

# County Council of Cuyahoga County, Ohio

## Resolution No. R2023-0199

<b>Sponsored by: County Executive Ronayne/Department of Development</b>	<b>A Resolution</b> adopting the 2023 Economic Development Plan in accordance with Section 7.05 of the Cuyahoga County Charter and Section 801.01 of the Cuyahoga County Code; and declaring the necessity that this Resolution become immediately effective.
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**WHEREAS**, Section 7.05 of the Cuyahoga County Charter required the Director of Development, in conjunction with the County Executive and in consultation with the Economic development Commission, to prepare and present to the Council by the first day of June of each year a proposed five-year economic development plan for the County, for actions to be carried out by the county itself, and in cooperation with other public and private agencies and organizations, for the purpose of enhancing the prosperity and well-being of the County and its residents and communities; and

**WHEREAS**, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can continue and to provide for the usual, daily operation of a County entity.

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

**SECTION 1.** The County’s 2023 five-year economic development plan, including all changes thereto approved by Council, is hereby adopted in accordance with Section 7.05 of the Cuyahoga County Charter and Section 801.01 of the Cuyahoga County Code. The final adopted plan is attached hereto as Exhibit A and incorporated herein by reference.

**SECTION 2.** Pursuant to Section 801.02 of the Cuyahoga County Code, the Clerk of Council is hereby authorized to publish the 2023 five-year economic development plan adopted by County Council pursuant to Section 7.05 of the Cuyahoga County Charter on the County Council’s website.

**SECTION 3.** It is necessary that this Resolution become immediately effective for the usual daily operation of the County; the preservation of public peace, health, and safety in the County; and any additional reasons set forth in the preamble. Provided that this Resolution receives the affirmative vote of at least eight members of Council, it shall take effect and be in force immediately upon the earliest occurrence of any of the following: (1) its approval by the County Executive through signature, (2) the expiration of the time during which it may be disapproved by the County Executive under Section 3.10(6) of the Cuyahoga County Charter, or (3) its




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

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

On a motion by Mr. Schron, seconded by Mr. Sweeney, the foregoing Resolution was duly adopted.

Yeas: Tuma, Gallagher, Schron, Conwell, Turner, Stephens, Simon, Kelly, Miller, Sweeney and Jones

Nays: None

 County Council President	<u>8/8/23</u> Date
 County Executive	<u>8/9/23</u> Date
 Clerk of Council	<u>8/7/23</u> Date

First Reading/Referred to Committee: July 6, 2023  
Committee(s) Assigned: Economic Development & Planning

Legislation Substituted on the Floor: August 1, 2023

Journal CC051  
August 1, 2023



# CUYAHOGA COUNTY FIVE- YEAR ECONOMIC DEVELOPMENT PLAN

2023-2027

July 5, 2023

Chris Ronayne, County Executive  
Cuyahoga County Economic Development Commission  
Department of Development  
Cuyahoga County Council

## **Economic Development Commission Members**

### **Chris Ronayne**

Chair

Cuyahoga County Executive

### **Jeffery Epstein**

Chief Integrated Development Officer, City of Cleveland, representing Mayor Bibb

### **Jack Schron**

Vice - Chair

County Council Member, Chair of Economic Development Committee

### **Leonard DiCosimo**

Executive Secretary, North Shore Federation of Labor AFL-CIO

### **William Friedman**

President and CEO, Cleveland Port Authority

### **Brian Hall**

Investor, Representative of Nonprofits

### **Baiju Shah**

President and CEO, Greater Cleveland Partnership

### **Mayor Edward Kraus**

City of Solon, Mayors and Managers

### **Marc Byrnes**

Chairman Emeritus, Oswald Companies

### *Staff*

#### **Debbie Berry**

Deputy Chief of Integrated Development, Cuyahoga County

#### **Paul Herdeg**

Director of Development

#### **Vaughn Johnson**

Deputy Director for Economic Development

## Overview

As Cuyahoga County emerges from the economic dislocations caused by COVID-19, our businesses and residents face a new set of economic challenges including ongoing rent and price inflation, persistent labor shortages, and still-fragile supply chains for raw materials and components vital to our manufacturers.

We face these challenges with many significant economic resources – a favorable location with abundant fresh water and low risks from major natural disasters; mature transportation and logistics networks including water, rail, and highways; cultural and recreational assets to support our talent attraction efforts; nationally ranked hospitals and universities generating a stream of medical innovations; entrepreneurs and small business owners driving regional growth and hiring locally; well-organized philanthropic institutions with expertise in understanding and addressing the social determinants of health and work; and last but not least, new leadership at both the City of Cleveland and Cuyahoga County dedicated to advancing equity, regionalism, and opportunity in the urban core and countywide.

Cuyahoga County will embrace Integrated Development, which can be defined as a deliberate approach to connect the design, delivery and evaluation of programs across disciplines and sectors to produce an amplified, lasting impact.

Integrated Development will draw on county level resources in housing and community development, economic development, sustainability, transit and mobility, planning, and infrastructure / public works to execute key strategies for economic development. This advances our mission, set forth in the County Charter:

**The County shall have as a primary responsibility the promotion and enhancement of the economic well-being and prosperity of the County and all of its residents. In furtherance of that purpose, the County shall... develop and implement policies, programs and activities for the expansion and enhancement of economic activity in the County so as to create and preserve jobs and employment opportunities for and available to residents of the County.**

**The Department of Development shall coordinate... programs and activities that relate to economic development, including identification of the causes of unemployment and economic underdevelopment among segments of the population and within communities in the County and the development of programs and activities to remedy such condition**

## Alignment with Existing Economic Development Strategies

Cuyahoga County executes its economic development work aligned with existing strategies of other regional economic development initiatives. These include:

- Cleveland Innovation Project
- Greater Cleveland Partnership “All In” Plan
- Team Northeast Ohio Strategic Plan
- Cleveland Talent Alliance Strategy
- Northeast Ohio Workforce Development Plan

Additionally, over the next year, Cuyahoga County itself will review and align the high level plans of its various functional departments, including this Economic Development Plan, its Housing Plan, and its Health and Human Services Plan.

## Metrics

Four types of measurement relate to this Economic Development Plan. Currently Cuyahoga County is reviewing its performance measurement system to focus on measures which have timely available data at the county level. Measures include:

- Community level indicators such as county GDP (Gross Domestic Product), median household income, median household net worth, poverty rate, and labor force participation rate, all dis-aggregated by race whenever feasible.
- Countywide economic development specific measures such as net new business starts, number of business attraction and business growth “wins”, working age population, early stage funding, and total capital invested.
- Outcome measures for county operated economic development programs, such as numbers of businesses assisted, amount of funding provided, additional funding leveraged, new jobs created, and jobs retained.
- Outcome measures for county operated workforce development programs, such as workers trained on the job, and entry level workers placed in jobs.

## 2023 Economic Development Initiatives

Led by County Executive Chris Ronayne, Cuyahoga County is undertaking significant economic development initiatives in the following areas in 2023:

- Freshwater Institute – fully developing and utilizing our abundant fresh water resources, including riverfront and lakefront activation, as well as our plentiful supply of fresh water, to attract new residents and businesses.
- Cuyahoga Green Energy – leading innovation and commercial development of new technologies including microgrids, to mitigate the impacts of climate change, reduce harmful emissions, and preserve our precious fresh water.
- Transit Oriented Development (TOD) – creating opportunities for more Cuyahogans to live and work in connected places with robust transportation options by developing a county-wide TOD implementation plan.
- Workforce development for jobs of today and tomorrow – aligning early childhood programming, public K-12 education, post-secondary education, and workforce training, to fully prepare all residents for jobs of the future.
- Office of International Services – supporting newcomers as they take their place in our economy, as workers and as business owners, including culturally competent workforce development and business services, to restore our county population and supply needed talent for industries.
- Placemaking – from vibrant waterfront locations to other significant centers of entertainment, recreation, and social interaction, creating places that will attract talented new residents and energize local economic activity, with sustainable living opportunities all our residents can afford.
- Office of Small Business – supporting entrepreneurs as they start new businesses, and supporting the growth of our small businesses.
- Development site assembly – supporting our municipalities to position their currently vacant land for productive, job-creating, re-uses, including funding towards site assembly and environmental remediation costs.

## Objectives, Strategies, and Activities

Cuyahoga County will use its own staff and funding, and will engage with other members of the regional economic development “ecosystem,” to advance the following objectives, strategies, and activities for economic development.

### Objective 1: Promote County assets for business attraction and growth

#### Strategy 1.1: Carry out key County activities to re-establish standing as a regional and national economic hub

Activity 1.1.1: Build on existing investments of Cuyahoga County’s own funds, available due to receipt of American Rescue Plan funding, to support transformative activities and projects with lasting impact.

Activity 1.1.2: Partner with the County’s education stakeholders to improve the County’s educational attainment and competitive position. This includes Pre-Cle, K-12 education providers, Say Yes, and Tri C.

Activity 1.1.3: Promote key regional business assets, including NASA Glenn Research Center, JumpStart, university research offices, and our major hospital systems, to drive innovation and development.

Activity 1.1.4: Support regional branding and marketing for business and talent attraction.

Activity 1.1.5: Partner with early-stage business assistance and funding organizations to foster new industries, particularly where Cuyahoga County has a competitive advantage. Examples include industries related to water, advanced manufacturing and health care.

Activity 1.1.6: Partner with Cuyahoga County communities, Team NEO, the County Planning Commission, and the County Land Bank to assemble, make ready for development, and market sites for job creating traded sector activities, including supply chain for electric vehicle and computer chip manufacturing.

Activity 1.1.7: Fully use and leverage available public and private sector investment capital, including capital to make brownfield sites economically viable, and leveraging the Opportunity Zone tax incentive.



Activity 1.1.8: Extend affordable access to broadband to every county resident, as a path to digital technology literacy and innovation, for full workforce participation, and to enhance the education system.

## Strategy 1.2: Support business attraction, retention and expansion

Activity 1.2.1: Assist Cuyahoga County's 59 member communities to assemble, make ready, and market their key real estate sites to attract national and regional traded sector businesses. Support existing systems such as Site Ohio, while advocating for regional and statewide site promotion efforts to include Cuyahoga County sites. When appropriate, support development of very large industrial sites in adjacent counties for job creating traded sector uses that will provide supply chain business opportunities for Cuyahoga County firms and employment for Cuyahoga County residents.

Activity 1.2.2: In a collaborative marketing effort, promote Cuyahoga County's assets including affordable housing, quality of life, and skilled workforce, to attract both regional and national business relocations.

Activity 1.2.3: Continue partnerships with Ohio Means Jobs, Team NEO, and municipal economic development staff, 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 1.3: Support manufacturing, including international exports, and promote innovation among small and medium manufacturers

Activity 1.3.1: Recognize and support its legacy industries, including steel, automotive, and machine tools, as well as the growth of newer industries.

Activity 1.3.2: Through economic development partners like MAGNET, and maker spaces like ThinkBox, work to strengthen, grow, and accelerate advanced manufacturing through innovation and advanced technologies including Manufacturing 4.0, 3D printing and digital manufacturing, while simultaneously supporting workforce development for a pipeline of trained workers to fuel that growth.

Activity 1.3.3: Support the Port of Cleveland's "Cleveland to Europe Express" which offers regional manufacturers reliable and local means to export products to international markets, and to develop a more holistic export strategy including goods, services, and tourism.

## Strategy 1.4: Create an innovation / entrepreneurship continuum supported by place-based strategies including electric supply Microgrids

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

Activity 1.4.1: 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 1.4.2: 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 Cleveland Innovation Project's explicit focus on engaging minority and female youth in STEM career preparation.

Activity 1.4.3: 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.

Activity 1.4.4: Build upon existing assets, such as development of 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 1.4.5: Utilize existing assets, including Greater Cleveland's strong health technology innovation system, and the major hospital systems, to attract health care businesses to the region.

Activity 1.4.6: Through the county owned utility Cuyahoga Green Energy, in collaboration with municipalities, develop Microgrid districts in multiple locations across the county. Power supply reliability and local generation of sustainable power will attract and retain business in these areas.

Activity 1.4.7: Leverage innovation resources such as the Ohio Third Frontier and Ohio Fund to magnify the impact of locally generated funding for support of startup and early stage technology innovation firms. As these firms mature, provide resources to encourage and support their growth within Cuyahoga County.

## Strategy 1.5: 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 1.5.1: Maintain and continue to enhance Cuyahoga County's high quality natural and cultural assets, including its parks, its nationally renowned arts organizations, and its major professional sports teams.

Activity 1.5.2: Expand and leverage the economic value of public access to the Lake Erie waterfront through coordinated planning, resource assembly, and execution of transformative lakefront access projects.

Activity 1.5.3: Continue to engage with the County Planning Commission to identify priority areas for transit oriented development, and leverage unique municipal assets to resource place based economic development projects which have potential for positive economic development impact on a regional scale. As part of this work recommend needed zoning changes to facilitate appropriate development projects.

## Strategy 1.6: 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 1.6.1: Invest \$5 million to plant thousands of trees across the region by 2024

Activity 1.6.2: Organize and fund a Green Bank to lend money and invest in clean energy projects, such as commercial and residential solar panels.

Activity 1.6.3: Build more pedestrian bike paths and connect existing networks of bike paths.

Activity 1.6.4: 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 1.6.5: Create a robust electric vehicle charging station infrastructure.

Activity 1.6.6: Work with the Northeast Ohio Areawide Coordinating Agency to better time traffic signals, reducing idling and speeding up commutes.

Activity 1.6.7: Add rooftop solar panels to multiple County owned buildings and make this technology available to business at the same affordable pricing.

**Objective 2: Increase skilled talent supply by attracting skilled residents, retaining college graduates, and increasing labor force participation.**

**Strategy 2.1: Facilitate the creation of a workforce that is a competitive advantage for Northeast Ohio.**

**Activity 2.1.1: 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.**

Workforce Connect: In collaboration with the Cleveland-Cuyahoga County Workforce Development Board, sustain a shared systems-level focus on eliminating the demand-supply gap for in-demand jobs now and in the future in a sustainable way. 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.

Sector Partnerships will continue to focus on talent needs of Manufacturing, Health Care, and Information Technology, with additional work to support Hospitality, Early Childhood Education, and Mental Health as a specific focus within Health Care.

**Activity 2.1.2: Assist residents with employment barriers that keep them outside the pipeline to attain employment that is career and wage pathway focused.**

Use 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. Use 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). Continue Skill-Up program services to private sector employers.

Cuyahoga County 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.

**Activity 2.1.3: 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.**

Continue support for the Workforce Funders Group, participating in creating shared systems-level goals and priorities that drive better coordination and guide all local and regional workforce planning and funding decisions. Leverage the Workforce Development Board’s substantial federal resources and leadership within the broader workforce development system to advance county workforce goals.

## Strategy 2.2: Attract and retain residents with in demand skills

Activity 2.2.1: 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. Advocate for national policies that allow immigrants full economic participation.

Activity 2.2.2: Fully engage and support the Cleveland Talent Alliance's work to attract and retain talent, especially persons with in-demand post-secondary educational credentials.

## Strategy 2.3: Improve transportation, labor mobility, and job access

Activity 2.3.1: 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 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 2.3.2: 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.

## Objective 3: Embrace equity as a driver of countywide economic growth

### Strategy 3.1: Implement Economic Development Equity Initiatives

Cuyahoga County has activated its Equity Commission in conjunction with its Citizens Advisory Council on Equity. With the formation and staffing of a Department of Equity, Cuyahoga County maintains its ongoing commitment to diversity, equity, and inclusion as an employer, and also through all of its programs, services, and activities. Economic Development equity initiatives include:

Activity 3.1.1: Support implementation of the Cleveland Innovation Project, which emphasizes inclusion and resource access to minority tech-based businesses and talent.

Activity 3.1.2: Provide ongoing funding to small business support partners for their focused support to minority and women-owned businesses, including working capital lending.

Activity 3.1.4: Research and as appropriate establish affirmative minority hiring and minority business contracting goals for direct county economic development borrower.

Activity 3.1.5: Support development of jobs accessible to residents of distressed communities.

Activity 3.1.6: Direct public sector resources to support economic opportunities for residents and businesses in Cuyahoga County's Equity Zones.

### Strategy 3.2: Implement the Housing Policy through the Housing Program

Activity 3.2.1 Through a strategic planning process led by the Director of Housing and Community Development, update the existing Housing Policy and identify additional housing development resources.

Activity 3.2.2. Cuyahoga County will operate the Cuyahoga County Housing Program to provide resources for implementation of Housing 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 through 2025. Thirty million dollars allocated to the Housing Program over six years focuses on expanding and creating programming for home repair, low dollar mortgages, and other activities to increase property values throughout the County.

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

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	Activity / Key Actor(s)	ED Commission	County Government	County ED Department	Municipal Governments	Workforce System	Transportation System	GCP	Team NEO	Sector Partners	Directors (Global Cleveland, Destination Cleveland)		Assessment of Progress July 2023	2023 Rating
1	<b>Goal 1: Promote County assets for business attraction and growth</b>													
2	<b>Strategy 1.1: Carry out key County activities to re-establish standing as a regional and national economic hub</b>													
3	Activity 1.1.1: Allocate Cuyahoga County's American Rescue Plan funding, to support transformative activities and projects with lasting impact.	X	X	X	X	X		X	X		X		Multiple Efforts Underway	In Progress
4	Activity 1.1.2: Partner with the County's education stakeholders to improve the County's educational attainment and competitive position. This includes Pre-K-12 education providers, Say Yes, and Tri C.		X	X						X			Significant impacts in workforce and site development	Succeeding
5	Activity 1.1.3: Promote key regional business assets, including NASA Glenn Research Center, JumpStart, Nottingham Spirk, and our major hospital systems, to drive innovation and development.	X	X		X	X		X	X				Greater Cleveland Career Consortium addressing deficits in K-12 vocational education and workforce preparation	In Progress
6	Activity 1.1.4: With Team NEO, Greater Cleveland Partnership, the Cleveland Water Alliance, Destination Cleveland, and other key partners, leverage 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	X				Cleveland Innovation Project is underway	In Progress
7	Activity 1.1.5: 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			Fresh Water Capital campaign is gaining momentum	Succeeding
8	Activity 1.1.6: 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 and buildings available for re-use, 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	Succeeding
9	Activity 1.1.7: 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		X	X	X				Department of Development, County Planning, Team NEO, and City of Cleveland are actively identifying sites. Cleveland has dedicated significant funding to site preparation	In Progress
10	Activity 1.1.8: Extend affordable access to broadband to every county resident, as a path to digital technology literacy and innovation, for full workforce participation, and to enhance the education system.		X	X	X					X			County funding and staff support are leveraging significant amounts of state remediation and demolition funding. Our County Land Bank plays a key role under 2023 legislation.	Succeeding
11	Activity 1.1.9: Collaborate with the Ohio Aerospace Institute and Nottingham Spirk 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.		X	X	X		X	X					Significant County Due to ARPA funding has been awarded and is being used to expand affordable broadband access	Succeeding
12	<b>Strategy 1.2: Support business attraction, retention and expansion</b>		X	X	X	X			X	X	X		Ongoing engagement with NASA Glenn Technology Transfer; Aerospace Alliance increasing support for startup growth.	In Progress
13	Activity 1.2.1: 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		X		BRE and Site collaboration is improving countywide	In Progress
14	Activity 1.2.2: In a collaborative marketing effort, 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		Additional staff support for municipalities to identify, assemble, and market sites for development. Leverage of state brownfield funding, now via County Land Bank.	Succeeding
15	Activity 1.2.3: Continue partnerships with Ohio Meant Jobs, the Greater Cleveland Partnership, Team NEO, and municipal economic development staff, to coordinate targeted, strategic business-calling programs among these regional actors, municipalities, and the County's Skill-Up program, to accelerate business growth in Cuyahoga County.		X	X	X			X		X			Team NEO continues its regional branding piloting leverage of trade shows for business attraction with Destination Cleveland	In Progress
16	<b>Strategy 1.3: Support manufacturing, including international exports, and promote innovation among small and medium manufacturers</b>	X	X	X	X			X		X			SkillUp has good coordination with municipalities, Team NEO, Manufacturing Works, Business Retention/Engagement to improve in the Aerospace thanks to Aerospace Alliance. Now engaged with Cleveland.	In Progress
17	Activity 1.3.1: 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			Continuing Economic Development lending for growth and continuing to execute Skill-Up with emphasis on manufacturing firms	In Progress
18	Activity 1.3.2: 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
19	Activity 1.3.3: 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						Manufacturing Sector Partnership in Operation	In Progress
20	Activity 1.3.4: Work with the Port to develop a more holistic export strategy including goods, services, and tourism.						X						Port activity remains strong	In Progress
21							X						Engaging with TEAM NEO and other export partners	In Progress

**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
	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)	Assessment of Progress July 2023	2023 Rating
1	<b>Strategy 1.4: Create an Innovation / entrepreneurship continuum supported by place based strategies including electric supply Microgrids</b>	X		X					X				
22	Activity 1.4.1: 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.			X	X						X	Cleveland Innovation Project:Continuing existing partnerships; adding NASA, Aerozone, and Ohio Aerospace Institute; Investing in Oplid prevention innovations	In Progress
23	Activity 1.4.2: 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 underserved parts of the County. Examples are the partnership with the County Libraries to open Innovation Centers at key locations and the Cleveland Innovation Project's explicit focus on engaging minority and female youth in STEM career preparation.		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	In Progress
24	Activity 1.4.3: 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 Aerospace, Downtown, the Health Tech Corridor, and in historically underserved neighborhoods and communities, leveraging NELA park in East Cleveland.		X	X	X					X		Cleveland Innovation Projects:Renewing and extending SBA Municipal Matching Grant program; Imbedding and integrating the Capital Access Fund, Growth Capital Fund, and ECDI	In Progress
25	Activity 1.4.4: Build upon existing assets, such as development of 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 Leadoo wind energy	In Progress
26	Activity 1.4.5: Utilize existing assets, including Greater Cleveland's strong health technology innovation systems, and the major hospital systems, to attract health care businesses to the region.		X	X				X	X	X	X	Engaging with Destination Cleveland to leverage conferences	In Progress
27	Activity 1.4.7: Develop Microgrid districts in multiple locations across the county. Power supply reliability and local generation of sustainable power will attract and retain business in these areas.		X		X							Utility formed; focusing now on specific suburban areas	In Progress
28	Activity 1.4.8: Leverage JumpStart's access to Ohio Third Frontier funding to magnify the impact of locally generated funding for support of startup and early stage technology innovation firms. As these firms mature, provide resources to encourage and support their growth within Cuyahoga County.		X								X	County provided local match funding to ensure continued state funding despite loss of Bio Enterprise expected funds.	
29	<b>Strategy 1.5: Emphasize place-based development</b>		X	X	X							Adding Integrated Development Chief to emphasize this	In Progress
30	Activity 1.5.1: Maintain and continue to enhance Cuyahoga County's high quality natural and cultural assets, including its parks, its nationally renowned arts organizations, and its major professional sports teams.		X		X							Continuing support for Cuyahoga Arts & Culture	Succeeding
31	Activity 1.5.2: Expand and leverage the economic value of public access to the Lake Erie waterfront through innovative approaches such as the City of Euclid's development of a publicly accessible lakefront promenade in conjunction with long term publicly financed shoreline erosion control measures.		X		X			X				Renewed planning and resource assembly for lake and riverfront development is now underway	In Progress
32	Activity 1.5.3: Continue to engage with the County Planning Commission to update priority areas for Place Based Economic Development, and leverage unique municipal assets to resource place based economic development projects which have potential for positive economic development impact on a regional scale. As part of this work recommend needed zoning changes to facilitate appropriate development projects.		X	X	X			X	X			County Planning Commission continues to lead in adoption of Transit Oriented Development and collaborates with County and municipal governments to identify sites for development	Succeeding
33	<b>Strategy 1.6: Address Climate Change through a Climate Action Plan</b>		X		X		X				X	Supports Office of Sustainability initiatives including solar panel installation; jointly funded brownfields position.	Succeeding
34	Activity 1.6.1: Invest \$5 million to plant thousands of trees across the region by 2024		X		X							Project is a success	Succeeding
35	Activity 1.6.2: Organize and fund a Green Bank to lend money and invest in clean energy projects, such as commercial and residential solar panels.		X									Green Bank has been formed and funded	Succeeding
36	Activity 1.6.3: Build more pedestrian bike paths and connect existing networks of bike paths.		X		X		X					Advised Senior Transportation Advisory County Planning Commission leading on Transit Oriented Development	In Progress
37	Activity 1.6.4: 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							Accessibility of jobs remains a factor in resource allocation.	In Progress
38	Activity 1.6.5: Create a robust electric vehicle charging station infrastructure.		X		X		X					Participating in Electric Vehicle supply chain attraction and monitoring federal funding opportunities	In Progress
39	Activity 1.6.6: Work with the Northeast Ohio Area-wide Coordinating Agency to better time traffic signals, reducing idling and speeding up commutes.						X					NOACA has carried out several demonstration projects	Succeeding
40	Activity 1.6.7: Add rooftop solar panels to multiple County owned buildings and make this technology available to business at the same affordable pricing.		X									Program has expanded with solar panel installations growing	Succeeding
41													



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

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	Activity / Key Actor(s)	ED Commission	County Government	County ED Department	Municipal Governments	Workforce System	Transportation System	SCP	Team NEO	Sector Partners	Orders (Global Cleveland, Destination Cleveland)		Assessment of Progress July 2023	2023 Rating
42	<b>Goal 2: Increase skilled talent supply by attracting new skilled residents, retaining college graduates, and increasing labor force participation.</b>													
43	<b>Strategy 2.1: Facilitate the creation of a workforce that is a competitive advantage for Northeast Ohio.</b>		X	X		X				X			With Due to ARPA funding, providing additional support for sector partnership work adding additional sectors such as hospitality, mental health, child care	In Progress
44	Activity 2.1.1: 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			Greater Cleveland Career Consortium addressing deficits in K-12 vocational education and workforce preparation	In Progress
45	Activity 2.1.2: Assist residents with employment barriers that keep them outside the pipeline to attain employment that is career and wage pathway focused.		X			X				X			Sector Partners have developed and are implementing barrier reduction strategies and supports	Succeeding
46	Activity 2.1.3: 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.		X			X		X	X	X	X		Workforce Development Board now has strong leadership and is starting to take its needed strategic leadership role in the countywide workforce system	In Progress
47	<b>Strategy 2.2: Attract and retain residents with in demand skills</b>			X						X	X		Talent Alliance has formed and is carrying out specific attraction and retention activities.	In Progress
48	Activity 2.2.1: 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		Global Cleveland is strongly engaged in the Talent Alliance.	In Progress
49	Activity 2.2.2: 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		X		Global Cleveland continues to lead policy reform work.	In Progress
50	Activity 2.2.3: Develop a strategy to engage regional college students to stay in Greater Cleveland – connect them with projected job openings.					X		X	X	X	X		Talent Alliance has formed and is carrying out specific attraction and retention activities.	In Progress
51	Activity 2.2.4: Utilize resources including Destination Cleveland's brand assets and insights to market the entire County as an attractive living and working environment for millennials.		X	X	X			X	X		X		Talent Alliance is advancing this strategy.	In Progress
52	<b>Strategy 2.3: Improve transportation, labor mobility, and job access</b>	X				X	X				X		Continuing Job Clusters and related work with Fund for our Economic Future and Greater Cleveland RTA	In Progress
53	Activity 2.3.1: Partner with the Greater Cleveland Regional Transit Authority, the Northeast Ohio Area-wide 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.	X	X	X	X		X						Continuing Job Clusters labor mobility work with NOACA, Team NEO, and the Fund for our Economic Future	In Progress
54	Activity 2.3.2: 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
55	<b>Goal 3: Embrace equity as a driver of countywide economic growth</b>													
56	<b>Strategy 3.1: Implement Economic Development Equity Initiatives</b>	X	X	X	X		X	X	X				DEI is becoming embedded in all economic development work	In Progress
57	Activity 3.1.1: Support implementation of the Cleveland Innovation Project, which emphasizes inclusion and resource access to minority-led-based businesses and talent.	X		X				X			X		Cleveland Innovation Project well underway	Succeeding
58	Activity 3.1.2: Small business support will include new funding to small business support partners for their focused support to minority and women-owned businesses.		X	X				X			X		County provided \$3 million over two years to support nonprofit small business supports; renewal pending	Succeeding
59	Activity 3.1.3: Funds will be allocated for working capital loans to minority-owned businesses.		X	X									County funding is provided through nonprofit partners	Succeeding
60	Activity 3.1.4: Cuyahoga County will seek to negotiate affirmative minority hiring and subcontracting efforts in its direct economic development lending programs.		X	X									Engaged with County Office of Equity and City of Cleveland Job Hubs via its rate potential sites for development; RTA supporting innovative last mile transportation	In Progress
61	Activity 3.1.5: Job Hubs with access for residents of distressed communities will be supported as preferred locations for new business attraction and business.		X	X			X		X				Equity Zones have been established and used as an element of lobbying for competitive infrastructure funding and competitive federal community development funding	Succeeding
62	Activity 3.1.6: Establish Equity Zones, in communities where historic racial discrimination ("redlining") still causes lasting negative economic impacts, and direct public sector resources to support economic opportunities for residents and businesses in these Equity Zones.		X		X									
63	<b>Strategy 3.2: Implement the Housing Policy through the Housing Program</b>		X								X		Newly formed Housing Department continues this work	In Progress
64	Activity 3.2.1: Based on housing policy development work led by the County Executive and Deputy Director of Development for Housing, in collaboration with County Council, Cuyahoga County will continue to lead coordinated efforts to improve housing conditions in six key areas: Access to Capital, Tax Collection and Delinquency, Housing Insecurity, Special Populations, Fair Housing, Confidence in the Housing Market		X								X		Newly formed Housing Department is updating policy	In Progress
65	Activity 3.2.2: Cuyahoga County will operate the Cuyahoga County Housing Program to provide resources for implementation of Housing 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 through 2025. Thirty million dollars allocated to the Housing Program over six years focuses on expanding and creating programming for home repair, low dollar mortgages, and other activities to increase property values throughout the County.		X								X		Newly formed Housing Department collaborates with County Land Bank to continue implementing this plan	Succeeding