



**EXHIBIT A**

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

**2019-2023**

June 1, 2019

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

## **Economic Development Commission Members**

### **Armond Budish**

Chair

Cuyahoga County Executive

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

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

### **Jack Schron**

Vice - Chair

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 Michael Summers**

City of Lakewood, Mayors and Managers

### **Marc Byrnes**

Chairman, Oswald Companies

### *Development Staff*

#### **Theodore Carter**

Chief Economic Development & Business Officer

#### **Paul Herdeg**

Director of Strategic Planning & Analytics

## Introduction

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

The 2019 plan is the culmination of eight years of planning and discussion among leaders of the County's economic development ecosystem. Cuyahoga County is uniquely poised in 2019 to advance its economy through its commitment to the following principles.

- Collaborative development;
- Inclusive economic growth;
- Innovation
- Workforce Development
- Proactive & intentional business engagement with business
- Creation of vibrant neighborhoods through placed based investment

Initiatives that support these principles to drive the intended outcomes include:

- Microgrid Initiative
- Blockland Innovation Hub
- Climate Action Plan
- Innovation Assessment
- Cleveland 2030
- Appreciative Inquiry
- Opportunity Cleveland – Federal Opportunity Zone Initiative

## Primary Objectives of This Five Year Economic Development Plan

Cuyahoga County's 2019-2023 Economic Development Plan is built on three primary objectives, each with corresponding Goals, Strategies, and Activities:

1. Re-position and enhance the county brand economically, which will attract capital investment and attract new businesses.
2. Increase the county's population, which will increase its tax base and provide talent for business growth.
3. Advance equity and inclusion, by promoting equity in the allocation of capital and achieving inclusive jobs growth through improving skills and access to jobs.

## Metrics

Cuyahoga County's economic development activities will lead to measurable outcomes, linked to its primary objectives, in the following areas:

1. Opportunity Index: A qualitative measure that reflects a variety of factors impacting the opportunities our residents have to achieve economic success.
2. Entrepreneurship
3. Business Attraction
4. Existing Business Growth
5. Workforce Development
6. Economic Inclusion
7. Population

## Goal 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, centered on its heavy manufacturing. Our aspirational goal is to 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 many assets. These assets include higher-education and medical institutions; a track record of supporting innovation, 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, with our partners, 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. The County, with its partners, will continue in 2019 to explore opportunities to position export and foreign direct investment as growth strategies. There has been increasing interest by foreign consuls in trade opportunities within the County. This strategy will be coordinated with leaders of the Port and Hopkins International Airport.

### Strategy 1.1: Facilitate the creation of a workforce that is a competitive advantage for Northeast Ohio.

**Activity 1.1.1: 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.**

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 results at scale and accountability for eliminating the demand-supply gap for in-demand jobs in each sector.

Cuyahoga County Government will lead in creating 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 job. In 2019, the Sector Partnerships Initiative will focus on talent needs of Manufacturing, Health Care, and Information Technology (including Blockchain).

**Activity 1.1.2: Assist residents with employment barriers that keep them outside the pipeline to attain employment that is career and wage pathway focused.**

Cuyahoga County Government, through its Propel Cuyahoga initiative, 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, labor unions, and educational

institutions to train workers for in-demand jobs in each sector as part of a sector partnership approach (above). The Skill-Up program will be expanded to include additional services to private sector employers.

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 future entrepreneurs in Pre-K – higher ed ) 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 1.1.3: Build alignment among public, private and philanthropic funders to invest our workforce dollars in ways that advance shared goals and priorities, and measure success by shared outcomes and impact.**

This activity will ultimately 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. This effort is ongoing and will lead to the creation of sector intermediaries in manufacturing, health care, and Information Technology. 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.

**Activity 1.1.4: Focus workforce innovation and effort on the hospitality sector, as a key component of our economy. Partner with Destination Cleveland and its partner network to collaboratively research training needs, promote career opportunities, and explore further job training coordination between Cuyahoga Community College and tourism related businesses.**

While the County's travel and tourism industry grows, so do jobs in this sector. Visitor volume in Cuyahoga County has outpaced the U.S. domestic travel growth rate since 2012, rising by 16.4% in this time span. Between 2015 and 2016, employment in the leisure and hospitality employment sector increased by 10%, the highest employment growth rate of any sector in Cleveland with 5,000 new jobs since 2011. This industry supported 8.1% of Cuyahoga County jobs in 2015 and generated more than \$1 billion in sales tax revenue. The U.S. Travel Association maintains that the tourism industry provides a pathway into the workforce for young adults and persons without higher education. Tourism industry employees have an opportunity to start at the bottom and build a career.

## Strategy 1.2: Support manufacturing, including international exports, and promote innovation among small and medium manufacturers

Activity 1.2.1: 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 activities bring in revenues that multiply the manufacturing's impact on the economy. Growth in advanced manufacturing itself drives higher than average pay because use of the more advanced and technical machines and processes requires a higher-skilled workforce.

Activity 1.2.2: Through economic development partners like MAGNET, and maker spaces like ThinkBox, Cuyahoga County will work to strengthen, grow, and accelerate advanced manufacturing through innovation and advanced technologies like 3D printing and digital manufacturing, while simultaneously ensuring there is a vital pipeline of trained workers to fuel that growth. Cuyahoga County supports an effort to become a center of innovation for the Internet of Things.

Activity 1.2.3: Support the Port of Cleveland's "Cleveland to Europe Express" which 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.

Activity 1.2.4: Work with the Port to develop a more holistic export strategy including goods, services, and tourism.

## Strategy 1.3: Create an innovation / entrepreneurship continuum supported by place based strategies including a MicroGrid

Supporting the innovation economy in Cuyahoga County and Northeast Ohio will continue to be a key economic priority. The County will continue to support Team NEO's efforts in advancing three innovation clusters:

- Additive Manufacturing
- Energy Storage (with Case Western Reserve University as a lead)
- Smart Devices

This effort is a critical component of positioning regional economic growth with respect to the industries of the future.

Activity 1.3.1: Form partnerships with public and private entities to ensure funding for startup and early stage businesses creating jobs of the future in, for example, the technology and health care sectors. Strive to include minority entrepreneurs and organizations in these partnerships and funding streams.

Activity 1.3.2: Create opportunities for both young people and adults in all neighborhoods and communities to begin to transform business ideas into operational plans. Focus on driving innovation as a cultural aspiration to under-served parts of the County. Examples are the partnership with the County Libraries to open Innovation Centers at key locations and the County's partnership with the Economic Community Development Institute (ECDI).

Activity 1.3.3: Provide and leverage funding for innovative small businesses, both high-tech and conventional, to start and grow, particularly in neighborhoods. Support technology transfer from NASA Glenn Research Center, in partnership with the Ohio Aerospace Institute and others. Support the creation of Innovation Hubs in strategic locations including the Aerozone, Downtown, the Health Tech Corridor, and in historically underserved neighborhoods and communities, leveraging NELA park in East Cleveland.

Activity 1.3.4: Leverage Cuyahoga County's leadership in Blockchain to attract researchers to a new Blockland hub with strong connections to opportunities for County residents to engage in Blockchain technology.

Activity 1.3.5: 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 1.3.6: Utilize existing assets, like the Global Center for Health Innovation and the major hospital systems, to attract health care businesses to the region.

Activity 1.3.7: Develop a Microgrid in downtown Cleveland and use it to attract new businesses.

## Strategy 1.4: Carry out key County activities to re-establish standing as a regional and national economic hub

Activity 1.4.1: Coordinate active and consistent regional participation in national organizations and activities that focus on economic development and real estate, such as the International Council for Shopping Centers; Select USA, Urban Land Institute, CORENet, Consumer Electronics Show, SXSW, the Great Lakes Council of Governors & Premiers, American Association of Port Authorities, and American Great Lakes Port Authority Association.

Activity 1.4.2: Partner with the County's education stakeholders to improve the County's educational attainment and competitive position. This will include Pre-Cle, all K-12 education providers, Say Yes, and Tri C.

Activity 1.4.3: Promote key regional business assets, including NASA Glenn Research Center, Plug and Play, Global Health Innovation Center and the increasing the number of residents with advanced degrees and relevant industry certification.

Activity 1.4.4: With Greater Cleveland Partnership, the County, and other key partners, leverage Destination Cleveland's brand and research insights to establish a regional, national, and, as appropriate, global branding campaign for the region, focused on top economic growth clusters, which may include industries related to water/maritime, advanced manufacturing, health care / medical technology, financial technology, and arts / entertainment.

Activity 1.4.5: 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 1.4.6: Partner with Cuyahoga County communities, the Greater Cleveland Partnership, and Team NEO and the County Land Bank to refine and make more useful a current inventory of developable sites in each Cuyahoga County community.



Activity 1.4.7: Increase the sources and amounts of public and private sector investment capital, including capital to make brownfield sites economically viable, and leveraging the Opportunity Zone tax incentive.

Activity 1.4.8: 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 1.4.9: Promote wider and more equitable access to broadband as a tool for business attraction and expansion, as a path to digital technology literacy and innovation, and to enhance the education system.

Activity 1.4.10: Promote vocational training for advanced manufacturing.

Activity 1.4.11: Collaborate with the Aerozone Alliance and its member municipalities and organizations to facilitate technology transfer and business creation that maximizes the advantage of proximity to NASA-Glenn Research Center, Cleveland Hopkins Airport, and other airports in the County.

## Strategy 1.5: Support research, commercialization, and technology transfer

Activity 1.5.1: Effectively manage and strategize around the emerging regional knowledge society 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.

Activity 1.5.2: Support the ongoing regional cross-sector collaboration to make Greater Cleveland a center of Blockchain innovation, research, and commercialization.

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

### Strategy 2.1: Attract new residents, through both domestic and international immigration, and retain current residents

Activity 2.1.1: Actively promote Greater Cleveland as an immigrant friendly community. Partner with Global Cleveland to foster an environment that supports immigrants' effective immersion into the Greater Cleveland community.

Activity 2.1.2: Promote the County's post-secondary education system, which includes nationally ranked private universities, to foreign students. Advocate for national policy changes to allow foreign graduates to remain in Greater Cleveland as skilled workers contributing to our talent pool.

Activity 2.1.3: Develop a strategy to engage regional college students to stay in Greater Cleveland – connect them with projected job openings.

Activity 2.1.4: Utilize resources including Destination Cleveland's brand assets and insights to market the entire County as an attractive living and working environment for Millennials. The County's Department of Development will continue to engage with Millennials to design and promote initiatives to attract and retain highly skilled residents county-wide. Housing affordability is a key part of this effort.

### Strategy 2.2: Improve transportation, labor mobility, and job access

Activity 2.2.1: Partner with the Greater Cleveland Regional Transit Authority, the Northeast Ohio Areawide Coordinating Agency, the Fund for our Economic Future, 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. Implement innovative solutions to the "First Mile" and "Last Mile" problems that make job access via public transit difficult and time consuming for workers.

Activity 2.2.2: 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. Align this work with ongoing research into Job Hubs as a tool for focusing reinvestment in the urban core and appropriate transportation infrastructure.

## Strategy 2.3: Improve business retention and expansion

Cuyahoga County, collaborating with the Greater Cleveland Partnership, will enhance its business attraction, expansion and retention ecosystem through coordinated and metrics/results oriented work.

Activity 2.3.1: Assist Cuyahoga County's 59 member communities to identify and market their key real estate sites to attract national and regional businesses. Support existing systems such as Ohio One while advocating for regional and statewide site promotion efforts to include Cuyahoga County sites. Work to secure funding for environmental assessments and environmental remediation of sites that are well positioned to attract new business once remediated.

Activity 2.3.2: Led by Destination Cleveland, promote Cuyahoga County's assets including affordable housing, quality of life, and skilled workforce, to attract both regional and national business relocations.

Activity 2.3.3: Continue partnership with the Greater Cleveland Partnership, Team NEO, and Jobs Ohio, to coordinate targeted, strategic business-calling programs among these regional actors, municipalities, and the County's Skill-Up business concierge service, to accelerate business growth in Cuyahoga County.

## Strategy 2.4: 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 the region's existing human capital, infrastructure, community and neighborhood assets, institutional and industrial strengths, and cultural resources that are already in place.

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

Activity 2.4.1: Collaborate with communities and the Greater Cleveland Partnership to identify and consider modifying local policies, such as tax rates or land use regulations, which might be discouraging businesses from choosing otherwise attractive sites for their locations, and encourage appropriate calibration of economic development incentives. Support efforts to regionalize public services to decrease their cost.

Activity 2.4.2: Maintain and continue to enhance Cuyahoga County's high quality natural and cultural assets.

Activity 2.4.3: Build on previous work done by the County Planning Commission in which ten priority areas for Place Based Economic Development were identified, create criteria for funding neighborhood place based economic development projects which have high potential for positive economic development impact on a regional scale. Align this work with current research on Job Hubs.

## Strategy 2.5: Address Climate Change through a Climate Action Plan

Climate Change is a reality that Cuyahoga County will address through a Climate Action Plan. Cuyahoga County's Climate Action Plan addresses these areas:

- **Energy:** 100% Renewable Energy by 2050.
- **Transportation:** Cleaner Fuel Vehicles. More Public Transit, Biking, and Walking
- **Ecosystems:** Understand What's Coming. Expand and Protect What's Here.
- **Health:** Extreme Weather. Extreme Heat. New Diseases. New Stresses. Be Prepared and Ready.
- **Land Use:** Develop Wisely. More Trees and Greenspace.

Activity 2.5.1: Invest \$5 million to plant thousands of trees across the region by 2024, to eventually increase Cuyahoga County's tree canopy from 14 to 30 percent by the year 2040.

Activity 2.5.2: Organize and fund a Green Bank to lend money and invest in clean energy projects, such as residential solar panels.

Activity 2.5.3: Build more pedestrian bike paths and connect existing networks of bike paths.

Activity 2.5.4: Provide economic development incentives such as below-market-rate financing to companies moving to or expanding within walking distance of transit routes and/or within transit connected job hubs.

Activity 2.5.5: Create a robust electric vehicle charging station infrastructure.

Activity 2.5.6: Work with the Northeast Ohio Areawide Coordinating Agency to better time traffic signals, reducing idling and speeding up commutes.

Activity 2.5.7: Add rooftop solar panels to multiple County owned buildings and make this technology available to business at the same affordable pricing.

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

Cuyahoga County will promote in its development approach the philosophy that “everybody matters”. The County will seek to promote 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, and accessibility of jobs from neighborhoods with housing affordable to the workers holding those jobs.

### Activity 3.1: 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 (Plan) was completed in 2017. In 2019, Cuyahoga County Council created the Cuyahoga County Housing Program (Program) to provide resources for implementation of Plan components, specifically, Access to Capital and Confidence in the Housing Market. The Program includes the Cuyahoga County Land Reutilization Corporation as a partner and runs from 2020 – 2025. The thirty-million dollars from the Community Development Fund allocated to this Program focuses on expanding and creating programming for home repair, low dollar mortgages, and other activities to increase property values throughout the County.

### Activity 3.2: Inclusion

In order to become a transformative region, the County is striving to be an economically welcoming place, providing opportunity to economically isolated populations, current residents, Cleveland expatriates, “boomerangers” who have returned, 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 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. The County additionally supports and will work to increase access to technology and the digital economy for all residents, including the positioning of innovation hubs in underserved neighborhoods.

## Appendix 1: Cuyahoga County Guiding Principles

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

### Lead

1. Support and facilitate developing the vision for regional economic development.
2. Facilitate and foster job creation and 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. 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. Implement and advance the 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.
11. Focus on and maximize the economic potential of Lake Erie for trade, recreation, wind energy, transportation, and as a water source.

### 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 investment in 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 workforce, 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.**

## Appendix 2: Current County Economic Development programs and tools / Portfolio of financial assistance products and programs

### Innovation and 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, 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 and start-up business development 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.

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

**Pre-Seed for Innovation Ventures Fund:** Through nonprofit partner, JumpStart, Inc., pre-seed growth loans to early-stage companies.

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

**Ohio Aerospace Institute/SBIR:** Creating a technology transfer program to support and encourage innovative startup businesses using NASA technology with federal support, to locate and grow in Cuyahoga County.

**Plug & Play:** Located at the Global Center for Health Innovations, this internationally recognized startup accelerator nurtures innovative new enterprises that may choose to locate and grow in Cuyahoga County.

## Real Estate Finance

Firms that are growing need to modernize and expand. Having development properties ready to meet the expansion and relocation plans of companies is essential. When companies are growing and require more and better space, they seek properties that can be available in a timely manner. Many sites often are more complex, uncompetitive and costly by virtue of environmental issues, abandonment, and/or functional obsolescence. Vacant buildings are often hampered by contamination issues that require remediation or demolition posing significant cost disadvantages.

Our legacy industries have left blighted buildings and contaminated land in the core city and many inner-ring suburbs. The problem of these older commercial and industrial properties is often destructive to the neighborhoods and contributes to continued disinvestment. Growing businesses, unfortunately, often lack the capital and expertise necessary to address these complicated redevelopment opportunities.

The key to reutilizing and redeveloping these properties and land is to provide applicable and relevant subsidy tools that provide faster and clearer solutions and pathways for the companies to address them. The County is actively engaged with companies seeking to locate, expand, or modernize in areas that are served by existing infrastructure and transportation networks, but suffer from the above-described urban disinvestment. As such, the clean-up of land for shovel-ready redevelopment or rapid response for modernization of existing properties is a key piece in the County's place-based economic development plan. 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 grant funding and professional services to conduct certified 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 and properties.

**Redevelopment and Modernization Loans:** Loan financing for significantly blighted and/or underutilized structures and their property improvements, including remediation and modernization for identified end users.

**Place-Based/Mixed-Use Development Loans:** Loans targeted toward strategic, mixed-use and high density (mixture of residential, office, retail, and/or commercial uses) redevelopment projects concentrated in the urban core; downtown, Cleveland's neighborhoods, or inner-ring suburbs.



## Business Growth and Attraction

Both business expansion and attraction are critical sources 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 this growth not only helps drive economic development but is also an effective way to generate economic opportunity for minority & female-owned businesses low & moderate-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 provides direct economic development loans in this area to reinvigorate our economic competitiveness, encourage private investment and business growth, and create high value jobs. To the greatest extent feasible, loans will be made from a revolving loan fund under terms that bring in repayments so that the fund is sustainable. These four strategies address the fundamental gaps that often stifle growth and hinder investment.

**Business Growth and Attraction Loans:** Economic development gap-financing business loans for new construction, physical expansions, real estate acquisition, machinery and equipment and other growth and relocation project needs.

**Large Scale Attraction:** Gap-financing loans and forgivable loan incentives for large-scale & special attraction business projects.

**Grow Cuyahoga County Fund:** Through nonprofit partner, National Development Council (NDC), this program provides direct SBA-backed loans (with County funded gap fillers) for small to medium-sized established businesses.

**Capital Access Fund:** Through nonprofit partners, NDC and the Urban League of Greater Cleveland, this program provides low-cost loans and technical pre- & post-loan counseling for minority-owned small businesses.

**Accelerated Growth Loan Program:** With nonprofit partner, Growth Opportunity Partners, loan financing for the growth of existing small, female & minority-owned businesses.

**SBA-Municipal-County Small Business Initiative:** Through the cities of Cleveland, Cleveland Heights, Fairview Park, Lakewood, Maple Heights, and Shaker Heights, this program provides bank-financed, SBA-backed loans (with Municipal-County funded equity fillers) for small to medium-sized businesses located within these six municipalities.

**Small Business Growth Programs:** Lending partnerships increasing small business access to traditional lending markets, including SBA-Municipal Matching Grants, the Grow Cuyahoga Fund, and the Capital Access Fund.

**Early Stage Loan Program:** With nonprofit partner, Growth Opportunity Partners, loan financing for the growth of existing small, female and minority-owned businesses.

## 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 community development and housing assistance 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 in these areas.

**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.

**Community Wellness Development Program:** Program to incent development of high caliber neighborhood and community assets in sectors that may not achieve the generally accepted success metrics of other job-creation focused development projects, but have an important positive impact on quality of place and community wellness.

Appendix 3:  
 Cuyahoga County Economic Development Financing  
 Product and Program Offerings

**Innovation and Commercialization**  
*County Economic Development Fund*  
 - Pre-Seed for Innovation investments from JumpStart  
 -Technical Assistance from NASA, Flashstarts, BioEnterprise, etc.  
 -

**Entrepreneurship and Opportunity**  
*Economic Development Fund and/or Federal*  
 -Microenterprise loans through ECDI  
 - Pre-Seed for Innovation Ventures loans through JumpStart  
 -Early Stage investments through JumpStart  
 -Accelerated Growth loans through Growth Opportunity Partners  
 -Capital Access Fund loans through National Development Council (with technical assistance from the Urban League)  
 -Grow Cuyahoga loans through NDC  
 SBA-insured bank loans (with equity assistance through Municipal-County match)

**Workforce  
 Innovation**  
*County HHS  
 Levy*  
 Skill-Up Service  
 Training Support

**Business Growth and Attraction Lending**  
*Economic Development Fund*  
 Direct County Loan to an established company to support its growth and/or support its move to Cuyahoga County (underwritten to industry standards and secured, job creation required)

**Business Attraction Incentives (Forgivable Loans)**  
*Economic Development Fund*  
 Incentive to company to attract or retain well paid jobs in target industry (calibrated by the county's Return On Investment; city/state participation coordinated with county incentives)

**Real Estate (Placemaking) Funding**  
*Economic Development Fund, Casino, and/or Federal*  
 Loans, Grants and Tax Credits for a variety of placemaking activities such as Brownfield Assessment/Cleanup, Community Development, Demolition and Modernization, Sustainability (underwritten to funding rules)

**Future Initiatives**

**Infrastructure, Redevelopment, and Modernization – new sources of capital for Brownfield Cleanup, Site Preparation, and Placemaking**

**Export Assistance leveraging Cuyahoga County's Advanced Manufacturing industry cluster and prime logistical location for water, rail, road, and air transportation.**

## Appendix 4: Department of Development Programmatic Priorities

Internal Department of Development program priorities overlap with the initiatives listed above in furtherance of the overarching development principles we have adopted. Programmatic priorities include:

### Workforce Innovation and Sector Partnerships

Cuyahoga County has invested substantial time, energy, and money in the development of the current Sector Partnership initiative. We are beginning to see concrete actions in the Manufacturing sector, with the Healthcare sector slated to begin operation this year and the Information Technology sector (including emerging Blockchain technology) not far behind. We will continue to focus both County and outside actors on implementing this initiative to address the talent gaps in these sectors.

Internally, the Department of Development has built out its SkillUp operation to the point where significant numbers of businesses are directly engaged with our staff. The interventions we seek to apply have led a significant number of businesses to think and act differently as they approach the issue of organizational structure, talent sourcing, training, and retaining human capital.

By Spring 2020, all three sector partnerships will be in operation, and our SkillUp service will be on its way to its goal of engaging 5000 businesses.

### Opportunity Zones / Equity and Inclusion

Working closely with the City of Cleveland, Greater Cleveland Partnership, the Gund and Cleveland Foundations, and the Fund for our Economic Future, the Department of Development coordinates work to leverage the federal Opportunity Zone tax incentive to drive investment in under-served neighborhoods across Cuyahoga County. By Spring 2020, we expect to work with our collaborative partners to support at least 20 Opportunity Zone projects with capital.

Research done by the Fund for our Economic Future demonstrates that systemic racial disparities continue to exist in earnings and employment. Gender disparities also continue to exist. While our major lending programs are open to all business owners, the Department of Development will continue to support activities specifically designed to support innovation, entrepreneurship, and employment in good jobs of those who are still at a disadvantage. Our work includes funding minority business assistance programs, capitalizing loan funds directed towards growing minority businesses and supporting the innovative “Paradox Prize” competition, which seeks to overcome the distance discrimination barrier to employment of those who do not own private cars. We will be conscious of the need for substantive investments from an equity and inclusion standpoint across all our programs.

### Sustainability and the MicroGrid

Actions to address climate change and use sustainable resources have positive economic impacts. The Department of Development is now taking an active role in promoting Cuyahoga County’s sustainability work, including our “first to market” downtown MicroGrid. Incentives will be provided to economic development projects that create jobs accessible by public transit. County-funded real-estate projects will be expected to include sustainable design features. The MicroGrid already shows promise to attract businesses to locate in downtown Cleveland and is expected to be a competitive advantage helping to distinguish Cleveland from other similar cities.

## Innovation and Entrepreneurship

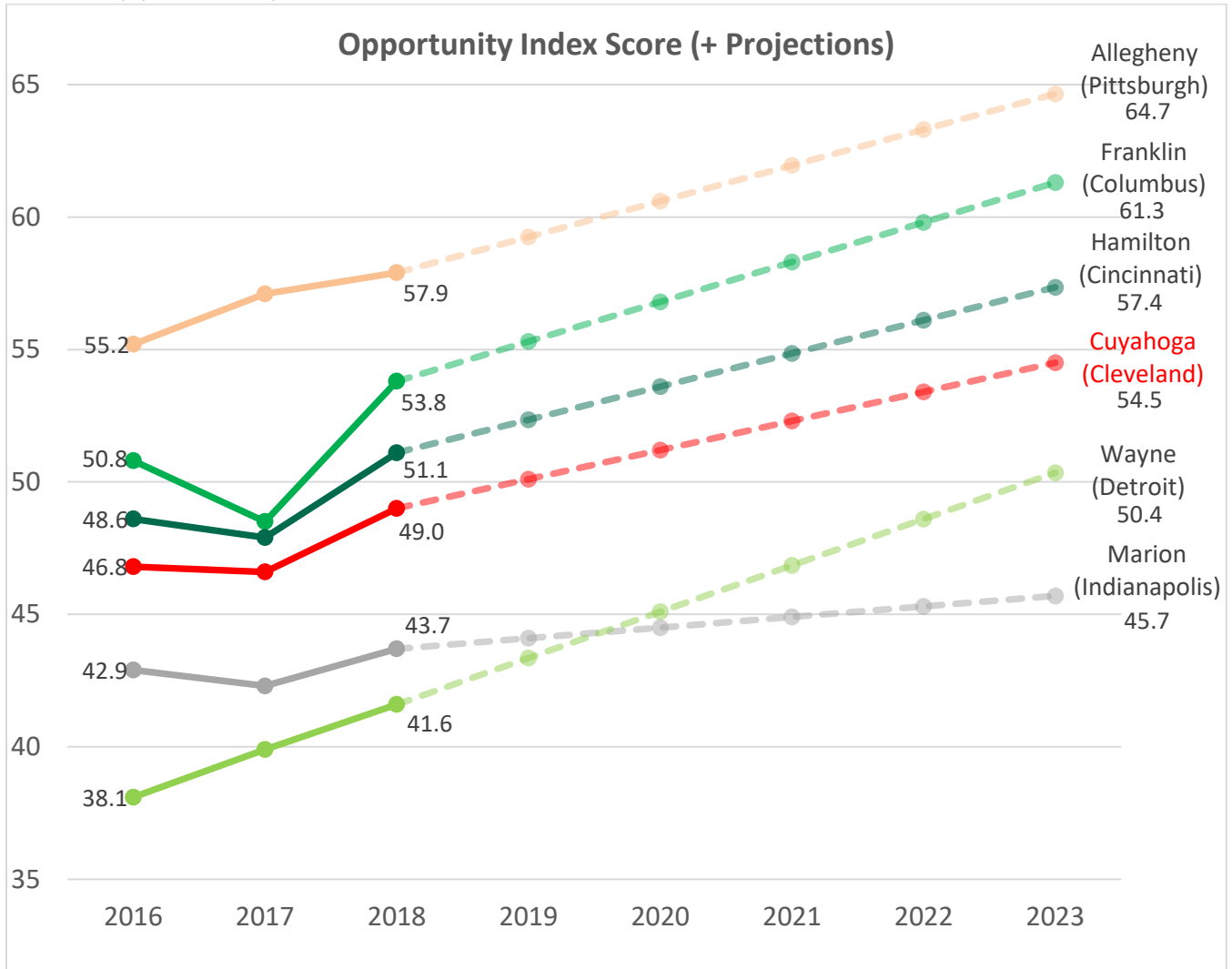
New business formation, research commercialization, and other support for innovation are fundamental to sustaining our County's economic growth. We are fortunate to have centers of innovation in our geography, including the NASA Glenn Research Center, our Universities and our two major hospital systems. Access to the resources needed to start and grow an innovative enterprise is not uniform, and the Department of Development seeks to support initiatives that will make these resources more accessible to underserved populations. We will also seek, in partnership with our Aerozone Alliance, to attract federally-recognized innovative startups to locate and grow here. Our goal is to have the attraction plan in place and to have at least one growing business within the next year. With respect to Blockland, we expect to support the new City Place site in 2020.

## Housing Program Implementation

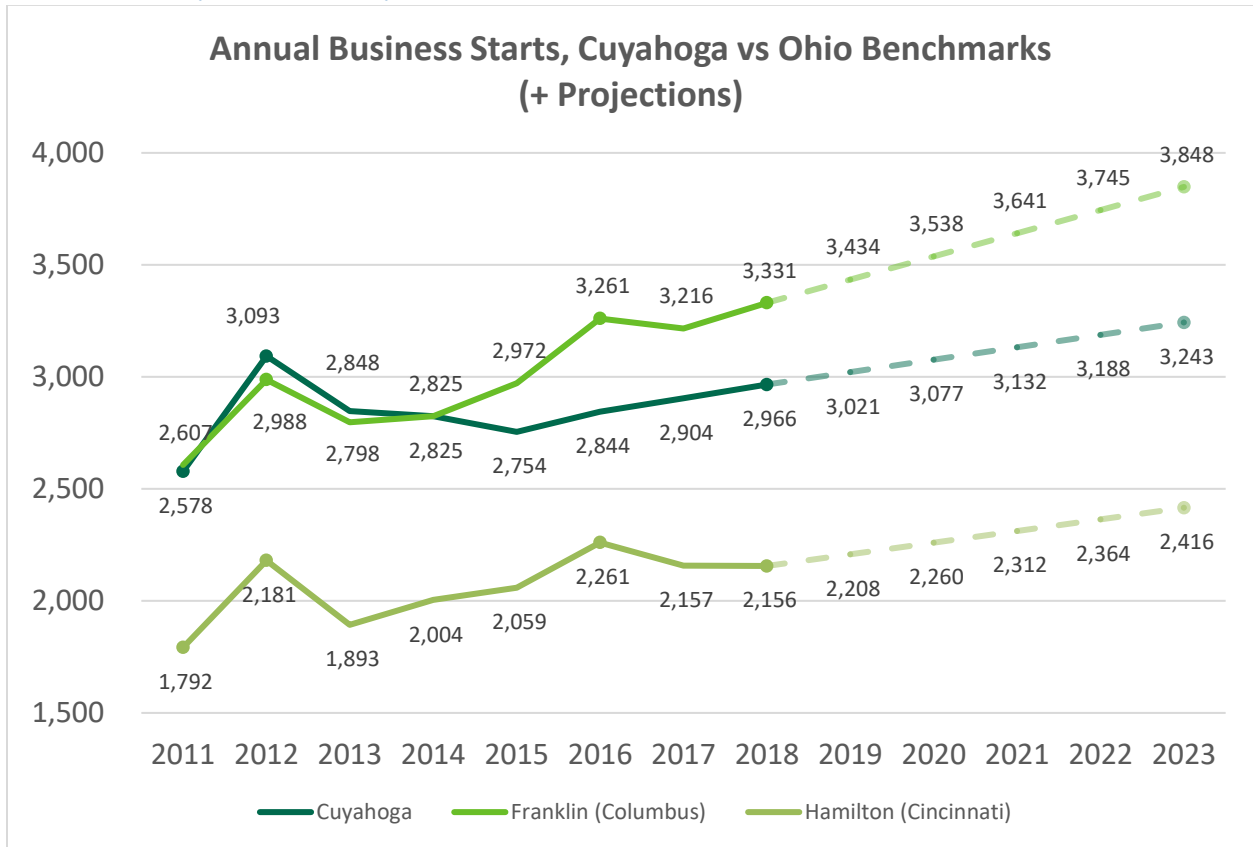
The Department of Development led Cuyahoga County's work to create a robust Housing Policy. County Council has now authorized funding to carry out a housing program addressing the major issues identified by our Housing Policy. Work to implement the housing program is shared between our County Land Bank and the Community Development Division of the Department of Development. Our staff will devote substantial time and effort over the next year to begin to implement the elements of the housing program and monitor activity to be sure the activities are addressing identified needs. Goals for the Housing Program are being established jointly with our County Land Bank.

Appendix 5: Detail and data projection for major success indicators  
 (Source – Cleveland State University, Center for Economic Development)

1. Opportunity Index

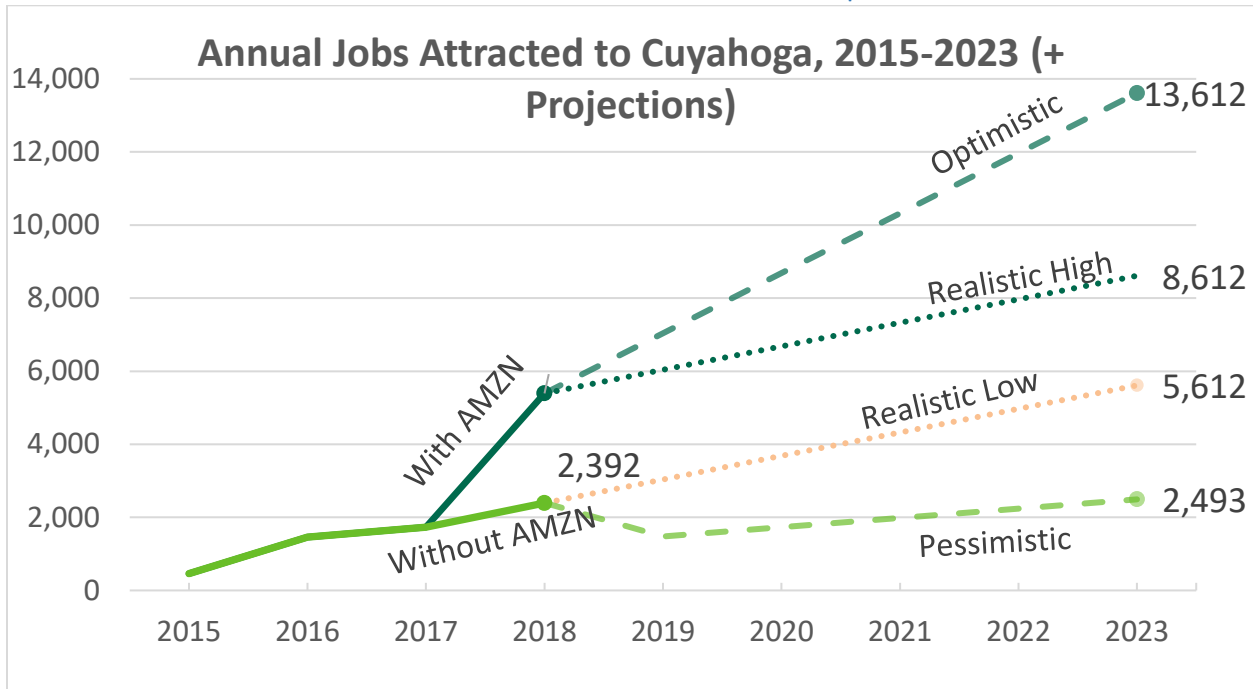


## 2. Entrepreneurship: Business Starts

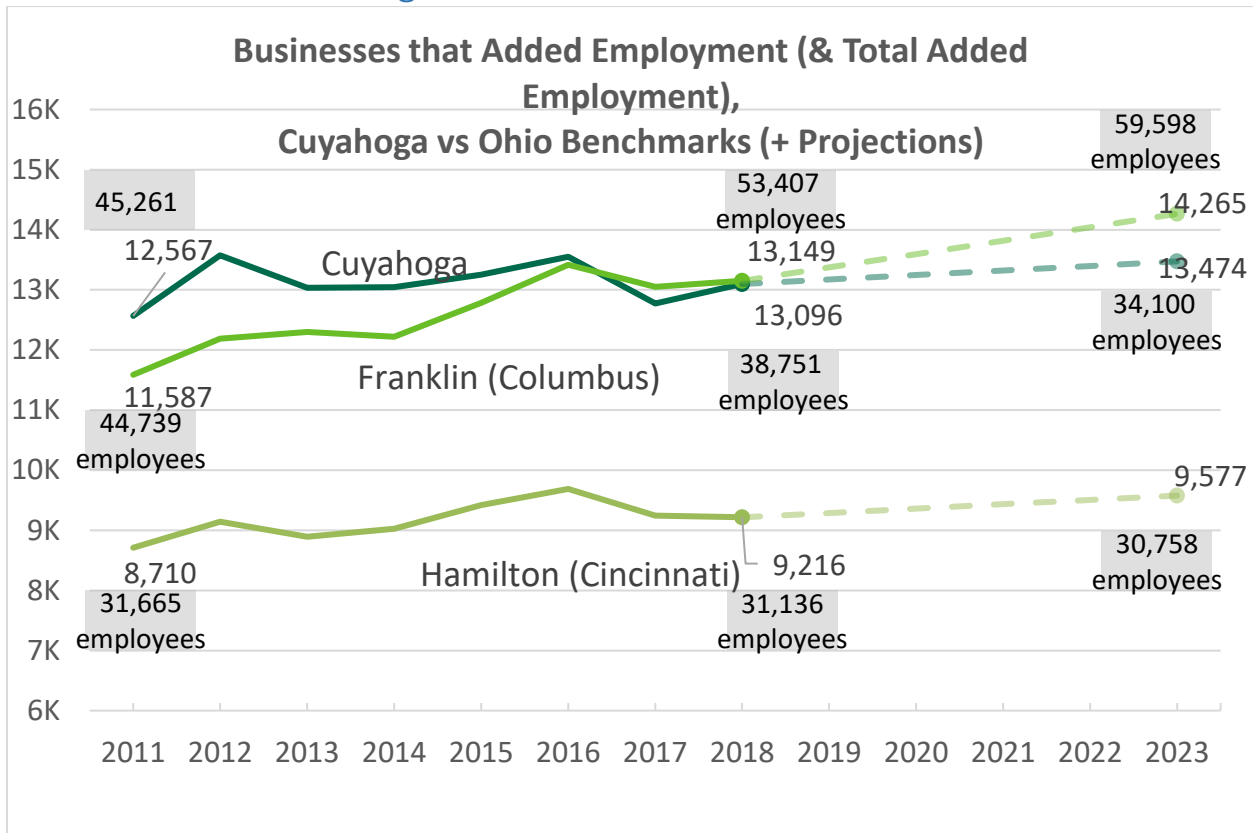


- In 2018, Cuyahoga County added 2,966 new business starts with a total employment of 22,402
  - In addition, 157 businesses relocated to Cuyahoga County with a total employment of 3,583
- In 2023, Cuyahoga County is projected to add 3,243 new businesses with a total employment of 29,181
  - In addition, 183 businesses will relocate to Cuyahoga County with a total employment of 5,024

### 3. Business Attraction: JobsOhio Attraction/Expansion

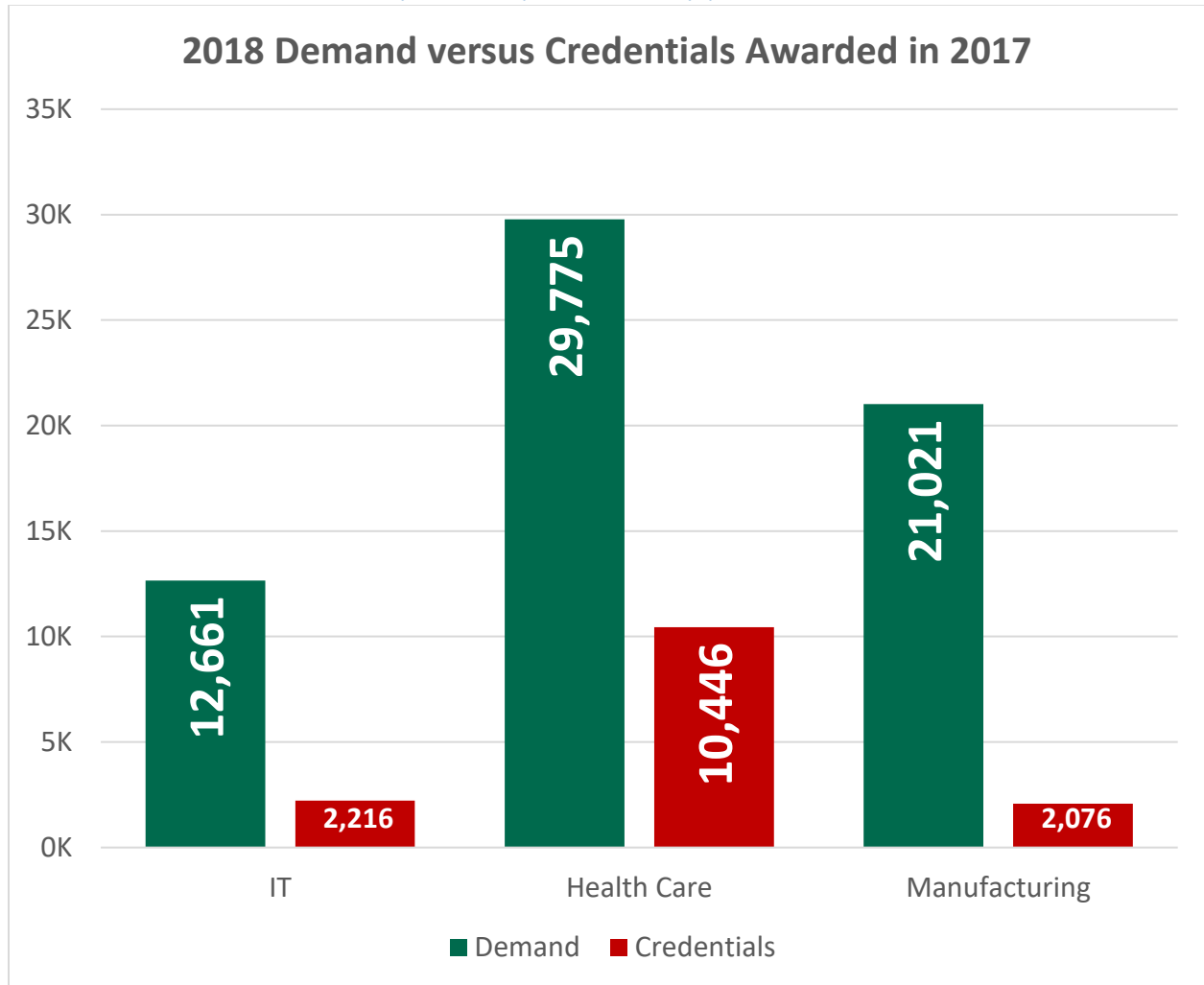


### 4. Growth of Existing Business





## 5. Workforce Development (Talent Gap)



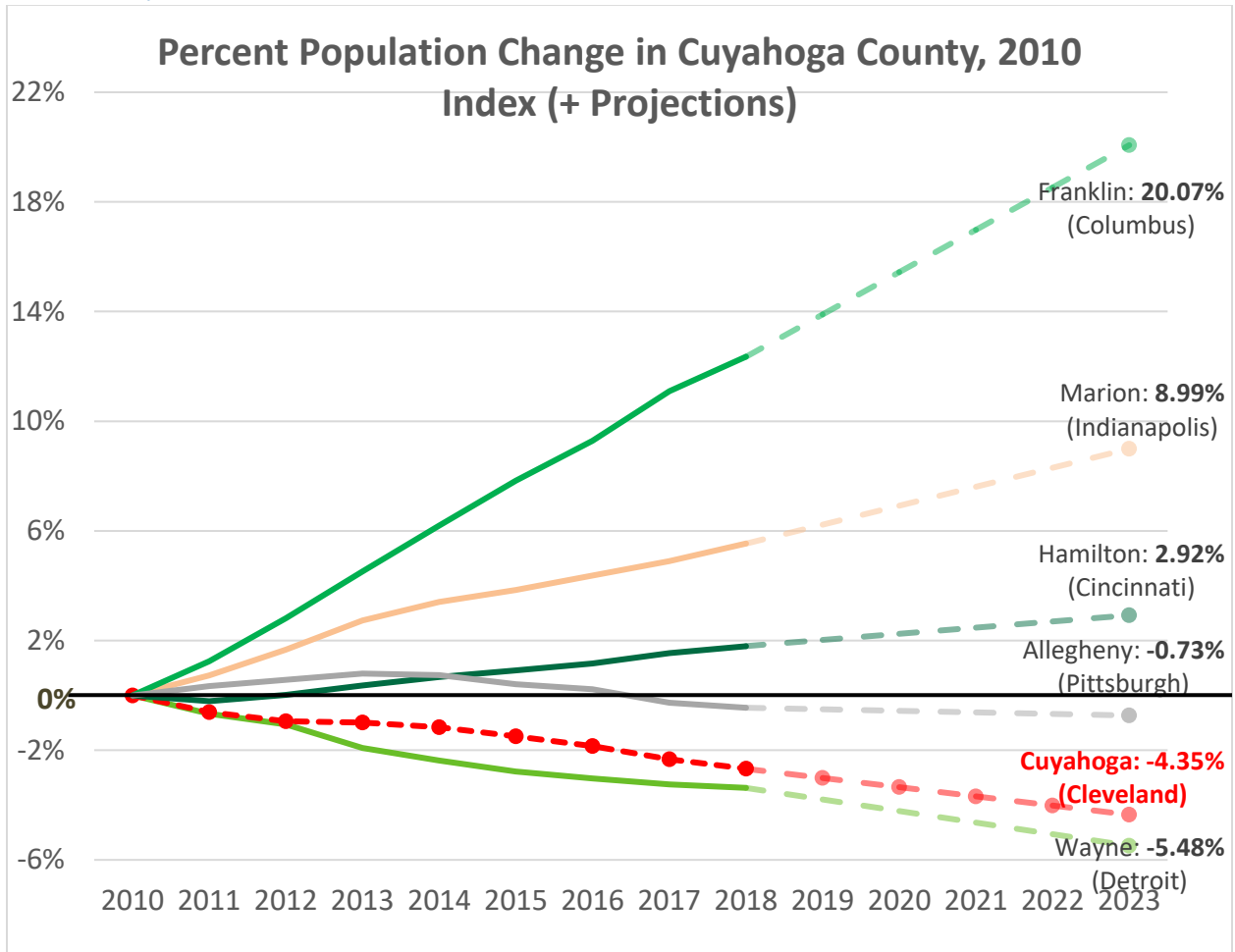
- Northeast Ohio retains 47% of graduates
- If NEO grew retention by 10% the region could retain an additional:
  - 3,130 BA+ grads
  - 445 health care BA+ grads
  - 162 IT BA+ grads
  - 263 architecture & engineering BA+ grads

## 6. Economic Inclusion: Labor Force Participation Rate

Year	Population 16-64 years	Labor Force Part. Rate	Unemployment Rate	Median Earnings
<b>White Alone</b>				
<b>2013</b>	523,313	77.8%	6.6%	\$34,832
<b>2014</b>	516,313	78.5%	6.1%	\$33,958
<b>2015</b>	513,358	77.4%	5.6%	\$35,352
<b>2016</b>	505,058	78.7%	5.2%	\$36,726
<b>2017</b>	497,476	78.6%	4.8%	\$38,215
<b>Non-White</b>				
<b>2013</b>	291,805	70.1%	19.3%	\$24,715
<b>2014</b>	294,050	70.3%	18.6%	\$23,083
<b>2015</b>	291,806	70.9%	17.1%	\$23,823
<b>2016</b>	295,809	69.7%	12.7%	\$23,536
<b>2017</b>	296,411	70.4%	12.3%	\$25,283

- There is a persistent gap in employment and earnings for white and non-white residents of Cuyahoga County
- Projections of current trends do show this gap shrinking for unemployment, but widening for median earnings (for men and women both)

## 7. Population: Total



**2018 Total Cuyahoga Population Estimate = 1,243,857**  
**2023 Total Cuyahoga Population Projection = 1,222,458**

## Partner Engagement

Cuyahoga County designs and executes its economic development strategy through engagement with many organizations. The following list is not intended to be complete, but illustrates the range of our engagement:

The Aerozone Alliance  
BioEnterprise  
Case Western Reserve University  
59 Cuyahoga County Cities, Villages, and Townships  
Cleveland / Cuyahoga County Port Authority  
Cuyahoga County Land Reutilization Corporation (County Land Bank)  
CHN Partners (formerly the Cleveland Housing Network)  
The Cleveland Foundation  
Cleveland Neighborhood Progress  
Cleveland State University  
The Commission on Economic Inclusion  
Cuyahoga Community College  
Cuyahoga County Mayors and Managers Association  
Destination Cleveland  
Digital C  
Economic and Community Development Institute  
Enterprise Community Partners  
First Suburbs Consortium  
The Fund for our Economic Future  
The George Gund Foundation  
Global Cleveland  
Greater Cleveland Partnership  
Greater Cleveland Regional Transit Authority  
Growth Opportunity Partners  
Hispanic Business Center  
Jobs Ohio  
JumpStart  
MAGNET  
National Development Council  
Northeast Ohio Areawide Coordinating Agency  
Ohio Means Jobs  
The Presidents' Council  
The RITE Board  
Team NEO  
United States Department of Housing and Urban Development  
United States Small Business Administration  
The Urban League of Greater Cleveland