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**City of Cleveland - Cuyahoga County  
Comprehensive Economic  
Development Strategy**

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# Transforming Our Regional Economy

## Action Plan

Cleveland, Ohio  
Amended March 2009

## Overview – Economic Development Priorities

Collaboration has always been and continues to be the underlying principle of the Overall Economic Development approach for the City of Cleveland and Cuyahoga County. Understanding that economic activity extends beyond governmental boundaries, the City of Cleveland and Cuyahoga County continue to partner together and devise and implement economic development strategies synergistically.

Recognizing too that the health of any region has been proven to be linked to the health of its central city, particular attention and focus has been given to the City of Cleveland's citywide plan.

The development approach is intended to coordinate priorities and resources, collaborate between the City of Cleveland and Cuyahoga County with its multiple jurisdictions, and incorporate within a broader planning framework. The detailed economic planning undertaken that represent core regional business assets such as the Cuyahoga River Valley (Appendix A), Countywide Workforce (Appendix B), the Lakefront Plan (Appendix C). As regions rise or fall depending on the health of their central cities, this plan also relies on Cleveland's recently completed extensive 2020 Citywide Land Use Plan (Appendix D) and its corresponding 5 year infrastructure plan (Appendix E) which guides City investment. An older, but unique plan is Eco City Cleveland's Bio Regional Plan for Northeast Ohio (Appendix F). All plans are incorporated by reference in this CEDS as appendices. Updates will include forthcoming reports and plans within the MPO.

The private sector, through the area's chamber called the Greater Cleveland Partnership, has laid a framework for focusing private-sector resources on Northeast Ohio's economic future with its September 2004 "Cleveland on the Edge" plan (Appendix G), targeting interventions and advocacy toward Innovation, Education, Connected Physical Development and Business Retention, Expansion and Attraction.

Incorporated in this CEDS too is the extensive multi-county public outreach effort called "Voices & Choices" A report of these 15,000 citizen's input was completed in November 2006 entitled "Report on The Public's Priorities for Northeast Ohio's Future" (Appendix H).

1. Training Workers for Current and Future Jobs
2. Improving Racial Inclusion and Income Equality
3. Attracting and Growing Businesses
4. Reducing Government Fragmentation and Inefficiency
5. Ensuring Equitable School Funding and Accountability
6. Reducing Sprawl and Improving Regional Connectivity

**These resulting priorities have been incorporated as the goals of this CEDS.**

Finally, a three year study of the President's Council entitled "Regionalism: Growing Together to Expand Opportunity for All" was released in June 2007. The policy recommendations (Appendix I) focus on building greater regional equity through focus on Economic Development, among others.

The umbrella pulling the many initiatives and planning together and to monitor progress is the Cuyahoga Next Advisors (CNA). Extensive detail on its planning process and implementation and monitoring infrastructure are included in subsequent sections. While pockets of implementation excellence and high impact project implementation can and will rise from multiple organizations and jurisdictions represented in the mix, CNA is an “open architecture” structure that will adapt and continue to coordinate, synthesize and monitor the goals and objectives within this CEDS.

Partnering is a central theme that is stressed in the City-County working relationship. Together, the City and the County strive to strengthen and solidify the economic urban core amidst the thriving, competitive county region. The City of Cleveland and Cuyahoga County have taken steps to strengthen and solidify this county regional economic development approach.

## 1. Background: Description of the Cleveland-Cuyahoga County Economic Region

The City of Cleveland, in Cuyahoga County, is the heart of the largest primary metro area within the state of Ohio (made up of Lake, Geauga, Cuyahoga, Lorain and Medina Counties). Currently, the Cleveland-Elyria, OH metro area has a population of 2,050,723; the city of Cleveland is home to nearly 19% of these people (384,051).

Clearly, City residents have borne the brunt of metro-area industrial and geographic changes over the last decade:

- **Population** – The population of the metro area declined 8.9% over the period 2000-2007 while the city’s loss was almost 20%.
- **Income** – Median household income for the metro area is \$48,227; for the city it is \$28,512. City of Cleveland households thus earn less than 60% of the metro median, and about 56% of the national household median, which is \$50,740
- **Earnings** – Annual median earnings for workers in the metro area, at \$29,171 is higher than the national average of \$28,640. However workers in the city of Cleveland earn 22% less than the national average (\$22,216). This is a drop from the year 2000, when Cleveland city residents earned only 15% less than their national counterparts.

### Other trends of note:

- **Education** – In the metro area, just over 87% of adults age 25 or older had earned a high school diploma. Nearly 27% of those had earned a bachelor’s degree, with more than 10% holding a master’s degree or higher.

Comparing measures of economic well-being of Cleveland residents to their surrounding suburbs, the concentration of poverty in Cleveland is even more apparent. Nearly one-third of Cleveland residents live below the poverty line, with an unemployment rate nearly triple that of its suburbs.

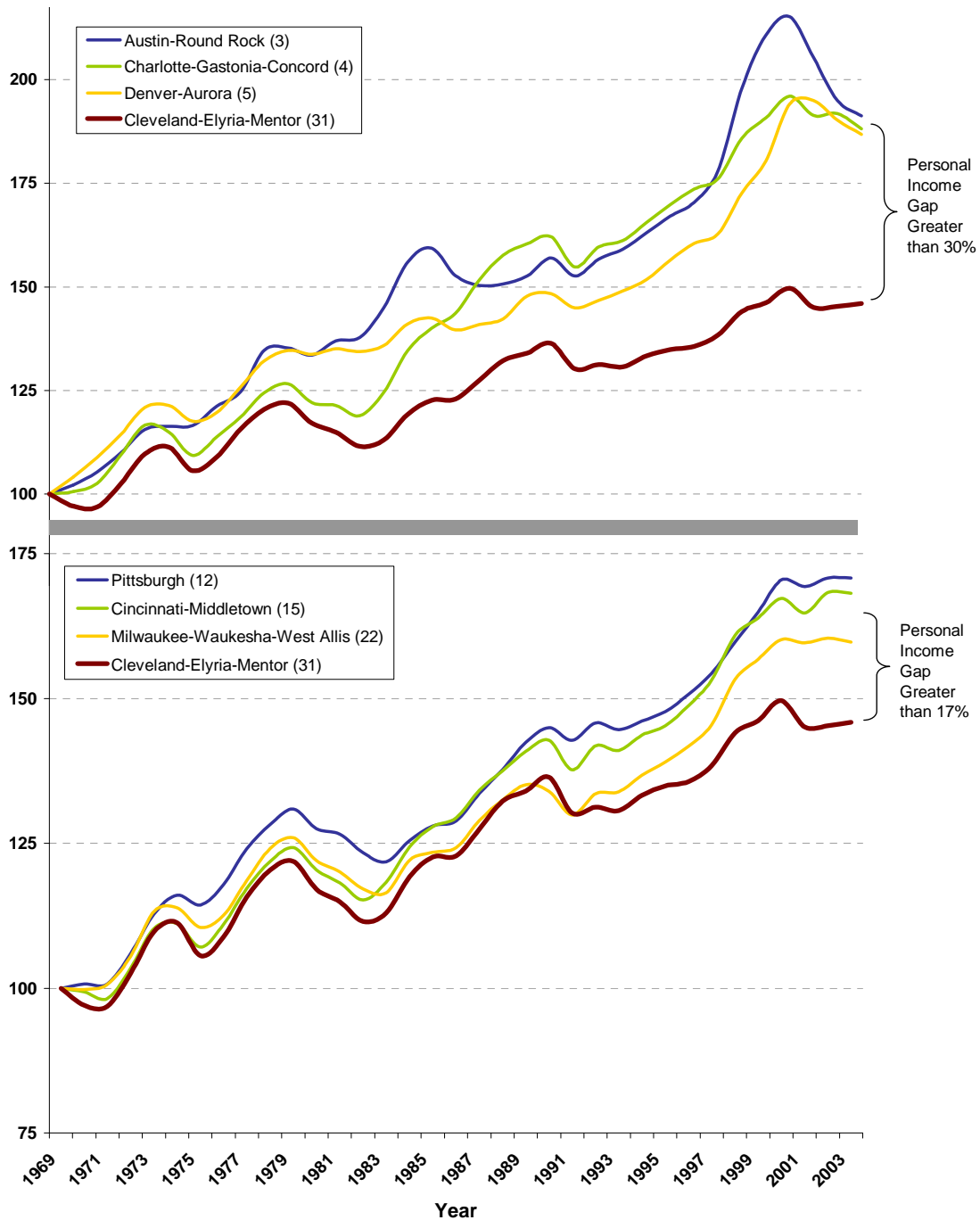
Characteristics	Cleveland City	Cuyahoga Suburbs
<b>Population</b>	384,051	883,611
<b>Persons in Poverty</b>	113,295	86,264
<b>% Persons in Poverty</b>	29.5%	15.5%
<b>% Children in Poverty</b>	42.5%	23.0%
<b>Unemployed Persons</b>	29,180	57,656
<b>Unemployment Rate</b>	15.8%	8.7%

Our region has experienced an alarming economic decline over the last thirty years when compared to leading regions (personal income gap greater than 30%). Even when compared to regions similar to our own, our region shows an economic decline (personal income gap greater than 17%). (See graphs on following page)

All data in the above section, unless otherwise noted, is taken from the 2007 US Census Bureau *American Community Survey*.

Figure 1 - Per-Capita Personal Income Index in Cleveland and Selected Metropolitan Areas, 1969 – 2003

(1969 = 100, the baseline year)



### Reinforcing background and Analysis

The attached appendices each contain detailed analysis and background. Some of their most compelling highlights are listed above. The plan was developed with the full knowledge of all of them and includes their detail in the attached reports and plans.

## 2. Analysis of Economic Development Problems and Opportunities

In the years ahead, global pressures on our economy will intensify. By the end of this decade, Chinese manufacturers, with the assistance of their U.S. and European partners, will begin exporting large volumes of high quality cars to the U.S. These shifts will place increasing financial pressure on middle class families throughout the county, lowering wages and eliminating jobs. The Delphi bankruptcy and the major restructuring announced by General Motors represent just the first wave of these transformations, in just one industry.

The cost of connecting global markets and doing business worldwide has been collapsing for forty years. The first wave of this collapse hit our region in the 1970s with the first wave of steel mill closings. In the intervening years, the pressure has continued to grow. Advances in information technologies, communications, and logistics, coupled with a spreading regime of liberalized trade agreements continue to place relentless pressure on our county's manufacturing companies.

**BusinessWeek online**  
**Chrysler compacts to be made in China for US**  
 (Agencies)  
 Updated: 2005-04-22 08:52  
 DaimlerChrysler hopes to make compact cars in China for sale in the United States, a company executive said Thursday.

**Staggering blow: Delphi's bankruptcy ominous sign for fading auto industry**  
 UAW showdown looms as company plans to shutter U.S. plants, cut workers, slash benefits  
 By Bill Vlasic and Brett Clanton / The Detroit News  
 The American auto industry was rocked to its foundation Saturday as Delphi Corp., the world's second-largest parts manufacturer, filed for bankruptcy and laid plans to dramatically downsize its U.S. operations. It was the seismic event that Detroit's Big Three automakers and their workers, suppliers and investors had anticipated for years, some with dread and others with hope.

**Here Come Chinese Cars**  
 Detroit isn't looking in its rearview mirror -- yet  
 audacious, gutsy, and maybe a little nutty -- how else to describe the push by New York auto entrepreneur Malcolm Bricklin and China's Chery Automobile Co. President Yin Tongyao to import and sell 250,000 mainland-made sport utilities, sedans, and sports coupes in the U.S. starting in 2007? After all, Chery produced only 80,000 cars in all of 2004, has near-zero brand recognition outside China, and has been sued by General Motors Corp.'s (GM) South Korean unit for allegedly ripping off the design for its best-selling QQ

**Biggest bankruptcies**  
 Delphi's bankruptcy ranks among the largest in U.S. history:  
 Pre-bankruptcy assets (in billions):

Company	Year	Assets
Worldcom	2002	\$103.9
Enron	2001	63.4
Conseco	2002	61.4
Texaco	1987	35.9
Financial Corp. of America	1988	33.9
Global Crossing	2002	30.0
Price E	2001	29.8

At the same time, China, India, and other countries in Asia and Eastern Europe are advancing rapidly with remarkable technological sophistication. In many cases, U.S. multinational companies are accelerating this development as they transfer sophisticated technology to these markets while lowering their costs.

In the mid 1990s, a technological development took place that no one anticipated. The commercialization of the web browser in 1994 by Netscape led to an explosion in Internet use that no one anticipated. The Internet quickly revealed to us the linkages across national markets, and provided us with the tools to expand and use these connections. In addition, the Internet drives the opportunities and risks of globalization into smaller firms. For example, it is now possible for a relatively small corporate accounting firm in South Carolina to outsource some of its routine tasks to partners in India.

We have no time to waste in adjusting to these new realities. Economic development programs of the past will not, by themselves lead our economic transformation. We must adopt a different approach to propel us to the next level. We cannot rely solely on programs that simply pass through federal and state economic development dollars. The County Commissioners have recognized the need to expand economic development investments with general revenues. The challenge of the Blue Ribbon Task Force has been to define the best alternatives for this expanded investment. The Mayor has also instructed the Department of Economic Development to create new programs that use existing funds to meet the needs of the changing economic environment.

Building a new economic base for the region will require comprehensive and effective levels of civic collaboration unseen in this region in our lifetimes. We need to:

- Build new partnerships that focus on extending the considerable strengths of our regional economy into new products, services, and markets.
- Invest more aggressively in our schools, colleges, universities, and libraries.
- Support hundreds of new civic entrepreneurs.
- Participate with the private sector in productive and transformative co-investment to help our region survive and thrive.

## Past, present and projected economic development investments

- **Responses to the Economic Crisis- The City of Cleveland and Cuyahoga County** have been hard hit by job and population loss. As the economic center of the region, it is important to retain businesses and help those businesses keep residents employed. Due to reductions in credit from local banks, profitable companies have had their credit lines cut. As a result many have had difficulties in purchasing inventory and keeping people employed. The City has developed a working capital program using EDA Title IX funds to provide working capital for companies in these situations. The funds have helped businesses purchase inventory, keep existing employees on their payroll and hire new employees.
- **Infrastructure Improvement Projects:** The City and County are working with the Cleveland- Cuyahoga County Port Authority and the Northeast Ohio Regional Sewer District for a major infrastructure improvement for a mixed use redevelopment project in the City of Cleveland's Flat's area. The project will have housing, live work facilities, retail, hotel and office buildings in an older blighted area of the City. The City and County are also working to develop the "Opportunity Corridor". This area of the City has available open land for redevelopment, but lacks good highway access. The Corridor will directly connect the area to the I 490 beltway, opening hundreds of acres to future development and providing another, more direct route to the University Circle area.
- **Economic Development and Expansion:** Arisdyn Technologies, LLC has developed an add-on device for biofuel production to take the process from a batch processing system to a continuous processing system. The company received funds from the Innovation Ohio Loan Fund of Cuyahoga County and the City of Cleveland. The manufacturing process will be in the City of Cleveland. The County has also funded over 30 projects from idea to prototype through the New Product Development and Entrepreneurship Program. The program has enabled many new products to reach the market and be manufactured in Cuyahoga County. Similarly, the County's tech lift program has provided technical advice to product developers selected through a competitive process. The City and County have partnered on several other projects to help local companies in their expansion, to assist entrepreneurs in the development of new companies and to attract new companies.

- **Streamlined Workforce Assistance:** Employment Connection is the collaborative workforce system of the Cuyahoga County and City of Cleveland Departments of Workforce Development. The two organizations are in the process of completing a merger to better use resources to assist with the specific needs of both Jobseekers and Employers. The Workforce Investment Board has also begun a process to train job seekers for demand occupations. Studies have indicated the need in health sciences, advanced technology, information technology and construction.
- **Brownfield Redevelopment and Sustainability-** The City and County worked with the Northeast Ohio First Suburbs Development Corporation to create the Northcoast Brownfield Coalition to address regional economic problems caused by vacant industrial properties and urban sprawl. The Cleveland-Cuyahoga County Port Authority joined the group in 2006. Urban sprawl is caused by companies moving to new greenfield areas where they must invest in new infrastructure instead of redeveloping vacant areas with existing infrastructure due to the perceived risk and potential cost of remediation. By working together, these economic development groups have been able to redevelop over 30 former industrial sites and create over 1900 new jobs.

The coalition has applied for Brownfield redevelopment funds both as a group and separately, and has completed over 72 site assessments and redeveloped 30 projects. The County has assessed nearly 1,790 acres in 18 different communities located throughout the County. The County program has leveraged over \$142 million in additional investment and created or retained over 3,000 jobs. Furthermore, the County has invested \$29.3 million into 37 environmental cleanup projects, which leveraged over \$300 million in additional project investment and remediated over 296 acres. These projects have created or retained over 2,100 jobs and increased property values by \$16 million. In other words, every dollar (\$1) invested by the County in a Brownfield project has leveraged an additional ten dollars and twenty-three cents (\$10.23) of project investment.

In 2005, the City of Cleveland created the Industrial-Commercial Land Bank to deliver “shovel-ready” sites for manufacturers and office users in priority economic development areas. This pioneering strategy to attract and retain businesses to properties too impaired for the private sector to redevelop alone has invested over \$8 million to deliver nearly 30 acres to the market (sites include the Midland Steel Property, Crescent Avenue Site, and the Former Cleveland Asphalt Plant). After years of planning and preparing, the City of Cleveland will undertake its largest Land Bank project in 2009 with the acquisition and \$15+ million redevelopment of over 50 acres in the Cuyahoga River industrial valley. Improvements to the site are anticipated to be completed by December 2011 at which time the end product the Cuyahoga Valley Industrial Center will be able to accommodate at least 750,000 square feet of manufacturing space. To supplement the City’s commitment to redeveloping former industrial and commercial properties, the City continues to actively support private redevelopment projects through technical assistance.

In 2008, the City provided assistance on eleven (11) project sites representing 75 acres and several buildings. In 2009, the City will complete a City-wide Urban Setting Designation (USD) under the Ohio Voluntary Action Program that will assist all future Brownfield redevelopment projects. As obtaining a USD is necessary for many development projects, the City-wide USD will provide significant cost savings on both City and private redevelopment projects.

- **Racial Inclusion and Income Equality**- The economic crisis has been hardest on minority and small businesses that already faced difficulties in access to credit. The American Recovery & Reinvestment Act provides for large amounts of stimulus funds for infrastructure projects. The City of Cleveland's EDA Title IX Revolving Loan Fund Plan includes assistance to minorities and small businesses in construction related businesses. The program will provide low interest loans for equipment and working capital.

## Regional Economic Clusters

As part of the State of Ohio's economic development strategy, the Ohio Department of Development engaged a team from Cleveland State University and Deloitte Consulting to identify "the industries that are at the heart of Ohio's current competitive advantage and to determine growth opportunities and emerging technologies that hold potential for significant economic benefit to the state and its regions." Findings included the State and the Cleveland-Cuyahoga region and demonstrate that there is a portfolio of industries. No one or small handful of sectors dominates. The automotive industry connects across many of the region's industry segments. Specific recommendations were made that have been incorporated into the source documents of this CEDS.

The Cuyahoga Next process also tapped those source documents and identified:

- **Driver industries** – The statistical analysis from allied studies identified 32 driver industries for the Northeast region, which have been grouped into the categories of professional and value-added services, metals and metalworking, automotive and related activities, biomedical activities, chemicals, building products, environmental remediation and technology, other manufacturing, machinery, and logistics and distribution centers.
- **Main driver** – The dominant category by far was professional services, which accounted for more than \$14.3 billion in output in 2003 and employed more than 88,000 workers. Manufacturing is noteworthy in its large contribution (in dollar terms) to the economic output of the region, if not mere job counts. It is a significant portion of the economic base and can be an attractor for more such growth through agglomeration effects, new product development and the business services (many of which are downtown) that support them and other similar firms in the Midwest and nationally.

The industry sectors are discussed extensively in the 2005 Deloitte/Cleveland State University Study. (See Appendix J )

### 3. CEDS Goals and Objectives

The City of Cleveland and Cuyahoga County are now partnering together in a very strategic way to formalize regional networks and leverage existing resources and capacity to achieve higher efficiencies and increase competitiveness as a county region with a solid urban core. The new strategy strives to achieve continuity.

The City of Cleveland and Cuyahoga County have adopted a new approach to economic development that calls for formalized partnerships and collaboration. Rather than forming partnerships to address or react to development projects, partnership will be created to foster a portfolio of innovative economic development opportunities for the county region to implement as a community. Formalized partnerships identifying most promising development opportunities with the greatest impact for the county region ensures the allocation of resources are efficient, equitable, and effective.

The new strategy is a proactive approach to economic development. The CEDS formulated by the City of Cleveland and Cuyahoga County is designed to emphasize:

**Alignment and Scale** – This action plan focuses on promoting an economic transformation in the county region. It is critically important to achieve alignment with other economic development efforts currently underway. Coordination and alignment will help to create economies of scale for the region.

**Collaboration** – This action plan emphasizes implementation through collaboration. The strategy, as set forth in this action plan, reflects the continuation of a vital trend to our future: the close collaboration with existing economic development efforts must build upon established core competency.

**Privately-led, Publicly-supported** – This action plan explores the privately led, publicly supported economic development strategies. The plan calls for significant economic development leadership from the private sector, with the public sector playing a supportive role.

Accomplishing this comprehensive and progressive approach to economic development requires partnerships not only between county and city government, but must include private industry and other economic development organizations and intuitions. Since 2004, the City of Cleveland and Cuyahoga County have taken aggressive steps to institute this strategy.

The City and the County have worked together to leverage their economic development investments by coordinating with the development objectives of private industry and other organizations and intuitions. Working closely within private industry and various organizations, the County and the City have been able to identify major development goals and objectives for the county region:

#### **The Public's Priorities for Northeast Ohio's Future**

- Training Workers for Current and Future Jobs
- Improving Racial Inclusion and Income Equality
- Attracting and Growing Businesses

- Reducing Government Fragmentation and Inefficiency
- Ensuring Equitable School Funding and Accountability
- Reducing Sprawl and Improving Regional Connectivity

These were set by broad regional public consensus through the Voices and Choices process described in Appendix H. With these in mind, the Cuyahoga Next Advisors identified the following broad regional development goals.

**Development Goals:**

- Enhance physical asset base
- Increase employment opportunities
- Foster wealth creation and improve quality of life
- Advance business and innovation development opportunities

**Development Objectives:**

- Physical: Shore-up aging infrastructure, Assemble development sites, Augment technology infrastructure, utilize fiber trunk, increase downtown Cleveland parking to enable the attraction of new businesses.
- Economic Expansion: Support and retain existing industrial base through business assistance programs and training. Leverage existing core competencies to reach new product market segments.
- Wealth Creation: training/education, housing, sustainability, emphasize high paying jobs, community development; access to capital
- Business/Innovation Development: BRTF, assist entrepreneurs, diversify the region’s industrial portfolio, support emerging innovations, use fiber trunk to attract new businesses.

**Building on Strengths**

The Citywide Plan approach is to build on and strengthen assets:

Metropolitan Population	Information Technology
Downtown Population	Water & Waterfronts
Medical Innovation	Location and Accessibility
Higher Education	Neighborhood Institutions
	Philanthropic Support

Other assets are described as particularly relevant in business location decision making. These are essentially the same for the city as they are for the county, if considering the unique assets of and role for a region’s central city and downtown.

The new proactive economic development approach the City of Cleveland and Cuyahoga County have adopted lays the foundation to truly address these development goals and objectives. The underlying purpose of the County and City’s new approach is to maximize the use of local resources and assets and enhance the economic development capacity of the entire county region by capitalizing on the region’s core competency.

Successful economic strategies in the past have been the product of partnerships created to execute development projects or programs. As economic development opportunities have been presented to the county region, various regional assets and partners have been assembled to implement on a project by project basis.

#### **4. Community and Private Sector Participation**

Cuyahoga County and the City of Cleveland are the chief members of the Comprehensive Economic Development Committee, primarily responsible for implementing the CEDS. However the County and the City should be likened to members of an “executive” committee. The City and the County fully recognize that to address the development goals of the county region requires a strategic approach that brings together key stakeholders with the resources and capacity to identify the necessary actions steps to implement to overall CEDS.

In 2004, Cuyahoga County and the City of Cleveland began to lay the foundation of a proactive county- wide collaboration effort. The County and the City partnered together to initiate the **CuyahogaNext advisors** (CNa) network.

CuyahogaNext advisors is a network of individuals and organizations working together to increase the economic competitiveness of the county region. CNa is structured to involve citizens, governments, for-profit, and non-profit sectors of the community to advise, shape, and coordinate economic development initiatives designed to improve the county regional economy.

Currently there are 120 members of the network representing 68 different companies and organizations. (Appendix K - List of participants). This network has become the basis upon which the City of Cleveland and Cuyahoga County have initiated major economic development investments in the region.

Based on Open Source Economic Development (OSED) concepts and models, CNa plays a critical role in fostering the CEDS:

##### **Vision**

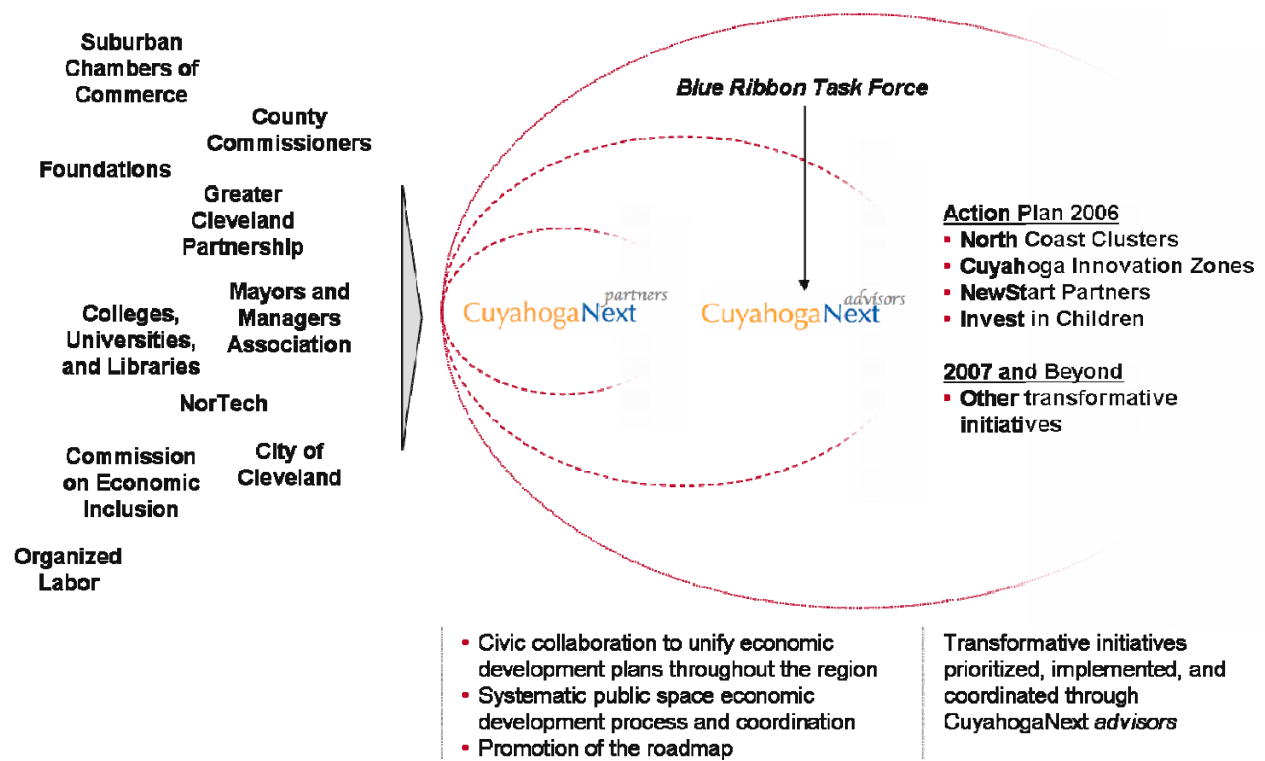
CuyahogaNext advisors is a network of individuals and organizations working together to advance the economic competitiveness of the county region, making the region a world class place for business to start, locate, expand and grow.

##### **Mission**

CuyahogaNext advisors advise, assists, and promotes transformative economic development initiatives to increase the region’s economic growth and competitiveness.

##### **Strategies**

CuyahogaNext will leverage the best of the community by using strategic planning. It will develop and implement a regional strategy using a systematic public space economic development process. The process will emphasize the importance of defining collaborations quickly, moving to actions that reinforce trust, and then adjusting the collaborations as results come in.



Many authors are contributing to this roadmap. These include the strategies and plans of organizations such as the Greater Cleveland Partnership, NorTech, TeamNEO, JumpStart, BioEnterprise, and the Fund for Our Economic Future. By coordinating and aligning the different plans of these groups and by helping civic and private sector leaders understand how all these plans fit together into a portfolio of economic development initiatives, CuyahogaNext will provide the forum our region needs to align activities and leverage resources.

## 5. Strategic Projects, Program and Activities

To achieve its vision, CuyahogaNext advisors must work to create an environment in Northeast Ohio that 1) promotes innovation and entrepreneurialism, 2) is friendly to business formation and growth, and 3) capitalizes on the region's strengths. Strategic doing activities undertaken by CNA and its members center on these requirements for regional economic success. Initially, CNA:

- Develop and implement a coordinated economic strategy for the Cuyahoga County region. Ensure that the strategy is consistent with the strategies and actions of the most influential and effective economic development organizations working in the county and with other counties in Northeast Ohio.
- Support the Euclid Corridor from University Circle to Downtown for technology investment, capitalizing on the fiber trunk.
- Mobilize countywide leadership in support of the coordinated strategy.
- Develop and organize a systematic, countywide economic development process and coordinated decision criteria; use proven portfolio management techniques to balance short- and long-term tradeoffs, low cost and high cost projects, and expected risk/return profiles.
- Advise economic development organizations across the countywide region on coordination and funding.
- Take action in the short- and long-term to influence the organizations that can help make our regional economy more competitive.
- Develop simple metrics to measure progress and publicize results consistently.
- Develop and manage a process of continuous civic engagement to keep citizens continually informed and to solicit new ideas for collaboration within the county.
- Expand inclusion to adjoining counties in the region.
- Attract Advanced Energy producers to the region and related supply chain manufacturing. (Attachment L)

## Vital Projects:

**Competitive Workforce:** The Workforce System is vital to the economic health of the region, and the broad directions set forth in its strategic plan are important for job seekers and businesses alike. The regional skills base will need assistance from more than just the federal Workforce Investment Act, and the recently-combined county-city Workforce Investment Board (WIB) is positioned to administer its own programs as well as steer the focus of other agencies, organizations and companies toward the broader goals surrounding a globally competitive workforce. Recently, the WIB has conducted a demand occupation study and is now strategically focusing training dollars for the jobs of the future.

**Regional Cooperation:** Mayor Frank Jackson's regional cooperation initiative has begun in 2006 with the call to municipalities within the region (the Cleveland water district supplied by Lake Erie) to sign joint water and economic development agreements which will enable the City to more cost-effectively maintain the water infrastructure in return for municipalities agreeing to forgo the wasteful incentive battles to lure a company across municipal boundaries. Working through the Cuyahoga Mayor's and Manager's Association, those incentives will instead be put toward strengthening regional assets used to attract new business from beyond the regional economy.

**Land:** The City of Cleveland and Cuyahoga County have worked collaboratively together on a multitude of development projects in addressing a key limit to smart growth within the region: available land within existing regional infrastructure. Banding together, the County and City have created the Northcoast Brownfield Coalition. Later, the Port Authority joined the Coalition. Since 2005, the County has conducted environmental site assessment activities using U.S. EPA Brownfields Assessment funds at 72 sites and has helped fund the redevelopment of 30 sites. The brownfield problem in the county predominantly affects the urban core. Therefore, the Coalition's strategy is to allocate over 80% of the U.S. EPA BRLF dollars received for projects in Cleveland and the inner-ring suburban communities. These same areas are home to the majority of the county's residents living in poverty.

The Coalition will accept applications for redevelopment projects from eligible public entities and organizations such as for-profit and non-profit developers. The County anticipates that demand for environmental cleanup will continue to grow, especially in the more urbanized areas of the county. Since 2000, the County has committed and expended \$29.3 million toward brownfield cleanup projects under the BRF program. This investment in Cuyahoga County's communities has leveraged over \$300 million in additional project investments and created/retained over 2,100 jobs. Furthermore, tax valuation on the properties has increased by \$16 million. Residents are directly benefiting from the new jobs and revenues for services and schools generated by the cleanup and redevelopment projects funded in part by the County's Brownfield Redevelopment Fund.

The City of Cleveland's land redevelopment efforts include an Industrial-Commercial Land Bank program. As one component of the City's economic development strategy, the Land Bank takes into consideration national best practices, initiatives recommended by the National Vacant Properties Campaign, and the City's own code enforcement, lien practices and demolition activities. In partnership with Cleveland State University's Great Lakes Environmental Finance Center (GLEFC), the City created a long-term vision for an industrial and commercial land bank that will provide hundreds of acres to new and expanding businesses.

The 22-acre Midland Steel property was recently completed. The remediation cost was over \$6 million. It is expected that over 350,000 square feet of manufacturing space will be constructed creating at least 350 jobs with an annual potential payroll of nearly \$16 million. The City could potentially receive over \$300,000 in annual income taxes. The property, alone, is expected to generate over \$810,000 in annual property taxes.

There are approximately 10,000 to 25,000 vacant and abandoned properties in greater Cleveland according to a report by the National Vacant Properties Campaign. The most reliable estimate is that there are over 4,600 acres of brownfields in Cuyahoga County. Furthermore, Cuyahoga County Planning Commission land use statistics reveal that the County will be totally developed by the end of the decade and that 40,000 acres, or 14%, of the County's land has at some time been devoted to an industry that has historically been known to be a higher risk for environmental contamination. It has been the County's experience that many of the brownfields that do exist in the county are quite sizable, blighted, obsolete, and have no prospect of redevelopment without public support and intervention because of the environmental and financial risks and liabilities inherent in their redevelopment.

The vacant, underutilized, and abandoned properties negatively impact property values in communities. The National Vacant Properties Campaign determined that the presence of one abandoned property on a city block drives market values of adjacent properties down by \$6,500. Under Ohio's current school funding structure, school districts depend on local real property taxes to supply 69% to 85% of all revenues. Therefore, redeveloping brownfields in Ohio directly results in more financing for schools. The remaining property tax revenues are primarily distributed to local municipalities and counties to provide basic services like police and fire protection.

Funds managed under this Action Plan will be made available to support land redevelopment efforts undertaken by the members of the Northcoast Brownfield Coalition. Funds will be made available to assess and clean up brownfields through Cuyahoga County's successful Community Assessment Initiative and Brownfield Redevelopment Fund programs. In addition, the City of Cleveland will be able to supplement its current and future Industrial-Commercial Land Bank redevelopment projects with EDA funds.

## **Labor:**

### **Workforce (WIB) Strategic Skills Initiatives**

The WIB is focused on the following strategic skills initiatives:

- Creating stronger *career pathways and 21st century skills for youth* to connect young people to both post secondary school and area businesses.
- Defining clear career pathways for both long term and acute *health care*
- Supporting *manufacturing* skills initiatives through MAGNET and the advanced manufacturing cluster.
- Supporting career development in the *construction* trades.

(WIB will add strategic skills initiatives as the board determines.)

### **WIB Strategic Role as Convener**

The WIB will focus on guiding stronger alignments in its education and workforce system within Cuyahoga County by:

- Launching a regional dialogue on the role of 21st Century Skills in Cuyahoga County through a *State of the Workforce Report and web site*;
- Providing a forum through which the business community can communicate, collaborate, and innovate with all critical stakeholders in the education and training process;
- Completing a study of *demand occupations*;
- Providing an inventory and showcase of business/education partnership models from here or elsewhere with a proven track record of success;
- Creating a metrics to track progress and results of Cuyahoga County educational institutions and the employability of Cuyahoga County workforce;
- Recognizing and celebrating excellence in educational achievement in Cuyahoga County; and
- Encouraging collaboration and coordination of the education and training components of education and workforce development programs in Cuyahoga County.

### **WIB Focus on 21st Century Skills and Career Pathways**

The WIB is committed to investing in 21st Century Skills and the development of career pathways to strengthen the acquisition of these skills. CCCWIB will align its investments to support the development of these skills. These are skills that individuals need to survive and thrive in the 21st Century. They include:

- *Learning and Thinking Skills.* -- Learning and Thinking Skills are comprised of:
  - › Critical Thinking and Problem Solving Skills
  - › Communication Skills
  - › Creativity and Innovation Skills
  - › Collaboration Skills
  - › Information and Media Literacy Skills
  - › Contextual Learning Skills
- *Information and communications technology (ICT) Literacy.* -- ICT literacy is the ability to use technology to develop 21st century content knowledge and skills, in support of 21st century teaching and learning.
- *Life Skills.* Life skills including ethics, accountability, personal responsibility, financial literacy, and social responsibility.

(The skills above are reflected in the SCANS competencies, Work Keys and The Partnership for 21st Century Skills).

**Suggested Projects:**

**Infrastructure:** Business retention (via improved access or infrastructure) is a central tenant of the CEDS, as it’s a central reason why businesses have historically fled the inner city to sprawling suburbs and exurbs. In the past they simply have had no regional options due to a lack of available, well connected and infrastructure-served urban development sites.

Below is an illustrative list of infrastructure projects from the 2020 Citywide Plan (Appendix D). Though the basis for the City’s 5-year Capital Plan (appendix E), it is larger in scope and longer in term. A list of County-wide infrastructure priorities will be forthcoming.

Classification	Dist.	Name	Description
<b>New Roadways</b>	1	West 121st Street	Construction of a new roadway to connect existing West 121st Street to Berea Road to enhance truck access to the Elmwood industrial area.
	2	Cuyahoga River Valley Intermodal Connector Roadway	Construct a new roadway that would connect Whiskey Island on the north with Train Avenue and West 3rd Street/Quigley Road on the south to allow for through traffic (including many trucks) to access the Interstate Highway system from the industrial Flats and Whiskey Island while avoiding neighborhood streets.
	3, 4, 5	Opportunity Boulevard	Design and construct a new, low-to-moderate speed, multi-lane roadway to connect I-490 at East 55th Street with East 105th Street near University Circle and to spur economic development.
	3	East 78th Street Realignment	Realign and straighten East 78th Street between Aetna Road and Broadway to improve truck access and open land for industrial and recreational development.
	4	Bessemer Avenue Phase II (Extension)	Construct an extension of Bessemer Avenue from its current eastern end to Aetna Road to improve access to businesses in the Union-Miles area.
		Tinker’s Creek Commerce Park Roadway Extension	
<b>Bridge Improvements</b>	3	Rockefeller Avenue Bridge	Evaluate alternate routes to serve Rockefeller Avenue area businesses that used closed

		Alternate Access	Rockefeller Avenue Bridge over RTA tracks
<b>Other Infrastructure</b>		East 13 <sup>th</sup> Intermodal Facility	Provide parking for an area of downtown Cleveland to support business attraction and allow employees to switch to bus or rail for doctor's appointments, shopping and dining.
<b>Advanced Energy</b>		Lake Erie Offshore Wind Energy Project	An off-shore wind energy project on the scale of 5 to 20 mega-watts (2 to 10 turbines) in Lake Erie. The installation will include a Great Lakes Wind Energy Center, a research center for the development, testing, and certification of new wind turbine technologies and equipment.
<b>Port Authority Investment Expansion Program</b>		Port Authority	The Port will be requesting EDA assistance to improve infrastructure, demolition, acquisition and construction needed for the proposed Port Authority Investment Expansion Program. The total project cost for the Port authority Investment Expansion program is a \$13.5 million and a request of \$3 million dollars will be from EDA.
<b>International Maritime Trade District</b>		Port Authority	The Port is focusing on creating a world class global logistics center including intermodal, full supply chain management and distribution facilities. In order to attract a logistics firm, they will need to clear at least 30 acres. Estimated cost for the development of this project is \$80 million dollars. The request for EDA funding would be \$5 million.
<b>Old River Channel Bulkhead Improvements</b>		City of Cleveland	This project will prevent erosion and allow for the continued development of properties along the Old Cuyahoga River Channel. This is a significant development area because of the ease of access to Lake Erie via the Cuyahoga River.

## 6. CEDS Plan of Action

To effectuate the strategies intended to meet the Development Goals, CNa is designed to reinforce new economic development networks across the county wide region. CNa is an on-going process of civic engagement to solicit and test new ideas and assist in implementing initiatives. CNa represents a broadening and expanded continuation of the City of Cleveland and Cuyahoga County. The value of this approach is rooted in three important dimensions:

- **Focus:** CuyahogaNext is a regional economic development process emphasizing execution with a portfolio-based approach to managing initiatives.
- **Scale:** Through a process that focuses on measurable results, CuyahogaNext will open and identify new avenues for investment.
- **Alignment:** Through the engagement of different parties involved in regional transformation, CuyahogaNext will enable our region to recalibrate and learn continuously about what works.

To thrive, regional economies need new networks that encourage balanced strategies to identify innovative economic development projects. CNa is a network that will address the development goals and objectives of the county region by initiating economic development strategies in the following five areas:

- **Strengthening Brainpower** to ensure a continually strong foundation for building sustainable competitive advantage.
- **Connecting innovation and entrepreneurship networks** to attract and convert brainpower into wealth through new products, new services, and new markets.
- **Building quality, connected places** to retain the wealth a region builds through innovation and entrepreneurship by offering the best combinations of “live, work, and play.”
- **Promoting an effective brand** to tell positive stories about a prosperous region to attract more brainpower and capital.
- **Strengthening collaboration** to develop civic habits of thinking and acting together in collaborative open communities to quickly spot and capture growth opportunities. This is the role of CuyahogaNext advisors.

### *North Coast Opportunities*

North Coast Opportunities (Appendix M) is an initiative that enables the County and the City to co-invest with other private sector entities in emerging technology-based business opportunities. Across the county region, a number of economic development entities, including MAGNET, JumpStart, BioEnterprise, and NorTech are building new innovation networks. These networks are forming around specific cutting-edge clusters such as polymers, sustainability, advanced manufacturing, and environmental remediation.

The objective of this initiative is to identify and accelerate the development of specific opportunities within the region's existing industry and technology clusters. Based in the open source economic development approach, the initiative emphasizes working collaboratively with innovators and entrepreneurs focused on specific opportunities that contribute to the overall success of the region's industrial clusters.

North Coast Opportunities represents a strategic approach carefully designed and monitored to guide innovation and entrepreneurs through a seamless process to accelerate business development. Several partnerships have formed throughout the county region and have begun moving in this direction:

- **The Grow Cuyahoga County Fund (GCF):** Cuyahoga County, the City of Cleveland, The Cuyahoga County Community Improvement Corporation, and the National Development Council (NDC) formed a unique partnership to capitalize the Grow Cuyahoga County Fund.

The GCF is an economic development tool designed to assist eligible small businesses within Cuyahoga County obtain the financing required to grow their businesses. In order to qualify for these loans, a business must be for-profit and meet the size and eligibility criteria of the US Small Business Administration (SBA). The GCF will look to finance healthy, successful small businesses that need expansion capital.

- **New Product Development and Entrepreneurship Loan Fund (NPDF):** Cuyahoga County formed a partnership with MAGNET, Inc., a local economic development organization with the goal of transforming the region's advanced manufacturing industries. The NPDF has been created to help companies and individuals develop new ideas into prototypes for future manufacturing. The Cuyahoga County allocated \$1 million dollars to begin the pilot NPDF in 2005. The program is administered in partnership with MAGNET, Inc. The goals of the NPDF are to encourage innovation, new businesses and to create jobs for County residents.

The NPDF offers loans for three phases of product development: Product Feasibility, Concept Development, and Engineering/Prototype Development. Applicants submit a brief application for a specific phase of development directly to MAGNET. Local experts in new product development and entrepreneurship judge the applications in a competitive process. Every possible step is taken to respect intellectual property rights of the applicants throughout the entire process.

- **Entrepreneurial Signature Program (ESP):** Cuyahoga County partnered with NorTech, a leading technology based economic development organization located in City of Cleveland, Cuyahoga County. The partnership helped to secure a \$12.4 million award from the Ohio Third Frontier Initiative. This funding will help to create a regional entrepreneurial program designed to significantly increase technology-based entrepreneurial commercialization outcomes.

The ESP focuses on increase entrepreneurial activity at the intersections of the county region's technological and industrial strengths in Biosciences and Healthcare, Advanced Materials and Manufacturing, Electronics, Information and Communication Technology (ICT) and Advanced Energy. A major focus of the program is linking and leveraging the regions network of business incubators. This funding will augment the region's industrial and technology infrastructure by enhancing and coordinating the region's technology incubators, 3 of which are located in the City of Cleveland in Cuyahoga County (BioEnterprise, JumpStart, MAGNET).

The centrally managed collaborative will leverage the expertise and unique relationships of the region and will include a host of programs available to a broad audience of technology entrepreneurs. This universal coverage approach will provide a higher level of services to entrepreneurs in the region, helping to grow the region's economy from within.

### ***Cuyahoga Innovation Zones***

Cuyahoga Innovation Zones (Appendix N) borrows an important concept from Michigan and Pennsylvania. In the growing knowledge economy, business development is often concentrated around our college, university, and research campuses, to stimulate this growth. This initiative is designed to stimulate and create physical place-based environments where organizations and individuals focused on innovation and technology advancement can collaborate.

Innovation zones will provide a place for companies engaged in the North Coast Opportunities initiative to locate and thrive. In the growing knowledge economy, business development and growth opportunities are concentrated around public and private research centers and universities. Proximity to centers of innovation is critical for success. To stimulate and foster technology transfer and commercialization, Pennsylvania and Michigan established programs to encourage business development investments around major research campuses.

Cuyahoga County possesses a large number of innovation “anchors” - colleges, universities, research facilities and business parks- around which innovation zones can be built. Cuyahoga Innovation Zones will identify geographic areas around the county's key innovation centers and target those zones for development to help business thrive.

**Northcoast Brownfield Coalition:** Cuyahoga County created a partnership and formed a new coalition, the Northcoast Brownfield Coalition (NBC), with the City of Cleveland, Cleveland- Cuyahoga County Port Authority and the First Suburbs Consortium. The coalition is an effort to reinvest in the urban core of the city-county region by reestablishing place-based environments where business can thrive. The coalition will provide the capital investment needed around key innovation centers throughout the region. NBC is structured to make strategic investment that will enhance the economic competitiveness of under utilized and often contaminated infrastructure. These investments will enable the cultivation of innovations throughout the region's neighborhoods and communities.

The coalition submitted an application to the US EPA requesting a \$1 million Site Assessment grant. Cuyahoga County has experience in administering a successful brownfield redevelopment program that has created new permanent jobs, produced significant capital investment, and increased the local tax base. The Cuyahoga County Brownfield Redevelopment Fund can act as leverage and provide funding for clean-up that may be identified in the site assessments. The value of site assessments is to eliminate or reduce the cost for local businesses to determine the feasibility of existing industrial sites rather than moving to undeveloped exurban sites.

In this coalition effort, Cuyahoga County will be the lead agency and provide staff expertise and technical assistance to local communities and businesses to help guide them through the assessment process so that they do not need to become brownfield experts. Staff support ranges from assessing the economic impact of a development project to coordinating and managing the total redevelopment effort. Additional project resources beyond the US EPA Assessment Grant include but may not be limited to the: Clean Ohio Revitalization and Assistance Fund; Cuyahoga Brownfield Redevelopment Fund; and, local incentives provided by the City of Cleveland and suburban communities.

Since 1999, the County has invested \$29.3 million into 37 environmental cleanup projects, which leveraged over \$300 million in additional project investment and remediated over 296 acres. These projects have created or retained over 2,100 jobs and increased property values by \$16 million. In other words, every dollar (\$1) invested by the County in a brownfield project has leveraged an additional ten dollars and twenty-three cents (\$10.23) of project investment.

The City of Cleveland will encourage connections of economic and community development surrounding its Industrial-Commercial Land Bank properties. The City will work with other NCBC members to evaluate the potential impacts and benefits in strategic areas around Land Bank properties. Working in partnership, place-based initiatives, such as the Innovation Zones, will provide goals and guidance to encourage the redevelopment of surrounding properties and sustain the new investments at the Land Bank properties.

**Research Commercialization Program (RCP):** The NASA Glenn Research Center has partnered with Cuyahoga County and key industry leaders and educational institutions to form a new working relationship focused on technology commercialization. This partnership is helping to build regional support for research and commercialization related to Nano-structured Super-Capacitor Energy Storage Systems, a technology platform for the practical implementation of fuel cells.

With funding assistance from Cuyahoga County, NASA Glenn structured a proposal to the Ohio Third Frontier Initiative to assist in validating the technology platform. The RCP will enable NASA to perform critical analytical testing and prototype designs. The research efforts of NASA combined with the entrepreneurial and business development capabilities of Baldwin Wallace University is being leveraged to foster the creation of an innovation zone that will link the two campuses. Integrating the business development approach to the energy storage technology platform with a focused place-based development strategy will create synergies and enhance the city-county region's fledging fuel cell industry.

**Work force Investment Board Strategic Plan:** the City of Cleveland and Cuyahoga County undertook a strategic planning process for a newly-combined City-County Workforce Investment Board (WIB) for Workforce Investment Area Number 3. Its implementation will yield an assessment of workforce needs in Cuyahoga County, and feedback on how the WIB is meeting workforce needs of both job seekers and employers. The needs assessment will identify a clear set of protocols for collecting, analyzing and reporting information. These protocols will enable the WIB to replicate and steadily improve the needs assessment. This collaborative effort will assist the WIB in identifying strategic activities and high priority initiatives, including metrics to measure the progress of workforce development initiatives.

## 7. Performance Measures and Success Indicators

The mission is to create the collaborations with which to transform our region, success measures, or indicators, will fall into two categories:

- **Economic development indicators:** private-to-public capital investment ratio (leverage), the number of jobs created by the investments, the time needed to move economic development activities from the edge of the economy into the mainstream private sector, and the net present value of economic development investments.
- **Effectiveness indicators:** the number of organizations participating meaningfully in CuyahogaNext *advisors* (“meaningful” defined as working on achieving specified objectives), the ratio of initiatives and organizations achieving their objectives the density of communications per initiative, and the frequency of communications with CuyahogaNext per initiative. These metrics represent the overall effectiveness of the social network represented by CuyahogaNext *advisors*.

The City of Cleveland 2020 Citywide Plan includes suggested measures for a variety of relevant areas (particularly Economic Development and Transportation & Infrastructure sections). They include:

1. Creation of new jobs
2. Increase in median income of City of Cleveland residents
3. Raise employment and labor force participation rates of minority residents
4. Increase revenues to local taxing authorities for important City services and schools

### Indicators of Success

The basis for success in open innovation networks is rooted in complex adaptive systems theory. Success is directly proportional to: 1) the quantity and quality of connections in the network to improve selection, speed, and yield; 2) selection of the right initiatives and priorities; 3) the speed with which collaborative open communities form to launch and oversee those initiatives, and 4) the yield of those initiatives in the marketplace in terms of employment, income, and productivity growth.

Money flows into a regional economy, circulates in that economy, and flows out of that economy. Transformative economic development initiatives focus on 1) increasing money flow into the region and 2) reducing money flow out of the region. The primary success indicators capture the essence of this money flow relationship. CNA’s marketplace and open source economic development success indicators measure the attractiveness of the region, its ability to grow and sustain growth, and the vibrancy and long-term commitment of its private sector.

A regional economic development initiative is “transformative” when it has a meaningfully relevant affect on the city-county regional economy. “Meaningful” implies sizable impact (e.g. two percent job growth over two years) on our region. “Relevant” implies meaningful progress in at least one of the four primary success indicators. Each One Source Economic Development (OSD) initiative must map one or more success indicators directly to one or more of four primary success indicators. Each OSD initiative must have a collaborative open community as its driving force.

CNa objective is to establish and communicate the definition of “transformative” so it can focus on the best projects that make up transformative initiatives to accomplish better its mission.

CNa will know it has become efficient in its operating practices when it starts doing more with less, achieving better results with fewer resources in shorter time. Since CNa operates through shared learning and reciprocity, it leverages each member’s resources to 1) help other members achieve their own objectives, and 2) achieve the common objectives of the community, CNa’s goals. This is critical to a regional approach to economic development.

The following table shows the first version of the indicators most important to CNa. At any given time, CNa may prioritize some indicators over others for focusing improvement efforts. When choosing an indicator, CNa must establish an expected target level of performance achievement (e.g. 2-to-1 ratio of private-to-public capital raised over a 1 year period) in consultation with its members and their organizations, including collaborative open communities affiliated with CNa. It must then communicate those expectations to all relevant parties.

The City of Cleveland will monitor the growth and number of businesses and new and retained jobs located in the Central Business District that developed as a result of the new infrastructure improvements such as the fiber trunk running in the main streets of the CBD; the private investment from the installation of the new public transportation called the Health Line ; and the incentive programs created by the City of Cleveland that will equalize the costs of locating in the CBD with that of the exurbs.

Success Indicator	Indicator Shows...	Basic Calculation	Indicator Uses	Data Source
<b>Marketplace Economic Indicators (these are backward-looking and by definition, not actionable)</b>				
Job Growth	The degree of private sector confidence in our regional economy and civic leadership	Difference in total number of jobs in the region at the end and beginning of the measurement period divided by the number of jobs at the beginning of the period	Show how successful CNA-supported initiatives (especially quality and connected places) were in creating a jobs- and business-friendly environment	U.S. Bureau of Labor Statistics
Income Growth	The attractiveness of our region to high growth, intellectual capital based businesses	Difference in average per capita personal income in the region at the end and beginning of the measurement period divided by the average income at the beginning of the period	Shows how successful CNA-supported initiatives (especially innovation and entrepreneurship, and brainpower) were in attracting desirable businesses	U.S. Bureau of Economic Analysis
Productivity Growth	Our region's ability to maintain its competitiveness and standard of living	Difference in average dollar output per employee at the end and beginning of the measurement period divided by the output at the beginning of the period	Shows how successful CNA-supported initiatives (especially innovation and entrepreneurship, and brainpower) were in creating a business-friendly environment	Economy.com (must be purchased)
<b>Open Source Economic Development Indicators</b>				
Private-to-Public Capital Ratio	The degree of private sector confidence in the ability of the initiative to create a more jobs- and business-friendly regional environment	(Equity capital or loans from investors + grants or loans from non-profit organizations) / grants or loans from government	Assess the quality of initiative selection criteria, advise, and prioritization of strategic doing activities	Accounting transactions for income funds
Investment-to-Total Capital Ratio	The willingness of investors to invest with the expectation of above-average returns	Equity capital or loans from investors / Total funding contributed by investors, non-profit organizations, and government	Assess the quality of companies involved in transformative initiatives	Accounting transactions for income funds

Success Indicator	Indicator Shows...	Basic Calculation	Indicator Uses	Data Sources
<b>Volume Indicators</b>				
Growth in the number of member organizations	The potential for the “network effect” to take over and grow communities	Sum of all organizations represented in CNa and CNa-affiliated collaborative open communities	Guides the recruiting and promotional initiatives	Community membership classifications and counts
<b>Continual Improvement Indicators</b>				
Rate of Change for each indicator	CNa progress in becoming more effective and efficient	For each indicator, (value in the current time period - value in the previous time period) / value in the previous time period	Points to specific indicators that have causal factors that need correcting	Other indicators
Rate of Acceleration for each indicator	CNa progress toward achieving regional economic transformation	For each indicator, divide the rate of change in the current time period by the rate of change in the previous time period	Points to specific indicators that have causal factors that need correcting	Other indicators

Many factors influence the regional economic growth. The Fund for Our Economic Future is adopting a standard set of economic indicators based on these factors. Data for these indicators are collected in a uniform way for many metropolitan areas across the United States. By adopting these indicators as its primary indicators of success in conjunction with the Fund, CNa will be able to gauge how well its efforts contribute to the overall health of our region’s economy. CNa will also be able to gauge the performance gap that it needs to help fill when comparing our metropolitan area performance to that of other metropolitan areas. This knowledge will provide the CNa management team with a perspective on where to focus CNa priorities and how to align better with the Fund and the activities of its member organizations.

*Notes:*

**Community Involvement in the Action Plan**

**Voices and Choices Regional Priority Setting Process**

The Fund for Our Economic Future is a collaboration of philanthropic organizations and individuals that have united to strengthen the economic competitiveness of Northeast Ohio through grantmaking, research and civic engagement. The community involvement (15,000 regional residents) is detailed in Appendix I.

**Citywide 2020 Plan and 5-Year Infrastructure Plan Participation**

The *Connecting Cleveland 2020 Citywide Plan* replaces the *Cleveland Civic Vision 2000 Citywide Plan* as Cleveland's general plan for growth in the neighborhoods. It was prepared beginning in 2000 via a process that engaged thousands of Clevelanders in community meetings and focus groups. Between 2000 and 2003, a series of advertised community meetings were held throughout the City, with each round focusing on a different element of the plan. All of the meetings were held in the heart of the City's neighborhoods. The meetings focused on such issues as housing, jobs, shopping, recreation, transportation, and overall quality of life. In addition to neighborhood meetings, Planners tapped the knowledge of community leaders and local experts in a series of four focus groups. As a result, Planners were able to record comments made by those residents and stakeholders. The plan was reviewed by citizens in 2007 and recently adopted by council as the strategic plan for the city of Cleveland. In addition to the neighborhoods, the lakefront plan and downtown development was reviewed and incorporated.