



EXHIBIT A

CUYAHOGA COUNTY
FIVE- YEAR ECONOMIC
DEVELOPMENT PLAN

2020-2024

July 29, 2020

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

Economic Development Commission Members

Armond Budish

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Cuyahoga County Executive

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

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Introduction: This limited update of the 2019-2023 Economic Development Plan is coordinated with and includes Cuyahoga County's One Year COVID-19 Recovery Plan

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 2020 plan is the culmination of eight years of planning and discussion among leaders of the County's economic development ecosystem. Cuyahoga County was uniquely poised in 2019 and prior to the COVID-19 pandemic in 2020 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
- Climate Action Plan
- Innovation Assessment
- Cleveland 2030
- Opportunity Cleveland – Federal Opportunity Zone Initiative

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

Workforce Innovation and Sector Partnerships

Cuyahoga County has invested substantial time, energy, and money in the development of the current Sector Partnership initiative. We are beginning to see concrete actions in the Manufacturing sector, with the Healthcare sector slated to begin operation this year and the Information Technology sector

(including emerging Blockchain technology) not far behind. We will continue to focus both County and outside actors on implementing this initiative to address the talent gaps in these sectors.

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

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

Opportunity Zones / Equity and Inclusion

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

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

Sustainability and the MicroGrid

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

Innovation and Entrepreneurship

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

Housing Proram Implementation

The Department of Development led Cuyahoga County’s work to create a robust Housing Policy. County

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

Primary Objectives of This Five Year Economic Development Plan

Cuyahoga County's 2020-2024 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 2020 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 2020

, 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. (No longer active in 2020)

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. (No longer active in 2020)

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)

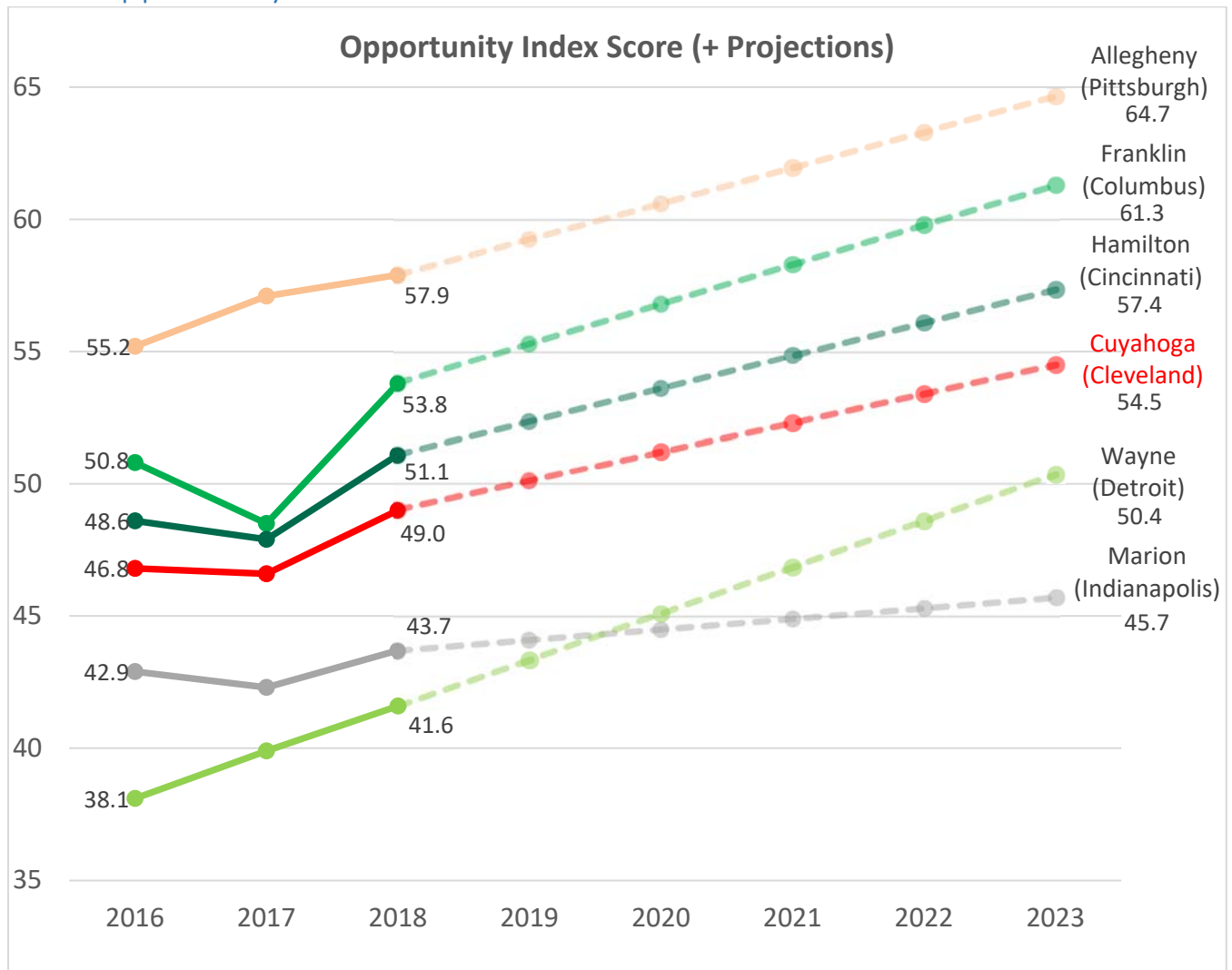
Future Initiatives

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

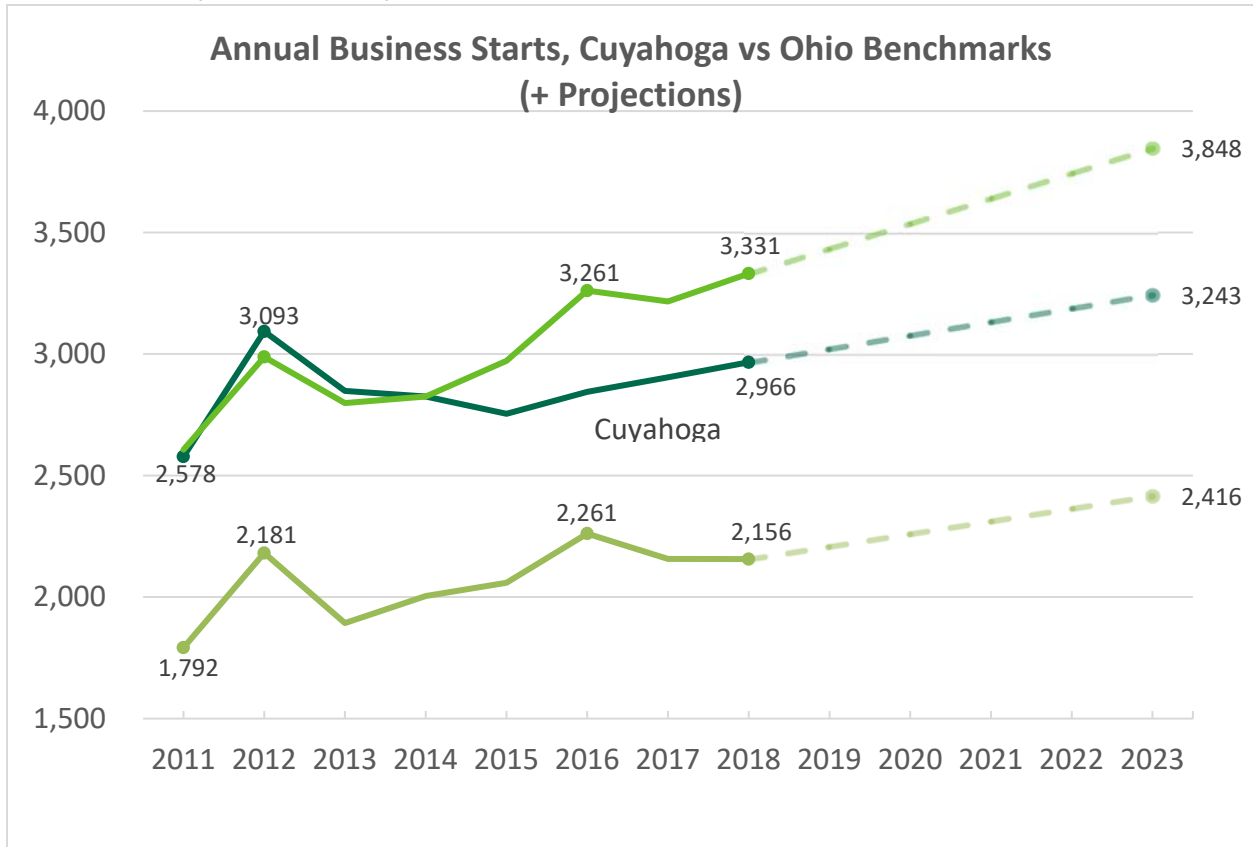
Export Assistance leveraging Cuyahoga County's Advanced Manufacturing industry cluster and prime logistical location for water, rail, road, and air transportation.

Appendix 4: Detail and data projection for major success indicators (metrics)

1. Opportunity Index

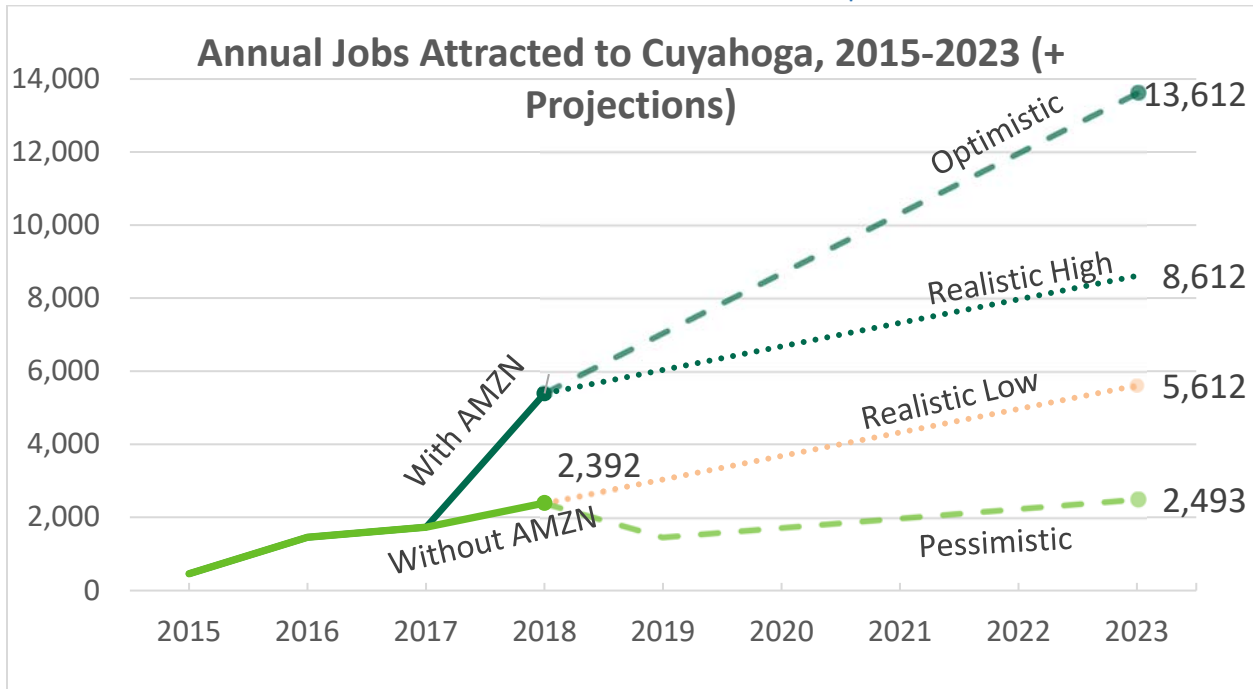


2. Entrepreneurship: Business Starts

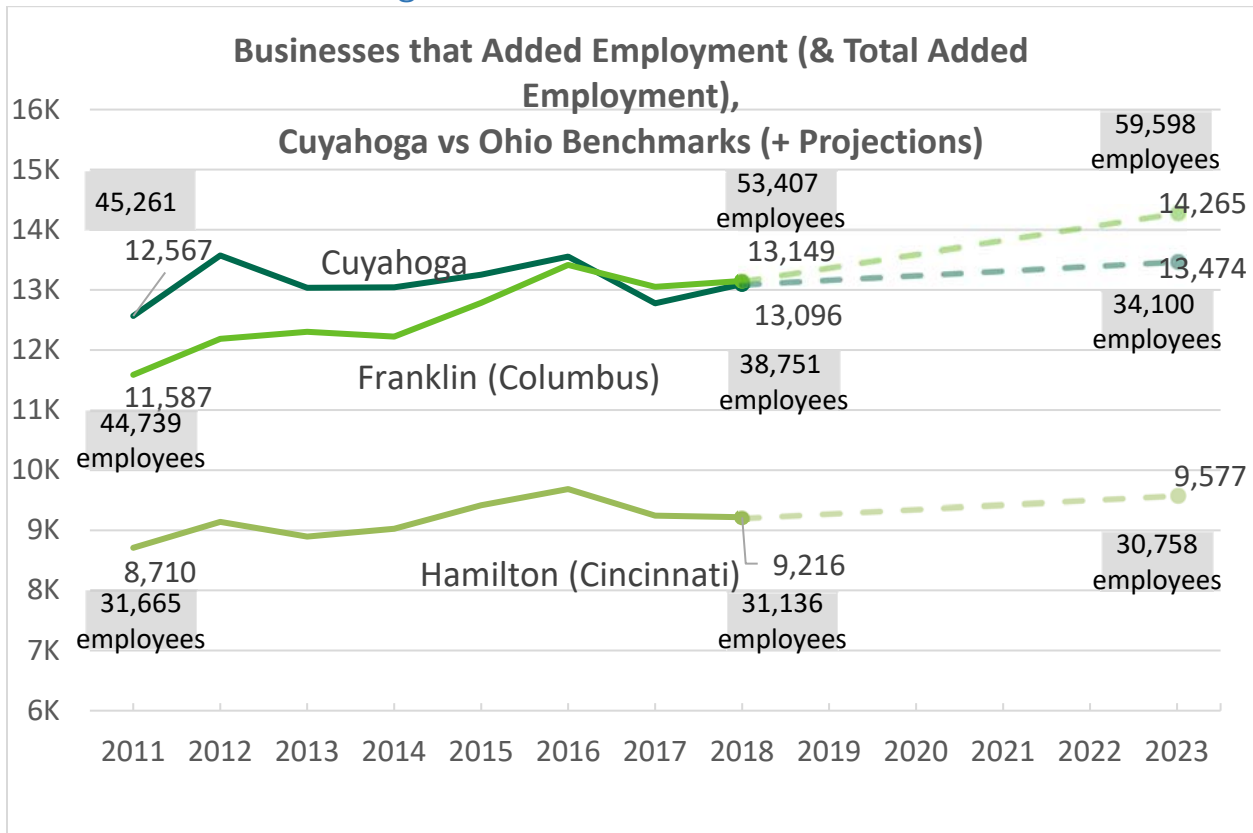


- In 2018, Cuyahoga County added 2,966 new business starts with a total employment of 22,402
 - In addition, 157 businesses relocated to Cuyahoga County with a total employment of 3,583
- In 2023, Cuyahoga County is projected to add 3,243 new businesses with a total employment of 29,181
 - In addition,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

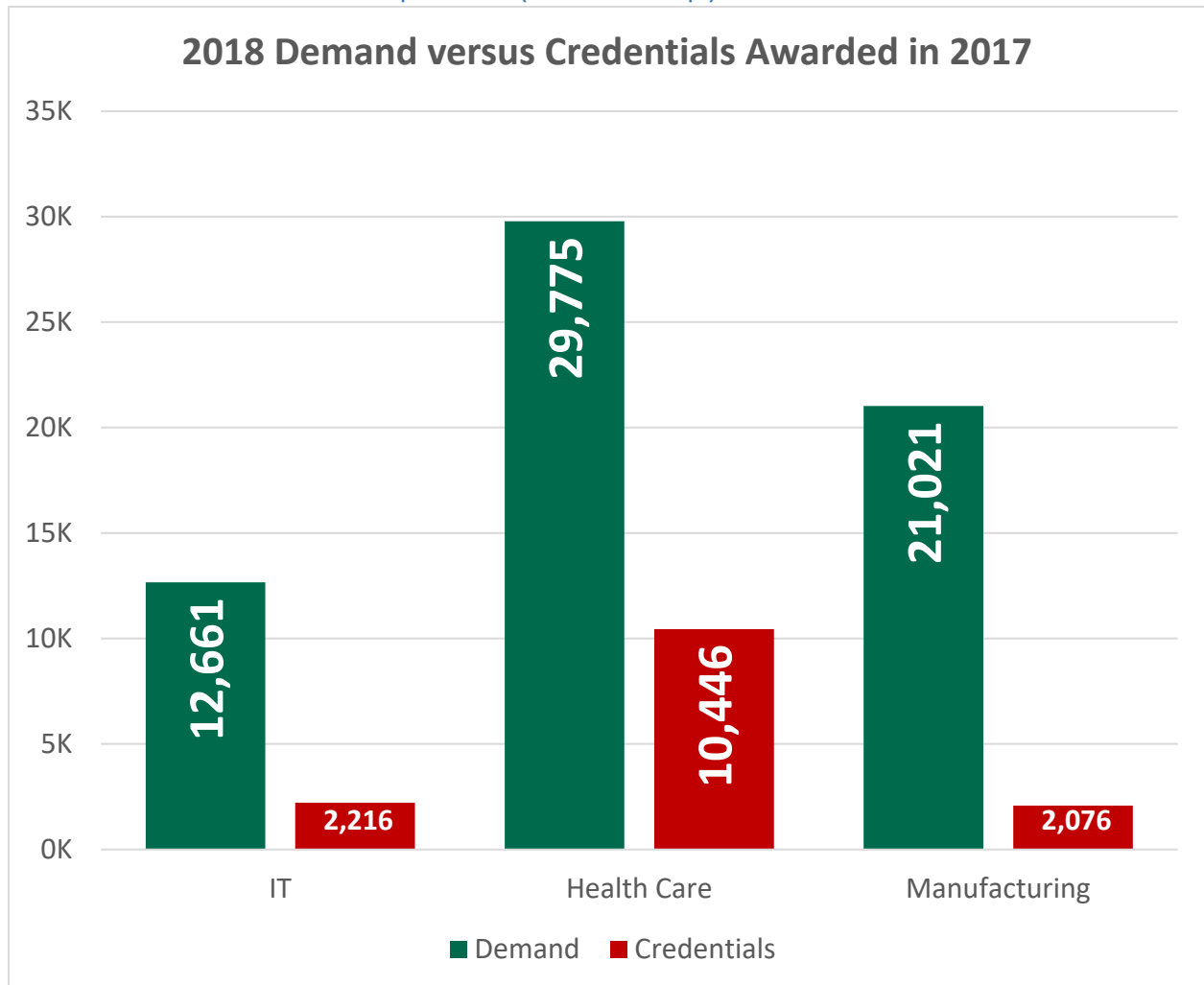
3. Business Attraction: JobsOhio Attraction/Expansion



4. Growth of Existing Business



5. Workforce Development (Talent Gap)



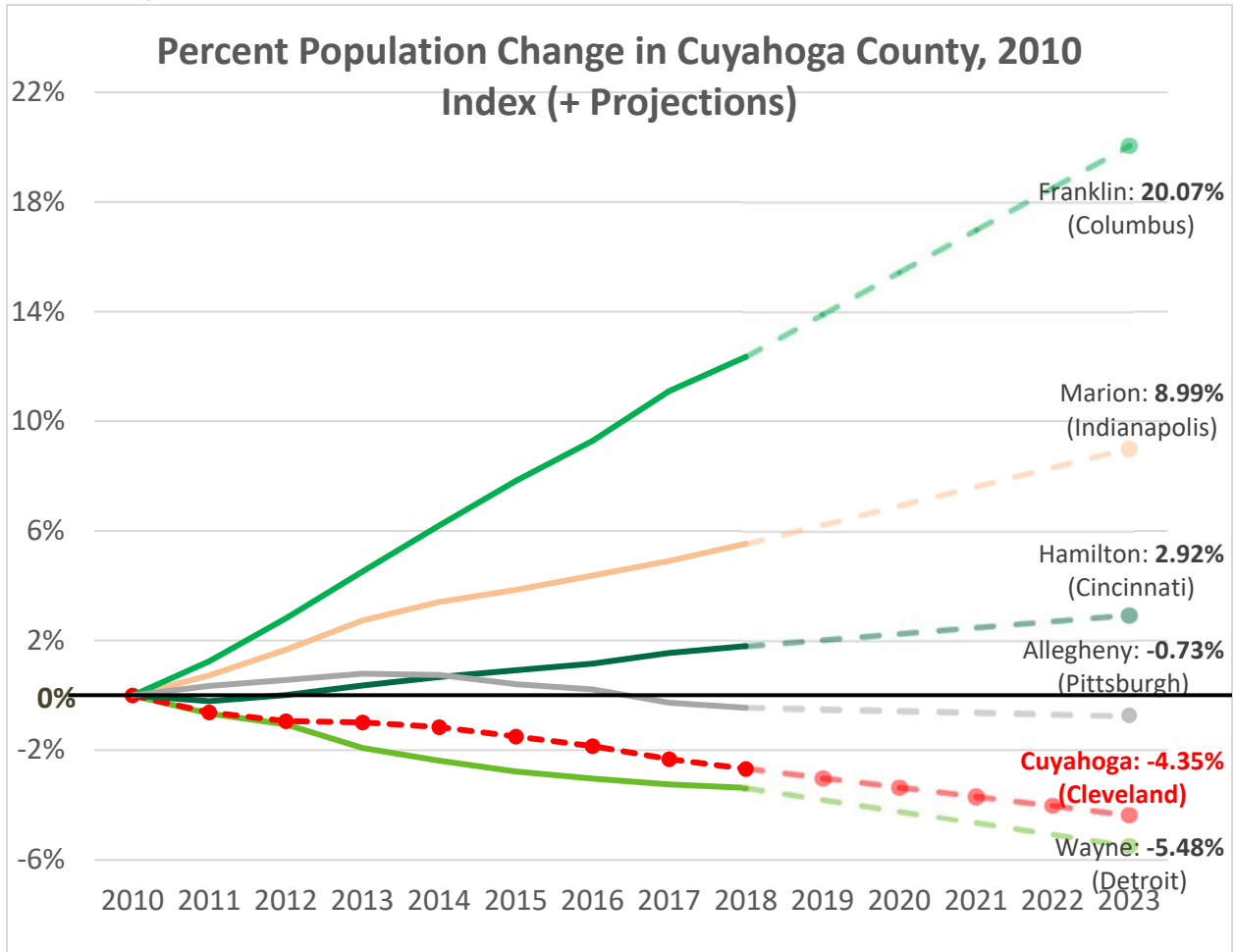
- Northeast Ohio retains 47% of graduates
- If NEO grew retention by 10% the region could retain an additional:
 - 3,130 BA+ grads
 - 445 health care BA+ grads
 - 162 IT BA+ grads
 - 263 architecture & engineering BA+ grads

6. Economic Inclusion: Labor Force Participation Rate

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

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

7. Population: Total



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

Partner Engagement

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

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

2020-2024 ECONOMIC DEVELOPMENT PLAN: 2020 COVID-19 RECOVERY GOALS AND STRATEGIES

JULY 2020

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



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, Greater Cleveland Partnership

Joe Roman

President and CEO, Greater Cleveland Partnership

Mayor Katie Gallagher

City of Brooklyn, Representing the Mayors and Managers of Cuyahoga County

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Introduction

As we begin the promise of a new decade, Cuyahoga County has continued to build on its recent economic momentum. Many successes have occurred throughout the past few years, with a highlight being that in 2019 the GDP in Cuyahoga County reached \$88 Billion, which was the highest in Ohio.

COVID-19, however, has devastated the foundation of our economy, specifically the hospitality and service sectors, and created a 23% unemployment rate as of April 2020. These current economic conditions, formed by the impact of the COVID-19 mandatory shutdown of businesses, necessitate a focus on the essential strategies that will drive our economic recovery in the near term. These strategies will help the County emerge stronger when the economy fully reopens, to be better positioned than it was pre-COVID. With a focused recovery plan, we will be prepared to capitalize on our strengths, enabling the County to resume growth at a faster pace than its peers.

This current situation has also been exacerbated by the ongoing national conversation concerning the harmful impact of structural racism. This requires that Cuyahoga County and its partners have a sense of urgency in the execution of a plan that collaboratively addresses both the COVID-19 crisis and the economic dimensions of structural racism. Hence, the Economic Development Commission presents a submission that will focus on a plan to drive recovery during a period of one year, July 2020 – July 2021, resuming its Charter mandate of 5-year planning in its June 2021 submission.

The underlying framework of this plan is to intentionally focus on and alter the trajectory of historic economic disparities that currently exist within the County, and have impeded economic growth and equity, now exacerbated by COVID-19. The recent “Two Tomorrows” report highlights the negative economic impact that continued systemic racial and gender disparities have on employment, earnings, and, ultimately, growth. The Economic Development ecosystem is compelled to recognize and address the historic economic disparities which have been well documented that exist in minority communities within the County. We must be intentional in our **collective efforts** to address and alter the trajectory of our County’s economy. These continued disparities will ultimately prevent our County from being competitive, equitable, or a leading community in terms of economic growth and opportunity. The objectives listed within this Recovery Plan lay the foundation for substantial recovery of the County’s economy through the support of its businesses and residents. Cuyahoga County will play a lead role in improving constituent lives economically, socially, and culturally.

Recovery Plan Primary Goals

- Reduce unemployment
- Reduce poverty, particularly in communities of color
 - By continuing to support catalytic place-based investments and projects
- Invest private and public sector capital intentionally and strategically to achieve equitable growth
- Invest in target industries and sectors that will be essential in a post-COVID-19 environment
 - Industry focuses - manufacturing, distribution (including exports), healthcare, PPE, and emerging technologies and services that support remote work and learning (i.e., data centers; distance learning; and remote work technologies)
- Continue to sustain a sense of system collaboration and urgency that has been fostered because of COVID-19

RECOVERY PLAN

The One-Year COVID-19 Recovery Plan offers strategies that Cuyahoga County will utilize to address each of these Economic Development goals within the year. Of critical importance is the need to retain and grow existing businesses, which is at the core of the strategy to rebuild the County post-COVID-19. Reducing unemployment, specifically for low wage and minority workers, will play a significant role in restoration as well. In thinking of enhancing the present and looking towards the future, we must also support strategies that advance innovation and entrepreneurship. Marketing our strengths that distinguish Cuyahoga County from peer economies is essential; both locally, to bring customers back to existing businesses, and nationally, to attract external business to the County.

Finally, for all action items to be successfully implemented, active collaboration among ecosystem partners is required. The strategies listed below are ambitious, and we acknowledge that not all will be completed within this shorter time frame but will instead set the foundation for areas of focus over the five-year cycle. However, due to the national climate, this is not the time to be timid. We can elevate the County's place within the national economy as we make the prudent strategic investments during this reset period. In these times, we must be assertive, aggressive, and strengthen the work that will sustain our County, now and in the future. We must be offensive minded.

As an Economic Development ecosystem, we will continue to advance the strategic principles that were presented in the 2019 adopted version, but keenly focus on further defined strategies. The strategies below include workforce, innovation, and small business tactics that will be implemented to achieve targeted outcomes within the next year. Along with the immediate foci, other initiatives will be worked on and continued into the five-year plan.

STRATEGIES

RESTORE CUYAHOGA: The One-Year Immediate Foci

- Continued Investment in Support of Small and Minority Businesses and Residents
- Investing in and Expanding Innovation
- Accelerating and Scaling of Existing Workforce Initiatives – Reduce Unemployment

BUILD CUYAHOGA: Continuation and Growth of Initiatives

- Marketing the County Locally and Nationally

LONG TERM RECOVERY: Sustaining Growth

- Adjusting the Five Year Economic Development Plan

THE ONE-YEAR IMMEDIATE FOCUS

Targeted Strategies and Outcomes

RESTORE CUYAHOGA:

Continued Investment and Support of Small and Minority Businesses

Cuyahoga County is fortunate to be home to a vibrant small and minority-owned business ecosystem that provides both capital and technical assistance. As part of the ecosystem's support of these businesses, the County will encourage reasonable flexibility by banks, landlords, and creditors in the repayment of financial obligations as a result of the COVID-19 crisis. This action will be coupled with the focus of also providing more effective technical assistance to impacted businesses on a sustained basis. Training and workforce development opportunities will also be offered to businesses and residents.

The County's Small Business ecosystem demonstrated collaboration in the creation of the Business Stabilization Fund and Resource Center. These initiatives were conceived and implemented to support the small business community in the wake of the COVID-19 economic shutdown in the Spring of 2020. These collaborative efforts, as well as regional efforts, should continue to renew and restart the economy, which includes the City of Cleveland's ReStart CLE Initiative. These efforts will be supported by leveraging the data, engagement, energy, and alignment of resources that resulted from collective grant efforts. Priority will be given to more effectively directing capital to minority businesses for their growth and stability, particularly those lifestyle businesses that are the backbone of Cuyahoga County neighborhoods. This strategy will be complemented with a focus on fostering businesses that create traded sector jobs. Renewed focus and energy will be directed to advance the intent of the City of Cleveland's Neighborhood Transformation Initiative and the Opportunity Zones across the County.

Opportunity Zone investment will continue to be an economic focal point. The investment will be driven by the County's Arctaris Social Impact Fund and the Cleveland Development Advisors, a division of the Greater Cleveland Partnership. This work will include an assessment of the social impact of potential projects within designated Opportunity Zones. Cuyahoga County will work with partners to assess actions that can strengthen communities, including investments in different types of businesses, such as neighborhood businesses as well as businesses that are supported by revenue outside of their neighborhoods.

In addition, Cuyahoga County will continue to offer loan financing for blighted and under-utilized structures and property improvements, to include remediation and modernization, as well as fund business assistance programs and growing minority businesses. The focus on inclusive public and private sector investments will be a point of emphasis, particularly to create jobs.

SMALL BUSINESS TARGETED ACTIONS AND OUTCOMES:

- Cuyahoga County will work to create a working group that will launch a comprehensive assessment and analysis of small business environment. This assessment will help shape future policy on public and private sector lending, with an emphasis on equity and inclusion. This work will include a detailed analysis of the condition of small minority-owned businesses within

Cuyahoga County, including an assessment of business size, profitability, hiring velocity, wage levels, industry, corporate structures, and business needs, particularly with respect to utilization of technology.

- There is an urgent need for additional ecosystem collaboration and role clarity. The County will partner to utilize data to prioritize issues and encourage better definition of partner roles.
- Greater Cleveland Partnership (GCP) will continue forums to solicit private sector input and guidance from business owners on retention and growth strategies. This action will ensure that business owners are engaged in informing ecosystem leaders of their needs. This strategy will be complemented through the utilization of GCP INGEAR, a centralized online portal providing businesses with access to the resources, providers, and information they need to thrive.
- **OUTCOME:** Better alignment of capital and strategies in the County to support small business growth and job creation.

RESTORE CUYAHOGA: Investing in and Expanding Innovation

Cuyahoga County is rapidly becoming known as an innovation center of excellence. Cuyahoga County has a growing presence in innovation, research, and strategy that can be built out to increase this reputation. Health care is an enormous strength, anchored by the Cleveland Clinic, University Hospital, Metrohealth, St. Vincent, The Veterans Administration, and more than 700 healthcare companies. More than 270,000 individuals work locally in the healthcare field. Many innovative companies are growing in the County, including the Cleveland HeartLab (spun out of the Cleveland Clinic), Cardio Insight (founded by the Case Western female biomedical engineering graduate students), Explorys (purchased by IBM and now part of IBM Watson Health), among many others. Partnerships with other centers of innovation include the NASA Glenn Research Center, Case Western University, Jumpstart, and Nottingham & Spirk, to name a few. Cuyahoga County will work to ensure that equity and inclusion are at the forefront of these efforts. Working with innovation partners, the County will continue to advocate with key stakeholders on the importance of having measurable equity and inclusion at the forefront of these efforts. This commitment must be demonstrated in the deployment of capital to start-up and entrepreneurial entities.

Cuyahoga County supports the Cleveland Innovation Project, which has identified four areas that will drive future job creation, innovation, and the growth of our economy. Cuyahoga County is also working with its Department of Sustainability and other County partners to support and build-out several different initiatives. One example is the Blue Economy Initiative, a regional effort to identify, attract, and foster innovative regional water-related industry companies. Another example of a project that Cuyahoga County will continue to support is the creation of a downtown Microgrid. When built, this project is expected to help distinguish Cleveland as an innovation center to help attract new businesses that want to connect with the most reliable power in the world.

INNOVATION TARGETED ACTIONS AND OUTCOMES:

- The Economic Development ecosystem will organize to support and invest in the areas identified by the Cleveland Innovation Project.
- The County will work with key partners to create a plan on how to invest in and support innovation hubs such as the Midtown Innovation District and the Aerozone Alliance, anchored by NASA-Glenn, within the next several years.

- **OUTCOME:** The County, working with the innovation ecosystem, will advance the work recommended by the McKinsey Innovation Study. The focus on innovation is the key to building new industries that will lead to job creation in the short and long term.

RESTORE CUYAHOGA: Accelerating and Scaling Existing Workforce Initiatives

Our Workforce efforts will complement and build on the innovation efforts described above. Reducing unemployment, specifically in communities of color, is job one. Addressing this issue includes reducing poverty by strategically investing public and private sector capital in these communities. Cuyahoga County has the benefit of having an active workforce ecosystem, supported by many notable higher-education institutions and workforce providers, ranging from the United Way to Cuyahoga Community College (Tri-C), which have developed various workforce initiatives. Cuyahoga County Government, working with the Workforce Funders Group, will continue to utilize a variety of approaches to align and connect intermediaries and partners to achieve specific workforce targets. An additional step that must be taken this year is to strengthen the workforce pipeline and to streamline and leverage the talent supply provided by Tri-C, Ohio Means Jobs (OMJ) providers, and our Community Development Corporations (CDCs). **Another critical step is to address the documented shortcomings and disparities concerning access to the tools of distance learning and internet connectivity by providing affordable broadband infrastructure.**

We are calling for an intensification of three areas that are currently underway to support and upskill residents: Workforce Connect, SkillUp, and Virtual Job Fairs. The County has invested heavily in the Workforce Connect Sector Partnership initiative that creates a talent pipeline between residents and the private sector within the Manufacturing, Healthcare, and IT sectors. Each industry has now identified intermediaries to connect residents and employers and is building out pilot programs to train residents for employment in these industries. This effort needs to be complemented and augmented by the current efforts and investment of TRI-C, GCP, and OMJ, among others, to ensure that strategies are aligned to reduce unemployment over in the short to long-term.

A focus for the future should be to look at how to better support low-wage workers to get relevant industry credentials. Current strategies should ensure that minority communities are being supported with training and educational opportunities to increase and improve their skill sets to adapt to the new jobs that will be created in a post-COVID-19 environment. Accelerating the upskilling of our workforce helps to reduce unemployment that will increase market competitiveness.

WORKFORCE DEVELOPMENT TARGETED ACTIONS AND OUTCOMES:

- Partnering with OMJ, the County will increase the utilization of analytics to assess data and develop clear metrics that can showcase how we can eliminate the gap between in-demand jobs and residents
- The County will continue to collaborate with Ecosystem partners to advance the SkillUp initiative. The County will also work with businesses to help existing employees gain the skills to advance their careers, continue to support virtual job fairs, and work with OMJ to connect employees looking for work with companies looking to hire.
- Cuyahoga County will continue its active support of initiatives like the Paradox Prize and the Job Hubs Strategy, which have focused on addressing the disparities of unemployment that are associated with job access and transportation barriers.

- A plan to create access to broadband will be a core focus of the next year to improve business connectivity with the impending arrival of 5G and to improve broadband investment and access at the residential level, a critical effort between the County, Cleveland Foundation, and others.
- **OUTCOME:** It is our expectation that these foci, in concert with other job creation efforts within the ecosystem, will lead to a reduction in unemployment.

CONTINUATION AND GROWTH OF INITIATIVES

Beginning in the Next Year and Continuing into the 2021 Five-Year Plan

BUILD CUYAHOGA: Marketing Cuyahoga County Locally and Nationally

Our regional strengths present an excellent opportunity to market the County to attract new businesses, residents and tourists. Cleveland, at its peak, was one of the nation's leading cities and a major industrial distribution center for manufacturing, and we believe it continues to be a national manufacturing leader. The Greater Cleveland area possesses many assets that make it highly competitive, including interstate and maritime access, which position the County as a national commercial distribution hub. Cuyahoga County is logistically located within proximity to superior transportation, infrastructure, and population centers nationally. Our Port infrastructure should continue to be marketed as a strength, with the maritime dependence of Cuyahoga County emphasized. The Port should be more fully utilized to reflect its equity and inclusion work. Lake Erie should continue to be promoted as an engine for economic development.

These strengths create the opportunity to market Cuyahoga County for commercial investment locally, nationally, and internationally, particularly with respect to positioning the County as an ideal locale for manufacturing reshoring. Additionally, in a post-COVID environment, the County should promote itself as a safe locale and a driver for tourism and new talent. The County will benefit from an increase in marketing that also promotes the County's low cost-of-living and quality-of-life advantages, and particularly its natural assets (park system, water amenities), biotechnology, and the healthcare system. The creation of a focused and targeted marketing campaign can be accomplished, in collaboration with the County, Greater Cleveland Partnership (GCP), and Team NEO/JobsOhio, and with assistance from a national marketing agency. Any campaign should be coordinated with Destination Cleveland's talent campaign.

MARKETING TARGETED ACTION AND OUTCOMES:

- It is our expectation that the ecosystem will develop, identify, fund, and launch a multi-year national marketing strategy.
- Collaboration with partners will also focus on local marketing to encourage consumers to return to businesses as well as support businesses in rebuilding and promote utilization of local resources.
- **OUTCOME:** Intentionally marketing the County's strengths, particularly in manufacturing, will improve national visibility, increase local business growth, and attract other business opportunities to the County.

LONG TERM RECOVERY: Sustaining Growth

Over the next year, Cuyahoga County and its economic development partners will use the best available information on the economic impact of the COVID-19 pandemic to adjust the Five Year Economic Development Plan. This work will be informed by the work and recommendations Cuyahoga County's Advisory Committee on Equity.

PLANNING ACTIONS AND OUTCOMES:

- In consultation with its Economic Development Commission, Cuyahoga County will prepare its 2021-2026 Five Year Economic Development Plan, incorporating work during this one year recovery period.
- **OUTCOME:** The full Five Year Plan will be available by June 2021 as a guide to long term actions.

Five Year Economic Development Plan - Action Item Status Report to Economic Development Commission

	A	B	C	D	E	F	G	H	I	J	K	M	O
1	Activity / Key Actor(s)	ED Commission	County Government	County ED Department	Municipal Governments	Workforce System	Transportation System	GCP	Team NEO	Sector Partners	Others (Global Cleveland, Destination Cleveland)	Status July 2020	2020 Rating
2	Goal 1: Re-establish Cuyahoga County as a national economic hub	X	X	X				X	X		X		In Progress
3	Strategy 1.1: Facilitate the creation of a workforce that is a competitive advantage for Northeast Ohio.		X	X		X				X		Three Sector Intermediary leaders hired	In Progress
4	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.		X	X		X				X		Operationalized Skill-Up within the Propel Cuyahoga framework	Succeeding
5	Activity 1.1.2: Assist residents with employment barriers that keep them outside the pipeline to become skilled workers pursuing career and wage pathways inside the pipeline.		X			X						Expanding Work Opportunity Resource Center as part of Propel Cuyahoga; using CRM system to link residents to opportunities	In Progress
6	Activity 1.1.3: 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.		X			X		X	X	X	X	Continuing to align workforce entities, through the Funders Group	In Progress
7	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		X			X					X	Impacted by COVID; Supporting Destination Cleveland's Safe Reopening Campaign	Lagging
8	Strategy 1.2: Support manufacturing and promote innovation among small and medium manufacturers	X	X	X	X			X		X		Continuing Economic Development lending for growth and continuing to execute Skill-Up with emphasis on manufacturing firms	In Progress
9	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.			X				X	X	X		Manufacturing Sector Partnership In Operation	In Progress
10	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.			X				X	X	X		Manufacturing Sector Partnership In Operation	In Progress
11	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.						X					Supporting this but may be impacted by COVID	In Progress
12	Activity 1.2.4: Work with the Port to develop a more holistic export strategy including goods, services, and tourism.						X					Impacted by COVID	Lagging
13	Strategy 1.3: Create an innovation / entrepreneurship continuum												In Progress
14	Activity 1.3.1: 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. Strive to include minority entrepreneurs and organizations in these partnerships and funding streams.			X	X					X		Cleveland Innovation Project:Continuing existing partnerships; adding NASA, Aerozone, and Ohio Aerospace Institute; continuing coordination with BioEnterprise	In Progress
15	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)		X		X	X						Expanding the County Library partnership including innovation labs, Aspire for high school completion and social service access; adding engagement with other library systems	Succeeding

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16	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.		X	X	X					X		Cleveland Innovation Project:Renewing and extending SBA Municipal Matching Grant program; Imbedding and integrating the Capital Access Fund, Growth Capital Fund, and ECDI	In Progress
17	Activity 1.3.4: Leverage Cuyahoga County's leadership in Blockchain to attract reserachers to a new Blockland hub with strong connections to opportunities for County residents to engage in Blockchain technology.											No longer active	Lagging
18	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.		X					X	X	X		Continue to work on marketing Leedco wind energy	In Progress
19	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.		X	X				X	X	X		Continuing to offer Global Center space and attractive financing to companies in the health care space; Plug and Play located in Global Center	
20	Activity 1.3.7: Develop a Microgrid in downtown Cleveland and use it to attract new businesses.											Substantial progress on program design and developer selection	In Progress
21	Strategy 1.4: Carry out key county activities to re-establish standing as a regional and national economic hub	X	X	X	X	X		X	X		X	Multiple Efforts Underway despite Pandemic	In Progress
22	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.		X	X	X			X	X			Engaged with national organizations, travel interrupted by COVID	In Progress
23	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.	X	X		X	X				X		Expanded support for Say Yes to Education and mentoring, workforce engagement with CCC and other post secondary institutions, interrupted by COVID	Lagging
24	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.			X				X	X			Cleveland Innovation Project is underway	In Progress
25	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.		X	X	X			X	X			Engaged with Destination Cleveland's campaigns; prepared materials for IEDC and Site Selectors	Succeeding
26	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.		X	X	X			X		X		Continuing to support JumpStart, Growth Capital, MAGNET and sharpening focus on water as a competitive advantage for the county	Succeeding
27	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.		X	X	X		X	X	X			Continuing to support JumpStart, Growth Capital, MAGNET and sharpening focus on water as a competitive advantage for the county Continuing to support JumpStart, Growth Capital, MAGNET and sharpening focus on water as a competitive advantage for the county system continue to reduce its use by municipalities. An innovation project to improve ease of use was interrupted by the COVID pandemic's impact on the County budget.	Lagging

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28	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.			X					X	X		Opportunity Zone related fund assembly is ongoing with both local and national funds engaged.	In Progress
29	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.		X	X	X					X		Continuing to engage the health sector; new Cleveland Innovation Project	In Progress
30	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.		X	X	X					X		Cleveland Innovation Project: Ongoing discussions with funders to support broadband expansion and digital inclusion	In Progress
31	Activity 1.4.10: Promote vocational training for advanced manufacturing.		X	X	X				X			Continuing Skill-Up collaboration with MAGNET	Succeeding
32	Activity 1.4.11: 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.			X	X		X	X				Continuing to support the Aerozone Alliance; deepening connection with NASA and outreach to NASA's "SBIR" participant companies to attract them to locate and grow in Aerozone cities	In Progress
33	Strategy 1.5: Support research, commercialization, and technology transfer		X	X			X			X		Continuing engagement with JumpStart; expanding Ohio Aerospace Institute /NASA technology transfer	In Progress
34	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.		X	X		X			X	X	X	Cleveland Innovation Project is underway	In Progress
35	Activity 1.5.2: Support the ongoing regional cross-sector collaboration to make Greater Cleveland a center of Blockchain innovation, research, and commercialization.											No longer active	Lagging
36	Goal 2: Foster positive job and population growth & opportunity												In Progress
37	Strategy 2.1: Attract new residents, through both domestic and international immigration, and retain current residents			X						X	X	Destination Cleveland ongoing work with Global Cleveland	In Progress
38	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.		X	X	X			X	X	X	X	Continuing to support Global Cleveland	In Progress
39	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.		X	X	X				X		X	Pandemic has interrupted recruitment of new students	In Progress
40	Activity 2.1.3: Develop a strategy to engage regional college students to stay in Greater Cleveland – connect them with projected job openings.									X	X	Needs further development	Lagging
41	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.		X	X	X							Destination Cleveland campaign to support attraction of skilled talent in all age ranges; County housing plan calls for supporting targeted new and renovated housing development in "pinch areas" to attract skilled talent	In Progress
42	Strategy 2.2: Improve transportation, labor mobility, and job access	X				X	X				X	Continuing Job Clusters and related work with Fund for our Economic Future and Greater Cleveland RTA	
43	Activity 2.2.1: Partner with the Greater Cleveland Regional Transit Authority, the Northeast Ohio Areawide Coordinating Agency, the Port of Cleveland, and the City of Cleveland to establish an integrated transportation and economic development plan for the county and to advocate for transportation improvement, growth, diversification, and connectivity.	X	X	X	X		X					Continuing Job Clusters labor mobility work with NOACA, Team NEO, and the Fund for our Economic Future	In Progress

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44	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.	X	X	X	X		X		X		X	Continuing Job Clusters labor mobility work with NOACA, Team NEO, and the Fund for our Economic Future	In Progress
45	Strategy 2.3: Improve business retention and expansion												
46	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.		X	X	X			X	X			Continue to offer assessment and remediation funding locally; new JobsOhio resources for site development	In Progress
47	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.		X	X	X			X	X		X	Destination Cleveland campaign to support attraction of skilled talent in all age ranges; skilled talent	In Progress
48	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.		X	X	X			X		X		Enhanced coordination among workforce entities and business retention and expansion outreach staff for better cross referral tracking and outcome reportings	In Progress
49	Strategy 2.4: Emphasize place-based development		X		X								In Progress
50	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.		X	X	X			X	X	X		Continuing quarterly countywide meetings with municipalities which include best practices exchange and training on calibrating incentives	Succeeding
51	Activity 2.4.2: Maintain and continue to enhance Cuyahoga County's high quality natural and cultural assets.		X		X							Continuing support for Cuyahoga Arts & Culture	Succeeding
52	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.		X	X	X			X	X			Taking action to support re-use of underutilized inner ring suburban sites, including vacant malls and vacant retail sites; for example recent mixed use development at former mall in Richmond Heights	In Progress
53	Strategy 2.5: Address Climate Change through a Climate Action Plan		X		X		X			X		Support Office of Sustainability initiatives including solar panel installation; jointly funded brownfields position.	
54	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.		X		X							Funding has been allocated	Succeeding
55	Activity 2.5.2: Organize and fund a Green Bank to lend money and invest in clean energy projects, such as residential solar panels.		X									Challenged by COVID impact on budgets	Lagging
56	Activity 2.5.3: Build more pedestrian bike paths and connect existing networks of bike paths.		X		X		X					Ongoing design work and integration in projects	In Progress
57	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.		X	X	X							County Economic Development incentives available	In Progress
58	Activity 2.5.5: Create a robust electric vehicle charging station infrastructure.		X		X		X					Planning still underway	In Progress
59	Activity 2.5.6: Work with the Northeast Ohio Areawide Coordinating Agency to better time traffic signals, reducing idling and speeding up commutes.						X					NOACA has carried out several demonstration projects	Succeeding
60	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.		X									Succeeding	

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61	Goal 3: Advance balanced, diverse and equitable economic and job growth												In Progress
62	Activity 3.1: Housing Policy and Housing Plan		X	X	X							County Council has funded the Housing Plan for five years; the County Land Bank and Department of Development are finalizing the programs that will support reinvestment and maintain existing housing stock countywide with emphasis on areas of need and opportunity	Succeeding
63	Activity 3.2: Inclusion		X	X		X	X					County Executive and County Council have taken legislative action to declare racism a public health crisis and created a commission to guide more intensive work to address this	In Progress