

**CUYAHOGA COUNTY  
ECONOMIC DEVELOPMENT PLAN - YEAR IV**

5-22-14

**PART 1: Economic Development Plan – Year IV**

On July 26, 2011 the County Council approved the first Five Year Plan through Ordinance O2011-0026. As we enter Year IV, the County has moved from the establishment of policies, and the building of critical capacity to the full implementation of its portfolio of economic development tools, called the Western Reserve Program (defined below). In this way, the Department of Development leverages investment dollars and helps create jobs. Much has been accomplished through the first three years and the momentum will continue in Year IV.

**Economic Development Priorities**

With the Cleveland Downtown District as its nexus, Cuyahoga County is the hub of the Northeast Ohio regional economy and has been positioned to grow and lead our region in the next iteration of the global economy. The County is part of a vibrant, economically competitive region with a rich asset base upon which to build.

***Mission: Improve the County's global competitiveness through strategic investments that foster economic growth and create vibrant, healthy and welcoming places for businesses and residents to prosper.***

Spurring economic growth and revitalizing our regional economy has required an innovative and transformative investment strategy and this has been provided through the first three years of the Plan. Fostering economic growth has needed an approach that combines two fundamental economic development priorities:

- Business Development – thriving, competitive, growing businesses
- Place-based Development – vibrant, dynamic, quality places

Business development and place-based development investments are 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.

***Vision: Cuyahoga County is a vibrant, economically competitive region, creating jobs, wealth, opportunity, and prosperity for businesses and residents.***

### **Strategic Theme**

Cuyahoga County is well positioned to become a dynamic economic hub of opportunity for businesses to prosper and for residents to have meaningful, gainful employment, and to live healthy lives. Through innovation, education, strategic investments, and collaboration, the County can improve its global economic competitiveness.

#### **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.

#### **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.

#### **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.

## **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.

## **Economic Development Plan Implementation**

Implementation of the Plan has been geared to achieve the following objectives:

- Align County Economic Development Efforts (The Western Reserve Program defined below) – All of our efforts 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 requires 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.
- Focus Investments – The County has reorganized 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.
- Continue to refine the County's Role – There are hundreds of organizations--public, private, and non-profit--in Cuyahoga County that have economic development as part of their mission. The County has been refining what roles it can best play to ensure that investment, innovation, education, and collaboration are implemented according to a shared vision and direction.
- Eliminate Barriers – The County's economic development plan includes efforts to eliminate or reduce barriers to success, such as duplicative or poorly coordinated regulatory requirements, and inefficient governmental operations.

## **Achieving the Vision and fulfilling the Mission through The Cuyahoga County Western Reserve Program**

Fostering a robust, globally-competitive economy with opportunities and access available to all citizens requires an integrated approach that combines business development and place-based development seamlessly. That is, we must support economic development opportunities within place-based geographic environments that are attractive to residents, skilled workers, entrepreneurs, businesses, professionals, immigrants and investment capital. The following investment strategy addresses the priorities of the plan by determining the optimum investment role for the County and defining actions that will support economic growth.

### **PART 2: Investment Strategy**

Economic development is the process of enhancing and maximizing the inputs of production (land, labor, innovation, and capital) to improve the economic competitiveness of the region and create economic opportunities for businesses and individuals. Implementing an integrated investment strategy that emphasizes business development and place-based development establishes a vibrant, economically competitive region, creating jobs, opportunity and prosperity for all businesses and residents.

#### **1. Economic Development Approach**

Cuyahoga County's approach to economic growth has shifted from project driven investments towards a calculated and strategic investment approach. In 2011, the County underwent a yearlong effort to develop a plan to strategically invest in economic development on a meaningful scale. The County engaged with the public, economic development professionals, industry leaders, and community stakeholders to define development priorities and strategies that will deliver job creation and prosperity for Greater Cleveland. This effort was recommended by the initial Five Year Economic Development Plan. The Five Year Plan called for the creation of an economic development fund to drive outcomes, foster collaboration and partnerships, and leverage expertise and invest dollars. The economic development fund was and is envisioned as the mechanism to implement the strategies most essential to fulfilling the mission of economic well-being.

In January 2012, Cuyahoga County Council and the Executive approved the creation of the Cuyahoga County Western Reserve Fund and adopted a detailed investment business plan. The Fund Business Plan laid out types of programs that would drive economic growth and job creation and enable the County to fulfill the mission and vision of the Five Year Economic Development Plan.

#### **Western Reserve Program Defined**

The primary economic development tool is the Cuyahoga County Western Reserve Fund.

However, the Plan recognizes the Department of Development has many additional economic development tools at its disposal. These include CDBG, HUD 108, EPA, bonding capacity, casino tax revenue as well as several others. Collectively, with the Western Reserve Fund, these tools can be called “The Western Reserve Program”. The Department of Development will endeavor to use the most efficient and effective tool or tools within The Program to realize the objectives of the five year Economic Development Plan.

The economic development investment strategy identifies three vital components of growth:

### Innovation & Entrepreneurship

Innovation is the life blood of any healthy economy. The ability to create better or more effective products, processes, services, technologies, or ideas that are accepted by markets, governments, and society is a direct indicator of an economy’s ability to add value and grow. It is vital for the County to facilitate and accelerate innovation development in order to create an environment conducive for economic growth. Channeling capital to promising companies with a pipeline of inventive products and services, the County adds critical funding to the creative mixture of concepts, employees and management.

Supporting entrepreneurship not only helps drive economic growth, but it is also an effective way to generate economic opportunity for low-income individuals or groups that have traditionally been economically isolated. Entrepreneurial development creates opportunities to achieve economic self-sufficiency, create wealth, and transform underserved neighborhoods.

The County has four key aspects of innovation development that were designed to cultivate innovation and nourish early stage companies along the capital formation continuum and product life-cycle.

1. **Micro Enterprise:** finances business too small or unestablished for traditional lenders
2. **Pre-Seed Fund:** early stage funding to accelerate growth and attract investors
3. **Next Stage Fund:** invests in companies primed for full commercial launch
4. **Innovation Match:** provides local match required by federal and state innovation grants

Through its partnerships with ECDI, JumpStart, MAGNET and NDC the County has invested in entrepreneurs and innovators, small and smaller.

### Business Growth, Commercialization and Attraction

Business growth, commercialization, and attraction are a critical source of job creation and economic growth. Creating a globally competitive economic environment for businesses to grow and thrive requires a development approach that attracts entrepreneurs, businesses, professionals,

and investment capital to locate, expand, and remain in Cuyahoga County. Creating access to flexible, dynamic sources of capital that address the growth needs of businesses will stimulate private investment and improve the economic landscape.

The County has identified four business development strategies in this area to reinvigorate our economic competitiveness, encourage private investment and business growth, and create high value jobs. These four strategies address the fundamental gaps that often stifle growth and hinder investment.

1. **Small Business Growth:** increase access to traditional lending markets
2. **Incumbent Worker Training:** reimburse expenses for retraining workers
3. **Accelerated Growth:** capital for expansion, acquisition for new markets and diversification
4. **Large Scale Attraction:** gap financing and incentives for large scale growth and attraction

Over the past three years the County has invested in all four of these priority areas. Through its partnership with Employment Connection has invested in worker training and the upward mobility of county citizens. As of this writing, the Department of Development is in the final stages of an innovated small business lending program in partnership with the Small Business Administration.

#### Commercial Property Reutilization, Expansion and Acquisition

Firms that are growing need to modernize and expand. Having development sites ready to meet the expansion and relocation plans of companies is essential. When companies are growing and require more space, they seek properties that can be available in a timely manner. Sites that are complicated by potential environmental issues or by functionally obsolete space or by vacant buildings that require demolition, possess significant cost disadvantage.

Our legacy industries have left vacant buildings and contaminated land in the core city and many inner-ring suburbs. The challenge facing older commercial and industrial land is often reinforcing and contributes to continued disinvestment. Growing businesses lack the additional capital and expertise necessary to address these redevelopment issues.

The key to reutilizing and redeveloping land is to provide applicable, attractive and relevant programs that provide swift and clear opportunities for companies to address complicated redevelopment issues. The County is actively engaging with companies seeking to locate, expand, or modernize in areas already served by existing infrastructure and transportation networks. As such, the preparation of land for redevelopment and the rapid response for the modernization of existing properties is a key piece in the County's place-based economic

development plan. The County has a nationally recognized strategy and plan that addresses the property needs of companies in Cuyahoga County, and to help them grow in place.

1. **Redevelopment and Modernization:** finances existing site improvements, including modernization for identified end users
2. **Site Expansion:** finances environmental cleanup of sites adjacent to existing end-user
3. **Redevelopment Ready:** finances environmental cleanup of underutilized sites with or without end-users

## **2. Quality Place-Based Development**

Leveraging and harmonizing unique place-based assets is critical to creating an environment for a competitive economic landscape. Increasingly, studies have shown that business leaders consider the quality of place when determining where to start or relocate. Businesses must consider how location will affect the organizations ability to operate and grow.

In order to articulate a quality placed based strategy, the Department elected to assemble the inventory and desires of its constituents (Year III Plan Key Action Steps 5 & 6). With Action Steps 5 & 6 completed, the Department together with the Planning Commission can identify, analyze and catalogue themes and assets. In Year IV, this Plan has Action Steps to continue this work and move toward quality place-based development.

### **Cuyahoga County Western Reserve Plan**

In order to effectuate real progress and transform our regional economy requires a strategic approach that addresses the foundational elements of our economy and our community. In March of 2012 County Executive Edward FitzGerald presented a practical, 12-point plan for creating a vibrant, dynamic, attractive place that is economically competitive. The Western Reserve Plan is a placed-based development strategy that calls for investing in the core aspects of the economy that will establish a community that offers economic opportunity and provides an enduring place to live, work and thrive. The Western Reserve Plan serves as roadmap for investing in place.

The Western Reserve Plan pinpoints investments in five key areas:

#### *Education:*

- Identifying education, from early childhood forward, as the central factor in individual and community success.
- Honoring the service of our veterans by giving them priority in hiring, training and education.

#### *Government*

- Implementing a practical strategy for creating a functioning, county-wide metropolitan government.

- Creating a culture within county government which implements on a continual basis nationally recognized good government practices and innovations.

#### *Health and Safety*

- Aligning and coordinating both public and private resources around our most pressing human service needs.
- Embracing a health and wellness culture which mirrors the excellence of our major medical institutions.
- Protecting our county by leading a county-wide public safety initiative.

#### *Economic Opportunity*

- Establishing Greater Cleveland as a center of entrepreneurship and job growth.
- Incorporating economic inclusion as a guiding principle in our economic development strategy.
- Branding our metropolitan area as an international city which harnesses the energy of our younger generations.

#### *Built Environment*

- Designing a place-based development strategy which recognizes the centrality of downtown Cleveland to the region as a whole.
- Adopting a collaborative approach to the foreclosure crisis- from prevention to restoration.

Supporting economic development opportunities within a place-based geographic context is an effective way to foster a vibrant, dynamic, and attractive economy. The value-add proposition of place-based development is achieved by creating a critical mass of economic activity and leveraging assets and investments within a defined place to drive growth. Successfully implementing a place-based development strategy requires focusing investments in selected geographic places that respond to the unique qualities and assets of the place.

The Department of Development has addressed this objective by focusing early investment from the casino tax revenue toward the asset rich geography of the Cleveland Downtown District. This geography represents the core of the County and the region and possesses a wealth of anchor institutions and assets. This approach is designed to establish business-friendly environments and foster enduring networks of place that are attractive to entrepreneurs, businesses, residents, and investment.

In Year III the Casino Revenue Fund projects were funded with the proceeds of the Gross Casino Revenues Tax, as authorized by Cuyahoga County Council Ordinance 2012-0011. The Gross Casino Revenues Tax fund was used to support economic development activities in Cleveland's



Downtown District, which is generally defined as the area bordered by Lake Erie, the Innerbelt Bridge, East 25th Street and West 25th Street.

To further augment business development and place-based development within the core, the County, in Year III, developed additional bond financing tools. Recognition that the need for a source of financing that acknowledged the existence of both priorities in a single project led to the formation of the Economic Development Revenue Bond program. Examples include Steelyard Commons West, the Westin Hotel and Flats East Bank phase II.

Additionally, Cuyahoga County has committed to build a 650-room, \$272 million convention center hotel in conjunction with the major downtown economic development centerpiece of the \$460 million Global Center for Health Innovation and the Cleveland Convention Center complex.

### **Housing Strategy**

Housing is a major piece in place-based development. Creating high-quality, well connected places that offer diverse housing choices and provide access to enduring networks to live, work, and play is vital. Housing plays a critical role in defining a place. Therefore a housing strategy is an important aspect for the County's place-based development efforts.

A wide range of stakeholders including academics, local governments, community development corporations, nonprofit housing agencies, and private developers, are engaged in an ongoing housing policy development and refinement process with County professional staff.

Overview: Cuyahoga County's actions and expenditures affecting its housing stock should be directed towards three key desired outcomes:

1. Attract new residents who will contribute to the county's economic growth by starting businesses and filling unmet staffing needs in existing businesses, and
2. Retain existing residents who will continue to support the county's economic wellbeing through the taxes they pay and goods and services they purchase within the county, and
3. Conserve limited resources by using appropriate housing interventions to prevent more costly demands on publicly funded emergency, social service, medical, and justice systems.

Constraints: Ohio Home Rule leaves Cuyahoga County with little direct control over where and what type of new housing may be constructed. Federal funds available for housing development always come with income limits attached. Delinquent mortgages and foreclosure filings forces our attention to foreclosure prevention and recovery programs. One-time federal stimulus funding that covered part of the cost to demolish vacant, abandoned housing is nearly exhausted.

Resources: Traditional financial resources include federal housing development funds, energy-

efficiency grant financing for housing renovations, authority to issue tax-exempt housing bonds, and linked deposits to encourage below-market housing renovation lending by local banks. Innovative financial resources include loss reserves to support private lending, equity participation in housing developments with appreciation potential, and tax increment financing.

To meet a part of the need for demolition funding, the County Executive and County Council are discussing, at the time of this writing, using the County's bonding authority to provide a significant amount of non-federal funding to demolish vacant, abandoned housing and other structures. Other resources include the county's capacity to make infrastructure improvements in support of housing, the county's legal authority to direct the work of its Planning Commission, and the county's well-financed Land Reutilization Corporation

Allocation Principles: Demand for housing demolition and development subsidy will always exceed its supply. Competing funding opportunities must be evaluated to direct limited resources towards projects and programs with the greatest desired outcomes relative to the amount of county investment.

Program Examples: In consultation with our various stakeholders, examples of county-level programs to support each of the County's desired outcomes are:

1) Attract New Residents:

- a) Provide significant funding to catalytic housing development projects that will attract large numbers of well educated, highly skilled, workers and entrepreneurs currently living outside Cuyahoga County. Evaluate each project in terms of the number of new residents it will bring for each county dollar invested and for its contribution to positioning Cuyahoga County as a desirable place to choose to live.
- b) Continue to monitor national best practices in repositioning older, traditionally developed urban neighborhoods and inner ring suburbs as desirable places for families to choose to locate. Identify the housing components of these practices and assist in arranging financing for neighborhoods and suburbs able to carry out both housing and non-housing components. The goal of arranging such financing is to attract well-off families to purchase homes in these areas.

The County, in Year III, also through its Casino Revenue Fund, provided low-interest loans to major transformative housing projects in the Downtown area. The County utilized federal Neighborhood Stabilization Program funds to support the renovation and resale of vacant houses in concentrated and targeted areas of inner ring suburbs.

2) Retain Existing Residents:

- a) Identify gaps in existing financing for home repairs and improvements, such as lack of equity to support traditional secured loans due to market value decline, and develop

financing tools to fill these gaps. Private financing is preferred, with public support if truly needed, while public financing may be required for limited income homeowners.

- b) On a competitive basis, provide “gap” funding to well-planned and well-sited housing development projects that meet the housing needs and preferences of older residents.
- c) On a competitive basis, provide funding to innovative housing redevelopment projects that adapt existing housing stock to offer amenities otherwise found outside the county.
- d) Continue to monitor national best practices for keeping financially distressed homeowners living in their homes, either as owners or renters, and assist in financing private and nonprofit partners to operate programs with proven track records in this area.

Linked deposits of county funds in support of bank home repair lending continue with significant commitments by five local banks. Extending this program to encourage home purchases, a new bank agreement was signed to allow buyers to prequalify for subsidized home repair loans to make historically accurate repairs to older suburban houses. This program has no income limits, encouraging households with increasing incomes to remain as Cuyahoga County homeowners.

### 3) Conserve Public Resources:

- a) Partner with the County Planning Commission to provide planning services to local communities. Such planning will guide local and County resource allocation for demolitions, existing housing repairs, and new development.
- b) Continue support for low-income housing assistance programs that minimize cost to other public systems. For example, permanent supportive housing for the chronically homeless is known to drastically reduce their medical and criminal justice system costs.
- c) Continue support for operating proven housing-related social services, such as foreclosure prevention counseling, while studying and evaluating national best practices in the rapidly changing mortgage servicing and troubled mortgage workout systems.

In Year III, county funding continued to fill financing gaps in developing permanent supportive housing for the homeless, and to provide foreclosure prevention counseling to financially distressed homeowners.

## **PART 3: Investment Principles**

The County's investments incorporate the following qualities and principles:

### **1. Collaboration and Determination of the County Role**

The Plan works to coordinate the economic development efforts of the County and the region. The County is actively working 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 continue to articulate our regional top priorities with one voice and unite to advocate our vision with state and federal leaders. We are stronger when Northeast Ohio shares a mutually supportive vision for economic development, and realizes the distinct role of each governmental entity, non-profit organization, and business leader in carrying out that

vision.

To this end, the County initiated The Protocol project to create a process for aggregating data and information of use to the ED system and the County's municipalities. Signed by all 59 communities DOD is now perfecting and utilizing this important collaborative tool.

The most important collaboration to determine our ultimate success is 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. This effort involves coordination with a myriad of current economic development players in Cuyahoga County and their respective roles.

## **2. Inclusion**

Inclusiveness is a major component in determining the economic competitiveness of a region. According to research by the Cuyahoga County Economic Inclusion Task Force, per capita income across the Cleveland metropolitan area is \$40,849, while in the City of Cleveland, per capita income stands at \$15,540. Economic disparities such as per capita income threaten the vitality of our economy.

In order to become a transformative region, the County is striving 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 is working 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, fully embrace the diversity of our region in the broadest sense. We 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. 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 are doing 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 as a baseline for future measurement in all of our programs and functions. To the extent allowable by law, the

County is working to 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 are not solely 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.

Furthermore, the Department of Development works closely with the County Executive’s Economic Inclusion Task Force. The Executive created the task force in March of 2012 to study the issues of economic diversity and create a Framework Action Plan for Economic Inclusion that enhances economic vitality across the County by enhancing opportunity for all. The framework of the Task Force’s plan focused on four areas:

- 1) Human Resources and inclusion in hiring
- 2) Procurement and Contracting
- 3) Inclusion in Construction
- 4) Workforce Development

These impact areas of Workforce Development, Human Resources, Hiring and Inclusion in Construction projects, Procurement and Contracting are the cornerstones of the inclusion plan and will shape policy recommendations for the County Executive, his departments, and the County Council. These basic areas can move the needle at the County and in the community as the County stands to lead with a new model for inclusion.

This, along with the results of the County Disparity Study (underway at the time of this writing) will provide the Department of Development with tools to determine our inclusion successes, and is serving as a guideline to where improvements may need to be made. In addition to our current efforts, we are expanding 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 uppermost in mind that fairness and justice are paramount.

### **3. Innovation**

While “Cluster” theories and their applicability are an ongoing debate in the field of economic development, the theory serves as a useful concept to guide innovation development investments. 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 and several federal government agencies like the Economic Development Administration have made clusters of innovation a target area of support.

Through a series of studies by Battelle, Deloitte, McKinsey and CSU, the state and region have identified key industry clusters that represent major drivers of economic growth. The table below outlines core industry clusters that have dedicated organizations to promote and facilitate 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

Our region’s inherent strengths in medical research, healthcare, 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 is taking 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 January 2011 it reported 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. These clusters should build on place-based assets and support should be predicated on the cluster initiatives meeting a set of rigorous requirements.

#### **4. Sustainability**

Sustainability is the responsible management and allocation of resources. The concept is comprehensive. Investments that are sustainable are an efficient and effective use of resources that generate long-term benefits and produce economic prosperity, increased quality of life, and improved environmental quality. Sustainable investments utilize resources in a manner that ensures lasting economic growth that maintain the integrity of the social, environmental, and

economic quality of the region.

Cuyahoga County investments have been modeling this approach and encourage land use patterns and promote economic development strategies that address region-wide economic prosperity and housing equity; support sustainable multimodal transportation; redevelop and revitalize the region's built environments; and promote cost-effective investment in the region's core industry sectors. The County's investments reflect sustainability principals and work with associated communities of practice among local governments and non-profit organizations to improve the region's economic competitiveness.

In accordance with the principles of this regional sustainability effort, County investments promote an integrated regional land use, housing, transportation, and capital investment strategy that enhances the region's economic competitiveness and resilience and help its citizens gain better access to decent, affordable housing, more and better transportation choices.

## **5. 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 has helped the County evaluate investments, monitor program outcomes, and study the overall performance of the economy to determine trends and best practices. The key measures are tracked in the Economic Development Dashboard published quarterly by the Department of Development.

### **Primary Metrics:**

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

It is also important to select and monitor metrics that indicate the outcome of County programs and reflect the economic competitiveness of the County over time. These metrics tend to be lagging indicators, but are widely accepted as indicators of economic growth:

### **Long term Metrics:**

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

- Productivity Growth
- Population Growth
- Poverty Rate
- Exports
- Tax Revenue

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 (FEEF) on what indicators matter most to achieve improved economic outcomes.

Measuring the County's economic development performance is a very important analytical tool. Not only do these measures help guide the County's economic development plan; but they also align with the CountyStat process (a governmental performance measurement system) and indicate how county resources should be allocated. These measures 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 these actions of Cuyahoga County can't alone 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 residents of Cuyahoga County.

## **6. Transparency: Review and Approval**

In order to ensure the economic development plan put forth in this document is implemented successfully, the County has put a process in place for monitoring decision making and measuring performance. The Department of Development is managing the process through its reorganization, relying mostly on staff already in place and resources available in other departments has and creating a few new positions. In addition, outside input from industry leaders, community stakeholders, investors, and residents is utilized.

The Cuyahoga County Community Improvement Corporation (CCCIC) has been tasked with reviewing and making recommendations as it relates to various investment decisions. The CCCIC is an outside body comprised of industry, county and community leaders. The CCCIC's ability to make objective and uncompromised recommendations consistent with the County's economic goals and objectives is vital. The County Council and County Executive have final authority over investments consistent with the County's contracting and procurement ordinances. Transparency and reporting outcomes are critical priorities throughout county government, and especially for economic development. The following diagram outlines the approval process:





The process for reviewing, recommending and approving investments has been evaluated consistent with the investment principles outlined in this plan. To ensure this adherence, the County devised a methodology for analyzing investment projects:

1. Strategic fit – consistent with the goals and objectives of the economic development plan
2. Universal measures – located in the County and creating jobs
3. Project specific measures – adheres to specific program investment parameters
4. Community benefit – promotes vibrant, dynamic, quality places and economic opportunity
5. Financial feasibility – aids thriving, competitive, growing businesses
6. Collaboration – promotes regional economic development principles

The analytical process is used to provide an early measure of a project’s strategic fit, eligibility, quality, community benefit and financial feasibility. The analysis reflects an initial review of an investment opportunity and represents a uniform process for vetting. However, because each economic development opportunity has different qualities and characteristics, universal application criteria do not exist. Since economic development opportunities present themselves in an unpredictable fashion, they are not ranked against one another. Rather, investment opportunities are evaluated monadically for their impact.

The Department created a comprehensive Economic Development Dashboard to track all Western Reserve Program investments (Appendix II). The Dashboard records all investment activity and indexes the multiple funding sources for the various programs and projects. The Dashboard systemizes the Department’s investment strategy and creates alignment across various programs and funding streams. It is an invaluable tool for reporting and measuring performance. The Dashboard is updated on a quarterly basis and a report is provided regularly through the County Executive’s CountyStat process, the data-driven accountability system that is used as a decision-making and communications strategy.

Having implemented the organizational elements described above into action, the results of Year III, as judged against the year’s Key Action Step goals, are illustrated below.

## **PART 4: Key Action Steps and Results for Year III**

The Year III Plan had six discrete Action Steps. Those steps and the attendant results are below.

- **Year III - Action Step 1**

Create at least 1,000 jobs

Retain at least 2,000 jobs.

**Results:** As illustrated in Appendix II - DOD Economic Development Dashboard, 870 jobs were created and 2,472 jobs were retained.

- **Year III - Action Step 2**

Lever at least \$100 Million in tandem investment from private and local, state and federal sources from the DOD's economic development funding programs, loans and grants activity.

**Results:** As illustrated in Appendix II - DOD Economic Development Dashboard, over \$110,000,000 in additional tandem investment was leveraged.

- **Year III - Action Step 3**

Commit \$1 Million of incumbent and on-the-job training capital, through the Employment Connection partnership, to the training of up to 500 employees.

**Results:** \$184,000 of Incumbent and On-The-Job Training Capital was expended through the Employment Connection Partnership resulting in 374 employees trained.

- **Year III - Action Step 4**

Contract for 15 Environmental Certified Professional Assessments of contaminated/brownfield properties in Cuyahoga County.

**Results:** As illustrated in Appendix II - DOD Economic Development Dashboard Snapshot, 15 environmental certified professional assessment contracts were completed.

- **Year III - Action Step 5**

Prepare descriptions of the kinds of projects desired but not seen or infrequently seen as a step toward a fully proactive Economic Development strategy.

**Results:** The Cuyahoga County Planning Commission has reviewed 30 Community Master Plans and 26 TLCI Studies discovering that communities across Cuyahoga County share interest

in the following themes and types of projects:

- Reuse of vacant buildings, land assembly, infill development and brownfield revitalization;
- Collaboration with colleges, universities, airport and Metroparks;
- Strengthening existing town centers;
- Road improvements and infrastructure improvements (especially energy and high-speed internet);
- Mixed-use development, transit-oriented development, recreational and green infrastructure improvements;
- High-tech startups and green jobs;
- Marketing of regionally shared assets on a national scale;
- Improved collaboration between communities to build upon each other's strength.

Appendix III – 2014 Place-based Economic Development Findings contains details and in-depth analysis.

- **Year III - Action Step 6**

Create and maintain a countywide file of proposed place-making projects designed to add distinctive character to and stimulate economic development in the neighborhoods where the projects are proposed to be located.

**Results:** The Cuyahoga County Planning Commission has compiled an initial inventory and comprehensive map highlighting the geographic locations and solutions desired for development in the respective communities. Communities find themselves pursuing mixed-use, retail, office, and/ or industrial development. This illustrates opportunities for communities to collaborate on shared industrial parks, to coordinate on design requirements for retail districts, and improved access to amenities.

Appendix III – 2014 Place-based Economic Development Findings contains details and in-depth analysis.

## **PART 5: Key Action Steps for Year IV**

- **Year IV - Action Step 1**

Create at least another 1,000 jobs  
Retain at least another 2,000 jobs.

- **Year IV - Action Step 2**

Lever at least another \$100 Million in tandem investment from private and local, state and

federal sources from the DOD's economic development funding programs, loans and grants activity.

- **Year IV - Action Step 3**

Continue the partnership with Employment Connection and retain the commitment of the \$1 Million capacity for incumbent worker and on-the-job training capital, to train up to an additional 500 employees.

- **Year IV - Action Step 4**

Contract another 15 Environmental Certified Professional Assessments of contaminated brownfield properties in Cuyahoga County.

- **Year IV - Action Step 5**

Identify development projects and themes that demonstrably contribute to the County overall. Identify strategies to attract development and redevelopment to specific geographic areas in Cuyahoga County (asset-based investment).

- **Year IV - Action Step 6**

Determine which place-making projects are candidates for a more proactive implementation role for the County. Assemble plans and layer all of these together to identify target areas for place-making economic development opportunities for the overall development of Cuyahoga County.

As we enter Year IV, the County will continue to fulfill the Vision and the Mission of the Charter by working strategically and implementing its portfolio of economic development programs as creatively and effectively as possible, thus creating jobs, and improving our community as a great place to live, work, play and learn.

## **Appendices**

Appendix I – Cuyahoga County Western Reserve Fund Initiative - Operations and Economic Development Programs

Appendix II – DOD - Economic Development Dashboard (June 1, 2013 – May 30, 2014)

Appendix III – Cuyahoga County Planning Commission – 2014 Place-based Economic Development Findings

# APPENDIX I



## Cuyahoga County Western Reserve Fund

### Operations & Economic Development Programs

The Cuyahoga County Western Reserve Fund Initiative seeks to reinvigorate Business development as well as the urban fabric, nurturing the place-based values expounded in the Five Year Economic Development Plan. The overarching goal of the Fund is simple: make \$100 million dollars available to spur county job creation and economic growth. The Fund is collaborative and inclusive, binding regional assets together to augment strengths, repair weaknesses and embrace economically isolated populations. All of this is achieved with uppermost accountability and transparency. The County has marshaled flexible, cost-effective and strategic funds to meet the demands—and customer service expectations—for those businesses poised to grow and add jobs.

## Investment Priorities

There are three major priority areas for investment available countywide, each with distinct programs:

<b>Innovation Development</b>			
<b>Micro Enterprise</b>	<b>Pre-Seed Fund</b>	<b>Next Stage Fund</b>	<b>Innovation Match</b>
Finances Business Too Small or Unestablished for Traditional Lenders	Early Stage Funding to Accelerate Growth and Attract Investors	Invests in Companies Primed for Full Commercial Launch	Provides Local Match Required by Federal and State Innovation Grants

These programs are designed to nourish early stage companies. By channeling capital to promising companies with a pipeline of inventive products and services, the county adds critical funding to the creative mixture of concepts, employees and management.

<b>Commercial Property Reutilization, Expansion and Acquisition</b>		
<b>Redevelopment and Modernization</b>	<b>Site Expansion</b>	<b>Redevelopment Ready</b>
Finances Existing Site Improvements, Including Modernization	Finances Environmental Cleanup of Sites Adjacent to Existing End-User	Finances Environmental Cleanup of Underutilized Sites With or Without End Users

Firms that are growing need to modernize and expand. These resources swiftly address that need for successful companies already in Cuyahoga County, and help them grow in place. Furthermore, local dollars present the opportunity to leverage federal and state grants already in place for remediation.

<b>Business Growth, Commercialization and Attraction</b>			
<b>Small Business Credit Enhancement</b>	<b>Incumbent Worker Training</b>	<b>Business Growth</b>	<b>Large Scale Attraction</b>
Increases Access to Traditional Lending Market	Reimburses 50% of Expenses for Retraining Workers	Capital for Expansion Via Acquisition, New Markets and Diversification	Gap Financing and Incentives for Large Scale Growth and Attraction

The greatest source of potential job growth lies in small business. The program portfolio addresses needs gleaned from active engagement with loaned executives, economic development professionals and transition volunteers

## Universal Terms

While each program in the Fund is different, there are certain criteria that span the programs. These basic criteria focus the plan on its mission of providing jobs and prosperity to Cuyahoga County.

### Location in Cuyahoga County

Because the Fund is furnished by Cuyahoga County, all investments are aimed at the county's residents.

- Business and innovation related programs require the recipient to be either located or planning to locate in Cuyahoga County.
- Only real estate located in the county are eligible for land related programs.
- If the company is sold or leaves Cuyahoga County, the remainder of the loan must be paid in full in addition to an exit fee.
- Projects require a resolution of support from the respective municipality.
- Borrowers must be current on all Cuyahoga County tax obligations.

### Job Creation and Retention

Creating jobs is at the foundation of the Fund. With that in mind, every program aims to put Cuyahoga residents to work, and each program's success or failure will be measured, in some degree, by job creation.

- To that end, borrowers receiving County assistance will be required to execute a Workforce Development Agreement with Employment Connection.
- Further, annual job creation and retention reporting by the borrower to the Department of Development is required.

### Security and Collateral

The County strives to balance the access to capital for growing businesses with prudent lending practices.

- The borrower must demonstrate that funding commitments to finance the total project have been secured.
- Unless otherwise specified, the borrower must have at least 10% equity in the project.
- Unless otherwise specified, loans do not exceed 40% of the total project costs.
- Unless otherwise specified, the County will secure a corporate and/or personal guaranty.
- Unless otherwise specified, the County will secure a first-priority lien on machinery and equipment and second-priority lien on real estate.

### Fees

Borrowers are to pay all fees, costs and expenses incurred by the County, including legal fees.

- Borrowers will be required to pay an application fee of \$250.
- Loan fees equaling 1% of the loan amount, for loans greater than \$150,000, are due at loan closing.

### Other Regulations

Borrowers are to comply with all applicable federal, state, and local regulations to the extent that are applicable to the project.

- Payment of State prevailing wages and benefits rates for that portion of the project funded by the loan/grant authorized by the County, if applicable (i.e. new construction, rehabilitation, expansion or renovation).
- Borrowers receiving economic development assistance valued at \$250,000 or more for projects resulting in improvements to real property are hereby encouraged to hire and provide contract opportunities to qualified Small Business Enterprises (SBE) that have been certified pursuant to Cuyahoga County's SBE program, particularly residents of Cuyahoga County whose income equals or falls below the federal poverty guidelines pursuant to Council Ordinance 2011-0014 and the SBE policy adopted October 29, 2009.



	<b>Innovation Development</b>			
	<b>Micro Enterprise</b>	<b>North Coast Opportunites Technology Fund</b>	<b>Next Stage Fund</b>	<b>Innovation Match</b>
<b>Summary</b>	Finances Business Too Small or Unestablished for Traditional Lenders	Early Stage Funding to Accelerate Growth and Attract Investors	Invests in Companies Primed for Full Commercial Launch	Provides Local Match Required by Federal and State Innovation Grants
<b>Funding Type</b>	Loan	Loan	Loan	Grant
<i>Amount</i>	\$10,000 - \$100,000	\$25,000 - \$125,000	\$400,000 - \$700,000	Up to \$300,000
<i>Forgivable</i>	No	No	No	
<i>Interest</i>	7% - 12%	5% (Deferred for 5 years)	7% - 10%	
<i>Time Period</i>	3 - 7 Years	5 years	3-5 Years	
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>Revenues less than \$500,000</li> <li>Credit Score Above 600</li> <li>Current on Taxes</li> <li>Personal Guarantee and Collateral</li> <li>Must Participate in Technical Assistance Program</li> </ul>	<ul style="list-style-type: none"> <li>High Growth Technology Company</li> <li>Jumpstart Registered and Supported</li> <li>Not Engaged in Due Diligence</li> <li>Have Not Received Investments Totaling More than \$1.5 Million</li> </ul>	<ul style="list-style-type: none"> <li>Entering Broad Market</li> <li>High Growth Technology Company</li> <li>Part of Northeast Ohio Entrepreneurial Network</li> <li>25% Minimum Contribution</li> <li>Create or Retain Jobs</li> </ul>	<ul style="list-style-type: none"> <li>Highly Competitive</li> <li>In Target Industry</li> <li>Focused on Research and Development</li> <li>Strong Potential For Marketable Products</li> <li>Seeking State or Federal Funds</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>Cleveland Foundation</li> <li>Huntington Bank</li> <li>City of Cleveland</li> <li>Federal Reserve Bank</li> <li>Jumpstart</li> </ul>	<ul style="list-style-type: none"> <li>Jumpstart</li> <li>BioEnterprise</li> <li>MAGNET</li> <li>Nortech</li> </ul>	<ul style="list-style-type: none"> <li>Jumpstart</li> </ul>	<ul style="list-style-type: none"> <li>Jumpstart</li> <li>BioEnterprise</li> <li>MAGNET</li> <li>Nortech</li> </ul>
<b>Performance Indicators</b>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Dollars Leveraged</li> <li>Follow-on Funding</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>Jobs Created</li> <li>Payroll Growth</li> <li>New Revenue Generated</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Dollars Leveraged</li> <li>Follow-on Funding</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>Jobs Created</li> <li>Job Placements</li> <li>Payroll Growth</li> <li>Patents Filed</li> <li>New Revenue Generated</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Dollars Leveraged</li> <li>Follow-on Funding</li> <li>Job Created</li> <li>Payroll Growth</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>Patents Filed</li> <li>New Revenue Generated</li> <li>Program Income</li> <li>Investment Exits</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>Dollars Leveraged</li> <li>Patents Filed</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>Follow -on Funding</li> <li>Job Creation</li> <li>Job Placement</li> <li>Payroll Growth</li> </ul>

## Micro Enterprise Revolving Loan Fund (MRLF)

The MRLF provides microloans to qualified small businesses that can be capitalized with modest loans and can attain traditional financing within three to five years. The MRLF is an effort to grow the number and size of enterprises owned by economically isolated populations, expand access to capital for underserved communities, and sustain a capital system that generates economic opportunities for all residents. The County entered into a contract with the Economic and Community Development Institute (ECDI) to administer the MRLF and provide technical assistance to startup and established small businesses.

### Use of Funds:

- Establishment of new businesses. (less than one year of operations)
- Expansion of existing businesses (1 or more years of operations)
- Purchase of equipment, machinery, or supplies/inventory
- Startup operating costs/working capital (limited to no greater than 50% of total loan request)
- Debt refinancing – must demonstrate cost savings to the business

### Eligibility:

- For-profit business located in Cuyahoga County with revenues typically less than \$500,000
- Must have a credit score above 600 and be current with all taxes
- Must provide personal guarantee and sufficient collateral to secure the loan
- The borrower is required to participate in business training and technical assistance programs
- Funds are provided on a reimbursement basis

### Application and Review:

- Application information includes but is not limited to: Complete ECDI Application Form and provide business plan, balance sheet and profit and loss statement, existing and projected monthly cash flow, sources and uses of funds, existing debt schedule, personal financial statements, verification of costs/invoices in proposed use of funds, verification of collateral
- Loan Approval:
  - Loans under \$25k receive internal approval from ECDI senior management: Cleveland Market VP along with President & CEO review and approve.
  - Loans over \$25k are referred to a Cleveland based ECDI Loan Review Committee (LRC) – Cleveland based ECDI Relationship Manager presents underwriting to the LRC, who approve along with the President & CEO.

### Terms:

1. **Loan Amount:** \$15,000 to \$100,000
2. **Interest Rate:** up to 7.25%
3. **Term/Repayment:** 6 to 60 months
4. **Forgiveness Terms:** N/A
5. **Security/Collateral/Guarantor(s):** Priority Lien on Business Assets, Personal Guarantees

## Northcoast Opportunities Technology Fund (NCO)

Cuyahoga County created the NCO to accelerate technology-based entrepreneurship, create new high paying jobs, and increase the flow of private investment to Cuyahoga County technology companies. Cuyahoga County established the program as a regional collaborative approach to support the development of early stage companies that are well positioned for future capital investment. The County works with partners to identify and vet companies.

### Use of Funds:

- Equipment, machinery, or supplies/inventory
- Prototype development and testing/clinical trials
- Software development
- Creating and protecting intellectual property, regulatory approval

### Eligibility:

- Must be a high growth, technology company with prospects for raising venture capital in the future
- Loan proceeds must be used for a specific project or initiative that will bring the company closer to achieving follow-on funding
- Must be a JumpStart registered company ([www.jumpstartinc.org/Request](http://www.jumpstartinc.org/Request))
- Companies engaged in due diligence or received investments of more than \$1.5 million are not eligible

### Application and Review:

- Submit a brief description of the specific project that funding is being sought and illustrate how the project will bring the company closer to venture or seed stage funding
- The NCO Selection Committee (JumpStart Entrepreneurial Network Director, Entrepreneurs-in-Residence, the MAGNET Incubator Director and Entrepreneurial Expert, and a Cuyahoga County representative) score the Companies with the highest potential for attracting future capital investment
- Recommendations are reviewed and approved by the appropriate County approval body consistent with County contracting process

### Terms:

1. **Loan Amount:** Loans range from \$25K- \$125K
2. **Interest Rate:** 5.00% fixed for the term of the loan
3. **Term/Repayment:** Five years or 60 months. Payments of principal and interest shall be deferred until the earlier of (i) the occurrence of a Financing Event in an amount, separately or in the aggregate, equal to or exceeding \$1,500,000, (ii) the last day of the 60th full month following the first Disbursement Date, or (iii) a declaration of default by the County.
4. **Forgiveness Terms:** N/A
5. **Security/Collateral/Guarantor(s):** The County will secure a first position UCC Financing Statement on all company assets in the amount of the loan.

## Next Stage Fund

Cuyahoga County created the Next Stage Fund to provide capital to market-ready high-growth companies well positioned to achieve rapid commercial sales growth. The goal of the program is to support and retain maturing high growth companies, accelerate commercialization, increase business revenue growth, and create high paying jobs. The Next Stage Fund builds on the success of the NCO Technology Fund and leverages the pipeline of companies within the Northeast Ohio Entrepreneurial Network.

### Use of Funds:

- Land and/or building purchase - the business must occupy at least 51% of the premises
- Purchase of equipment, machinery, or supplies/inventory
- Building construction and/or renovation costs - business must occupy at least 60% of the premises
- Long-term leasehold improvements
- Software development
- Creating and protecting intellectual property
- Working capital – no refinancing

### Eligibility:

- Must be a high growth, technology-oriented company with consistent revenue growth
- Must be within 12 to 18 months of positive cash
- Must be a venture backed company that has successfully raised \$5 to \$7 million
- Must commit to creating 10 to 20 new jobs within three years
- Must demonstrate minimum 25% contribution in the allowable project costs/uses

### Application and Review:

- Application information includes but is not limited to:
  - Business Information: operational history, description of target market, products and services, detailed IP description and position/patents
  - Financial Information: income statement and balance sheet for past three fiscal years, capitalization table with ownership, sale projections for two years, customer pipeline analysis
  - Project Information: project summary with time table and milestones, sources and uses of funds with detailed project plan, job creation and revenue growth plan
- Loan Review/Approval:
  - Applications will receive preliminary review by County DOD based on but not limited to factors such as: the number of high-value jobs created, level of risk associated with the commercialization, ability to attract follow on investment, ability to repay the loan
  - After preliminary review, applications are referred to Jumpstart, Inc. for due diligence. Jumpstart prepares an investment memo to the County. Upon completion, the investment memo is reviewed by DOD and then presented to the appropriate County approval body (Council or BOC).

### Terms:

1. **Loan Amount:** up to \$700,000
2. **Interest Rate:** up to 7.00% with a 5.00-10.00% success fee
3. **Term/Repayment:** Three years or 36 months with two, one-year extension options to be granted based upon achieving defined project milestones and exercised at the sole discretion of the

County. Interest-only payments for up to 12 months, with the balance of the loan becoming fully amortizable in the 13th month and continuing over the remaining term of the loan.

4. **Forgiveness Terms:** N/A
5. **Security/Collateral/Guarantor(s):** Priority Lien on Business Assets, Personal Guarantees may be required
6. **Other:** Non-refundable \$700 application fee is due upon submitting a completed Financial Assistance Application. Success fee between 5% to 10% of the maximum drawn principal will be payable upon maturity of the loan.

## Innovation Match Fund (IMF)

The IMF is a flexible source of funding to ensure that research and development efforts in Cuyahoga County result in commercial products that help drive economic growth. The goal of the IMF is to attract large, nationally designated and highly visible corporate, non-profit, and federal research and development centers or laboratory facilities in Cuyahoga County. The IMF provides local match for the establishment of technology development centers of excellence that are part of a state or federal funding opportunity.

### Use of Funds:

- Land and/or building purchase
- Purchase of equipment, machinery, or supplies/inventory
- Building construction and/or renovation costs
- Long-term leasehold improvements

### Eligibility:

- The center must be sponsored by an existing anchor institution and leverage research investments and core competencies in Cuyahoga County
- The center must have direct application for key industry clusters within Northeast Ohio and private industry participation
- The center must demonstrate direct, short-term job creation and economic development impact for Cuyahoga County
- The proposal must achieve at least a \$20 to \$1 leverage

### Application and Review:

- Application includes but not limited a description of the specific project that funding is being sought, illustrating how the project will bring the center closer to being established in Cuyahoga County and leverage new business attraction, job creation, as well as other grant awards
  - The Center description should include purposes and activities, budget, technological focus, duration of the award, integration and collaboration with County based research institutions and industry and evidence that local match cost share is an evaluation factor for the award
- After preliminary review, applications will be referred to regional technology based economic development organizations for due diligence review. Upon completion, an investment package be presented to the appropriate County Council for approval.

### Terms:

1. **Grant Amount:** maximum amount \$300,000
2. **Interest Rate:** 0.00%
3. **Term/Repayment:** N/A (Grant) – Grantee could be required to repay the full amount of County loan if it fails to complete the project, moves, or fails to create the requisite jobs
4. **Forgiveness Terms:** 100%
5. **Security/Collateral/Guarantor(s):** The County will secure a first position UCC Financing Statement and/or mortgage on the asset being financed.

	<b>Commercial Property Reutilization, Expansion and Acquisition</b>		
	<b>Redevelopment and Modernization</b>	<b>Site Expansion</b>	<b>Redevelopment Ready</b>
<b>Summary</b>	Finances Existing Building Improvements and modernization	Finances Environmental Cleanup of Sites Adjacent to Existing End User	Finances Environmental Cleanup of Abandoned or Underutilized Sites
<b>Funding Type</b>	Loan	Loan	Loan
<i>Amount</i>	<i>Up to \$1 Million</i>	<i>Up to \$500,000</i>	<i>Up to \$1 Million</i>
<i>Interest</i>	<i>4% (2 Years Interest Only)</i>	<i>0%</i>	<i>4% (2 Years Interest Only)</i>
<i>Time Period</i>	<i>10 Years</i>	<i>10 Years</i>	<i>10 Years</i>
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>• For-Profit Borrower w/ Committed End User</li> <li>• Abandoned, vacant or underutilized building</li> <li>• Support From Local Municipality</li> <li>• Must Oversee Project</li> <li>• Own/Operate Site for 7 Years After Completion</li> </ul>	<ul style="list-style-type: none"> <li>• For-Profit Borrower w/ Committed End User</li> <li>• Support From Local Municipality</li> <li>• Must Oversee Remediation</li> <li>• Job Creation Requirement</li> <li>• Own/Operate for 7 Years After Completion</li> </ul>	<ul style="list-style-type: none"> <li>• For-Profit Borrower w/ Committed End User</li> <li>• Support From Local Municipality</li> <li>• Must Oversee Remediation</li> <li>• Job Creation Requirement</li> <li>• Own/Operate for 7 Years After Completion</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• U.S. and Ohio EPA</li> <li>• HUD</li> <li>• Jobs Ohio</li> <li>• Local Land Banks</li> <li>• Municipalities</li> <li>• CCCIC</li> <li>• NEO Sewer District</li> </ul>	<ul style="list-style-type: none"> <li>• U.S. and Ohio EPA</li> <li>• HUD</li> <li>• Jobs Ohio</li> <li>• Local Land Banks</li> <li>• Municipalities</li> <li>• CCCIC</li> <li>• NEO Sewer District</li> </ul>	<ul style="list-style-type: none"> <li>• U.S. and Ohio EPA</li> <li>• HUD</li> <li>• Jobs Ohio</li> <li>• Local Land Banks</li> <li>• Municipalities</li> <li>• CCCIC</li> <li>• NEO Sewer District</li> </ul>
<b>Performance Indicators</b>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Loan Repayments</li> <li>• Jobs Created</li> <li>• Dollars Leveraged</li> <li>• Acres/Square Feet Returned to Productivity</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Loan Repayments</li> <li>• Jobs Created</li> <li>• Dollars Leveraged</li> <li>• Acres/Square Feet Returned to Productivity</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Loan Repayments</li> <li>• Jobs Created</li> <li>• Dollars Leveraged</li> <li>• Acres/Square Feet Returned to Productivity</li> </ul>

## Redevelopment and Modernization

This partially-forgivable loan program will provide financing to for-profit entities with committed end users for existing site improvements to abandoned, vacant or otherwise underutilized buildings, including asbestos abatement and tenant improvements, located in Cuyahoga County.

### Use of Funds:

- Acquisition (maximum 25% of loan)
- Asbestos and/or lead-based paint abatement
- Building renovations/improvements/modernization
- Demolition

### Eligibility:

- For-profit businesses within the targeted industry clusters
- 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
- Demonstrated ability to repay the loan, maintain adequate collateral and acceptable credit
- Projects with tax-exempt end uses are not eligible
- Buildings must be abandoned, vacant or otherwise underutilized and at least, 40 years old
- Must have completed Phase I ESA and Asbestos Survey at the time of application

### Application and Review:

- Applications are issued to prospective borrowers after meeting with DOD staff.
- Loan Review/Approval:
  - Applications will be reviewed by County DOD based on but not limited to factors such as: the number of high-value jobs created, level of risk associated with the loan, project readiness
  - After review, applications are considered by the CCCIC, which can recommend approval of the loan to County Council.

### Terms:

1. **Loan Amount:** up to \$1 million
2. **Interest Rate:** 4.00%
3. **Term/Repayment:** Maximum ten-year term
4. **Forgiveness Terms: Up to 35% of the loan may be forgiven.** The forgivable portion of the loan is reduced in equal amounts over a seven-year period following the completion of the project.
  - Project location in Business Attraction Agreement Community or identified area of economic growth (up to 10%).
  - Projects with known end users can receive a job creation credit of 1% per job created above the average County wage (up to 15% total forgiveness). Borrower must execute County Workforce Agreement.
  - A minimum of 50% of the loan proceeds must be spent with Cuyahoga County vendors to receive 10% loan forgiveness.
5. **Security/Collateral/Guarantor(s):** Second priority-position mortgage, corporate and/or personal guarantees



## Site Expansion

This fully-forgivable loan program will provide financing to for-profit entities with committed end users for the environmental cleanup and demolition of abandoned, vacant and otherwise underutilized properties that are adjacent to the existing committed end user in Cuyahoga County. Job creation and an increase in property values are expected outcomes of remediation and redevelopment. Parties responsible or potentially responsible for the environmental contamination at a site are not eligible for assistance.

### Use of Funds:

- Acquisition (maximum 25% of loan)
- Environmental assessments and remediation
- Demolition and site clearance

### Eligibility:

- For-profit businesses within the targeted industry clusters that are expanding onto an adjacent parcel
- Applicant must be the borrower and must own the property
- Funding is available at a rate of \$25,000 per new to the County fulltime job created as a result of expansion project.
- Gas stations and landfills are ineligible for funding
- Redevelopment of adjacent sites into parking lots is ineligible
- Must have completed VAP Phase I and II Reports, as well as Remedial Action Plan at the time of application
- Must obtain Ohio EPA No Further Action Letter for cleanup

### Application and Review:

- Applications are issued to prospective borrowers after meeting with DOD staff.
- Loan Review/Approval:
  - Applications will be reviewed by County DOD based on but not limited to factors such as: the number of high-value jobs created, level of risk associated with the loan, project readiness
  - After review, applications are considered by the CCCIC, which can recommend approval of the loan to County Council.

### Terms:

1. **Loan Amount:** up to \$500,000 (1 job created per \$25,000 in funding)
2. **Interest Rate:** 0.00%
3. **Term/Repayment:** Maximum ten-year term
4. **Forgiveness Terms:** Up to 100% of the loan may be forgiven, provided that the Ohio EPA VAP No Further Action Letter is obtained, and the requisite number of jobs is created on the expansion site. The forgivable portion of the loan is reduced in equal amounts over a seven-year period following the completion of the project.
5. **Security/Collateral/Guarantor(s):** Second priority-position mortgage, corporate and/or personal guarantees

## Redevelopment Ready

This partially-forgivable loan program will provide financing to for-profit entities with or without end users for the environmental cleanup and demolition of abandoned, vacant, and otherwise underutilized properties in Cuyahoga County. Parties responsible or potentially responsible for the environmental contamination at a site are not eligible for assistance.

### Use of Funds:

- Acquisition (maximum 35% of loan)
- Environmental assessments and remediation
- Infrastructure (maximum 15% of loan)
- Demolition and site clearance

### Eligibility:

- For-profit businesses within the targeted industry clusters
- Applicant must be the borrower and must own the property
- If an end user has been identified for the project site, commitment of end user in form and substance satisfactory to the County must be provided at time of application.
- Projects without a committed end user will be subject to repayment of the County loan upon a sale or transfer of the property within the loan term
- Gas stations and landfills are ineligible for funding
- Redevelopment of sites into parking lots is ineligible
- Must have completed VAP Phase I and II Reports, as well as Remedial Action Plan at the time of application
- Must obtain Ohio EPA No Further Action Letter for cleanup

### Application and Review:

- Applications are issued to prospective borrowers after meeting with DOD staff.
- Loan Review/Approval:
  - Applications will be reviewed by County DOD based on but not limited to factors such as: the number of high-value jobs created, level of risk associated with the loan, project readiness
  - After review, applications are considered by the CCCIC, which can recommend approval of the loan to County Council.

### Terms:

1. **Loan Amount:** up to \$1 million
2. **Interest Rate:** 4.00%
3. **Term/Repayment:** Maximum ten-year term
4. **Forgiveness Terms:** Up to 40% of the loan may be forgiven. The forgivable portion of the loan is reduced in equal amounts over a seven-year period following the completion of the project.
  - Projects after NFA issuance will receive 15% loan forgiveness.
  - Projects with known end users can receive a job creation credit of 1% per job created above the average County wage (up to 15% total forgiveness. The known end user must execute a County Workforce Agreement.
  - A minimum of 50% of the loan proceeds must be spent with Cuyahoga County vendors to receive 10% loan forgiveness
5. **Security/Collateral/Guarantor(s):** Second priority-position mortgage, corporate and/or personal guarantees

	<b>Business Growth, Commercialization and Attraction</b>			
	<b>Small Business Growth</b>	<b>Incumbent Worker Training</b>	<b>Accelerated Growth</b>	<b>Large Scale Attraction</b>
<b>Summary</b>	Increases Access to Traditional Lending Market through Credit Enhancements	Reimburses up to 50% of Training Expenses for Retraining Workers	Capital for Expansion Via Acquisition, Equipment, New Markets and Diversification	Gap Financing and Incentives for Large Scale Growth and Attraction
<b>Funding Type</b>	Loan Guarantee	Grant	Loan	Loan
<b>Amount</b>	<i>Up to \$500,000</i>	<i>Up to 50% of Costs</i>	<i>\$150,000 - \$1.5 Million</i>	<i>\$200,000 - \$3 Million</i>
<b>Interest</b>			2% - 4%	1% - 7%
<b>Time Period</b>			5 - 15 Years	1 - 15 Years
<b>Eligibility</b>	<ul style="list-style-type: none"> <li>• Small Business</li> <li>• Strong Pro-Forma</li> <li>• Collateral Shortfall</li> <li>• Referred to County by Bank</li> <li>• In Target Industry</li> <li>• Latitude of Potential Fund Uses</li> <li>• Potential Use Must Create Jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrated Aged Vacancy</li> <li>• Must Provide Skill Training for an Incumbent Worker</li> <li>• In Target Industry</li> <li>• Must Document Job Creation/wage increase</li> <li>• Reimbursement Based</li> </ul>	<ul style="list-style-type: none"> <li>• Small-to-Medium Size Business</li> <li>• Established</li> <li>• In Target Industry</li> <li>• High Growth Potential</li> <li>• Potential Idea Can Add at Least 1 Job per \$35,000</li> </ul>	<ul style="list-style-type: none"> <li>• At Least 100 Jobs w/ Average Salary at or Above County Median</li> <li>• In Target Industry</li> <li>• Expanding or Relocating</li> <li>• Demonstrated Ability to Repay Loan</li> <li>• Adequate Collateral and Credit</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• Participating Lender Institutions</li> <li>• Small Business Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Employment Connection</li> <li>• Area Employers</li> </ul>	<ul style="list-style-type: none"> <li>• Team NEO/Jobs Ohio</li> <li>• Greater Cleveland Partnership</li> <li>• Jumpstart</li> <li>• BioEnterprise</li> <li>• MAGNET</li> <li>• Nortech</li> <li>• WIRE-Net</li> </ul>	<ul style="list-style-type: none"> <li>• Team NEO/Jobs Ohio</li> <li>• Greater Cleveland Partnership</li> <li>• Fund For Our Economic Future</li> <li>• City of Cleveland</li> <li>• Cleveland - Cuyahoga Port</li> </ul>
<b>Performance Indicators</b>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Dollars Leveraged</li> <li>• Jobs Created</li> <li>• New Revenue Generated</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Job Retention of Trained Employees</li> <li>• Wage Gain of Trained Employees</li> <li>• Jobs Created</li> <li>• Lay-off aversion</li> <li>• Skill Development</li> <li>• Increase employee productivity</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Jobs Created</li> <li>• Job Placement</li> <li>• Dollars Leveraged</li> <li>• Follow-on Funding</li> <li>• Payroll Growth</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>• New Revenue Generated</li> <li>• Exports</li> <li>• Patents Filed</li> <li>• Skilled Workforce</li> <li>• Program Income</li> <li>• Tax Revenue</li> </ul>	<p><b>Primary</b></p> <ul style="list-style-type: none"> <li>• Job Creation</li> <li>• Dollars Leveraged</li> <li>• Follow-on Funding</li> <li>• Payroll Growth</li> </ul> <p><b>Secondary</b></p> <ul style="list-style-type: none"> <li>• New Revenue Generated</li> <li>• Exports</li> <li>• Tax Revenue</li> </ul>

## Small Business Credit Enhancement Program (SBCEP)

Cuyahoga County created the SBCEP as a loan enhancement program to help small businesses gain access to capital. The SBCEP program provides support for private lending institutions to increase lending to small businesses that would have otherwise been unable to secure the funds needed to grow. When a bank makes an approved loan within the County's program guidelines, the County will help guarantee that the borrower will repay the loan. If the borrower defaults on the loan, the County will reimburse the bank a percentage of the loss. The result is a larger local pool of borrowers eligible for loans that foster growth and job creation in Cuyahoga County, while leveraging the expertise, systems, and infrastructure of traditional lenders.

### Use of Funds:

- Land and/or building purchase – must be owner occupied property
- Building construction and/or renovation costs – must be owner occupied property
- Purchase of equipment, machinery, or supplies/inventory
- Long-term leasehold improvements
- Working capital

### Eligibility:

- Businesses with sales of \$500,000 - \$15 million in Cuyahoga County
- Businesses with at least a three-year track record and demonstrate cash flow to cover debt service
- Target industries in Five Year Economic Development Plan preferred (i.e. advanced manufacturing, energy, materials, devices, aerospace, controls, etc.)
- Ineligible businesses include retail business, religious institutions, and other non-profits.

### Application and Review:

- Borrowers complete lenders' standard loan application. Lenders originate and underwrite the loans. Additional County application information includes but is not limited to project summary, sources and uses of funds, detailed job creation and revenue growth plan, and Workforce Cooperation Agreement.
- Completed applications are forwarded from bank underwriting teams after structuring, credit write-up and decision-making. Eligible applications are referred to the County for review. For applicants who meet the banks' underwriting standards, and reinforced by the County's additional due diligence, credit may be extended to the borrower. If approved, the County sends lender notification and closing documents.

## TERMS

1. **Loan Amount:** Loan Guarantees range from \$50K- \$500K, with typical loans in the \$150-250K range
2. **Interest Rate:** N/A – a onetime 3% guarantee fee of the guarantee amount at closing
3. **Term/Repayment:** Guarantees will be provided for up to five (5) years with a five (5) year renewable option at the request of Bank, and subject to County re-approval.
4. **Forgiveness Terms:** N/A
5. **Security/Collateral/Guarantor(s):** The Cuyahoga County enhancement is unsecured and structured as a Performance Guarantee (or a deficiency guarantee), not a covenant or payment default trigger for guarantee. The Performance Guarantee effectuates after all collection efforts have taken place and a loan balance deficiency needs to be satisfied via the guarantee. Lender must exhaust all collection efforts before making a claim on the guarantee.

## Small Business Track

### **Eligible Business Borrowers**

- Small businesses as defined by the SBA with revenues equal to or less than \$20 million
- Small businesses that are creating or retaining jobs (one full-time equivalent job per \$50,000 pledge for collateral enhancement)
- Preference for businesses within industries identified in the County's Five Year Economic Development Plan (i.e. advanced manufacturing, energy, materials, devices, aerospace, controls)

### **Bank Loan Terms**

- 15 years for a real estate loan (balloon amortization schedules are acceptable)
- 7 years for equipment loans (balloon amortization schedules are acceptable)
- 1 year for short-term working capital loan – can be renewed for 2 additional years
- Interest rate, fees, terms, and conditions determined by the Lender and Borrower

### **Collateral Guarantee Limits**

- Up to 30% of the loan amount, with a maximum enhancement amount of \$500,000

### **Eligible uses of loan proceeds**

- Owner-occupied commercial real estate purchases, expansions, or renovations
- Equipment purchases
- Leasehold improvements, working capital, inventory purchases, or rolling stock
- Refinancing of another Lender's debt, start-up costs, franchise fees, or other business purposes

### **Borrower Requirements**

- Pays 2% of the Cash Collateral Deposit at closing (paid by lender or borrower)
- 10% equity in the project (on purchases and renovations)
- Minimum 1.2:1 debt coverage ratio
- Pays other Lender application and closing costs

## Mixed-Use Redevelopment Track

### **Eligible Borrowers**

- Transformative mixed-use redevelopment projects in emerging markets
- Multi-building, multi-acre project property, minimum \$50 million in total project costs
- Significant municipal contribution to project
- Developer's rate of return – capped at 10%

### **Bank Loan Terms**

- 3-5 years for a construction loan (balloon amortization schedules are acceptable)
- Interest rate, fees, terms, and conditions determined by the Lender and Borrower

### **Collateral Guarantee Limits**

- Maximum enhancement amount of \$5,000,000

### **Guarantee Terms**

- Borrower pays 2% of the Cash Collateral at closing
- Project must demonstrate a 90% LTV on as-built appraisal
- Second-priority position mortgage
- Corporate and personal guaranty

### **Borrower Requirements**

- 10% equity in the project
- Minimum 1.2:1 debt coverage ratio
- Pays other Lender's application and closing costs
- Evidence of all other construction sources/tax credits

## Incumbent Worker Training (IWT)

Cuyahoga County created the IWT program to support training projects that will benefit local businesses, industries and agencies by assisting in the skill development of existing employees, thereby increasing employee productivity, the growth/retention of the company and its workforce, and improve the economic competitiveness of Cuyahoga County's employers.

### Use of Funds:

Incumbent Worker Training funds are available to a business within the *Target Industries* or a group of businesses requesting training that leads to one or more of the following:

- Improve/upgrade the skills of the employers' workforce
- Raise the skill level of employees so that they can be eligible for promotion
- Provide career progression that opens entry-level positions to others
- Increase retention in employment
- Increase individual wages

### Employer Eligibility:

- IWT funding may be used to supplement, but not to supplant current training efforts
- Must have at least one full-time employee
- Must be current on all state tax obligations
- Must be able to demonstrate financial viability

### Employee Eligibility:

Must be directly employed by the company at a facility located within Cuyahoga County and meets all of the following requirements:

- Employed in any of the following business functions: production, back office operations, information technology, logistics, or research & development
- Earning at least minimum wage but not more than \$90,000
- An Ohio resident, at least 18yrs of age and legal to work in the USA
- Working at least 25 hrs. per week and
- Must not be related to business owner(s) if company has 50+ employees

### Eligible Training Costs:

The employer may request reimbursement for up to 50% of the employer's cost to train an employee and may be used for any of the following purposes:

- Tuition
- Instructor or trainer fees
- Instructional materials including manuals, text books, handout (.05/copy)
  - Note that instruction materials cost must be prorated per employee and will be capped at 10% of the cost of training per employee per training.
- Lodging necessary for training
- Equipment rental necessary for training (capped at % of training costs)

### Targeted Industries:

- Manufacturing
- Aerospace / Aviation
- Automotive
- BioHealth
- Health Care
- Energy
- Corporate Headquarters
- Financial Services
- Information Technology
- Polymers & Chemicals

- Food Processing
- Social Service Agencies

### **Available Funding:**

The IWT program is operated as a cost-reimbursement program. Cuyahoga County Department of Development will reimburse the employer for up to 50% of the cost of the training (up to \$2,000 per employee), after: 1) the employer pays the full cost of the training, and 2) the employee successfully completes the training. Funding approvals for this IWT program will be on a first-come, first-served basis.

### **Eligible Training:**

Training opportunities that expand and improve employees' workforce skills and develop his or her opportunities for growth, promotion and/or wage increase are eligible for the IWT program. Training needs and opportunities are determined by the employer and employee. The training provider is selected independently and may be public, private or in-house trainer. Funds will not be provided to independent contractors. Trainings may be conducted at the employer's facility, at the training provider's facility, on-line or at a third-party site.

#### **A. Eligible training will relate to the employee's current position or for future advancement within the company.**

Training activities may include:

- Classes, (credit or non-credit) at an accredited education institution
- Training that leads to an industry recognized certificate
- Training provided in conjunction with the purchase of a new piece of equipment related to the business operation
- Training from a national, regional, or state trade association that offers an independently certified training curriculum and testing
- Training for improved process efficiency (e.g. ISO-9000, Six Sigma, Lean Manufacturing)

#### **B. Ineligible training activities include (but are not limited to):**

- Training that would happen without public funds
- Training that is already being reimbursed by another local, state or federal training program
- Continuing Education Units (CEUs) required for continued professional certification
- Soft Skills
- Training which is required by another public agencies or departments (OSHA, Worker's Compensation, etc.)
- GED
- Conference fees/Travel costs
- Wages of trainees while being trained (can be used towards match if training occurs during regularly scheduled work day).
- Company's orientation training

### **Application and Review**

#### **a. Application information includes but is not limited to:**

- i. Business Information: business description, training target, benefit employee, cost
- ii. Training Information: training occupation, goal/objective of training, training costs, training curriculum

#### **b. Grant Review/Approval:**

- i. Applications will be reviewed by the Employment Connection (EC) review committee. Recommendations will be made based on but not limited to factors such as: A complete application including all required documents, projected outcomes, grant request, training curriculum and employer/employee expectations.
- ii. After committee review, score sheets are referred to management for review and signature by EC and DoD Director, and then presented for a funding recommendation to the appropriate County approval body (CPB or BOC).

## Business Growth

Cuyahoga County created the Business Growth Program to enhance the growth opportunities and maximize the potential of businesses and industries already in the region. The Program provides loans to businesses that are relocating, expanding or building new facilities, which will create and retain jobs in Cuyahoga County. The loans are structured to leverage private investment and stimulate business expansion and growth. The County offers subordinated long-term, fixed-rate financing at below-market rates to businesses that generally have difficulty securing capital for growth due to collateral and equity shortfalls.

### **Use of Funds:** - Fixed Asset Financing only

- Land & Building Acquisition
- Building Improvements/Renovations
- New Construction
- Purchase of Machinery & Equipment

### **Eligibility:**

- For-profit commercial, industrial or service businesses
- Business must have 3 years prior financial history
- Business must demonstrate adequate collateral, credit and capacity to repay the loan

### **Application and Review:**

- Application includes but is not limited to: business summary, operational history, description of products and services, balance sheet and profit and loss statement, existing and projected cash flow, sources and uses of funds, existing debt schedule, personal financials, and collateral verification
  - Applications are reviewed and underwritten by County DOD based on but not limited to factors such as: ability to cover debt service, collateral value, the number of high-value jobs created, private investment participation
- After review, loan packages are presented to the CCCIC for a funding recommendation to the appropriate County approval body for final approval of the loan

### **Terms:**

1. **Loan Amount:** Up to 40% of Total Project Cost, with a maximum loan amount of \$1,500,000 and a minimum loan of \$150,000
2. **Interest Rate:** Below market rate, with a typical interest rate between 2% and 4% fixed for the term of the loan
3. **Term/Repayment:** 5 - 10 years leasehold improvements, 7 - 10 on machinery and equipment, Up to 15 years on land and building. Borrowers could be required to repay the full amount of County loan if it moves, sells, fails to complete the project, or fails to create the requisite jobs
4. **Forgiveness Terms:** N/A
5. **Security/Collateral/Guarantor(s):** The County will secure a second-position UCC lien and/or mortgage on the collateral asset being financed with a LTV up to 90%.



## Prism – Accelerated Growth Component

Cuyahoga County created the PRISM - Accelerated Growth Component of the Business Growth Loan Program to enhance the growth opportunities and maximize the potential of manufacturing businesses and industries already in the region. The program is for businesses that are part of MAGNET's PRISM (Partnership for Regional Innovation Services to Manufacturers) program portfolio. These companies are looking to grow through new product development, new market development or other growth strategies that will create and retain jobs in Cuyahoga County. The County offers subordinated long-term, fixed-rate gap financing at below-market rates to established manufacturers that are having difficulty securing capital for new product development and other commercialization and market growth due to collateral and equity shortfalls.

### Use of Funds:

- New product development (ideation, market research, industrial design, engineering, prototyping)
- New market development
- Product commercialization and launch

### Eligibility:

- Business must be a manufacturer currently a member of MAGNET's PRISM portfolio.
- PRISM member company launching a New Product Innovation Project
- PRISM member company completes MAGNET New Product Innovation Application and receiving New Product Project proposal approval from MAGNET
- For-profit manufacturing businesses that want to expand in or move into the County.
- Business must have 3 years prior financial history.
- Business must demonstrate adequate collateral, credit and capacity to repay the loan.

### Application and Review:

- MAGNET presents the approved New Product Innovation Project for application to the County
- Application includes but is not limited to: business summary, operational history, description of products and services, balance sheet and profit and loss statement, existing and projected cash flow, sources and uses of funds, existing debt schedule, personal financials, and collateral verification
  - Applications are reviewed and underwritten by County DOD based on but not limited to factors such as: ability to cover debt service, collateral value, the number of high-value jobs created, private investment participation
- After review, loan packages are presented to the CCCIC for a funding recommendation to the appropriate County approval body for final approval of the loan

### Terms:

- 1. Loan Amount:** Up to 40% of Total Project Cost, with a maximum loan amount of \$750,000 and a minimum loan of \$150,000. Loans will be issued in tranches as determined necessary to support the project and will be based on satisfactory project progress to milestones. All disbursements will be based on actual expenses and subject to satisfactorily meeting MAGNET PRISM Program milestones.
- 2. Interest Rate:** Below market rate, with a typical interest rate between 2% and 4% fixed for the term of the loan
- 3. Term/Repayment:** 10 year loan term. First year of principal and interest payments is deferred. Borrowers could be required to repay the full amount of County loan if it moves, sells, fails to complete the project, or fails to create the requisite jobs
- 4. Forgiveness Terms:** N/A

5. **Security/Collateral/Guarantor(s):** Loans will be secured by the intellectual property developed by the borrower under the project for which the loan was given. The County may require a second-position lien and/or mortgage on any collateral assets being financed and also corporate and/or personal guarantees.

## Large Scale Attraction

The Large Scale Attraction Loan Program provides businesses with financial assistance to support their job creation in Cuyahoga County. The Program is available to provide gap financing and incentives for large scale growth and attraction opportunities for communities within Cuyahoga County. The Program targets businesses in select industry clusters that create at least 100, new to Cuyahoga County, full time equivalent jobs with an average annual salary at or above the County median annual wage.

### Use of Funds:

- Land and/or building acquisition
- Purchase of equipment and/or machinery
- Building construction and/or renovation costs
- Working capital

### Eligibility:

- At least 100, new to the County, full time equivalent jobs with an average annual salary at or above the County median annual wage
- For-profit businesses within the targeted industry clusters
- Demonstrated ability to repay the loan, maintain adequate collateral and acceptable credit
- County loan cannot exceed 40% of total project cost
- Evidence of other funding commitments must be provided

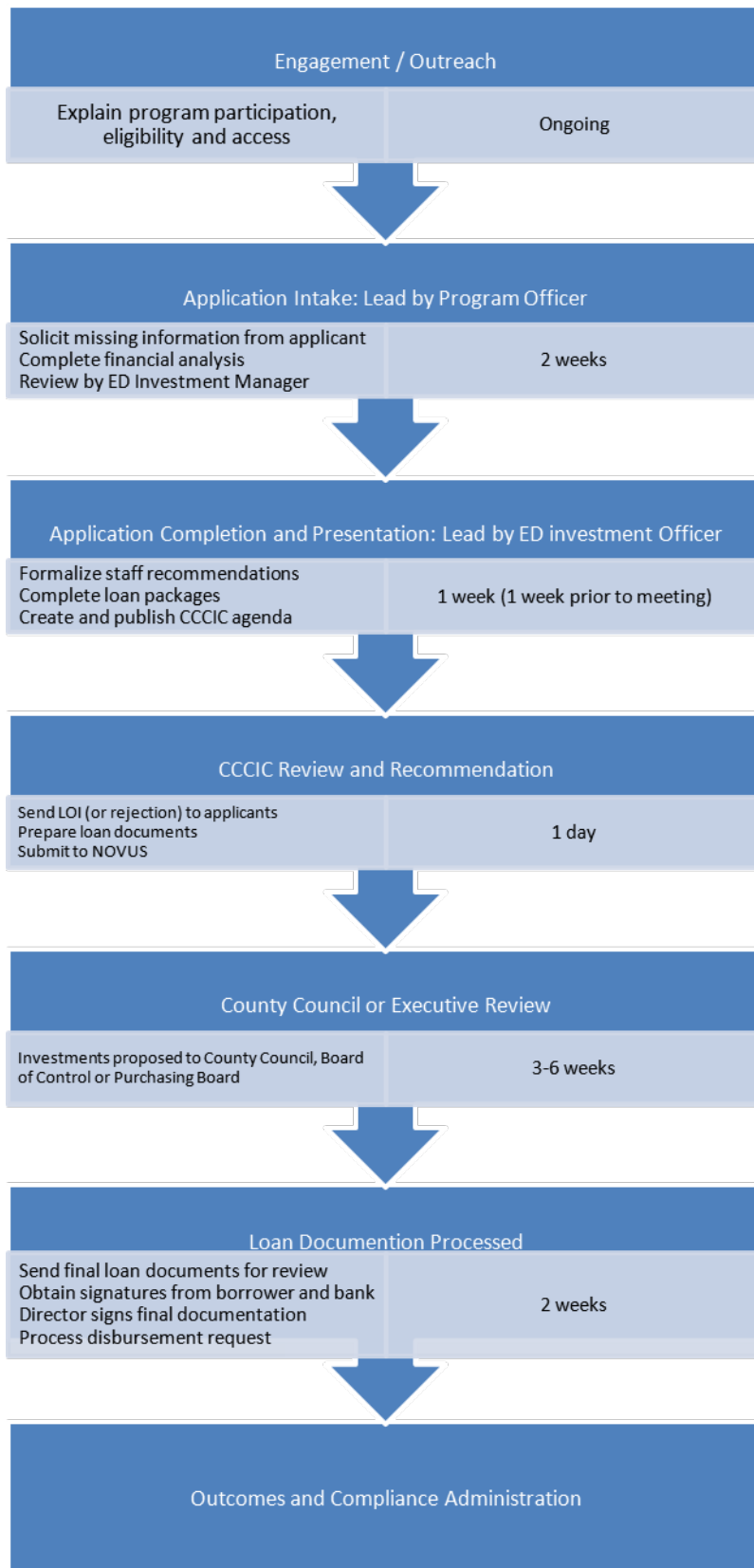
### Application and Review:

- Applications are issued to prospective borrowers after meeting with DOD staff.
- Loan Review/Approval:
  - Applications will be reviewed by County DOD based on but not limited to factors such as: the number of high-value jobs created, level of risk associated with the loan, project readiness
  - After review, applications are considered by the CCCIC, which can recommend approval of the loan to County Council.

### Terms:

1. **Loan Amount:** Up to 40% of Total Project Cost, with a maximum loan amount of \$3,000,000
2. **Interest Rate:** 3.00% to 7.00%
3. **Term/Repayment:** One to three years for working capital, five to 10 years for renovations, seven for machinery and/or equipment, and 15 years for acquisition.
4. **Forgiveness Terms:** Projects that create at least 100, new to Cuyahoga County, full time equivalent jobs with an average annual salary 1.5 times above the County median annual wage OR create at least 300, new to Cuyahoga County, full time equivalent jobs AND are willing to utilize 50% of the loan proceeds with vendors located in Cuyahoga County may be eligible for additional incentivization.
5. **Security/Collateral/Guarantor(s):** Second priority-position mortgage, corporate and/or personal guarantee

# Application Review and Approval Process



# Cuyahoga County Western Reserve Fund Project Review Form

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**Project Name:** \_\_\_\_\_

**Fund Vertical:** \_\_\_\_\_

**Vertical Program:** \_\_\_\_\_

**Reviewer:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Council District:** \_\_\_\_\_

This document reflects the review of a project's application to the Fund. Its purpose is to provide the DoD, across all verticals, programs and applications, with a uniform set of measures to ensure that each project is fully and fairly reviewed. It is to be used by DoD staff, in conjunction with the application, to provide an early, quantitative measure of a project's strategic fit, eligibility, quality, community benefit and financial feasibility.

**Reviewer:** Complete only one "Project Specific Measures" section.

# CCWRF Project Review Form

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**Strategic Fit:**

**( \_\_\_ of 15 points)**

*Narrative that describes how the project comports with our mission, the CCWRF and County ED Plan.*

**Universal Measures:**

**( \_\_\_ of 5 points)**

Is the project located or to be located in Cuyahoga County? (If Not , explain and justify)

Taxes Current?

Ethics statement signatory?

Workforce Agreement

Municipal Resolution of Support

Duly Organized in OH?

Other Considerations?

## Project Specific Measures

( \_\_\_ of 35 points)

### Pre-Seed Program: North Coast Opportunities Technology Fund

<b>Company Qualifications (0 - 11 points)</b>	Industry	Is the applicant a high growth, technology company within a targeted industry sector (advance materials, biosciences, electronics, IT, advanced energy)? Is the company a JumpStart Entrepreneurial Network registered and supported company?
	Deal Stage	Does the company's fund raising to date exceed \$1.5 million? Has the company been selected for due diligence with any equity investors? Has the company successfully received funding from Jumpstart Ventures?
	Job Creation	Has the company identified key positions that need to be hired to sustain the growth of the business? Does the company appear to possess a feasible strategy for hiring essential personnel? Are the five-year employment projection in-line with the company's overall growth trajectory?
<b>Score:</b>	Other	
<b>Company/ Opportunity (0 - 12 points)</b>	Product	Breakthrough potential (vs. "a better mousetrap")? Protectable through patent, trade secret, or highly differentiated business model? Features and benefits clearly articulated?
	Market	Is the market well defined? Is there an urgent market need? Could the market grow to \$1B+ in 3-5 years? Is it a high-growth/hot market? If not currently hot or high growth, is there some fundamental change in the market that could help it become high growth? Does the entrepreneur have a feasible (if not yet perfectly formed) idea on how to go to market?
	Management	Is management experienced in the industry in question, committed to the business at hand (through working full time at the business), and apparently interested in growing the business rapidly through issuing equity/getting outside investors? Have they grown a company before and/or raised outside capital before?
	Venturability	Is the company likely to be able to attract venture capital investment in the future? Is it in a space that the venture community tends towards. Is the market and story compelling enough to attract future investors? Do they fit for the next stage (pre-seed)?
<b>Score:</b>	Other	
<b>Project (0 – 12 points)</b>	Will lead to funding	Will the completion of the project truly make the company more attractive to VC and pre-seed investors? Does it fill a very apparent gap for the company? Has a funding organization told the company that doing the project will make them more interesting for funding?
	Well planned and described	Does the description indicate that the company can plan and execute?
	Feasible	Given the company's resources, the availability of NCO funds and the time allotted, does the project appear to be feasible and likely to be completed successfully?
	Efficient and effective use of funds	Is the proposed project and associated project cost effective and efficient. (a project that costs half as much as an equivalently effective project should score higher)
<b>Score:</b>	Other	

Comments:

# Project Specific Measures

( \_\_\_ of 35 points)

## Next Stage Fund

<b>Company Qualifications (0 - 9 points)</b>	Industry	Is the applicant a high growth, technology company within a targeted industry sector (advance materials, biosciences, electronics, IT, advanced energy)?
	Deal Stage	Is the company a ventured backed company that has successfully raised \$5 to \$7 million? Is the company generating revenue? Are sales growing? Is the company within 12 to 18 months of cash flow positive?
	Job Creation	Has the company identified key positions that need to be hired to sustain the growth of the business? Does the company appear to possess a feasible strategy for hiring essential personnel? Are the five-year employment projection in-line with the company's overall growth trajectory?
<b>Score:</b>	Other	
<b>Company/ Opportunity (0 - 14 points)</b>	Product Intellectual Property	Breakthrough potential (vs. "a better mousetrap")? Protectable through patent, trade secret, or highly differentiated business model? Features and benefits clearly articulated? Does the company possess any patents, patent applications, or license agreements governing IP?
	Market	Is the market well defined? Is there an urgent market need? Could the market grow to \$1B+ in 3-5 years? Is it a high-growth/hot market? If not currently hot or high growth, is there some fundamental change in the market that could help it become high growth? Does the entrepreneur have a feasible (if not yet perfectly formed) idea on how to go to market?
	Financials/ Revenue	Are sale growing? Does the company have positive net worth? Does the company possess a positive cash balance? Does the company possess a sales pipeline that demonstrates feasible income projections? Does the company possess a strong sales forecast visibility?
	Management	Is management experienced in the industry in question, committed to the business at hand (through working full time at the business), and apparently interested in growing the business rapidly through issuing equity/getting outside investors? Have they grown a company before and/or raised outside capital before?
	Venturability	Is the company likely to be able to attract venture capital investment in the future? Is it in a space that the venture community tends towards. Is the market and story compelling enough to attract future investors? Do they fit for the next stage?
<b>Score:</b>	Other	
<b>Project (0 - 12 points)</b>	Will lead to funding or revenue	Will the completion of the project generate more revenue or make the company more attractive to follow-on investors? Does it fill a very apparent gap for the company? Has a funding organization indicated the project will make the company more fundable?
	Well planned and feasible	Does the description indicate that the company can plan and execute? Given the company's resources, the availability of funds and the time allotted, does the project appear to be feasible and likely to be completed successfully?
	Effective use of funds	Is the proposed project and associated project cost effective and efficient. (a project that costs half as much as an equivalently effective project should score higher)
<b>Score:</b>	Other	
Comments:		



## Project Specific Measures

( \_\_\_ of 35 points)

### Commercial Property

#### Property Reutilization / Redevelopment and Modernization

Automatic Ineligibility	Yes/ No	
End Use Commercial or Industrial	If not, then ineligible	
Commitment from End User?	Lease or Letter of Intent If not, then ineligible	
Is applicant responsible for the contamination of the site (PRP)?	If so, then ineligible	
Other		
Company Qualifications	(0 – 11 points)	
Does applicant own or control property for project?	If not, explain	
Other		
Company/Opportunity	(0 – 12 points)	
Targeted Industry Sector	List industry sector	
Is this an existing business located in Cuyahoga County?	Is Business Expanding? Is Business relocating to Cuyahoga County?	
Other		
Project	(0 – 12 points)	
Have environmental assessments been completed?	Phase I ESA? Asbestos Survey?	
Is project located in targeted area?	CRA Improvement Zone ED Innovation Zone Disadvantaged Census Tract	
How long will project take to complete?		
For what purpose will County Assistance be used?	Environmental cleanup Demolition Acquisition (Not to exceed 25% of loan request) Infrastructure Site Clearance	
What is the total project cost?		
What is the % of County participation?		
Are any green/sustainable techniques being utilized in the redevelopment project?		
Other (add comments on additional pages)		

# Project Specific Measures

( \_\_\_ of 35 points)

## Commercial Property

### Property Reutilization / Site Expansion

Automatic Ineligibility	Yes/ No	
End Use Commercial or Industrial (Parking lots are ineligible)	If not, then ineligible	
Will project create at least 15 jobs within three years of completion?	If not, then ineligible	
Will 75% of new jobs go to County residents or local college graduates?	If not, then ineligible	
Is applicant responsible for the contamination of the site (PRP)?	If so, then ineligible	
Is property currently or formerly a gas station, solid waste facility or greenspace?	If so, then ineligible	
Is property eligible for the Ohio EPA's Voluntary Action Program?	If not, then ineligible	
Commitment from End User in place?	Lease or Letter of Intent? If not, then ineligible	
Other		
Company Qualifications	(0 – 11 points)	
Does applicant own or control property for project?		
Other		
Company/ Opportunity	(0 – 12 points)	
Targeted Industry Sector?		
Other		
Project	(0 – 12 points)	
Have environmental assessments been completed?	Phase I ESA Phase II ESA Remedial Action Plan Asbestos Survey	
Is project located in targeted area?	CRA Improvement Zone ED Innovation Zone Disadvantaged Census Tract	
How long will project take to complete?		
For what purpose will County Assistance be used?	Environmental cleanup Demolition Acquisition (Not to exceed 25% of loan request) Infrastructure Site Clearance	
What is the total project cost?		
What is the % of County participation?		
Are any green/sustainable techniques being utilized in the redevelopment project?		
Other (add comments on additional pages)		

## Project Specific Measures

( \_\_\_ of 35 points)

### Commercial Property:

#### Property Reutilization / Redevelopment Ready

Automatic Ineligibility	Yes/No	
End Use Commercial or Industrial	If not, then ineligible	
Is applicant responsible for the contamination of the site (PRP)?	If so, then ineligible	
Is property currently or formerly a gas station, solid waste facility or green space?	If so, then ineligible	
Is property eligible for the Ohio EPA's Voluntary Action Program?	If not, then ineligible	
Other		
Company Qualifications	(0 – 11 points)	
Commitment from End User?	Lease or Letter of Intent	
Does applicant own or control property?	If not, explain	
Other		
Company/ Opportunity	(0 – 12 points)	
Targeted Industry Sector	List industry sector	
Is End User is existing business in Cuyahoga County	Is Business Expanding? Is Business relocating to Cuyahoga County?	
Other		
Project	(0 – 12 points)	
Have environmental assessments been completed?	Phase I ESA Phase II ESA Remedial Action Plan Asbestos Survey	
Is project located in targeted area?	CRA Improvement Zone ED Innovation Zone Disadvantaged Census Tract	
How long will project take to complete?		
For what purpose will County Assistance be used?	Environmental cleanup, Demolition Acquisition (Not to exceed 35% of loan request) Infrastructure (Not to exceed 15% of loan request) Site Clearance	
What is the total project cost?		
What is the % of County participation?		
Are any green/sustainable techniques being utilized in the redevelopment project?		
Other (add comments on additional pages)		

# Project Specific Measures

( \_\_\_ of 35 points)

## Incumbent Worker Training

Projected Employer Outcomes		
The introduction of new technologies/ new production or service		
Improve the occupational skills of the employers' workforce		
Raise the skill level of workers that leads to promotion, increased earnings, transferability and mobility of skills		
Reduction in employee turnover or layoffs		
Increase production, productivity, efficiencies, and effectiveness for employer		
<b>TRAINING ASSESSMENT</b>	<b>(0 – 11 points)</b>	
How are training needs assessed in the company?		
How are workers recruited and selected for training?		
How will the training support competitiveness in your industry?		
<b>TRAINING CURRICULUM</b>	<b>(0 – 12 points)</b>	
Type of Training		
Training curriculum and process identifies the following: description of what is being taught, # of hours/day, total length of training and supporting activities		
How will the training provider be selected / How are they qualified to provide the training?		
Summary of need for training		
<b>EMPLOYER EXPECTATIONS</b>	<b>(0 – 12 points)</b>	
Training will create opportunity for “backfilling” positions (new jobs)		
Employer will offer promotions or wage increases as a result of training and career advancement		
Employer agreed to list all jobs & future openings with Employment Connection		
Company requires training to remain competitive in industry		
Employees will receive a certification and /or credential as a result of the training		
Other (add comments on additional pages)		

## Project Specific Measures

( \_\_\_ of 35 points)

### Business Growth

#### Accelerated Growth

Automatic Ineligibility	Yes/ No	
End Use: Commercial or Industrial	If not, then ineligible	
Will project create one job per \$35,000 of requested loan	If not, then ineligible	
Other		
Company Qualifications	(0 – 11 points)	
Commitment from End User	Lease or Letter of Intent	
Does Applicant own or control property?	If not, explain	
Other		
Company/Opportunity	(0 – 12 points)	
Is business currently located in Cuyahoga County?	Is this an expansion? Are they relocating to Cuyahoga County?	
Targeted Industry Sector	What sector?: (aerospace, automotive, bioscience, healthcare, energy, R&D, steel, food processing, IT, financial, plastic, etc.)	
Other		
Project	(0 – 12 points)	
Is project located in targeted area?	CRA, Improvement Zone, ED Innovation Zone, Disadvantaged Census Tract?	
How long will project take to complete?		
For what purpose will County Assistance be used?	Working capital, Leasehold improvements, Building renovations, Acquisition, Machinery & Equipment	
What is the total project cost?		
What is the % of County participation?		
Other		

#### Comments:

## Project Specific Measures

( \_\_\_ of 35 points)

### Business Attraction

#### Large Scale Attraction

Automatic Ineligibility	Yes/ No	
End Use: Commercial or Industrial	If not, then ineligible	
Will project create 100 jobs with salaries at or above average County wage?	If not, then ineligible	
Other		
Company Qualifications	(0 – 11 points)	
Commitment from End User	Lease or Letter of Intent	
Does Applicant own or control property?	If not, explain	
Other		
Company/Opportunity	(0 – 12 points)	
Is business currently located in Cuyahoga County?	Is this an expansion? Are they relocating to Cuyahoga County?	
Targeted Industry Sector	What sector?: (aerospace, automotive, bioscience, healthcare, energy, R&D, steel, food processing, IT, financial, plastic, etc.)	
Other		
Project	(0 – 12 points)	
Is project located in targeted area?	CRA, Improvement Zone, ED Innovation Zone, Disadvantaged Census Tract?	
How long will project take to complete?		
For what purpose will County Assistance be used?	Working capital, Leasehold improvements, Building renovations, Acquisition, Machinery & Equipment	
What is the total project cost?		
What is the % of County participation?		
Other		

#### Comments:

<b>Community Benefits:</b>		<b>( ___ of 30 points)</b>	
<b>Job Impact</b>		<b>(0 – 15 points)</b>	
Jobs created			
Jobs retained			
Wages relative to County average			
Connectivity – Is project located along public transportation?			
Is project located in an area experiencing greater than avg. unemployment?			
Willing to use County employment resources (e.g. Veterans, WIA, TANF, MRDD)			
Jobs Other			
<b>Funding</b>		<b>(0 – 7 points)</b>	
% of County incentive to be used to “buy local/regional”			
% participation by DBE/SBE			
Project leverages adjacent projects/investments?			
Municipal, State or Federal financial/program participation			
<b>Neighborhood Impact</b>		<b>(0 – 8 points)</b>	
Acres and/or square feet returned to reuse			
Has property been vacant or abandoned greater than five years?			
Diversity/Inclusion			
Community Need			
Smart Growth – Mixed use?			
Compact building design?			
Redevelopment in existing community?			
LEED/Green/Sustainability			
Neighborhood Impact Other			
Comments:			

<b>Collaboration</b>		<b>( ___ of 6 points)</b>	
<b>Participation</b>			
Protocol-Signatory Community (3 points) <u>OR</u>			
Business attraction alternative to Protocol (1 point)			
Active Economic Development Participant (0-3 points)			
Comments :			

# APPENDIX I

<b>Financial Feasibility:</b>	<b>(____ of 10 points)</b>
Financial Statements (3 years)	
3-year Proforma (real estate only)	
Sources and Uses	
% of Owner investment in the project	
Loan to Value (LTV)	
Debt Coverage Ratio (DCR)	
Corporate guarantee(s)	
Personal guarantee(s)	
% Equity	
Evidence of other Private funding commitments	
Net worth of company	
Sales Growth and/or Industry outlook	
Other Considerations?	

**TOTAL:**

**(\_\_\_\_ of 101 points)**





# CUYAHOGA COUNTY DEPARTMENT OF DEVELOPMENT LOAN APPLICATION

## Applicant Information

<b>Legal Name of Applicant</b> _____		
<b>Business Address</b> _____	<b>City</b> _____	<b>Zip</b> _____
<b>Business Phone</b> _____	<b>Business Tax ID Number</b> _____	
<b>E-mail Address</b> _____	<b>Business Fax Number</b> _____	
<b>Type of Organization</b> <input type="checkbox"/> S Corporation <input type="checkbox"/> C Corporation <input type="checkbox"/> Proprietorship <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership <input type="checkbox"/> Limited Liability Company <input type="checkbox"/> Other _____		
<b>Principal Product/Service</b> _____		
<b>Year Business Established</b> _____	<b>Length of Time Current Ownership in Place</b> _____	<b>Years</b> _____ <b>Months</b> _____
<b>Owner/Authorized Signers Name</b> _____		<b>Title</b> _____
<b>Home Address</b> _____	<b>City</b> _____	<b>Zip</b> _____
<b>Telephone</b> _____	<b>E-mail Address</b> _____	
<b>Principals/Owners ( Owing 20% or More of the Business) – Provide Title(s) and Percentage of Ownership:</b>		
<b>Name</b> _____	<b>Title</b> _____	<b>% Ownership</b> _____
<b>Name</b> _____	<b>Title</b> _____	<b>% Ownership</b> _____

**\*IMPORTANT\***

Should the Loan Applicant answer yes to any of the following questions, they must provide any and all details under separate cover and submit it with this application. The Loan Applicant must provide all pertinent information including names, dates, times, types, dollar amounts, circumstances, status and dispositions relevant to the appropriate question(s):

- |  |                              |                             |
|--|------------------------------|-----------------------------|
| Does the Owner/Authorized Signer own any interest in any other business(s)?                                      | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Is the business a franchise or license company?  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Does the business have any other affiliates, subsidiaries, or parents?   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Are there any tax liabilities outstanding from previous reporting periods?                                       | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Does the business have any contingent liabilities?   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Is the loan applicant presently a party to any claim or lawsuit?   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Has the loan applicant or any proposed guarantor ever declared bankruptcy?                                       | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Is the loan applicant an endorser, guarantor or co maker for obligations not listed on the financial statements? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

## Project Information

### CONTACT INFORMATION

Name	Contact Information	
Project Representative	Telephone Number	E-Mail Address
Regular Bank for Business	Telephone Number	E-Mail Address
Accountant/CPA	Telephone Number	E-Mail Address
Legal Counsel	Telephone Number	E-Mail Address
Construction Lender/Participating Bank	Telephone Number	E-Mail Address
Environmental Consultant (if applicable)	Telephone Number	E-Mail Address

### LOAN REQUEST INFORMATION

Amount Requested \_\_\_\_\_ Project Start Date \_\_\_\_\_ Project Completion Date \_\_\_\_\_

Loan Purpose \_\_\_\_\_

Use and Description of Assets to be Acquired \_\_\_\_\_

Guarantor(s) \_\_\_\_\_  
Name Title/Relationship to Applicant Name Title/Relationship to Applicant

### PROPOSED COLLATERAL

TYPE	PROPERTY ADDRESS	CURRENT APPRAISED VALUE	MORTGAGE / LIEN HOLDER	PRESENT BALANCE

### SITE INFORMATION

Name of Site (Bldg. Name, Location Reference, etc.)		Name of Current Property Owner		
Address	City	State	Zip Code	
Permanent Parcel Number(s)				
Site Contact Person (if different than project representative)		Phone Number	E-Mail	
Address				
Address	City	State	Zip Code	
Attach an accurate and legible site map showing locations of prominent and relevant site features such as buildings, retaining walls, etc. (NOTE: site map shall include property boundaries, a north arrow and bar scale)				

Acres of site _____	Building Square Footage _____
<b>Zoning / Land Use</b>	
<p>A. Current: Industrial _____ Commercial _____ Retail _____  Warehouse _____ Mixed-use _____  Other (Specify) _____</p> <p>B. After Renovation: Industrial _____ Commercial _____ Retail _____  Warehouse _____ Mixed-use _____  Other (Specify) _____</p>	
<b>Economic Condition</b>	
Square footage vacant _____	Square footage occupied _____
<b>Length of Vacancy</b>	
_____ square feet vacant for _____ months/years	
_____ square feet vacant for _____ months/years	
_____ square feet vacant for _____ months/years	
Year building(s) were built _____	Date property transferred to current owner _____
	Purchase Price \$ _____

### REDEVELOPMENT INFORMATION

What are the redevelopment plans for the site; specify end use(s), business name, etc.
What is the estimated cost of the redevelopment? \$ _____
What green/sustainable building initiatives will be implemented in the project, if applicable?

### FINANCING INFORMATION

Source of Commitment	Dollar Amount \$ _____
Source of Commitment	Dollar Amount \$ _____
Source of Commitment	Dollar Amount \$ _____

## SOURCES AND USES

USES OF PROJECT FUNDS		SOURCES OF PROJECT FUNDS	
Acquisition (Land/Building)	\$ _____	*Equity Investment	\$ _____ * Source _____
Building (Renovation/Construction)	\$ _____	Bank Loan	\$ _____ Rate _____ Term _____
Demolition	\$ _____	Government Loans	\$ _____ Rate _____ Term _____
Infrastructure	\$ _____	Other _____	\$ _____ Rate _____ Term _____
Soft Costs (Fees, Miscellaneous, etc.)	\$ _____	Other _____	\$ _____ Rate _____ Term _____
<b>TOTAL PROJECT COSTS</b>	<b>\$ _____</b>	<b>TOTAL PROJECT SOURCES</b>	<b>\$ _____</b>

## DEBT SCHEDULE

CREDITOR	LOAN DATE	ORIGINAL AMOUNT	INTEREST RATE	PRESENT BALANCE	MONTHLY PAYMENT	MATURITY DATE	SECURITY

## JOB INFORMATION

NUMBER OF NEW FULL TIME EMPLOYEES	JOB TYPE / DESCRIPTION	HOURLY RATE
		\$ Per Hour
		\$ Per Hour
		\$ Per Hour

Number of Existing \*Full Time Employees \_\_\_\_\_ Current Annual Payroll \$ \_\_\_\_\_

List the number of new full time employees to be hired as a result of this project within the next three years.  
 \*A full time employee is one employee working 40 hours a week, year round. Part time employees should be converted to full time equivalents.

Third Year Projected Full Time Employees \_\_\_\_\_ Third Year Projected Annual Payroll \$ \_\_\_\_\_

## **Acknowledgements and Authorization**

***In the event of loan approval, the undersigned acknowledges the following policies must be complied with:***

- *A minimum of ten percent (10%) of the total Project costs to be injected in cash by the Borrower.*
- *Business hazard insurance on the Project and key-man life insurance on the guarantors (if applicable) in an amount up to the loan amount naming the County as loss payee.*
- *Borrower agrees to execute a Cuyahoga County Workforce Development Agreement for jobs to be created.*
- *Borrower to pay all fees, cost and expenses incurred by the County, including legal fees. Additionally, Borrower will be required to pay an application fee of \$250 and a loan fee of 1% of the loan amount, for loans exceeding \$150,000.*
- *Borrowers receiving economic development assistance valued at \$250,000 or more for projects resulting in improvements to real property are hereby encouraged to hire and provide contract opportunities to qualified Small Business Enterprises (SBE) that have been certified pursuant to Cuyahoga County's SBE program, particularly residents of Cuyahoga County whose income equals or falls below the federal poverty guidelines pursuant to Council Ordinance 2011-0014 and the SBE policy adopted October 29, 2009.*
- *The Borrower and Guarantor (s) shall submit, if requested: (i) annual tax returns and financial statements, (ii) evidence of current and continuing general liability insurance, (iii) evidence of current tax payments, (iv) annual current rent roll (if applicable), (v) annual job creation reports (if applicable), and (vi) any other documentation as required under the loan documents.*
- *The borrower could be required to repay the full amount of the loan plus a 10% fee if it moves, sells, fails to complete the project, or fails to measurably impact job creation or property values to the satisfaction of the County.*
- *Borrower shall also comply, as agreed, with all federal, state and local regulations to the extent that they are applicable to the Project. These include, at a minimum, State of Ohio Prevailing Wage requirements.*

***The information contained herein is true, complete and correct to the best of my knowledge. I certify that I have authority to apply for this loan on behalf of the business described herein. I understand that this information may be made available for public review and is subject to the terms of the Ohio Public Records Act. However, I understand that financial statements and other similar proprietary data submitted in connection with this loan application are not subject to public inspection per ORC 166.14 and ORC 1724.11. In the event of loan approval, the undersigned grants permission to the County to release publicity articles regarding the financing of the project. The undersigned hereby authorizes and consents to financial institution providing a copy of its notice of approval or denial of the application (including an explanation of the reasons therefore), a copy of the lender analysis and appraisal to the Cuyahoga County Department of Development. The County may also check the personal credit history of the principal owner(s) and/or key individuals. By signing below, the undersigned agrees that the loan will be used for business purposes only and not for household, personal, or consumer usage. I understand that any willful misrepresentation on this statement could result in a fine and/or imprisonment under provision of the United States Criminal Code U.S.C Title 18, Section 1001.***

**By: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_**

## REQUIRED ATTACHMENTS

- Application fee of \$250 payable to Cuyahoga County
- Previous three years of Audited/Historical Business Financial Statements and/or Corporate Tax Returns (Balance Sheet, P&L, Cash Flow)
- Detailed five-year proforma, which must include all sources, rates and terms
- Detailed project operating cost items, depreciation and projected debt service
- Site Map
- Legal Description of Site
- Development Agreement, if applicable
- Explanation of green/sustainable building initiatives, if applicable
- Line item project budget
- Appraisal (as-is)
- Appraisal (as-complete)
- Letter(s) of Intent or Letter(s) of Commitment from Private Lender(s) and/or any Other Funder(s)
- Governing Instruments Including Articles of Incorporation, Partnership Agreement(s), Articles of Organization and Operating Agreement(s) for Limited Liability Companies
- Copy of the Construction/Rehabilitation Cost Estimates and the Scope of Work
- Copy of the Existing Purchase Agreement or Settlement Sheet
- Tenant(s) Letter of Commitment or Copy of the Lease Agreement
- Environmental Clearance Evidence – Phase I/Phase II Environmental Site Assessments, if applicable
- Existing Title/Survey
- Asbestos Survey, if applicable
- Municipal Resolution in Support of Project

FOR DEPARTMENT USE ONLY			
_____ R & M	_____ RR	_____ Site Exp	_____ USEPA
_____ LSA	_____ SBCEH	_____ Bus Growth	_____ RLF _____ HUD 108

**Cuyahoga County Department of Development**  
**Borrower Example LLC Project**  
**Preliminary Financing Term Sheet**

*We are pleased to provide a preliminary term sheet. This preliminary term sheet outlines the general terms and conditions under which Cuyahoga County, through the Department of Development, would be willing to provide financing to Business LLC (the Borrower). The following proposed terms are for discussion purposes only and do not constitute an offer, agreement or commitment to lend on these terms. The preliminary term sheet is meant for discussion purposes only, to help reach a final structure which is mutually acceptable. The actual terms and conditions upon which the County may extend credit are subject to the approval of the County Executive and County Council, satisfactory review of documents, due diligence and such other terms and condition determined by the County.*

**Terms and Conditions:**

---

<b>BORROWER:</b>	Borrower Example LLC
<b>CREDIT FACILITY:</b>	WRF Business Growth Loan
<b>CORPORATE GUARANTORS:</b>	Guarantors Example LLC
<b>PERSONAL GUARANTOR(S):</b>	The County will secure a personal guaranty from all owners owning 20% or more of the business.
<b>AMOUNT:</b>	Up to two million dollars (\$2,000,000) or no more than forty percent (40%) of the total Project costs.
<b>INTEREST RATE:</b>	Rate of interest will be fixed at two percent (2%).  Upon determination by the County that the Borrower is not in compliance with job creation requirements to be outlined in the Loan Agreement, the loan shall be considered in technical default and any portion of the principal amount still owed shall be assessed interest at a rate per annum equal to the Wall Street Journal's Prime Rate + three percent (3.00%) and assessed for the actual days elapsed.
<b>USE OF PROCEEDS:</b>	Loan proceeds to be used for building acquisition and improvements located at _____, Ohio 441____.
<b>REPAYMENT:</b>	Fifteen (15) years or one hundred and eighty (180) months amortized for fifteen (15) years.
<b>PREPAYMENT:</b>	The loan may be prepaid at any time, in whole or part, without premium or penalty, provided that there are no existing events of default and payment includes any and all accrued interest.

<b>CONDITIONS:</b>	It will further be necessary to provide copies of a signed letter of commitment and term sheet for financing of the Project from a bank or other financial institution prior to loan approval.  The company must remain in Cuyahoga County for the term of the loan. If the company is sold or leaves Cuyahoga County, the remainder of the loan must be paid in full in addition to an exit fee.
<b>EQUITY:</b>	A minimum of ten percent (10%) of the total Project costs to be injected in cash by the Borrower.
<b>COLLATERAL:</b>	The County will secure a second position on the building and land and assignment of rents and leases.
<b>INSURANCE:</b>	Business hazard insurance on the Project and key-man life insurance on the guarantors (if applicable) in an amount up to two million dollars (\$2,000,000), naming the County as loss payee. It is required that the policy be received by the County prior to loan disbursement.
<b>JOB COMMITMENTS:</b>	Borrower to retain ___ full time jobs and create ___, new to the County, full time jobs within three years of loan approval, which must be maintained for the term of the loan.
<b>WORKFORCE AGREEMENT:</b>	The Borrower will also be required to execute a Workforce Development Agreement for any jobs created as a result of the Project. The Workforce Development Agreement works to match unemployed skilled workers with available positions.
<b>EXPENSES AND FEES:</b>	Borrower to pay all fees, costs and expenses incurred by the County, including legal fees. Additionally, Borrower will be required to pay an application fee of \$250 and a loan fee equaling 1% of the loan amount.
<b>REPORTING:</b>	The Borrower and Guarantor (s) shall submit, if requested: (i) annual tax returns and financial statements, (ii) evidence of current and continuing general liability insurance, (iii) evidence of current tax payments, (iv) annual current rent roll (if applicable), (v) annual job creation reports (if applicable), and (vi) any other documentation as required under the loan documents.
<b>OTHER REGULATIONS:</b>	Borrower to comply with all federal, state and local regulations to the extent that they are applicable to the Project.
<b>COMPLETION GUARANTY:</b>	The Borrower and Corporate Guarantor(s) will guarantee completion of the project.

**Other Requirements:**

**Environmental:** Acceptable Phase I Environmental Site Assessment report.



**SBE Requirement:**

Borrowers receiving economic development assistance valued at \$250,000 or more for projects resulting in improvements to real property are hereby encouraged to hire and provide contract opportunities to qualified Small Business Enterprises (SBE) that have been certified pursuant to Cuyahoga County’s SBE program, particularly residents of Cuyahoga County whose income equals or falls below the federal poverty guidelines pursuant to Council Ordinance 2011-0014 and the SBE policy adopted October 29, 2009.

**Prevailing Wage:**

The use of County funds for projects with new construction, rehabilitation, expansion or renovation requires payment of State of Ohio prevailing wages and benefits rates.

**Approval and Acceptance:**

This transaction is subject to approval by the County Executive and County Council, due diligence, final documentation and closing documents.

This term sheet must be signed by the Borrower and returned to the Cuyahoga County Department of Development by \_\_\_\_\_, 2014.

Please indicate your acceptance of the terms herein by signing below.

\_\_\_\_\_  
*Borrower Principal Owner* \_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Larry Benders*  
*Director, Department of Development* \_\_\_\_\_  
*Date*

APPENDIX II -- ED Dashboard Report: June 1, 2013 - May 30,2014

5/7/2014

Process	WRF Program	DOD Product	Corporate Name-Project Name	Loan Amount	Dollars Leveraged	Jobs Created	Jobs Retained	Total Jobs	Acres Cleaned	No. Projects	
Closed	Business Growth	ED Loan	4400 Carnegie, LLC	\$ 107,500.00	\$ 1,484,500.00	47	-	47	0	1	
			Catanese Classic Seafood's	\$ 449,620.00	\$ 899,430.00	30	69	99	0	1	
			Equity Trust Company (ETC)	\$ 3,000,000.00	\$ 14,050,000.00	300	100	400	0	1	
			Lake Erie Energy Development Corp. (LEEDCo)	\$ 300,000.00	\$ 1,033,185.40	-	-	-	0	1	
			OakPort Management	\$ 172,000.00	\$ 258,000.00	6	-	6	0	1	
			Total Nutrition Shop	\$ 150,000.00	\$ 225,000.00	4	-	4	0	1	
			Tecnology Recovery Group Inc	\$ 1,280,000.00	\$ 1,920,000.00	45	55	-	1		
			VRC Incorporated	\$ 200,000.00	\$ 308,300.00	-	-	-	0	1	
			GCF	Hemodialysis Services, Inc.	\$ 272,500.00	\$ 817,500.00	25	38	63	0	1
				National Plating Corporation	\$ 95,500.00	\$ 286,500.00	2	57	59	0	1
	Royalton Music Center	\$ 86,250.00		\$ 258,750.00	2	-	2	0	1		
	Large Scale Attraction	LSA	Lincoln Electric Expansion	\$ 1,000,000.00	\$ 12,333,333.33	33	633	666	0	1	
	Next Stage	Next Stage	SparkBase, Inc	\$ 700,000.00	\$ 2,900,000.00	15	40	55	0	1	
	North Coast Opportunities	NCO	Casentric, LLC	\$ 100,000.00	\$ -	-	-	-	0	1	
			Motion Resolution	\$ 100,000.00	\$ -	-	-	-	0	1	
			Sociagram	\$ 95,000.00	\$ -	-	-	-	0	1	
	Redevelopment & Modernization	LAND R&M	Gent Machine Expansion	\$ 178,000.00	\$ 372,904.00	5	27	32	2.17	1	
			Lincoln Electric Expansion	\$ 2,000,000.00	\$ 24,666,666.67	67	1,267	1,334	0	1	
		USEPA RLF	St. Martin De Porres - Expansion	\$ 115,000.00	\$ 40,000.00	-	-	-	1	1	
	Redevelopment Ready	LAND RR	Fairmont Creamery	\$ 1,000,000.00	\$ 12,425,680.00	45	-	45	1.2	1	
Tentative	Business Growth	ED Loan	National Auto Experts	\$ 1,500,000.00	\$ 4,100,000.00	43	76	119	0	1	
			SWP Acquisition LLC	\$ 1,280,000.00	\$ 3,200,000.00	20	49	69	0	1	
		GCF	Omkar Enterprise, Inc	\$ 73,750.00	\$ 221,250.00	4	1	5	0	1	
		LSA	Remedi SeniorCare of Ohio-NE, LLC	\$ 805,000.00	\$ 26,721,300.00	138	-	138	0	1	
	North Coast Opportunities	NCO	Big River Online	\$ 108,000.00	\$ -	-	-	-	0	1	
			Terevs, Inc.	\$ 110,000.00	\$ -	-	-	-	0	1	
	Redevelopment & Modernization	LAND R&M	PS1317 LLC/ Dwellworks	\$ 680,000.00	\$ 1,007,529.00	39	60	99	0	1	
	Redevelopment Ready	USEPA RLF	Former Chardon Road Gas Station	\$ 200,000.00	\$ 500,000.00	-	-	-	0.5	1	
<b>Closed Total</b>				<b>\$ 16,158,120.00</b>	<b>\$ 110,029,828.40</b>	<b>870</b>	<b>2,472</b>	<b>3,242</b>	<b>5.87</b>	<b>27</b>	
Pipeline	Business Growth	ED Loan	Highpoint Realty 24755 LLC-Ancora	\$ 2,000,000.00	\$ 5,000,000.00	12	48	60	0	1	
			Manitowoc	\$ 350,000.00	\$ 4,400,000.00	120	260	380	0	1	
			USA Insulation	\$ 210,000.00	\$ 325,000.00	18	-	18	0	1	
		GCF	Chagrin Valley Soap & Salve	\$ 20,000.00	\$ 180,000.00	5	7	12	0	1	
			Corbo's Bakery	\$ 375,000.00	\$ 1,125,000.00	5	35	40	0	1	
			Green Rock Lighting	\$ 150,000.00	\$ 450,000.00	-	20	20	0	1	
			Jelenic Machinery Company	\$ 50,000.00	\$ 175,000.00	-	5	5	0	1	
			Revolutionary Car Credit	\$ 87,500.00	\$ 262,500.00	-	7	7	0	1	
			Solstice Coffee Roasters	\$ 75,000.00	\$ 225,000.00	2	-	2	0	1	
			Zin Technologies, Inc	\$ 250,000.00	\$ 750,000.00	3	-	3	0	1	
	North Coast Opportunities	NCO	RegBinder, Inc	\$ 100,000.00	\$ -	-	-	-	0	1	
	Redevelopment Ready	LAND RR	Shoppes of Parma	\$ 2,000,000.00	\$ 73,900,000.00	15	77	92	82	1	
			USEPA RLF	Former McKinley School	\$ 100,000.00	\$ 300,000.00	-	-	-	2.78	1
Site Expansion	LAND Site Exp	Heinen's Expansion	\$ 500,000.00	\$ 10,000,000.00	20	50	70	5	1		
<b>Pipeline Total</b>				<b>\$ 6,267,500.00</b>	<b>\$ 97,092,500.00</b>	<b>200</b>	<b>509</b>	<b>709</b>	<b>89.78</b>	<b>14</b>	
<b>Grand Total</b>				<b>\$ 22,425,620.00</b>	<b>\$ 207,122,328.40</b>	<b>1,070</b>	<b>2,981</b>	<b>3,951</b>	<b>95.65</b>	<b>41</b>	

APPENDIX II -- ED Dashboard Report: June 1, 2013 - May 30,2014

Process	Community Assessment	DOD Product	Corporate Name-Project Name	Contract Amount	Acres Assessed	No. Projects
Closed	Community Assessment	CAI	3204 Sackett Commercial Warehouse Building Redevelopment	\$ 28,800.00	0.78	2
			480 South Green	\$ -	0.66	1
			Artist Pocket Neighborhood	\$ 6,500.00	1.06	1
			Caldwell Research Labs Remediation/Expansion Phase 4	\$ 39,960.00	10.02	1
			East 216 Land Company LLC	\$ 34,950.00	6.1	1
			Former McKinley School Asbestos Abatement Update	\$ 4,726.00	2.78	1
			Henninger Landfill	\$ 41,500.00	24.58	1
			Interstate McBee Expansion	\$ 24,515.00	2.02	1
			Keene Building Products Acquisition & relocation	\$ 6,500.00	8	1
			Lemko Hall Condo Redevelopment	\$ 3,400.00	0.18	1
			NEORS - W. Basin Woodland/Central	\$ 34,821.00	7.7	1
			Redevelopment of Former CCPL Ridge Road Branch	\$ 7,500.00	0.5	1
			The Foundry Project A sustainable Farm in the City	\$ 41,500.00	7	1
			Waterloo Bank Building	\$ 18,496.00	0.42	1
<b>Closed Total</b>				<b>\$ 293,168.00</b>	<b>71.8</b>	<b>15</b>

Process	Downtown Development Fund	DOD Product	Corporate Name-Project Name	Loan Amount	Dollars Leveraged
Closed		DDF	EOG Building	\$ 1,500,000.00	\$ 61,500,000.00
Closed			Flats East Bank Phase II	\$ 1,500,000.00	\$ 130,000,000.00
Tentative			Playhouse Square Foundation	\$ 3,684,650.00	\$ 12,500,000.00
<b>2013 Downtown Development Fund Closed Projects Total</b>				<b>\$ 6,684,650.00</b>	<b>\$ 204,000,000.00</b>

# APPENDIX III

# 2014

## Place-based economic development

IN SUPPORT OF  
ACTION STEPS 5 AND 6  
IN YEAR III OF THE  
5 YEAR ECONOMIC  
DEVELOPMENT PLAN



# Cuyahoga County Interim Executive Summary

Prepared for  
Department of

Prepared by  
Cuyahoga County Planning Commission

4/29/2014

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## Executive Summary

**Action Step 5: Prepare descriptions of the kinds of projects desired but not seen or infrequently seen as a step toward a fully proactive economic development strategy.**

Brownfield revitalization, reuse of vacant buildings, land assembly, infill

- **Increased need to bring sites back into the market:** brownfield rehabilitation, redevelopment of large abandoned malls, and storefront revitalization.
- **Greenfield industrial parks:** communities with greenfields are successfully advertising their industrial parks.
- **Other issues: Residential vacancies, closed landfills, Underutilized surface parking lots and potential infill development**

Collaboration with universities, colleges, airports, parks, schools

- **Education sector:** to collaborate more with universities and colleges within city vicinity to develop an incubator or shared office space.
- **Airports:** leverage adjacency to Hopkins International Airport, Burke Lakefront Airport, and Cuyahoga County Airport (warehouse, office, mixed-use)
- **Parks:** Metroparks, Lakefront, public marinas.

Strengthening existing town centers and building new ones

- streetscaping
- rezoning to higher densities and intensified uses desired
- build new lifestyle centers

Road improvements and infrastructure (energy, high-speed internet)

- desire to increase walkability, bikeability, and transit access for residents
- Only one city that has shown awareness of the need to upgrade their electricity and internet grid to attract global companies

Mixed-use, transit-oriented developments, recreational and green improvements, and zoning updates

Start-ups, high-tech, and green jobs

Regional Marketing of shared assets

**Action Step 6: Create and maintain a countywide file of proposed place-making projects designed to add distinctive character to and stimulate economic development in the neighborhoods where the projects are proposed to be located.**

- Summary sheets of TLCI studies and master plans

Place-based Economic Development - Plan Review

**Summary Sheet: CITY NAME** Number

Reviewed Sources  
 Master Plan YEAR   City Homepage  
 Others

INCLUDE PAGE NUMBERS WHERE APPROPRIATE

**1. Existing Conditions**

*Place-based amenities*

Type	Name	Type	Name	Type	Name
<b>Transportation</b>		<b>Natural</b>		<b>Cultural</b>	
Freight		Lake		Museum	
Bus		River		Hospital	
Transit		Metropark		University	
Highway		Others		Film	
Port				Church (?)	
Airport				Food	
Others				Others	

Socioeconomic Structure  
 Population  Trend  growing  shrinking  stable  
 in:   
 Employment # of people working in city # of residents working outside of  
 residents:  non-residents:

**Economic structure** **Provided Economic Development Incentives**

Total acres:	% land use	% tax base	vacancies	Local	Regional	National
Commercial						
Office						
Industrial						
Residential						
Infrastructure*1						
Community*2						
Undeveloped						
Others						

\*1 Infrastructure: Utility, ROW \*2 Community: Open space, parks, schools

**SWOT - Summary (Regarding Economic Development)** **Other comments**

Weakness	Strength	Opportunity	Threats

Place-based Economic Development - Plan Review

**Summary Sheet: CITY NAME** Number

**2. Recommendations/ Strategies/ Interventions**

Plan focus  Transportation  Land Use  
 Economic Development  Other

Desired Community Character  Small Town  Residential  Job Center  
 Growing Suburb  Mixed Use  Retail Center  
 Other

**Key Geographic Areas**

	Center	Corridor	Edge	Other	Retail	Industrial	Residential	Focus	Land Use	Issue	Vision/ Opportunity	Strategy
1												
2												
3												
4												

**Core Infrastructure Projects** **Identified Economic Development**

Name	Access	Connectivity	Streetscape	Regional	Sewer	Stormwater	Landscaping	Complete	Industries	Incubator	Attraction	Retention	Redevelopment	Local	Regional	National	International

**Map with strategic focus areas** **Comments/ specifications**

- Key geographic areas in communities between 2 and 10; Core infrastructure projects between 2 and 5

## 1. Introduction

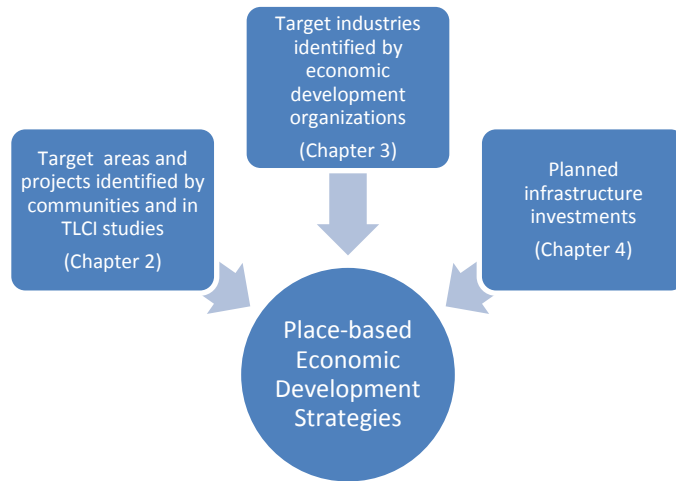
Companies thrive in locations with great transportation and communication infrastructure, in proximity to universities and resources, and in neighborhoods with a high quality of life<sup>1</sup>. Communities in Cuyahoga County have great potential to provide exactly the environment companies across the globe are seeking. Each city has unique assets, both built and natural, that can help leverage the economic potential of the region. As public dollars are reinvested in roads, parks, brownfield revitalization, and stormwater upgrades, this document summarizes locations and projects, in which communities see the greatest development potential.

The research was provided by the Cuyahoga County Planning Commission (CCPC) as a planning service for the Department of Development. Subject of the scope of work were two specific action steps outlined in the Five Year Economic Development Plan. The action steps are the following:

**Action Step 5:** Prepare descriptions of the kinds of projects desired but not seen or infrequently seen as a step toward a fully proactive economic development strategy.

**Action Step 6:** Create and maintain a countywide file of proposed place-making projects designed to add distinctive character to and stimulate economic development in the neighborhoods where the projects are proposed to be located.

To identify desired but infrequently seen projects as well as other place-making projects, community master plans and TLCI studies were reviewed. Overall, 30 community master plans and 26 TLCI studies were assessed. The goal was to understand what every community has been saying about suitable locations for development and possible improvements to public infrastructure. Additionally, a list was compiled summarizing the most commonly advertised industry clusters in Northeast Ohio. Lastly, the long-range plans from several regional agencies such as NOACA, the Metroparks, GCRTA, and NEORSRD were briefly reviewed. The combination of local studies, regional plans, and industry clusters provides a solid base to leverage economic development opportunities.



<sup>1</sup> Refer to Older Central Counties Report >> p. 36 Knowledge Economy “Location Factors”:



## 2. Method

Community master plans provide city officials with guidance on future projects. Master plans can become a tool for decision making on a variety of issues such as housing, transportation, environment, and economic development. Thus, master plans are an ideal source to identify projects that matter to a specific community. To ensure relevance of projects proposed in master plans, only plans that were formally endorsed between January 2003 and March 2014 were reviewed. The underlying assumption is that within a 10 year timeframe, most of the projects would have either been implemented, or would not have been implemented because of possible lack of community support or funding. Table 1 lists plans, TLCI studies and other documents in Cuyahoga County that were reviewed for this document. Each document was reviewed using a two page summary sheet focusing on key geographic areas and proposed infrastructure projects. The summary sheet allows structuring the vast amount of information provided in most master plans, in an easy digestible way. This summary attempts to understand where communities would like to see development and improvements. However, the summary sheets focusses on economic development concerns and thus are not comprehensive in terms of covering all issues and topics discussed in any one master plan. In a few instances, economic development marketing materials were reviewed. The assumption was that the marketing materials highlight areas of general economic interest.

TLCI studies have been conducted since 2006. They were created by NOACA to enable cities to study transportation needs and to identify development opportunities. Accordingly, TLCI studies provide an additional layer of information.

<b>Table 1: Reviewed Master Plans, TLCI Studies Other Documents</b>					
<b>Reviewed Plans</b>			<b>Reviewed TLCI studies</b>		
<b>Nr.</b>	<b>Year</b>	<b>Community</b>	<b>Nr.</b>	<b>Year</b>	<b>Community</b>
C-02	2012	Beachwood (not Master Plan)	TLCI-25	Nov-09	Cleveland Heights
C-03	2007	Bedford	TLCI-27	Apr-10	Cleveland Metroparks
C-04	2011	Bedford Heights	TLCI-28	Feb-09	Cleveland Metroparks
C-06	2010	Berea	TLCI-29	Sep-07	Cleveland Metroparks
C-09	2010	Broadview Heights (Town Center Focus)	TLCI-31	Mar-10	East Cleveland
C-10	2012	Brook Park	TLCI-32	Dec-10	East Cleveland
C-11	2003	Brooklyn Heights	TLCI-33	Dec-07	Euclid
C-12	2006	Brooklyn	TLCI-34	Dec-08	Fairview Park
C-13	2011	Chagrin Falls Village	TLCI-35	Dec-10	GCRTA
C-15	2007	Cleveland*	TLCI-36	Mar-10	GCRTA
C-16	2011	Cleveland Heights	TLCI-37	2007	GCRTA
C-17	2013	Cuyahoga Heights	TLCI-38	2006	GCRTA
C-18	2003	East Cleveland	TLCI-39	2006	GCRTA
C-20	2013	Fairview Park	TLCI-41	Dec-07	Lakewood
C-23	2009	Glenwillow	TLCI-42	Mar-07	Lakewood
C-32	2004	Mayfield Heights	TLCI-43	Jun-09	Maple Heights
C-33	2004	Mayfield Village	TLCI-44	Dec-09	North Olmsted
C-36	2012	Newburgh Heights	TLCI-45	Nov-06	North Royalton
C-37	2005	North Olmsted	TLCI-46	Jul-06	Oakwood
C-42	2013	Olmsted Township	TLCI-50	Jun-10	Shaker Heights
C-44	2004	Parma	TLCI-51	Apr-08	Shaker Heights
C-45	2004	Parma Heights	TLCI-52	Dec-12	Shaker Heights
C-48	2005	Rocky River	TLCI-55	Nov-07	Warrensville Heights
C-50a	2013	Shaker Heights (not Master Plan)	TLCI-58	Feb-12	Westlake
C-51	2010	Solon	TLCI-59	Sept. 2013	Cleveland Heights
C-52	2014	South Euclid	TLCI-60	Dec. 2013	Euclid
C-53	2012	Strongsville (not Master Plan)	<b>Plans currently being written (in progress – will be reviewed)</b>		
C-56	2004	Walton Hills	C-39		North Royalton
C-57	2012	Warrensville Heights	C-27		Independence
C-58	2011	Westlake (not Master Plan)	C-28		Lakewood
			C-07		Bratenahl

### 3. City by City Findings – Strategies in Plans

During the review of the master plans, it became apparent that communities tend to pursue different economic development strategies. Some master plans exclusively discussed retail development, while other master plans focused on industrial or office developments. Some communities targeted a mix of uses such as retail, office, and industry. A handful of communities placed the main emphasis on residential development and did not outline the necessity to attract outside development.

Thus, the communities were categorized into those having (1) a diverse economic development strategy, (2) focusing on retail, (3) on industry, or (4) on residential development. Table 2 highlights the primary economic development strategy pursued by each reviewed community. Most master plans identified between two and ten specific sites for improvements and redevelopments. Therefore, Map 1 shows a more site specific bubble diagram that illustrates general areas that communities identified for retail, office, or industrial development. The report goes into more detail for communities in terms of strategies, etc.

**Table 2: Primary Economic Development Strategies Pursued by Communities**

Strategy	ID Nr. of Plan	Community	Pursued ED Strategy				Highlight	Special Focus				
			Retail	Industry	Office	Residential		Town center	High-tech/innovative	Waterfront/Metroparks	Other	
MIXED (Retail, Industry, Office)	<b>Category 1: Communities with diverse (retail, industry, office) economic development strategy (see table 3)</b>											
	C-02	Beachwood	x		x		Strong marketing strategy					4
	C-04	Bedford Heights		x		x	One million sq. ft. vacant industrial land	x				1
	C-06	Berea		x		x	Solar, geothermal, wind power	x	x	x		2
	C-10	Brook Park		x		x	Aerotropolis, advanced energy, shift from industry to professional office	x	x	x		6
	C-12	Brooklyn	x	x		x	Landfill covers fairly large area of city	x	x	x		1
	C-15	Cleveland	x	x	x	x	Industrial design capital east of Rocky's, eco-industries, start-ups, small businesses, information technology, biomedical				x	1,2
	C-32	Mayfield Heights	x		x	x	"Regional economic center"					3
	C-33	Mayfield Village	x	x	x	x	Preserve residential quality				x	3
	C-37	North Olmsted	x	x	x		Provide range of quality employment choices for residents				x	
	C-53	Strongsville	x	x	x		Professional Corporate Relocation Guide advertises business parks					4
	C-57	Warrensville Heights	x	x		x	Outdated shopping areas					2
	C-58	Westlake	x	x			Growing suburb, high-tech businesses, green jobs focus		x			5,6
Regional RETAIL	<b>Category 2: Communities with economic development strategy focused around regional retail (see table 4)</b>											
	C-03	Bedford				x	Retirees/ tourists, Automobile Special Improvement District	x			x	1,7,8
	C-09	Broadview Heights	x			x	Development of town center	x				9
	C-16	Cleveland Heights	x			x	Targeted industries: high technology, biomed, health care		x			
	C-20	Fairview Park	x				Regional retail, connection to metro parks	x	x	x		3
	C-44	Parma	x			x	Creating town center	x			x	
	C-48	Rocky River				x	Downtown, public marina	x			X	7
C-52	South Euclid	x				Redevelopment of retail and infill, attract high-tech businesses, medical and educational corridor	x	x				
INDUSTRIAL	<b>Category 3: Communities with economic development strategy focused around industrial development (see table 5)</b>											
	C-17	Cuyahoga Heights		x			Embraces heavy industry as part of Cuyahoga Valley		x	x		
	C-23	Glenwillow		x		x	High-tech industry cluster; sustainable construction materials, benefits from proximity to Solon		x			5
	C-36	Newburgh Heights		x			Rehabilitation and vacancies					
	C-42	Olmsted Township		x	x		Joint Economic Development District with Olmsted Falls (Cook Road/ Stearns Road), attract high-tech, high-end businesses	x	x			
	C-51	Solon		x		x	Tech-based industries		x	x		3
C-56	Walton Hills		x	x		Maintain quality of life, underutilized Ford Plant				x		
RESIDENTIAL/ LOCAL RETAIL	<b>Category 4: Communities with residential and local retail focus (see table 6)</b>											
	C-11	Brooklyn Heights				x	Redevelopment of vacant parcels (industrial to retail and office, as well as protection of natural habitats)				X	
	C-13	Chagrin Falls				x	Streetscaping				X	
	C-18	East Cleveland				x	Revitalization and deconstruction, build upon proximity to University Circle					3
	C-45	Parma Heights				x	Revitalization and redevelopment	x			X	
C-50a+b	Shaker Heights				x	TOD, incubator programs, office space for small professional and high-tech businesses	x	x			3	
<b>Footnotes – Others:</b> 1 – Brownfield Redevelopment, 2 – College Campus, 3 – Multi-modal Transportation/ TOD, 4 – Strong Marketing of Region and City, 5 – Green jobs, 6 – Aerospace, 7 – Tourism, 8 – Retirees, 9 – Lifestyle Center												



**Table 3: Communities with diverse economic development approach**

#	City	Desired Character	Location Factor	Priority Geographic Areas	Key Strategies	Priority Road Projects	Major Employers
C-02	Beachwood	Job center	Highway	1. Two business parks, 2. One retail mall	Business attraction		Eaton Corporation World Headquarter, UH Rehabilitation Hospital
C-04	Bedford Heights	Attractive place to live and work	Highway	1. Town Center 2. Southport Mid-American Waste Systems Site 3. Miles Road Corridor 4. Aurora Road Corridor	Desired change to light industrial and regional retail center, promote redevelopment	1. Aurora Road 2. Solon Road 3. Miles Road	
C-06	Berea	Healthy and stable neighborhood	Airport, (metro) park	1. Bagley Road Employment Corridor 2. North End Revitalization area 3. Commercial Growth Concept Area 4. Future Growth Concept Area 5. Several Others	Interest in solar, geothermal and windpower; collaborate with Baldwin-Wallace College; increase mixed-use development to address vacancies; streetscaping		Baldwin-Wallace College, Browns Training Facility
C-10	Brook Park		Highway, freight, transit, airport, (metro) park, FEZ	1. Aerospace Concept and Airport Growth Area 2. Brookpark Road Corridor 3. Ford Forward Concept Area 4. Revitalization Concept Area 5. Community Core Concept Area	Aerotropolis (utilize airport for economic development); shift from industrial to professional office, residential, light industrial and cargo	1. Brookpark Road RTA Rapid Station 2. Metroparks linkages 3. Brookpark Road.	CLE Hopkins Airport, Ford Motor Company, NASA Glenn Research Center, PNC, RGL Express
C-12	Brooklyn	Small town	Highway freight, (metro) park	1. Clinton Road 2. City Center 3. Brookpark Road 4. Tiedemann Road 5. Memphis Ave West	Foster R&D and mixed use; Collaborate with health care providers; Infill and redevelopment of vacant parcels	1. Clinton Road 2. Brookpark Road 3. Memphis Road	Plain Dealer assembly and distribution plant, American Greetings Headquarters
C-15	Cleveland	Vibrant urban neighborhoods, accessible lakefront	All	1. Neighborhoods as specialized retail districts 2. Adaptive reuse of brownfields 3. Land assembly along freeways for industrial parks 4. Manufacturing innovation zones	Brownfield remediation; design review districts, PUD, TOD, business improvement districts, public-private partnerships; eminent domain; tax-revenue sharing; collaboration on alternative power generation stations with first-ring suburbs; others	1. RTA line extensions 2. Reclaim streets 3. Improve job access	Several
C-32	Mayfield Heights	Regional retail center	Highway	1. Mayland Site 2. Eastgate/ Hillcrest Shopping Center 3. Ridgebury Residential Area 4. Office Park	Create community center; upgrade existing retail; improve connectivity; foster mixed-use developments; mitigate negative impact of retail	1. Mayfield Road, 2. I-271 Interchange 3. SOM Center Road, 4. RTA express bus routing, 5. Trail network	Hillcrest Hospital; Parker Hannifin Corporation; Rockwell Automation; Alcan Aluminum Corporation; Progressive Casualty Insurance; Cleveland Clinic Foundation; QualChoice Inc.; Cooperative Resource Services

C-33	Mayfield Village	Small town	Highway (metro) park	<ol style="list-style-type: none"> <li>1. SOM Center Road Corridor</li> <li>2. Beta-Drive Office and Industrial Area</li> <li>3. Village Center</li> </ol>	Multi-modal transportation improvements (RTA and bicycle trails); rezoning from industrial to research office; improved mixed-use town center	<ol style="list-style-type: none"> <li>1. SOM Center Road Corridor and Trail</li> <li>2. Connectivity to Parks</li> <li>3. Ridge-bury Ave Trail</li> <li>4. RTA small vehicle circulation</li> </ol>	Rockwell Automation, Progressive Insurance
C-37	North Olmsted	Retail and employment center	Highway, (metro) park	<ol style="list-style-type: none"> <li>1. West End Office Development</li> <li>2. Crocker-Stearns Corridor</li> <li>3. East End Neighborhood Commercial</li> </ol>	Update zoning; develop design guidelines; create gateways	<ol style="list-style-type: none"> <li>1. Great Northern Blvd, 2. Brookpark Road,</li> <li>3. Columbia Road,</li> <li>4. Mastick Road,</li> <li>5. Lorain Road, 6. Clague Road</li> </ol>	
C-53	Strongsville	Nationally competitive job center	Highway park	<ol style="list-style-type: none"> <li>1. Strongsville Business and Technology Park</li> <li>2. Dow Circle Research and Development Park</li> <li>3. Progressive Drive and Business Park</li> <li>4. Park 82</li> </ol>	Strong advertisement: Corporate Relocation Guide - Strongsville is advertising proximity to Toledo, Cleveland, Akron and Columbus		Sparton medical systems, C.TRAC Information Solutions, Clark-Reliance Corp, Avery Dennison, Momentive Performance Materials, Akzo Nobel's Headquarters,
C-57	Warrensville Heights	The friendly community	Highway, park	<ol style="list-style-type: none"> <li>1. Richmond, Emery and Miles Road</li> <li>2. Miles Road., West of Warrensville Center Road</li> <li>3. Randall Park Mall</li> </ol>	Redevelopment of mall		Tri-C College East, South University CLE Campus, ITT Technical Institute, Ashland University Cleveland Center, Regency Hospital CLE East, South Pointe Hospital (Cleveland Clinic)
C-58	Westlake	Growing suburb	Highway	<ol style="list-style-type: none"> <li>1. 14 Industrial/ commercial zoned areas</li> <li>2. Industry along I-90</li> <li>3. Center Ridge Road</li> </ol>	Shifting towards <ol style="list-style-type: none"> <li>(1) high-tech businesses,</li> <li>(2) green jobs, (3) aerospace,</li> <li>(4) professional, scientific, and technical, and</li> <li>(5) biomedical industry</li> </ol>		

**Table 4: Communities with RETAIL FOCUSED STRATEGY**

Nr.	Community	Desired Character	Location Factor/ place-based amenities	Priority Geographic Areas	Key Strategies	Priority Road Projects	Major Employers
C-03	Bedford	Residential neighborhood	(Metro) park	1. Automobile Special Improvement District 2. Historic Downtown 3. Brownfield Revitalization Sites	Automobile as special improvement district (Regional car shopping destination); increase retail diversity, streetscape, brownfield revitalization	1. NGH linkages to parks 2. Round-about at Broadway Center and Columbus	Super Wal-Mart, Ben Venue Laboratories, Hemisphere
C-09	Broadview Heights	Regional retail center	Highway	1. Town Center Area 2. Municipal Campus	Attract lifestyle center development	1. Royalton Road 2. Broadview Road	n/a
C-16	Cleveland Heights	Established community	Transit, park	1. 12 Commercial Districts 2. Mayfield-Lee Triangle 3. Milikin School Property	Attract tech, medical and health care companies (based on University Circle proximity); establish research and technology campus; streetscape	1. Cedar Glenn Pkw 2. Cedar/Fairmount 3. Cedar/ Lee	n/a
C-20	Fairview Park	Redevelop existing neighborhood	Highway, transit, (metro) park	1. Downtown Core 2. Northern Gateway 3. Western Gateway 4. Southern and Eastern Gateway	Continue office/ technology development initiative; streetscape and storefront revitalization; investment around RTA center	1. Lorain 2. W. 210/ W. 220nd 3. Center Ridge Road 4. Trails connections	Fairview Center (Retail), Westgate Shopping District, McGowan Insurance Company, West Valley Medical Building, Cleveland Clinic
C-44	Parma	Retail center	Highway, (metro) park	1. City Center 2. Snow and Ridge Road 3. Broadview Road Corridor 4. West Creek Reservation	Improve city center (streetscape); acquisition and consolidation of land; increased single family development	Parma Rapid Station	General Motors
C-48	Rocky River	Growing suburb	Highway, (metro) park, marina	1. Historic Downtown 2. Yacht Club Basin 3. Center Ridge Road East and West 4. Others: Detroit, Wooster Road., Hilliard Blvd	Public marina and improve public access to waterfront; streetscaping and parking management; infill; comprehensive retail strategy	1. Center Ridge Road 2. Yacht Club Drive 3. Riverdale Drive	Rockport Shopping Center
C-52	South Euclid	Retail center	Park	1. Mayfield Road Corridor (Downtown) 2. Cedar Road Corridor 3. Green Road Corridor 4. Monticello Boulevard and Green Road District 5. Oakwood Country Club (Implemented)	Brownfield remediation; targeted demolition, rehabilitation; increased residential density and mixed-use; streetscape; expansion of existing manufacturing; pursue medical and education corridor	1. Green Road 2. Mayfield Road 3. Monticello Blvd	Notre Dame College

**Table 5: Communities with INDUSTRY FOCUSED STRATEGY**

Nr.	Community	Desired Character	Location Factor/ place-based amenities	Priority Geographic Areas	Key Strategies	Priority Road Projects	Major Employers
C-17	Cuyahoga Heights	Epicenter of heavy industry	Highway, freight, (metro) park	1. E. 71st Street 2. E. 49th Street 3. Grant Ave Inter-change 4. Various other sites 5. Landfills	Revitalize and reutilize vacant parcels; 10 landfills; promote location advantage; brownfield remediation	1. Grant Ave 2. Harvard Ave	ALCOA, Arcelor Mittal, Charter Steel
C-23	Glenwillow	High-tech industry cluster	Proximity to Solon	1. Town Center 2. Old Train Depot 3. Two closed landfills	Explore redevelopment options of closed landfills; sustainable urbanism education center; transportation museum; benefits from proximity to Solon	Bond Street	
C-36	Newburgh Heights	stabilizing housing stock and encourage new investment	Highway, (metro) park	1. Upgrade Goodman Industrial Property 2. Re-development of LTV steel property 3. Harvard Road Retail 4. White Dove Mattress property	Turn vacant industrial sites into retail; office or residential depending on market needs; relocate truck entrees; rehabilitation	1. Harvard Road 2. Metroparks Trail	Arcelor Mittol, Alcoa Aluminum, Harvard Metal Training
C-42	Olmsted Township	Growing suburb and job center	Highway, park	1. Town Center (Bagley Road and Stearns Road) 2. Joint Economic Development District 3. Lewis Barrett Semi-Rural Area	Planned Business Park Overlay; mixed-use zoning; conservation easements; Joint Economic Development District shared with Olmsted Falls	1. Bagley Road 2. Cook Road 3. Stearns Road 4. McKenzie Road	
C-51	Solon	Regional leader in economic development activities	Highway, (metro) park, FEZ	1. Central Retail District 2. Industrial Core	Sidewalk additions; storefront renovation; property marketing assistance; redevelopment and infill; upgrade communication technology (high-speed data connections); tech-based industrial	1. Upgrade communications and electrical capacities 2. RTA upgrades	Nestle, Swagelok, National Enterprise System, Erico National Corporation (Food industry has historically grown)
C-56	Walton Hills	Small town with country character	Park	1. Northfield Road Industrial Corridor (underutilized Ford property) 2. Village Center 3. TG Young Park	Attraction of retail, office, research and light industrial; brownfield remediation; road widening; village owned fire station; rec center	1. Northfield Road 2. Alexander Road 3. Krick Road	Ford Motor Company, Ferro Corporation, Transtar Industries, Homework Inc (Arhaus)



<b>Table 6: Communities with RESIDENTIAL FOCUS and local retail</b>						
<b>Nr.</b>	<b>Community</b>	<b>Desired Character</b>	<b>Location Factor/ place-based amenities</b>	<b>Priority Geographic Areas</b>	<b>Key Strategies</b>	<b>Priority Road Projects</b>
C-11	Brooklyn Heights	Location of choice for businesses and residents	Highway, (metro) park	1. East of Van Epps Road 2. Grange Road Corridor 3. North of Schaaf Road	Redevelopment of vacant parcel (industrial to retail and office, as well as protection of natural habitats)	
C-13	Chagrin Falls	Maintain Small Town Character	Park		Streetscaping	1. Upgrade sidewalks 2. Upgrade sanitary sewer
C-18	East Cleveland	Revitalize and maintain neighborhoods	Park	1. Doan Ave (Hayden to Railroad) 2. Coit/ Noble Triangle 3. Hayden Ave 4. Euclid Ave	Attract light industrial, built town homes, attract quality retail and mixed use along Euclid Corridor, build upon proximity to University Circle, TOD	Euclid Corridor
C-45	Parma Heights	Retail center	(Metro) park	1. Pearl Road Shopping Center and Yorktown Center 2. Pearl Road Shopping Areas 3. Greenbrier Shopping Area	Redevelopment of shopping centers, increased mixed-use and townhouse development; streetscaping	1. Pearl Road 2. York Road 3. W. 130th
C-50a+b	Shaker Heights	Mixed-use community	Transit, park	1. Lee Road./ Chagrin Road. 2. Van Aken District 3. Lee Road Gateway 4. West Chagrin	Transit-oriented-development; streetscape; purchase of land and redevelopment	Lee Road

For the TLCI studies, a similar analysis has been conducted. Out of 26 transportation studies, 11 provided detailed descriptions of potential infill development. Most plans focused on the transportation component of TLCI studies. However, seven plans calculated specific sizes for each of the suggested infill developments. However, none of the plans conducted a market study. Table 7 lists the six studies that provide specific numbers on the development potential.

**Table 7: Cities who have identified specific development opportunities in their TLCI studies**

#	City	Site/ District	Economic Development Potential			
			Residential	Commercial/ Retail	Office	Industrial
TLCI-25	Cleveland Heights	Cedar-Fairmount	MF Units: 150 + 13 townhomes	50,000 sf.	15,000 sf.	
TLCI-33	Euclid	Downtown	MF Units: 160 (217,000 sf.); SF: 30 units (56,000 sf.)	221,000sf.	99,000 sf.	
TLCI-36	GCRTA	E116th/ Buckeye RTA Station (St. Luke's Hospital)	elderly housing, 30,000 sf.	29,000sf		
TLCI-37	GCRTA	E120th RTA Station (UNIVERSITY CIRCLE, INTESA)	96 apartments, building dedicated to students	Mixed Use: 100,000 sf.		
TLCI-45	North Royalton	Town Center	300 townhomes	245,000 sf.	100,000 sf. (second floor)	
TLCI-50 and 51	Shaker Heights	Warrensville/ Van Aken TOD	600 units (MF)	200,000sf.	500,000 sf.	

Reviewing master plans and TLCI studies has helped to uncover the areas in which communities see their biggest potential for redevelopment. It has also illustrated that most master plans identify opportunities in very general land use terms: retail, industrial, office, light industrial. Across master plans, a set of topics emerged that can be considered “common concerns across municipalities”. The following section highlights the concerns that came up in the majority of planning documents.

## 4. Common Issues and Themes across Communities

A common theme throughout all plans and studies was to bring parcels and sites back onto the market. While economic development organizations are charged with marketing the region to targeted industries, cities and government agencies can provide valuable services in terms of preparing sites for sale on the market. Most communities are very aware of the need for infrastructure and transportation investments, infill development, brownfield redevelopment, and others to make their city more competitive in a global economy. The report lists the concerns for each community. The following Figure 1 highlights a compiled list of issues that will be explained in more detail hereafter.

**Figure 1: Common themes throughout master plans**



*Underutilized development sites: Brownfield revitalization, reutilization of vacant buildings, land assembly, and infill*

**Industrial and Retail vacancies:** Most communities have identified parcels and buildings that are outdated and vacated, some of which concern industrial facilities while others concern retail facilities. Key topics are: brownfield rehabilitation, redevelopment of large abandoned malls, and storefront revitalization.

**Residential vacancies:** As the Cuyahoga County Land Bank is working on clearing properties, there might be opportunities to assemble land and bring it back to the market for retail, multifamily, or industrial development.

**Closed landfills:** Many communities have closed landfills whose output of methane imposes special challenges on potential redevelopment. A study of nationally recognized best-practices in redeveloping landfills might be beneficial.

**Greenfield industrial parks:** While older communities are struggling to redevelop old industrial sites, communities with greenfields are successfully advertising their industrial parks.

**Underutilized surface parking lots:** TCLI studies especially highlight the potential for redevelopment of surface parking lots into mixed-use developments. Communities that have identified specific square footages are: Cleveland Heights, East Cleveland, Euclid, Cleveland, Shaker Heights have identified specific infill potential.

*Collaboration with universities, colleges, parks, and airports*

**Education sector:** Several communities stressed the need to collaborate more with universities and colleges within their vicinity to develop an incubator or shared office space.

- *Cities that could especially benefit from their proximity to universities and colleges are* Cleveland, Berea, Cleveland Heights, Shaker Heights, and University Heights.

**Airports:** Other community assets are airports such as Hopkins International Airport, Burke Lakefront Airport, and Cuyahoga County Airport. The location of warehouse space and office space in proximity to the airport were considered beneficial.

- *Airport communities are:* Brook Park, Berea, Cleveland, Olmsted Township, Fairview Park, Richmond Heights, Highland Heights

**Parks:** Furthermore, almost all communities stressed the connectivity to the Metroparks as an asset to improve the quality of life as well as to attract tourists. Especially worth noting is Rocky River's Public Marina Concept and Cleveland's Lakefront plan, which is meant to foster national tourism.

- *Communities that recognize the importance of the metroparks in their master plans:* Berea, Brook Park, Brooklyn, Parma, Rocky River, Cuyahoga Heights, Solon, Walton Hills, Cleveland, Mayfield Village, North Olmsted, Bedford, Fairview Park, Brooklyn Heights, Chagrin Falls, Parma Heights

### *Strengthening existing town centers and creating new ones*

13 communities have proposed to (re-)develop their town center. In older communities, town centers have been developed years ago and now require maintaining the character and refreshing the streetscape and branding. Other communities already have parks, schools and city hall at a central location and are now looking to diversify the land uses to include retail, office, and multi-family housing. Newer communities that currently do not have town centers are interested in building them.

- *Communities interested in rebranding and rezoning existing town centers as well as in upgrading streetscape:* Berea, Bedford, Fairview Park, Parma, Parma Heights, Rocky River, South Euclid, Shaker Heights
- *Communities interested in developing a new town center:* Bedford Heights, Brook Park, Brooklyn, Broadview Heights, Olmsted Township

### *Road improvements and infrastructure investments*

**Roads:** Almost all communities have identified at least one commercial area that would benefit from some sort of streetscape improvement. The level of detail and type of design elements suggested vary, however, a common theme is to increase walkability, bikeability, and transit access for residents.

Road improvements found throughout master plans and TLCI studies are:

- Road diets
- Multimodal access and complete streets: enhanced transit, pedestrian, and bicycle access
- Improved streetscape: tree planting, pedestrian-scaled lighting, street furniture
- Trails connecting business districts and neighborhoods to and from metroparks reservations
- Gateway signage
- Plazas

Detroit Ave in Lakewood offers a potential to study the positive economic impact of streetscape redevelopment and road diets. In 2007, a TLCI study for Detroit Avenue suggested several design interventions that have mostly been implemented to-date. Thus, Detroit Avenue provides a great example to study the economic impact of streetscape redesign.

**Other infrastructure investments:** The city of Solon is the only city that has shown awareness of the need to upgrade their electricity and internet grid. Having a large portion of land designated to industry, a reliable energy grid and high-speed internet are important location factors. Thus, things to consider for communities throughout Cuyahoga County are:

- Bury electricity lines for increased reliability of the energy grid
- Improved high-speed internet access to industrial parks
- Grey and green stormwater infrastructure
- Access to industrial parks: often trucks must access older industrial parks through residential neighborhoods.

### *Transit-oriented development*

All communities with rapid transit stations (red, green, and blue line, Health Line) talk about transit-oriented development within their master plans, but those spending the most time on the idea are Shaker Heights and Cleveland Heights. There are also several communities that have expressed interest in an improved connection to the regional transit network. Those communities are Mayfield Heights, Mayfield Village, Solon, and Fairview Park.

### *High-tech startups, green jobs and small businesses*

Shared office space: A handful of communities specifically want to target high-tech startups and businesses. One suggested approach was the reutilization of vacant school buildings (or other publicly owned buildings) to provide shared office space. Especially in early development stages, small startups tend to look for cheap/ affordable rents.

### *Regional economic development advertisement material*

Strongsville, Solon, and Beachwood all have strong advertisement materials. The primary characteristic is that the materials situate the communities within the larger context of NE Ohio as a transshipment location close to Chicago, Pittsburgh, and Toledo; while at the same time displaying the office and industrial parks within the community. They also advertise the quality of life to be found within their community. Considering the Cuyahoga County Business Attraction and Anti-Poaching Protocol, there might be opportunities for communities to expand collaboration on advertisement materials as well as distribution of those materials.

### *Zoning updates to allow mixed-use development and design overlay districts*

**Higher densities, and new uses (e.g. research office instead of industrial):** Most communities proposed zoning updates within their master plans to allow for desired development to occur. Communities are trying to alter land uses and find more suitable land uses for specific locations, for example, rezoning from industrial to research office was suggested by several communities. Commonly seen across master plans are proposals for mixed-use developments, transit-oriented development, senior housing, and lifestyle centers. Some propose to create design overlay districts.

### *Green Space, parks and recreation*

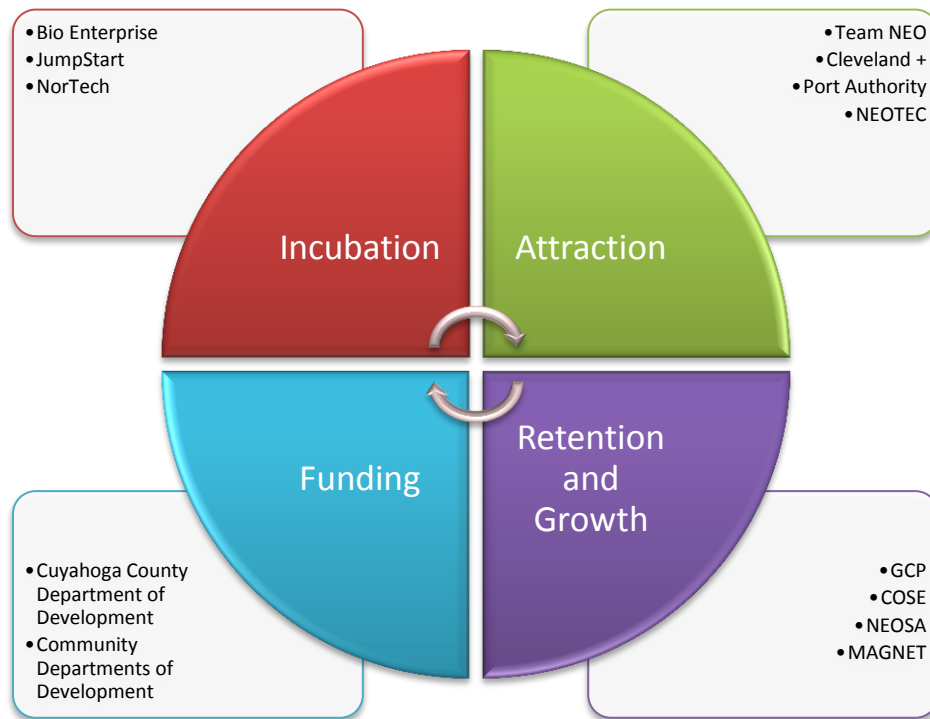
The TLCI studies especially highlight the need to improve trail connections to Metroparks as well as highlight opportunities to develop neighborhood parks. Considering the quality of life aspect of economic development, the following types of parks and community green spaces are desired by communities in Cuyahoga County:

- Pocket parks and plazas for underutilized parcels
- Neighborhood parks
- Improved multi-modal access to Metroparks and the Emerald Necklace
- Lakefront access

## 5. Industry Cluster and Economic Development Findings

While most master plans tend to speak in general land use and zoning terms (retail, industrial, office, mixed-use), economic development professionals prefer to name much more specific industry clusters. Thus, a second perspective in place-based economic development relates to leveraging existing industry clusters. The combination of industry clusters tends to be unique to a region, depending on the education of the workforce, natural resources present, as well as other assets. Thus, part of this document is a review of industry clusters unique to Cuyahoga County and Northeast Ohio. For this purpose, the websites of most economic development organizations that operate within Cuyahoga County were reviewed (see Figure 2 for list of organizations.) Combining the knowledge of generally suitable locations for industrial development (etc.) with the knowledge of specific industry clusters suitable to the region can help leverage assets to their full potential.

**Figure 2: Economic Development Environment in Cuyahoga County**



Each economic development organization targets slightly different industry clusters. There is a shared core of industry clusters such as advanced manufacturing, biomedical, instruments, controls, and information technology. The following Table 8 provides an overview of all the clusters that can currently be found in Cuyahoga County.

<b>Table 8: Industry clusters identified by economic development organizations</b>				
<b>#</b>	<b>Following Sections</b>	<b>Cluster identified by</b>	<b>Sub-Industry Clusters</b>	<b>NAICS Codes<sup>2</sup></b>
1)	Aviation	Team NEO	Aerospace and Aviation	48-49 Transportation and warehousing; 481 Air transportation
2)	Advanced Manufacturing	Team NEO, NEOSCC	1) Automotive; 2) Other general purpose machinery; 3) Metal production and fabrication; 4) Fabricated metal product manufacturing; 5) Oil and gas; 6) Polymers, plastics and chemicals; 7) Paint, coating, and adhesive manufacturing; 8) Resin, synthetic rubber, and artificial fibers and filaments manufacturing; 9) Basic chemical manufacturing; 10) Clay product and refractory manufacturing	31-33 Manufacturing
3)	Biomedical and Pharmaceutical	TeamNEO, COSE, NEOSA, JumpStart	1) Biomedical; 2) Health care; 3) Global cardiovascular innovation center	3254 Pharmaceutical; 3345 Electromedical 62 Health care
4)	Food Processing Industry	Team NEO	Food processing	311 Food manufacturing
5)	Instruments, Controls and Electronics	Team NEO, JumpStart, NorTech, NEOSCC	1) Instruments; 2) Controls and electronics; 3) Nanotechnology; 4) Electric equipment manufacturing; 5) Flexible electronics 6) Flexible Liquid Crystal Display	333 Machinery Manufacturing; 334 Computer and Electronic Product manufacturing
6)	Innovative and Sustainable Businesses – Energy, recycling, water	COSE, NorTech, JumpStart	1) Advanced energy; 2) Water technologies	237130 Alternative energy; 221 Utilities; 562 Waste management and remediation
7)	Information Technology and Software Development	COSE, NEOSA, JumpStart	1) Technology/ high-tech businesses; 2) Information technology	5112 Software publishers; 518 Data processing, hosting, and related services
8)	Insurance, Professional, and Financial Services	Cleveland Plus		52 Finance and Insurance
9)	Headquarters and Professional Services	Cleveland Plus, Team NEO		55 Management of Companies and Enterprises
10)	Logistics and Distribution	Cleveland Plus, NEOTEC		
11)	Tourism and Recreation	Communities		71 Arts, entertainment, recreation; 5615 Travel arrangement and reservation services
12)	Film-Industry			512 Motion picture and sound recording industries
13)	Minority Owned Businesses	Team NEO, Cose, GCP	Minority owned businesses	
14)	Entrepreneurs	Cleveland Plus, JumpStart		
15)	Research and Development Institutions		US DOD See regional innovations report	
16)	Retail Trade			44-45

<sup>2</sup> [http://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart\\_code=51&search=2012%20NAICS%20Search](http://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart_code=51&search=2012%20NAICS%20Search)



## 6. Conclusions and Recommendations

Going into year four of the Five Year Economic Development Plan, the following actions are highly recommended:

Action Item	Anticipated Outcome	Potential Lead Agency
Create an online GIS platform displaying the planned infrastructure investments by GCRTA, Metroparks, NEORS, NOACA, DPW;	Better leverage public dollars, identify target areas	CCPC, NOACA
Include targeted areas identified by communities in GIS platform and move towards a county-wide database of suitable locations for specific targeted industries	Indicate to developers potential sites for new developments; improved communication with companies and developers through easily accessible information	CCPC, communities
Collaborate with cities on town center development/ zoning updates; Direct additional funds for storefront rehabilitation	Increased sense of community, improved branding opportunities for communities, stronger region	CCPC, DoD
Increase awareness for upgrading energy and high-speed internet access to ensure reliability of the energy and communication network in communities; Advocate for federal dollars to be allocated for energy/ communication network improvements	Enhanced regional competitiveness in a global market	DoD
Develop additional economic development incentives for infill development (land assembly, tax increment financing, brownfield redevelopment, upgrade infrastructure);	Reutilization of already developed and accessible land (better use of public dollars than greenfield development)	DoD
Launch a transit-oriented development initiative in collaboration with RTA and communities;	More transit-oriented development and enhanced livability	DoD, CCPC, RTA, communities, NOACA
Assist communities in providing space and resources for start-ups and small businesses to serve the targeted industry clusters;	Improved business environment for start-ups and small businesses	DoD
Encourage regional collaboration of cities to jointly advertise nationally for Cuyahoga County based tourism (parks and lake), industrial parks, office developments, and quality of life;	Enhanced recognition of Cuyahoga County nationally; benefits communities in terms of increased visibility and potential higher demand	DoD
Provide assistance to communities to update zoning codes based on recommendations in community master plans; encourage coordination of land uses across communities	More competitive cities on a national scale	CCPC

Consideration for future studies regarding industry cluster locations: purchase/ utilization of business data sets that contain NAICS codes and addresses of all businesses ranging from 5 to 1000 employees within the county. The cost for those data sets range between \$1,000 and \$5,000, depending on the level of detail.	Improved localization of business clusters and ability to provide targeted advertisement of locations (along the supply chain of existing businesses)	DoD, CCPC
Conduct specific qualitative industry research to identify potential public investments to attract more businesses in the industry (e.g. aviation/ aerotropolis, film-industry, tourism, technology, food processing)	Improved ability to target specific industries	DoD, CCPC
Strengthen collaboration between economic development organizations in Cuyahoga County (see Figure 1)	Enhanced visibility and leveraging of resources	DoD
Work with communities to ensure that planned road and infrastructure projects receive funding and are implemented	Upgraded and improved roads and infrastructure to attract new residents and businesses	DPW, CCPC, NOACA
Create a forum/ workshop/ roundtable (other formats?) for universities and businesses to collaborate on innovations and research and development	Connect workforce education to business needs, potential cost savings for businesses	CCPC
Consider public arts initiative to enhance plazas in neighborhoods and community centers	Improved appearance of neighborhoods, quality of life increase	DoD
Regarding Map 1: Determine which retail centers are regional destinations vs. retail that primarily serves local/ neighborhood purposes (e.g. Regional destinations: Chagrin Falls Downtown, Coventry in Cleveland Heights, Crocker Park in Westlake); need to develop criteria that determines “regional”	Better understanding of regional transportation needs and suitable locations for developments of regional interest	CCPC
Do reality check of findings from master plan review – conduct interviews with economic development officials in each city to get latest news on development plans; fact check implementation progress of proposed development	Improved understanding of suggestions in master plans	CCPC, DoD
Develop decision making tool to determine regional impact of local developments	Enhanced regional economic development	CCPC, DoD