



AGENDA
CUYAHOGA COUNTY ECONOMIC DEVELOPMENT & PLANNING
COMMITTEE MEETING
MONDAY, JULY 29, 2019
CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS
C. ELLEN CONNALLY COUNCIL CHAMBERS – 4TH FLOOR
3:00 PM

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PUBLIC COMMENT**
- 4. APPROVAL OF MINUTES FROM THE JUNE 24, 2019 MEETING**
- 5. MATTERS REFERRED TO COMMITTEE**
 - a) R2019-0139: A Resolution adopting the 2019 Economic Development Plan in accordance with Section 7.05 of the Cuyahoga County Charter and Section 801.01 of the Cuyahoga County Code, and declaring the necessity that this Resolution become immediately effective.
- 6. MISCELLANEOUS BUSINESS**
- 7. ADJOURNMENT**

**Complimentary parking for the public is available in the attached garage at 900 Prospect. A skywalk extends from the garage to provide additional entry to the Council Chambers from the 5th floor parking level of the garage. Please see the Clerk to obtain a complimentary parking pass.*

***Council Chambers is equipped with a hearing assistance system. If needed, please see the Clerk to obtain a receiver.*



MINUTES

**CUYAHOGA COUNTY ECONOMIC DEVELOPMENT & PLANNING
COMMITTEE MEETING
MONDAY, JUNE 24, 2019
CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS
C. ELLEN CONNALLY COUNCIL CHAMBERS – 4TH FLOOR
3:00 PM**

1. CALL TO ORDER

Chairman Schron called the meeting to order at 3:01 p.m.

2. ROLL CALL

Mr. Schron asked Assistant Deputy Clerk Johnson to call the roll. Committee members Schron, Tuma and Baker were in attendance and a quorum was determined. Committee member Simon entered the meeting shortly after the roll-call was taken. Committee member Stephens was absent from the meeting. Councilmember Miller was also in attendance.

3. PUBLIC COMMENT

Ms. Loh addressed the Committee regarding various agenda and non-agenda issues.

4. APPROVAL OF MINUTES FROM THE APRIL 15, 2019 MEETING

A motion was made by Mr. Tuma, seconded by Ms. Baker and approved by unanimous vote to approve the minutes of the April 15, 2019 meeting.

5. MATTERS REFERRED TO COMMITTEE

[Clerk's Note: Item No. 6.(a) was taken out of order and considered before Item No. 5.(a).]

- a) R2019-0139: A Resolution adopting the 2019 Economic Development Plan in accordance with Section 7.05 of the Cuyahoga County Charter and Section 801.01 of the Cuyahoga County Code, and declaring the necessity that this Resolution become immediately effective.

Mr. Carter addressed the Committee regarding Resolution No. R2019-0139. Discussion ensued.

Committee members asked questions of Mr. Carter pertaining to the item, which he answered accordingly.

There was no further legislative action taken on Resolution No. R2019-0139.

6. DISCUSSION

- a) Sector Partnerships Update

Mr. Theodore Carter, Chief Economic Development Officer and Ms. Deborah Vesey, President and Chief Executive Officer of the Deaconess Foundation, provided the Committee with an update and overview on Workforce Connect including the timeline, the members, revenue commitments and expenditure commitments. Discussion ensued.

Committee members and Councilmembers asked questions of Mr. Carter and Ms. Vesey pertaining to the item, which they answered accordingly.

Mr. Ethan Karp, President and CEO of MAGNET; Mr. Adam Snyder, Managing Director of Sector Partnership with MAGNET; and Ms. Shana Marbury, General Counsel and Senior Vice President of Education and Workforce with the Greater Cleveland Partnership; provided the Committee with an update and overview on the Sector Partnership and discussed the manufacturing sector partnership and the leadership team, benefits of sector partnership, how the sector partnership is organized, the initiation process of the sector partnership, the workforce training leadership team and funders' group, qualifications and barriers in the learning process and the next steps towards implementation. Discussion ensued.

Committee members and Councilmembers asked questions of Mr. Karp, Mr. Snyder and Ms. Marbury pertaining to the item, which they answered accordingly.

7. MISCELLANEOUS BUSINESS

Mr. Schron announced that the next Economic Development & Planning Committee meeting will be held on Monday, July 22, 2019.

8. ADJOURNMENT

With no further business to discuss, Chairman Schron adjourned the meeting at 4:53 p.m., without objection.

County Council of Cuyahoga County, Ohio

Resolution No. R2019-0139

Sponsored by: County Executive Budish/Department of Development	A Resolution adopting the 2019 Economic Development Plan in accordance with Section 7.05 of the Cuyahoga County Charter and Section 801.01 of the Cuyahoga County Code, and declaring the necessity that this Resolution become immediately effective.
--	---

WHEREAS, Section 7.05 of the Cuyahoga County Charter requires the Director of Development, in conjunction with the County Executive and in consultation with the Economic Development Commission, to prepare and present to the Council by the first day of June of each year a proposed five-year economic development plan for the County, for actions to be carried out by the County itself, and in cooperation with other public and private agencies and organizations, for the purpose of enhancing the prosperity and well-being of the County and its residents and communities; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can commence and continue on behalf of the various municipalities within the County's jurisdiction.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNTY COUNCIL OF CUYAHOGA COUNTY, OHIO:

SECTION 1. The County's 2019 five-year economic development plan, including all changes thereto approved by Council, is hereby adopted in accordance with Section 7.05 of the Cuyahoga County Charter and Section 801.01 of the Cuyahoga County Code. The final adopted plan is attached hereto as Exhibit A and incorporated herein by reference.

SECTION 2. Pursuant to Section 801.02 of the Cuyahoga County Code, the Clerk of Council is hereby authorized to publish the 2019 five-year economic development plan adopted by County Council pursuant to Section 7.05 of the Cuyahoga County Charter on the County Council's website.

SECTION 3. It is necessary that this Resolution become immediately effective for the usual daily operation of the County and the reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the

County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its passage by at least eight members of Council after disapproval pursuant to Section 3.10(7) of the Cuyahoga County Charter. Otherwise, it shall take effect and be in force from and after the earliest period allowed by law.

SECTION 4. It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On a motion by _____, seconded by _____, the foregoing Resolution was duly adopted.

Yeas:

Nays:

_____ Date
County Council President

_____ Date
County Executive

_____ Date
Clerk of Council

First Reading/Referred to Committee: June 11, 2019
Committee(s) Assigned: Economic Development & Planning

Journal _____
_____, 20____



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 21st-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 (M²EC). 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 21st 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.

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

Five Year Economic Development Plan - Action Item Progress Assessment

	A	B	C
1	Activity / Key Actor(s)	3/2019 Progress	Examples
2	Objective 1: Re-establish Cuyahoga County as a national economic hub		
3	Strategy: Facilitate the creation of a workforce that is a competitive advantage for Northeast Ohio.	N/A	N/A
4	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.	In Progress	Cuyahoga County's Skill-Up Service is expanding its capacity with 283 Organizational Needs Assessments completed, 104 unique skills roadmaps created, and 390 workers from 32 employers attempting training to improve their skills.
5	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.	In Progress	The talent brokerage component of Cuyahoga County's Skill-Up Service has started to place residents who are human services clients in positions.
6	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.	On Track	The Sector Partnership Initiative is underway with both financial and programmatic support from members of the Workforce Funders Group
7	Activity 4: Focus workforce innovation and effort on the travel and tourism 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.	In Progress	Cuyahoga County continues to engage with Destination Cleveland.
8	Strategy: Support manufacturing and promote innovation among small and medium manufacturers	On Track	The Sector Partnership for Manufacturing is well underway with MAGNET and Greater Cleveland Partnership serving jointly as its sector intermediary organization.
9	Strategy: Create an innovation / entrepreneurship continuum	N/A	N/A
10	Activity 1: 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.	In Progress	Cuyahoga County hosts quarterly meetings and coordinates funding among a group of capital partners.
11	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.	In Progress	Library innovation centers remain in operation; planning is underway for additional entrepreneurship resources in neighborhoods.
12	Activity 3: Provide and leverage funding for innovative small businesses to start and grow, particularly in neighborhoods. Support technology transfer from NASA Glenn Research Center, in partnership with the Ohio Aerospace Institute and others.	In Progress	Cuyahoga County leveraged a U.S. Department of Commerce innovation grant to Ohio Aerospace Institute to support technology transfer from NASA to small business.
13	Activity 4: 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.	Lagging	The offshore wind project is still in need of full funding.
14	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.	On Track	The Plug and Play Accelerator brought a cohort of health related startups to a residency at the Global Center for Health Innovation
15	Strategy: Carry out key county activities to re-establish standing as a regional and national economic hub		
16	Activity 1: 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.	Lagging	National conference participation was very limited but local Blockchain and Meeting of the Minds conferences promoted the region to national influencers
17	Activity 2: Partner with the county's education stakeholders to actively improve the county's educational attainment and competitive position.	Lagging	Challenges remain in preparation for work.
18	Activity 3: Promote key regional business assets, including NASA Glenn Research Center, Plug and Play, and the increasing number of millennials with advanced degrees.	On Track	NASA technology transfer is actively supported, and the Plug and Play cohort includes multiple startups considering expanding in Cuyahoga County
19	Activity 4: 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.	In Progress	Engagement with Destination Cleveland continues
20	Activity 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.	In Progress / Lagging	An assessment of gaps in the innovation support system is currently underway.

Five Year Economic Development Plan - Action Item Progress Assessment

	A	B	C
1	Activity / Key Actor(s)	3/2019 Progress	Examples
21	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.	In Progress	Sites are recognized as a key regional priority and municipalities are working to ensure information on sites is complete
22	Activity 6: Increase the sources and amounts of public and private sector investment capital, including capital to make brownfield sites economically viable.	In Progress	Opportunity Zones are a new source of leverage for needed investment capital
23	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.	In Progress	Cuyahoga County is supporting regional transit innovation and strategies to bring people to jobs
24	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.	Lagging	
25	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.	Lagging	
26	Activity 9: Promote wider and more equitable access to broadband as a tool for business attraction and expansion and to enhance the education system.	In Progress	Cuyahoga County is in discussions with Digital C for a pilot to increase equitable access to broadband
27	Activity 10: Promote vocational training for advanced manufacturing.	On Track	The Manufacturing Sector Partnership is addressing this activity
28	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.	On Track	A portion of the Aerozone was designated as an Opportunity Zone; an Aerozone Alliance budget was developed and operating funding is being solicited
29	Strategy: Support research, commercialization, and technology transfer		
30	Objective 2: Foster positive job and population growth & opportunity	N/A	N/A
31	Strategy: Improve transportation and labor mobility	In Progress	
32	Strategy: Improve business retention and expansion	N/A	N/A
33	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.	In Progress	Municipalities are using the Ohio One system but work remains to be done to have complete and accurate information listed on all available sites.
34	Activity 2: Promote Cuyahoga County's assets including affordable housing, quality of life, and skilled workforce, to attract both regional and national business relocations.	In Progress	Progress is being made on workforce needs. Work remains to be done on promotion.
35	Activity 3: Partnering with the Greater Cleveland Partnership, Team NEO, and Jobs Ohio, to conduct a targeted, strategic business calling program to accelerate business growth opportunities in Cuyahoga County.	On Track	Regular meetings and additional staff due to JobsOhio funding have increased the number and effectiveness of business retention and expansion calls.
36	Strategy: Encourage immigration of educated and skilled workers	N/A	N/A
37	Activity 1: 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 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.	Lagging	The Department of Development will increase its activity in engaging Millennials.
38	Activity 2: Promote the county's post-secondary education system, which includes nationally ranked private universities, to foreign students.	Lagging	While foreign students are aware of some post-secondary opportunities, there is little organized promotion.
39	Activity 3: Partner with Global Cleveland to promote the county as a welcoming place for immigrants.	On Track	Global Cleveland has been active
40	Strategy: Emphasize place-based development	N/A	N/A
41	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, and encourage appropriate calibration of economic development incentives.	Lagging	A recent Greater Cleveland Partnership report identifies high local tax rates as a significant barrier to business attraction and growth
42	Activity 2: Maintain and continue to enhance Cuyahoga County's high quality natural and cultural assets.	On Track	Cuyahoga Arts and Culture and the Cleveland Metroparks continue their work in this area

Five Year Economic Development Plan - Action Item Progress Assessment

	A	B	C
1	Activity / Key Actor(s)	3/2019 Progress	Examples
43	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.	On Track	The County Planning Commission analysis was a significant factor in obtaining State of Ohio Opportunity Zone designations for strategic census tracts
44	Strategy: Integrate sustainability	N/A	N/A
45	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.	On Track	A Green Bank is a key portion of the recently announced Cuyahoga County Climate Action Plan
46	Activity 2: Prioritize projects which have clean energy components built into them when considering County resource allocation, loans, grants and other forms of assistance.	In Progress	Staff resources were added to strengthen underwriting of projects from a sustainability perspective
47	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.	In Progress	The Brooklyn Landfill solar project is on tract, while the offshore wind project is not yet fully funded
48	Activity 4. Develop a Microgrid in downtown Cleveland and use it to attract new businesses.	On Track	The Microgrid is a key part of Cuyahoga County's economic development vision.
49	Objective 3: Advance balanced, diverse and equitable economic and job growth	N/A	N/A
50	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: <ul style="list-style-type: none"> ☑ Access to Capital ☑ Tax Collection and Delinquency ☑ Housing Insecurity ☑ Special Populations ☑ Fair Housing ☑ Confidence in the Housing Market 	On Track	The Housing Plan is complete and County Council has acted to operationalize key aspects of the plan.
51	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, current residents, 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 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 addit	On Track	Cuyahoga County collects detailed data on its capital partners' performance in this area, and uses this data to review and rank their performance. The philosophy of equity and inclusion in economic development is promoted by County leadership and supported by County funding in key areas including support for innovation, planning efforts, and workforce sector partnerships.