

Cuyahoga County

Economic Development Five Year Plan Ordinance



Cuyahoga County Council

Economic Development & Planning Committee

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CUYAHOGA COUNTY ECONOMIC DEVELOPMENT PLAN

The work of innumerable volunteers and two Cuyahoga County Government transition groups, Economic Development and Human Capital/Quality Places, informed this plan. Thanks to all of them for their time, diligent research and thoughtful recommendations, and to the many contributors engaged in the discussion.

PART 1: Strategic Overview

The place is here. The time is now. We can no longer wait for, nor rely upon largesse from Washington or Columbus to direct our future. We cannot wait for incremental resources or another stimulus to save the day. We must decide what we want our county to be and how we are going to get it there.

The time is right and Cuyahoga County is the right place for an aggressive, focused economic development plan that will leverage regional assets, build off of long-standing strengths, and take advantage of global changes to drive growth in jobs, incomes and property values.

While this plan represents the first comprehensive effort by the government of Cuyahoga County to drive economic growth, economic development is not new in either the county or in Northeast Ohio. Therefore, this plan builds off the successes, experiences and programs of the county's valued economic development partners in the public, private and philanthropic sectors. And this plan reflects the reality that the economic development of Cuyahoga County is not determined solely by what occurs within our county's borders.

Our county is part of a larger, \$170 billion regional economy that encompasses 15 sister counties. In the past decade, guided by work of the business community, led by the Greater Cleveland Partnership, Team NEO and the Fund for Our Economic Future, the region has become very aware that economic development is a team sport, with no one player able to make much impact without partnerships, alignment and collaboration. To maximize our county's economic growth our county's plan is aligned to take advantage of the regional economic strategies embodied in Advance Northeast Ohio, the region's economic competitiveness plan.

Why is the time right for this plan? First, our county's residents have issued a clear mandate under the new charter "job creation and economic growth as a fundamental government purpose." More importantly, the global economy is undergoing a fundamental restructuring in the wake of the Great Recession. As the Brookings Institution recently noted: "We need to rebalance the American economy and cultivate the fundamentals that can bring prosperity back: robust exports, low-carbon technology, continuous innovation, and opportunity for all."

The fundamental rebalancing of the economy – globally, nationally and regionally – provides

Cuyahoga County with an ideal opportunity to develop a strategy that takes advantage of those changes, rather than simply reacting to them. Now is the time for Cuyahoga County to prepare to benefit from the “next economy.”

Why is our county the right place for this plan? The ongoing rebalancing of the economy is good news for Cuyahoga County. The last economy – rooted in consumption and housing booms turned bust – did not play to our county’s strengths in manufacturing, materials, and medicine. But the next economy does, as it will be powered by the production of innovative products sold in growing global markets. The development of those products is dependent on innovation assets – such as research institutions (NASA Glenn, Cleveland Clinic, and University Hospitals etc.) and higher education institutions (Cleveland State University, Case Western Reserve University, John Carroll University etc.) that proudly call our county home.

Those local assets are well connected with regional resources – ranging from new industry cluster development guided by NorTech to venture capital attracted by JumpStart – that are boosting our companies’ (both established and new) ability to develop those products.

Human Capital and Quality Place are the two key pillars of economic growth

Cuyahoga County and all of Northeast Ohio are well positioned to grow in this next iteration of the global economy. With the objective of spurring innovation, the county will play a leadership role in revitalizing our regional economy by *investing* time, talent, and treasure in two key pillars of economic growth:

- Human Capital
- Quality Place

Those investments will be designed to:

1. Create high-quality, well-connected places that provide our residents with great communities to live, work, play and learn.
2. Prepare our residents for the jobs and careers of today and tomorrow.
3. Accelerate business growth by connecting existing and new companies to regional resources that will help them invent, commercialize, make and sell new products to growing global markets.

Our mission statement flows from the focus on human capital and quality place

Mission: Improve the County’s global competitiveness through economic growth and ensure that Cuyahoga County is a vibrant, healthy and welcoming place.

Assets Meet Opportunity

Cuyahoga County has many assets that are the foundation of the regional economy and drive the global competitiveness of the region. These assets include: charitable foundations and a history of philanthropy; some of the world's greatest medical institutions; unparalleled federal, state, regional and local park systems; robust physical infrastructure and high speed broadband connectivity; artists and cultural institutions; world-class museums, orchestra and theatres; universities, research organizations, a national lab and intellectual capital; the earth's 12th largest freshwater lake fed by rivers and streams that offer miles of lake and river fronts; locational advantages that give us access to the heart of the North American economy coupled with one of the nation's best business logistics systems; industrial capacity and a rich history of innovation, and manufacturing and entrepreneurship.

Moreover, the County has features that are not often categorized as assets, but are assets when viewed through the lens of opportunity. These include thousands of acres of underperforming land, underutilized infrastructure, underperforming human potential and the beauty provided by the County's natural systems.

The County certainly has much upon which to build to improve economic competitiveness and prosperity if we can be more effective at thinking, planning and acting like an interdependent part of a dynamic local, regional and global economy.

Building on our assets to achieve our mission defines our vision

Vision: *Through innovation, education, strategic investments, and collaboration, Cuyahoga County is a place which offers opportunities for businesses to prosper and for residents to have meaningful, gainful employment, and to live healthy lives.*

Characteristics of our County's investments

In order to achieve our mission by applying our vision, the County's investments will have the following characteristics:

- Collaborative – The County will partner with the public, private and nonprofit sectors throughout Northeast Ohio to maximize the amount of resources being deployed to support initiatives, maximize the effectiveness of those investments, and learn what works.
- Inclusive – The County will make investments that create opportunity for all county residents, with a particular emphasis on racially and economically isolated populations. The economic competitiveness of the County is inextricably tied to the success of historically isolated populations. In order to become a transformative region, the County must strive to be a welcoming place to both transplants and immigrants. To that end, this plan fully embraces the work of the Cuyahoga County Equity Committee, reflected in their October 26, 2010 report (

See Appendix IX).

- Innovative – The County will ensure that the overall plan and specific investments support a culture of innovation in products, processes, and services that are transformational and at a scale sufficient to grow the economic base of the County.
- Sustainable – The County will foster economic transformation in a manner that promotes economic growth, educational attainment, and environmental stewardship that is systemic and sustainable into the future.
- Accountable – This plan will be implemented using a carefully devised set of metrics that will enable the County to continuously monitor progress being made toward achieving our goals and to make data-driven adjustments to the plan, as needed.
- Transparent – The residents of the county will be able to easily track where our public resources are being invested and the returns being generated by those investments.

Themes of Economic Development Plan Action

This Economic Development Plan will require the following themes of action throughout its implementation:

- Alignment of County's Economic Development Effort – All of our efforts will reflect the transformation needed to fulfill Article 7, Section 1 of the Cuyahoga County Charter that "the County shall have as a primary responsibility the promotion and enhancement of the economic well-being and prosperity of the County and all of its residents." This will require a large increase in overall effort and commitment of resources and an alignment of all of the County's activities with this primary responsibility for economic well-being.
- Investment Focusing – The County will reorganize all of its investment activities so that they follow from a strategic, asset-based framework built around the overall mission and vision, rather than just funding individual projects.
- Determination of County's Role – There are hundreds of organizations--public, private, and non-profit--in Cuyahoga County that have economic development as part or all of their mission. The County will determine what roles it can best play to ensure that investment, innovation, education, and collaboration are implemented according to a shared vision and direction.
- Elimination of Barriers – The County's economic development plan will also include efforts to eliminate or reduce barriers to success, such as duplicative or poorly coordinated regulatory requirements, and inefficient governmental operations.

Core Themes of Vision and first year priorities

While technically a five year plan, this plan is a living-breathing document that, as mandated by the Charter, will be revisited on an annual basis to ensure it adequately reflects the economic environment of our County and region. Therefore, this plan is focused on actions that must be

acted upon now and these immediate actions are summarized on the final page. While there are many needs and long-term policy matters to be addressed, this plan pinpoints and prioritizes the immediate work required to determine the County “role” in numerous activities going forward. This plan is centered on organizing and aligning existing resources, both internal and external to the government. This initial focus is essential in order for the County to foster a global competitive region that offers opportunities and prosperity for businesses and residents. These decisions will significantly shape the plan as it is reviewed a year from now.

Innovation

- Ensure that the overall plan and specific investments support a culture of innovation in products, processes, and services that are transformational and at a scale sufficient to grow the economic base of the County.
- Encourage universities, businesses, non-profit organizations and governments to work closely together to commercialize market-ready research.
- Foster innovative use of public, private and philanthropic sector dollars to achieve the vision and evaluation of results.
- Promote green and sustainable technologies and solutions to address market and environmental failures and create new economic development opportunities.

First year priority: Determine how the County can best continue to contribute to the regional innovation ecosystem that has blossomed in the region over the past decade, and the metrics by which we will measure progress.

Education

- Instill a culture of and commitment to continuous learning, recognizing that learning begins at the earliest stages of childhood through primary, secondary and post-secondary education, and throughout one’s life.
- Ensure education and training opportunities which prepare individuals to compete for meaningful jobs with sustainable wages are made available for all able citizens.
- Encourage educators, trainers, businesses and public sector agencies to work together closely to identify and train the workforce needed by tomorrow’s growth sectors, to retain today’s workers, and attract the next generation of workers.

First year priority: Determine what role the County can best play across departments, agencies and with external partners to help improve the educational attainment and workforce readiness of its residents.

Collaboration

- Design and articulate a shared vision for the County, construct a strategic framework, establish systems and structures to support it, and then collaborate with the County’s communities and within the region to achieve the vision.

- Create a state and federal advocacy strategy that articulates our mutually supportive **regional** top priorities and recognizes the distinct role of each governmental entity, non-profit organization, and business leader in carrying out that vision.
- Encourage, public, private and civic organizations and individuals to partner and collaborate in the creation and implementation of the Plan.

First year priority: Work with the Director of Regional Collaboration, Mayors and Managers Association, state and federal officials, the business community, Advance Northeast Ohio, and others to collectively articulate a shared vision for Cuyahoga County as part of the Northeast Ohio economy.

Investment

- Make investments within a strategic, asset-based framework following a philosophy of capitalizing strategies, not just funding individual projects.
- Provide additional resources for investment by eliminating costs, leveraging current revenues and introducing new revenue sources.
- Invest resources stating specific goals for returns on investments over time, recognizing short-term milestones achieved and exercising patience with respect to long-term goals.
- Leverage additional county, municipal, state, federal, private, civic and philanthropic funds to make available enough resources to significantly move the needle on the County’s economy as measured by relevant indicators over the next five to ten years.
- Invest in high performance county economic development management capacity.
- Expand access to investment opportunities for historically economic isolated populations. Increase economic access and opportunities for all residents; strive to be a welcoming place to minority and economically isolated populations as well as new transplants and immigrants.

First year priority: Create, from sales tax revenues, an economic development fund (EDF) that can drive our desired outcomes; seek partnerships, expertise and collaboration to leverage and invest dollars.

PART 2: Economic Development Plan

1. Introduction

Cuyahoga County will achieve economic success if we employ our assets in ways that align with where the next economic era is heading.

Four asset drivers of metropolitan economies

In the *Ohio Prosperity Report*, the Brookings Institution defines the following four assets that will drive the “next economy:”

- Innovation – the ability to invent, develop and employ new products, processes, policies,

and business models to establish competitiveness at a global scale (*our region's competitive advantage is: **we make things***)

- Human capital – a workforce with education and skills that are continuously improved and upgraded
- Infrastructure – the roads, rails, seaports, broadband, and airports that move people to jobs and goods to markets efficiently
- Quality place – a mix of vibrant distinctive walk-able neighborhoods, natural and cultural amenities, and a strong *sense of place that will attract people and businesses*

How to achieve the Vision and fulfill our Mission

The Vision describes *a place of opportunity for businesses and residents* to prosper. The Mission declares two economic development priorities as the focus of the Cuyahoga County Economic Development Plan: 1) economic growth and 2) quality place. Brookings defines the four drivers for the “next” economy and adds “Human Capital”. Cuyahoga County must secure its present as it builds what is next. Then, in order for the Vision to be realized, we need to invest in Human Capital and to invest in Quality Place to drive the economic growth that leads to prosperity for businesses and residents (Figure 1).

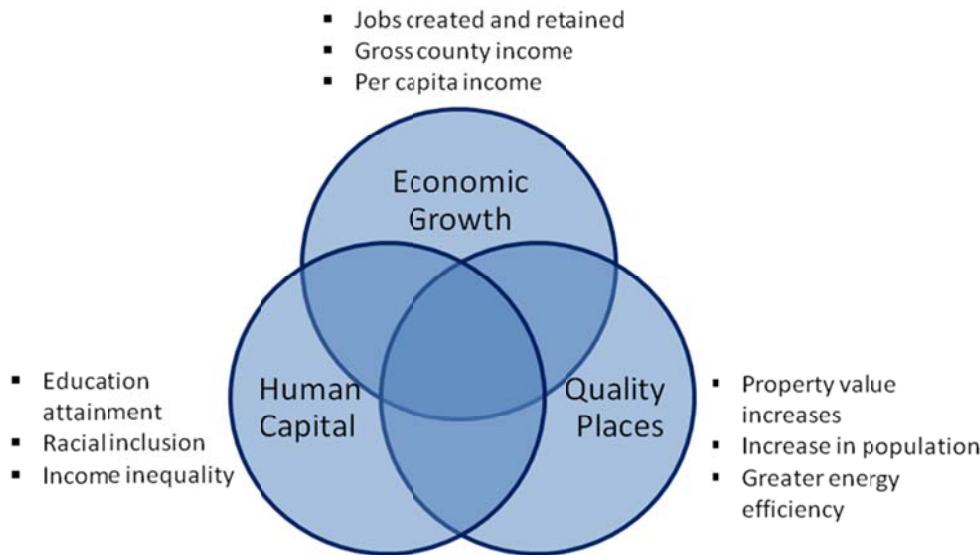


Figure 1 Integration of Economic Growth and Quality Places Priorities with Human Capital

From the perspective of this plan, infrastructure is viewed as part of quality of place. In this regard, the Development department should reach out into the County department of Public Works and related agencies to ensure that infrastructure improvements complement the priorities of the plan. In a similar fashion, the Development department should reach out into the County’s health and human services agencies, Workforce Development (Employment Connection), other agencies and regional partners to ensure an integration of services for the support and development of human capital.

The following strategic focus areas address these priorities by defining actions to achieve goals

and determine the optimum role for the County in each area. Fostering a robust, globally-competitive economy with opportunities and access available to all citizens requires an integrated approach that combines these priorities seamlessly. That is, we must support economic development opportunities within place-based geographic environments that attract entrepreneurs, businesses, professionals, immigrants and investment capital.

The following pages outline strategic focus areas and recommended actions (mostly near term) to guide the work of the Director of Development. These focus areas are reduced to key actions and specific dates on the final page of plan. Five-year aspirations will be easier to articulate once the work is commenced on the near term actions and experience and data are better understood.

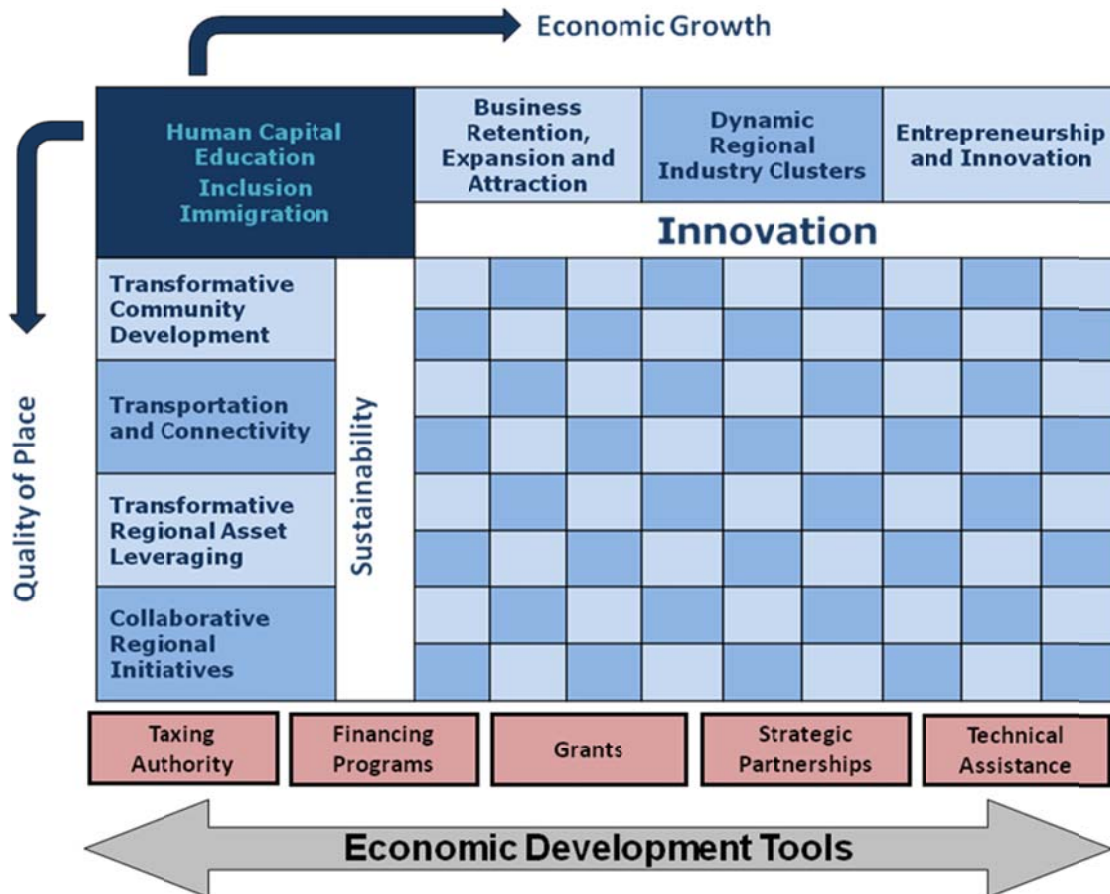


Figure 2 Matrix of Priorities with Areas of Focus

The succeeding chapters elaborate on the key strategic principles that drive this Economic Development Plan.

2. Human Capital and Education

Human Capital is the first of two pillars of economic growth identified in the strategic overview for this plan. Cuyahoga County's people are its most important resource. Researchers at the Federal Reserve Bank of Cleveland have determined that the two main drivers of income growth in a region are education and innovation. More "knowledge capital" leads to more new products and inventions, new ideas and finding new ways of doing business. These capabilities increase productivity of the workforce, which is the

dominant factor that drives economic growth. Education attainment lags in Cuyahoga County. Although the County is not a primary driver of education, it can play a significant role in improving education attainment.

- **Priority Action (short-term)** Create and support a post-secondary education scholarship program.
- **Priority Action (short-term and ongoing)** Continue to support and align with programs that improve education attainment, such as:
 - Invest in Children: Ensure that funding for these data-driven investments in children in their earliest years continues, to improve the quality and number of services delivered to children and their families.
 - Employment Connection: Ensure that the new demand-driven workforce matching system is adequately funded and connected to the County Department of Development.
- **Priority Action (immediate and ongoing)** In partnership with Global Cleveland, create a welcoming region for people of all ethnic and international backgrounds; increase diversity/minority population.
- **Priority Action (immediate and ongoing)** In partnership and alignment with industry cluster development, create and maintain employee pipelines through public-private partnerships for the education and training of students and incumbent workers in order to meet the workforce needs of targeted Cuyahoga County industries. For example, work with the hospitals and other health care providers to meet their human capital needs in the near-term and long-term. Likewise, the transformative developments in downtown Cleveland, reviewed later in the plan, will generate a number of related service jobs that can become points of entry into the region's workforce for many unemployed and underemployed individuals.

3. Quality Place-Based Development Priority

Strategy

At its core, metropolitan communities like Cuyahoga County are ultimately and almost exclusively engines of economic growth and productivity. The clustering of people and businesses to produce goods and services efficiently for sale in internal and external markets is a basic tenant of urban economics. Northeast Ohio as a metropolitan region is highly urbanized and relatively dense, and Cuyahoga County is more so.

Traditional economic development has largely followed a decision-making approach based on theories and concepts which are then applied through policies, programs and specific transactions

and incentives, often unrelated to the uniqueness and complexity of specific places. Brookings' Prosperity Agenda, now called Metropolitan Blueprint agenda, is built on the idea of pursuing local economic growth through investments in systems and structures within the local economy that have the potential to contribute to productivity and increase the flow of economic activity.

The big difference in the Brookings' approach is that it is specifically place-based instead of transactional. Some of the suggested imperatives of the Prosperity Agenda are as follows:

- Local economies are regional in structure
- Goals of economic growth must be pursued by government actions that are coordinated across jurisdictions
- Economic activity will be most dependent on developing clusters of high quality human capital
- Places (their structures, quality and efficiency) matter most in developing a strong urban economy
- The most successfully competitive places in the future will have these characteristics:
 - Innovative
 - Low carbon footprint
 - High export capacity

In new economic and community development practice, the understanding of the role of “place” has become a competitive advantage. Leading cities and regions are competing on quality of place, leveraging and harmonizing their unique physical (natural and man-made) and human assets. Given this reality and the macroeconomic context of the global economy suggest that the County's economic future should be based on maximizing its potential productivity and quality of life as a strategy for fiscal and economic sustainability and future economic growth. Place-making, infrastructure, and transportation projects are among those most frequently mentioned for possible uses of the \$100 million Economic Development Fund.

Cuyahoga County's Place-making Aspirations

- Our unique assets are visible in vibrant, engaging and sustainable communities
- Our infrastructure is viewed as a regional competitive advantage and is efficient and aligned with economic development goals
 - Roads and Bridges
 - Water
 - Wastewater collection and treatment
 - Storm water management
 - Air Service
 - Port
 - Rail service, both freight and passenger

- Broadband
 - Business logistics management systems
 - Investor-owned utilities, such as electricity, natural gas, and telecom
- Quality Places Require:
 - Built environment
 - Natural systems
 - Education providers
 - Attention to energy efficiency and renewable energy
 - Authentic communities
 - Green space, parks and playgrounds
 - Arts and culture
 - Balanced and multi-modal transportation systems, including public transportation, pedestrian and bicycle trails
 - Quality housing at a range of values throughout the region

Place-making Action Plan

- ***Priority Action (immediate and ongoing)*** Review existing place-based investments and their management and determine which provide the greatest return on investment, which should be expanded, which should be eliminated or re-directed and what new capacity is needed.
- ***Priority Action (immediate and ongoing)*** Complete transformative, core city developments with regional impact including:
 - Medical Mart and Convention Center
 - East Bank of the Flats
 - Casino
 - Inner Belt Bridge
 - Opportunity Corridor
- ***Priority Actions (immediate and ongoing)*** To take maximum advantage of and best leverage these and other transformative place-based developments the County should prioritize and
 - Determine the infrastructure and amenities required to support these projects – both for tourists and downtown residents - e.g., river-front development, connectivity, green space, walkways and pedestrian bridges, lakefront access, access to amenities at the mouth of the Cuyahoga river, etc.
 - Seek the support of the municipalities bordering Lake Erie and other economic development partners to create a collaborative process to

recommend updates to Lakefront Development plans and encourage implementation of those plans. (*Amended 7/26/2011*)

- Ensure downtown neighborhoods develop in addition to and benefit from transformational projects to create a thriving downtown
- Set strategies around the cluster of service jobs these new attractions will create in hotels, restaurants venues like the Rock Hall, Museums, Playhouse Square, Severance Hall, Sporting Events.
- Review CDC and other strategies for developments outside of downtown such as University Circle, Gordon Square Arts District, Campus District, MetroHealth Renewal Plan.
- Review County housing programs to determine a more strategic investment plan; select areas of investment in downtown, core city neighborhoods and urban and suburban communities with data-driven process and goal to improve land value and take advantage of the location of assets.
- Work with other public entities to create a unified streamlined system, policy, or access point for local businesses seeking to competitively bid and compete for major public infrastructure investments within the County. This will also help to standardize a public tracking methodology for determining public benefit – jobs created, SBE/MBE participation (see Appendix VII-VIII for current job creation reporting form used and Section 3 business list).

Site Development

One clear need that has been identified is for sites ready to meet the expansion and relocation plans of companies. When companies are growing and require more space, they cannot wait for sites to be acquired, cleaned and/or equipped with infrastructure. Companies will seek immediately available sites when needed regardless of their location, even if that means leaving the municipality or county in which they have been resident for many years. In addition, many cities have absentee/disconnected landowners that have left behind vacant buildings and fallow land that could be put into productive use.

Based on a recent meeting with community and economic development directors and mayors, putting these industrial/commercial properties to use is a very high priority. Our legacy industries have left vacant buildings and contaminated land in the core city and many inner-ring suburbs. The County has a nationally recognized set of programs and products that it offers for brownfield assessment and clean-up, but it doesn't have adequate resources to address the existing backlog, thus continuing to reinforce greenfield development and sprawl as the preferred option for business expansion. The following actions are meant to address these issues and other expansion needs:

- ***Priority Action (Short-term)*** Create a new funding capacity for a county-wide industrial land bank to make available fallow property or vacant buildings working with Mayors and Managers Association. This has been the number one concern for municipal mayors and economic development directors for many years.

Public Infrastructure

The County’s infrastructure is produced and managed by an array of special purpose public organizations. This network of large entities controls immense resources and assets and is critical to the economic competitiveness and quality of place of the County and the region.

- ***Priority Action (immediate and ongoing)*** The County should seek a much greater degree of coordination and alignment of these public organizations, most of which are subject to some degree of County authority or have County appointments to their boards of trustees. Currently, there is no formal mechanism for alignment among these entities which include:

- Cleveland-Cuyahoga County Port Authority
- Northeast Ohio Regional Sewer District
- Greater Cleveland Regional Transit Authority
- County Library System
- Cleveland Metroparks
- Cuyahoga Metropolitan Housing Authority
- Local Boards of Education

Assess and Leverage Assets

An inventory and better understanding of key physical assets can lead to place-making improvements, such as by:

- Assessing the County Airport to determine if new partnerships or roles are appropriate to boost service, realize efficiencies or create new revenues for development
- Assessing County real estate holdings to determine if sale or redeployment of those assets could result in redevelopment to highest and best use, serving as anchors for additional development thereby increasing property values
- Better understanding the breadth and depth of our regional arts and culture assets that go beyond the orchestra, art museum, theatres, etc. Review the work of Cuyahoga Arts and Culture to determine whether our efforts in this area can be improved.

Collaboration on Regional Place-making Initiatives

As part of its place-making efforts, the County should determine where in how it can effectively

assist with regional initiatives, such as the following:

- City of Cleveland and Neighborhood Progress' Re-imagining a More Sustainable Cleveland initiative, with focus on innovative reuse of vacant land. Cleveland is currently the #2 city for urban gardening, an unexpected outcome of foreclosure crisis, which can be an economic development opportunity.
- Community Partnership for Arts & Culture five-part study of Greater Cleveland's artists' location decisions and attraction strategies. The County could support the newly created Artists in Residents Program funded by LINC, the Ford Foundation and the Kresge Foundation.
- Assist Cleveland Metroparks as they assess their ability to take over operations and maintenance of the State of Ohio's Lakefront Parks.
- ParkWorks development of Lake Link Trail and a pedestrian bridge on the West Bank of the Flats.
- The Northeast Ohio Sustainable Communities Consortium aims to implement a plan that links economic development to equitable housing, land use, transportation, community development and infrastructure (NOACA, FFEF)
- MetroHealth System, City of Cleveland, and Neighborhood Progress collaboration on the MetroHealth-West 25th Street Initiative with focus on renewal of the MetroHealth main campus and redevelopment of adjacent neighborhoods (including West Side Market) with mixed use housing and commercial development, workforce linkage programs between hospital and community residents, green infrastructure and greenway connections to Towpath Trail, Cleveland Metroparks, and local healthy food access.
- County - Cuyahoga Valley Initiative
- Senior Transportation Connection of Cuyahoga County
- Place Matters Team – Consortium of County, City and Non-Profit entities for Health Equity
- County/City of Cleveland/Metroparks Towpath Trail partnership
- Health Improvement Partnership – Place matters with public health issues
- Sustainability 2019 – City and community driven
- Preserving and innovating around our watershed system and Lake Erie

Transportation and Connectivity Within and Outside the County

Increasing transportation access to places within and outside our County is an important part of place-making. The following goals would provide good focus for this effort:

- Efficient and affordable connections between where people live and education and employment opportunities
- Retention of United/Continental Hub is an immediate priority
- Design strategies for County Airport as part of regional airport system

- Public and alternative transportation within region (e.g. bike paths, light rail)
- Increased development opportunities around transportation hubs like our airports, the Cleveland-Cuyahoga Port, RTA stops, and rail terminals.

See Appendix II for a current listing of the County's Place-based Investment programs these encompass community development, housing, federal Stimulus and NSP funded programs. The community development projects are also highlighted on the map found in Appendix IV.

4. Alignment of the County's Economic Development Effort with the County Charter

Cuyahoga County government has historically played only a modest role in Economic Development, with only about one percent of its budget allocated for this purpose. A key element of this Economic Development Plan is simply a large increase in effort, fulfilling the Cuyahoga County Charter's requirement that achieving economic well-being be a major responsibility of county government. This greatly increased effort will be reflected in the following ways:

- A substantial increase in financial commitment, such as through the Economic Development Fund and the post-secondary education scholarship program.
- A comprehensive effort to collaborate effectively with all of the economic development organizations in Cuyahoga County, to work with them to generate a share vision and direction for our economic development efforts, and to determine those economic development roles in which our county government can be most effective
- A systematic undertaking to align all of the activities of county government with our economic development responsibilities and aspirations
- A reorganization of the Department of Development to align with this plan's vision and mission, rather than primarily implementing federal programs
- A methodical program to measure the impact and progress of our economic development efforts and obtain information needed to make data-driven improvements to our strategies and programs

5. Economic Growth Investment Priority

Business Retention, Expansion and Attraction

For global competitiveness the County must create a business friendly environment and offer products and services that enable business to grow and create jobs. Improving the business climate requires structural changes (internally and externally) to improve collaboration, which will be discussed in other chapters.

The County, in partnership with the state, cities and various economic development partners, offers a broad array of economic development tools that might also be viewed as products and services. The region has a broad base of businesses on which to build that includes small, high

growth/venture-capital aspiring, micro-enterprise and large global enterprises (including corporate headquarters). Different size businesses and businesses in different industries require application of different economic development tools. Inclusion is another factor that plays a role in the retention, expansion and attractions of business.

The County needs a strategic approach to its offerings rather than a project/transactional approach as in the past. The County should determine its core competencies in order to prioritize and focus its resources in those areas it can assume a leadership role and which it should play a supportive role. This strategic approach will be easier to articulate once the priority actions described below, mostly short-term in nature, have been completed.

- ***Priority Action (Short-term)*** Work with regional banks to discuss and address business' working capital needs (based on message from small businesses at meeting with President Obama earlier this year – banks ready to engage to help).
- ***Priority Action (mid-term)*** Determine what role (if any) the County can play to help businesses expand their capacity to export products in collaboration with the Cleveland-Cuyahoga Port Authority, State of Ohio or local office of U.S. Department of Commerce.
- ***Priority Action (short-, mid- and long-term – i.e. next five years with measurable goals)*** Retaining and growing our own firms must be the most urgent strategy over the next five years and is likely to be the primary driver of economic growth for Cuyahoga County. GCP, the metro chamber, is the dominant player in the retention market, but many other organizations and governments also participate. “Doubling” the retention capacity with professional staff closely tied to current efforts would “double” everyone’s reach since the “save” many times requires little funding but a great deal of listening, connecting and caring.

Strategic business attraction that complements the retention, growth and cluster development strategies will also be important.

See Appendix I for a current listing of the County’s Brownfield and Economic Development Programs. Appendix III and IV highlight the achievements of the Department of Development in the 2010 Annual Report and the Project Map.

Regional Clusters of Industry and Innovation

While “Cluster” theories and their applicability are an ongoing debate in economic development circles, we, like Brookings, find them a useful concept. As defined by The Brookings Institution, clusters are “geographic concentrations of interconnected businesses, suppliers, service providers, and associated institutions in a particular sector.” Brookings further notes that: “Cluster strategies

provide a direct route to economic renewal because they build on existing assets to promote growth in regions by enhancing the interactions by which firms complete transactions, share ideas, start new enterprises, and create jobs. In this fashion, industry clusters have the power not just to revitalize regions, but also to improve states’ standing in the emerging “next” economy that will likely be more export-oriented, lower carbon, and innovation-driven.”

Regions across the country, with Northeast Ohio being no exception, have been focusing economic development initiatives around the development and support of industry clusters for several years. In addition, the Obama Administration has made clusters of innovation a target area of support in its 2011 Budget.

Through a series of studies by Battelle, Deloitte, McKinsey and CSU that have included industry leaders, the state and region have determined industry clusters on which to focus. The table below outlines clusters that have been identified and that have dedicated organizations to promote and facilitate cluster growth.

Important Industry Clusters Identified by the State of Ohio

Medical Devices/Health Care Equipment	Information Technology/Broadband
Materials (metals, polymers, composites, nanomaterials, etc.)	Manufacturing Competitiveness and Innovation
Advanced Energy	Automotive
Aerospace	Instruments & Controls; Flexible Electronics

As part of Cuyahoga County’s business growth priority actions, the Department of Development should familiarize itself with and determine how best to be a collaborative partner or in some instances, take a lead role in cluster development. An example of where the County has played a lead role in cluster development is in the fresh water off-shore wind industry, a subset of the Advanced Energy cluster.

Our region’s inherent strengths in medical research, health care, manufacturing and materials (metals, plastics, rubber, and coatings) have enabled us to participate in multiple industries that have changed over time – primarily due to technology and innovation. These include: automotive, aerospace, biomedical and advanced energy. The Department of Development should take the opportunity to examine relationships with current cluster-focused organizations to review, renew and redefine collaborative relationships, provide support and foster the growth of industry clusters.

In addition to the clusters mentioned above there are a number of emerging clusters that have the potential to add jobs, bolster entrepreneurship and spark innovation – building on theory in the Brookings-Rockefeller Project on State and Metropolitan Innovation. In a January 2011 paper it is suggested that support for local/metro clusters also has the potential to change the dynamics of economic development providing the disciplines of cluster management are used – i.e. data,

analysis and performance tracking. In building on the Development department's Cuyahoga Innovation Zones program there might be an opportunity to support more local cluster initiatives. These clusters should build on place-based assets and support should be predicated on the cluster initiatives meeting a set of rigorous requirements.

Emerging clusters include the local and regional food system, water, design, clean technologies, energy efficiency and biomimicry, each of which have multiple grass-roots initiatives evolving.

- **Priority Action (short- to mid-term)** The Department of Development should learn more about the following active and emerging clusters with the intent of determining the potential for these clusters to gain momentum as economic development engines:
 - *Fresh Water Innovation Alliance* - various cluster activities (Research, Public Education, Business Growth and Public Policy) are being pursued by Cleveland State University, County Planning Commission, the George Gund Foundation, Great Lakes Science Center, Case Western Reserve University, The Cleveland Foundation, MAGNET, Sustainability 2019, Greater Cleveland Partnership, regional business and others to determine if this fresh-water innovation initiative has the potential to become a real cluster initiative. The greatest need currently is leadership and an organization sponsor. The County could play a role with this cluster similar to its Great Lakes Wind Energy initiative.
 - *Biomimicry cluster* – a new discipline based on the conscious emulation of Nature's genius. A network of Northeast Ohio biomimics (including the County Planning Commission) is currently competing with a handful of places to be the first location in the world to be a regional biomimicry center affiliated with the founders of this new design discipline – the Biomimicry Group, Inc. In the state of Ohio's history, great biomimetic innovations such as the invention of the airplane by the Wright brothers and the Hulett ore unloaders by Cleveland's George Hulett changed economic and human history. One of the world's first doctoral programs in biomimicry has just begun at the University of Akron and companies have been formed locally to commercialize the work of researchers at Case and elsewhere.
 - *Community Partnership for Arts and Culture* – a study entitled “Putting Artists on the Map” (April 2011) that identifies the 24 neighborhoods where the majority of artists reside in Cuyahoga County and services to attract and retain artists (may be a more place-based effort, but illustrates well the weaving together of the economic growth and place-based approach *built around metro assets*)

- *Cleveland-Cuyahoga County Food Policy Coalition* - coordination and advocacy body for local food in the Northeast Ohio region and Ag-Bio Industry Cluster (ABIC) believe there is cluster potential in the region and metro area. The North East Ohio Local Food System Study has analyzed the possibility of the 16 counties of Northeast Ohio (NEO) moving 25% of the way toward fully meeting local demand for food with local production. A 25% shift could create 27,664 new jobs, providing work to about one in eight unemployed residents. The ABIC has identified more than 250 “business cases” in the regional food system, with special emphasis on those that harness local agricultural resources and transform agricultural production clusters from low-value commodity production to higher-value specialty crop and bio-product production.

Economic Development Fund

A key component of this plan's increased economic development effort is the creation of a \$100 million Economic Development Fund to insure the implementation of those strategies, programs, and projects most essential to fulfilling our mission of economic well-being. At a recent meeting with the new Director of Development around economic and community development, some priorities for potential uses for the Economic Development Fund began to emerge. All agreed that further discussion needed to take place, but the following needs were heard most often:

- **Strategic priority** (immediate to mid-term) As part of the work to create the EDF and a more relevant set of support services from the Department of Development, the County must prioritize and determine how best to meet the following needs of the county’s communities:
 - Fund to help rehab vacant buildings and industrial land
 - Continuation and potential expansion of Brownfield programs
 - Infrastructure – multiple requests for broadband and energy assistance and a reminder that much of our traditional infrastructure is 90 years old and in need of investment
 - Working capital and other financial help for businesses to grow
 - Desire for continued support for storefront and commercial building renovations
 - County Department of Development asked to play a greater leadership role in economic development and be the one-stop-shop to assist with company growth and attraction, including the development of a database of properties available
 - Align the work of the County Planning Commission to better serve municipalities

- Strategically assess county’s current allocation of federal Community Development Block Grant (CDBG) funding; require regional cooperation and strategic alignment for flexible funding of locally-initiated projects; consider similar requirements for HOME Investment Partnership Program and Brownfield remediation funds
- Better align economic, community and housing development strategies with land bank acquisition, demolition and redevelopment strategies
- Convene community leaders periodically, review progress and adjust priorities
- Look at border communities and how they interact with neighboring county communities; design initiatives that support regional economic development initiatives more aligned with the County’s economic dependency on Northeast Ohio
- Regionalism beyond the borders of Cuyahoga County

6. Determination of County's Role and Collaboration

Strategy

It is critical that this plan work to coordinate the economic development efforts of the county and the region. As stated in the Brookings Institution and Greater Ohio Policy Center’s Restoring Prosperity report, governmental structures within Ohio’s Counties “are simply too fractured to develop a unified vision for economic development and mobilize regional stakeholders to realize it.” If the County is to prosper, it is essential we recognize that economic growth occurs regionally; growth in one county benefits neighboring counties. Multi-county regional approaches to economic development are recommended by experts. The County must work with local civic leaders, non-profit institutions, and the private sector to foster constructive regional cooperation that looks beyond political or institutional boundaries. Collectively we must articulate our regional top priorities with one voice and unite to advocate our vision with state and federal leaders. We would be stronger if Northeast Ohio shared a mutually supportive vision for economic development, and recognized the distinct role of each governmental entity, non-profit organization, and business leader in carrying out that vision.

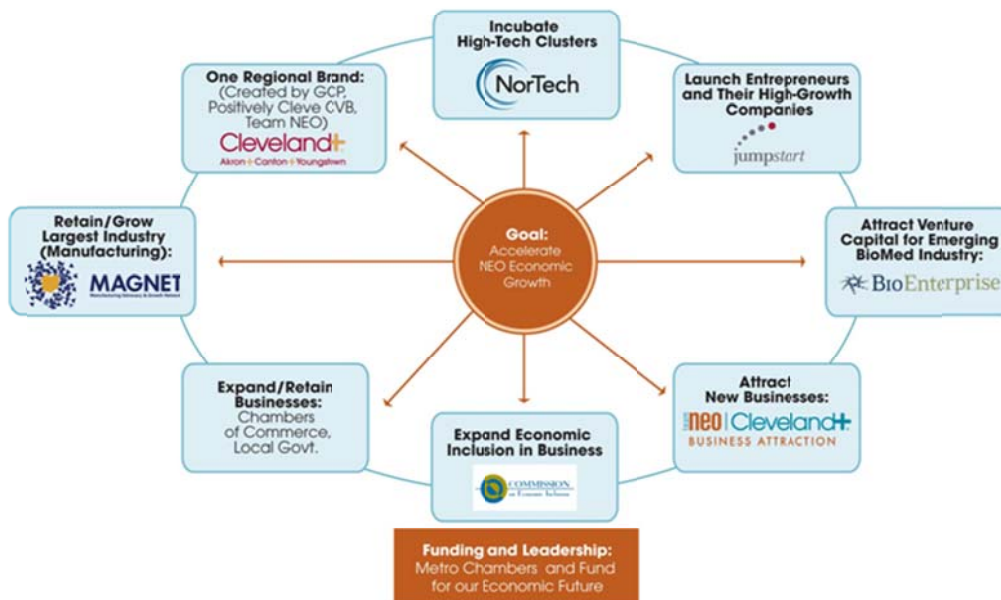
The realization that Cuyahoga County, encompassing its core city of Cleveland and 58 additional municipalities, is part of a broader economic development system is reflected in the pages ahead. Consequently, the actions defined for the first year are focused primarily on understanding the current landscape of potential economic development partners and determining how the County can best leverage and collaborate with those partners, bringing its unique programs and assets to the collective effort.

The most important collaboration to determine our ultimate success will be strong public-private-non-profit sector interaction, beginning with each sector doing what it does best: the public sector

creating the environment for economic growth and filling market gaps with programs for the general welfare of its citizens, the private sector creating economic value that supports job creation, and the non-profit sector creating knowledge, providing resources and in other ways creating social value.

The County needs to work more effectively with its economic development partners, help bring about a shared vision and direction for our economic development efforts, and determine what roles that it can most effectively play. This effort starts with knowledge of the current economic development players in Cuyahoga County and their roles.

NEO Regional Economic Development System



Ned Hill, Dean, Levin College of Urban Affairs
Cleveland State University

- **Priority Action (immediate and ongoing)** Determine how best to collaborate with organizations in place offering products and services and create a business friendly climate. Review programs and tools that can be leveraged from these resources/economic development partners. If additional tools, programs, products, or services are needed, they could be created using the Economic Develop Fund to provide partial funding and leverage other dollars.

The following is a partial list of potential key collaborators in economic development:

- Expansion and retention
 - Greater Cleveland Partnership

- City of Cleveland and other municipalities
 - JobsOhio
 - Attraction (including international)
 - Team NEO
 - Minority Business Acceleration and Growth
 - President’s Council
 - Minority Business Accelerator
 - JumpStart Inclusion Advisors
 - Travel and Tourism
 - Greater Cleveland Sports Commission
 - Positively Cleveland
 - Venture Capital Assistance
 - Venture Capital Firms
 - JumpStart
 - BioEnterprise (for biomedical and healthcare industry)
 - Microenterprise
 - The Cleveland Foundation and institutions in University Circle area have a model that could be applied county-wide.
 - Small Business
 - COSE and local Chambers of Commerce (*have local buying programs and other small business assistance initiatives that the Department of Development should explore as a place to refer small business customers*)
- **Priority Action (immediate and ongoing)** Create a much needed single location for businesses to access all information relevant to their decision to locate or expand. Creating a single point of access is a daunting task, and requires a collaborative approach. A single website should include a concierge contact for applying to government programs, obtaining necessary licenses, permits, etc., as well as mapping via Geographic Information Systems to allow businesses to visually identify factors such as usable commercial and residential land, transportation and utility infrastructure, local populations, research centers, and existing employment centers including industry type. The County will likely need to work with numerous organizations such as Team NEO, the Greater Cleveland Partnership, the Cuyahoga County Land Bank, the City of Cleveland-Cuyahoga County Workforce Investment Board, and the Cleveland-Cuyahoga Port Authority to accomplish this end.
 - **Priority Action (short-term)** Determine what role the County will play in business attraction (domestic and international) in partnership with Team NEO.

- ***Priority Action (immediate and ongoing)*** Determine how existing and new County initiatives and programs might assist in the development of clusters of innovation and industry. As a start, the Department of Development should explore the work of the following organizations and the needs of the clusters they enable. To keep current with the growth of these industry sectors, the department should consider appointing a liaison from the department who could be available as an information resource to cluster companies as they grow. Organizations to explore should include:
 - *BioEnterprise* a business formation, recruitment, and acceleration initiative designed to grow health care companies and commercialize bioscience technologies
 - *Cleveland Health-Tech Corridor* funded through the County's Cuyahoga Innovation Zone program, and most recently used as an incentive to attract NASA Project Galaxy to Cleveland
 - *LEEDCo* a development group, with which the County is a founding partner, charged with creating the first freshwater off-shore wind farm in Lake Erie, formed through the Great Lakes Energy Task Force.
 - *MAGNET* a manufacturing-focused organization in a number of industries; specially designated by the State as the lead for Ohio's automotive cluster; has just launched PRISM = Partnership Regional Innovation Services for Manufacturers.
 - *NorTech* a non-profit organization that is a catalyst for growing the region's emerging technology industries and leads efforts to develop clusters of innovation; currently focused on advanced energy and flexible electronics.
 - *Ohio Aerospace Institute* supports the aerospace industry statewide and works closely with NASA Glenn Research Center.
 - *WIRE-Net* a manufacturing focused organization and partner with MAGNET and PRISM; wind-energy supply chain.

The region's research enterprise has many institutions in Cuyahoga County including Case Western Reserve University, MetroHealth System, Cleveland State University, NASA Glenn Research Center, The Cleveland Clinic Foundation, University Hospitals and corporate research facilities. In addition to being vital players in clusters of industry and innovation, these organizations are important engines of technology and commercialization. They are assets that have been and will be part of the fabric of our innovation ecosystem for many years. Exploring ways to keep these institutions strong should be part of the short, mid and longer-term goals of the County. In addition to looking to these institutions as engines of technology development, they should be viewed as anchors of place-based strategies for business development (both traditional and microenterprises), neighborhood stabilization and other community enhancements.

Priority Action (immediate and ongoing) The County Department of Development should build customer relationships with these research institutions to determine how best to support their role as commercialization engines and regional assets that anchor place-based economic development initiatives.

Collaboration with Local Government

There are 58 political subdivisions surrounding the core city of Cleveland that vary in their needs based on the evolution of their community development. Clusters of these communities are more similar than different in demographics, age and value of housing stock, level of commercial and industrial development, quality of public schools, etc. In an April 2011 convening, the leaders of economic and community development very actively expressed their common and unique needs.

Parts of the conversation revealed points of consensus and common need, while others illuminated their unique characteristics. In light of declining federal and state support and an economic recovery that is on a slow-growth path, it appeared that all recognized to some degree they were more interdependent than ever before. There was also acknowledgement that their ultimate prosperity was dependent on the core city of Cleveland. And, even though there wasn't a stacking of hands, there was general recognition that growing one municipality's business base at the expense of a neighboring community isn't the best way for the region to compete in today's global economy. There was no attempt to reach consensus on anti-poaching or revenue sharing deal points, but all were anxious to see the first draft of an agreement and it was acknowledged that there is need for more than an agreement "not-to-harm."

Collaboration on Place-making, Innovation and Entrepreneurship

In the chapters on Quality Places and Entrepreneurship and Innovation are recommendations that the County collaborate with organizations involved in regional place-making initiatives and review the efforts of organizations working to promote entrepreneurship and innovation and the County's role in working with them.

7. Entrepreneurship and Innovation

Entrepreneurship & Innovation

Innovation was one of the two main drivers of regional income growth, along with education, the Federal Reserve Bank of Cleveland research referenced above and merits a high place in our Economic Development Plan.

Established and emerging employers grow through innovation and entrepreneurship. Accelerating entrepreneurship and innovation has been high on the agenda of the government, business, research, academic and foundation sectors in the region for more than two decades. Finally, in the past seven years, a tipping point appears to have been reached, one that has garnered the attention of the President of the United States.

Cuyahoga County must decide what role it will continue to play in this entrepreneurship and innovation ecosystem. As a member of the Fund for Our Economic Future, the County subscribes to the Advance Northeast Ohio agenda. Even more important, over the past seven years, the County has created and supported initiatives and programs that have made it a key player in carrying the region to this new tipping point.

- **Priority Action (immediate and ongoing)** Review County programs that have contributed to the success of the region’s surge in entrepreneurship and innovation. Determine what we have learned with our participation in these programs, which programs to continue to support, which programs to end, which to expand and what existing and new initiatives to fund from the new EDF. The following initiatives/programs should be included in this review:

- JumpStart Entrepreneurial Network and JumpStart Inclusion Advisors
- MAGNET Incubator
- Minority Business Accelerator
- New Product Development and Entrepreneurship Loan Fund (partnership with MAGNET)
- North Coast Opportunities Fund (partnership with JumpStart)
- Third Frontier (How can the County build on these investments?)
-

8. Inclusion

Inclusiveness is a major component in determining the economic competitiveness of a region. In order to become a transformative region, the County must strive to be an economically welcoming place, providing opportunity to economically isolated populations as well as to new comers, both transplants and immigrants. The success of the County is inextricably tied to the success of historically isolated populations. As part of business growth the County must seek to grow the number and size of minority-owned enterprises, expand access for minority and economically isolated residents to educational training and business opportunities, and sustain a system that generates economic access and opportunities for all residents, particularly historically isolated populations.

It is of utmost importance that any plan for the area generally, and for this county in particular, must fully embrace the diversity of our region in the broadest sense. We must aspire to experience economic growth and quality of place that fosters inclusion and addresses disparities at every step. This plan fully embraces the work of the Cuyahoga County Equity Committee, reflected in their October 26, 2010 report (Appendix IX). Central to the success of the Department of Development will be its ability to serve the diverse constituents, geographies and municipalities of our county in an equitable fashion. We will do this by utilizing our current efforts of serving low-moderate income families, targeting areas of greatest need in our local

municipalities, providing economic opportunities for minority based businesses, and tracking the demographics of those we serve (See Appendices V-VIII) as a baseline for future measurement in all of our programs and functions. To the extent allowable by law, the county will measure and evaluate programs and investments on their ability to deliver the outcomes espoused in this plan including diversity of suppliers, contracting and employment. Funding source or compliance requirements will no longer be the driving force behind what and how we measure; good measurement regarding diversity will be done as a matter of course. We seek to measure “who” received the investment, who benefited, and “where” that investment took place. This will also provide us with a tool to determine our future successes, and will serve as a guideline to where improvements may need to be made. In addition to our current efforts, we will expand our programs by creating additional partnerships and outreach efforts to ensure that all of our available resources are distributed county-wide to all socio-economic and cultural areas in accordance with the law. We will keep in mind that fairness and justice are paramount.

Our efforts to partner with Global Cleveland to create a welcoming region for people of all ethnic and international backgrounds, as presented in the chapter on Human Capital and Education, will also help our County fully receive the benefits of a diverse population.

9. Elimination of Barriers

The county recognizes that in order to improve the competitiveness of the region and create opportunities for businesses and individuals, it is critical to remove barriers that impede economic development and growth. One major obstacle is the number of governmental bodies and agencies in Cuyahoga County, each possessing their own set of policies and procedures. The County must collaborate with and incentivize local civic leaders, non-profit institutions, and the private sector to find ways to streamline government processes and standardize policies when appropriate. This will help businesses locating in and moving to Cuyahoga County more easily navigate the regulatory landscape.

- ***Priority Action (immediate and ongoing)*** Engage businesses to determine their needs to enable growth and ensure retention.

Engage directly first through the successful Employment Connection facility and then augment with Greater Cleveland Partnership and other metro chambers and through municipal economic development departments.

In the chapter on collaboration, the recommendation was made to create a single location for businesses to access all needed information regarding location or expansion decisions. Effective collaboration with other governments can also simplify regulatory procedures and reduce the cost of government.

10. Accountability and Metrics

As the County strives to strengthen its global competitiveness and economic vibrancy, it is essential to measure investment performance, assess economic progress, and examine industrial trends. This analysis will help the County evaluate investments, monitor program outcomes, and study the overall performance of the economy to determine trends and best practices. Tracking the right metrics will guide the County's economic development initiatives and investment strategy. The County will also make these measurements publicly accessible, providing transparency and enabling County residents to track our progress on economic development.

Measuring program performance provides critical information that guides the allocation of resources. This analytical process examines the direct outputs of County programs and investments. It is essential to measure factors that will directly impact outcomes that will drive the economic prosperity of the County. Identifying these metrics will help the County determine program impact:

Primary Metrics – key measures to be targeted within the first year:

- Job Creation
- Job Placements
- Dollars Leveraged
- Follow-on Funding
- Property Assembled
- Revenue Generated
- Payroll Growth
- Patents Filed

Assessing program outcomes provides information that indicates program effectiveness. This analytical process examines the indirect outcomes of County programs and investments. Indirect program outcomes are important factors in determining the economic vibrancy of the County. It is important to select and monitor metrics that indicate the outcome of County programs and reflect the economic competitiveness of the County. These metrics tend to be lagging indicators. Identifying these metrics will help the County determine program effectiveness in generating economic prosperity and vibrancy:

Secondary Metrics – measures to be targeted every 2 to 5 years:

- Tax Revenue: Sales, Property & Commercial Activity
- Exports
- Skilled Workforce
- Poverty Rate
- Population Growth

- Unemployment

Studying the performance of the economy provides information that indicates the overall health of the County economy and identifies areas of growth. This analytical process examines economic growth and provides a broad level view. Examining general economic performance is important for benchmarking progress, targeting key industries, and identifying trends. This information forms the foundation of the economic development plan and shapes the county investment strategy. It is important to select and monitor metrics that indicate the outcome of County programs and reflect the economic competitiveness of the County. Once again, these metrics tend to be lagging indicators, but are widely accepted as the key indicators of economic growth:

Tertiary Metrics – measures to be tracked every 3 to 5 years:

- Per-capita Income Growth
- Employment Growth – identify key industry segments
- Gross Metropolitan Product
- Productivity Growth

The selected indicators and metrics reflect what is believed to be most important to the county's economic prosperity. Many of these key metrics are also tracked by the Dashboard of Economic Indicators which is a product of the Council of Regional Economic Policy Advisors. These advisors counsel the Fund for Our Economic Future (FFEf) on what indicators matter most to achieve improved economic outcomes. Cuyahoga County will work with FFEf and the Council to accurately measure factors that are most important in analyzing the economic climate.

Measuring the County's economic development performance is a very important analytical tool. Not only will these measures help guide the County's economic development plan; but it will also align with the CountyStat process (a governmental performance measurement system) and indicate how county resources should be allocated. These measures will enable the county to determine the most effective way to realize this plan's vision and mission, ensure strategic investment, enable collaboration, and produce positive economic growth and prosperity.

Although none of the actions of Cuyahoga County alone will impact many of these indicators and metrics, and there is no silver bullet to move the needle short-term on most of these, we believe these are the best measures of opportunity and prosperity for all the residents of Cuyahoga County.

First year priority: Determine how the Cuyahoga County Department of Development can best organize to realize this plan's vision and mission, ensure strategic investment, monitor and report metrics, and enable collaboration.

PART 3: Conclusion/Key Action Steps for Year One

The following key actions provide the important first steps for the Department of Development and the County, for without the completion of these items, we cannot proceed with the new programs and their attendant metrics as outlined in the previous pages of this document. Only after the implementation of these first actions or objectives will the Department know its capacity to effectively and efficiently implement the priority action items and metrics.

1. Reorganize the Department of Development to support the Vision and Mission of this Plan.

By September 1, 2011, complete the restructure of the department to be focused on the economic development activities articulated in the Plan as opposed to the Department of Development's present focus on grant management, direct resident assistance and the County Airport. Determine what functions must be performed by the Department of Development and which can be outsourced for efficiency and effectiveness. The new structure should have the capacity to 1) Understand the needs of its constituents including businesses, governments and citizens and be responsive to them 2) strategically invest the funds in the Economic Development Fund to address the needs and realize the mission/vision 3) apply for, receive and leverage federal grants 4) monitor and measure performance 5) evaluate existing programs, and lastly, articulate its needs for support in Columbus and DC (Advocacy).

2. Improve intra-county government coordination and collaboration and determine its best role to play in the community.

By September 1, 2011, create a partnership with Employment Connection and its successful Business Service model for understanding employer needs and expand it to include DOD programs.

Initiate a quarterly review of economic development plans and priorities with Director of Public Works to ensure coordination and alignment on issues of infrastructure and investment.

By November 1, 2011, work with the Planning Commission and the County Land Bank to create a unified plan and approach to land inventory and assembly.

3. Determine how the County can best contribute (align, coordinate, fund) to the success of the network of numerous economic development players in the region.

By December 31, 2011: Create a mechanism to align and coordinate the activities of the major ED intermediaries (Team NEO, Jumpstart, MAGNET...) so that all entities are working together.

4. Create an Economic Development Fund (EDF) to invest strategically.

By December 31, 2011: Introduce legislation to create and then begin to capitalize the fund

- 5. Review and evaluate existing county programs (loans, grants) and funding streams (NSP, CDBG, Brownfield) to determine their application and value then add/delete/modify as needed.**

By June 1, 2012: Complete annual review of Department of Development programs and their effectiveness.

The plan recognizes that the County has many assets and much strength. While we are in challenging times we have an opportunity to prosper and realize aspirations framed in the Charter. By thinking strategically, acting in concert and measuring our progress, the future of Cuyahoga County can indeed be bright.

Final Acknowledgement

Literally hundreds of citizens voluntarily provided input to this plan through the work of the Economic Development and Human Capital/Quality Place Transition teams in mid 2010. The Economic Development Commission met several times, discussed the plan, reviewed drafts and heard public comment. The plan draws heavily on the thoughts and words of Dorothy Baunach, Amy Fulford, Marvin Hayes, Deb Janik, Judy Rawson and Chris Thompson. We thank them all and acknowledge their significant contributions to this work.

Appendices

Appendix I – Table of current economic development and brownfield programs

Appendix II – Table of current place-based programs (community development, housing and federal stimulus programs).

Appendix III – 2010 Annual Report

Appendix IV – 2006-2010 Project Map

Appendix V – Disbursement of Federal Funds Snapshot

Appendix VI – Program and Beneficiary Characteristics

Appendix VII – Job Reporting Form

Appendix VIII – Section 3 Business Directory

Appendix IX – *Blueprints for Equitable Solutions: Building an Equitable, Policy Making Government in Cuyahoga County.*

Appendix I – **Current Brownfield and Economic Development Programs**

Brownfield Assessment and Clean-up Programs	
Community Assessment Program (County and US EPA funded)	<p>The Cuyahoga County Brownfield Redevelopment Fund Community Assessment Initiative provides professional services to conduct Phase I and Phase II environmental site assessments on Brownfield's contaminated with hazardous substances and/or petroleum products in Cuyahoga County. The County contracts directly with experienced environmental consulting firms to conduct the assessment work. The most appropriate consultants will be assigned to a selected project. All Phase I environmental site assessments will meet the USEPA's "All Appropriate Inquiry" criteria; however, there is the option to complete all assessment activities under the standards of the Ohio EPA's Voluntary Action Program (VAP) and/or the State of Ohio's Bureau of Underground Storage Tank Regulations' (BUSTR) 3-Tier Evaluation process. Eligible applicants are public entities, non-profit organizations, businesses, and developers located in the County. Funds are not available to any parties that caused or contributed to the contamination of the site. Maximum financing available for Phase I - \$6,500. Maximum financing available for Phase II \$ 35,000. Allocation may vary on a project by project basis.</p> <p>The Department accepts applications for this program on a first-come first-serve basis. All applications are reviewed, scored and determined eligible based on US EPA standards.</p>
Brownfield Redevelopment Loan Program (County funded)	<p>The Brownfield Redevelopment Fund (BRF) is designed to overcome environmental barriers to reuse and obtain full use of underutilized commercial, industrial and institutional properties within Cuyahoga County. Job creation and an increase in property values is an expected outcome of cleanup and redevelopment. The County can fund up to \$1 million directly per project. Eligible applicants include Cuyahoga County municipal corporations, non-profit community development corporations and private developers or businesses. Sites with prior, commercial, industrial or institutional usage, which are eligible for the VAP of the State of Ohio, are also considered eligible projects. The applicant must have completed VAP Phase I environmental assessment that identifies environmental problems. All subsequent environmental assessments that identify the environmental problem and propose a remediation plan will also be required. All project financing should be committed or secured. Depending on the project location, a pre-determined subsidy ranging from 20 percent to 40 percent of the project's cost is available. Loan terms are up to 15 years. A \$150 non-refundable application fee is due with the application. An additional five percent (5%) of the loan amount may be forgiven if certain green/sustainable features are incorporated into the project.</p> <p>A forgivable loan that helps private businesses expand onto an adjacent parcel that is abandoned, idled or underutilized is also available. The borrower is eligible for \$35,000 in loans for every new fulltime, or new fulltime equivalent job created at the project site.</p>
Brownfield Revolving Loan Fund (US EPA funded)	<p>The Brownfield Revolving Loan Fund was designed to assist non-profit entities and municipalities with brownfield clean-up projects. Sub-grants and or partially forgivable loans may be available to non-profits under this program. The funds must be utilized for environmental remediation, asbestos abatement, confirmation sampling and analysis and Voluntary Action Program documentation. The borrower must own the property and cannot be responsible for contamination at the property. The borrower must also demonstrate their capacity for loan repayment. Several environmental requirements also apply. The applicant must provide documentation of a Phase I and II Assessment, Remedial Action Plan, and Asbestos Survey (if applicable). Proof of eligibility to enter the Ohio EPA Voluntary Action Program is also required. Loan repayment terms are negotiated on a project by project basis. Loan deferment is also available on a project-by-project basis. All loans are below market interest rates. No prepayment penalty. Funds can be utilized in combination with any other funding sources.</p>
Brownfield Economic Development Initiative (US HUD funded)	<p>BEDI grant funds are targeted for the redevelopment of brownfield sites that facilitate an increase of economic opportunities for low-and moderate-income persons as part of the creation or retention of businesses, jobs, and increases in the local tax base. HUD does not provide</p>

	<p>assistance directly to citizens. Cuyahoga County is an eligible applicant in certain areas of the county.</p> <p>Funds are used as the stimulus for local governments and private sector parties to commence redevelopment or continue phased redevelopment efforts on brownfield sites where either potential or actual environmental conditions are known. BEDI projects must increase economic opportunity for persons of low-and moderate-income or stimulate and retain businesses and jobs that lead to economic revitalization. There is a cap of \$2 million per BEDI grant award. BEDI grants must be used in conjunction with HUD Section 108 funds.</p>
<p>Clean Ohio Brownfield Grants (state of Ohio)</p>	<p>The Clean Ohio Assistance Fund (COAF) and Clean Ohio Revitalization Fund (CORF) were created as part of the State of Ohio's Clean Ohio Fund program. Funds from these programs can be used for a variety of purposes in the clean-up and redevelopment of brownfield properties. These include: environmental assessments (COAF), removal of contaminated soil and groundwater and or petroleum, demolition, and limited infrastructure improvements. Only projects located in the cities of Cleveland or East Cleveland are eligible for COAF funding. Cuyahoga County Department of Development works with local development partners to prepare and submit eligible applications. A CORF project can receive up to \$3 million and must have 25% matching funds (County brownfield financing is available for this purpose). A COAF project can receive up to a \$750,000 grant. Applications are evaluated based on economic benefit; environmental improvement including public health benefit; appropriateness and reasonableness of the proposed project, the financial condition of the community, and other factors as determined by Ohio's Director of Development. Eligible applicants include Townships, Municipalities, Counties, Port Authorities and Conservancy Districts.</p>
<p>Business Expansion and Retention</p>	
<p>Economic Development Loans (CDBG, HUD 108 and County)</p>	<p>The Economic Development Loan Program provides businesses with financial assistance to support the creation of jobs for County residents. The fund provides long-term, fixed rate financing at interest rates lower than conventional financing. The interest rate is typically between 2%-4%. The fund is intended to fill a financing gap beyond the amount of private participation and equity investment that can be raised. Loans generally range from \$35,000 to \$350,000, or up to \$40% of the total project cost. Loan terms are typically seven (7) years on equipment and up to fifteen (15) on land and building.</p> <p>Loan can be used to finance the acquisition of land, buildings, machinery and equipment, as well as new construction, renovation, expansion and/or conversion of facilities. Loans cannot be used to refinance debt, purchase inventory, pay other non-capital costs, finance restaurants or on speculative projects. The County will take a subordinated collateral position provided there is adequate collateral available as security. Business are required to create one new, full-time, permanent job for every \$35,000 loaned within three years of the loan closing. Businesses must also provide a minimum of 10% equity. Businesses must also execute a Workforce Cooperation Agreement with the County that designates as first source of referral agreed positions at the company. Prevailing wages must also be paid when the loan is used for construction. A \$150 application fee, plus a loan fee equal to .5% of County loan amount must also be paid. Businesses must also be registered to do business in Ohio.</p> <p>The County also offers a similar program, the M.A.D.E. in Cuyahoga County Program, to manufacturing businesses who require gap financing. The interest rate is currently two to three quarters percent (2.75%). Loans usually range from \$35,000 to \$200,000, up to 40 percent of total project cost.</p> <p>Loan can be used to finance the acquisition of land, buildings, machinery and equipment, as well as new construction, renovation, expansion and/or conversion of facilities. Loans cannot be used to refinance debt, purchase inventory, pay other non-capital costs, finance restaurants or on speculative projects. A \$150 non-refundable application fee, plus a loan fee equal to .5% of County loan amount. All other business requirements for the Economic Development Loan Program also apply. Businesses must also be registered to do business in Ohio.</p>

<p>Grow Cuyahoga County (County)</p>	<p>The Grow Cuyahoga County Program is a unique partnership between Cuyahoga County Department of Development and Grow America Fund, established to assist small businesses within Cuyahoga County obtain the financing required to grow their businesses. . It offers affordable growth capital on advantageous terms to borrowers who create jobs and investment in Cuyahoga County. In order to qualify, a business must be for profit, and meet the size and eligibility requirements of the U.S. Small Business Administration. Grow Cuyahoga County will look to finance healthy, successful small businesses that need expansion capital. Loan can range from \$350,000 to \$1 million, at or below market rates, for up to 25 years depending on proposed use of funds. Loan proceeds may be used for any legitimate business purpose, such as working capital, machinery and equipment, acquisition of land and building, construction, renovations and tenant improvements. They may not be used for venture capital, research and development, or equity or near-equity needs. All loans must be adequately collateralized and require personal guarantees of the owner. Other application requirements apply.</p>
<p>New Product Development and Entrepreneurship Program (County)</p>	<p>The New Product Development and Entrepreneurship Loan (NDLP) Program was created to encourage innovation and new business ventures, provide research and development funding assistance to small businesses and grow new job opportunities in Cuyahoga County. The program is administered by the Department of Development in partnership with MAGNET, Inc competitively awards ten year, 3.5% interest deferred loans to entrepreneurs and companies with annual sales of less than \$50 million. Payments of interest and principal are deferred for a period of three years to provide the client time to bring the product to market. The County holds a security interest only on intellectual property funded through the program. Up to a total of \$115,000 is available in three applicant phases: product feasibility, concept development and engineering and prototype development. Typically, two competitive loan applications reviews are announced each year.</p>
<p>North Coast Opportunities Technology Fund (County)</p>	<p>The North Coast Opportunities Technology Fund provides payment-deferred loans to help small technology companies finance specific business development projects. Loans ranges from \$25,000 to \$125,000, with typical loans ranging \$50,000 to \$75,000 at a 5.0% fixed interest rate. The principal and accrued loan interest are due either at the end of the loan term or when the company achieves significant outside investment (\$1.5 million or greater). To be eligible for funding a candidate must be a technology company with high-growth potential, based in or planning to move to Cuyahoga County and a JumpStart Entrepreneurial Network registered and supported entity. A selection committee comprised of JumpStart Entrepreneurial Network Director and Entrepreneurs-in-Residence, the MAGNET Incubator Director and Entrepreneurial Expert, and a County representative analyze the applicant. Companies with the greatest prospect for raising seed or venture capital financing in the future will be selected for funding.</p>
<p>Cuyahoga Innovation Zones (County)</p>	<p>The Cuyahoga Innovation Zones (CIZ) Program was created to promote collaboration and spur economic development. The CIZ Program leverages the economic development capacity of the region and accelerates the rate of innovation in Cuyahoga County. The program provides an incentive to economic development organizations to work together and draw upon one another's core economic development strengths. An innovation zone is a business-friendly environment comprised of a network of private industry, non-profit, and institutional organizations focused on a unique commercial market opportunity of the regional economy (some examples are consumer product industrial design, electronic imaging, and paints and coatings).</p> <p>A minimum of two anchor partners are required to establish an innovation zone. The anchor partnership must consist of at least one nonprofit economic development organization and one or more organizations (private industry, college or university, municipality, or a leading research and development organization) with unique capacity to assess and understand the underlying market focus of the Zone. The anchor partnership provides initial leadership, resources, and funding, to develop an Innovation Zone Business Plan. The plan identifies a specific commercial market focus for the zone (such as aerospace manufacturing or international business attraction). The anchor partners together guide the development of the zone and evaluate progress with a consistent set of metrics.</p> <p>The funding process for launching, developing, and branding a Cuyahoga Innovation Zone follows two phases with each phase requiring matching funds. Phase I provides funding for outlining the zone development plan that will drive innovation within the zone and to secure major relationships necessary to make the zone financially self-sustaining. Funding of \$5,000 to \$20,000 is available for innovation zone business planning grant, while Phase II provides funding for implementing the zone development plan and begins the development process. Maximum</p>

	funding of \$150,000 over two years is available for implementation of physical and business development initiatives.
<p>Commercial Redevelopment Fund (County). <i>While this program ended in 2009, the Department of Development will revisit that decision and determine if the program, or a modified one should be implemented.</i></p>	<p>The Cuyahoga County Commercial Redevelopment Fund (CRF) is specifically designed to overcome barriers to the full re-use of abandoned, idled or underutilized commercial, industrial, and institutional properties within Cuyahoga County. The primary focus is directed toward urban and “first-ring” suburban communities. Job creation and an increase in property values are expected outcomes of redevelopment. The CRF is comprised of three program programs: Municipal Redevelopment Program, Private Redevelopment Program and the Local Parking Needs Program.</p> <p>Municipal Redevelopment: Local municipal corporations of the County are eligible. They must own the property or have a development agreement in place with a private or not-for-profit entity. Either party may be the borrower. Vacant or underutilized sites with prior commercial, industrial or institutional usage the redevelopment of which may be impacted by the actual or presumed presence of asbestos and lead paint qualify for the CRF program. Sites may include adjacent parcels formerly used for housing if the local community approves the zoning change and the property is vacant at the time of application. Projects with environmental contaminants other than asbestos and lead paint are not eligible for the CRF, but may be eligible for the County’s brownfield redevelopment fund program. Expenditures for property appraisals, property acquisition, environmental site assessments, asbestos and/or lead paint remediation, renovation and modernization, site clearance and demolition are eligible costs. Property acquisition costs cannot exceed 50% of requested County funding. Eligible acquisition costs must have been incurred within one year prior to the date of application. Maximum loan terms may range up to 15 years. Eligible applicants may apply for funding up to \$800,000 to support locally sponsored projects, which if approved, will be provided as a combination of loan and subsidy in accordance with the Loan Subsidy Schedule by Municipality. Municipalities must show that the project has a significant impact on the local community and can submit once per year in a competitive funding round. Loan principal repayment will be deferred for 3 years or until occupancy permit is issued or sale of the property. An additional subsidy for green or sustainable initiatives is also available and must be noted upon completion of the application.</p> <p>Private Redevelopment: Private developers, businesses, and non-profit community development corporations (on behalf of a for-profit project). The applicant must be the borrower and must own the property. A firm commitment from an end user for the project satisfactory to the County must be provided at time of application. Projects with tax-exempt end uses, including educational facilities, institutions, or properties used or proposed for use as charter schools, are not eligible. Parties responsible or potentially responsible for any environmental contamination at a site are not eligible for assistance. Vacant or underutilized sites with prior commercial, industrial or institutional usage the redevelopment of which may be impacted by the actual or presumed presence of asbestos and lead paint qualify for the CRF program. The project will require a resolution of support from the local municipality. The borrower must own and operate the project for a minimum of five years after the project completion. The borrower must also create and/or retain a specified number of jobs at the site. The borrower must demonstrate that funding commitments and equity sufficient to finance the total project have been secured. The borrower will be required to repay the full amount of the loan if it moves, sells or fails to complete the project. Expenditures for property appraisals, property acquisition, environmental site assessments, asbestos and/or lead paint remediation, renovation and modernization, site clearance and demolition are eligible costs.</p> <p>Property acquisition costs cannot exceed 33% of requested County funding for a single property. Acquisition costs for 3 or more parcels with multiple structures may exceed this limit but may not be more than 50% of County funding. Eligible acquisition costs must have been incurred within one year prior to the date of application. Maximum loan terms may range up to 15 years. Eligible applicants may apply for funding up to</p>

	<p>\$600,000 per project, which, if approved, will be provided as a combination of repayable and forgivable loan in accordance with the Loan Forgiveness Schedule by Municipality. Projects are given consideration on a first come/first serve basis, based on available funds. An additional subsidy for green or sustainable initiatives is also available and must be noted upon completion of the application.</p> <p>Local Parking Needs: Communities must elect to be part of the program. Municipalities, private developers, businesses, and non-profit community development corporations (on behalf of a for-profit project) are eligible to apply. The applicant must be the borrower and must own the property. Projects with tax-exempt end uses, including educational facilities, institutions, or properties used or proposed for use as charter schools, are not eligible. Parties responsible or potentially responsible for any environmental contamination at a site are not eligible for assistance. Sites that support commercial or industrial development by increasing the availability of parking qualify for the CRF Local Parking Needs Program. Expenditures for property appraisals, property acquisition, environmental site assessments, asbestos and/or lead paint remediation, renovation and modernization, site clearance and demolition are eligible costs.</p> <p>Property acquisition costs cannot exceed 50% of requested County funding. Eligible acquisition costs must have been incurred within one year prior to the date of application. Maximum loan terms may range up to 5 years. Eligible applicants may apply for funding up to \$300,000 per project, which, if approved, will be provided as a combination of repayable and forgivable loan in accordance with the Loan Forgiveness Schedule by Municipality. Projects are given consideration on a first come/first serve basis, based on available funds. An additional subsidy for green or sustainable initiatives is also available and must be noted upon completion of the application.</p>
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Appendix II – Current Place Based Programs (Community Development, Housing and Federal Stimulus grants)

Commercial Activity based programs	
Competitive Municipal Grant (CDBG)	The Competitive Municipal Grant Program annually awards Community Development Block Grant (CDBG) funds to Urban County Communities. The funds are used to assist municipalities with a variety of projects and must meet one of the HUD National Objectives: benefit low-moderate income persons; aid in the prevention of slum and blight, or meet other urgent community needs. Eligible activities include, but are not limited to: acquisition of real property, disposition of property, public facilities and improvements, clearance, public services, removal of architectural barriers (ADA compliance), economic development activities, rehabilitation and preservation activities, and planning and capacity building activities. Forty percent of the Department's CDBG allocation must be set-aside for the Municipal Grant Program. Grants range from \$30,000 for a planning grant to \$325,000 for Tier 1 projects. A green/sustainable/recycled product component was added in recent years.
Storefront Renovation (County)	The Storefront Renovation Rebate program again proved to be a popular Department initiative. The program was created to assist small business/property owners in 51 suburban communities with making façade improvements and/or correcting exterior code violations. Eligible façade improvements included signs, awnings, and windows, and doors. Businesses located in an Improvement Target Area were eligible to receive a 40% rebate, a maximum \$8,000 for qualified exterior improvements. Businesses not located in an Improvement Target Area were eligible to receive a 30% rebate or a maximum of \$6,000 for exterior improvements. An additional 5% rebate was provided to businesses that used green/sustainable/recycled components in their project.
Parks and Playground Grant Program (CDBG)	The Cuyahoga County Parks & Playground Grant is designed to assist communities to design, upgrade and revitalize a public park, playground or fitness trail to benefit the neighborhood. The primary focus is to ensure that playgrounds comply with State regulations for playgrounds and are accessible in accordance with the Americans with Disabilities (ADA) Act of 1990. The Program is funded with Community Development Block Grant (CDBG) funds.
Destination Cuyahoga County/ Discretionary Grants <i>While the Destination Cleveland program ended in 2008, the Department of Development will revisit that decision and determine if the program, or a modified one should be implemented.</i>	<p>The Destination Cleveland program was created in 2004, as a means of responding to an increased volume of funding requests for various events taking place in the region. Funding recommendations were made utilizing a formula that estimated the amount of sales tax revenue generated by the event. The program typically funded large scale non-arts and culture related events. Arts and culture events and or activities were referred to the former Arts and Culture as Economic Development (ACE) program. ACE was the predecessor to the current Cuyahoga Arts and Culture Grants. Both programs were recognized nationally by NACCED and NACO.</p> <p>Discretionary Grants are awarded annually to the Greater Cleveland Film Commission (aka Greater Cleveland Media Development Corporation) and Greater Cleveland Sports Commission.</p> <p>The County also provides \$1,000,000 in operating support to Playhouse Square Center.</p>

Housing Revenue Bonds	The Department of Development provides conduit financing in the form of Housing Revenue Bonds to for potential borrowers in need of financing for large-scale housing projects. The program is available countywide and poses no risk or cost to the County. The bonds are tax exempt and usually range from \$1,000,000 to \$15,000,000. There is no maximum limit. is a \$1,000 application fee. .
New Housing Construction (HUD)	HOME and CDBG funds are used for the construction of new homes strategically located within one of our eligible communities. The homes include single and multi-family units as well as condominiums. Typical investment ranges between \$300,000 -\$500,000 per project. These funds are used as gap financing for the project.
Direct Homeowner Activity	
Housing Rehabilitation & Senior Housing Rehabilitation Programs (HOME)	The Housing Rehabilitation Loan Program provides deferred or low interest loans to homeowners who meet eligibility guidelines. The loans are made to correct local code violations and to repair problems that endanger health and safety. The term and interest rate of the loan depend on the gross annual income. Loans are based on the value of your home, secured by a mortgage.
Rental Rehabilitation (HUD)	The Rental Rehabilitation Loan Program was designed to make essential repairs to single-family, multi-family and or apartment buildings where tenants are renting. Tenants must meet income eligibility. Up to \$300,000 is loaned to make the repairs to the buildings.
Home Weatherization Assistance Program (HWAP) – State of Ohio	The Home Weatherization Assistance Program is funded with federal dollars that are distributed through the State of Ohio’s Office of Community Services. The program provides low income homeowners or renters residing at or below 200% of the poverty guidelines who live outside of the city of Cleveland, to receive free weatherization assistance to their home. Renters must get permission of their landlord before work can commence. Multi-unit capacity.
Emergency Shelter Grants (HUD)	Based on a formula created by HUD, Cuyahoga County is eligible to receive these funds. These funds are intended to be used by persons or families who are homeless or at risk of becoming homeless, and are distributed and managed by the County’s Office of Homeless Prevention. The Department of Development serves as a pass through agency for the funds.
Lead Remediation Grants (BOH/HUD)	The Lead Remediation Grant Program provides grants to low-moderate income homeowners residing in targeted communities. Often the grants cover the entire cost of the project. The program removes lead paint from the home and ensures that the home is safely remodeled. The homeowners must have a child under the age of 5 residing in the home and meet income guidelines to be eligible. A similar program available to renters is also available. The rental housing program does not require that a child reside in the home at the time of renovation. The landlord or property owner must commit to renting the home to a family with a young child upon completion of the work.
Senior Safety Program(HOME)	The Senior Safety Grant Program was created to assist income eligible senior citizens in preventing slips and falls in the home and to maintain a safe living environment for the aging homeowner.
Foreclosure Prevention	Support community agencies to work with trained counselors to help work out problems related to foreclosure or mortgages.
Down Payment Assistance (CDBG/HOME)	\$10,000 partially forgivable loan. Diversity Loan participants receive fully forgivable loan. Funded with Block Grant/Home funds. Urban County, Communities and Home Consortium partners – Parma, Cleveland Heights, Euclid, and Lakewood are eligible. Program administered by a non-profit partner for County communities. Home partners administer their own programs. Counseling component.

Federal Stimulus Programs (ARRA and NSP)	
Energy Efficiency and Conservation Block Grant (U.S. Department of Energy)	Cuyahoga County Department of Development was awarded \$5,783,000 in EECBG from the U.S. Department of Energy. The funds are being used to finance five project activities: Implementation Framework 2) Long-term Master Plan 3) Competitive Municipal Energy Program (baseline energy audits of municipally-owned buildings or incentive the implementation of conservation projects that will yield significant savings), 4) Retrofitting of County-owned buildings and facilities, and lastly, the Cuyahoga County Fairgrounds Wind Turbine project. The Department administers the program and is working in collaboration with five partners, who together agreed on the usage of the funding.
Acquisition Rehabilitation Program (Neighborhood Stabilization Assistance Program (HUD)	The Acquisition, Renovation and Resell Program is funded with NSP dollars and provides private investors the opportunity to purchase and renovate vacant homes for resell. All homes meet energy efficiency guidelines and are like new. Potential homebuyers receive \$10,000 in down payment assistance through a forgivable loan, which is fully or partially forgiven over the course of ten years. Local municipalities also had the opportunity to purchase and renovate vacant/abandoned homes in their community for the same purpose.
Homeless Prevention and Rapid Re-housing Program (HPRP)	HPRP is to provide homelessness prevention assistance to households who would otherwise become homeless—many due to the economic crisis—and to provide assistance to rapidly re-house persons who are homeless as defined by Federal law and HUD guidelines. These resources are targeted and prioritized to serve households that are most in need of this temporary assistance and are most likely to achieve stable housing, whether subsidized or unsubsidized, after the program concludes. This program is operated out of the County's Office of Homeless Services.

Appendix III – 2010 Annual Report

To read the complete report, double-click on the image below.

DEPARTMENT OF DEVELOPMENT
GROWING
2010
ANNUAL REPORT



**Appendix IV – Economic, Brownfield and Community Development Projects
financed between 2005-2010.**

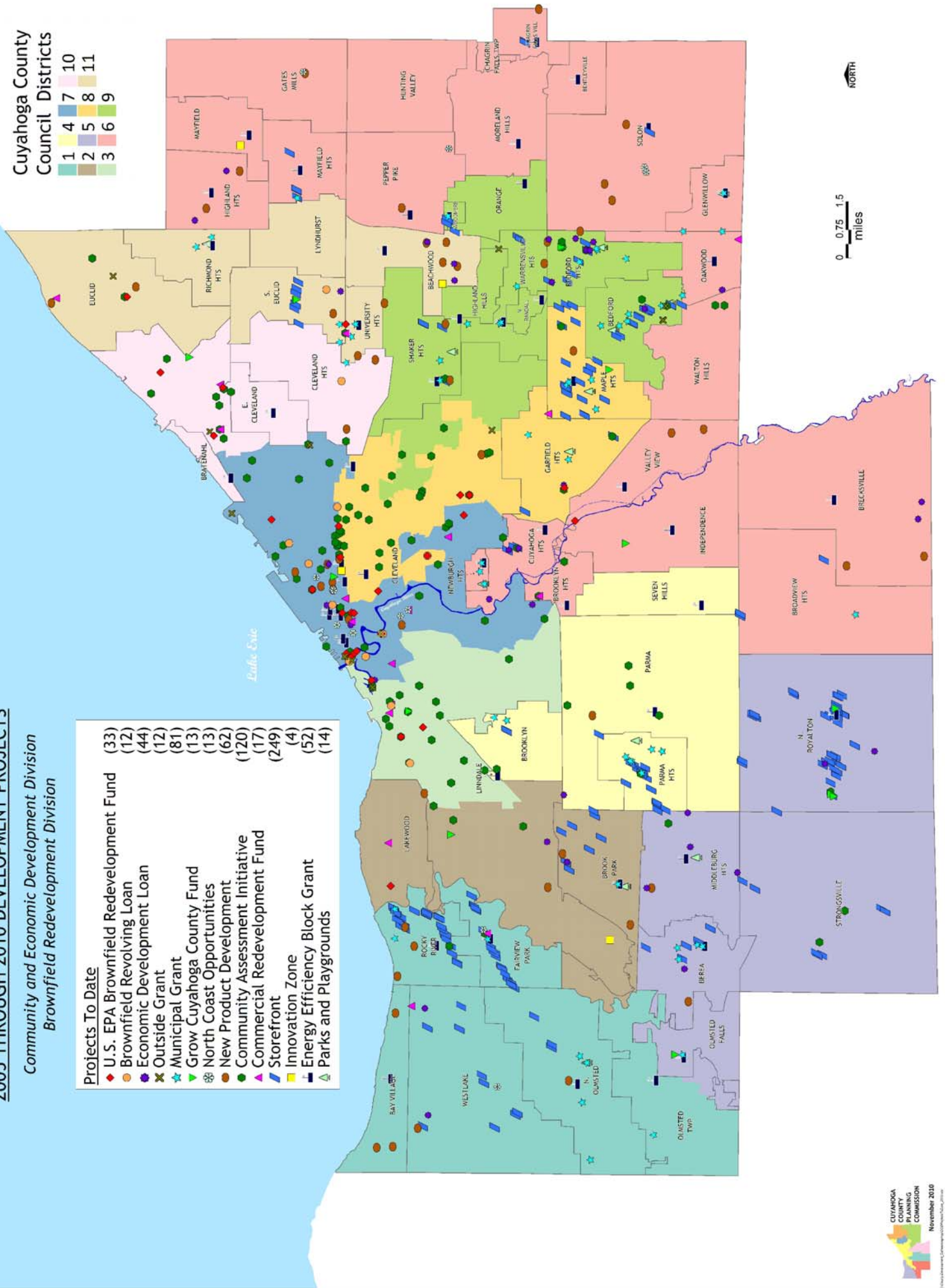
CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT

2005 THROUGH 2010 DEVELOPMENT PROJECTS

*Community and Economic Development Division
Brownfield Redevelopment Division*

- Projects To Date**
- ◆ U.S. EPA Brownfield Redevelopment Fund (33)
 - Brownfield Revolving Loan (12)
 - Economic Development Loan (44)
 - ✕ Outside Grant (12)
 - ★ Municipal Grant (81)
 - ▲ Grow Cuyahoga County Fund (13)
 - ⊗ North Coast Opportunities (13)
 - ⊗ New Product Development (62)
 - Community Assessment Initiative (120)
 - Commercial Redevelopment Fund (17)
 - ◆ Storefront (249)
 - ◆ Innovation Zone (4)
 - ◆ Energy Efficiency Block Grant (52)
 - ▲ Parks and Playgrounds (14)

- Cuyahoga County
Council Districts**
- 1 2 3 4 5 6 7 8 9 10 11



Appendix V- HUD Snapshot of Disbursement of federal funds

Double click the image below to read a clearer and full size version of the document.

HOME PROGRAM SNAPSHOT WORKSHEET - RED FLAG INDICATORS

Local Participating Jurisdictions with Rental Production Activities

Participating Jurisdiction (PJ): Cuyahoga County Consortium State: OH Group Rank: 94
 State Rank: 2 / 22 PJs Overall Rank: 93
 Summary: Of the 5 indicators are Red Flags

FACTOR	DESCRIPTION	THRESHOLD	RESULT	RED FLAG
4	% OF COMPLETED RENTAL DISBURSEMENTS TO ALL RENTAL COMMITMENTS	< 77.87%	100	
5	% OF COMPLETED CHDO DISBURSEMENTS TO ALL CHDO RESERVATIONS	< 53.90%	92.64	
6	% OF RENTERS BELOW 50% OF AREA MEDIAN INCOME	< 70% **	86.87	
8	% OF OCCUPIED RENTAL UNITS TO ALL RENTAL UNITS	< 92.09%	100	
* ALLOCATION-YEARS* NOT DISBURSED**			> 2.415	1.27

* This Threshold indicates approximately the lowest 20% of the PJs.
 ** This percentage may indicate a problem with meeting the 30% of rental units and 135% of CHDOs provided to households at risk with requirement.
 *** Total of unexpended HOME and ADD funds through FY 2016: CHDOs: \$1.1M; HOME: \$1.1M; and ADD: \$1.1M. Total amount: \$3.3M.
 **** This is not a good indicator of program progress.
 Source: Data collected by HUD/CAW for funding for the Homeless Emergency Rental Assistance Program (HERAP).



Appendix VI- Program and Beneficiary Breakdown on federally funded programs

Double click the image below to read a clearer and full size version of the document.

Program and Beneficiary Characteristics for Completed Units									
Participating Jurisdiction (PJ): <u>Wyandog County, Vermont</u>									
Total Development Costs: (average reported cost per unit in HOME-assisted projects)									
	Rental	Homebuyer	Homeowner	CHDO Operating Expenses: % of allocation	PJ: National Avg:				
	\$54,074	\$100,381	\$13,155						0.5 %
PJ:									1.2 %
State:	\$24,435	\$85,052	\$21,643						
National:	\$20,491	\$78,955	\$23,807						
				R.S. Means Cost Index:	1.02				

RACE:	Rental %	Homebuyer %	Homeowner %	TBRA %	HOUSEHOLD TYPE:	Rental %	Homebuyer %	Homeowner %	TBRA %
White:	59.6	43.7	58.3	5.9	Single/Var.= only:	48.4	32.7	14.4	4.9
Black/African American:	38.2	23.9	38.8	89.8	Empty:	79.3	4.8	62.2	0.0
Asian:	0.3	0.4	0.4	0.0	Prison/Single Parent:	5.9	31.5	11.4	50.7
American Indian/Alaska Native:	0.3	0.2	0.3	0.3	Section 8 Tenant:	3.3	27.0	7.0	7.7
Native Hawaiian/Other Islander:	0.0	0.0	0.0	0.4	Other:	0.3	5.3	3.9	2.1
American Indian/Alaska Native and White:	0.0	0.1	0.1	0.0					
Asian and White:	0.0	0.7	0.3	0.0					
Hispanic/Latino American and White:	0.3	0.2	0.4	0.7					
American Indian/Alaska Native and Black:	0.0	0.0	0.3	0.0					
Other Multi-Racial:	0.0	0.5	0.3	0.7					
Asian/Pacific Islander:	0.3	0.2	0.4	0.0					

ETHNICITY:	Rental %	Homebuyer %	Homeowner %	TBRA %
Hispanic:	0.7	1.7	0.6	2.1

HOUSEHOLD SIZE:	Rental %	Homebuyer %	Homeowner %	TBRA %
1 Person:	84.3	20.2	43.0	38.0
2 Persons:	12.0	22.4	28.4	10.8
3 Persons:	3.0	20.5	9.0	20.6
4 Persons:	1.5	17.0	5.0	12.7
5 Persons:	1.0	5.9	3.5	0.8
6 Persons:	0.0	2.4	1.0	3.1
7 Persons:	0.0	0.9	0.9	0.7
8 or more Persons:	0.0	0.7	0.4	0.0

SUPPLEMENTAL RENTAL ASSISTANCE:	Section 8:	Other:	% Assistance:
	16.6	10.1	36.7

# of Section 804 Compliant Units / Completed Units Since 2001	64
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* The State average includes all local and the State Plus within the state.
 ** The National average includes all local and State Plus and Incentive Areas.
 *** Section 8 vouchers can be used for Full-Time Homebuyer Loanpayment Assistance.

Source: Data provided by HOME Performance Consortium and the U.S. Department of Housing and Urban Development.

HOME Program Performance Dashboard Page 2

Appendix VII _ Job Reporting and Income verification form used for federally funded programs

Double click the image below to read a clearer and full size version of the document.



JOB REPORTING

(Reporting Period 1/1/11 - 12/31/11)

TOTAL 2010 F/T HIRES _____ TOTAL 2010 P/T HIRES _____

TOTAL 2011 LMI HIRES _____

EMPLOYER CERTIFICATION

I certify that the information reported above on behalf of the company is accurate and true to the best of my knowledge. Attached is an Employee Certification and Income Verification Form for each person hired during the current reporting period. I understand and agree that the information reported by the company is subject to verification by the County or other authorized government officials.

Signature _____ Title _____ Date _____

Instructions:

Complete and sign the above portion. Return this form, along with all **employee certification/income verification forms** for employees hired in 2010. If employees did not complete the form at time of hire, they may complete it now. However, instruct the employees to report on the form their income at the time of hire (i.e. relative of wages before current position).

Return all documents to:

Cuyahoga County Department of Development
1701 East 12th Street, 1st floor
Cleveland, Ohio 44114
Attn: Arnold Lockert

Department of Development, Reserve Square, 1st Floor
1701 E. 12th Street, Cleveland, Ohio 44114
(216) 418-7280, FAX (216) 448-7355, Ohio Relay Service 711

**CUYAHOGA COUNTY ECONOMIC DEVELOPMENT LOAN PROGRAM
INCOME VERIFICATION FORM**

Company Name: _____ Date: _____

You, employer received financial incentives that used, in part, federal funding provided by Cuyahoga County through its Community Development Block Grant Program. The total number of jobs created and total household income of persons hired must be collected and reported to the U.S. Department of Housing and Urban Development (HUD) to demonstrate that the project meets certain program requirements. In providing this information, your employment status with the company will not be affected, and it is not used as a part of the interview process and it does not determine which job applicants are hired. Thank you for your cooperation.
Cuyahoga County Department of Development

EMPLOYER INFORMATION

Name: _____
Home Address: _____ City: _____ Zip: _____
Home Telephone Number: _____ Job Title: _____
Initial Hourly Rate of Pay: \$ _____ Date of Hire: _____

CHECK ALL THAT APPLY

Head of Household: Yes NO Male: Female:
 Ethnicity: (Select only one) Hispanic/Latino Yes No
 Race: (Select one or more) White Black or African American Asian
 Native Hawaiian or Other Pacific Islander American Indian or Alaska Native
 Other Multi-Racial
 Where did you find out about this job? Employment Connections Newspaper
 Local Job Board Internet (Site) Other

Are you Employed: Full Time _____ Part Time _____ List the average hours worked per week _____
 Temporary _____ Permanent _____ Are you Physically Challenged? Yes _____ No _____
 Were you referred to this employer through a Cuyahoga County Program Yes _____ No _____

INCOME INFORMATION - HUD Income Limits updated 3/2009

Please Circle the Number of Persons Living in Your Home	Next to the dollar amount shown for your household size, please write whether the Combined Total Gross Annual income of all persons was At, Above or Below the amount at the time of your hire.
1	\$ 36,300
2	\$ 41,500
3	\$ 46,700
4	\$ 51,850
5	\$ 56,000
6	\$ 60,150
7	\$ 64,300
8	\$ 68,450
Add for each person over 8	\$ 3,950

EMPLOYER CERTIFICATION

I certify that the information reported above is true and accurate to the best of my knowledge. I understand that it is subject to verification by authorized government officials.

Signature: _____ Date: _____

HUD Form 5010-Dev (09/08) Job Creation Reporting 2010 Income Verification 2010.doc

Appendix VIII _ Section 3 Business Directory

This is a multiple page directory. To view the complete directory, click on the image below.

Business Name	Services Category	Contact Person	Address	Phone	Fax	Email Address	Expiration
General Contracting							
A & D Contracting, Inc.	General Contracting		3620 Pearl Road Cleveland, Ohio 44109	216-749-8600		jacew749@aol.com	6/15/2012
A 1 Save a Lot Construction	General Contracting	Debra Mastin	2532 E 96th Street Cleveland, Ohio 44104	216-456-6967		ajl.savetolot@gmail.com	8/12/2012
Affordable Demolition & Hauling, Inc.	General Contracting	Vincente Collazo	4900 Mead Avenue Cleveland, OH 44127	216-429-1874	216-441-4179	affordablemail.com	5/30/2011
Alfieri Brothers	General Contracting	Laramie Coyote	18100 Leakes Ave Cleveland, Ohio 44119	216-481-1717	216-481-5945	laramiealfieri@bellsouth.com	8/31/2012
All-Phase General Construction	General Contracting	Elisbey Madara	P.O. Box 602045 Cleveland, Ohio 44102	216-854-6117		eliseymadara@bellsouth.com	10/1/2013
American Building and Kitchen Products, Inc.	General Contracting	Troy Allen Vandervoort	6406 Chase Drive Mentor, Ohio 44060	216-337-3020	440-209-0479	tandervoo@aol.com	5/20/2013
Ames Street L td.	General Contracting	Michael D. Audrick	1374 E. 91st Street Cleveland, Ohio 44106	216-316-2636	216-938-6374	mcaudrick@aol.com	7/22/2013
Aviles Construction Co., Inc.	General Contracting	Aljondro Aviles	7011 Clark Ave. Cleveland, Ohio 44102	216-639-1084		alaviles7011@bellsouth.net	6/9/2011
Bradley Construction	General Contracting	Howard Bradley	9226 St. Clair Ave. Cleveland, Ohio 44108	216-268-6337	216-268-6342	hwbradley@bradleyconstructionco.com	1/19/2014
Broadway D & R Contracting	General Contracting	Don Robinson	3950 E. 96th Street Cleveland, Ohio 44105	216-271-3939		donrob@broadwaydandr.com	5/15/2012
Caver Brothers Construction	General Contracting	Jeese Caver	3770 E 93rd Street Cleveland, Ohio 44105	216-271-7000	216-271-7005	jcavercb@bellsouth.com	8/11/2013
CB Mullins Construction Company	General Contracting	Christopher B. Mullins	PO Box 200 Barca, OH 44107	440-826-9310	440-826-9311	mullinsconstruction@bellsouth.net	10/29/2013
Chief Cornerstone Construction	General Contracting	Reginald McAlpine	18409 Winslow Rd. Cleveland, Ohio 44105	216-956-5379		reginald@chiefcornerstone.com	8/30/2013
E & M Contractors	General Contracting	Everet McKnight	14104 Saybrook Ave. Cleveland, Ohio 44105	216-587-1610	216-587-0233	everet@emcontractors.com	12/21/2013
EMBE Innovations	General Contracting	Michael Burkhardt	6303 Morningdale Drive Parma, Ohio 44129	440-845-6726	440-268-9199	mike@embeinnovations.com	8/11/2012
J and S Company	General Contracting	Harvey Jordan	10640 Euclid Ave Cleveland, Ohio 44106	216-791-9500	216-791-9502	harvey@jandsc.com	5/12/2011
Kemet Construction	General Contracting	Bernard Wiggins	P.O. Box 94007 Cleveland, Ohio 44101-9007	216-574-9865	216-574-9866	kemetconstruction@bellsouth.net	5/23/2012
Kidd Construction	General Contracting	Frank Kidd	2408 Cedar Rd. #202 Cleveland, Ohio 44115	216-621-7711	216-621-7230		12/21/2013
Lewis Development and Maintenance Company	General Contracting	Bryan Lewis	102 West Glendale Street Bedford, Ohio 44146	440-786-0193	440-786-1685	blewis@L.E.M.C.Online.com	8/10/2013
L.S.L. Company, LLC	General Contracting	Lisa Pass	2876 E. 114th Street Cleveland, Ohio 44104	216-256-4505	216-421-1869	lpass@lslcompany.com	8/26/2012
MAE Construction	General Contracting	Robert Miller	10345 Alexander Road Wilson Hills, Ohio 44146	216-215-7656		millermaeconstruction@yahoo.com	1/4/2014
M. Wilson Construction	General Contracting	Micah Wilson	16211 Trinitar Ave. Cleveland, Ohio 44110	216-214-0471		mwilson475@bellsouth.net	10/14/2012
NCR Construction	General Contracting	David Green	3138 West 101rd Street- Cleveland, Ohio 44111	216-651-7255	216-651-7269	dgre@ncrconstruction.com	6/5/2012
Pro House Doctors, Inc.	General Contracting	Otis Jones	P.O. Box 35933 Cleveland, Ohio 44135	216-256-8005		prohouse@bellsouth.com	3/22/2011
RJ Leonl Contractors, LLC.	General Contracting	Roberto Leonl	6617 Queens Park Ave. Mayfield Heights, Ohio 44214	440-646-0800	440-646-0001	rjleoni@bellsouth.com	6/11/2013

Appendix IX – Equity and Distribution Committee Report to the Transition Team

**BLUEPRINTS FOR EQUITABLE SOLUTIONS:
BUILDING AN EQUITABLE, POLICY-MAKING GOVERNMENT
IN CUYAHOGA COUNTY**

Proposal from the
Cuyahoga County Equity Committee

Proposal Submitted to the
Cuyahoga County Charter Transition Executive Committee
Cuyahoga County Executive
Cuyahoga County Council

Submitted October 26, 2010

CUYAHOGA COUNTY EQUITY COMMITTEE

Statement of Purpose

Central to the success of the new Cuyahoga County government will be its ability to serve the diverse constituents, geographies and municipalities equitably. The intentions of the framers of the new county structure included a strong and real desire to support and strengthen our core City and to improve the access to economic opportunity for all citizens equitably. To this end, the reformed government of Cuyahoga County must work towards a greater degree of socioeconomic equity for all of its residents by ensuring equality of opportunity in all portals of progress - economic, educational, and social development - which will positively impact all its communities. The vehicle of equity will advance our region's renaissance and cement its economic competitiveness for the benefit of all citizens.

Committee Chairs

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Brian E. Hall, INNOGISTICS, LLC
Senator Nina Turner, THE STATE OF OHIO
Martin Zanotti, REPUBLIC ALTERNATIVE TECHNOLOGIES

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BUILDING AN EQUITABLE, POLICY-MAKING GOVERNMENT
IN CUYAHOGA COUNTY***

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ONE:
SIGNIFICANCE OF EQUITY

We, the residents of Cuyahoga County, have called for a restructuring of County government, demanding that government be defined by principles of fairness, justice, and inclusion and supported by the pillar of equity. This renewed focus requires that the Cuyahoga County government implement policies to eliminate disparities among all communities and citizens of Cuyahoga County. To achieve this objective, every elected and appointed official and every employee of Cuyahoga County must embrace and understand the virtue of equity.

Equity is fairness, justice, and inclusion by and among people and across all social, economic, and political barriers. Equity is the bedrock of a prosperous community. It is one of the virtues that attract the people and businesses necessary to redefine our county and reshape our government. It means connecting more people to better opportunities and providing all people with equality of opportunity, regardless of gender, age, language, ethnicity, cultural background, mental or physical disability, sexual orientation, gender identity or gender expression, religious belief, family responsibility, education, life and work experience, socio-economic background, or marital status, among others.

TWO:
MISSION STATEMENT

The Equity Plan for a New Government (“Equity Plan” or “Plan”) provides the Cuyahoga County Executive and the Cuyahoga County Council with the blueprints and strategic directions necessary to achieve equitable policy-making in Cuyahoga County. This Equity Plan has been strategically developed, outlining the critical ingredients for building an equitable policy-making structure of government in Cuyahoga County. Modeled after similar proposals adopted by counties across the country, this Equity Plan incorporates best practices and benchmarks proven successful for equitable policy-making. Most importantly, this Equity Plan has been developed by a diverse group of concerned citizens of Cuyahoga County who desire that County government be grounded in fairness, justice, and inclusion.

Rather than viewing this Plan as a policy recommendation, this Equity Plan should be seen as a call to action, applicable to everyone associated with Cuyahoga County, including government officials, corporate citizens, and private individuals alike. However, it is incumbent upon the government to lead by example, ensuring that the principles in this Plan are broadly supported and swiftly implemented. As a result, in order to demonstrate its commitment to equity, the government of Cuyahoga County should not hesitate to adopt the principles and policy initiatives contained in this Equity Plan.

THREE:

DOMAINS OF EQUITY - ECONOMIC & SOCIAL EQUITY

The concept of equity encompasses many components and domains, and this Equity Plan focuses on the domain of economic and social equity, with a view towards full inclusion. Pursuing economic and social equity is the first step for establishing comprehensive equitable policies and for building an equitable policy-making government in Cuyahoga County. This Equity Plan is intended to aid this pursuit by supporting the creation of a government structure in Cuyahoga County that is capable of combating economic and social disadvantage, while also producing policies that promote equal opportunity for all individuals and all communities. Without embracing economic and social equity, it will be impossible to build an equitable policy-making government.

While this Equity Plan presents carefully developed strategies for achieving economic and social equity, it does not provide specific strategies for implementing every component and domain of equity. Rather, this Equity Plan is designed to advance and promote equitable policy-making in Cuyahoga County by offering an operational blueprint. Every blueprint, principle, and policy initiative in this Equity Plan is grounded in the premise that every citizen should have equal opportunity and that government should perform its role in accordance with principles of fairness, justice, and inclusion.

Because equitable policies will be important in many areas of governance, the Cuyahoga County government should also explore other domains of equity in addition to the domain of economic and social equity. County government should develop specific implementation strategies that promote fairness and justice and inclusion and foster equality in opportunity for the following areas:

Equity in Education. Investing in citizens to ensure all have access to the resources and knowledge necessary to build skills and engage in lifelong learning and development.

Equity in Management. Promoting uniformity in hiring and contracting practices by clearly defining procedures that apply to elected officials and all government employees.

Equity in Partnerships. Building relationships with public and private organizations, including small businesses, minority and faith-based and nonprofit organizations, community development organizations, and the state and federal government.

Equity in Public Relations. Leveraging open and effective channels of communication through appropriate media and publication formats to aid transparency and encourage governmental participation among all citizens and groups.

Equity in Public Services. Assessing how infrastructure, transportation, and technology can be improved, maintained, and made openly accessible.

Equity in Regionalism. Collaborating at the county, city, and neighborhood level to consolidate resources, reduce competition among cities, and promote growth initiatives.

Equity in Social Care. Evaluating the programs and services provided to underserved populations, including those who are elderly, incarcerated, disabled, and indigent.

FOUR:
BLUEPRINTS FOR
BUILDING AN EQUITABLE GOVERNMENT

I. STAFFING & WORKPLACE DIVERSITY

PRINCIPLES OF
STAFFING & WORKPLACE DIVERSITY

Cuyahoga County’s greatest asset is its citizens, and building an equitable policy-making government requires that County government embrace the diversity of its citizens and the diversity that is Cuyahoga County. An equitable policy-making model requires establishing a process for achieving diversity regardless of gender, age, language, ethnicity, cultural background, mental or physical disability, sexual orientation, gender identity or gender expression, religious belief, family responsibility, education, life and work experience, socio-economic background, or marital status, among others.

Committing to an initiative that establishes policies and principles based on diversity is the first step to restoring confidence in our government. This commitment must be made at all levels within County government, beginning with individuals in positions of leadership and influence, including directors and board members. Making such a commitment will enable our government to select quality staff with the innovative ideas and experience necessary to understand the needs of our citizens and to begin formulating policies that reflect the diversity of all citizens.

The new County government should promptly announce its commitment to staffing and workplace diversity and immediately begin exploring ways to implement these policy initiatives. The Cuyahoga County government should implement these policy initiatives within twelve months after adopting this Equity Plan.

POLICY INITIATIVES FOR
STAFFING & WORKPLACE DIVERSITY

- (1) Adopt and publicize fully inclusive non-discrimination policies that are applicable to each department, division, office, and board of Cuyahoga County.

- (2) Implement a diversity plan that encourages each department, division, office, and board of Cuyahoga County to retain individuals, staff, and members representative of the diversity in Cuyahoga County.
- (3) Develop outreach initiatives that clearly communicate to all members of society that County government values diversity as essential to economic, social, and political transformation.
- (4) Sponsor annual diversity-training programs for all government staff, incorporating skill-based, policy-based, and relationship-based lessons aimed at promoting the value of inclusion and establishing an internal environment that is knowledgeable and respectful of integration, culture, and diversity.
- (5) Provide appropriate staff training, taking steps to recruit culturally diverse employees and contractors, and maintain a culturally diverse pool of managers that respond quickly to emerging issues effecting particular groups.
- (6) Adopt self-identification surveys as a mechanism for obtaining feedback on the effectiveness of diversity initiatives where staff and citizens may voluntarily associate with, and comment on, these government initiatives.
- (7) Incorporate multilingual staff to disseminate information and bridge language barriers so as to efficiently allocate resources to all communities.

II. ECONOMIC DEVELOPMENT

PRINCIPLES OF ECONOMIC DEVELOPMENT

Equity of economic opportunity is the bedrock of an equitable community, and creating economic equity is a necessary first step to achieving long-term social prosperity. To do this, an equitable policy-making government must strive to enhance the economic opportunities available to all citizens, and it must focus on reducing, and ultimately eliminating, economic disparities among local communities and among the people within those communities. Economic equity is not just about creating opportunity, but it is about strategically creating that opportunity; it considers where opportunity is created and how people are connected to that opportunity.

Creating this opportunity requires intentionality in all of the County's economic development initiatives. It requires that resources be allocated equitably across all socio-economic and cultural areas and in accordance with principles of fairness and justice. It involves fostering sustainable employment, promoting continued education, encouraging investment and innovation, and removing bureaucratic impediments. By intentionally pursuing economic equity,

our County will see increased employment and labor force participation, enhanced regional competitiveness, and, ultimately, improved social stability and advancement.

The government of Cuyahoga County should promptly announce its commitment to economic development, invoking a new, revitalized approach that considers best practices from across the country. Strategies for implementing the policy initiatives for economic development should be formulated and implemented within twelve months of adopting this Equity Plan.

POLICY INITIATIVES FOR
ECONOMIC DEVELOPMENT

- (1) Strengthen collaboration with all County stakeholders, harnessing innovation and entrepreneurship and capturing growth and development opportunities, by holding outreach events where businesses and individuals can obtain the education and information necessary to launch, operate, and fund businesses within the County.
- (2) Prioritize how resources are allocated within the County using objective standards and balancing various factors, including (i) where resources can be most efficiently used, (ii) who demonstrates the greatest need, (iii) where inequitable concentrations of resources exist, and (iv) what issues - housing vacancy and neighborhood blight, unemployment concentrations, poverty and homelessness, financial access, and administration of social services - require immediate attention.
- (3) Develop a policy of inclusion that addresses the equitable provision of transportation, housing, community facilities, agricultural and environmental resources, and historic and cultural resources within the County.
- (4) Advise, shape, and coordinate development initiatives by participating with the private and nonprofit sectors in productive and transformative co-investment that leverages County resources.
- (5) Encourage cities and municipalities to employ equitable principles and practices in their development processes, including in their procurement, contracting, and investing processes, by evaluating and incorporating best practices nationwide and adopting indicators of success.
- (6) Employ a policy of inclusion for County contracting and procurement that ensures County requirements and procedures are considerate of small and medium business enterprises, mindful of economic and social disparities.
- (7) Evaluate the County's commercial and business environment as it pertains to cities and municipalities and to private and nonprofit stakeholders, ensuring that County-sponsored business development initiatives, such as loan programs and direct investments, adhere to the policies of inclusion and diversity adopted by the County.

III. COMMUNICATIONS, REPORTING, & EVALUATION

PRINCIPLES OF COMMUNICATIONS, REPORTING, & EVALUATION

An equitable policy-making government must understand how its policies further the objectives of equity. This process involves establishing internal operations and procedures directed at achieving transparency and accountability. It also requires developing a system for collecting, recording, and analyzing information regarding the County government's equitable policies. To achieve these objectives, the Cuyahoga County government must harmonize its internal workings to incorporate an operative model that fosters intergovernmental collaboration and uses systematic reporting and evaluation methods to determine whether the policy initiatives in this Equity Plan are being implemented, whether or not they are effective, and whether or not modifications or improvements should be made.

Developing internal operations and procedures aimed at equity requires open and honest communication between the governmental divisions, departments, officials, and citizens of Cuyahoga County. It requires developing plans to share information, coordinate program objectives, and streamline decision-making processes across agencies, departments, and leadership roles. It must also ensure that citizens are provided with open access to information and opportunities, allowing them to analyze and evaluate the County's equitable policies.

Upon taking effect, the new government of Cuyahoga County should promptly announce its commitment to transparency, honest communication, and regular reporting and evaluation of equitable policies. Within six months of adopting this Equity Plan, strategies for implementing the policy initiatives for communications, reporting, and evaluation should be formulated and implementation deadlines established.

POLICY INITIATIVES FOR COMMUNICATIONS, REPORTING, & EVALUATION

- (1) Incorporate the principles and policy initiatives of diversity and economic development, as provided in this Plan, into every governmental department and agency.
- (2) Adopt a vision statement in support of an equitable agenda, to which each County governmental agency, department, elected official, and employee must subscribe, while also communicating that shared vision to the community of Cuyahoga County.
- (3) Implement a process for quantifying, recording, and archiving the information used to develop equitable policies and for collecting information from the internal departments and divisions of County government.

- (4) Establish benchmarks of success for each equitable policy implemented in County government and develop a plan to record and track the progress and results of each policy initiative.
- (5) Incorporate systematic evaluations and identified metrics when collecting data, evaluating consultant recommendations, and reviewing issues and trends that pertain to any equitable initiative adopted or proposed.
- (6) Establish, and implement, a regular schedule for communicating, no less than twice a year, the County's equitable efforts, including new programs and services, emerging issues, governmental objectives, and progress reports.
- (7) Develop a publicly accessible data system that contains the information collected, recorded, and considered by County government when developing equitable policies; the data system should provide all community stakeholders - government officials, departments and divisions of County government, and all citizens - the opportunity to review and analyze the availability, allocation, and distribution of resources within Cuyahoga County.
- (8) Prepare an Annual Equity Report that is made public not later than 30 days after the close of the County government's fiscal year. The Annual Equity Report should, at minimum, review and summarize the County government's equitable initiatives, report on how and where resources are allocated, provide results of equitable policies as measured against benchmarks, and describe the County government's internal procedures for collecting and reporting information and for making that information openly accessible to, and capable of use by, the citizens of Cuyahoga County.

FIVE:
IMPLEMENTING THE EQUITY PLAN

Ensuring that equitable policy-making is embraced and pursued by our County government requires that the blueprints and policy initiatives in this Equity Plan be evaluated, adopted, implemented, and persistently supported. To facilitate this objective, the government of Cuyahoga County must report its progress in moving towards equitable policy-making, it must receive feedback on this progress, and it must receive strategic directions beyond the blueprints provided in this Equity Plan.

By communicating its commitment to equitable policy-making, the new County government can begin to formulate equitable policy-making decisions. Once a formal commitment to equitable policy-making is made, the operations of implementing these blueprints and policy initiatives can begin.

OPERATIONAL STEPS FOR
IMPLEMENTING THE EQUITY PLAN

- (1) Not later than 30 days after the new Cuyahoga County government becomes effective, the Cuyahoga County Council will adopt this Equity Plan and shall allocate the financial, managerial, and operational resources sufficient to establish a Cuyahoga County Division of Equity.
- (2) Immediately after adopting this Equity Plan, the Cuyahoga County Council will publicly communicate its support of the Equity Plan and its ongoing commitment to equitable policy-making.
- (3) Not later than 60 days after adopting this Equity Plan, the County Executive, with the confirmation of the County Council, will appoint a Chief Equity Officer (Director Level) to lead the Cuyahoga County Division of Equity and to serve as the primary contact between government officials and the citizens of Cuyahoga County.
- (4) Not later than 90 days after adopting this Equity Plan, the Cuyahoga County Council will formally establish the Cuyahoga County Division of Equity. The Cuyahoga County Division of Equity will oversee the implementation of equitable policy-making in Cuyahoga County. The Cuyahoga County Division of Equity will ensure that equitable policy-making remains a priority in the Cuyahoga County government and will evaluate and report on the success of the County government's equitable initiatives.

- (5) Not later than 90 days after adopting the Equity Plan, the Cuyahoga County Council will formally establish a Citizens' Equity Council. The Citizens' Equity Council will be comprised of members who represent the diversity of Cuyahoga County and who are appointed by the County Executive. The Citizens' Equity Council will meet at least bi-annually and will collaborate with the Cuyahoga County Division of Equity to ensure that equitable policy-making remains a priority in Cuyahoga County. The Citizens' Equity Council will provide the Cuyahoga County Division of Equity with recommendations and feedback on the County government's equitable policy-making initiatives.
- (6) The Cuyahoga County Council will develop a timeframe that provides phased-in deadlines for implementing equitable policy initiatives, but in accordance with the timeframes provided in this Equity Plan, which is to be approved by the Cuyahoga County Division of Equity.
- (7) Not later than 180 days after the Cuyahoga County Division of Equity is established, the Chief Equity Officer will submit to the Cuyahoga County Executive a report detailing the resources necessary to satisfy the operational needs of the Division of Equity.
- (8) The Cuyahoga County Council will ensure that the Cuyahoga County Division of Equity receives sufficient resources to allow the Division to satisfy its operational needs and perform its duties regularly and efficiently.

SIX:
GOING FORWARD

As Cuyahoga County transitions to a new structure of government, it is necessary to ensure that equitable policy-making remains a core objective. However, for equity to become a standard for policy-making and public action, we must redefine the way County government approaches its role as the community problem solver by utilizing the blueprints and adopting the principles and policy initiatives provided in this Equity Plan.

The process of equitable policy-making involves building a government around each domain of equity beyond the domain of economic and social equity. It requires implementing structural practices most critical to local communities, promoting the equitable distribution of resources, facilitating multijurisdictional relationships, and fostering relationships between the public, private, and not-for-profit sectors. While this process is motivated by inclusion and is committed to fairness and justice, this process must always remain firmly grounded in the equality of opportunity.

As seen in other parts of the nation, and in our sister communities, establishing a governmental structure that is built on equity has proven effective at delivering lasting social change. With the implementation of a new governmental structure, now is the time for Cuyahoga County to join in this transition. By formally adopting this Equity Plan, the government of Cuyahoga County can join this transition and begin pursuing equitable policy-making initiatives.

Going forward, equitable policy-making must always remain a pillar of our County government, and everyone associated with Cuyahoga County, including government officials, corporate citizens, and private individuals alike, must diligently support, and avidly pursue, equitable policy-making. To accomplish such an objective, this Equity Plan must be explicitly adopted and actively implemented by future leaders in Cuyahoga County government.

We must never be hesitant, now or ever, to support equity and to adopt the blueprints, principles, and policy initiatives in this Equity Plan. The citizens of Cuyahoga County have demanded action and long-lasting change. Equity must exist, and it must always reach across city lines and throughout our County.

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