



**AGENDA**  
**CUYAHOGA COUNTY ECONOMIC DEVELOPMENT & PLANNING COMMITTEE MEETING**  
**MONDAY, JUNE 25, 2012**  
**CUYAHOGA COUNTY JUSTICE CENTER**  
**COUNCIL CHAMBERS – 1<sup>ST</sup> FLOOR**  
**3:00 PM**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PUBLIC COMMENT RELATED TO THE AGENDA**
- 4. APPROVAL OF MINUTES FROM MARCH 22, 2012 MEETING**
- 5. MATTERS REFERRED TO COMMITTEE**
  - a) R2012-0112: A Resolution authorizing an Economic Development Loan in the amount not-to-exceed \$1,260,000.00 to Swift Filters, Inc. for construction of a facility at 24040 Forbes Road, Oakwood Village; authorizing the Deputy Chief of Staff of Development or Director of Development to execute all documents consistent with said loan and this Resolution.
  - b) R2012-0113: A Resolution authorizing the issuance of not-to-exceed \$21,000,000.00 County of Cuyahoga, Ohio, Health Care Facilities Mortgage Revenue Bonds, Series 2012 (Menorah Park Center for Senior Living – Wiggins Place Project), for the purpose of (1) refunding the outstanding principal amount of Series 2003 Revenue Bonds that were issued to provide funds to assist Menorah Park Center for Senior Living in financing costs of Wiggins Place and (2) providing funds to make improvements and expansions to Wiggins Place; authorizing the execution and delivery of a base lease, a lease, a trust indenture and an assignment to secure and provide for the payment of the bonds; authorizing the execution and delivery of a bond purchase agreement and authorizing the execution and delivery of certain other documents and actions in connection with the issuance of such bonds.

c) 5-Year Economic Development Plan Annual Update

**6. MISCELLANEOUS BUSINESS**

**7. OTHER PUBLIC COMMENT**

**8. ADJOURNMENT**

\*In accordance with Ordinance No. O2011-0020, complimentary parking in the Huntington Park Garage will be available for the public **beginning at 4:00 p.m.** on any day when the Council or any of its committees holds evening meetings. Please see the Clerk to obtain a parking pass.



## MINUTES

CUYAHOGA COUNTY ECONOMIC DEVELOPMENT & PLANNING COMMITTEE MEETING  
THURSDAY, MARCH 22, 2012  
CUYAHOGA COUNTY JUSTICE CENTER  
COUNCIL CHAMBERS – 1<sup>ST</sup> FLOOR  
9:00 AM

1. CALL TO ORDER

**The meeting was called to order by Chairman Schron at 9:06 a.m.**

2. ROLL CALL

**The Clerk called the roll. Committee members Schron, Gallagher, Greenspan, Germana and Connally were in attendance and a quorum was determined. Committee member Rogers entered the meeting shortly after the roll call was taken. Committee member Brady was absent from the meeting.**

3. PUBLIC COMMENT RELATED TO THE AGENDA

**No public comments were given.**

4. APPROVAL OF MINUTES FROM MARCH 2, 2012 MEETING

**A motion was made by Mr. Greenspan, seconded by Mr. Germana and approved by unanimous vote to approve the minutes of the March 2, 2012 meeting.**

5. MATTERS REFERRED TO COMMITTEE

- a) R2012-0045: A Resolution authorizing a Brownfields Revolving Loan Fund (BRLF) Subgrant award in the amount not-to-exceed \$600,000.00 to Cleveland-Cuyahoga County Port Authority for environmental cleanup for the Dike 14 project, located at 8701 Lakeshore Boulevard, Cleveland, for the period 3/1/2012 - 6/30/2013; authorizing the County Executive and/or Director of Development to execute all documents consistent with said award and this Resolution; and declaring the necessity that this Resolution become immediately effective.

**Ms. Laura Clark, Senior Development Finance Analyst, and Ms. Linda Sternheimer, Development Manager, and Mr. Brian Lynch, Vice President of Planning & Development, both of the Cleveland-Cuyahoga County Port Authority, addressed the Committee regarding Resolution No. R2012-0045. Discussion ensued.**

**Committee members asked questions of Ms. Clark, Ms. Sternheimer and Mr. Lynch pertaining to the item, which they answered accordingly.**

**On a motion by Mr. Germana with a second by Mr. Gallagher, Resolution No. R2012-0045 was considered and approved by unanimous vote to be referred to the full Council agenda with a recommendation for passage under second reading suspension of rules.**

**6. MISCELLANEOUS BUSINESS**

**Mr. Schron addressed the Committee regarding a forthcoming amendment to Ordinance No. O2011-0039, an Ordinance establishing procedures governing the use by the County of alternate construction project delivery methods , including construction manager-at-risk, design-build and general contracting project delivery methods for public construction projects. Discussion ensued.**

**7. OTHER PUBLIC COMMENT**

**No public comments were given.**

**8. ADJOURNMENT**

**With no further business to discuss, the meeting was adjourned by Chairman Schron at 9:38 a.m., without objection.**

# County Council of Cuyahoga County, Ohio

## Resolution No. R2012-0112

Sponsored by: <b>County Executive FitzGerald/Department of Development</b>	<b>A Resolution</b> authorizing an Economic Development Loan in the amount not-to-exceed \$1,260,000.00 to Swift Filters, Inc. for construction of a facility at 24040 Forbes Road, Oakwood Village; authorizing the Deputy Chief of Staff of Development or Director of Development to execute all documents consistent with said loan and this Resolution.
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WHEREAS, the Department of Development has recommended an economic development loan in the amount not-to-exceed \$1,260,000.00 to Swift Filters, Inc., for construction of a new manufacturing facility located at 24040 Forbes Road, Oakwood Village, Ohio; and

WHEREAS, the purpose of the loan is to assist Swift Filters, Inc., finance the cost of construction of a new manufacturing facility; and

WHEREAS, this project will create thirty-six (36) new jobs; and

WHEREAS, the total cost of this project is \$3,150,000.00 of which the County will loan \$1,260,000.00 or forty (40%) percent to assist with the building construction; and

WHEREAS, the proposed loan will be funded by Federal Community Development Block Grant (Department of Housing and Urban Development) and will be disbursed at the completion of construction; and

WHEREAS, the loan payments will be fully amortized over fifteen (15) years at an interest rate of two (2%) percent; and

WHEREAS, the location of the project is 24040 Forbes Road, Oakwood Village, Ohio 44146, in Council District 6, Jack Schron.

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

**SECTION 1.** The County Council hereby approves of and authorizes an economic development loan in the amount not-to-exceed \$1,260,000.00 to Swift Filters, Inc., for construction of a new manufacturing facility located at 24040 Forbes Road, Oakwood Village, Ohio 44146.

**SECTION 2.** That the Deputy Chief of Staff of Development or the Director of Development are authorized to execute all documents required in connection with said loan agreement on behalf of the County Executive.



# County Council of Cuyahoga County, Ohio

## Resolution No. R2012-0113

<p>Sponsored by: <b>County Executive FitzGerald/Department of Development</b></p>	<p><b>A RESOLUTION AUTHORIZING THE ISSUANCE OF NOT-TO-EXCEED \$21,000,000.00 COUNTY OF CUYAHOGA, OHIO, HEALTH CARE FACILITIES MORTGAGE REVENUE BONDS, SERIES 2012 (MENORAH PARK CENTER FOR SENIOR LIVING - WIGGINS PLACE PROJECT), FOR THE PURPOSE OF (1) REFUNDING THE OUTSTANDING PRINCIPAL AMOUNT OF SERIES 2003 REVENUE BONDS THAT WERE ISSUED TO PROVIDE FUNDS TO ASSIST MENORAH PARK CENTER FOR SENIOR LIVING IN FINANCING COSTS OF WIGGINS PLACE AND (2) PROVIDING FUNDS TO MAKE IMPROVEMENTS AND EXPANSIONS TO WIGGINS PLACE; AUTHORIZING THE EXECUTION AND DELIVERY OF A BASE LEASE, A LEASE, A TRUST INDENTURE AND AN ASSIGNMENT TO SECURE AND PROVIDE FOR THE PAYMENT OF THE BONDS; AUTHORIZING THE EXECUTION AND DELIVERY OF A BOND PURCHASE AGREEMENT AND AUTHORIZING THE EXECUTION AND DELIVERY OF CERTAIN OTHER DOCUMENTS AND ACTIONS IN CONNECTION WITH THE ISSUANCE OF SUCH BONDS.</b></p>
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**WHEREAS**, the County of Cuyahoga, Ohio (the “*County*”), a county and political subdivision duly organized and validly existing under the laws of the State of Ohio and its Charter, is authorized and empowered, by virtue of the laws of the State of Ohio, including without limitation, Chapter 140, Ohio Revised Code (the “*Act*”), to (i) acquire, construct, improve and equip "hospital facilities" (as such term is defined in the Act), and to acquire by lease real estate within the boundaries of the Issuer and interests therein, including without limitation, improvements situated thereon comprising hospital facilities; (ii) issue its revenue bonds for the purpose of paying the "costs of hospital

facilities" (as such terms are defined in the Act), within the boundaries of the Issuer, including refunding obligations previously issued for that purpose; (iii) enter into lease agreements and supplemental lease agreements to provide for revenues to pay the principal of and interest and any premium on those revenue bonds; (iv) secure those revenue bonds by a trust indenture and supplemental trust indentures, by the pledge and assignment of its rights under a lease agreement and supplemental lease agreements, by a pledge of and lien on the hospital receipts and by an absolute and irrevocable assignment of certain funds to be held by the trustee under that trust indenture and those supplemental trust indentures; and (v) enact this Resolution and to sign and deliver necessary documents in connection therewith upon the terms and conditions provided herein; and

**WHEREAS**, this Council of the County of Cuyahoga, Ohio (the "*Council*"), pursuant to the foregoing authority and at the request of, and based upon the representations of, Menorah Park Center for Senior Living Bet Moshav Zekenim Hadati (the "*Lessee*") has requested that the County issue revenue bonds (the "*Series 2012 Bonds*") pursuant to the Act to assist it in financing and refinancing the costs of acquiring, constructing, equipping and improving "hospital facilities" by (i) refunding the outstanding principal amount of the County's \$10,555,000 Health Care Facilities Mortgage Revenue Bonds, Series 2003 (Menorah Park Center for the Aging – Wiggins Place Project (the "*Outstanding Bonds*"), which were issued pursuant to a Trust Indenture dated as of February 15, 2003 (the "*Original Indenture*"), by and between the County and The Huntington National Bank, as trustee (the "*Trustee*"), and the proceeds of which were used to construct Lessee's Wiggins Place facility (the "*Original Project*"); (ii) providing funds for (A) the renovation of approximately five existing suites in the Original Project; (B) constructing approximately 31 new units at Wiggins Place; (C) constructing connections on each floor to connect the expansion to the existing Wiggins Place facility; (D) constructing approximately 30 new indoor parking spaces; and (E) constructing, improving and equipping certain additional common elements for the facility (collectively, the "*Series 2012 Project*" and together with the Original Project, the "*Project*") and (iii) paying costs of issuing the Series 2012 Bonds; and

**WHEREAS**, the Series 2012 Bonds will be issued pursuant to the provisions of the Act and the Original Trust Indenture, as amended by a First Supplemental Trust Indenture between the County and the Trustee (the "*First Supplemental Indenture*", and together with the Original Indenture, the "*Indenture*"); and

**WHEREAS**, the Series 2012 Bonds shall not represent or constitute a general obligation, debt or bonded indebtedness, or a pledge of moneys raised by taxation or the faith and credit of the County, the State or any political subdivision thereof, and the holders of the Series 2012 Bonds shall not be given and shall not have any right to have excises or taxes levied by this Council or the County, or the State or the taxing authority of any political subdivision thereof, for the payment of bond service charges or any other costs of the Project, and the Series 2012 Bonds will be payable solely from revenues of the Project and other monies available to the Lessee;



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

**SECTION 1. Definitions and Interpretations.** All words and terms used herein as defined words and terms but not otherwise defined herein shall have the respective meanings given to them in the First Supplemental Indenture, the substantially final form of which is on file with this Council.

Any reference herein to the County or this Council or to any officers, employees or members thereof, shall include those which succeed to their functions, duties or responsibilities pursuant to or by operation of law or who are lawfully performing their functions.

**SECTION 2. Authorization of the Series 2012 Bonds.** This Council determines, based on the representations of the Lessee, that:

(a) it is necessary to, and the County shall, issue, sell and deliver, as provided and authorized herein and in accordance with the Indenture and pursuant to the authority of the Act, the Series 2012 Bonds in the aggregate principal amount that shall be determined in the Bond Purchase Agreement, but in any event not to exceed \$21,000,000, for the purposes of paying a portion of the costs of the Series 2012 Project, refinancing a portion of the costs of the Original Project by refunding the Outstanding Bonds, and paying certain costs of issuing the Series 2012 Bonds;

(b) the Lessee is a “nonprofit hospital agency” under the Act, and the facilities to be refinanced with proceeds of the Series 2012 Bonds are hospital facilities, available to or for the service of the general public without discrimination by reason of race, creed, color or national origin; and

(c) by the issuance of the Series 2012 Bonds to finance a portion of the cost of the Series 2012 Project, refinance a portion of the costs of the Original Project and to pay certain costs of issuing the Series 2012 Bonds, better provision will be made for the health and welfare of the people of the State and the County by enhancing the availability, efficiency and economy of hospital facilities and the services rendered thereby.

**SECTION 3. Terms and Provisions of the Series 2012 Bonds**

(a) Bond Terms. The Series 2012 Bonds shall (i) be issuable only in fully registered form and substantially as set forth in the Indenture; (ii) be exchangeable only for Bonds of the same series in Authorized Denominations, as provided in the Indenture; (iii) be numbered in a manner determined by the Trustee which will distinguish each Bond of a series from each other Bond of that series; (iv) be dated as set forth in the Indenture, provided that such date shall not be later than December 31, 2012; (v) bear interest from the most recent date to which interest has been paid or duly provided for, or if no interest has been paid or duly provided for, from their date of delivery, at the rates set forth in the Indenture, provided that the rates for the Series 2012 Bonds shall not

exceed 15% per year; (vi) payable on the interest payment dates set forth in the Indenture; (vii) be subject to optional redemption, extraordinary optional redemption, mandatory redemption and optional and mandatory tender for purchase in accordance with the Indenture; and (viii) mature, subject to prior redemption as set forth above, on the dates set forth in the Indenture, the final maturity date of which shall not exceed 35 years from their date of delivery.

The Series 2012 Bonds shall bear interest for a particular Rate Period (being a Bank Rate Period, Term Rate Period, Flexible Rate Period or Weekly Rate Period, all as defined and provided for in the Indenture). The initial Rate Period pertaining to the Series 2012 Bonds shall be a Bank Rate Period, unless otherwise specified in the Bond Purchase Agreement, until such Rate Period is converted to another Rate Period, all as provided for and in accordance with the Indenture, with the interest rate or rates for each applicable Rate Period being the rate or rates determined from time to time pursuant to and in accordance with the Indenture.

(b) Method of Payment; Paying Agents. The principal of and any premium and interest on the Series 2012 Bonds (the “*Bond Service Charges*”) shall be payable as provided in the Indenture without deduction for the services of any paying agent. The Trustee initially shall be paying agent for the Series 2012 Bonds and may designate additional paying agents as provided in the Indenture.

(c) Execution. The Series 2012 Bonds shall be signed by the County Executive or his designee. Neither the County Executive, the members of this Council nor any person executing the Series 2012 Bonds shall be liable personally on the Series 2012 Bonds by reason of issuance thereof. In case the County Executive shall cease to be in office before the issuance or delivery of the Series 2012 Bonds, such signature or facsimile thereof shall nevertheless be valid and sufficient for all purposes, the same as if he or she had remained in office until after that time.

(d) Book-Entry System. The Series 2012 Bonds are permitted, but not required, to be issued to the Depository for holding in a book-entry system as provided in the Indenture, as the official(s) or member(s) executing and delivering the Indenture shall approve in the manner described in and under authority of Section 8 hereof.

#### **SECTION 4. Sale of the Series 2012 Bonds.**

The Series 2012 Bonds are hereby sold and awarded to The Huntington National Bank or its designee (the “*Original Purchaser*”) in accordance with the terms of this Resolution and the Bond Purchase Agreement, at a purchase price equal to the aggregate principal amount of the Series 2012 Bonds to be issued. The sale of the Series 2012 Bonds to the Original Purchaser shall be conditioned upon the Original Purchaser’s delivery of an investor acknowledgement letter to the County, or the inclusion of investor acknowledgement provisions in the Bond Purchase Agreement, in a form acceptable to the County and its legal counsel. It is hereby determined, based upon the advice of Bond Counsel and the representations of the Original Purchaser that the purchase price and the manner of sale and the terms of the Series 2012 Bonds, as provided in this Resolution and

the Indenture, are consistent with all legal requirements and will carry out the public purposes of the Act.

The County Executive, the Clerk of this Council and the Fiscal Officer are authorized and directed, alone or together, to make the necessary arrangements, as directed by the Trustee and upon the advice of Bond Counsel, with the Original Purchaser to establish the date, location, procedure and conditions for the delivery of the Series 2012 Bonds to the Original Purchaser. The County Executive is further authorized and directed, upon the advice of Bond Counsel, to make the necessary arrangements for the execution, authentication and delivery of the Series 2012 Bonds to the Original Purchaser under the terms of this Resolution, the Indenture and the Bond Purchase Agreement.

**SECTION 5. Lease of Series 2012 Project.** This Council authorizes and approves the lease of the Series 2012 Project by the Lessee to the County under and as defined in the First Supplemental Base Lease, and the leaseback of the Series 2012 Project to the Lessee by the County under the First Supplemental Lease. This Council finds and determines that the lease of the Series 2012 Project to the Lessee under the terms and conditions of the Lease will further the public purpose of better providing for the health and welfare of the residents of the County and the State by enhancing the availability, efficiency and economy of facilities such as the Series 2012 Project and the services rendered thereby so that those facilities and the services rendered thereby are available to or for the service of the general public without discrimination by reason of race, creed, color or national origin.

**SECTION 6. Security for the Series 2012 Bonds.** The Series 2012 Bonds shall be special obligations of the County and, except as otherwise provided under the Indenture, the principal of and interest and any premium on, and any other obligations relating to, the Series 2012 Bonds shall be equally and ratably payable solely from the funds and accounts established under the Indenture and other sources permitted by the Indenture. The Series 2012 Bonds shall be equally and ratably secured by a pledge of and lien on the Special Funds for which provision is made under the Indenture, by the hospital receipts assigned, transferred and pledged under the Indenture and by such other security as the County may from time to time accept.

To provide for such security and for the payment directly to the Trustee of the portion of the rental payments to be paid under the Lease by Lessee in respect of the principal of and interest and any premium on, and payment under the Lease to be made by Lessee in respect of certain other obligations relating to, the Series 2012 Bonds, this Council authorizes, confirms, and approves the assignment to the Trustee of all of the County's rights under the Base Lease and the Lease, except for the Unassigned Rights (as defined in the Lease), including its rights in the hospital receipts, including the rental payments and the Special Funds, all as provided in the Lease, the Indenture and the Assignment.

Anything in this Resolution, the Series 2012 Bonds or the Indenture to the contrary notwithstanding, the Series 2012 Bonds do not and shall not represent or constitute

general obligations, debt, bonded indebtedness or a pledge of the faith and credit of the County, the State or any other political subdivision thereof and further, nothing herein or therein gives the holders or owners of the Series 2012 Bonds, and they do not have, the right to have excises, ad valorem or other taxes levied by the County, or by the State or the taxing authority of any other political subdivision, for the payment of the principal of and interest and any premium on, or any other obligations relating to, the Series 2012 Bonds. The Series 2012 Bonds shall contain a statement to that effect and to the effect that the Series 2012 Bonds are payable solely from the Special Funds established under and other sources permitted by the Indenture and from any other money paid by Lessee or obtained by the Trustee upon the exercise of rights and remedies under the Indenture and the Lease. Nothing in the Series 2012 Bonds or the documents securing them, however, shall be deemed to prohibit the County from using, of its own volition, to the extent that it is authorized by law to do so, any other resources for the fulfillment of any of the terms or conditions of, or its obligations under, the Indenture or the Series 2012 Bonds.

**SECTION 7. Covenants and Agreement of County.** In addition to the other covenants of the County set forth in this Resolution and the Issuer Documents, the County further covenants and agrees as follows:

(a) Authority and Actions. The County is, and upon delivery of the Series 2012 Bonds will be, duly authorized by the laws of the State, particularly and without limitation the Act, to issue the Series 2012 Bonds, to execute and deliver the Issuer Documents and other instruments and documents to which it is a party, to provide the security for payment of the principal of and any premium or interest on the Series 2012 Bonds solely in the manner and from the sources and to the extent set forth herein, all as authorized by this Council and upon the advice of Bond Counsel. All actions on the part of the County for the issuance of the Series 2012 Bonds and the execution and delivery of the Issuer Documents and such other instruments and documents have been or will be duly and effectively taken. The Series 2012 Bonds will be valid and enforceable special obligations of the County according to the terms thereof. Each duty of the County and of its officers and employees undertaken pursuant to the Series 2012 Bonds and the Issuer Documents, is a duty specifically enjoined by law upon the County and each of those officers and employees having authority thereunder or by provision of law to perform the duty, resulting from an office, trust or station, within the meaning of Section 2731.01, Ohio Revised Code, providing for enforcement by writ of mandamus.

(b) Arbitrage and Tax Compliance Provisions; Transcript. Upon the advice of Bond Counsel and to the extent within its authority and control, the County will restrict the use of the proceeds of the Series 2012 Bonds in such manner and to such extent as is necessary so that the Series 2012 Bonds will not constitute arbitrage bonds under Section 148 of the Code. The members of this Council, the County Executive, the Fiscal Officer or the Clerk of this Council or any other officer of the County having responsibility for the issuance of the Series 2012 Bonds, alone or in conjunction with the Lessee or any officer, employee or agent of or consultant to the Lessee, shall give an appropriate certificate of the County for inclusion in the transcript of proceedings for the Series 2012 Bonds setting forth the reasonable expectations of the County regarding the amount and

use of all of the proceeds of the Series 2012 Bonds, the facts, circumstances and estimates on which they are based, and other facts and circumstances relevant to the tax treatment of the interest on the Series 2012 Bonds.

Upon the advice of Bond Counsel, and to the extent within its authority and control, the County (i) will take, or require to be taken, all actions that are required of it for the interest on the Series 2012 Bonds to be and remain excluded from gross income for federal income tax purposes, and (ii) will not knowingly take or authorize to be taken any actions that would adversely affect that exclusion under the provisions of the Code. The members of this Council, the County Executive, the Fiscal Officer and the Clerk of this Council and any other appropriate officers are hereby authorized and directed to take any and all actions and make or give such reports and certifications, as may be appropriate to assure such exclusions of that interest.

In its performance of these covenants, and other covenants of the County pertaining to the Series 2012 Bonds and federal income tax laws, the County may rely upon the advice of Bond Counsel.

The Clerk of this Council shall furnish to the Original Purchaser a true transcript of proceedings, certified by the Clerk, of all proceedings had with reference to the issuance of the Series 2012 Bonds together with such information from the records as is necessary to determine the regularity and validity of the issuance of the Series 2012 Bonds.

(c) Further Assurances. To the extent within its authority and control, the County shall do all things and take all actions on its part necessary to comply with the obligations, duties and responsibilities on its part under the Issuer Documents. Nothing herein or in the Issuer Documents shall be construed as requiring the County to operate the Project or to use any moneys from any source other than those provided in the Indenture and the Lease.

**SECTION 8. Issuer Documents.** To provide for the issuance and sale of the Series 2012 Bonds and the consummation of the transactions contemplated herein, the County Executive (or his designee) and the Fiscal Officer at the direction of the County Executive, alone or in conjunction with any of the foregoing, are authorized and directed to execute, acknowledge and deliver, for and in the name and on behalf of the County, the First Supplemental Indenture, the First Supplemental Lease, the First Supplemental Base Lease, the First Supplemental Assignment, the Bond Purchaser Agreement and each other document to which the County is party in connection with the issuance and delivery of the Series 2012 Bonds (collectively, the "*Issuer Documents*"), in substantially the respective forms thereof submitted to and approved by the County's legal officer. The Issuer Documents are approved with any changes therein which are not inconsistent with this Resolution, are not adverse to the County, are permitted by the Act, and are approved by the member or members or officer or officers executing the respective Issuer Documents and by Bond Counsel and the County's legal officer. The approval of those changes by such member or members or officer or officers, and the character of those changes as not being adverse to the County, shall be evidenced conclusively by the execution and delivery of the respective Issuer Documents by such member or members

or officer or officers. The Fiscal Officer is authorized to give any certifications that may be required under Ohio Revised Code Sections 5705.41 and 5705.44 with respect to any of the Issuer Documents.

**SECTION 9. Other Documents.** The County Executive (or his designee), the President of the Council, the Fiscal Officer, the Clerk of the Council or any other officer of the County, alone or in conjunction with any of the foregoing, are authorized and directed to execute, deliver and, if applicable, file, for and in the name and on behalf of the County, any certifications, financing statements, assignments and other instruments and documents which are, in the opinion of the County's legal officer and Bond Counsel to the County, necessary or appropriate to perfect the assignments contemplated in the Indenture and to consummate the transactions contemplated in the Issuer Documents, including the issuance of the Series 2012 Bonds. Those certifications and other instruments and documents include, without limitation, one or more reports on IRS Form 8038 (including Forms 8038-R and 8038-T), any other certifications and forms necessary or advisable under the Code and a certification by the Clerk of this Council of the transcript of proceedings relating to the issuance of the Series 2012 Bonds. The Lessee is hereby authorized and directed, upon the request or direction of the County, to file any such certifications or instruments that require filing.

**SECTION 10. Acknowledgement of Assignment.** The County acknowledges that pursuant to the First Supplemental Assignment, the County will assign without recourse its rights under the Indenture and Lease to the Trustee, except for Unassigned Issuer's Rights.

**SECTION 11. Lien of Pledge under the Indenture.** As provided in Section 140.06(D) of the Act, the Special Funds established under the Indenture are subject to the lien of the pledge under the Indenture without any physical delivery of the Special Funds or further act, and the lien of that pledge is valid and binding against all parties having claims of any kind against the County or the Lessee (irrespective of whether those parties have notice of such pledge), and creates a perfected security interest for all purposes of Chapter 1309, Ohio Revised Code, without the necessity for separation or delivery of such Special Funds or for the filing or recording of the Indenture or any other instrument by which that pledge is created or any certificate, statement or other document with respect to that pledge. The pledge of and lien on the Special Funds under the Indenture shall be effective and the money therefrom and therein may be applied to the purposes for which pledged without necessity for any further act of appropriation.

**SECTION 12. No Personal Liability.** No recourse under or upon any obligation, covenant, acceptance or agreement contained in this Resolution, or in the Series 2012 Bonds, or in the Issuer Documents, or under any judgment obtained against the County or by the enforcement of any assessment or by any legal or equitable proceeding by virtue of any constitution or statute or otherwise, or under any circumstances, shall be had against any officer or employee as such, past, present, or future, of the County, including any member of the Council, either directly or through the County, or otherwise, for the payment for or to the County or any receiver thereof, or for or to the Holder, or otherwise, of any sum that may be due and unpaid by the County upon any of the Series



First Reading/Referred to Committee: June 12, 2012  
Committee(s) Assigned: Economic Development & Planning

Journal \_\_\_\_\_  
\_\_\_\_\_, 2012



MAY 31 2012

Cuyahoga County Council

**CUYAHOGA COUNTY  
ECONOMIC DEVELOPMENT PLAN - YEAR II  
5/30/12**

**Executive Summary**

For the first time in its history, Cuyahoga County established a Five Year Economic Development Plan that defined development priorities and strategies. The plan set forth a new model and charge for making strategic investments across Cuyahoga County that will foster strong, economically sound communities, drive business growth and create jobs and opportunity for residents.

***Mission: Improve the County's global competitiveness through strategic investments that foster economic growth and create vibrant, healthy and welcoming places for businesses and residents to prosper.***

This plan is an integrated investment strategy that identifies two fundamental economic development priorities

- Business Development – thriving, competitive, growing businesses
- Place-based Development – vibrant, dynamic, quality places

By adopting an approach that invests in place-based business development, the County can achieve the mission of the Plan and progress towards revitalizing the Cuyahoga County economy. Implementing this strategy will establish a vibrant, economically competitive region, creating jobs, opportunity and prosperity for all residents.

***Vision: Cuyahoga County is a vibrant, economically competitive region, creating jobs, wealth, opportunity, and prosperity for businesses and residents.***

**Investment Principles**

In order to fulfill our mission and realize the vision, the County will make strategic investments that will demonstrate the following qualities:

- Collaborative – The County will partner with the public, private and nonprofit sectors throughout Northeast Ohio to maximize the amount of resources being deployed to support initiatives, maximize the effectiveness of those investments, and learn what works.
- Inclusive – The County will make investments that create opportunity for all county residents, with a particular emphasis on racially and economically isolated populations. The economic competitiveness of the County is inextricably tied to the success of historically

isolated populations. In order to become a transformative region, the County must strive to be a welcoming place to both transplant and immigrant populations. To that end, this plan fully embraces the work of the Cuyahoga County Equity Committee, reflected in their October 26, 2010 report (Appendix VI).

- **Innovative** – The County will ensure that the overall plan fosters an entrepreneurial culture of innovation. This will require the County to seek creative solutions and operate outside the box. Investments must be structured to support dynamic industry sectors or clusters that are transformational and at a scale sufficient to grow the economic base of the County.
- **Sustainable** – The County will foster economic transformation in a manner that promotes economic growth, social well being, and environmental stewardship that is systemic and sustainable into the future.
- **Accountable** – This plan will be implemented using a carefully devised set of metrics that will enable the County to continuously monitor progress being made toward achieving our goals and to make data-driven adjustments to the plan, as needed.
- **Transparent** – The residents of the county will be able to easily track where our public resources are being invested and the returns being generated by those investments.

**The Year II Plan makes the transition from, establishing policies and building County capacity, to implementation. With the completion of its Year I Key Action items and including the creation of the Cuyahoga County Western Reserve Fund, the County completed its primary short term objectives and capitalized a local funding source for strategic investment. The County stands ready to get to work and calls upon its partners, collaborators and stakeholders to join us and realized the Charter's aspirations of economic prosperity for all its residents.**

### **PART 1: Overview**

One year ago, the first 5 year Economic Development Plan in the County's history began with the following words:

*The place is here. The time is now. We can no longer wait for, nor rely upon largesse from Washington or Columbus to direct our future. We cannot wait for incremental resources or another stimulus to save the day. We must decide what we want our county to be and how we are going to get it there.*

*The time is right and Cuyahoga County is the right place for an aggressive, focused economic development plan that will leverage regional assets, build off of long-standing strengths, and take advantage of global changes to drive growth in jobs, incomes and property values.*

On May 24, 2011 the Plan was introduced to the County Council. On July 26, 2011 the County Council approved the Plan as Ordinance O2011-0026. As we enter Year II, we will pivot from the Year I focus, moving from establishing policies and building capacity to implementing programs and creating jobs. Much has been accomplished already.

While this plan represents the first comprehensive effort by the government of Cuyahoga County to drive economic growth, economic development is not new concept to the County or the broader Northeast Ohio region. Therefore, this plan builds off of the successes, experiences and programs of the County and our valued economic development partners in the public, private and philanthropic sectors. Moreover, this plan reflects the reality that the economic development of Cuyahoga County is not determined solely by what occurs within our county's borders.

Our county is part of a larger, \$170 billion regional economy that encompasses 15 sister counties. In the past decade, guided by work of the business community, led by the Greater Cleveland Partnership, Team NEO and the Fund for Our Economic Future, the region has become very aware that economic development is a team sport, with no one player able to make much impact without partnerships, alignment and collaboration. To maximize the County's economic growth, this plan is aligned to take advantage of the regional economic strategies embodied in Advance Northeast Ohio, the region's economic competitiveness plan.

**Why is the time right for this plan?** First, our county's residents issued a clear mandate under the new charter "job creation and economic growth as a fundamental government purpose." More importantly, the global economy is undergoing a fundamental restructuring in the wake of the Great Recession. As the Brookings Institution recently noted: "We need to rebalance the American economy and cultivate the fundamentals that can bring prosperity back: robust exports, low-carbon technology, continuous innovation, and opportunity for all."

The fundamental rebalancing of the economy – globally, nationally and regionally – provides Cuyahoga County with an ideal opportunity to develop a strategy that takes advantage of those changes, rather than simply reacting to them. Now is the time for Cuyahoga County to prepare to benefit from the "next economy."

**Why is our county the right place for this plan?** The ongoing rebalancing of the economy is good news for Cuyahoga County. The last economy – rooted in consumption and housing booms turned bust – did not play to the County's strengths in manufacturing, materials, and medicine. But the next economy does, as it will be powered by the production of innovative products sold in growing global markets. The development of those products is dependent on innovation assets – such as research institutions like NASA Glenn, the Cleveland Clinic, and University Hospitals and higher education institutions such as Cleveland State University Case Western Reserve University and John Carroll University that proudly call our county home.

Those local assets are well connected with regional resources – ranging from new industry cluster development guided by NorTech to venture capital attracted by JumpStart – that are boosting our companies’ (both established and new) ability to develop those products.

## **PART 2: Economic Development Plan**

### **Progress Made Since Year I Plan Began.**

While the original Plan identified five Key Actions to be completed in the first year. Those actions have been, if not completed are for the most part well underway.

#### **1. Reorganize the Department of Development to support the Vision and Mission of this Plan.**

By September 1, 2011, complete the restructure of the department to be focused on the economic development activities articulated in the Plan as opposed to the Department of Development’s present focus on grant management, direct resident assistance and the County Airport. Determine what functions must be performed by the Department of Development (DOD) and which can be outsourced for efficiency and effectiveness. The new structure should have the capacity to 1) Understand the needs of its constituents including businesses, governments and citizens and be responsive to them 2) strategically invest the funds in the Economic Development Fund to address the needs and realize the mission/vision 3) apply for, receive and leverage federal grants 4) monitor and measure performance 5) evaluate existing programs, and lastly, articulate its needs for support in Columbus and DC (Advocacy).

Update: The Department has been restructured through a significant reduction in force with involuntary and voluntary action. A new organization chart was approved that, among other improvements, created discrete *Economic Development*, *Regulatory Compliance* and *Community Development* divisions and placed Housing within Community Development. New classifications were created and approved through the new governmental approval process and hiring is nearly complete.

#### **2. Improve intra-county government coordination and collaboration and determine its best role to play in the community.**

By September 1, 2011, create a partnership with Employment Connection and its successful Business Service model for understanding employer needs and expand it to include DOD programs.

Initiate a quarterly review of economic development plans and priorities with Director of Public Works to ensure coordination and alignment on issues of infrastructure and investment.

By November 1, 2011, work with the Planning Commission and the County Land Bank to create a unified plan and approach to land inventory and assembly.

Update: Interface with Employment Connection is in place and operating. Regular reviews with Public Works are underway. And planning meetings are regularly held with the Planning Commission and Land Bank to coordinate activities involving land inventory and assembly

**3. Determine how the County can best contribute (align, coordinate, fund) to the success of the network of numerous economic development players in the region.**

By December 31, 2011: Create a mechanism to align and coordinate the activities of the major ED intermediaries (Team NEO, Jumpstart, MAGNET...) so that all entities are working together.

Update: Much progress has been made over the course of the last year. A "Deal Team", comprised of the City of Cleveland, Greater Cleveland Partnership, JobsOhio and County DOD has been constituted and meets regularly to discuss current opportunities. Unlike in year's past, DOD is now often an early participant in deal negotiations and is frequently consulted with before the "eleventh hour". Moreover, the DOD Director, the Deputy Chief, and several DOD staff are actively engaged in outreach to local communities, business groups, trade associations and chambers of commerce, spreading the word about programs and services.

**4. Create an Economic Development Fund (EDF) to invest strategically.**

By December 31, 2011: Introduce legislation to create and then begin to capitalize the fund

Update: On October 25, 2011 the \$100 Million Economic Development Fund was introduced to County Council. On January 24, 2012 it was passed as Ordinance O2011-0049. The Fund was later renamed the "Cuyahoga County Western Reserve Fund" to better align with the County Executive's Western Reserve Plan. Five of the Fund's eleven programs have been approved through Council and since commencing operation, several deals have been announced resulting in the creation of nearly 1,000 new jobs.

**5. Review and evaluate existing county programs (loans, grants) and funding streams (NSP, CDBG, Brownfield) to determine their application and value then add/delete/modify as needed.**

By June 1, 2012: Complete annual review of Department of Development programs and their effectiveness

Update: This is an ongoing process, particularly as State and Federal funding sources have become more constrained. Over the past year DOD has modified the Housing Rehabilitation program, initiated an owner funding “match” requirement in the Lead Safe program, added funding stream flexibility to the Storefront Renovation Rebate program, made a shift to multi-units in the Weatherization Assistance program and, of course created the Cuyahoga County Western Reserve Fund and its new programs.

The Five Year Economic Development Plan adopts an investment approach that fosters economic growth and prosperity for Cuyahoga County and our region. The goal of this plan is to create an environment that supports business and job growth, attracts capital, leverages private investment, fosters innovation, incentivizes collaboration, enhances human capital development, and improves the quality of life for all residents. This plan incorporates a seamless strategy that supports economic development initiatives within a geographic context. The objectives is to create high-quality, well-connected places with a critical mass of economic activity that provide businesses and residents the opportunity to thrive.

**Economic Development Priorities**

With the City of Cleveland as its “capitol”, Cuyahoga County is the hub of the Northeast Ohio regional economy and is well positioned to grow and lead our region in the next iteration of the global economy. The County is part of a vibrant, economically competitive region with a rich asset base upon which to build and grow.

***Mission: Improve the County’s global competitiveness through strategic investments that foster economic growth and create vibrant, healthy and welcoming places for businesses and residents to prosper.***

Spurring economic growth and revitalizing our regional economy requires an innovative and transformative investment strategy. Fostering robust economic growth requires an integrated approach that combines two fundamental economic development priorities:

- Business Development – thriving, competitive, growing businesses
- Place-based Development – vibrant, dynamic, quality places

Business development and place-based development investments are designed to:

1. Create high-quality, well-connected places that provide our residents with great communities to live, work, play and learn.
2. Prepare our residents for the jobs and careers of today and tomorrow.
3. Accelerate business growth by connecting existing and new companies to regional resources that will help them invent, commercialize, make and sell new products to growing global markets.

### **Assets Meet Opportunity**

Cuyahoga County has many assets that are the foundation of the regional economy and drive the global competitiveness of the region. These assets include: charitable foundations and a history of philanthropy; some of the world's greatest medical institutions; unparalleled federal, state, regional and local park systems; robust physical infrastructure and high speed broadband connectivity; artists and cultural institutions; world-class museums, orchestra and theatres; universities, research organizations, a national lab and intellectual capital; the earth's 12<sup>th</sup> largest freshwater lake fed by rivers and streams that offer miles of lake and river fronts; locational advantages that give us access to the heart of the North American economy coupled with one of the nation's best business logistics systems; industrial capacity and a rich history of innovation, and manufacturing and entrepreneurship.

Moreover, the County has features that are not often categorized as assets, but are assets when viewed through the lens of opportunity. These include thousands of acres of underperforming land, underutilized infrastructure, underperforming human potential and the beauty provided by the County's natural systems.

The County certainly has much upon which to build to improve economic competitiveness and prosperity if we can be more effective at thinking, planning and acting like an interdependent part of a dynamic local, regional and global economy.

### **Building on our assets to achieve our mission defines our vision**

***Vision: Cuyahoga County is a vibrant, economically competitive region, creating jobs, wealth, opportunity, and prosperity for businesses and residents.***

### **Strategic Theme**

Cuyahoga County is a well position to become a dynamic economic hub of opportunity for businesses to prosper and for residents to have meaningful, gainful employment, and to live healthy lives. Through innovation, education, strategic investments, and collaboration, the County can improve its global economic competitiveness.

### **Innovation**

- Ensure that the overall plan and specific investments support a culture of innovation in products, processes, and services that are transformational and at a scale sufficient to grow the economic base of the County.
- Encourage universities, businesses, non-profit organizations and governments to work closely together to commercialize market-ready research.
- Foster innovative use of public, private and philanthropic sector dollars to achieve the vision and evaluation of results.
- Promote green and sustainable technologies and solutions to address market and environmental failures and create new economic development opportunities.

### **Education**

- Instill a culture of and commitment to continuous learning, recognizing that learning begins at the earliest stages of childhood through primary, secondary and post-secondary education, and throughout one's life.
- Ensure education and training opportunities which prepare individuals to compete for meaningful jobs with sustainable wages are made available for all able citizens.
- Encourage educators, trainers, businesses and public sector agencies to work together closely to identify and train the workforce needed by tomorrow's growth sectors, to retain today's workers, and attract the next generation of workers.

### **Collaboration**

- Design and articulate a shared vision for the County, construct a strategic framework, establish systems and structures to support it, and then collaborate with the County's communities and within the region to achieve the vision.
- Create a state and federal advocacy strategy that articulates our mutually supportive regional top priorities and recognizes the distinct role of each governmental entity, non-profit organization, and business leader in carrying out that vision.
- Encourage, public, private and civic organizations and individuals to partner and collaborate in the creation and implementation of the Plan.

### **Investment**

- Make investments within a strategic, asset-based framework following a philosophy of capitalizing strategies, not just funding individual projects.
- Provide additional resources for investment by eliminating costs, leveraging current revenues and introducing new revenue sources.
- Invest resources stating specific goals for returns on investments over time, recognizing short-term milestones achieved and exercising patience with respect to long-term goals.
- Leverage additional county, municipal, state, federal, private, civic and philanthropic



funds to make available enough resources to significantly move the needle on the County's economy as measured by relevant indicators over the next five to ten years.

- Invest in high performance county economic development management capacity.
- Expand access to investment opportunities for historically economic isolated populations. Increase economic access and opportunities for all residents; strive to be a welcoming place to minority and economically isolated populations as well as new transplants and immigrants.

### **Economic Development Plan Implementation**

Implementing this Economic Development Plan will achieve the following objectives:

- **Align County Economic Development Efforts** – All of our efforts will reflect the transformation needed to fulfill Article 7, Section 1 of the Cuyahoga County Charter that "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." This will require a large increase in overall effort and commitment of resources and an alignment of all of the County's activities with this primary responsibility for economic well-being.
- **Focus Investments** – The County will reorganize all of its investment activities so that they follow from a strategic, asset-based framework built around the overall mission and vision, rather than just funding individual projects.
- **Define the County Role** – There are hundreds of organizations--public, private, and non-profit--in Cuyahoga County that have economic development as part of their mission. The County will determine what roles it can best play to ensure that investment, innovation, education, and collaboration are implemented according to a shared vision and direction.
- **Eliminate Barriers** – The County's economic development plan will also include efforts to eliminate or reduce barriers to success, such as duplicative or poorly coordinated regulatory requirements, and inefficient governmental operations.

### **How to achieve the Vision and fulfill our Mission: The Cuyahoga County Western Reserve Fund**

Fostering a robust, globally-competitive economy with opportunities and access available to all citizens requires an integrated approach that combines business development and place-based development seamlessly. That is, we must support economic development opportunities within place-based geographic environments that attractive to residents, skilled workers, entrepreneurs, businesses, professionals, immigrants and investment capital. The following investment strategy addresses the priorities of the plan by determine the optimum investment role for the County and defining actions that will support economic growth.

The investment strategy outlined in this plan provides focus areas and recommended investment strategies to guide the work of the Director of Development. Five-year aspirations will be easier

to articulate once the work is commenced in the near term and experience and data are better understood. The succeeding chapters elaborate on the key strategic principles that drive this Economic Development Plan.

### **PART 3: Investment Strategy**

Economic development is the process of enhancing and maximizing the inputs of production (land, labor, innovation, and capital) to improve the economic competitiveness of the region and create economic opportunities for businesses and individuals. Implementing an integrated investment strategy that emphasizes business development and place-based development will establish a vibrant, economically competitive region, creating jobs, opportunity and prosperity for all businesses and residents.

#### **1. Economic Development**

Cuyahoga County's approach to economic growth has shifted from project driven investments towards a calculated and strategic investment approach. In 2011, the County under went a yearlong effort to develop a plan to strategically invest in economic development on a meaningful scale. The County engaged with the public, economic development professionals, industry leaders, and community stakeholders to define development priorities and strategies that will deliver job creation and prosperity for Greater Cleveland. This effort was recommended by the initial Five Year Economic Development Plan. The Five Year Plan called for the creation of an economic development fund to drive outcomes, foster collaboration and partnerships, and leverage expertise and invest dollars. The economic development fund was and is envisioned as the mechanism to implement the strategies most essential to fulfilling the mission of economic well-being.

In January 2012, Cuyahoga County Council and the Executive approved the creation of the Cuyahoga County Western Reserve Fund and adopted a detailed investment business plan (Appendix I). The Fund Business Plan is the embodiment of the Five Year Economic Development Plan. The Fund Business Plan lays out detailed programs that will drive economic growth and job creation and enable the County to fulfill the mission and vision of the Five Year Economic Development Plan. The economic development investment strategy identifies three vital components of growth:

#### **Innovation & 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 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 has identified four key aspects of innovation development that are designed to cultivate innovation and nourish early stage companies along the capital formation continuum and product life-cycle.

1. **Micro Enterprise:** finances business too small or unestablished for traditional lenders
2. **Pre-Seed Fund:** early stage funding to accelerate growth and attract investors
3. **Next Stage Fund:** invests in companies primed for full commercial launch
4. **Innovation Match:** provides local match required by federal and state innovation grants

#### Business Growth

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

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

1. **Small Business Growth:** increase access to traditional lending markets
2. **Incumbent Worker Training:** reimburse expenses for retraining workers
3. **Accelerated Growth:** capital for expansion, acquisition for new markets and diversification
4. **Large Scale Attraction:** gap financing and incentives for large scale growth and

attraction

### Property Redevelopment

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

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

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

1. **Redevelopment and Modernization:** finances existing site improvements, including modernization
2. **Site Expansion:** finances environmental cleanup of sites adjacent to existing end-user
3. **Redevelopment Ready:** finances environmental cleanup of underutilized sites without end-users

### 2. Quality Place-Based Development

Leveraging and harmonizing unique place-based assets is critical to creating an environment for a competitive economic landscape. Increasingly, studies have shown that business leaders consider the quality of place when determining where to start or relocate. Businesses must consider how location will affect the organizations ability to operate and grow.

Cuyahoga County must strive to leverage the region's human capital, infrastructure, community and neighborhood assets, institutional and industrial strengths, and cultural resources in a manner that supports and fosters economic growth. The County's economic growth strategy must maximize core assets and anchor institutions and improve the quality of life. This approach will help to ensure fiscal and economic sustainability and future economic growth. Implementing a

place-based development strategy to complement a business development strategy provides a framework for attracting and retaining businesses and high skilled, talented workers.

Therefore it is paramount to address the foundational elements of our economy and our community that define the place of Cuyahoga County.

### **Western Reserve Plan**

In order to effectuate real progress and transform our regional economy requires a strategic approach that addresses the foundational elements of our economy and our community. In March of 2012 County Executive Edward FitzGerald presented a practical, 12-point plan for creating a vibrant, dynamic, attractive place that is economically competitive. The Western Reserve Plan is a place-based development strategy that calls for investing in the core aspects of the economy that will establish a community that offers economic opportunity and provides an enduring place to live, work and thrive. The Western Reserve Plan serves as roadmap for investing in place.

✓ The Western Reserve Plan pinpoints investments in five key areas:

#### *Education:*

- Identifying education, from early childhood forward, as the central factor in individual and community success.
- Honoring the service of our veterans by giving them priority in hiring, training and education.

#### *Government*

- Implementing a practical strategy for creating a functioning, county-wide metropolitan government.
- Creating a culture within county government which implements on a continual basis nationally recognized good government practices and innovations.

#### *Health and Safety*

- Aligning and coordinating both public and private resources around our most pressing human service needs.
- Embracing a health and wellness culture which mirrors the excellence of our major medical institutions.
- Protecting our county by leading a county-wide public safety initiative.

#### *Economic Opportunity*

- Establishing Greater Cleveland as a center of entrepreneurship and job growth.
- Incorporating economic inclusion as a guiding principle in our economic development strategy.

- Branding our metropolitan area as an international city which harnesses the energy of our younger generations.

#### *Built Environment*

- Designing a place-based development strategy which recognizes the centrality of downtown Cleveland to the region as a whole.
- Adopting a collaborative approach to the foreclosure crisis- from prevention to restoration.

Supporting economic development opportunities within a place-based geographic context is an effective way to foster a vibrant, dynamic, and attractive economy. The value-add proposition of place-based development is achieved by creating a critical mass of economic activity and leveraging assets and investments within a defined place to drive growth. Successfully implementing a place-based development strategy requires focusing investments in selected geographic places that respond to the unique qualities and assets of the place.

The Department of Development will achieve this objective by focusing investments from new casino tax revenue in the asset rich geography from Ohio City to Cleveland State University. This geography represents the core of the County and the region and possesses a wealth of anchor institutions and assets. This approach is designed to establish business-friendly environments and foster enduring networks of place that are attractive to entrepreneurs, businesses, residents, and investment.

#### **Housing Strategy**

Housing is a major piece in place-based development. Creating high-quality, well connected places that offer diverse housing choices and provide access to enduring networks to live, work, and play is vital. Housing plays a critical role in defining a place. Therefore a housing strategy is an important aspect for the County's place-based development efforts.

Overview: Cuyahoga County's actions and expenditures affecting its housing stock should be directed towards three key desired outcomes:

1. Attract new residents who will contribute to the county's economic growth by starting businesses and filling unmet staffing needs in existing businesses, and
2. Retain existing residents who will continue to support the county's economic well being through the taxes they pay and goods and services they purchase within the county, and
3. Conserve limited resources by using appropriate housing interventions to prevent more costly demands on publicly funded emergency, social service, medical, and justice systems.

Constraints: Ohio Home Rule leaves Cuyahoga County with little direct control over where and what type of new housing may be constructed. Federal funds available for housing development always come with income limits attached. A backlog of delinquent mortgages headed towards foreclosure filing in 2012 forces our attention to foreclosure prevention and recovery programs.

Resources: Traditional financial resources include federal housing development funds, energy-efficiency grant financing for housing renovations, authority to issue tax-exempt housing bonds, and linked deposits to encourage below-market housing renovation lending by local banks. Innovative financial resources include loss reserves to support private lending, equity participation in housing developments with appreciation potential, and tax increment financing.

Other resources include the county's capacity to make infrastructure improvements in support of housing, the county's legal authority to direct the work of its Planning Commission, and the county's well-financed Land Reutilization Corporation

Allocation Principles: Demand for housing development subsidy will always exceed its supply. Competing funding opportunities must be evaluated to direct limited resources towards projects and programs with the greatest desired outcomes relative to the amount of county investment.

Program Examples: Subject to further development in consultation with our stakeholders, examples of county level programs to support each of the county's desired outcomes are:

1) Attract New Residents:

- a) On a competitive basis, provide significant funding to catalytic housing development projects that will attract large numbers of well educated, highly skilled, workers and entrepreneurs currently living outside Cuyahoga County. Evaluate each project in terms of the number of new residents it will bring for each county dollar invested, and for its contribution to positioning Cuyahoga County as a desirable place to choose to live.
- b) Research national best practices in repositioning older, traditionally developed urban neighborhoods and inner ring suburbs as desirable places for families to choose to locate. Identify the housing components of these practices and offer significant funding to neighborhoods and suburbs able to carry out both housing and non-housing components. The goal of this program is to attract well-off families to purchase homes in these areas.

2) Retain Existing Residents:

- a) Identify gaps in existing financing for home repairs and improvements, such as lack of equity to support traditional secured loans due to market value decline, and develop financing tools to fill these gaps. Private financing is preferred, with public support if truly needed, while public financing may be required for limited income homeowners.

- b) On a competitive basis, provide “gap” funding to well-planned and well-sited housing development projects that meet the housing needs and preferences of older residents.
- c) On a competitive basis, provide funding to innovative housing redevelopment projects that adapt existing housing stock to offer amenities otherwise found outside the county.
- d) Research national best practices for keeping financially distressed homeowners living in their homes, either as owners or renters, and provide public financial incentives for private and nonprofit partners to operate programs with proven track records in this area.

3) Conserve Public Resources:

- a) Direct our County Planning Commission to analyze neighborhood housing markets on a countywide basis, in order to rationally determine which types of housing investments are most appropriate in various neighborhoods. Funding for demolitions, existing housing repairs, and new housing development would be guided by this analysis. Since market conditions are changing, the analysis would be updated on a regular basis.
- b) Continue support for low-income housing assistance programs that minimize cost to other public systems. For example, permanent supportive housing for the chronically homeless is known to drastically reduce their medical and criminal justice system costs.
- c) Continue support for operating proven housing-related social services, such as foreclosure prevention counseling, while studying and evaluating national best practices in the rapidly changing mortgage servicing and troubled mortgage workout systems.

**PART 4: Investment Principles**

The County's investments will demonstrate the following qualities:

**1. Collaboration and Determination of the County Role**

It is critical that this plan work to coordinate the economic development efforts of the County and the region. The County must work with local civic leaders, non-profit institutions, and the private sector to foster constructive regional cooperation that looks beyond political or institutional boundaries. Collectively we must articulate our regional top priorities with one voice and unite to advocate our vision with state and federal leaders. We would be stronger if Northeast Ohio shared a mutually supportive vision for economic development, and recognized the distinct role of each governmental entity, non-profit organization, and business leader in carrying out that vision.

The realization that Cuyahoga County, encompassing its core city of Cleveland and 58 additional municipalities, is part of a broader economic development system must be reflected in the County's investment decision making process. Consequently, the County must take steps to understand the current landscape of potential economic development partners and determining how the County can best leverage and collaborate with those partners, bringing its unique programs and assets to the collective effort.

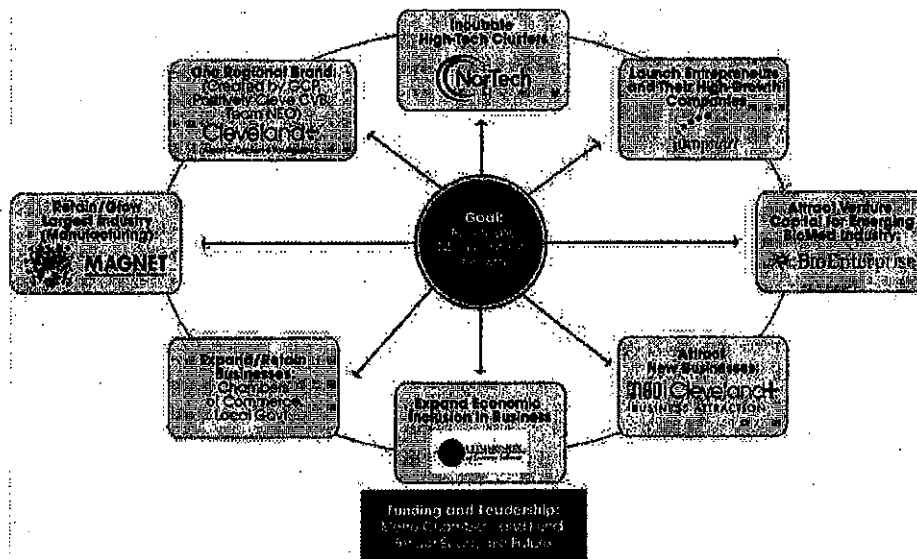


To this end, the County initiated The Protocol project to create a process for aggregating data and information of use to the ED system and the County's municipalities. Signed by over 30 communities, to date, and still under review by many others, DOD is looking forward to the new tool.

The most important collaboration to determine our ultimate success will be strong public-private-non-profit sector interaction, beginning with each sector doing what it does best: the public sector creating the environment for economic growth and filling market gaps with programs for the general welfare of its citizens, the private sector creating economic value that supports job creation, and the non-profit sector creating knowledge, providing resources and in other ways creating social value.

This effort starts with knowledge of the current economic development players in Cuyahoga County and their roles.

## NEO Regional Economic Development System



Ned Hill, Dean, Levin College of Urban Affairs  
Cleveland State University

Themes of collaboration:

- **Single Access Point** - Create a much needed single location for businesses to access all information relevant to their decision to locate or expand. The County recognizes that in order to improve the competitiveness of the region and create opportunities for businesses and individuals, it is critical to collaborate with the various economic development organizations, institutions, and local government to streamline and standardize how economic development incentives are accessed and delivered. This will help businesses locating in and moving to Cuyahoga County more easily navigate information regarding incentives and strategic investment areas.
- **Regional Network** - Determine the County role in the regional business attraction and retention within the Northeast Ohio region and the regional JobsOhio Network. Cuyahoga County is fortunate to possess a highly sophisticated regional economic development system. Unfortunately, there is no formalized mechanism for coordinating public-private economic development investment. While there are several organizations within Cuyahoga County that provide economic development assistance to help stimulate business attraction and retention, navigating this system is time consuming and often frustrating for businesses. This complex system is less than optimal for maximizing and allocating resources in an efficient manner.

It is critical for the County to clearly identify its role within the regional economic development system, coordinate deal flow, and leverage regional and state resources in a highly efficient manner. The creation of JobsOhio and the JobsOhio Network by the State of Ohio represents a significant opportunity to achieve alignment and maximize investments. The County must utilize this new resource to align local efforts within the region and with the state. Developing strong collaborative partnerships with other economic development organizations will help the County to leverage its investments and ensure greater success. Within this new regional and statewide collaborative deal flow management system, the County has reconstituted the local Deal Team approach.

- **Commercialization** – Define the County role in accelerating technology transfer and commercialization. Northeast Ohio has developed a robust entrepreneurial ecosystem with a diversity of early-stage sources, supporting innovative start-up companies with high-growth potential. The ecosystem is comprised of a network of entrepreneurial support organizations that actively work together to help high-growth companies grow within the region. Simultaneously, the region possesses some of the highest ranked research and educational institutions in the nation.

Combined, the entrepreneurial network and research institutions have helped to accelerate much of the innovation and commercialization activity in Northeast Ohio. Not only have early-stage companies benefited from this ecosystem, but so too have major corporations that have partnered with these entities to introduce new products into the market.

The County must work with these organizations to define its role in fostering innovation development more effectively as part of a larger system. The County should seek to build customer relationships with research institutions to determine how best to support their role as engines of technology. The County should also actively engage the work of economic development organizations that specialize in technology development across key industry clusters.

- **Government** - Create a mechanism to coordinate and leverage local government economic development policies, programs, and procedures. As stated in the Brookings Institution and Greater Ohio Policy Center's Restoring Prosperity report, governmental structures within Ohio's Counties "are simply too fractured to develop a unified vision for economic development and mobilize regional stakeholders to realize it." If the County is to prosper, it is essential we recognize that economic growth does not occur at the municipal level but at the regional level. Growing one municipality's business base at the expense of a neighboring community isn't the best way for the region to compete in today's global economy.

There are 58 political subdivisions surrounding the core city of Cleveland that vary in their approach to economic development. In order to improve the competitiveness of the region, the County must collaborate with and incentivize local civic leaders to find ways to streamline government processes and standardize policies when appropriate. This will help businesses locating in and moving to Cuyahoga County more easily navigate the regulatory landscape.

## **2. Inclusion**

Inclusiveness is a major component in determining the economic competitiveness of a region. According to research by the Cuyahoga County Economic Inclusion Task Force, per capita income across the Cleveland metropolitan area is \$40,849, while in the City of Cleveland, per capita income stands at \$15,540. Economic disparities such as per capita income threaten the vitality of our economy.

In order to become a transformative region, the County must strive to be an economically welcoming place, providing opportunity to economically isolated populations as well as to new comers, both transplants and immigrants. The success of the County is inextricably tied to the success of historically isolated populations. As part of business growth, the County must seek to grow the number and size of minority-owned enterprises, expand access for minority and economically isolated residents to educational training and business opportunities, and sustain a system that generates economic access and opportunities for all residents, particularly historically isolated populations.

It is of utmost importance that any plan for the area generally, and for this county in particular,

fully embrace the diversity of our region in the broadest sense. We must aspire to experience economic growth and quality of place that fosters inclusion and addresses disparities at every step. This plan fully embraces the work of the Cuyahoga County Equity Committee, reflected in their October 26, 2010 report (Appendix VI). Central to the success of the Department of Development will be its ability to serve the diverse constituents, geographies and municipalities of our county in an equitable fashion.

We will do this by utilizing our current efforts of serving low-moderate income families, targeting areas of greatest need in our local municipalities, providing economic opportunities for minority based businesses, and tracking the demographics of those we serve (See Appendices II-V) as a baseline for future measurement in all of our programs and functions. To the extent allowable by law, the County will measure and evaluate programs and investments on their ability to deliver the outcomes espoused in this plan including diversity of suppliers, contracting and employment. Funding source or compliance requirements will no longer be the driving force behind what and how we measure; good measurement regarding diversity will be done as a matter of course. We seek to measure “who” received the investment, who benefited, and “where” that investment took place.

Furthermore, the Department of Development will work very closely with the County Executive’s Economic Inclusion Task Force. The Executive created the task force in March of 2012 to study the issues of economic diversity and create a Framework Action Plan for Economic Inclusion that enhances economic vitality across the County by enhancing opportunity for all. The framework of the Task Force’s plan will focus on four areas:

- 1) Human Resources and inclusion in hiring
- 2) Procurement and Contracting
- 3) Inclusion in Construction
- 4) Workforce Development

These impact areas of Workforce Development, Human Resources, Hiring and Inclusion in Construction projects, Procurement and Contracting will be the cornerstones of the inclusion plan and will shape policy recommendations for the County Executive, his departments, and the County Council. These basic areas can move the needle at the County and in the community as the County stands to lead with a new model for inclusion. The outcomes of the inclusion plan will be intentionally designed for replication.

This will provide the Department of Development with a tool to determine our future successes, and will serve as a guideline to where improvements may need to be made. In addition to our current efforts, we will expand our programs by creating additional partnerships and outreach efforts to ensure that all of our available resources are distributed county-wide to all socio-economic and cultural areas in accordance with the law. We will keep in mind that fairness and

justice are paramount.

### **3. Innovation**

While “Cluster” theories and their applicability are an ongoing debate in the field of economic development, the theory serves as a useful concept to guide innovation development investments. As defined by The Brookings Institution, clusters are “geographic concentrations of interconnected businesses, suppliers, service providers, and associated institutions in a particular sector.” Brookings further notes that: “Cluster strategies provide a direct route to economic renewal because they build on existing assets to promote growth in regions by enhancing the interactions by which firms complete transactions, share ideas, start new enterprises, and create jobs. In this fashion, industry clusters have the power not just to revitalize regions, but also to improve states’ standing in the emerging “next” economy that will likely be more export-oriented, lower carbon, and innovation-driven.”

Regions across the country, with Northeast Ohio being no exception, have been focusing economic development initiatives around the development and support of industry clusters for several years. In addition, the Obama Administration and several federal government agencies like the Economic Development Administration have made clusters of innovation a target area of support.

Through a series of studies by Battelle, Deloitte, McKinsey and CSU, the state and region have identified key industry clusters that represent major drivers of economic growth. The table below outlines core industry clusters that have dedicated organizations to promote and facilitate growth.

Important Industry Clusters Identified by the State of Ohio

Medical Devices/Health Care Equipment	Information Technology/Broadband
Materials (metals, polymers, composites, nanomaterials, etc.)	Manufacturing Competitiveness and Innovation
Advanced Energy	Automotive
Aerospace	Instruments & Controls; Flexible Electronics

Our region’s inherent strengths in medical research, healthcare, manufacturing and materials (metals, plastics, rubber, and coatings) have enabled us to participate in multiple industries that have changed over time – primarily due to technology and innovation. These include: automotive, aerospace, biomedical and advanced energy. The Department of Development should take the opportunity to examine relationships with current cluster-focused organizations to review, renew and redefine collaborative relationships, provide support and foster the growth of industry clusters.

In addition to the clusters mentioned above there are a number of emerging clusters that have the potential to add jobs, bolster entrepreneurship and spark innovation – building on theory in the Brookings-Rockefeller Project on State and Metropolitan Innovation. In a January 2011 paper it is suggested that support for local/metro clusters also has the potential to change the dynamics of economic development providing the disciplines of cluster management are used – i.e. data, analysis and performance tracking. These clusters should build on place-based assets and support should be predicated on the cluster initiatives meeting a set of rigorous requirements.

#### **4. Sustainability**

Sustainability is the responsible management and allocation of resources. The concept is comprehensive. Investments that are sustainable are an efficient and effective use of resources that generate long-term benefits and produce economic prosperity, increased quality of life, and improved environmental quality. Sustainable investments utilize resources in a manner that ensures lasting economic growth that maintain the integrity of the social, environmental, and economic quality of the region.

In October 2010, the U.S. Department of Housing and Urban Development (HUD) awarded Northeast Ohio a \$4.25 million grant as part of an initiative supporting regional approaches to land use, housing, transportation, environmental issues, and economic development. The Northeast Ohio Sustainable Communities Consortium (NEOSCC) is leading an effort to develop concrete plans to create a vibrant and resilient Northeast Ohio that increases our quality of life; connects our communities; welcomes diversity; restores and protects our natural resources; and creates a competitive economic framework for the vitality of our region.

Cuyahoga County investments will model this approach and encourage land use patterns and promote economic development strategies that address region-wide economic prosperity and housing equity; support sustainable multimodal transportation; redevelop and revitalize the region's built environments; and promote cost-effective investment in the region's core industry sectors. The County's investments will reflect sustainability principals and work with associated communities of practice among local governments and non-profit organizations to improve the region's economic competitiveness.

In accordance with the principles of this regional sustainability effort, County investments should promote an integrated regional land use, housing, transportation, and capital investment strategy that enhances the region's economic competitiveness and resilience and help its citizens gain better access to decent, affordable housing, more and better transportation choices.

#### **5. Accountability and Metrics**

As the County strives to strengthen its global competitiveness and economic vibrancy, it is

essential to measure investment performance, assess economic progress, and examine industrial trends. This analysis helps the County evaluate investments, monitor program outcomes, and study the overall performance of the economy to determine trends and best practices. Tracking the right metrics will guide the County's economic development initiatives and investment strategy. The County will also make these measurements publicly accessible, providing transparency and enabling County residents to track our progress on economic development.

Measuring program performance provides critical information that guides the allocation of resources. This analytical process examines the direct outputs of County programs and investments. It is essential to measure factors that will directly impact outcomes that will drive the economic prosperity of the County. Identifying these metrics helps the County determine program impact:

Primary Metrics – key measures to be targeted within the first year of a project:

- Job Creation
- Job Placements
- Dollars Leveraged
- Follow-on Funding
- Property Assembled
- Revenue Generated
- Payroll Growth
- Patents Filed

Assessing program outcomes provides information that indicates program effectiveness. This analytical process examines the indirect outcomes of County programs and investments. Indirect program outcomes are important factors in determining the economic vibrancy of the County. It is important to select and monitor metrics that indicate the outcome of County programs and reflect the economic competitiveness of the County. These metrics tend to be lagging indicators. Identifying these metrics will help the County determine program effectiveness in generating economic prosperity and vibrancy:

Secondary Metrics – measures to be targeted every 2 to 5 years:

- Tax Revenue: Sales, Property & Commercial Activity
- Exports
- Skilled Workforce
- Poverty Rate
- Population Growth
- Unemployment

Studying the performance of the economy provides information that indicates the overall health

of the County economy and identifies areas of growth. This analytical process examines economic growth and provides a broad level view. Examining general economic performance is important for benchmarking progress, targeting key industries, and identifying trends. This information forms the foundation of the economic development plan and shapes the county investment strategy. It is important to select and monitor metrics that indicate the outcome of County programs and reflect the economic competitiveness of the County. Once again, these metrics tend to be lagging indicators, but are widely accepted as the key indicators of economic growth:

Tertiary Metrics – measures to be tracked every 3 to 5 years:

- Per-capita Income Growth
- Employment Growth – identify key industry segments
- Gross Metropolitan Product
- Productivity Growth

The selected indicators and metrics reflect what is believed to be most important to the county's economic prosperity. Many of these key metrics are also tracked by the Dashboard of Economic Indicators which is a product of the Council of Regional Economic Policy Advisors. These advisors counsel the Fund for Our Economic Future (FFEf) on what indicators matter most to achieve improved economic outcomes. Cuyahoga County will work with FFEf and the Council to accurately measure factors that are most important in analyzing the economic climate.

Measuring the County's economic development performance is a very important analytical tool. Not only will these measures help guide the County's economic development plan; but it will also align with the CountyStat process (a governmental performance measurement system) and indicate how county resources should be allocated. These measures will enable the county to determine the most effective way to realize this plan's vision and mission, ensure strategic investment, enable collaboration, and produce positive economic growth and prosperity.

Although none of the actions of Cuyahoga County alone will impact many of these indicators and metrics, and there is no silver bullet to move the needle short-term on most of these, we believe these are the best measures of opportunity and prosperity for all the residents of Cuyahoga County.

## **6. Transparency: Review and Approval**

In order to ensure the economic development plan put forth in this document is implemented successfully, the County has put a process in place for monitoring decision making and measuring performance. The Department of Development is managing the process, relying mostly on staff already in place and resources available in other departments. As of this writing,



the Department has created a few new positions and is in the process of filling those. In addition, outside input from industry leaders, community stakeholders, investors, and residents is utilized.

The Cuyahoga County Community Improvement Corporation (CCCIC) has been tasked with reviewing, troubleshooting and making recommendations as it relates to various investment decisions. The CCCIC is an outside body comprised of industry, county and community leaders. The CCCIC's ability to make objective and uncompromised recommendations consistent with the County's economic goals and objectives is vital. The County Council and County Executive have final authority over investments consistent with the County's contracting and procurement ordinances. Transparency and reporting outcomes are critical priorities throughout county government, and especially for economic development. The following diagram outlines the approval process.



The process for reviewing, recommending and approving investments will be evaluated consistent with the investment principles outlined in this plan. To ensure this adherence, the County devised a methodology for analyzing investment projects:

1. Strategic fit – consistent with the goals and objectives of the economic development plan
2. Universal measures – located in the County and creating jobs
3. Project specific measures – adheres to specific program investment parameters
4. Community benefit – promotes vibrant, dynamic, quality places and economic opportunity
5. Financial feasibility – aids thriving, competitive, growing businesses
6. Collaboration – promotes regional economic development principles

The analytical process is used to provide an early measure of a project's strategic fit, eligibility, quality, community benefit and financial feasibility. The analysis reflects an initial review of an investment opportunity and represents a uniform process for vetting. However, because each economic development opportunity has different qualities and characteristics, universal application criteria do not exist. Since economic development opportunities present themselves in an unpredictable fashion, they will not be ranked against one another. Rather, investment opportunities are evaluated monadically for their impact.

## **PART 5: Conclusion**

When we drafted the original Plan we had, in conflict, the aspirations of the new Charter and the realities of our then present condition. We had a vision for the future but lacked the capacity to realize it. Year I became a time for building, a time to establish the County as a player in the already well-established economic development system. Year II becomes the time for execution and the primary vehicle for the DOD is the Cuyahoga County Western Reserve Fund.

Year I of the Plan is nearly complete and we have experienced many successes. The 5 Key actions are largely complete, the Cuyahoga County Western Reserve Fund is up and running, we have announced deals creating nearly 1,000 jobs with more to come. The DOD has been restructured and its capacity expanded. The County continues to refine its role and has matured into a respected economic development partner. Going forward, we pivot from planning to action.

The original Plan concluded with the following words:

*While we are in challenging times we have an opportunity to prosper and realize aspirations framed in the Charter. By thinking strategically, acting in concert and measuring our progress, the future of Cuyahoga County can indeed be bright.*

The words are still true today.

## **Appendices**

Appendix I – \$100 Million Economic Development Fund

Appendix II – Disbursement of Federal Funds Snapshot

Appendix III – Program and Beneficiary Characteristics

Appendix IV – Job Reporting Form

Appendix V – Section 3 Business Directory

Appendix VI – *Blueprints for Equitable Solutions: Building an Equitable, Policy Making Government in Cuyahoga County.*

**County Council of Cuyahoga County, Ohio**

**Ordinance No. O2011-0049**

<p><b>Sponsored by: County Executive FitzGerald/Department of Development and Councilmembers Miller, Brady, Germana, Gallagher, Schron, Conwell, Jones, Rogers, Simon and Greenspan</b></p>	<p><b>An Ordinance</b> authorizing the County Executive to establish an Economic Development Fund for the purpose of investing in job growth and economic development in Cuyahoga County; and declaring the necessity that this Ordinance become immediately effective.</p>
---	---

WHEREAS, Article VII, Section 7.01 of the Cuyahoga County Charter mandates that "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;" and,

WHEREAS, the Cuyahoga County Economic Development Commission has proposed, and this Council has adopted, the Cuyahoga County Economic Development Plan in Ordinance No. O2011-0026; and,

WHEREAS, the County Executive/Department of Development has proposed the establishment of a \$100,000,000.00 Economic Development Fund to invest in job growth and economic development in Cuyahoga County under the Economic Development Plan; and,

WHEREAS, the Economic Development Fund shall strive to meet the principal objectives of expanding the economic base in the county, including outcomes consistent with economic growth including job creation and improved quality of life; and,

WHEREAS, the County Executive/Department of Development has proposed that the Economic Development Fund should invest in specific programs for Workforce Development, Property Reutilization, Small Business Growth, and Large Scale Business Growth and Attraction; and,

WHEREAS, the Executive has proposed, and this Council concurs, that the Department of Development shall administer the Economic Development Fund in a manner that promotes inclusion of economically isolated populations, transparency for public accountability, and collaboration with existing economic development organizations as priorities for the department's approach; and,

WHEREAS, it is necessary that this Ordinance 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 agency.

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

**SECTION 1.** There is hereby created the Cuyahoga County Economic Development Fund, which shall be administered by the County Executive through the Department of Development.

**SECTION 2.** Council hereby approves and adopts the County Executive's plan for the administration of the Economic Development Fund attached hereto as Exhibit A.

**SECTION 3.** The Economic Development Fund shall undertake and administer the following three priorities with the listed programs:

- a) Innovation development
  - 1) Micro Enterprise
  - 2) Pre-Seed Funding
  - 3) Next Stage Funding
  - 4) Innovation Match
  
- b) Commercial Property Reutilization
  - 1) Redevelopment and Modernization
  - 2) Site Expansion
  - 3) Redevelopment Ready
  
- c) Business Growth, Commercialization and Attraction
  - 1) Small Business Growth
  - 2) Incumbent Worker Training
  - 3) Accelerated Growth
  - 4) Large Scale Attraction

**SECTION 4.** The Department of Development, CCCIC or the appropriate approving authority shall have the ability to modify parameters or terms for any individual transaction in the \$100 Million Economic Development Fund including but not limited to loan amount, interest rate and time period. Any changes to the parameters or terms shall be provided to the appropriate approving body as part of the review of documents.

**SECTION 5.** The Department of Development shall make a report to the County Council detailing the operations, performance measures and changes to the Fund

annually in concert with updates to the County's Five Year Economic Development Plan as required by the County Charter.

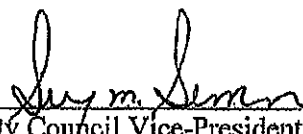
**SECTION 6.** It is necessary that this Ordinance become immediately effective in order to retain secured financing and project completion. Provided that this Ordinance receives the affirmative vote of eight members of Council, this Ordinance shall become immediately effective upon the signature of the County Executive.


**SECTION 7.** It is found and determined that all formal actions of this Council relating to the adoption of this Ordinance 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 Ms. Conwell, the foregoing Ordinance was duly enacted.

Yeas: Brady, Germana, Gallagher, Schron, Conwell, Jones, Rogers, Simon, Greenspan and Miller

Nays: None

  
County Council Vice-President      1-26-12  
Date

  
County Executive      1/27/12  
Date

  
Deputy Clerk of Council      1/24/12  
Date

First Reading/Referred to Committee: October 25, 2011  
Committee(s) Assigned: Economic Development & Planning

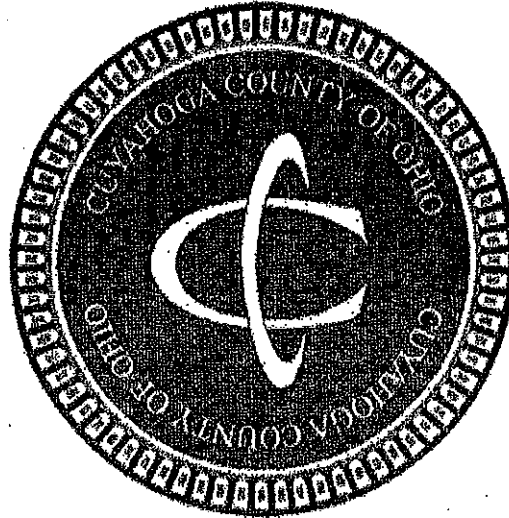
Second Reading/Referred to Committee: December 6, 2011  
Committee(s) Assigned: Economic Development & Planning

Substituted and Amended on the Floor: January 24, 2012

Additional Sponsorships Requested on the Floor: January 24, 2012

Journal CC005  
January 24, 2011

**EXHIBIT "A"**



**\$100 Million Economic Development Fund**



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# Appendix II - HUD Snapshot of Disbursement of federal funds

Double click the image below to read a clearer and full size version of the document.

## HOME PROGRAM SNAPSHOT WORKSHEET - RED FLAG INDICATORS

Local Participating Jurisdictions with Rental Production Activities

Participating Jurisdiction (PJ): Cuyahoga County Consortium State: OH Group Rank: 94  
 State Rank: 2 / 22 PJs Overall Rank: 93  
 Summary: 0 Of the 5 indicators are Red Flags

INDICATOR DESCRIPTION	THRESHOLD	RESULT	RED FLAG
4 % OF COMPLETED RENTAL DISBURSEMENTS TO ALL RENTAL COMMITMENTS	< 77.87%	100	
5 % OF COMPLETED CHDO DISBURSEMENTS TO ALL CHDO RESERVATIONS	< 53.90%	92.64	
6 % OF RENTERS BELOW 50% OF AREA MEDIAN INCOME	< 70%	86.87	
8 % OF OCCUPIED RENTAL UNITS TO ALL RENTAL UNITS	< 92.00%	100	
'ALLOCATION-YEARS' NOT DISBURSED	> 2,415	1.27	

\* This Threshold indicates approximately 10 or fewer 20% of the PJs.  
 \*\* This percentage may include a possible null causing the 30% of total units and 135% allowed for households or 18% and 10% percent  
 \*\*\* Total of unreserved private and ADD funds. It reports by month for 2015. HCLM and PD31 allocated amount. This is not a  
 SINGLESLOT indicator but a good indicator of program progress.



# Appendix III - Program and Beneficiary Breakdown on federally funded programs

Double click the image below to read a clearer and full size version of the document.

Program and Beneficiary Characteristics for Completed Units									
Participating Jurisdiction (PJ): Cuyahoga County, Ohio									
Total Development Costs:		Rental		Homebuyer		CHDO Operating Expenses:		PJ:	
Average reported cost per unit in HOME-assisted project		PJ:		Homeowner		% of allocation		National Avg:	
		State:		\$19,155				0.5 %	
		National:		\$18,555				1.2 %	
		R.S. Means Cost Index:		1.02					
<b>RACE:</b>	Rental %	Homebuyer %	Homeowner %	TERRA %	Rental %	Homebuyer %	Homeowner %	TERRA %	
White	59.6	27.7	58.3	59.9	48.4	32.7	14.4	47.5	
Black/African American	38.2	23.9	38.2	38.8	15.1	4.3	62.2	1.0	
Asian	0.3	0.1	0.4	0.2	5.9	31.5	11.4	10.7	
American Indian/Alaska Native	0.3	0.2	0.3	0.3	3.4	27.0	7.9	1.7	
Native Hawaiian/Other Pacific Islander	0.0	0.0	0.3	0.3	0.8	9.8	5.8	2.1	
Asian or Indian/Alaska Native or Other	0.0	0.1	0.3	0.6					
Asian and Other	0.0	0.1	0.3	0.6					
Hispanic/Latino American and Other	0.3	0.2	0.4	0.7					
American Indian/Alaska Native or Other	0.0	0.1	0.3	0.3					
Other Native Hawaiian	0.3	0.5	0.3	0.7					
American Indian/Alaska Native or Other	0.3	0.2	0.4	0.6					
<b>ETHNICITY:</b>									
Hispanic	0.7	1.7	5.8	2.1					
<b>HOUSEHOLD SIZE:</b>									
1 Person:	34.3	30.2	43.0	38.0	46.8	31.7			
2 Persons:	37.0	22.1	22.4	10.2	10.1				
3 Persons:	17.0	20.5	27.0	20.6	34.2				
4 Persons:	10.0	17.0	5.0	12.7	35.3				
5 Persons:	3.0	3.9	3.5	6.8					
6 Persons:	0.0	2.4	1.9	3.1					
7 Persons:	0.0	0.0	0.0	0.7					
Over 8 Persons:	0.0	0.7	0.4	0.4					
* The table shows if cities all local and state PAs within the state									
** The National average includes all local and state PAs and local areas									
*** Sectional voucher can be used for FTH (TERRA) Homebuyer Development Assistance									
Source: Data provided by HOME Plus/Trinity, Inc. and the Ohio Department of Housing, and the Ohio Department of Public Safety, 2001									



HOME Program Performance Report  
Page 7

**Appendix IV \_ Job Reporting and Income verification form used for federally funded programs**

Double click the image below to read a clearer and full size version of the document.



**JOB REPORTING**

(Reporting Period 1/1/11 - 12/31/11)

TOTAL 2010 F/T HIRES \_\_\_\_\_ TOTAL 2010 P/T HIRES \_\_\_\_\_

TOTAL 2011 LMI HIRES \_\_\_\_\_

**EMPLOYER CERTIFICATION**

I certify that the information reported above on behalf of the company is accurate and true to the best of my knowledge. Attached is an Employee Certification and Income Verification Form for each person hired during the current reporting period. I understand and agree that the information reported by the company is subject to verification by the County or other authorized governmental officials.

Signature \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

**Instructions:**

Complete and sign the above portion. Return this form, along with all employee certification/income verification forms for employees hired in 2010. If employees did not complete the form at time of hire, they may complete it now. However, instruct the employees to report on the form their income at the time of hire (i.e. reflective of wages before current position).

Return all documents to:

Cuyahoga County Department of Development  
1701 East 12<sup>th</sup> Street, 1<sup>st</sup> floor  
Cleveland, Ohio 44114  
Attn: Arnold Looked

Department of Development, Reserve Square, 1st Floor  
1701 E. 12th Street, Cleveland, Ohio 44114  
(216) 419-7280, FAX (216) 449-7289, Ohio Relay Service 711

**CUYAHOGA COUNTY ECONOMIC DEVELOPMENT LOAN PROGRAM  
INCOME VERIFICATION FORM**

Company Name: \_\_\_\_\_ Date: \_\_\_\_\_

Your employer received financial incentives that used, in part, federal funding provided by Cuyahoga County through its Community Development Block Grant Program. The total number of jobs created and total household income of persons hired must be collected and reported to the U.S. Department of Housing and Urban Development (HUD) to demonstrate that the project meets certain program requirements. In providing this information, your employment status with the company will not be affected, and it is not used as a part of the interview process and it does not determine which job applicants are hired. Thank you for your cooperation.  
Cuyahoga County Department of Development

**EMPLOYEE INFORMATION**

Name: \_\_\_\_\_  
Home Address: \_\_\_\_\_ City: \_\_\_\_\_ Zip: \_\_\_\_\_  
Home Telephone Number: \_\_\_\_\_ Job Title: \_\_\_\_\_  
Initial Hourly Rate of Pay: \$ \_\_\_\_\_ Date of Hire: \_\_\_\_\_

**CHECK ALL THAT APPLY**

Head of Household: Yes  NO  Male:  Female:

Ethnicity: (Select only one) Hispanic/Latino Yes  No

Race: (Select one or more) White  Black or African American  Asian

Native Hawaiian or Other Pacific Islander  American Indian or Alaska Native

Other Multi-Racial

Where did you find out about this job? Employment Connections  Newspaper

Local Job Board  Internet (Site)  Other

Are you Employed: Full Time \_\_\_\_\_ Part Time \_\_\_\_\_ List the average hours worked per week \_\_\_\_\_  
Temporary \_\_\_\_\_ Permanent \_\_\_\_\_ Are you Physically Challenged? Yes \_\_\_\_\_ No \_\_\_\_\_  
Were you referred to this employer through a Cuyahoga County Program Yes \_\_\_\_\_ No \_\_\_\_\_

**INCOME INFORMATION - 2010 Income Limits updated 8/2009**

Please Circle the Number of Persons Living in Your Home	Next to the dollar amount shown for your household size, please write whether the Combined Total Gross Annual Income of all persons was <u>At, Above or Below</u> the amount at the rate of your hire.
1	\$ 36,300
2	\$ 41,500
3	\$ 46,700
4	\$ 51,850
5	\$ 56,000
6	\$ 60,150
7	\$ 64,300
8	\$ 68,450
Add for each person over 8	\$ 3,950

**EMPLOYEE CERTIFICATION**

I certify that the information reported above is true and accurate to the best of my knowledge. I understand that it is subject to verification by authorized government officials.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
H:\Lam\apps\Doc\2009\10\Job Creation\Repath\2010\Income\Ver\01m2010.dwg

Appendix V \_ Section 3 Business Directory

This is a multiple page directory. To view the complete directory, click on the image below.

Business Name	Service Category	Contact Person	Address	Phone	Fax	Email Address	Expiration
<b>General Contracting</b>							
A & D Contracting, Inc.	General Contracting		3820 Pearl Road Cleveland, Ohio 44109	216-749-8000		janee214@earthlink.net	6/16/2012
A-1 Save a Lot Construction	General Contracting	Debra Martin	2632 E. 89th Street Cleveland, Ohio 44104	216-456-8687		216-456-8687@earthlink.net	6/12/2012
Affordable Demolition & Hauling, Inc.	General Contracting	Vincent Colucci	4950 Mead Avenue Cleveland, Ohio 44127	216-426-1874	216-441-4179	affordableconstruction.com	6/30/2011
Afford Brothers	General Contracting	Laurie Joyce	18100 Lorain Ave Cleveland, Ohio 44119	216-461-1717	216-461-6945	affordbrothers.com	6/31/2012
All-Phase General Construction	General Contracting	Elisby Madara	P.O. Box 602045 Cleveland, Ohio 44102	216-664-0117		allphasegeneralconstruction.com	10/12/2013
American Building and Kitchen Products, Inc.	General Contracting	Troy Allen Washburn	8400 Chalm Drive Mentor, Ohio 44060	216-337-3020	440-298-0479	americanbuilding.com	5/20/2013
Ames Street Ltd.	General Contracting	Michael D. Aordick	1324 E. 918th Cleveland, Ohio 44109	216-516-2655	216-636-6574	amesstreet.com	7/22/2013
Arties Construction Co., Inc.	General Contracting	Algebra Aviles	7011 Clark Ave. Cleveland, Ohio 44102	216-609-1064		artiesconstruction.com	6/30/2011
Bradley Construction	General Contracting	Howard Bradley	9228 St. Clair Ave. Cleveland, Ohio 44108	216-268-9357	216-268-9340	bradleyconstruction.com	1/16/2014
Broadway D & R Contracting	General Contracting	Don Robinson	3960 E. 86th Street Cleveland, Ohio 44105	216-271-9999		broadwaydr.com	6/16/2012
Carver Brothers Construction	General Contracting	Jaime Carver	3770 E 55th Street Cleveland, Ohio 44105	216-271-7000	216-271-7005	carverbrothers.com	6/11/2013
CB Mullins Construction Company	General Contracting	Christopher E. Mullis	P.O. Box 200 Beroa, OH 44107	440-628-6910	440-628-9511	cbmullins.com	10/29/2013
Chief Cornerstone Construction	General Contracting	Reynold Malinze	18409 N. Willow Rd Cleveland, Ohio 44105	216-668-5579		chiefcornerstone.com	6/30/2013
E & M Contractors	General Contracting	Ernest McLaughlin	14104 86th Ave Cleveland, Ohio 44105	216-887-1610	216-597-4253	emcontractors.com	12/2/2013
EMSE Innovations	General Contracting	Michael Burkhart	6000 Montague Drive Parma, Ohio 44129	440-845-9728	440-288-9198	emseinnovations.com	6/11/2012
J and S Company	General Contracting	FRANK SPINA	12640 Euclid Ave. Cleveland, Ohio 44106	216-791-6600	216-791-6902	jandsc.com	3/12/2011
Kennel Construction	General Contracting	Bernard Miggins	P.O. Box 94077 Cleveland, Ohio 44101-6007	216-574-9665	216-574-9308	kennelconstruction.com	6/26/2012
Kidd Construction	General Contracting	Frank Kidd	2404 Cedar Rd. #252 Cleveland, Ohio 44115	216-621-7711	216-621-7297	kiddconstruction.com	12/31/2013
Lewis Development and Maintenance Company	General Contracting	Elyan Lewis	102 West Cleveland Street Beard, Ohio 44140	440-785-0163	440-785-1668	lewisdevelopment.com	6/10/2013
L.S. Company LLC	General Contracting	Ilse Paris	2875 E. 114th Street Cleveland, Ohio 44104	216-266-6606	216-421-1669	lscompanyllc.com	6/26/2012
MAE Construction	General Contracting	Robert Miller	13945 Alameda Road Wilson Hills, Ohio 44146	216-214-0471		maeconstruction.com	1/4/2014
M. Wilson Construction	General Contracting	Michael Wilson	16211 Trumbull Ave Cleveland, Ohio 44110	216-214-0471		mwillsonconstruction.com	10/14/2012
NCR Construction	General Contracting	David Owen	3135 West 101st Street, Cleveland, Ohio 44111	216-691-7296	216-691-7260	ncrconstruction.com	6/5/2012
Pro House Doctors, Inc.	General Contracting	Orin Jones	P.O. Box 33653 Cleveland, Ohio 44135	216-265-6505		prohousedoctors.com	3/22/2011
RJ Leoni Contractors, LLC.	General Contracting	Roberto Leoni	6917 Quincey Park Ave. Highland Heights, Ohio 44124	440-646-0300	410-615-0301	rjleoni.com	6/11/2013

Cuyahoga County Department of Development - Certified Section 3 Businesses\*\* (02/05/2011)



**Appendix VI – Equity and Distribution Committee Report to the Transition Team**  
**To read the complete report, click on the image below.**

**BLUEPRINTS FOR EQUITABLE SOLUTIONS:  
BUILDING AN EQUITABLE, POLICY-MAKING GOVERNMENT  
IN CUYAHOGA COUNTY**

Proposal from the  
Cuyahoga County Equity Committee

Proposal Submitted to the  
Cuyahoga County Charter Transition Executive Committee  
Cuyahoga County Executive  
Cuyahoga County Council

*Submitted October 26, 2010*