

**Pennsylvania**  
WORK SMART. LIVE HAPPY.

**- A PA STORY -**

2017 EDITION

*Johnstown, PA*

# Pennsylvania

WORK SMART. LIVE HAPPY.

In 2016, the Pennsylvania Department of Community and Economic Development (DCED) unveiled a new brand and call to action designed to encourage businesses, communities, and individuals to Work Smart. Live Happy. in Pennsylvania.

The new brand makes the connection between strong communities and thriving businesses, and how each supports the development and growth of the other. Work Smart. Live Happy. embodies the opportunity and optimism found across Pennsylvania. It is a reflection of the quality of work and quality of life found in Pennsylvania through the state's business resources, cultural and recreational assets, diversity, and inspirational leaders who call Pennsylvania home.

Work Smart. Live Happy. A Pennsylvania Story is a collection of stories focused on three communities. In the following pages, readers will be introduced to the transformation taking place in Bethlehem, Erie, and Johnstown. These are inspiring stories of local community, business, higher education, and nonprofit leaders — and the collaborative approaches they are taking to overcome the challenges facing their communities.

Although Bethlehem, Erie, and Johnstown may each have taken a different path to revitalization, they share many things in common — passionate and dedicated leadership, a vision for the future based on collaboration and inclusivity, and buy-in and support from stakeholders. These commonalities have been critically necessary in affecting change at the local level, in addition to essential technical and financial assistance from state government. These communities have been able to make the best use of all available resources — with amazing results along the way.

The communities profiled in Work Smart. Live Happy. A Pennsylvania Story have assessed their strengths, identified their weaknesses, and taken action to address both. By taking an active role in shaping their futures, the Pennsylvanians living and working in these communities have demonstrated they can tackle any challenge head on, and have shown steadfast determination to not wait for change, but to drive it.



It is my pleasure to introduce to you the first edition of Work Smart. Live Happy. A Pennsylvania Story. Our team has the unique opportunity to see firsthand how communities are transforming and evolving every day, and this publication is part of DCED's efforts to promote the stories of our resilient and thriving communities.

As I travel the state, I can tell you that Pennsylvania's people, businesses, and communities are busy reinventing their future. DCED has the great fortune of working side-by-side with the elected officials, business leaders, visionaries, and residents spurring change, and we're proud of the hard work and inspiration in each and every corner of the state.

Of course, there is no greater advocate for Pennsylvania's success than Governor Tom Wolf. He is working to support today's manufacturers, linking job training to career pathways, and ensuring that training leads to careers that provide higher pay and opportunities for advancement. He is always seeking new ways to provide job creators and communities with the tools to help them grow and thrive. His leadership has been felt by the cities we profile in Work Smart. Live Happy. A Pennsylvania Story.

For this edition, we selected three diverse communities located in different regions of the state — Bethlehem in the Lehigh Valley, Erie in Northwest Pennsylvania, and Johnstown in the Southern Alleghenies — where people have taken ownership and are making great strides in reimagining, redeveloping, and revitalizing the place where they live and work, every day. I can tell you, when people and communities come together, great things happen.

These are stories of economic and community revitalization told by leaders who have a vision for the future and a collaborative plan to bring business, nonprofit, education, and community stakeholders together to turn that vision into a reality.

I hope the compelling stories in this first edition of Work Smart. Live Happy. A Pennsylvania Story leave you with a sense of appreciation for what hard work, collaboration, and vision can bring. You may even find the inspiration to spark your own journey or engage more closely within your own community — wherever you call home.

*Sincerely,*

Dennis M. Davin  
Secretary



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# USING ART AND INNOVATION TO MAKE A BLAST OUT OF THE PAST



## # COLLABORATION

Building on History, People, and Place

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## # WORK SMART

Fostering Imagination, Ideas, and Opportunities for Entrepreneurs

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## # LIVE HAPPY

Transforming the Past into a Vital Community Asset for All

Over the past several decades, Bethlehem has been at the forefront of stakeholder-driven revitalization and is an example of how a community can turn its unused industrial sites into new and exciting assets in the community. Formerly known for Bethlehem Steel, the city has developed a new reputation for its thriving arts and music scene and a cluster of innovative entrepreneurs.

# BUILDING ON HISTORY, PEOPLE & PLACE

**When Bethlehem reinvented itself, it didn't forget its history. Today the city's unique blend of past, present, and future attracts visitors, businesses, and residents alike.**



**NEIGHBORHOOD PARTNERSHIP PROGRAM**

DCED's Neighborhood Partnership Program provides funding for longterm collaborations (five years or more) between business, government, and community leaders that produce comprehensive, asset-based, and relationship-driven approaches to community development. A tax credit of 75 or 80 percent is available based on the length of the program.

There may be no greater example of a community that has built its future solidly on the legacy of its past than Bethlehem. The original Moravian settlers who created a new home in the city in 1741 brought with them the musical traditions and instruments that were an integral part of their culture. Centuries later, the citizens of Bethlehem were in the heart of the industrial revolution thanks to Bethlehem Steel, the second-largest steel manufacturer in the nation.

By the late 1990s, the once booming steel industry had left the city, but the imprint of steel and the historic passion for music and the arts remained — and have informed the community's approach to revitalization.

A key driving force for South Bethlehem's revitalization started with the Southside Vision plan in 2001, which was made possible by the DCED Neighborhood Partnership Program. Led by the Community Action Development Corporation of Bethlehem, a subsidiary of the Community Action Committee of the Lehigh Valley (CACLV) and in partnership with the City of Bethlehem, Southside Vision was developed with the intent to improve economic stability, housing, public spaces, safety, and community engagement.



With tax credits from DCED and investments from the private sector, including businesses like M&T Bank, PPL Corporation, and Just Born, Inc., the Southside Vision plan was set in motion.

A major part of the plan was transforming the city's old steel blast furnaces into the backdrop for the arts and cultural hub, ArtsQuest's SteelStacks. The unused passenger rail line was redeveloped into a linear park known as the Southside Greenway. To provide the community with a place to gather, pocket parks and a skate park were created, and Little League baseball fields were improved.

In addition to CACLV, ArtsQuest, and local businesses, Lehigh University has been an important part of the community's revitalization efforts. Located in South Bethlehem, Lehigh University plays a key role in providing financial support and expertise to revitalizing the Southside. The university created its own priority areas to support the plan, improving public education, neighborhood safety, and economic vitality, and contributing to the revitalization of the surrounding community.

**“Everyone thinks Bethlehem is just an old steel town, but interestingly enough, we take pride in its history.**

**Instead of taking down the blast furnaces, they are celebrated as part of our history — to not forget and also not let it hold us back.”**

*—Ellen Larmer, Associate Executive Director of CACLV*

# FOSTERING IMAGINATION, IDEAS & OPPORTUNITIES FOR ENTREPRENEURS

**A lot of cities are home to universities and bright college students. Bethlehem decided to do more than briefly host these individuals. The city nurtures, supports, and invests in their ideas. And by doing so, strengthens its own future.**

**KEYSTONE INNOVATION ZONE PROGRAM**

DCED's Keystone Innovation Zone (KIZ) program encourages entrepreneurial activity and economic growth around Pennsylvania's institutions of higher learning. Each KIZ forms local partnerships in the region that typically include economic development providers, local governments, financial institutions, and venture capitalists. Since its inception, KIZs have created more than 9,400 jobs and assisted more than 7,000 businesses.

The city of Bethlehem also has a history and legacy of hardworking innovators, and today it is producing a new generation of entrepreneurs at the city's world-class colleges and universities.

Lehigh University, in particular, works to connect students to Bethlehem in a way that encourages them to stay and invest in the community. As the university's Vice President of Community Relations Adrienne McNeil-Washington puts it, "This is the students' home for four years. We challenge them to become engaged citizens and a partner with the community."

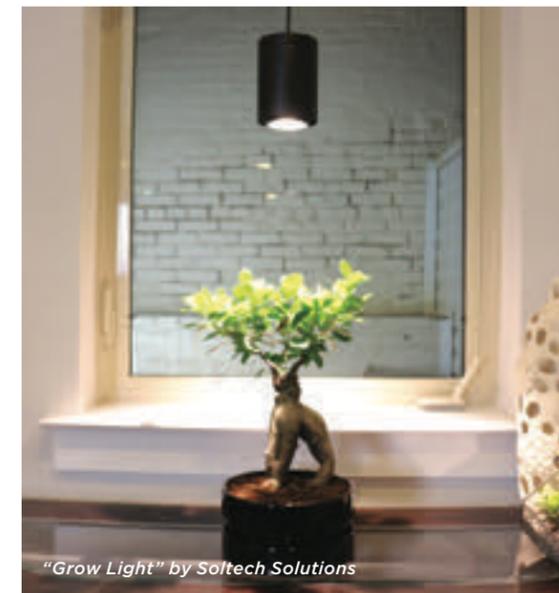
One student who took that challenge seriously and tapped into the city's innovative spirit is Briana Gardell, who moved to Bethlehem to attend Lehigh University in 2010. She completed her undergraduate degree and moved into the Technical Entrepreneurship master's degree program, where the idea for her invention started.

Through hard work and determination — and 26 prototypes — Gardell developed the idea for Goblies, the first painless, hand-thrown paintballs that are 100-percent biodegradable. She eventually created a do-it-yourself kit for kids to create their own paintballs and learn about science and chemistry in the process. Today, Goblies are available in more than 31 stores in nine states.

Gardell also tapped into the business resources available to her in Bethlehem, including DCED's Keystone Innovation Zone (KIZ) program, which offers entrepreneurs grants and the opportunity to work with universities by simply establishing their business in one of the state's 29 research and KIZ clusters.



*Goblies, hand-thrown paintballs*



*"Grow Light" by Soltech Solutions*

Gardell is one of many entrepreneurs in Bethlehem that have benefited from locating in a KIZ. Paul Hodges developed his idea for the world's first LED indoor grow light, the Aspect, in Bethlehem. His company, Soltech Solutions, received a DCED grant to help purchase equipment and quickly grow operations to meet consumer demand.

By locating in the Southside Bethlehem KIZ, Soltech Solutions was also able to work with students from the same Technical Entrepreneurship master's degree program Gardell completed to help advance its product design and customer-acquisition strategies.

Hodges also credits Bethlehem's quality of life and sense of community for his success.

**"I find living and working in the same community has really helped to enhance both my business and social experiences.**

**You know your neighbors, you know the business leaders, and the community is very accepting and will work to refer you. It's great referrals from great people — all of whom want nothing more than to serve their community of Bethlehem, making it a great place to both work and call home."**

*—Paul Hodges, co-founder and Chief Executive Officer of Soltech Solutions*



# TRANSFORMING THE PAST INTO A VITAL COMMUNITY ASSET FOR ALL

## How art, culture, business, and the community helped an abandoned steel mill once again become the center of life in Bethlehem.

Music and steel are undoubtedly ingrained in the culture of Bethlehem. The city is home to the oldest Bach Choir in America, and Bethlehem's Moravian College is home to a renowned music program. The arts are deeply rooted in Bethlehem, and with the loss of the steel industry, the city had an opportunity to bring music and the arts to life in a creative and memorable way.

"ArtsQuest is an arts and cultural nonprofit that provides programming for urban redevelopment. Bethlehem Steel went out of business — as far as the plant — in 1995, leaving a gaping hole of 1,800 acres in Bethlehem," says Kassie Hilgert, CEO of ArtsQuest. "Our idea with ArtsQuest was to take 10 acres of that and turn it into an arts and cultural district."

ArtsQuest transformed the former iron-making blast furnaces into SteelStacks, a campus dedicated to economic development, urban revitalization, and community enrichment — and a symbol of creativity and engineering wonder.

Working together with the City of Bethlehem, the team developed a plan to offer unique cultural programming and ensure the vitality of the community. After more than three decades, ArtsQuest's educational programs and events have created a combined regional economic impact of more than \$100 million annually.

Including tax credits administered by DCED, more than \$70 million has been invested in transforming the SteelStacks into one of the premier destinations in the Northeast United States for music, art, and entertainment. The venue hosts more than 1,000 concerts and eight festivals annually — 65 percent of which are free to attend. This includes Musikfest, the largest free music festival in the country, which promotes local talent. In 2015, 30 percent of performers at the 2015 festival hailed from the Lehigh Valley and 70 percent from the Mid-Atlantic Region.

ArtsQuest also rehabilitated a nearby banana distribution center — now called The Banana Factory — to showcase the arts. The Banana Factory is home to 30 studio artists, three galleries, multiple classrooms, and the Pennsylvania Youth Theatre.

Local businesses have joined ArtsQuest in its mission to provide arts, culture, and education programs in the Lehigh Valley. From America's oldest brewery, Yuengling, to Sands Bethlehem Casino, Martin Guitar, and JustBorn Inc., businesses from all across the region have come together to support this unique cultural hub.



Levitt Pavilion



Street festival dancers



Main Street, Bethlehem

**"We are reaching 40,000 people locally with our programs, and we're servicing 2,600 students in this community, which is classified as a low-income census tract.**

**So these kids are getting opportunities that never existed before SteelStacks opened, and today we're attracting 1.8 million visitors.**

*—Kassie Hilgert, CEO of ArtsQuest*



# HARBORING GREAT OPPORTUNITIES THROUGH GREAT PLANNING



## # COLLABORATION

Driving Transformation through Unprecedented Collaboration

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## # WORK SMART

Creating Jobs and Revitalizing Community in a Post-Industrial Economy

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## # LIVE HAPPY

Making Use of Natural Assets to Improve Quality of Life

Erie, in northwestern Pennsylvania, is a community that has found a way to stay true to its past while also embracing the future. In recent years, Erie's leaders have worked collaboratively to create a unified vision for the city and the region, which builds on the community's post-industrial job growth and the natural assets of the region — including Lake Erie — and leverages local private sector investments.



# DRIVING TRANSFORMATION THROUGH UNPRECEDENTED COLLABORATION

**Here, government, business, institutional, and cultural leaders unite their individual efforts into one powerful, community-driven partnership.**



## NEIGHBORHOOD ASSISTANCE PROGRAM

DCED's Neighborhood Assistance Program serves distressed areas and supports neighborhood conservation projects that provide affordable housing, community services, crime prevention, education, job training, or neighborhood assistance. A tax credit of up to 55 percent can be given.

Since its founding in 1795, Erie, now Pennsylvania's fourth-largest city, was known as a manufacturing hub — earning it the nickname “Boiler and Engine Capital of the World.” While some of those early manufacturers have come and gone, other sectors of the local economy and the community have evolved and grown through the vision and leadership of local community and business leaders, nonprofits, and universities, and through support from DCED.

Building on a 25-year plan to strengthen the Erie region, local leaders have come together to collaborate on business attraction, retention and expansion, and community development, with the goal of creating a city of great public places, strong quality of life, and a stable economy. The key has been the development of a comprehensive plan and an innovative decision-making process guided by principles that help leaders make a myriad of daily decisions in support of a common vision — decisions that in the past have been made independently or at cross-purposes.

This more unified vision has been the catalyst for many new partnerships across the region with organizations such as Erie Insurance, the University of Pittsburgh Medical Center (UPMC Hamot), and Gannon University — which all enthusiastically participate in Erie's development and revitalization efforts and have invested hundreds of millions of dollars to renovate buildings, revitalize neighborhoods, expand community resources, and create jobs.

In fiscal year 2016-2017 alone, area businesses contributed nearly \$2.6 million to Erie nonprofit organizations — in conjunction with DCED's Neighborhood Assistance Program — to improve Erie's more distressed neighborhoods through various revitalization efforts, educational and community services, crime prevention, and blight remediation.

“There has been a groundswell of support — it came from the private sector as much as it did from the public sector,” says Erie County Director of Planning Kathy Wyrosdick. “I'm new to Erie, and it has been refreshing to me as a professional planner; I've never seen this level of commitment and collaboration.”

City and County officials even created space for collaboration, taking over a storage room and dubbing it the “War Room” with a wall-sized map of the city and surrounding neighborhoods.

DCED and PennDOT collaborated on a \$3.6 million investment for renovations, façade improvements, blight reduction, and other projects in the city's four downtown districts, following nearly \$10 million in commitments from the Wolf Administration to support growth and development in Erie.

DCED also allocated \$5 million in Redevelopment Assistance Capital Program (RACP) funding for the Bayfront Harbor Place hotel and office complex to assist with phase one of the \$150 million proposed waterfront redevelopment project, one which will transform Erie's bayfront.



**“All of our partners said, ‘we want to see what’s happening — where do we fit in and how does this all fit together?’**

**The map helped everyone physically see what was happening, it helped make the connection to the neighborhood and downtown plans, and even started generating new ideas.”**

*—Kathy Wyrosdick, Director of Planning for Erie County*



# CREATING JOBS AND REVITALIZING COMMUNITY IN A POST-INDUSTRIAL ECONOMY

**Transitioning from one economy to the next can be risky and difficult. Erie secures its future through extraordinary corporate commitment.**

Manufacturing is still very much a part of Erie's economy, but local leaders have been focused on growing non-manufacturing jobs in an effort to diversify the local economy and strengthen the economic stability of the region. The growth of private-sector jobs and the dedication and investment of Erie businesses in the community tell the true story of the region's revitalization. One of those businesses is Erie Insurance.

"Look at the coordinated investments that corporations, including ours, are making in Erie — there is excitement about our future. We believe it will bring a resurgence of jobs, a growing tax base, and new opportunities," says Erie Insurance President and CEO Tim NeCastro.

"The downstream effects will help do so much in the community, supporting our schools and so much more."

Erie Insurance has been in Erie for over 90 years, and as the city's only Fortune 500 company, it continues its commitment to community by creating jobs with a \$135 million expansion.

But the company's impact goes far beyond job creation.

"We wear a lot of hats: one of Erie's largest employers, volunteers, real estate developers, taxpayers, and community business partners," says NeCastro.



Erie and its waterfront



New parking deck at Erie Insurance

The company's real estate investments span nearly 40 acres in downtown Erie. Over the past several years, Erie Insurance has redeveloped the Erie Armory, the Heritage Center, and numerous historical properties. The company built the Technical Learning Center and a 1,000-space parking garage, and recently broke ground on a seven-story, LEED-certified office complex.

Erie Insurance's Board Chairman and former President and CEO Thomas Hagen has also maintained his commitment to the region. In honor of his late wife, he founded The Susan Hirt-Hagen Fund for Transformational Philanthropy, which supports the people of Erie through organizations that provide social services, aiming to improve the quality of life and well-being of individuals, groups and communities.

In a collaborative effort between the Fund, the Erie Community Foundation, and the Erie County Gaming Revenue Authority, \$10 million in grants has been committed to four strategic projects in an effort to revitalize the city's East and West Bayfront neighborhoods. Grants include \$4 million to Mercyhurst University for the Downtown Erie Innovation District, \$4 million to Empower Erie for an Erie County Community College, \$1.5 million to the Erie School District for the "community schools" project, and \$500,000 to Gannon University to revitalize portions of the East and West bayfront neighborhoods.

**"Our ultimate goal and vision for Erie is to improve quality of life, educational opportunities, and affordability, and create family-sustaining jobs. Hagen.**

**It's a tall order, but we believe it is achievable given the current level of enthusiasm, interest, commitment, and collaboration by our community leaders."**

*—Thomas Hagen,  
Board Chairman and former  
President and CEO of  
Erie Insurance*



# MAKING USE OF NATURAL ASSETS TO IMPROVE QUALITY OF LIFE

**A Great Lake location means great opportunity for Erie, and the city is poised to make the most of it. Right now, an innovative plan for harborfront redevelopment is in the works, and promises to bring housing, dining, water activities, and a host of new visitors.**

The city of Erie may be best known for its location on Lake Erie, including the famed Presque Isle State Park — named the No. 1 freshwater beach in North America — where visitors and local residents have their choice of swimming, boating, biking, hiking, fishing, and other outdoor activities.

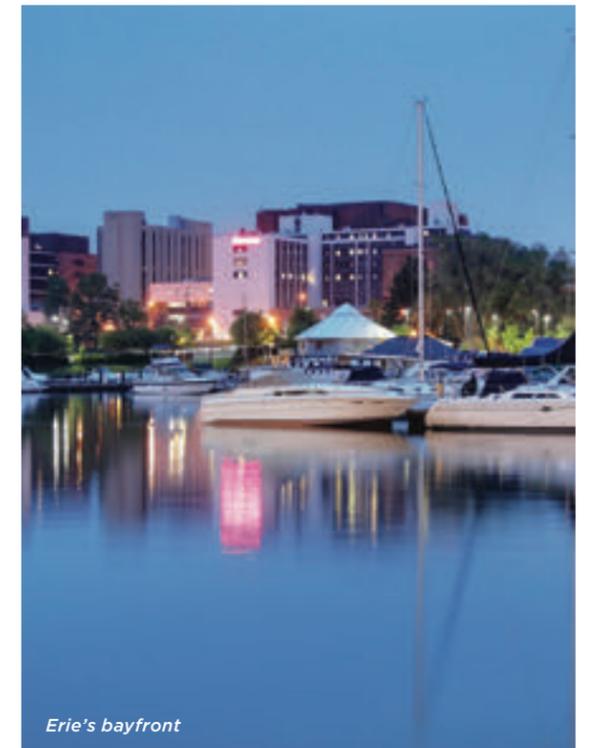
In an effort to leverage that natural resource and improve quality of life in a more holistic way, local community and business leaders are working together to reimagine the Erie waterfront.

Local hospitality company Scott Enterprises has been working with architects on a dynamic, mixed-use development called Harbor Place that will change the face of Erie's bayfront and is widely considered to be the "ground zero" of downtown Erie's revitalization. The Wolf Administration committed \$5 million in RACP funding to phase one of the \$150 million proposed project.

The Harbor Place project will make the waterfront a destination for everyone by leveraging Lake Erie as a world-class asset and integrating it with downtown and adjacent neighborhoods. To be built in phases, the project will include corporate offices, hotels, retail shops, parking garages, an outdoor ice skating rink, condominiums, and apartments. It will connect to UPMC Hamot by a skywalk, allowing covered access to the hospital by patients and staff.

To address increased traffic and improve visitor flow during and after the project is completed, the Wolf Administration announced two initiatives to assess mobility on the peninsula and on Erie's bayfront. The efforts will be funded by both the state and federal government and will study the flow of vehicles, bicycles, and pedestrians, with the ultimate goal of driving economic development and improving the quality of life in the region.

"This is beyond lip service, which is so exciting," says Kathy Wyrosdick, Director of Planning in Erie County. "They [the Erie Community] are really doing it — projects, expanding businesses, and connecting their success to the neighborhoods."



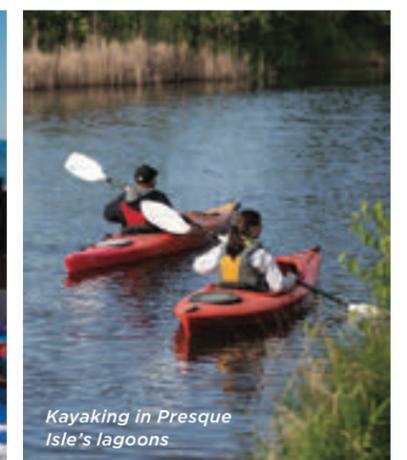
*Erie's bayfront*



*Sailing on the bay*



*Presque Isle Beach*



*Kayaking in Presque Isle's lagoons*



# MOVING FORWARD WITH PLANS OF HISTORIC PROPORTIONS



## # COLLABORATION

Cultivating Economic Success with  
Legendary Can-Do Spirit

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## # WORK SMART

Reinventing the Future of  
Manufacturing

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## # LIVE HAPPY

Creating a Thriving Community for Art  
and Outdoor Lovers

“Johnstown’s history is a story of survival. The next chapter in its story begins where Johnstown is not seen as a victim of natural disasters and economic upheavals, but rather as a model of resilience that other cities will emulate.”  
—Johnstown Vision 2025: A Resilience Framework, Carnegie Mellon University’s Remaking Cities Institute



# CULTIVATING ECONOMIC SUCCESS WITH LEGENDARY CAN-DO SPIRIT

**Every city has talented, enthusiastic individuals and organizations. Through Vision 2025, Johnstown has united them all, putting a diverse and motivated leadership on the same path towards economic and community revitalization.**



## KEYSTONE COMMUNITIES

DCED's Keystone Communities program is designed to encourage the creation of partnerships between the public and private sectors that jointly support local initiatives, such as the growth and stability of neighborhoods and communities, social and economic diversity, and a strong and secure quality of life. The program allows communities to tailor the assistance to meet the needs of its specific revitalization effort.

According to Bill Polacek, CEO of JWF Industries, a community is only as strong as its leadership. For this reason, Polacek brought Johnstown's most passionate leaders together to form what is now known as Vision 2025, a framework for revitalizing Greater Johnstown.

Polacek and other community leaders recognized that the people of Johnstown were doing great things, but they were all moving in different directions. This new group set out to address the fragmentation and build an overarching plan so everyone could start pulling in the same direction.

With support from DCED, Johnstown Area Regional Industries (JARI), the Community Foundation for the Alleghenies, and other community organizations, Carnegie Mellon University's (CMU's) Remaking Cities Institute was commissioned to construct a plan for Johnstown's revitalization.

**“There’s a misperception that Johnstown is simply an old steel town, but there are far too many exciting things happening here and we need to tell that story.**

**This town is resilient beyond its own awareness and people keep plugging away here. Johnstown is our place on earth, and we are working to make this place all that it can be.”**

*—Mike Kane, President and Executive Director of Community Foundation for the Alleghenies*

The CMU plan gave birth to Vision 2025, a framework based upon an open, collaborative, and community-driven approach.

“A step today helps us take the next step tomorrow,” says Polacek. “Vision 2025 helps us map out our priorities and set the tone of where we want to go.”

Built on the premise that the community can succeed by engaging and empowering its residents, Vision 2025 created “circle teams” that focus on reimagining Johnstown through three strategic pillars: a strong sense of community, life-sustaining landscapes, and a vibrant and an open local economy.

Supporting that holistic approach, Governor Wolf announced more than \$15.6 million in funding for Johnstown from DCED, PennDOT, and the Department of Conservation and Natural Resources. Funding from DCED included a Keystone Communities grant to repurpose a building for an entrepreneurial hub, façade improvement funding to make modifications for people with disabilities, Industrial Sites Reuse funding to clean up a brownfield, and

a Neighborhood Assistance Grant through JARI to provide commercial driver training and job placement services.

Given JARI's understanding and commitment to economic development in the Greater Johnstown region, Vision 2025 is housed at JARI.

“JARI is one of the strongest service providers in the region,” says Mike Kane, President and Executive Director of the Community Foundation for the Alleghenies. “They help businesses advance and understand what Johnstown needs to thrive.”

The Community Foundation also plays a critical role in Vision 2025 and the revitalization of Johnstown, working to fund a variety of projects from tearing down the river walls to planting trees. Formed in 1990, the Foundation went from zero to \$62 million in assets and now has \$5 million in grants and \$555,000 in scholarships.

# REINVENTING THE FUTURE OF MANUFACTURING

**Steel courses through Johnstown’s history, present, and future. For over a century, Gautier Steel has provided jobs and economic stability. Today, it continues that tradition with expanded operations, employment potential, and community investment.**

Gautier Steel Ltd. — a former Bethlehem Steel facility — is one of the nation’s leading producers of hot-rolled carbon and alloy metals and a perfect example of Johnstown’s resilience. The company has called Johnstown home for more than 100 years. Surviving Johnstown’s two infamous floods and the fluctuating steel industry, Gautier has deep roots in the community in more ways than one.

With a rich heritage and can-do spirit, Gautier has continued to reinvent itself and evolve into a manufacturer of billets and slabs. In December 2015, Gautier expanded its offerings by building a plate mill for rolling titanium and other exotic metals.

Gautier has made a \$20 million investment to create and sustain jobs in Johnstown, which DCED has supported with an additional \$2 million RACP grant.

Since launching operations — which started the day after the mill was commissioned — the mill’s capabilities have garnered interest from customers around the world.



*Rolling titanium and other metals*

Gautier currently employs nearly 100 people in Johnstown, with plans to hire 30 to 40 additional employees as the plate mill expands. Many recent hires have backgrounds as coal miners, which provides a unique advantage for Gautier: they have the right skillsets, are resilient and resourceful, and embrace hard work.

The company’s impact goes far beyond its facility investments and job creation. Gautier is equally committed to community development, with plans to help revitalize the area surrounding its facility, a space that connects the multimodal trails that run through Johnstown — including the future September 11th National Memorial Trail. The security fence that lines the exterior of Gautier’s facility will be replaced by a mural that depicts the industrial heritage of Johnstown, and an open-air pavilion that mimics the old steel building will create a space for farmers’ markets and community events.

**“By building a space that the community can actively use and enjoy, we hope to restore and bring value to this historic district for many years to come.”**

*—Jacqueline Kulback, CFO and Controller at Gautier Steel*



*A proud and resourceful workforce*



# CREATING A THRIVING COMMUNITY FOR ART AND OUTDOOR LOVERS

**When it comes to drawing tourists and visitors, Johnstown is a natural. The city and surrounding areas offer whitewater rapids, verdant hiking and biking trails, vibrant art spaces, and a renowned symphony.**

Many visitors to Johnstown are surprised to find an urban setting with unique architecture nestled in the beautiful green hills of the Alleghenies region, one that's home to endless recreational opportunities, an artist incubator, and even its own symphony. These assets create a sense of place for Johnstown's residents, promoting a vibrant and diverse quality of life.

Visitors and residents of Johnstown alike enjoy hiking, biking, and whitewater boating. The Stonycreek claims the longest continuous set of rapids in the eastern United States and one of the only in-ground whitewater parks in the country.

The September 11th National Memorial Trail links the memorial sites at the World Trade Center, Pentagon, and the Flight 93 National Monument, serving as a tribute to the men and women who perished on September 11, 2001. This 1,300-mile, multipurpose trail passes through Cambria County on its way to the Flight 93 Memorial, which will provide unique exposure to the city of Johnstown.



When it comes to arts and culture, the Johnstown Symphony Orchestra (JSO) has operated as one of the finest independent orchestras on the East Coast since 1929. Recently welcoming a new maestro from New York City, JSO has been experiencing sellout crowds at its venue, the University of Pittsburgh at Johnstown's Pasquerilla Performing Arts Center.

"I could have lived anywhere, but I came back to Johnstown," says Jacqueline Kulback, CFO and Controller at Gautier Steel. "We have four seasons, and I truly do not have enough time in the day to do everything I want to do here."

And the former Tulip Bottling Company in downtown Johnstown was transformed into BOTTLEWORKS Ethnic Arts Center, an art mecca that provides space for artists to exhibit, create, teach, and sell their work.

As part of the Vision 2025 initiative's plans to grow the creative class, local leaders plan to open Creator Square, a living studio artisan residency and museum development in downtown Johnstown. This development will provide space for the growing artisan and maker population, while engaging community members with new and traditional crafts.





DCED would like to thank its hardworking and dedicated employees, as well as the following individuals, for sharing their time and stories about their communities. The creation of the Work Smart. Live Happy. A Pennsylvania Story was made possible by the insightful contributions and enthusiastic participation of these community champions:

## BETHLEHEM, PA

Adrienne McNeil-Washington, Vice President of Community Relations, Lehigh University

Alan Jennings, Executive Director, Community Action Committee of the Lehigh Valley

Alicia Miller Karner, Director, City of Bethlehem

Anna Smith, Director, Community Action Committee of the Lehigh Valley

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