



AGENDA
CUYAHOGA COUNTY ECONOMIC DEVELOPMENT & PLANNING
COMMITTEE MEETING
MONDAY, JULY 8, 2024
CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS
C. ELLEN CONNALLY COUNCIL CHAMBERS – 4TH FLOOR
3:00 PM

Committee Members:

Jack Schron, Chair – District 6
Patrick Kelly, Vice Chair – District 1
Sunny M. Simon - District 11
Cheryl L. Stephens - District 10
Michael P. Byrne – District 4

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PUBLIC COMMENT**
- 4. APPROVAL OF MINUTES FROM THE JUNE 10, 2024 MEETING** [See Page 3]
- 5. MATTERS REFERRED TO COMMITTEE**
 - a) R2024-0254: A Resolution amending Resolution No. R2023-0349 dated 12/5/2023, as amended by Resolution Nos. R2016-0218, R2018-0067, R2020-0061, R2022-0049 and R2023-0020, which authorized funding in the amount of \$2,500,000.00 to Variety Properties LLC for the benefit of a project located at 11801 - 11825 Lorain Avenue in the City of Cleveland, by extending the Resolution sunset provision from May 31, 2024, to November 30, 2024; converting the funding from a grant to a partially or fully forgivable loan; requiring review and approval of terms by the Cuyahoga County Community Improvement Corporation; and declaring the necessity that this Resolution become immediately effective. [See Page 6]

- b) R2024-0264: A Resolution adopting the 2024 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. [See Page 10]

6. MISCELLANEOUS BUSINESS

7. ADJOURNMENT

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

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



MINUTES

JOINT CUYAHOGA COUNTY ECONOMIC DEVELOPMENT & PLANNING
AND COMMUNITY DEVELOPMENT COMMITTEE MEETING
MONDAY, JUNE 10, 2024
CUYAHOGA COUNTY ADMINISTRATIVE HEADQUARTERS
C. ELLEN CONNALLY COUNCIL CHAMBERS – 4TH FLOOR
10:00 AM

1. CALL TO ORDER

Chairman Schron called the meeting to order at 10:42 a.m.

2. ROLL CALL

Mr. Schron asked Assistant Deputy Clerk Georgakopoulos to call the roll. Committee members Schron, Kelly, Stephens and Byrne were in attendance and a quorum was determined. Committee member Simon joined the meeting after the roll call was taken. Council President Jones and Councilmember Miller were also in attendance.

3. PUBLIC COMMENT

There were no public comments given.

4. APPROVAL OF MINUTES FROM THE APRIL 29, 2024 MEETING

A motion was made by Ms. Stephens, seconded by Mr. Schron and approved by unanimous vote to approve the minutes from the April 29, 2024 meeting.

5. MATTERS REFERRED TO COMMITTEE

- a) R2024-0192: A Resolution authorizing an Economic Development Loan to JumpStart, Inc. in the amount not-to-exceed \$2,000,000.00 for the JumpStart Evergreen Fund; authorizing the County Executive and /or Director of Development to execute all documents consistent with said loan and this

Resolution; and declaring the necessity that this Resolution become immediately effective.

Mr. Bryan Edwards, Manager, Loan Portfolio for the Department of Development introduced a proposed substitute to Resolution No. R2024-0192. Discussion ensued.

A motion was then made by Mr. Schron, seconded by Mr. Byrne and approved by unanimous vote to accept the proposed substitute.

Mr. Edwards and Mr. Lorne Novik, Chief Services Officer for JumpStart, Inc, addressed the Committee regarding Resolution No. R2024-0192. Discussion ensued.

Committee members asked questions of Mr. Edwards and Mr. Novik pertaining to the item, which they answered accordingly.

On a motion by Mr. Schron with a second by Ms. Stephens, Resolution No. R2024-0192 was considered and approved by unanimous vote to be referred to the full Council agenda for second reading, as substituted.

6. MISCELLANEOUS BUSINESS

Ms. Simon addressed Mr. Paul Herdeg, Director of the Department of Development, regarding minority businesses and the Racial Disparity Study and asked how that is being implemented; asked if the Director has had any discussions with Ms. Anne Richie, Founder and Managing Director of The Mezzanine Fund; and asked if there are other means of support to organizations for economic development projects, outside of a loan; stated that policies may need to be changed to expand economic development opportunities; commented that small businesses funding is critical, but we need to scale up to the talent in our community and believes we have not been doing that well enough and that the vision is not fast and as large as it can be for this community.

Mr. Jones concurred with Ms. Simon's comments and said that further discussions are needed on this matter to address the disparities; requested follow up on how the money allocated through the loan approved today will grow the African-American technology community.

Mr. Schron asked Mr. Herdeg to bring forward detailed data to show where the money is being allocated and to invite those organizations that have received funding in to speak to the committee.

Ms. Stephens commented that organizations leave this marketplace because they feel they cannot receive assistance to grow their business; and we need to let businesses know money is available.

7. ADJOURNMENT

With no further business to discuss, Chairman Schron adjourned the meeting at 11:39 a.m., without objection.

County Council of Cuyahoga County, Ohio

Resolution No. R2024-0254

Sponsored by: Councilmember Sweeney	A Resolution amending Resolution No. R2023-0349 dated 12/5/2023, as amended by Resolution Nos. R2016-0218, R2018-0067, R2020-0061, R2022-0049 and R2023-0020, which authorized funding in the amount of \$2,500,000.00 to Variety Properties LLC for the benefit of a project located at 11801 - 11825 Lorain Avenue in the City of Cleveland, by extending the Resolution sunset provision from May 31, 2024, to November 30, 2024; converting the funding from a grant to a partially or fully forgivable loan; requiring review and approval of terms by the Cuyahoga County Community Improvement Corporation and declaring the necessity that this Resolution become immediately effective.
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WHEREAS, the primary goal of this project is to redevelop and restore 25,160 square feet of space to create a Variety Theater Complex along Lorain Avenue from West 110th Street to West 123rd Street in the City of Cleveland, which is located in County Council District 3 (the “Project”); and

WHEREAS, the Project is anticipated to help revitalize an historic anchor in the City of Cleveland upon completion; and

WHEREAS, County Council previously approved an award in the amount of \$2,500,000.00, which included the following fundings sources:

- a) \$1,000,000.00 from the County’s Community Development Fund; and
- b) \$1,500,000.00 from the County’s Economic Development Fund; and

WHEREAS, on December 13, 2016, County Council approved Resolution No. R2016-0218, which authorized an Economic Development Fund Redevelopment and Modernization Loan in the amount of \$2,500,000.00 to Detroit Shoreway Community Development Organization with a sunset date of December 13, 2017; and

WHEREAS, on April 10, 2018, County Council approved Resolution No. R2018-0067, which extended the sunset date of the Economic Development Fund Redevelopment and Modernization Loan in the amount of \$2,500,000.00 to Detroit Shoreway Community Development Organization from December 13, 2017, to April 10, 2020; and

WHEREAS, on March 16, 2020, County Council approved Resolution No. R2020-0061 which authorized the following:

- a) Extended the sunset date of the Economic Development Fund Redevelopment and Modernization Loan in the amount of \$2,500,000.00 to Detroit Shoreway Community Development Organization from April 10, 2020, to March 16, 2022; and
- b) Converted the Economic Development Fund Redevelopment and Modernization Loan to a Grant; and
- c) Changed the funding recipient from the Detroit Shoreway Community Development Organization to the Friends of Historic Variety Theatre, Inc.; and

WHEREAS, on April 12, 2022, County Council approved Resolution No. R2022-0049, which extended the sunset provision from March 16, 2022, to February 28, 2023, and changed the funding recipient from Friends of History Variety Theatre, Inc. to Variety Properties LLC; and

WHEREAS, on February 28, 2023, County Council approved Resolution No. R2023-0020, which extended the sunset provision from February 28, 2023, to November 30, 2023; and

WHEREAS, on December 5, 2023, County Council approved Resolution No. R2023-0349, which extended the sunset provision from November 20, 2023, to May 31, 2024; and

WHEREAS, unforeseen circumstances have prevented implementation of the actions authorized in Resolution Nos. R2016-0218, R2018-0067, R2020-0061, R2022-0049, and R2023-0020 and R2023-0349; and

WHEREAS, County Council now desires to extend the sunset provision from May 31, 2024 to November 30, 2024 while returning the type of funding to an Economic Development Fund Redevelopment and Modernization Loan, which may be partially or fully forgivable depending on final underwriting; and

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

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

SECTION 1. That the County Council hereby amends Resolution No. R2016-0218 dated December 13, 2016, as amended by Resolution Nos. R2018-0067, R2020-0061, R2022-0049, R2023-0020 and R2023-0349 which authorized a Grant in the amount of \$2,500,000.00 to Variety Properties LLC for the benefit of the Project located at 11801 - 11825 Lorain Avenue in the City of Cleveland to:

- a) Convert the Grant to an Economic Development Fund Redevelopment and Modernization Loan, at a 5.5% rate of interest, which may be partially or fully forgivable depending on final underwriting of the project; and
- b) Require review and approval of the specific terms of the Economic Development Fund Redevelopment and Modernization Loan, including but not limited to its security, guarantee(s), term, any initial period of deferment or interest-only payments, and any provision for partial or full forgiveness, by the Cuyahoga County Community Improvement Corporation; and
- c) Extend the sunset date of the Economic Development Fund Redevelopment and Modernization Loan to November 30, 2024

SECTION 2. That County Council staff, and County Executive staff is authorized to prepare all documents to effectuate said Grant.

SECTION 3. That the County Executive is authorized to execute all necessary agreements and documents consistent with said Grant and this Resolution.

SECTION 4. That all other provisions of Resolutions No. R2016-0218, R2018-0067, R2020-0061, R2022-0049, R2023-0020 and R2023-0349 not in conflict with this Resolution shall remain unchanged and in effect.

SECTION 5. The County Council authorizes the County Executive and the Fiscal Office to transfer and appropriate \$1,000,000.00 from the County's Community Development Fund and \$1,500,000.00 from the County's Economic Development fund in the event the project is ready to proceed before the sunset date of November 30, 2024.

SECTION 6. It is necessary that this Resolution become immediately effective for the usual daily operation of the County; the preservation of public peace, health or 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 7. It is found and determined that all formal actions of this Council relating to the adoption of this Resolution were adopted in an open meeting of the Council, and that all deliberations of this Council and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

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

Yeas:

Nays:

County Council President

Date

County Executive

Date

Clerk of Council

Date

First Reading/Referred to Committee: July 2, 2024

Committee(s) Assigned: Economic Development & Planning

Journal _____

_____, 20__

County Council of Cuyahoga County, Ohio

Resolution No. R2024-0264

Sponsored by: County Executive Ronayne/Department of Development	A Resolution adopting the 2024 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 requires the Director of Development, in conjunction with the County Executive and in consultation with the Economic Development Commission, to prepare and present to the Council by the first day of June of each year a proposed five-year economic development plan for the County, for actions to be carried out by the county itself, and in cooperation with other public and private agencies and organizations, for the purpose of enhancing the prosperity and well-being of the County and its residents and communities; and

WHEREAS, it is necessary that this Resolution become immediately effective in order that critical services provided by Cuyahoga County can 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 2024 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 2024 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 _____, seconded by _____, the foregoing Resolution was duly adopted.

Yeas:

Nays:

County Council President

Date

County Executive

Date

Clerk of Council

Date

First Reading/Referred to Committee: July 2, 2024

Committee(s) Assigned: Economic Development & Planning

Journal _____
_____, 20__

Department of Development Five Year Economic Development Plan 2024 Update

A. Scope of Work Summary

1. Department of Development submitting the Five Year Economic Development Plan 2024 Update for review and adoption by County Council.
2. The primary goal of the project is updating Cuyahoga County's Five Year Economic Development Plan.
3. Annual submission of an update to the five year economic development plan is required by County Charter Section 705.

B. Procurement

Procurement is not applicable.

C. Contractor and Project Information

There is no contractor. The economic development plan is applicable countywide.

D. Project Status and Planning

1. The economic development plan is updated annually as required by the Charter.

E. Funding

Funding is not applicable.



CUYAHOGA COUNTY FIVE- YEAR ECONOMIC DEVELOPMENT PLAN

Interim Update 2024-2028

June 1, 2024

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

Economic Development Commission Members

Erik Janas

Chair

Chief of Staff, Cuyahoga County, representing County Executive Ronayne

Thomas McNair

Economic Development Director, 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

This 2024 Interim Update reflects Cuyahoga County's current economic development strategy. A consultant has been selected to engage with County leadership, Economic Development Commission members, and regional economic development stakeholders to comprehensively refresh Cuyahoga County's Five Year Economic Development Plan. The refreshed plan will be an important component of Cuyahoga County's overall strategic planning, now underway.

While rent and price inflation have abated somewhat since 2023, labor shortages persist. Downtown and countywide office markets remain very soft, reflecting a persistent shift in office work patterns from in-person to remote and hybrid work. Labor force participation remains low, with barriers keeping a significant number of working age adults from full time employment with family sustaining earnings.

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 continues to 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 draws 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.

Alignment with Existing Economic Development Strategies

Cuyahoga County executes its economic development work aligned with existing strategies of other regional economic development initiatives, including:

- Cleveland Innovation Project
- Greater Cleveland Partnership “All In” Plan
- Team Northeast Ohio Strategic Plan
- Cleveland Talent Alliance Strategy
- Workforce Development – significant planning is now underway:
 - Workforce Development Board strategic plan
 - Workforce Funders Group strategic plan
 - Green Economy and Climate Jobs planning
 - Built Environment Initiative
 - Greater Cleveland Career Consortium

Metrics

Four types of measurement relate to this Economic Development Plan. Currently Cuyahoga County is finalizing 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.

2024 Economic Development Initiatives

Led by County Executive Chris Ronayne, Cuyahoga County is undertaking significant economic development initiatives in the following areas in 2024:

- 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.
- Welcoming newcomers – 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, launched 2024 –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 support to win funding for site assembly and environmental remediation.

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 Workforce Development Board's employer services, 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 legacy industries, including steel, automotive, and machine tools, as well as the growth of newer industries including electric vehicles, renewable energy, and aerospace.

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 of skilled 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 continue to refine a 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 and our existing supply chain network to foster manufacturing of component parts for wind, solar, and storage 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

Cuyahoga County is currently updating its Climate Action Plan. As this evolves, economic development strategies focused on renewable energy and sustainable manufacturing will complement the final plan.

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 system that encourages youth and adults to learn the skills needed to have 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 and Health Care, with additional work to support the Built Environment, Hospitality, Early Childhood Education, and Mental Health Services for Youth 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 appropriate organizations including 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: Through Cuyahoga County's Office of Small Business, 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.