



# CUYAHOGA COUNTY FIVE- YEAR ECONOMIC DEVELOPMENT PLAN

2017-2021

May 31, 2017

Armond Budish, County Executive  
Cuyahoga County Economic Development Commission  
Department of Development  
Cuyahoga County Council

## **Economic Development Commission Members**

### **Armond Budish**

Cuyahoga County Executive

### **Mayor Frank G. Jackson**

City of Cleveland (represented by Edward Rybka, Chief of Regional Development, and by David Ebersole, Interim Director of Economic Development)

### **Jack Schron**

County Councilman, Chair of Economic Development Committee

### **Harriett Applegate**

Executive Secretary, North Shore Federation of Labor AFL-CIO

### **William Friedman**

President and CEO, Cleveland Port Authority

### **Brian Hall**

Executive Director, Commission on Economic Inclusion

### **Joe Roman**

President and CEO, Greater Cleveland Partnership

### **Mayor Susan Drucker**

City of Solon, Mayors and Managers

### **Marc Byrnes**

Chairman, Oswald Companies

### *Development Staff*

#### **Theodore Carter**

Chief Economic Development & Business Officer

#### **Paul Herdeg**

Head of Strategic Planning

## Overview

Cuyahoga County is enjoying a recent resurgence in national attention as an economic hub for health care services (for which it is recognized globally); a center of health care innovation; a well-organized startup and early-stage funding ecosystem; a fresh water and innovation capital; an advanced manufacturing hub; a tourism, recreation, and convention center; a center of transportation, distribution, and logistics; a home for nationally-recognized arts and culture; a location for an attractive quality of life; and a strong higher-education system that includes a nationally-ranked private university. This attention resulted in the region being selected to host for the 2016 Republican National Convention and ranked as a top-ten Region for Millennials. There is broad consensus that now is the moment to catapult the region to regain its former national economic prominence.

Cuyahoga County is still in the process of economic restructuring and transition--from its historical manufacturing-dominated economy, to a knowledge-based economy supporting 21<sup>st</sup>-century industries in technology, big-data and health care innovation.

Cuyahoga County is home to 1.2 million people and is comprised of 59 unique and distinctive communities, with Cleveland as its nucleus. The County is also considered the economic nucleus for Northeast Ohio. The County's top industries include healthcare, diversified manufacturing, biotechnology, and other services. Just a few of the County's nationally recognized Fortune 500, middle market, and startup employers include the Cleveland Clinic, University Hospitals, Eaton Corporation, Progressive Insurance, Parker-Hannifin, Key Bank, Case Western Reserve University, General Electric, Cleveland Whiskey, Swagelok, Sherwin-Williams, Lincoln Electric, Nestle USA, Huntington Bank, Jones Day, Baker Hostetler, ArcelorMittal, Hyland Software, BoxCast, Lecco Worthington, and IBM's Explorys Division. The 2017 Economic Development Plan, as proffered by the Cuyahoga County Economic Development Commission, reflects Cuyahoga County's desire to collaborate and align with the region's economic development stakeholders and partners to create and sustain economic and population growth and job creation.

## Snapshot of Regional Assets



## Primary Objectives

Cuyahoga County's 2017-2021 Economic Development Plan is built on three primary objectives.

1. Re-establish the Greater Cleveland region as a national economic hub, recognized both nationally and globally for the continued strength of its manufacturing sector; as a global center for healthcare, innovation, research and development; and as home to both a well-organized and well-funded start-up ecosystem, and a modernized workforce system that is both demand and supply focused.
2. Foster positive employment, economic and population growth in Cuyahoga County.
3. Advance balanced, diverse and equitable economic and job growth through public policies and investment that focus not just on the quantity of jobs created, but also the quality of jobs and neighborhoods.

## Metrics

Cuyahoga County's economic development activities will lead to measurable outcomes, linked to its three primary objectives:

1. Investment from outside Cuyahoga County, exports to national and international markets, new business starts, educational attainment, and positive national media mentions.
2. Employment, population, and value of goods and services produced.
3. Average neighborhood earnings, housing values, opportunity index ratings, and underlying economic, educational, and public health data, both for the County and municipalities within the County.

## Cuyahoga County Guiding Principles

In achieving these objectives, Cuyahoga County will follow a set of guiding principles, focusing on the vision that Cuyahoga County will convene and facilitate regional economic development work; and its Department of Development will be recognized as an economic development center of excellence. It is the desire of the Economic Development Commission that Cuyahoga County economic development stakeholders will:

### Lead

1. Lead in developing the vision for regional economic development.
2. Facilitate and foster job creation and appropriate linkage to Cuyahoga County's workforce development priorities.
3. Work collaboratively with education stakeholders to improve the County's education system.
4. Build on and leverage existing partnerships with the 59 Cuyahoga County communities and regional, public, private, and non-profit organizations to achieve the objectives and identify industries of the 21<sup>st</sup> century that will be the source of job creation and regional growth
5. Strive to partner, foster and support sustainable economic development and infrastructure investments/projects and promote sustainability as an end goal in the implementation of our economic development mission.
6. Focus on leveraging strategic partnerships to bring new jobs, companies and investment, and grow existing businesses.
7. Integrate social services and transportation with economic development to enhance the County's workforce.
8. Develop and implement a countywide Housing Plan.
9. The County will take prudent risks to achieve and advance its economic vision.
10. With partners, focus on growing target sectors, including healthcare, IT, and manufacturing.

### Execute

1. Execute programs with the goal of becoming the premier county in Ohio for economic growth, quality of life, education and opportunity.
2. Collaborate with the 59 municipalities in Cuyahoga County to advance and implement this economic and community development vision.
3. Innovate to create economic value for Cuyahoga County's communities and residents.
4. Prudently and effectively invest public capital to facilitate job creation and positive economic value for communities and residents countywide, and support efforts to create and maintain quality neighborhoods.
5. Foster more vibrant communities through place-making, commercial corridor revitalization, increased community access to amenities, assessment of environmental contamination and remediation of contaminated sites with identified end-users, as appropriate.
6. Execute economic development with the highest integrity, transparency, and accountability.
7. Achieve measurable results through analytic, research-based strategies that focus on results, not process, and report these results to the public.
8. Integrate economic and community development work to make best use of limited resources.
9. Continue to support entrepreneurship and small businesses, emphasizing the need for diversity and inclusion in this space.
10. Leverage existing county assets, including the Global Center for Health Innovation, Huntington Convention Center of Cleveland, and the County Airport.
11. Work with local stakeholders to reduce entrance barriers for small businesses and potential investors looking to locate or grow in the region.

### Market and Communicate

1. Advocate regionally for transportation, infrastructure, investments and planning that will connect jobs to people and enhance the competitiveness of the county/region.
2. Focus on the value of labor mobility as an economic development priority.
3. Promote the region's ability to manufacture and sell products to international markets by leveraging our location with relation to maritime and roadway accessibility.
4. Focus on opportunity and inclusion in all economic development work.
5. Promote arts, culture and tourism as a key component of the county's economic development strategies in the place-making realm.
6. Promote Cuyahoga County as a global destination, building on its reputation as a medical innovation and manufacturing hub.
7. Promote and integrate education and workforce training to create a pipeline of employees for businesses and to create career opportunities for residents.

## Objective 1: Re-establish Cuyahoga County as a national economic hub

Sixty years ago, Cleveland reached its peak population, and was widely regarded as one of the United States' major industrial centers, based mainly on its heavy manufacturing. Our aspirational goal is to re-emerge as the Making and Manufacturing Economic Capital of the United States (M<sup>2</sup>EC). While industry has shifted, many of the advantages that made Greater Cleveland an attractive site to locate manufacturing plants continue to offer an ideal setting for advanced manufacturing and other new economic endeavors. Greater Cleveland already possesses strong higher-education and medical institutions; a track record of supporting innovation; mature, advanced manufacturing; ample supplies of fresh water; a vibrant interstate and international maritime trade industry; and nationally-recognized arts and culture. Building on these strengths, Cuyahoga County will convene and facilitate regional efforts to return Greater Cleveland to a more prominent position in the national economy. Cuyahoga County's Economic Development Commission will advance the discussion in identifying the four to five big economic development bets that will drive regional economic growth.

### Strategy: Facilitate the creation of a workforce that is a competitive advantage for Northeast Ohio.

There are a number of workforce providers currently existing in Cuyahoga County. The quality of our business ecosystem will be driven by our ability to integrate, align, and scale the workforce system to the benefit of our businesses and workforce.

Private sector feedback suggests that building a globally competitive workforce is the top priority with the greatest potential to increase the region's competitiveness and drive economic growth. There are several activities that can be implemented to achieve success in this area as reflected in a clear and streamlined path to helping companies identify and hire the talent they need to compete, grow and be profitable. We believe the following activities will enable the highest return in achieving that goal:

#### **Activity 1: Support business growth and profitability through a workforce pipeline that delivers a sufficient and steady supply of qualified candidates at all skill levels to keep jobs filled.**

This will provide a shared systems-level focus on eliminating the demand-supply gap for in-demand jobs now and in the future in a sustainable way. Cuyahoga County Government will utilize a variety of approaches, including leveraging intermediary, provider, and sector partnerships, to achieve specific targets and systems-level strategies; access reliable & dynamic data; and create large-scale accountability for eliminating the demand-supply gap for in-demand jobs in each sector.

Cuyahoga County Government will help create a shared focus on aligning programmatic efforts of funders and providers to scale up approaches that business leaders believe are effective to eliminate the demand-supply gap for their in-demand jobs now and in the future.

#### **Activity 2: Assist residents with employment barriers that keep them outside the pipeline to become skilled workers pursuing career and wage pathways inside the pipeline.**

Cuyahoga County Government will utilize a variety of approaches to redefine workforce system “success” as a career pathway leading to a family sustaining wage and employment benefits without public support. The County will utilize existing career pathways and establish new pathways in tandem with business leaders, service providers, and educational institutions to train workers for in-demand jobs in each sector as part of a sector partnership approach (above).

Cuyahoga County Government will support existing efforts and create new opportunities to help job seekers establish career plans that integrate support, readiness, education, employment, career advancement, and entrepreneurship services. Job quality will be a focused priority of these activities to assist businesses and service providers with opportunities for career pathways, advancement, retention and mobility.

Cuyahoga County Government will support existing workforce development programs to promote rehabilitation and social reintegration of the re-entry population, and will encourage private-sector employers to remove bright-line barriers to employment for job-seekers with criminal records.

Cuyahoga County Government will support and encourage the region’s youth (future workers and entrepreneurs in Pre-K - 16) to enroll in and complete academic programs to improve long-term career prospects (i.e. Technical Education, Apprenticeships, Internships, and other programs that directly connect post-secondary coursework to careers).

**Activity 3: Build alignment among public, private and philanthropic funders to invest our separate workforce dollars in ways that move forward shared goals and priorities, and measure success by shared outcomes and impact.**

This alignment will create shared systems-level goals and priorities that drive better coordination and guide all local and regional workforce planning and funding decisions. Northeast Ohio has been moving toward a more coordinated systems approach for many years directed at sector partnerships, career pathways, and other opportunities for closer alignment between workforce, economic development, education and human services strategies. Consensus has been achieved among Cuyahoga County’s public, nonprofit, and private sectors to create a more comprehensive workforce system. Cuyahoga County Government will build on the work that has been done separately in our community, to better integrate and align activities for more effective outcomes.

Together, we have the opportunity to design a coordinated workforce system that works for business and job seekers. This alignment gives us all greater opportunities to leverage resources across systems and sectors to best serve the needs of both our businesses and residents.

**Activity 4: Focus workforce innovation and effort on the Hospitality and Tourism sector, as a key component of our economy. Partner with Destination Cleveland and its network to advance this strategy.**

**Strategy: Support manufacturing and promote innovation among small and medium manufacturers**

Cuyahoga County will recognize and support its legacy industries, including steel, automotive, and machine tools, as well as the growth of newer industries. Among significant driver industries of Cuyahoga



County are existing businesses that export products/services. Some of these are manufacturers, whose export-driven revenues bring in resources that drive the population serving business, multiplying manufacturing's impact on the economy. Growth in manufacturing itself drives higher than average pay, high skilled jobs as manufacturing uses more advanced and technical machines and processes.

Through economic development partners like MAGNET, Cuyahoga County will work to strengthen, grow, and accelerate manufacturing through innovation and advanced manufacturing technologies like 3D printing, digital manufacturing, and maker spaces like ThinkBox, while simultaneously ensuring there is a vital pipeline of trained workers to fuel that growth. To help companies grow through innovation, the County has participated in the PRISM program (Partnership for Regional Innovation Services to Manufacturers), a holistic program consisting of hands-on consulting, deep technical assistance, and leveraging regional partners to offer product design, process improvements, workforce development, market diversification and other innovative growth programs. The County is a vital part of this program, and other institutions such as NASA, Case Western, CSU, Tri-C, and many others are already aiming to help small and medium manufacturers grow and can be accelerated further through County focus. Future growth of manufacturing depends on its ability to embrace innovation to compete globally. For example, the Port of Cleveland's "Cleveland to Europe Express" offers regional manufacturers reliable and local means to export products to international markets. Quicker delivery timelines have and will continue to increase global competitiveness of the region. The County can help catalyze resources being delivered into the hands of the most promising growth companies through both capital development, program development, and focused promotion of existing economic development tools.

## **Strategy: Create an innovation / entrepreneurship continuum**

Activity 1: Build upon existing assets, such as the world's first freshwater wind farm on Lake Erie and our existing supply chain network to foster manufacturing of component parts for the wind and solar industries.

Activity 2: Create opportunities for young people and adults to begin to transform business ideas into operational plans. One example is through the partnership with the County Libraries to open Innovation Centers at key locations. Focus on driving innovation as a cultural aspiration to under-served parts of the County.

Activity 3: Form partnerships with public and private entities to assure funding for startup and early stage businesses creating jobs of the future, for example technology and health care. The County's partnership with JumpStart will be a part of these efforts.

Activity 4: Provide and leverage funding for small businesses to start and grow, particularly in neighborhoods. For example, the County's partnership with the Economic Community Development Institute (ECDI) provides this type of support.

Activity 5: Utilize existing assets, like the Global Center for Health Innovation and the major hospital systems, to attract health care businesses to the region.

## **Strategy: Carry out key County activities to re-establish standing as a regional and national economic hub**

Activity 1: Partner with the Greater Cleveland Regional Transit Authority, the Northeast Ohio Areawide Coordinating Agency, the Port of Cleveland, and the City of Cleveland to establish an integrated transportation and economic development plan for the County and to advocate for transportation improvement, growth; diversification, and connectivity.

Activity 2: Partner with the County's education stakeholders to improve the County's educational attainment and competitive position.

Activity 3: Establish a regional, national, and, as appropriate, global branding campaign for the region, focused on economic strengths such as advanced manufacturing, access to water, maritime, and health care.

Activity 4: Partner with early-stage business assistance and funding organizations such as JumpStart to foster new industries, particularly where Cuyahoga County has a competitive advantage. Examples include industries related to water, advanced manufacturing and health care.

Activity 5: Partner with Cuyahoga County communities, the Greater Cleveland Partnership, and Team NEO to refine and make more useful a current inventory of developable sites in each Cuyahoga County community, with information on sources of funding to fill identified site development deficiencies as specific end users become interested in locating at these sites.

Activity 6: Increase the sources and amounts of public and private sector investment capital.

Activity 7: Partner with key economic institutions such as University Circle Incorporated, higher education institutions, and the County's healthcare system to support growth in the "Eds and Meds" sectors.

Activity 8: Coordinate active and consistent regional participation in national economic and development and real estate, such as International Council for Shopping Centers; Select USA, Urban Land Institute, CORENet, Consumer Electronics Show, and SXSW.

Activity 9: Promote wider and more equitable access to broadband as a tool for business attraction and expansion and to enhance the education system.

Activity 10: Promote vocational training for advanced manufacturing.

Activity 11: Collaborate with the Aerozone Alliance and its member municipalities and organizations to facilitate economic development spin-offs that take advantage of our proximity to NASA-Glenn Research Center, Cleveland Hopkins Airport, and other airports in the County.

## **Strategy: Support research, commercialization, and technology transfer**

Effectively managing and strategizing around the emerging regional knowledge society can only be done by understanding how Cuyahoga County is economically restructuring. As Cleveland State University's Center for Population Dynamics has noted, the commercialization of knowledge should not be viewed as the cause of economic growth; it is an effect that comes when the best knowledge is being produced.

Greater Cleveland is known for its excellence in "Eds and Meds" – higher education and world class health care. Research at Cuyahoga County's universities, University Hospitals, and the Cleveland Clinic, creates knowledge with high value for commercialization. Research also attracts highly educated and skilled individuals to move to Cuyahoga County. The focused research itself, along with the potential stream of startup companies it spins off, are economic development activities worth funding and supporting.

## Objective 2: Foster positive job and population growth & opportunity

### Strategy: Improve transportation and labor mobility

Implement Vibrant NEO 2040's recommendation to increase affordable public and other transportation options better connecting communities to workplaces, particularly in Cuyahoga County's suburbs.

### Strategy: Improve business retention and expansion

Cuyahoga County, collaborating with its partners, will create a more effective business attraction, expansion and retention ecosystem that is coordinated and metrics\results oriented.

Activity 1: Assist Cuyahoga County's 59 member communities to identify and market their key real estate sites to attract national and regional businesses. Offer both environmental assessments, as funding is available for sites, and assistance locating resources for environmental remediation of sites with identified end users.

Activity 2: Promote Cuyahoga County's assets including affordable housing, quality of life, and skilled workforce, to attract both regional and national business relocations.

Activity 3: Partnering with the Greater Cleveland Partnership to conduct a targeted, strategic business-calling program to accelerate business growth opportunities in Cuyahoga County.

### Strategy: Encourage immigration of educated and skilled workers

Activity 1: Market the entire County as an attractive living and working environment for Millennials. The County Executive has sponsored a Millennial economic development advisory council to solicit input on strategies. Continue to consult with Millennials to design and promote initiatives to attract and retain highly skilled residents county-wide.

Activity 2: Promote the County's post-secondary education system, which includes nationally ranked private universities, to foreign students.

Activity 3: Partnering with Global Cleveland to promote the County as a welcoming place for immigrants.

### Strategy: Emphasize place-based development

Economic development and community development are inextricably linked. Place-based development reduces the public expense of economic development by capitalizing on region's human capital, infrastructure, community and neighborhood assets, institutional and industrial strengths, and cultural resources that are already in place.

Cuyahoga County boasts assets that are the envy of other regions: cultural institutions that are seldom matched, access to abundant fresh water and existing infrastructure (from roadways and an international port to information superhighways) with capacity to accommodate growth.

Activity 1: Collaborate with communities to identify and consider modifying local policies, such as high rates

of taxation, or zoning regulations which might be discouraging businesses from choosing otherwise attractive sites for their locations.

Activity 2: Maintain and continue to enhance Cuyahoga County's high quality natural and cultural assets.

Activity 3: Build on previous work done by the County Planning Commission in which ten possible priority areas for Place Based Economic Development were identified, create a specific list of prospective neighborhood place based economic development projects which have high potential for positive economic development impact on a regional scale.

## Strategy: Integrate sustainability

Climate Change is a reality that everyone in the world must address. As the need for cleaner generation of fuel sources are needed, Cuyahoga County is cognizant of both the need to encourage greener energy development for its own sake, but also the economic development opportunity afforded by being a leader in the field.

Activity 1: Strengthen the County's abilities to finance clean energy projects in order to assist wind, solar and other forms of clean energy development. Build on and expand the efforts of the Department of Sustainability's Clean Energy Finance Hub and work to utilize all of the tools available such as renewable energy tax credits, PACE funding, clean energy bonds and others to expand development.

Activity 2: Prioritize projects which have clean energy components built into them when considering County resource allocation, loans, grants and other forms of assistance.

Activity 3. Assist in development of large scale renewable power projects such as the LEEDCo offshore wind project and the CURP landfill solar project in Brooklyn, and advocate where appropriate for utility distributive generation rules that make renewable power projects easier to achieve.

## Objective 3: Advance balanced, diverse and equitable economic and job growth

Cuyahoga County will embody the philosophy that “everybody matters”. The County will seek to present opportunities to all residents, especially those in disconnected and under-served populations. When considering financial support to business, the County’s Department of Development will consider not only the quantity, but also the quality of jobs created.

### Activity 1: Housing Policy and Housing Plan

In 2015, County Executive Budish directed a thorough review of Cuyahoga County’s housing conditions and policy, in consultation with a wide range of stakeholders. In 2016, the County Planning Commission completed a statistical analysis of housing conditions in Cuyahoga County as a step toward completion of a comprehensive housing plan for Cuyahoga County. Based on this analysis and on significant housing policy development work led by the County Executive and Deputy Director of Development for Housing, Cuyahoga County has set forth six key areas for coordinated effort to improve housing conditions:

- Access to Capital
- Tax Collection and Delinquency
- Housing Insecurity
- Special Populations
- Fair Housing
- Confidence in the Housing Market

The Cuyahoga County Housing Plan is still in final draft status. Upon completion and approval by the County Executive, it will be attached to the Five- Year Economic Development Plan as an appendix.

### Activity 2: Inclusion

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 boomerangers and newcomers, both transplants and immigrants alike. The future success of the County is inextricably tied to the success of historically isolated populations. As part of business growth, we will work to grow the number and size of female and minority-owned enterprises, expand access for minority and economically isolated residents to educational training and business opportunities, and build a sustainable system that generates opportunities for economic access for all residents, particularly historically isolated populations. To advance this goal the County has adopted a new legislation designed to improve County government opportunities for small, minority and female owned businesses to compete for County government contracts and to support the concept of community benefits.

## Appendix: Current County Economic Development programs and tools / Portfolio of financial assistance products and programs

**NOTE:** Cuyahoga County is in the process of streamlining its menu of programs, to create a more effective set of tools and policies to support business growth. This Appendix will be updated when appropriate.

### Innovation

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, technology transfer and commercialization activity 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 supports key aspects of innovation development that are designed to cultivate entrepreneurs and innovation and to nourish early stage companies along the capital formation continuum and product life-cycle.

**Innovation Centers:** All residents can access resources to develop their business concepts and early commercialization efforts, including collaboration with mentors, at libraries.

**North Coast Opportunities Technology Loan Program:** Early stage micro-funding to accelerate growth and attract investors for technology-based start-ups.

**Next Stage Loan Program:** Invests in companies primed for full commercial launch and in need of later-stage venture capital.

**Innovation Match for Pre-Seed Capital Fund:** With nonprofit partner, JumpStart, Inc., funds pre-seed growth loans to early-stage companies.

**Early Stage Loan Fund:** With nonprofit partner, JumpStart, Inc., funds Series A-Venture capital to next-stage companies seeking new equity financing.

**Accelerated Growth Fund:** With nonprofit partner, loan financing for the growth of existing small, female and minority-owned businesses.

## Property Reutilization: Revitalization, Acquisition and Expansion

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 plans. The County has devised a strategy to address the property needs for successful companies already in Cuyahoga County, and to help them grow in place.

**Community Assessment Initiative (CAI):** Provides professional services to conduct assessments of environmental conditions on eligible properties toward jumpstarting redevelopment.

**USEPA Brownfield Revolving Loan Fund:** Loan funding for clean-up and redevelopment of brownfield sites.

**Redevelopment and Modernization:** Loan financing for existing site and property improvements, including remediation and modernization for identified end users.

**Site Expansion:** Finances environmental cleanup of sites adjacent to existing business end-users.

**Redevelopment Ready:** Finances environmental cleanup of underutilized sites with end-users.

## Business Competitiveness and Success

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.

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.

Cuyahoga County 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.

**Microenterprise Loan Program:** Through nonprofit partner, ECDI, identifies and finances very small startup businesses not yet ready to apply for funding from traditional lenders.

**Small Business Growth Programs:** Various Lending partnerships increasing small business access to traditional lending markets.

**Business Growth Loans:** Economic Development gap-financing loan capital for expansion, acquisition and product enhancements within Mid-to-Large Businesses.

**Large Scale Attraction:** Gap financing and incentives for large-scale growth and attraction.



## Quality of Place Development

Economic Development is inextricably linked to community development. Place-based development reduces the public expense of economic development by capitalizing on region's human capital, infrastructure, community and neighborhood assets, institutional and industrial strengths, and cultural resources that are already in place.

County programs and initiatives are a diverse portfolio of offerings that work together to create strong, vibrant communities in which people want to live and work. Below is a listing of our current programs.

**Place-Based/Mixed-Use Community Development Loans:** Loans targeted toward a physical structure, project or infrastructure to assist strategic and combined business, residential, commercial and/or other community redevelopment activities.

**Municipal Grant Program:** Competitive program that awards grants up to \$150,000 to municipal governments for projects that improve their community.

**Commercial Storefront Renovation:** Competitive program designed to help municipalities update or revitalize local retail corridors.

**Homeownership, Repair & Foreclosure:** Down payment assistance, home repair funding and housing counseling to support homeownership.

**Affordable and Fair Housing Initiatives:** Initiatives that promote all areas in the County as welcoming places for our residents.

# Cuyahoga County Department of Development Programs and Activities

## Job Growth & Opportunity

### Innovation:

Innovation Centers  
(Conducted through County Libraries)

North Coast Opportunities  
Technology Loan Program

Next Stage Loan Program

Innovation Match for Pre-Seed  
Capital Fund  
(Conducted through JumpStart, Inc.)

Early Stage Loan Fund  
(Conducted through JumpStart, Inc.)

Accelerated Growth Loan  
Fund

## Fairness and Equity

### Competitiveness:

#### Workforce

Microenterprise Loan Program  
(Conducted through the Economic &  
Community Development Institute – ECDI)

Business Growth Loan Program  
• Business Development Loans  
• MAGNET-PRISM – Accelerated  
Growth Loans

Small Business Growth Programs  
• Grow Cuyahoga County Program  
SBA-guaranteed Business Loans  
(Conducted through National Development  
Council – NDC)  
• Capital Access Fund – Minority-  
Owned Small Business Loans  
(Conducted through National Development  
Council – NDC)  
• SBA–Municipal Small Business  
Collateral Enhancements  
(Conducted through Cities of Cleveland &  
Shaker Hts.)

Large Scale Attraction  
Loan Program

## Government that Gets Results

### Reutilization:

Community Assessment  
Initiative (CAI) Program-  
Brownfield Assessments

Brownfield Redevelopment  
USEPA Revolving Loan Fund  
Program

Redevelopment and  
Modernization Loan Program

Redevelopment Ready Loan  
Program

Site Expansion Loan Program

Vacant property initiatives  
through the Demolition  
program

### Quality of Place:

Place-based / Mixed-Use  
Community Development  
Loans

Municipal Grant Program

Commercial Storefront  
Renovation

Home Ownership, home repair  
and foreclosure prevention  
programs

Affordable and Fair Housing  
Initiatives

## Appendix B: Year 1 Goals for the Cuyahoga County Five Year Economic Development Plan

NOTE: Concurrent with submission of the proposed plan, the Cuyahoga County Economic Development Department submitted the following list of Year 1 goals as a guide to its short-term aims in implementing the plan. It is expected that these goals will change somewhat over time, especially as the redesign and simplification of the County's Economic Development programs is determined and implemented.

Activity / Key Actor(s)	One Year Action Items 2017-2018
<b>Objective 1: Re-establish Cuyahoga County as a national economic hub</b>	
<b>Strategy: Facilitate the creation of a workforce that is a competitive advantage for Northeast Ohio.</b>	
Activity 1: Support business growth and profitability through a workforce pipeline that delivers a sufficient and steady supply of qualified candidates at all skill levels to keep jobs filled.	<b>Operationalize Skill-Up within the Propel Cuyahoga framework - upskill persons who are currently county Health and Human Services clients</b>
Activity 2: Assist residents with employment barriers that keep them outside the pipeline to become skilled workers pursuing career and wage pathways inside the pipeline.	<b>Expand Work Opportunity Resource Center as part of Propel Cuyahoga</b>
Activity 3: Build alignment among public, private and philanthropic funders to invest our separate workforce dollars in ways that move forward shared goals and priorities, and measure success by shared outcomes and impact.	<b>Continue to align workforce entities, through the Funders Group'</b>
<b>Strategy: Support manufacturing and promote innovation among small and medium manufacturers</b>	<b>Continue Economic Development lending for growth and continue to execute Skill-Up with emphasis on MAGNET referrals</b>
<b>Strategy: Create an innovation / entrepreneurship continuum</b>	
Activity 1: Build upon existing assets, such as the world's first freshwater wind farm on Lake Erie and our existing supply chain network to foster manufacturing of component parts for the wind and solar industries.	<b>Continue LEEDCO engagement, directed by Sustainability office</b>
Activity 2: Create opportunities for young people and adults to begin to transform business ideas into operational plans. One example is through the partnership with the County Libraries to open Innovation Centers at key locations.	<b>Expand the County Library partnership with increased engagement from JumpStart as a source of advice, technical assistance, and capital</b>
Activity 3: Form partnerships with public and private entities to assure funding for startup and early stage businesses creating jobs of the future, for example technology and health care. The county's partnership with JumpStart will be a part of these efforts.	<b>Continue existing partnerships; continue coordination with BioEnterprise</b>
Activity 4: Provide and leverage funding for small businesses to start and grow, particularly in neighborhoods. For example, the county's partnership with the Economic Community Development Institute (ECDI) provides this type of support.	<b>Imbed and Integrate Capital Access Fund, Growth Capital Fund, and ECDI</b>
Activity 5: Utilize existing assets, like the Global Center for Health Innovation and the major hospital systems, to attract health care businesses to the region.	<b>Continue to offer Global Center space and attractive financing to companies in the health care space</b>
<b>Strategy: Carry out key county activities to re-establish standing as a regional and national economic hub</b>	
Activity 1: Partner with the county's education stakeholders to actively improve the county's educational attainment and competitive position.	<b>Engage school superintendents around workforce preparation needs</b>
Activity 2: Partner with the Greater Cleveland Regional Transit Authority, the Northeast Ohio Areawide Coordinating Agency, the Port of Cleveland, and the City of Cleveland to establish an integrated transportation and economic development plan for the county and to advocate for transportation improvement, growth, diversification, and connectivity.	<b>Support Job Clusters labor mobility work with NOACA / Fund for our Economic Future</b>
Activity 3: Establish a regional, national, and, as appropriate, global branding campaign for the region, focused on economic strengths such as advanced manufacturing, access to water, maritime, and health care.	<b>Restructure ED website and marketing collateral across all platforms</b>
Activity 4: Partner with early-stage business assistance and funding organizations such as JumpStart to foster new industries, particularly where Cuyahoga County has a competitive advantage. Examples include industries related to water, advanced manufacturing and health care.	<b>Continue to support JumpStart, Growth Capital, MAGNET and sharpen focus on water as a competitive advantage for the county</b>
Activity 5: Partner with Cuyahoga County communities, the Greater Cleveland Partnership, and Team NEO to refine and make more useful a current inventory of developable sites in each Cuyahoga County community, with information on sources of funding to fill identified site development deficiencies as specific end users become interested in locating at these sites.	<b>Implement CRM and a branded website for exposing all suitable county properties to the market</b>
Activity 6: Increase the sources and amounts of public and private sector investment capital	<b>Identify a financial mechanism to increase county job creation funding</b>
Activity 7: Partner with key economic institutions such as University Circle Incorporated, higher education institutions, and the county's healthcare system to support growth in the "Eds and Meds" sectors.	<b>Continue to engage Bio Enterprise and the health sector</b>
Activity 8: Coordinate active and consistent regional participation in national economic and development and real estate, such as International Council for Shopping Centers; Select USA, Urban Land Institute, CORENet, Consumer Electronics Show, and SXSW.	<b>Ensure a successful 2017 Meeting of the Minds; identify leverage points</b>
Activity 9: Promote wider and more equitable access to broadband as a tool for business attraction and expansion and to enhance the education system.	<b>Continue to align workforce programming with broadband expansion</b>
Activity 10: Promote vocational training for advanced manufacturing.	<b>Continue Skill-Up collaboration with MAGNET</b>
Activity 11: Collaborate with the Aerozone Alliance and its member municipalities and organizations to facilitate economic development spin-offs that take advantage of our proximity to NASA-Glenn Research Center, Cleveland Hopkins Airport, and other airports in the county.	<b>Continue to support the Aerozone Alliance; deepen connection with NASA and outreach to NASA's "SBIR" participant companies to attract them to locate and grow in Aerozone cities</b>
<b>Strategy: Support research, commercialization, and technology transfer</b>	<b>Continue engagement with JumpStart and BioEnterprise</b>
<b>Objective 2: Foster positive job and population growth &amp; opportunity</b>	
<b>Strategy: Improve transportation and labor mobility</b>	<b>Continue Job Clusters and related work with Fund for our Economic Future and Greater Cleveland RTA</b>
<b>Strategy: Improve business retention and expansion</b>	

Activity / Key Actor(s)	One Year Action Items 2017-2018
Activity 1: Assist Cuyahoga County's 59 member communities to identify and market their key real estate sites to attract national and regional businesses. Offer both environmental assessments, as funding is available for sites, and assistance locating resources for environmental remediation of sites with identified end users.	Pursue additional federal funding for brownfield assessment and cleanup; develop additional funding for site improvements
Activity 2: Promote Cuyahoga County's assets including affordable housing, quality of life, and skilled workforce, to attract both regional and national business relocations.	Continue to develop and improve collateral for use across all platforms
Activity 3: Partnering with the Greater Cleveland Partnership to conduct a targeted, strategic business calling program to accelerate business growth opportunities in Cuyahoga County.	Continue coordination with GCP, TeamNEO, cities; ombudsperson will engage in coordinated Business Retention and Engagement calling
<b>Strategy: Encourage immigration of educated and skilled workers</b>	
Activity 1: Market the entire county as an attractive living and working environment for Millennials. The County Executive will sponsor a Millennial economic development advisory council to solicit input on strategies. Continue to consult with Millennials to design and promote initiatives to attract and retain highly skilled residents county-wide.	Continue to support attraction of skilled talent in all age ranges; support targeted new and renovated housing development in "pinch areas" to attract skilled talent as part of County housing plan
Activity 2: Promote the county's post-secondary education system, which includes nationally ranked private universities, to foreign students.	Continue to develop collateral for use across all platforms
Activity 3: Partnering with Global Cleveland to promote the county as a welcoming place for immigrants.	Support Global Cleveland
<b>Strategy: Focus on place-based development</b>	
Activity 1: Collaborate with communities to identify and consider modifying local policies, such as high rates of taxation, or zoning regulations which might be discouraging businesses from choosing otherwise attractive sites for their locations.	Continue quarterly countywide meetings with municipalities
Activity 2: Maintain and continue to enhance Cuyahoga County's high quality natural and cultural assets.	Cuyahoga Arts & Culture
Activity 3: Build on previous work done by the County Planning Commission in which ten possible priority areas for Place Based Economic Development were identified, create a specific list of prospective neighborhood place based economic development projects which have high potential for positive economic development impact on a regional scale.	Develop a place-making program to support re-use of underutilized inner ring suburban sites, including vacant malls and vacant retail sites
<b>Strategy: Integrate sustainability</b>	Support Office of Sustainability Initiatives. Identify shared resources and budget.
<b>Objective 3: Advance balanced, diverse and equitable economic and job growth</b>	
Activity 1: Inclusion	Continue Capital Access Fund & other minority business development support
Activity 2: Fair Housing	Execute fair housing assessment to guide future programming
Activity 3: Affordable Housing	Continue to plan and execute use of HUD funds
Activity 4: Housing Plan	Continue to execute the County Housing Plan