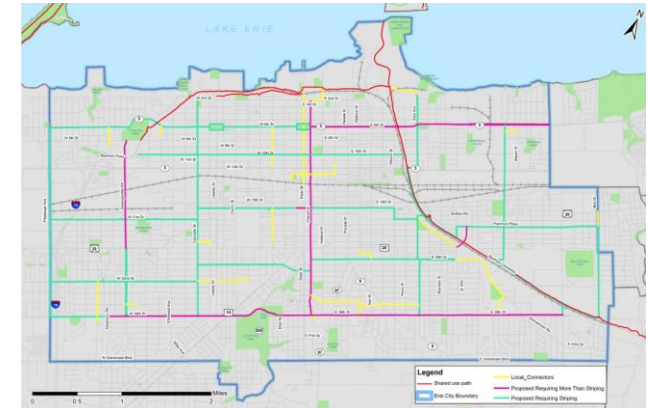
- Increase public health by promoting transportation by foot or bike and limiting local emissions
- Increase mobility in the city, creating additional economic opportunities for recreation businesses
- Provide greater connectivity between neighborhoods, increasing neighborhood and civic engagement



Process and Next Steps:

Lead: *Kathy Wyrosdick*

- Implement policies in the Active Transportation Plan
- Secure funding for needed improvements
- Conduct additional community outreach through final design and construction



(More organizing required) 5.3: Improve power grid to create renewable, dependable energy for city core

Accelerate community-wide infrastructure and quality of life improvements



Investment Overview:

As Erie build new residential, commercial, and recreational developments across the City, it will place increasing demands on the city’s power grid. Recent developments have already run into substantial, unforeseen problems with the electrical grid that have required considerable costs to upgrade. A delay in making further upgrades could postpone or disincentivize additional developments in the City. Considerable work on this project must still be done, however. The specific needs and costs of upgrades must be determined; private and public stakeholders must align on an appropriate approach to cost-sharing; and a coalition of public and private actors must identify sources of capital including traditional sources of public funding, new funding from IJJA, private funding, and creative capital sources.



Goals and Benefits:

1. Incentivize and reduce barriers to future developments
2. Reduce construction time and complexity for individual developments
3. Reduce carbon footprint for city and new developments



Cost, Sources, and Uses:

Total cost: **TBD**

Uses:
TBD

Sources:
TBD



Process and Next Steps:

Lead: PennElec, City Planning Office

1. Create master list of investments required to upgrade grid
2. Align on appropriate cost-sharing between public and private sectors
3. Create blended capital stack using public, private, and creative sources of capital

(More organizing required) 5.4: Modernize utility infrastructure and bury overhead lines

Accelerate community-wide infrastructure and quality of life improvements



Investment Overview:

Across Erie, overhead lines were created to serve a different layout of city buildings and developments (e.g., manufacturing and other industrial purposes along waterfront). As Erie enters a new phase of its growth with substantially different uses for parcels and neighborhoods, some overhead lines have become a hindrance rather than a facilitator of development. As a result, the city can take action to bury several overhead lines of particular importance for developments across the city. In so doing, the city can further incentivize developments in key neighborhoods and corridors (e.g., the Bayfront), improve the visual aesthetic of blocks and neighborhoods, and open additional land for development in key parts of the city.



Goals and Benefits:

- Replace aging electrical infrastructure
- Open up additional land for development
- Improve visual aesthetic and quality of life where lines are buried
- Incentivize further developments in key parts of the city



Cost, Sources, and Uses:

Total cost: **TBD**

<i>Uses:</i> TBD	<i>Sources:</i> TBD
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Process and Next Steps:

Lead: TBD; Create delivery team to do the following:

1. Identify full set of overhead lines to be buried
2. Identify full costs (upfront and ongoing) associated with buried lines at these locations
3. Identify full suite of public and private funding sources to complete projects

Boost entrepreneurship, with a focus on Black- and brown-owned small businesses

Boost entrepreneurship, with a focus on Black- and brown-owned small businesses

Overview

Erie has been the subject of considerable investment in recent years by its downtown anchors, including UPMC, Erie Insurance, and Gannon University. These investments are creating economic growth and opportunities for small- and medium-sized businesses to “fill in” needs created by increased demand in the region. However, many residents within Erie lack the skills, relationships, and capital to start businesses. This problem is especially acute among Erie’s Black residents, immigrants, and other residents of color. Given the heightened demand for local business services and products as well as the current low cost of capital, Erie has a unique opportunity to push considerable resources to this issue in the form of startup grants and funds, technical assistance, and local procurement efforts to ensure a broader set of Erie residents benefit from this new chapter in Erie’s economy.



Project Ledger

	Type	Cost	Lead
6.1 Expand quality coaching for BIPOC businesses by expanding entrepreneurial support	“Shovel ready” project	\$2,158,500	Kyra Taylor
6.2 Provide quality capital for Erie small businesses that is fit to purpose	“Shovel ready” project	\$75,000,000	Dawn Seckler
6.3 Establish Supply Erie to direct more procurement to local Erie businesses	Exploratory project	\$7,000,000	TBD

Projects near-ready for investment

Projects requiring additional organizing

Total Estimated Cost: \$84,158,500

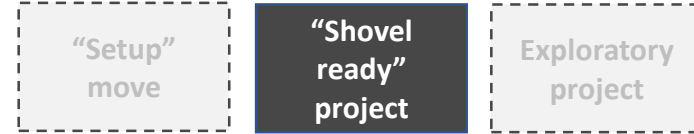
Boost entrepreneurship, with a focus on Black- and brown-owned small businesses

6.1: Expand quality coaching for BIPOC businesses by expanding entrepreneurial support



Investment Overview:

Erie, like most cities in the US, faces an enormous problem of racial inequity. Black residents in Erie face lower rates of homeownership, lower educational attainment, and higher rates of poverty than their white counterparts. Organizations like Erie Black Wall Street step in to fill crucial gaps in knowledge for Erie’s Black residents and provide training on issues such as credit improvement, budgeting, homeownership, and business training. Expanding the capacity of EBWS for an initial five years will formalize these programs, expand them to more residents, create space for in-person programming, and increase the capacity of the organization to conduct research and better program and policy solutions for Black residents.



Goals and Benefits:

Increasing EBWS’ capabilities would have multiple levels of benefits. By increasing programming, EBWS could increase financial literacy, business starts, and homeownership. In doing so, this investment could also increase Black wealth and civic engagement among Black residents.



Relevant Examples:

- WePower (St. Louis) combines advocacy and trainings for workforce and wealth building for communities of color



Cost, Sources, and Uses:

Total cost: **\$2,158,500** (over 5 years)

Uses:

- \$388,500** – salaries
- \$70,000** – programming
- \$1,400,000** - building purchase and renovation
- \$300,000** – other operating costs

Sources:

MBDA, local philanthropic capital



Process and Next Steps:

Lead: *Kyra Taylor*

1. Secure additional sources of local funding
2. Expand and standardize existing trainings
3. Solidify partnership with Bridgeway capital via MOU
4. Obtain brick-and-mortar space and hire staff

Boost entrepreneurship, with a focus on Black- and brown-owned small businesses

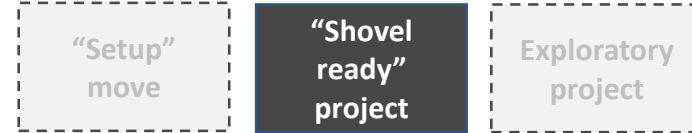
6.2: Provide quality capital for Erie small businesses that is fit to purpose



Investment Overview:

Using US Treasury’s State Small Business Credit Initiative, Erie can provide substantial capital and technical assistance for its small businesses. Bridgeway Capital will plan to provide at least \$15m in loans annually, including many loans between \$10,000 and \$50,000. While these loans would be spread across a 15-county focus area, Bridgeway would ensure that at least a proportional amount of those loans are directed to businesses in Erie. Bridgeway would also work with other entrepreneurial support organizations, including:

- Erie Black Wall Street to create a pipeline of businesses ready for investment
- Erie Center for the Arts and Technology (ECAT) on a Creative Business Accelerator



Goals and Benefits:

Leveraging SSBCI funding for Erie businesses could result in almost \$75m of investment, which would be tailored to local needs through important local partnerships and matched with technical assistance to ensure borrowers have access to capital and can grow and benefit from investment.



Cost, Sources, and Uses:

Total cost: **\$75,000,000** (over 5 years)

Uses:
TBD

Sources:
\$7.5M – SSBCI funding
\$67.5M – other private capital



Process and Next Steps:

Lead: Dawn Seckler

1. Formalize partnerships with EBWS and ECAT
2. Secure SSBCI and other private funds
3. Structure investment products for Erie as needed
4. Build pipeline of potential investments with local partners



BRIDGEWAY CAPITAL
Connect Opportunity with Capital

Boost entrepreneurship, with a focus on Black- and brown-owned small businesses

(More organizing required) 6.3: Establish Supply Erie to direct more procurement to local Erie businesses



Investment Overview:

With the enactment of the \$1.2 trillion Bipartisan Infrastructure Framework, Erie has a remarkable opportunity to harness federal investments to rebuild and diversify its small business economy. We recommend a new Supply Erie Initiative, designed to steer a substantial volume of federal infrastructure dollars to support, strengthen and grow local Black- and brown-owned businesses. The Initiative would work with a broad array of infrastructure agencies in Erie to (a) harmonize procurement definitions and practices across all public entities in the service of business equity; (b) ensure that potential vendors get the business coaching and quality capital they need to meet procurement demand; and (c) bring transparency in goal setting and reporting across multiple infrastructure agencies. The total platform funding for these efforts is estimated at \$6-8 million over 4 years.



Goals and Benefits:

A Supply Erie program would increase demand for business services in Erie, giving an important advantage to local small- and medium-sized businesses during the critical early stages of their development. When matched with loans and technical assistance from the other investments in this category, Erie’s small businesses can receive the business, capital, and support they need to thrive in the long-term.



Relevant Examples:

- Philadelphia Anchors for Growth and increases local purchasing by large institutional buyers to grow Philadelphia businesses, strengthen the local economy, create jobs, and build wealth



Cost, Sources, and Uses:

Total cost: **\$7,000,000**

Uses:
TBD

Sources:
TBD



Process and Next Steps:

Lead: TBD; Create delivery team to do the following:

- Obtain commitments from anchor institutions to hit local supply targets
- Raise funding for buy local campaign
- Determine other next steps

Build clusters in plastics recycling, advanced manufacturing, and tech

Overview

Erie has persevered through a considerable post-industrial decline. While many of the old jobs have disappeared, much of the infrastructure, systems, and human capital remain in Erie, creating a unique opportunity to revitalize the economy for the 21st century. A group of stakeholders from PSU and Gannon have come together with a plan for a set of investments in advanced manufacturing, plastics recycling, and the blue economy. These investments, if completed, could create up to 5,000 jobs and make Erie the epicenter of nationally competitive industries. If these projects are appropriately staffed, resourced, and implemented, they could reverse decades of decline and begin a new chapter for Erie’s economy.



Project Ledger

Project Ledger	Type	Cost	Lead
7.1 Reimagine manufacturing with center of competitiveness and industrial battery testing center	“Shovel ready” project	\$56,000,000	Penn State Behrend, Wabtec
7.2: Create sustainable plastics practices by investing in new recycling plants and technologies	“Shovel ready” project	\$5,000,000	Penn State Behrend, Gannon, OWB
7.3 Create Great Lakes testing and remediation lab	“Shovel ready” project	\$41,000,000	Penn State Behrend, Gannon

Total Estimated Cost: \$102,000,000

Projects near-ready for investment

Projects requiring additional organizing

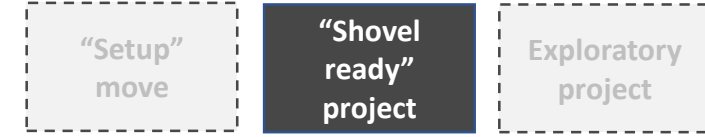
Build clusters in plastics recycling, advanced manufacturing, and tech

7.1: Reimagine manufacturing with center for manufacturing competitiveness and heavy industrial battery test center



Investment Overview:

A center of manufacturing competitiveness could provide the capability to transition to a substantiable economic in the areas of plastics recycling, metal casting, and tail transportation. The center would include an advanced polymers and materials lab to design more sustainable and recoverable plastics as well as metal castings labs for prototyping and a heavy industrial battery testing facility to design zero-emission long-haul transportation.



Goals and Benefits:

The center for manufacturing competitiveness will help create ~5,000 jobs in the advanced manufacturing and plastics sectors while also increasing wages, union representation, reducing plastic waste locally and globally, and expanding access to related utilities, such as broadband, that would be created in the area.



Relevant Examples:

- Nussbaum Center and Steelhouse project in Greensboro is an urban innovation center designed to reduce barriers for manufacturing entrepreneurs



Cost, Sources, and Uses:

Total cost: **\$56,000,000**

Uses:

\$14M - Building (KP 8)

\$12M - Lab equipment and operation

\$20M - Battery facility and lab equipment

Sources:

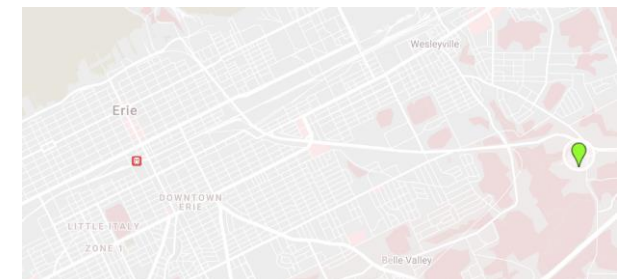
Future BBB RC programs, City and State ARPA funds



Process and Next Steps:

Lead: Penn State Behrend, Wabtech

1. Identify final breakdown of costs
2. Secure additional state and federal funding opportunities



Build clusters in plastics recycling, advanced manufacturing, and tech

7.2: Create sustainable plastics practices by investing in new recycling plants and technologies

Investment Overview:

This sustainable plastics project will leverage the sustainable plastics work of the Center for Manufacturing Competitiveness to create an environment for sustainable agriculture. A Plant-to-Plants Lab will capture heat, carbon dioxide, and moisture from manufacturing efforts at the Center to power a pilot food production project. The foods grown will be influenced by and distributed to underrepresented communities in the region. The lab will be built in a “kit” form, complete with a list of equipment, cost estimates, space layout, and expected ROI, to allow for easy extension to manufacturing sites in coal-impacted areas to address food deserts in their own communities.



Goals and Benefits:

- Increase sustainability of advanced manufacturing by recycling byproducts into local agriculture
- Use plant-to-plants lab as a model for the circular economy that can be exported across the region / country



Cost, Sources, and Uses:

Total cost: \$5,000,000

Uses:	Sources:
\$2.5M - Recycling line	TBD
\$0.5M - Personnel	
\$2.0M - Equipment	

Process and Next Steps:

Lead: Penn State Behrend, Gannon, OWB

1. Finish plans for plant-to-plants lab

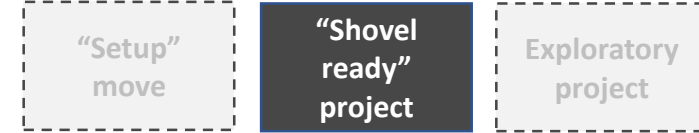
Build clusters in plastics, advanced manufacturing, and tech

7.3: Create Great Lakes testing and remediation lab



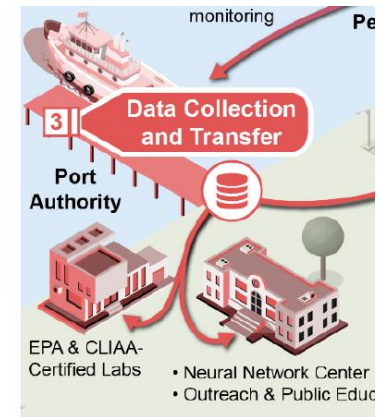
Investment Overview:

Lake Erie would be leveraged as the testbed for evaluating plastic pollution and measuring manufacturing investment effectiveness as manufacturers move toward a circular economic model. Located at Gannon and along the waterfront, these labs would conduct environmental testing, drone-based monitoring, and geospatial mapping to conduct research on environmental changes to the lakes. They would also map plastics pollution and provide data for better environmental cleanup of plastic-polluted bodies of water.



Goals and Benefits:

Along with the center for manufacturing competitiveness, the great lakes testing lab will help create ~5,000 jobs in the advanced manufacturing and plastics recycling sectors while also increasing wages, union representation, reducing plastic waste locally and globally, and expanding access to related utilities, such as broadband, that would be created in the area.



Cost, Sources, and Uses:

Total cost: **\$41,000,000**

Uses:

- \$7M** – Deepwater science ship
- \$4M** – Near-shore boat and equipment
- \$5M** – Docking facility and pit stop lab
- \$10M** – EPA/CLIAA-certified lab
- \$5M** – Neural drone lab for GIS-mapping

Sources:

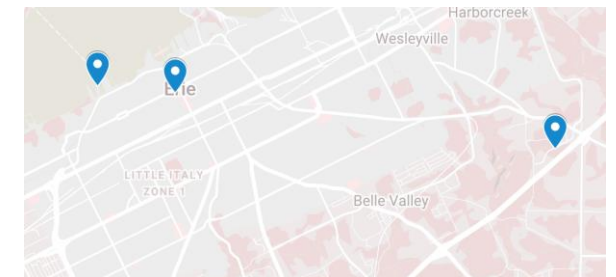
TBD



Process and Next Steps:

Lead: Penn State Behrend, Gannon

1. Identify final breakdown of costs
2. Secure additional state and federal funding opportunities



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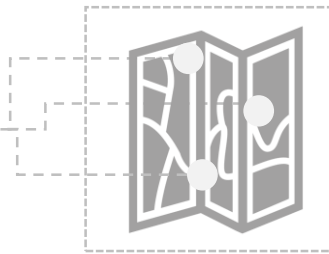
1. Introduction and Context
2. Interview and Research Findings
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4. Investments and Strategies
5. **Organizing for Success**
6. Next Steps
7. Appendix

In order to implement this work, Erie will need to **increase capacity** across critical organizations

Investment Strategies:

Place-based:

Certain sets of investments from the Playbook are focused on particular regions or neighborhoods within Erie (e.g., East Bayfront, 12th street corridor)



Cross-cutting:

Other sets of investments focus on a particular issue but have a city- or county-wide focus (e.g., infrastructure)

Capacity-building Strategies:

In order to ensure Erie can appropriately implement this work and maximize their share of federal dollars as well as the impact of those funds, certain organizations and institutions will need bolstered capacity. In addition, given the siloed nature of the funding, a central entity will need to help coordinate and oversee the work.

The influx of federal investments coming in the next 6-24 months is unprecedented

Why: Coordinate this once-in-a-generation federal investment in cities to local resilient, inclusive and innovate priorities. Harness diffuse array of products, programs, and agencies to leverage federal spending in Erie.

How: Boost capacity of existing organizations and create temporary intermediary (~1-3 years) staffed with respected, capable leaders from public, private, and / or civic sectors.



These capacity-building strategies include investments in **specific organizations** as well as an overall “Nerve Center”

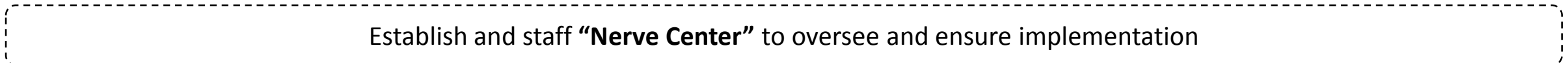
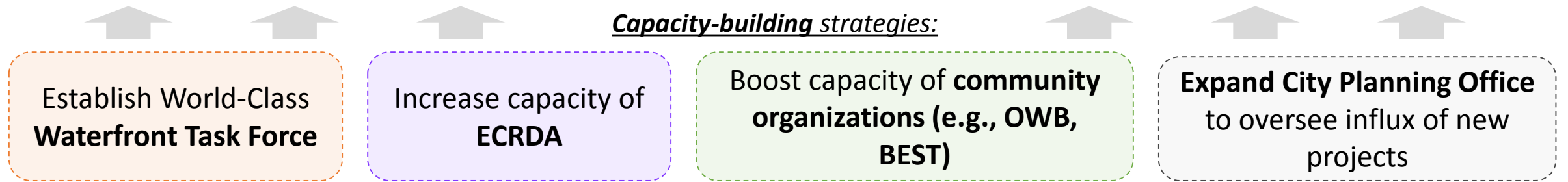
Place-based investment strategies:



Cross-cutting investment strategies:



Capacity-building strategies:



Reimagine Erie's relationship with its waterfront

Capacity Investment: Establish World Class Waterfront Task Force



Investment Overview:

Erie is fortunate to have its downtown border Presque Isle Bay. Such a waterfront is a visual gem and an opportunity to create desirable residential, commercial, and recreational uses. However, much of Erie's waterfront is undeveloped or retains old properties and uses from the 20th or 19th centuries. A new world-class waterfront task force would inspire and challenge local decision-makers to explore, understand, and prioritize transformational opportunities for the waterfront. The task force would participate in a series of visioning workshops, research leading examples from around the world, and create an action plan with recommendations by June 2022.



Goals and Benefits:

In addition to increasing property values, creating new recreational activities and increasing quality of life, this project could create a completely different trajectory for Erie's waterfront that would make it a national icon.



Relevant Examples:

- LX Factory, Portugal,
- Aarhus harbor, Denmark
- Koge, Denmark
- Fredericia, Denmark



Cost, Sources, and Uses:

Total cost: **\$125,000**

Uses:

\$25k (expenses such as materials and travel)
\$100k (honoraria for experts, facilitators)

Sources:

Local philanthropic capital



Process and Next Steps:

Lead: *Brenda Sandberg, Tina Mengine*

- Determine task force members (3-6 people)
- Confirm task force objectives and processes
- Conduct visioning workshops
- Conduct initial interviews / research with leading international sites
- Create final proposal for new uses / investments



Capacity Investment: Increase capacity of ECRDA



Investment Overview:

The Erie County Redevelopment Authority has made a commitment to tackling industrial blight and providing Erie with viable properties that private developers do not have the time or financial resources for. However, given the prevalence of such blighted industrial properties across Erie and the relative scarcity of resources (at least recently), Erie has been able to make only moderate progress. While new funding sources create an opportunity for Erie to accelerate this work, ECRDA will need additional staff capacity in order to tackle a far greater number of environmental remediations. This proposal is for an increase in staff capacity for the next three years.

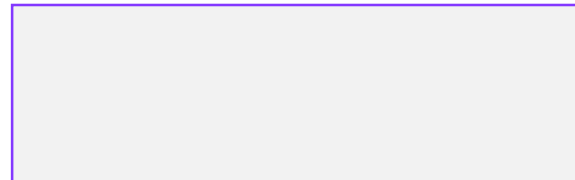


Goals and Benefits:

This investment will allow Erie to remediate and change over an entire portion of the city in relatively short order (a few years). Such a burst of activity will make Erie a national example for brownfield remediation, turning what was a sign of shame for Erie into one of its new assets.



Relevant Examples:



Cost, Sources, and Uses:

Total cost: **\$1,175,000**

Uses:

- \$650k (personnel – project manager x 2)
- \$300k (personnel – property mgmt.)
- \$225k (personnel – facilities mgmt.)

Sources:

local philanthropic capital



Process and Next Steps:

Lead: *Tina Mengine*

- Create implementation plan to accelerate remediation with new staff
- Raise necessary local philanthropic capital
- Create and post job descriptions

Capacity investment: Boost capacity of community organizations (e.g., OWB, BEST, SSJ, others)



Investment Overview:

Neighborhood organizations like OWB and BEST have an extended track record of improving the housing stock in neighborhoods like the East and West Bayfront by providing grants or matching funds or by purchasing, renovating, and selling homes. Given the low market values in many of these neighborhoods combined with the influx of federal and other capital, Erie now has an opportunity to purchase and renovate homes in these neighborhoods at a far greater scale. Investing in organizations like OWB and BEST (and others) would allow these organizations to make such a transformation of housing in the neighborhoods before prices rise too far for such renovation to take place.

“Setup”
move

“Shovel
ready”
project

Exploratory
project



Goals and Benefits:

This investment would improve the housing stock, providing safer, healthier, and more efficient housing. It can also build community wealth and homeownership by allowing residents to purchase renovated homes and lower prices before significant appreciation could price out certain residents.



Relevant Examples:

- Youngstown Neighborhood Development Corporation has been especially successful at home renovation with a staff of ~20



Cost, Sources, and Uses:

Total cost: **\$6,100,000** (over three years)

Uses:

\$1.9M – shared full-time contractors
\$4.2M – staffing, salaries, and other operational costs

Sources:

TBD



Process and Next Steps:

Lead: *Jeremy Bloeser and Anna Frantz*

- Determine organizational structure (e.g., independent organizations, combined organizations, shared contractors) and formalize via MOU
- Secure local funding for capacity building
- Hire full-time contractors, in partnership with Erie’s workforce training initiative (if possible)



Capacity Investment: Expand City Planning Office to oversee influx of new projects



Investment Overview:

The number and complexity of projects proposed are creating considerable capacity bottlenecks for the City Planning Office, given the importance of the City as the manager, implementer, and / or partner on most projects. As a result, the City could ensure that these projects are implemented on time, within budget, and with fidelity by expanding the capacity of the Planning Office. This “surge” would be temporary to start to manage the temporary influx of funds and projects but could be extended based on the City’s ongoing needs. Potential hires would include Director-level hires to oversee implementation, specialists in infrastructure, housing, sustainability, and transportation, and analysts with skills in GIS, policy, and fiscal support.



Goals and Benefits:

These hires would increase the capacity of the City to implement all projects that could be funded by public, private, and philanthropic dollars. In doing so, Erie could accelerate its current timelines for nearly all of its major development and urban planning projects.



Cost, Sources, and Uses:

Total cost: **\$3,600,000** (over 3 years)

Uses:

Operating Budget: **\$2.55M**
 Planning budget: **\$900K**
 Equipment / training / travel: **\$150K**

Sources:

Local philanthropic capital

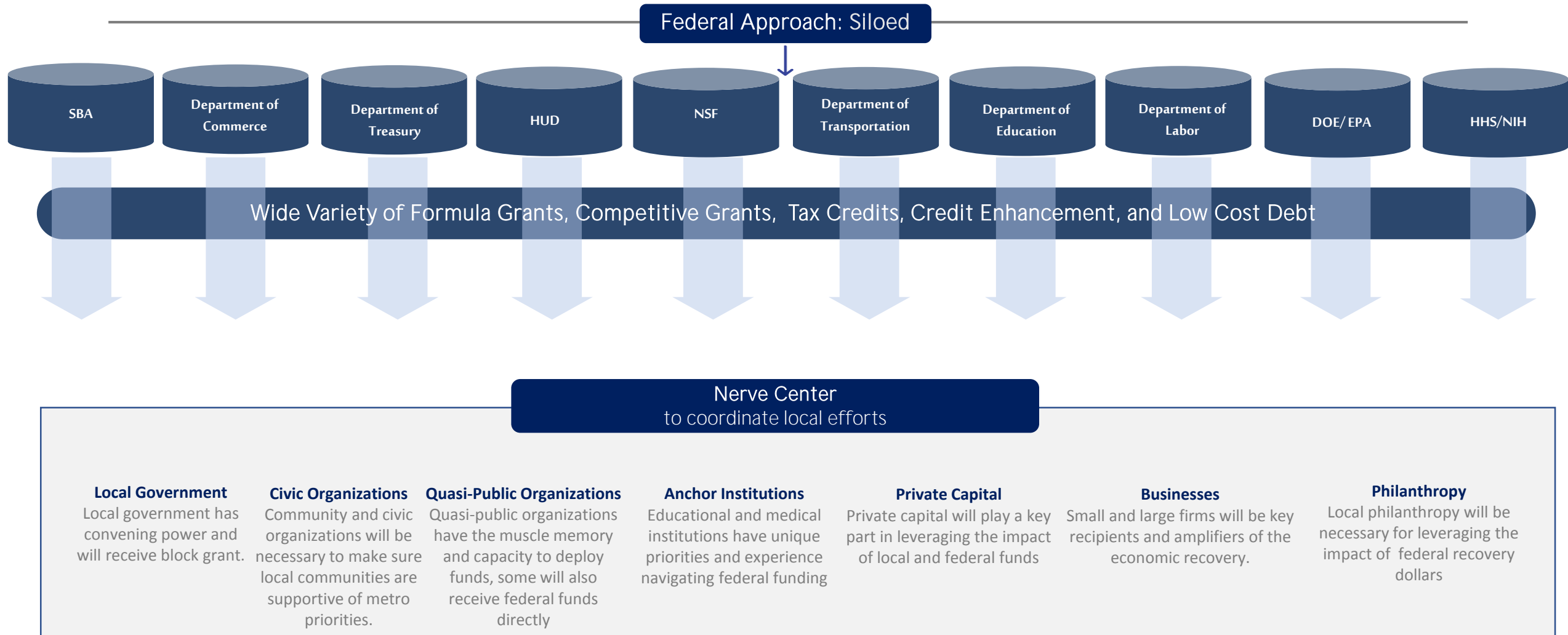


Process and Next Steps:

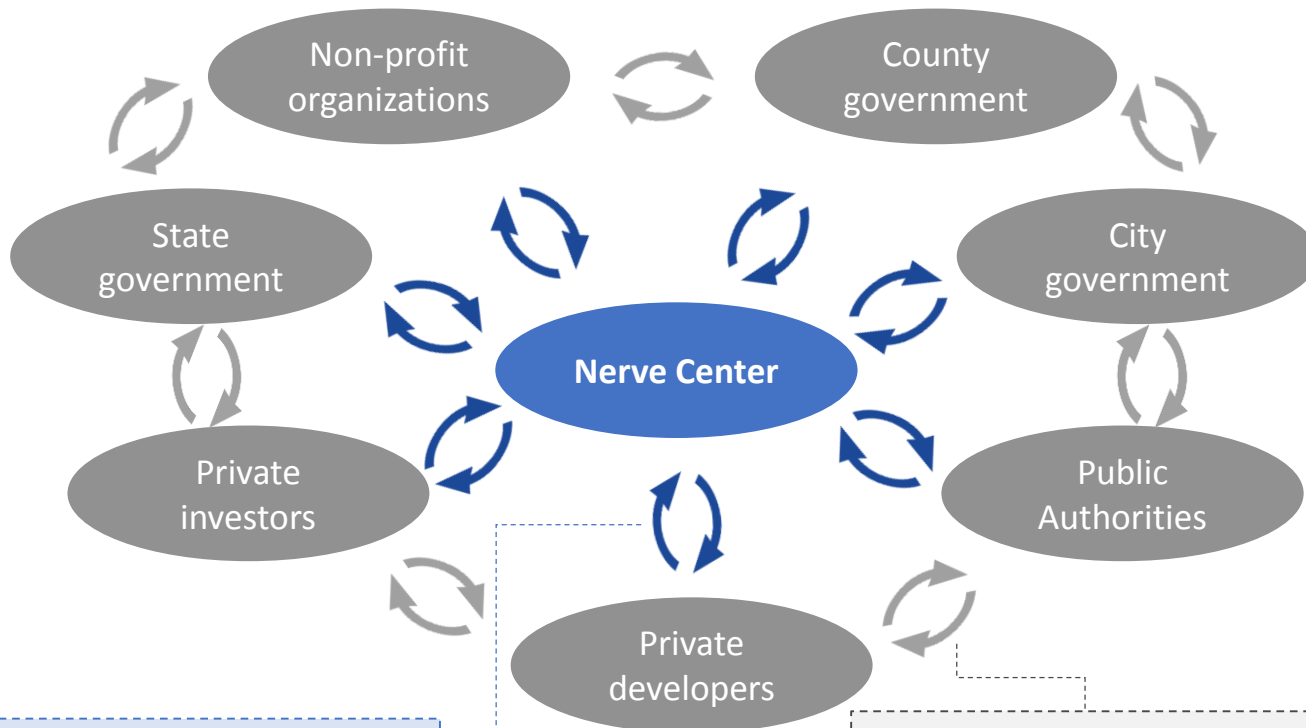
Lead: Kathy Wyrosdick

1. Refine needs based on Nerve Center structure
2. Secure local funding
3. Create and launch job descriptions

Erie needs a nerve center that will help drive local projects forward amid siloed federal objectives



The Nerve Center would help coordinate the complex work Erie will undertake



The Nerve Center **coordinates** with other agencies to ensure consistent communication and collaboration and reduce waste and duplication

The Nerve Center **does not replace** the work of the organizations that are implementing the work, who continue to coordinate with one another as needed



Funding

Initial funding estimated at **\$3M (\$1M / year for three years)** from local philanthropy; could be funded through public sources in later years



Oversight and Governance

A small- to medium-sized group (6-10) that would include critical stakeholders (e.g., County, City, Equity Council, other respected local leaders) and represent the interests of the community and oversee the progress of the Investment Playbook

Erie's Nerve Center may do the following types of work in action:

The Nerve Center's work *on individual projects*:

<i>Activity</i>	<i>Illustrative example</i>
Secure funding and support for a new transportation upgrade	The City engineers are swamped on a wide array of projects that are newly funded by federal programs. The Nerve Center identifies a new competitive grant program at DOT and works with the City to craft a winning application, thereby funding a program that would otherwise not have been possible.
Aligning efforts to reduce duplication or bottlenecks	The Nerve Center hosts discussions and codifies agreements between PennElec, City, and private developers to split grid upgrade costs
Creating coalitions required for cross-organizational projects	The Nerve Center facilitates discussions and codifies strategies between OWB, BEST, SSJ, and other community organizations to create a land trust for community home acquisition and retention

The Nerve Center's work *across the city*:

<i>Activity</i>	<i>Illustrative example</i>
Raising additional funds by identifying sources and working with eligible organizations to secure funds	The Nerve Center meets with elected officials, policymakers, investors, and philanthropic community to raise additional funds through creative sources or mechanisms (e.g., national foundation grants, sinking funds, interest-only loans)
Ensuring success by tracking progress and holding organizations accountable	The Nerve Center checks in regularly with individual organizations to assess progress towards project goals, creating updates for city and residents

- Illustrative examples only -

The role of the Nerve Center staff is to **coordinate** and **implement, not dictate**

The Nerve Center **does**:

- ✓ Work with local stakeholders to ensure progress on all investments
- ✓ Make connections and identify synergies across organizations and investments to streamline work
- ✓ Ensure investments stay aligned to the broader goals of the community
- ✓ Build relationships and maintain relationships with federal, state, and local funders
- ✓ Step in to support specific investments when needed
- ✓ Focus people's attention and maintain a sense of urgency
- ✓ Stay "behind the scenes" to establish shared ownership and

The Nerve Center **does not**:

- x Determine which investments receive funding, and which do not
- x Establish independent goals, aside from what is determined by the community
- x Receive all the funding for the investments
- x Self-appoint rather than be selected through an appropriately inclusive process
- x Remain in an oversight role, rather than one of coordination and support

An effective Nerve Center would include the following capabilities and qualifications

- 1. Ability to work across sectors:** Given the broad set of investments Erie will undertake, the Nerve Center staff should be literate in a wide array of issues, including: public and private finance; real estate development; urban planning; local, state, and federal policy; education; housing; public health; and economics. He/she/they should be able to converse and translate across sectors to bring build buy-in across stakeholders and bring investments over the finish line.
- 2. Big-picture thinking and detail-orientation:** The Nerve Center must step in to provide support to individual community organizations if needed to ensure projects are completed while also maintaining the broader picture across projects in Erie.
- 3. Extraordinary project management skills:** Given the complexity and urgency of the investments outlined, the Nerve Center must have an exceptionally strong ability to manage, track, and support projects across Erie.
- 4. Good standing, trust, and credibility across Erie:** Given the multi-faceted nature of investments and partners required for this work to succeed, the Nerve Center staff must be well-respected across the many organizations, groups, and stakeholders within Erie. This also means being respected within the community itself and not merely respected or known by the “usual suspects” in business and politics.

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The following **next steps** are critical for Erie to seize the moment and create equitable long-term growth

- **Step One: Confirm and Launch Nerve Center:** In order to take many of these projects forward, Erie must finalize and launch the Nerve Center, which will spearhead this effort going forward.
- **Step Two: Raise Local Capital First:** In order to build the capacity needed for these transformational projects and build important upfront momentum, Erie should seek to raise \$75 million of local capital, with soft commitments for additional funding other public and private dollars arrive.
- **Step Three: Cost Out Priority Projects:** Some of the projects identified in this Playbook do not yet have final costs and / or are missing key details. Deploying delivery teams of local stakeholders to gather this information is critical to ensuring that these high-impact but less-concrete projects are completed on schedule.
- **Step Four: Match Local Uses with Federal Sources:** Once final costs for all projects are finalized, Erie stakeholders – coordinated by the Nerve Center – can identify federal, state, and other sources to fund as much of these projects as possible. This could include going on “road shows” presenting the Playbook to additional state and federal policymakers to secure additional funding.
- **Step Five: Break ground on all projects as soon as possible:** Organizations involved in executing this Playbook should start or continue the projects listed without delay; everyone should have a bias towards action.

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RESOLUTION NUMBER 5, 2022

Resolution to Adopt the 2021-22 Annual Report

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

Whereas, the ECGRA Board of Directors and staff have effectively executed on all legal agreements, designed grant guidelines and an application process that is fair, open and transparent for multiple grant categories;

Whereas, ECGRA has funded eighty-one (81) nonprofits and municipalities in the 2021-22 fiscal year totaling an investment of \$3,386,213.56 in Erie County;

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of the Erie County Gaming Revenue Authority, pursuant to the Economic Development Financing Law and the Erie County Gaming Revenue Authority Bylaws, resolves to present an Annual Report to the community detailing the funding categories, nonprofits and municipalities that were funded, the amount they received in funding and the results of that funding, to the extent outlined in the attached Exhibit "A".

On the motion of _____, seconded by _____.

This resolution was passed on the 19th day of May, 2022 by a vote of ____ - ____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority

May 19, 2022

ATTEST:

Secretary, ECGRA



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

Annual **Report**

2021-2022

ECGRA's mission is to elevate Erie County by empowering nonprofits and small businesses toward Economic and Community Development.

Board of Directors:

Chair Dale E. Barney
Retired

Vice Chair Dominick D. DiPaolo
Retired District Judge

Treasurer Whitey Cleaver
Retired

David S. Sample
Owner, Corry Lumber Company Inc.

Kelly Hess
Superintendent, Harborcreek School District

Carol Loll
Retired

Michael J. Paris
Owner, The Blue Barn

ECGRA Staff

Perry Wood, Ed. D.
Executive Director

Tom M. Maggio, AICP
Grants Manager

Tammi L. Michali
Office Manager

Financials

Assets:

Checking	\$41,780.76
Savings	\$16,613,686.28
Accounts Receivable	\$6,332,635.00
Prepaid Expenses	\$10,556.00
Total Assets	\$22,998,658.04

Equity:

Begin	\$13,318,259.55
Net Income	\$10,562,740.45

Erie's Inclusive Recovery: A Lesson in Cooperation

How to invest is a question many are asking as 2021 saw an unprecedented influx of grant dollars from the state and federal government. The American Rescue Plan Act, the Jobs Act, the Innovation Act, the Infrastructure Bill, all created billions in financing tools for local communities to make important decisions that will impact a generation.

ECGRA is a prolific grant maker operating in an economic development community, not a vacuum. And some of the problems our community faces are wicked. That's why we joined with other grant makers, industries, and local governments to engage the Nowak Metro Finance Lab at Drexel University headed by Dr. Bruce Katz to enable a community driven approach with an eye on the future of our community.

Community engagement efforts led to the creation of a Nerve Center that will bring together leaders to communicate about important community projects, monitor competitive funding sources, and position Erie County to leverage local funds. A collective impact approach was adopted by ECGRA, Erie County, the City of Erie, Erie Community Foundation, Erie Insurance, Erie Regional Chamber & Growth Partnership and the Jefferson Educational Society. Together we created a cooperative investment playbook.

Question: How will Erie County invest for the future?
Answer: Together

This approach looked at the top 25 projects in Erie County from the project Resolve Plastics Initiative to strengthening the core downtown and surrounding neighborhoods. The idea of collective impact is the playbook's central tenant. Diversity, equity, and inclusion are the core ingredients of the playbook.

This is known as a convener role – a role we take seriously. ECGRA has played this role in the past in setting up the Beehives, the Mission Main Street Initiative, and Renaissance Block programs. By adding a collective impact element to this project, ECGRA joins with other leaders in blazing a new approach to economic and community development.

IMPACT

Small Business

“The NWPA Innovation Network is a success today because of the phenomenal support from the Erie County Gaming Revenue Authority and Dr. Perry Wood. Without the grant provided to the network, the significant growth of the services and outreach the NWPA Beehive Network members provide would not have been possible. The grant helped to fund the construction and development of the Innovation Entente Lab at Mercyhurst University, the expansion of the number of students working in each lab and gaining valuable applied experience, and the depth of the Network’s community outreach.”

Brian Fuller, Director of Operations, Ridge College of Intelligence Studies and Applied Science, Mercyhurst University

Designed to catalyze our regions private sector and develop Erie’s entrepreneurial ecosystem by assisting small business development, building collaborations and offering a broad spectrum of financing products that help start, grow and reinvent small business.

Beehive funding is designed to catalyze 501(c)3, nonprofit organizations such as universities to participate in the economic development system of Erie County. Beehive grants provide vital matching funds to encourage the development of entrepreneurial support services at local institutions that have this purpose in their mission.

Recipient	Category	Amount
Edinboro University Foundation	Beehive	\$86,000.00
Erie Regional Library Foundation	Beehive	\$47,000.00
Gannon University	Beehive	\$84,500.00
Mercyhurst University	Beehive	\$5,000.00
Youth Leadership Institute of Erie	Community Enterprise Financing Loan	\$124,080.00
TOTAL SMALL BUSINESS		\$346,580.00

IMPACT

Neighborhoods & Local Communities

“This grant from ECGRA is going to be beneficial to the renovation and preservation of the Downing Galbraith Mansion. The mansion provides so much character to the different events that are held here throughout the year and this will help enhance those experiences.” Judy Husted, President, Woman’s Club of Erie.



The mission of Neighborhoods and Communities grants are to invigorate neighborhoods and main corridors, boosting local buying efforts and to combat blight. Part of this program is the Anchor Building Grant Program, which provides funding to enable local governments, non-profits, and municipal authorities to strengthen a community, neighborhood, or commercial district by redeveloping, enhancing, and preserving an underutilized or vacant building that has the potential to serve as a catalyst for greater investment and commercial or social activity.

ECGRA has invested over one million into anchor buildings in Erie County over the past four years. By directing focus on areas with historic buildings that can be adaptively re-used thanks to the quality of original construction and marquee locations, ECGRA is investing dollars wisely and stimulating economic impact as well as positive outcomes.

Recipient	Program	Amount
Albion Borough	Anchor Building	\$48,000.00
Borough of Edinboro	Mission Main Street	\$34,900.00
Borough of Girard	Renaissance Block	\$25,625.00
Borough of Union City	Renaissance Block	\$60,000.00
Borough of Union City	Mission Main Street	\$4,000.00
Erie Downtown Partnership	Mission Main Street	\$45,892.00
Impact Corry	Renaissance Block	\$100,000.00
Our West Bayfront	Renaissance Block	\$10,000.00
Our West Bayfront	Mission Main Street	\$133,810.00
Performing Artists Collective Alliance	Anchor Building	\$50,000.00
Preservation Erie	Mission Main Street	(\$2,591.18)
Sisters of Mercy	Renaissance Block	\$25,000.00
YMCA of Greater Erie	Renaissance Block	\$25,000.00
TOTAL NEIGHBORHOODS & LOCAL COMMUNITIES		\$559,635.82



IMPACT

Quality of Place

“ECGRA funding allows the expERIENCE Children’s Museum the opportunity to provide “pop up” STEM experiments to our nearly 64,000 annual visitors. These hands-on experiments are included in admission and give kids and families the opportunity to learn a STEM concept in a fun way! Funding from ECGRA also provides the community with FREE admission to the museum during the 3-day Celebrate Erie festival. We are so grateful for this support and are extremely proud to be recognized as a Lead Asset in the Erie Community.” Ainslie Brosig, Executive Director, expERIENCE Children's Museum.

Quality of Place is more than just a title. It’s a way of living - and living in a community where we can foster civic pride, promote overall well-being while driving tourism and help to attract and retain talent in Erie County. Community Assets, Lead Assets, Special Events, and all help keep our vision going.

More than \$600,000 have been invested this past year in that mission. From fairs to neighborhood parks, children's centers to music, ECGRA understands that these events and places are critical to all of our well-being.

Recipient	Program	Amount
Albion Area Fair	Special Events	\$12,268.75
Albion Area Fair	Community Assets	\$8,000.00
AmeriMasala	Community Assets	\$5,000.00
Asbury Woods Partnership	Special Events	\$1,217.50
Booker T Washington Center	Community Assets	\$15,000.00
Boro Women & Family Services	Community Assets	\$3,362.00
Borough of Edinboro	Special Events	\$1,000.00
Borough of Edinboro	Community Assets	\$21,250.00
Borough of Girard	Community Assets	\$25,000.00
Borough of Union City	Special Events	\$300.00
Borough of Union City	Community Assets	\$25,000.00
Boys & Girls Club of Erie	Community Assets	\$15,000.00
Boy Scouts of America, French Creek Council	Special Events	\$1,973.70
CAFÉ	Special Events	\$3,875.00
City of Corry	Community Assets	\$12,500.00
Community Shelter Services	Community Assets	\$8,499.00
Corry Higher Education Council	Special Events	\$500.00
Crime Victim Center of Erie	Special Events	\$1,669.15
Crime Victim Center of Erie	Community Assets	\$12,000.00
Dafmark Dance Theatre	Community Assets	\$12,000.00
Downtown Edinboro Arts & Music Festival	Community Assets	\$10,000.00
Downtown North East	Community Assets	\$10,000.00
Dr. Gertrude A. Barber Foundation	Special Events	\$18,820.00
Eagle's Nest Leadership Corporation	Community Assets	\$12,000.00
Edinboro Highland Games	Community Assets	\$8,000.00
Edinboro University Foundation	Special Events	\$1,212.00
Erie Art Company	Special Events	\$1,250.00
Erie Center on Health & Aging	Community Assets	(\$4,648.76)
Erie Contemporary Ballet Theatre	Special Events	\$4,044.00
Erie Contemporary Ballet Theatre	Community Assets	\$12,000.00
Erie County Veterans Memorial Park	Community Assets	\$13,500.00
Erie Downtown Partnership	Special Events	\$7,500.00
Erie Downtown Partnership	Community Assets	(\$3,878.27)
Erie Homes for Children & Adults	Special Events	\$3,077.00
Erie Lions Club Save an Eye Game	Special Events	\$975.00
Erie Police Athletic League	Community Assets	\$8,000.00
Erie Regional Chamber & Growth Partnership	Special Events	\$5,000.00
Erie Yesterday	Community Assets	\$11,501.00
Fairview Parks & Recreation Authority	Community Assets	\$5,000.00

Recipient	Program	Amount
Film Society of NWP	Pilot	\$15,000.00
Film Society of NWP	Special Events	\$5,900.00
Film Society of NWP	Community Assets	\$7,500.00
Gaudenzia	Special Events	\$200.00
Goodell Gardens & Homestead	Special Events	\$1,115.00
Goodell Gardens & Homestead	Community Assets	\$12,365.12
Harborcreek Little League	Community Assets	(\$10,250.00)
Headwaters NRC Trust	Community Assets	\$9,295.00
Impact Corry	Community Assets	\$25,000.00
Iroquois School District Foundation, The	Special Events	\$5,200.00
Jefferson Educational Society	Special Events	\$20,000.00
JFK Center	Community Assets	\$5,479.00
Lake Erie Fanfare	Community Assets	\$12,000.00
Lake Erie Greek Cultural Society	Special Events	\$2,250.00
Maggie Knox Western	Community Assets	\$7,500.00
Mercy Center for Women	Special Events	\$1,201.00
Mercy Center for Women	Community Assets	\$12,000.00
Multicultural Community Resource Center	Community Assets	\$15,000.00
New Localism Associates	Pilot	\$50,000.00
Nonprofit Partnership, The	Special Events	\$4,046.25
Northwestern Community Youth Center	Community Assets	\$15,000.00
Partnership for a Healthy Community	Pilot	\$50,000.00
Penn State, The Behrend College	Immediate Human Relief	(\$39,788.78)
Performing Artists Collective Alliance	Community Assets	\$10,000.00
Presque Isle Light Station	Community Assets	\$5,000.00
Sacred Heart Church	Special Events	\$497.15
Saint Joseph Church Bread of Life Community	Special Events	\$6,000.00
Sisters of Saint Joseph Neighborhood Network	Special Events	\$1,821.80
United Way of Erie County	Community Assets	\$5,000.00
Waterford Community Fair Association	Special Events	\$8,950.00
Wattsburg Agricultural Society	Special Events	\$9,700.00
Wattsburg Wrestling Club	Community Assets	\$8,000.00
WQLN Public Media	Community Assets	\$15,000.00
Young Artists Debut Orchestra	Special Events	\$3,600.00
Young Artists Debut Orchestra	Community Assets	\$15,000.00
Youth Leadership Institute of Erie	Special Events	\$385.75
Youth Leadership Institute of Erie	Community Assets	\$12,000.00
TOTAL		\$635,734.36

IMPACT

Municipalities

ECGRA continues to foster relationships between Erie County’s 38 municipalities with the multi-municipal grants that encourage economic growth and cooperation between municipalities, nonprofits and more. Impact Corry and their strategic municipal airport business development plan was a recent recipient of that award – bringing life to an essential regional asset.

“ECGRA makes the investments that move forward community and economic development projects across Erie County. ECGRA funding was essential to the development of the Corry-Lawrence Airport business plan, which will be used to reinvigorate the airport, the region, and develop an aviation career training asset in Erie County.” Chuck Gray, Community Development Director, Impact Corry

Recipient	Amount
Borough of North East	(\$33,700.87)
County of Erie	\$172,643.27
Girard Township	\$17,000.00
Greene Township	\$172,643.27
Impact Corry	\$25,000.00
Jefferson Educational Society	\$100,000.00
McKean Township	\$172,643.27
Millcreek Township	\$172,643.27
Summit Township	\$706,267.90
Waterford Township	\$172,643.27
West Erie County EMA	\$5,000.00
TOTAL	\$1,682,783.38

IMPACT

Youth & Education

ECGRA is an investor in our future includes shaping the children of tomorrow by providing them with skillsets acquired through obtaining jobs. Teenagers learn valuable skills like time management, financial responsibility and respect. Shaping our workforce of tomorrow - ECGRA invested over \$160,000 in the future of our youth.

Recipient	Category	Amount
Greater Erie Community Action Committee	2020 Summer Jobs	\$11,480
Greater Erie Community Action Committee	2021 Summer Jobs	\$150,000
TOTAL SMALL BUSINESS		\$161,480

“The Summer JAMS program really benefits young adults and employers building towards their future together. This is an excellent chance for kids to explore opportunities they might not know exist. We have hired a full-time employee from this program and hope to add another one after this summer’s session. We are extremely grateful for the funding of programs like these because it brings the community together building for the future.” - Shawn Jones, Tooling Manager, Executool Precision Tooling & Molding



Annual **Report** 2021 - 2022

5340 Fryling Road
Suite 201
Erie, PA 16510
(814) 897-2690

ECGRA.org

RESOLUTION NUMBER 6, 2022

Resolution to Renew the existing lease for the period of one (1) year

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, hereby adopts the extension of the lease for the property occupied at 5340 Fryling Road, Suite 201 for the period of one (1) year, to the extent outlined in the attached Exhibit "A".

On the motion of _____, seconded by _____.

This resolution was passed on the 19th day of May, 2022 by a vote of ____ - ____.

ERIE COUNTY GAMING REVENUE AUTHORITY

Chairman, Erie County Gaming Revenue Authority

May 19, 2022

ATTEST:

Secretary, ECGRA

FIFTH AMENDMENT TO AGREEMENT OF LEASE

This FIFTH AMENDMENT TO AGREEMENT OF LEASE (this “Amendment”) is made as of the 1st day of June 2022, by and between THE PENNSYLVANIA STATE UNIVERSITY a state-related institution and instrumentality of the Commonwealth of Pennsylvania subject to the Pennsylvania nonprofit corporation laws, located at 208 Old Main, University Park, Pennsylvania 16802 (the ‘Lessor’), and the ERIE COUNTY GAMING REVENUE AUTHORITY, having an address at 5340 Fryling Road, Suite 201, Erie, Pennsylvania 16510 (the ‘Lessee’).

BACKGROUND

- A. Lessor is the fee simple owner of certain parcels of real property situate in Erie County, Pennsylvania, commonly known as Knowledge Park.
- B. The parties entered into an Agreement of Lease dated May 22, 2015 for 1,135 square feet of commercial office space on the second floor of 5340 Fryling Road, Suite 201 in Knowledge Park Building #4, which was amended by the parties (i) on September 15, 2017, to extend the Term to May 31, 2018 (the “First Amendment”), (ii) on May 1, 2018, to extend the Term to May 31, 2019 (the “Second Amendment”), and (iii) on April 17, 2019, to extend the Term to May 31, 2021 (the “Third Amendment”) and (iv) on June 1, 2021, to extend the Term to May 31, 2022 (the “Fourth Amendment”) (as previously amended, hereinafter referred to as the “Lease”).
- C. The parties now desire to amend the Lease to further extend the Term of the Lease to May 31, 2023 all on the terms and conditions set forth herein.

TERMS OF AGREEMENT

NOW, THEREFORE, in consideration of the mutual promises and covenants hereinafter set forth, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, and intending to be legally bound hereby, the parties hereby agree as follows:

- 1. The Term of the Lease is hereby extended from June 1, 2022 until May 31, 2023 (the “Fifth Extended Term”). The Fifth Extended Term shall be governed by all of the terms and conditions of the Lease.
- 2. Commencing June 1, 2022, the Base Rent during the Fifth Extended Term shall be \$18,300 annually, payable in monthly installments of \$1,525 per month.
- 3. All provisions of this Amendment shall be effective as of the date hereof. Except as modified herein, all other terms and conditions of the Lease shall remain unchanged and in full force and effect and the Lease in all respects is hereby ratified and affirmed by each of the parties hereto.

4. This Amendment shall be binding upon and inure to the benefit of the parties hereto, and their successors and permitted assigns. The Lease and this Amendment represent the entire agreement of the parties with respect to the subject matter hereof and supersedes all prior agreements with respect to such subject matter, whether written or oral.
5. Each capitalized term which is not defined by this Amendment shall have the meaning given to such capitalized term in the Lease. Unless otherwise indicated in this Amendment, all section and article references in this Amendment refer to the Lease.
6. The validity, interpretation and construction of this Amendment shall be governed by and construed in accordance with the laws of the Commonwealth of Pennsylvania without giving effect to any choice or conflict of law provision or rule (whether of the Commonwealth of Pennsylvania or any other jurisdiction) that would cause the application of the laws of any jurisdiction other than the Commonwealth of Pennsylvania.
7. This Amendment may be executed in one or more counterparts, each of which shall be deemed to be an original, but all of which shall be one and the same document. The parties agree that this Amendment may be executed by means of electronic signatures and that each copy to which such electronic signatures are affixed shall be deemed to be an original.

(Remainder of Page Intentionally Left Blank)

IN WITNESS WHEREOF, this Fourth Amendment to Agreement of Lease has been executed the day and year first above written.

Lessor:

THE PENNSYLVANIA STATE
UNIVERSITY

By: _____

Name:

Title:

Lessee:

ERIE COUNTY GAMING REVENUE
AUTHORITY

By: _____

Name:

Title: