



**AGENDA**  
**CUYAHOGA COUNTY ECONOMIC DEVELOPMENT & PLANNING**  
**COMMITTEE MEETING**  
**MONDAY, JUNE 19, 2017**  
**CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS**  
**C. ELLEN CONNALLY COUNCIL CHAMBERS – 4<sup>TH</sup> FLOOR**  
**3:00 PM**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PUBLIC COMMENT RELATED TO THE AGENDA**
- 4. APPROVAL OF MINUTES FROM THE APRIL 3, 2017 MEETING**
- 5. MATTERS REFERRED TO COMMITTEE**
  - a) R2017-0108: A Resolution adopting the 2017 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.
  - b) R2017-0109: A Resolution authorizing an Economic Development Fund Business Growth and Attraction Loan in the amount not-to-exceed \$2,000,000.00 to Charter Manufacturing Company Incorporated for the benefit of the Charter Manufacturing Steel Project located at 4300 East 49<sup>th</sup> Street in the Village of Cuyahoga Heights; authorizing the County Executive and/or Director of Development to execute all documents consistent with said loan and this Resolution; and declaring the necessity that this Resolution become immediately effective.
- 6. MISCELLANEOUS BUSINESS**

**7. OTHER PUBLIC COMMENT**

**8. 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, APRIL 3, 2017  
CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS  
C. ELLEN CONNALLY COUNCIL CHAMBERS – 4<sup>TH</sup> FLOOR  
3:00 PM

1. CALL TO ORDER

**Chairman Schron called the meeting to order at 3:04 p.m.**

2. ROLL CALL

**Mr. Schron asked Assistant Deputy Clerk Culek to call the roll. Committee members Schron, Tuma, Baker and Simon were in attendance and a quorum was determined. Committee member Hairston was absent from the meeting. Councilmember Miller was also in attendance.**

3. PUBLIC COMMENT RELATED TO THE AGENDA

**There were no public comments given.**

4. APPROVAL OF MINUTES FROM THE FEBRUARY 23, 2017 MEETING

**A motion was made by Mr. Schron, seconded by Mr. Tuma and approved by majority vote to approve the minutes from the February 23, 2017 meeting, with Ms. Simon abstaining from the vote.**

5. MATTERS REFERRED TO COMMITTEE

- a) R2017-0063: A Resolution authorizing an Economic Development Fund Special Large Scale Attraction Forgivable Loan in the amount not-to-exceed \$480,000.00 to 7signal Solutions, Inc. for the benefit of a project located at 6155 Rockside Road in the City of Independence; authorizing the County

Executive and/or Director of Development to execute all documents consistent with said loan and this Resolution; and declaring the necessity that this Resolution become immediately effective.

**Mr. Theodore Carter, Chief Economic Development Officer; Mr. Thomas Barrett, Chief Executive Officer of 7signal Solutions, Inc.; The Honorable Anthony Togliatti, Mayor of the City of Independence; Mr. Michael May, Economic Development Administrator; and Mr. Jeremy Rowan, Economic Development Director for the City of Independence, addressed the Committee regarding Resolution No. R2017-0063. Discussion ensued.**

**Committee members and Councilmember asked questions of Mr. Carter, Mr. Barrett, Mayor Togliatti, Mr. May and Mr. Rowan pertaining to the item, which they answered accordingly.**

**On a motion by Ms. Simon with a second by Mr. Tuma, Resolution No. R2017-0063 was considered and approved by majority vote to be referred to the full Council agenda with a recommendation for passage under second reading suspension of the rules, with Mr. Schron abstaining from the vote.**

**6. MISCELLANEOUS BUSINESS**

**There was no miscellaneous business.**

**7. OTHER PUBLIC COMMENT**

**There were no public comments given.**

**8. ADJOURNMENT**

**With no further business to discuss, Chairman Schron adjourned the meeting at 4:15 p.m., without objection.**

# County Council of Cuyahoga County, Ohio

## Resolution No. R2017-0108

|  |   |
|--|---|
| Sponsored by: <b>County Executive Budish/Department of Development</b> | <b>A Resolution</b> adopting the 2017 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 2017 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 2017 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





# CUYAHOGA COUNTY FIVE- YEAR ECONOMIC DEVELOPMENT PLAN

2017-2021

Draft May 12, 2017  
(changes from 2016 are marked)

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

## **Economic Development Commission Members**

### **Armond Budish**

Cuyahoga County Executive

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

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

### **Jack Schron**

County Councilman, Chair of Economic Development Committee

### **Harriett Applegate**

Executive Secretary, North Shore Federation of Labor AFL-CIO

### **William Friedman**

President and CEO, Cleveland Port Authority

### **Brian Hall**

Executive Director, Commission on Economic Inclusion

### **Joe Roman**

President and CEO, Greater Cleveland Partnership

### **Mayor Susan Drucker**

City of Solon, Mayors and Managers

### **Marc Byrnes**

Chairman, Oswald Companies

### *Development Staff*

#### **Theodore Carter**

Chief Economic Development & Business Officer

#### **Paul Herdeg**

Head of Strategic Planning



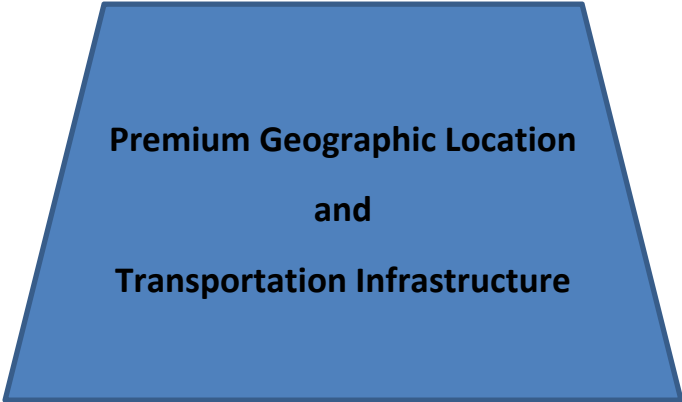
## Overview

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

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

Cuyahoga County is home to 1.2 million people and is comprised of 59 unique and distinctive communities, with Cleveland as its nucleus. The ~~county~~**County** is also considered the economic nucleus for Northeast Ohio. The County's top industries include healthcare, diversified manufacturing, biotechnology, and other services. Just a few of the ~~county's~~**County's** nationally recognized Fortune 500, middle market, and startup employers include the Cleveland Clinic, University Hospitals, Eaton Corporation, Progressive Insurance, Parker-Hannifin, Key Bank, Case Western Reserve University, General Electric, Cleveland Whiskey, Swagelok, Sherwin-Williams, Lincoln Electric, Nestle USA, Huntington Bank, Jones Day, Baker Hostetler, ArcelorMittal, Hyland Software, BoxCast, Lecco Worthington, and IBM's Explorys Division. The ~~2016~~**2017** Economic Development ~~plan~~**Plan**, as proffered by the Cuyahoga County Economic Development Commission, reflects Cuyahoga County's desire to collaborate and align with the region's economic development stakeholders and partners to create and sustain economic **and population** growth and job creation.

## Snapshot of Regional Assets



**Premium Geographic Location  
and  
Transportation Infrastructure**



Diverse  
Employer  
Ecosystem



Great  
Professional  
Sport Teams



Strong Civic  
Partnership



World Class  
Arts and  
Culture

## Primary Objectives

Cuyahoga County's ~~2016-2020~~**2017-2021** Economic Development Plan is built on three primary objectives.

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

## Metrics

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

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

## Cuyahoga County Guiding Principles

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

### Lead

1. Lead in ~~creating~~**developing** the vision for regional economic development.
- ~~2. Facilitate and foster job creation and appropriate linkage to Cuyahoga County's workforce development priorities.~~
- ~~2-3.~~ Work collaboratively with education stakeholders to improve the ~~county's~~**County's** education system.
- ~~3-4.~~ 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**
- ~~4-1. Facilitate and foster job creation and appropriate linkage to Cuyahoga County's workforce development priorities.~~
5. Strive to partner, foster and support sustainable economic development and infrastructure investments\projects and promote sustainability as an end goal in the implementation of our economic development mission.
6. Focus on leveraging strategic partnerships to bring new jobs, companies and investment, and grow existing businesses.
7. ~~Better integrate~~**Integrate** social services and transportation with economic development to enhance the ~~county's~~**County's** workforce.
8. **Develop and implement a countywide Housing Plan.**
9. **The County will take prudent risks to achieve and advance its economic vision.**
10. **With partners, focus on growing target sectors, including healthcare, IT, and manufacturing.**

### Execute

1. Execute programs with the goal of becoming the premier county in Ohio for economic growth, quality of life, education and opportunity.
2. **Collaborate with the 59 municipalities in Cuyahoga County to advance and implement this economic and community development vision.**
- ~~2-3.~~ Innovate to create economic value for Cuyahoga County's communities and residents.
- ~~3-4.~~ 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.
- ~~4-5.~~ Foster more vibrant communities through place—making, commercial corridor revitalization, increased community access to amenities, assessment of environmental contamination, and remediation of contaminated sites with identified end—users, as appropriate.
- ~~5-6.~~ Execute economic development with the highest integrity, transparency, and accountability.
- ~~6-7.~~ Achieve measurable results through analytic, research—based strategies that focus on results, not process, and report these results to the public.
- ~~7-8.~~ Integrate economic and community development work to make best use of limited resources.
- ~~8-9.~~ Continue to support entrepreneurship and small businesses, emphasizing the need for diversity and inclusion in this space.
- ~~9-10.~~ Leverage existing county assets, including the Global Center for Health Innovation, Huntington Convention Center of Cleveland, and the County Airport.
- ~~10-11.~~ 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. Focus on opportunity and inclusion in all economic development work.~~
- ~~2. Promote arts, culture and tourism as a Center Point of the county's economic development strategies in the place making realm.~~
- ~~3. Promote Cuyahoga County as a global destination, building on its reputation as a medical innovation and manufacturing hub.~~
- 4-1. 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.

5.3. 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.

~~6.1. Focus on the value of labor mobility as an economic development priority.~~

7. Promote and integrate education and workforce training to create a pipeline of employees for businesses and to create career opportunities for residents.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Cuyahoga County will recognize and support its legacy industries, including steel, automotive, and machine tools, as well as the growth of newer industries. Among significant driver industries of Cuyahoga County are existing ~~business~~**businesses** that export products/services. Some of these are manufacturers, whose export-driven revenues bring in resources that drive the population serving business, multiplying manufacturing's impact on the economy. Growth in manufacturing itself drives higher than average pay, high skilled jobs as manufacturing uses more advanced and technical machines and processes.

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

## Strategy: Create an innovation / entrepreneurship continuum

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

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

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

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

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

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

~~Activity 1: Partner with the county's education stakeholders to actively improve the county's educational attainment and competitive position.~~

~~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~~County and to advocate for transportation improvement, growth, diversification, and connectivity.~~

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

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

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

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

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

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

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

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

Activity 10: Promote vocational training for advanced manufacturing.

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

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



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

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

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

### Strategy: Improve transportation and labor mobility

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

### Strategy: Improve business retention and expansion

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

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

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

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

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

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

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

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

### Strategy: ~~Focus on~~Emphasize place-based development

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

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

Activity 1: Collaborate with communities to identify and consider modifying local policies, such as high rates of taxation, or zoning regulations which might be discouraging businesses from choosing otherwise attractive sites for their locations.

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

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

## Strategy: Integrate sustainability

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

**Activity 1: Strengthen the County's public investment will be anchored by the principle of sustainability. When possible the county will emphasize investment in abilities to finance clean energy projects that add a 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 sustainability component others to its expand development.**

**Activity program, including manufacturing of wind2: Prioritize projects which have clean energy components, and green jobs generally built into them when considering County resource allocation, loans, grants and other forms of assistance.**

### Activity 3

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

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

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

### Activity 1: Housing Policy and Housing Plan

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

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

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

### Activity 2: Inclusion

In order to become a transformative region, the ~~county~~**County** is striving to be an economically welcoming place, providing opportunity to economically isolated populations as well as to boomerangers and newcomers, both transplants and immigrants alike. The future success of the ~~county~~**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~~**County** has adopted a new legislation designed to improve County government opportunities for small, minority and female owned businesses to compete for County government contracts and to support the concept of community benefits.

### Activity 2: Fair Housing

~~Cuyahoga County government currently supports significant fair housing outreach, education, testing, complaint investigation, and tenant counseling services from its allocation of federal Community Development Block Grant funds. These services, provided by three local nonprofit agencies with strong reputations for fair housing work, are intended to address fair housing issues. Cuyahoga County Government already carries out periodic assessments of impediments to fair housing choice, using the results of these assessments to guide its fair housing funding. New data and mapping tools available to local communities offer an opportunity for regional fair housing planning. Cuyahoga County has already entered into an agreement with the City of East Cleveland to lead an assessment of fair housing choice.~~

Cuyahoga County Government will work to engage other cities and public agencies in this regional fair housing assessment.

### Activity 3: Affordable Housing

While Cuyahoga County has generally more affordable rental housing than high-cost cities such as New York, Boston, Washington, or San Francisco, inability of many low-income households to afford prevailing market rents remains a challenge. Furthermore, much of the rental housing stock available to low-income households is of poor quality, with deferred maintenance and even health hazards, such as lead paint, posing a risk to children. Closing the affordability gap will require a balanced approach that activates public policy to increase the supply of affordable units, increase access to capital for needed repairs, and increase household incomes through the workforce competitiveness.

Direct production of new affordable rental units is most useful to meet the needs of special populations, requiring types of housing that does not already exist in the marketplace. For example, single-room apartments for chronically homeless individuals (“permanent supportive housing”), with on-site social services, did not exist until county subsidies enabled their development over the past 10 years. Likewise, affordable senior rental apartments in suitable locations, with coordinated service delivery, are still needed and their development should be subsidized.

### Activity 4: Housing Plan

The County Planning Commission recently completed a statistical analysis of housing conditions in Cuyahoga County as a first step toward completion of a comprehensive housing plan for Cuyahoga County. In order to enhance fair housing and housing affordability and other housing issues in a systematic and comprehensive way, we will prioritize having the Department of Development complete the County’s comprehensive housing plan, including detailed recommendations for action.

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

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

### Innovation

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

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

The ~~county~~**County** supports key aspects of innovation development that are designed to cultivate entrepreneurs and innovation and to nourish early stage companies along the capital formation continuum and product life-cycle.

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

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

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

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

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

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

## Property Reutilization: Revitalization, Acquisition and Expansion

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

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

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

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

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

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

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

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

## Business Competitiveness and Success

Business growth, commercialization, and attraction are a critical source of job creation and economic growth. Creating a globally competitive economic environment for businesses to grow and thrive requires a development approach that attracts entrepreneurs, businesses, professionals, and investment capital to locate, expand, and remain in Cuyahoga County. Creating access to flexible, dynamic sources of capital that address the growth needs of businesses will stimulate private investment and improve the economic landscape.

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

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

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

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

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

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



## Quality of Place Development

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

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

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

**Municipal Grant Program:** Competitive program that awards ~~grant~~**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~~**County** as welcoming places for our residents.

# Cuyahoga County Department of Development Programs and Activities

Job Growth & Opportunity

Fairness and Equity

Government that Gets Results

## Innovation:

Innovation Centers  
(Conducted through County Libraries)

North Coast Opportunities  
Technology Loan Program

Next Stage Loan Program

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

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

Accelerated Growth Loan  
Fund

## Competitiveness:

Workforce

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

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

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

Large Scale Attraction  
Loan Program

## Reutilization:

Community Assessment  
Initiative (CAI) Program-  
Brownfield Assessments

Brownfield Redevelopment  
USEPA Revolving Loan Fund  
Program

Redevelopment and  
Modernization Loan Program

Redevelopment Ready Loan  
Program

Site Expansion Loan Program

Vacant property initiatives  
through the Demolition  
program

## Quality of Place:

Place-based / Mixed-Use  
Community Development  
Loans

Municipal Grant Program

Commercial Storefront  
Renovation

Home Ownership, home repair  
and foreclosure prevention  
programs

Affordable and Fair Housing  
Initiatives

# Cuyahoga County Department of Development Programs and Activities

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Initiatives



June 1, 2017

Jeanne Schmotzer  
Clerk of Cuyahoga County Council  
2079 East 9<sup>th</sup> Street, 8<sup>th</sup> Floor  
Cleveland, Ohio 44114

Re: Five Year Economic Development Plan

Dear Ms. Schmotzer:

On behalf of County Executive Armond Budish, I am transmitting the 2017-2021 Five Year Economic Development Plan for review by County Council.

The Five Year Economic Development Plan is updated each year, as required by the County Charter. The 2017-2021 Five Year Plan is substantially similar to the 2016-2020 Plan, with changes to reflect the current regional economic development climate and County initiatives.

The majority of this year's plan reflects the 2016 version that was approved by County Council. The attached version reflects modest changes intended to enhance the plan. The black-lined segments reflect the new additions/edits to make it easier for Council members to see the revised sections. Please be advised that we are in the midst of consolidating our Cuyahoga County Department of Development programs and will work with Council staff to review and finalize. This action is based, in part, on the Ernst Young recommendations.

We look forward to discussing the Five Year Plan with appropriate committees of Council. Additionally, we would be glad to brief any member of Council more fully on Development's programs and activities and which elements of the plan have been achieved since 2016.

Sincerely,

Theodore N. Carter  
Chief Economic Development Officer  
Attachment

cc: Armond Budish  
Matt Carroll  
Kahlil Seren

*H:\Economic Development\Five Year Economic Development Plan\2017 Plan Update\2017 Transmittal To Council.Docx*

# County Council of Cuyahoga County, Ohio

## Resolution No. R2017-0109

|   |  |
|---|--|
| <p>Sponsored by: <b>County Executive Budish/Department of Development</b></p> | <p><b>A Resolution</b> authorizing an Economic Development Fund Business Growth and Attraction Loan in the amount not-to-exceed \$2,000,000.00 to Charter Manufacturing Company Incorporated for the benefit of the Charter Manufacturing Steel Project located at 4300 East 49<sup>th</sup> Street in the Village of Cuyahoga Heights; authorizing the County Executive and/or Director of Development to execute all documents consistent with said loan and this Resolution; and declaring the necessity that this Resolution become immediately effective.</p> |
|---|--|

WHEREAS, the County Executive/Department of Development has recommended an Economic Development Fund Business Growth and Attraction Loan in the amount not-to-exceed \$2,000,000.00 to Charter Manufacturing Company Incorporated for the benefit of the Charter Manufacturing Steel Project located at 4300 East 49<sup>th</sup> Street in the Village of Cuyahoga Heights; and

WHEREAS, the primary goal of this project is to assist with the financing of the expansion of Charter Steel's manufacturing facility located at 4300 East 49<sup>th</sup> Street, Cuyahoga Heights; and

WHEREAS, the proposed funding source for this loan is 100% from the Cuyahoga County Western Reserve Fund; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue.

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

**SECTION 1.** That the Cuyahoga County Council hereby authorizes an Economic Development Fund Business Growth and Attraction Loan in the amount not-to-exceed \$2,000,000.00 to Charter Manufacturing Company Incorporated for the benefit of the Charter Manufacturing Steel Project located at 4300 East 49<sup>th</sup> Street in the Village of Cuyahoga Heights.



## Department of Development

### PROJECT EXECUTIVE SUMMARY

**PROJECT NAME:** Charter Steel  
**DATE:** ( Date of CPB, BOC or County Council Hearing ) TBD  
**DOD Program:** Business Growth/Attraction

#### OVERVIEW

1. Borrower: Charter Steel estate located at 4300 East 49<sup>th</sup> Street Cuyahoga Heights 44125-1004
2. Charter Manufacturing Company, Inc. is a family-owned steel and iron production and manufacturing company that was founded in the 1930s. The privately held company's success was, and still is, rooted in their continuous innovation, determination, and will to grow, coupled with a tight family of employees and customers.

#### **Project Location & Council District:**

4300 East 49<sup>th</sup> Street Cuyahoga Heights, Ohio 44125

District 6

#### **3. Partners in the Project: Port Authority and State of Ohio**

##### **Project Summary:**

The Project consists of an expansion of Charter Steel's manufacturing facility in the severely distressed census tract in Cuyahoga Heights, Ohio. Specifically, Charter Steel is expanding its services and investing in the "Cut -to-Length" bar market to further diversify its business and remain competitive. The Company is seeking an economic development loan to support the \$150 million expansion of its wire rod production facility located in the Village of Cuyahoga Heights, Ohio. The Project will help Charter Steel enter into a new market in the steel industry. Charter will produce high quality Cut-to-Length steel bar in various sizes, up to 3.25 inches in diameter for use in multiple critical applications where bar lengths are required.

#### **4. CCCIC Review Date: May 10, 2017**

## RATIONALE FOR PARTICIPATION

- **Jobs Created:** The project will retain 385 existing jobs and create 25 new jobs. The estimated annual payroll is expected to grow to \$30,000,000 within 3 years.
- **Economic Impact:** The average yearly payroll taxes from the expansion are projected at \$8,162,149 locally. The ownership of a facility allows the company to control their operations.
- **Community Impact:** The project will redevelop a vacant building, eliminate blight and create new jobs for the Cuyahoga County and the Village of Cuyahoga Heights.

## COSTS

1. **Total Project Costs:** \$150,200,000
2. **Loan Amount:** \$2,000,000
3. **Qualifies for these Funding Sources:** Cuyahoga County Western Reserve Fund
4. **Sources and Uses:**

| <u>Sources</u>        |               | <u>Uses</u>          |               |
|-----------------------|---------------|----------------------|---------------|
| Port Authority        | \$37,600,000  | Building Acquisition | \$37,600,000  |
| State of Ohio         | \$ 3,000,000  |                      |               |
| Cuyahoga County       | \$ 2,000,000  | Machinery/ Equipment | \$73,700,000  |
| New Market Tax Credit | \$31,000,000  | Infrastructure       | \$12,500,000  |
| Owner's Equity        | \$76,600,000  | Soft Cost            | \$26,400,000  |
| Total Sources         | \$150 200,000 | Total Uses           | \$150,200,000 |

## Business and History

### TERMS

1. **Interest Rate:** 1.00%
2. **Term/Repayment:** 10 years
3. **Forgiveness Terms:** N/A
4. **Security/Collateral/Parity position on the equipment, corporate guarantees**

Prepared By:

**Arnold Lockett**

**Senior Development Finance Analyst**



**(216) 443-3159**

[alockett@cuyahogacounty.us](mailto:alockett@cuyahogacounty.us)