



# Economic Development Plan Year IV Framework

County Planning

August 12, 2015



County Planning



## County Planning

### **Cuyahoga County Planning Commission**

2079 East 9th Street  
Suite 5-300  
Cleveland, OH 44115

216.443.3700  
[www.CountyPlanning.us](http://www.CountyPlanning.us)  
[www.facebook.com/CountyPlanning](https://www.facebook.com/CountyPlanning)  
[www.twitter.com/CountyPlanning](https://www.twitter.com/CountyPlanning)

### **About County Planning**

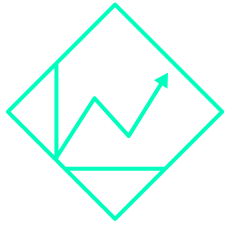
The Cuyahoga County Planning Commission's mission is to inform and provide services in support of the short and long term comprehensive planning, quality of life, environment, and economic development of Cuyahoga County and its cities, villages and townships.

### **Project Team**

Andrew Boughn, *Planning Intern*  
Glenn Coyne, *FAICP, Executive Director*  
Patrick Hewitt, *Planner*  
Dan Meaney, *GISP, Manager, Information and Research*  
Marionette Richardson-Scott, *Principal Planner*  
Micah Stryker, *Planner*  
James Sonnhalter, *Manager of Planning Services*  
Robin Watkins, *Geographic Information Systems Specialist*

**Date of Publication: August 12, 2015**

*Front source: Flickr User Erik Drost*



# Economic Development Plan Framework

---

County Planning

*This page intentionally left blank.*

# Contents

<b>Introduction</b> .....	<b>1</b>
Inside the Framework Book	2
What is Place-Based Economic Development?	5
Previous Planning Efforts	6
<b>Current Conditions</b> .....	<b>11</b>
Population Trends	12
Transportation Trends	17
Economic Trends	20
<b>Strategy Areas</b> .....	<b>27</b>
Job Concentrations	28
Asset Mapping	40
Target Industries	42
Strategy Areas	44
<b>Framework</b> .....	<b>99</b>





## SECTION 1

# INTRODUCTION

Welcome to the Economic Development Framework! The Framework is the final deliverable of the Year IV Economic Development Plan, and it provides an overview of current conditions in the County, target areas for investment, and a framework for action.

### Developing the Framework

The Year IV Economic Development Plan builds off the momentum of the previous year's economic development work. In last year's document, the efforts of individual municipalities were described and mapped.

This year's plan looked at Current Conditions in the County, including population, transportation, and economic development trends, to better understand how the County is changing.

Secondly, the plan looked at the physical locations of our economic development assets as well as high job concentrations to identify priority areas

for the next wave of economic development initiatives.

Finally, the document includes strategies that should be taken in each identified Strategy Area.

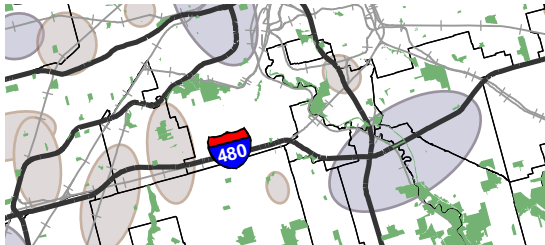
### How Do I Use It?

The Framework is meant to be used by economic development professionals and government agencies to assist in decision making. The data and framework elements presented should be considered when making investment decisions.

Additionally, no economic development plan should exist in a vacuum. Updates are required as new trends emerge and new data becomes available. The Framework should be reevaluated as circumstances change.

# Inside the Framework Book

The Economic Development Year IV Framework includes a brief introduction, a collection of existing conditions data points, a series of targeted areas, and specific action steps to address opportunities. Below is a description of each of these sections.



## Current Conditions

The Current Conditions section of the Framework includes a brief overview of population, transportation, and economic trends. These indicators explain the challenges and opportunities the County will face in coming years.

The data was used as a basis for the asset mapping and investment opportunities found later in the document.



## Strategy Areas

The Strategy Areas section of the Framework Book includes maps of existing job concentrations, maps of community assets, target industries, and a series of Strategy Areas for future economic development initiatives.

The maps of existing job concentrations display the current locations of economic activity in Cuyahoga County. The hot spots of economic activity are places where businesses have already made an investment and are already suited to business activity. These job concentration locations form the major basis for selecting Strategy Areas for economic initiatives.

This section also includes a brief description of the types of community assets that were evaluated when reviewing job concentrations to determine Strategy Areas. These community



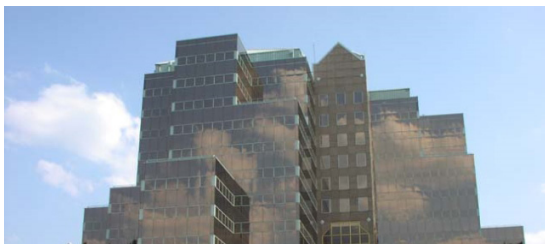
assets and amenities included hospitals, universities, parks, trails, major employers, and economic zones.

The section also includes a description of target industries in Cuyahoga County. Based on analysis by County Planning, TeamNEO, and the U.S. Economic Development Administration, the identified industries are strong sectors of the regional economy that should be bolstered for future employment growth.

The final part of this section was the Strategy Areas that resulted from County Planning's analysis. These areas have large concentrations of employment and numerous economic assets.

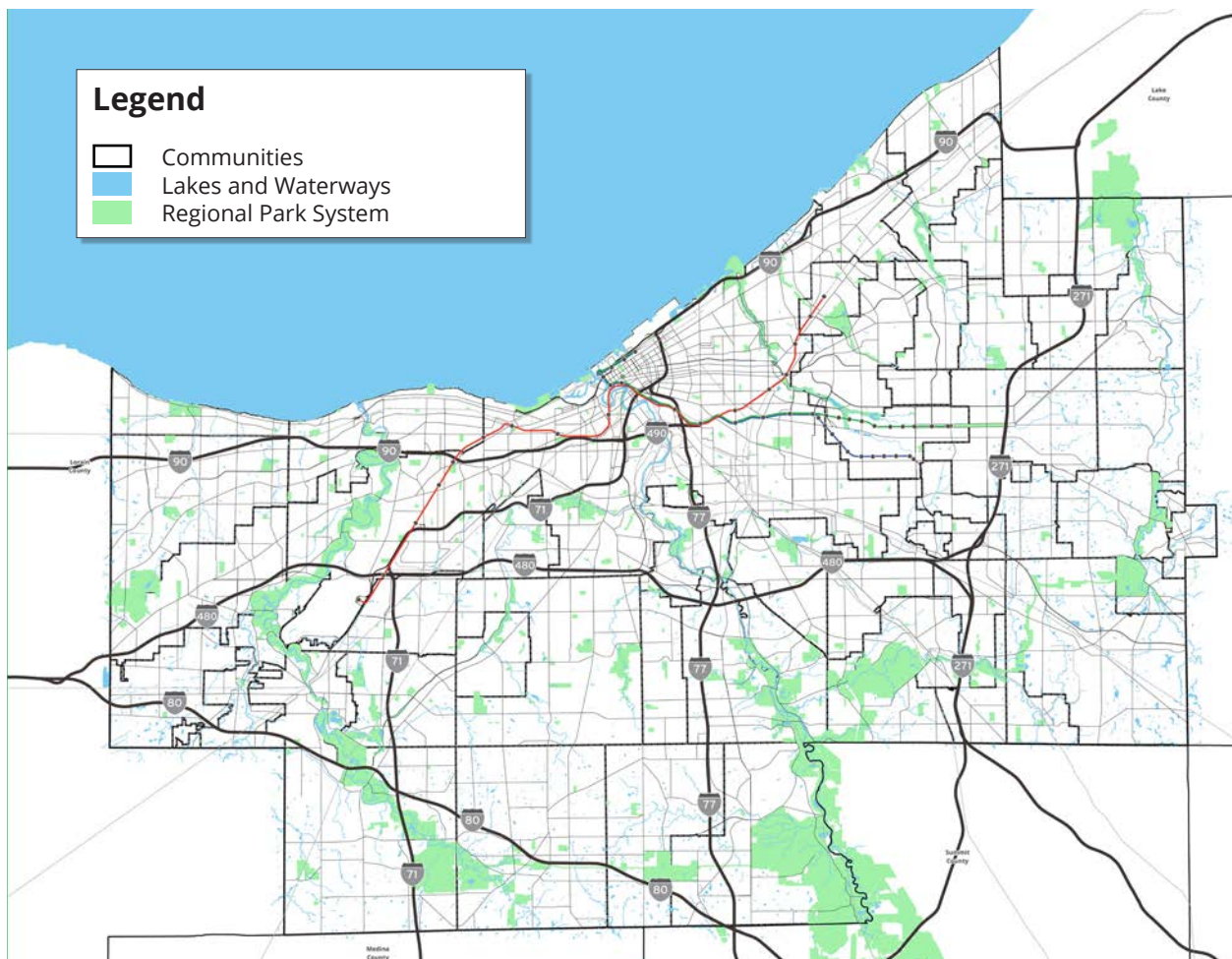
economic development initiatives and efforts to the Strategy Areas identified. This framework plan outlines next steps and actions that can be used to bolster the economic development potential of the areas identified.

The Framework section identifies the actions that were most common within the identified Strategy Areas. These actions should also be applied to the remainder of the County as they are universal best practices for economic development.



## Framework

The Framework section of the book includes ten conceptual actions that should be undertaken to match

**Regional Map**

# What is Place-Based Economic Development?

---

Place-based economic development is the guiding principle behind the Economic Development Plan's Framework. Place-based economic development combines two traditionally separate fields: land use planning and economic development. While land use planning is primarily concerned with location, economic development focuses on industry clusters, education, and funding.

Place-based economic development adds a spatial dimension to business attraction, retention, and expansion. When combining land use with economic development activities, development departments can target specific industries to suitable locations.

By guiding economic development dollars to targeted industries in specific areas, the effects can have a more catalytic effect on the community. It has been shown that a cluster of related industries in close proximity can become a strong economic engine which attracts further investment. Start-up companies or businesses within a cluster's supply chain will

choose to locate in proximity to a strong economic place.

By targeting industries with strong growth prospects, high wage jobs, and existing strengths in Cuyahoga County; economic development professionals can assist in spurring more jobs by enhancing the County's specialization.

Additionally, targeted approaches to specific places result in densities of employment that require spin-off housing, retail, and other services. This further expands the economic importance of an area.

Place-based economic development has been successful throughout the country and is a proven strategy for rebuilding an economy. The Framework is a blueprint for a place-based economic development plan that builds upon past work and additional analysis.

# Previous Planning Efforts

The Year IV Economic Development Plan is a culmination of previous work completed by County Planning on behalf of the Department of Development. It combines economic efforts from Year III with additional research and mapping components to further enhance place-based economic development efforts for the County.

## Previous Plans

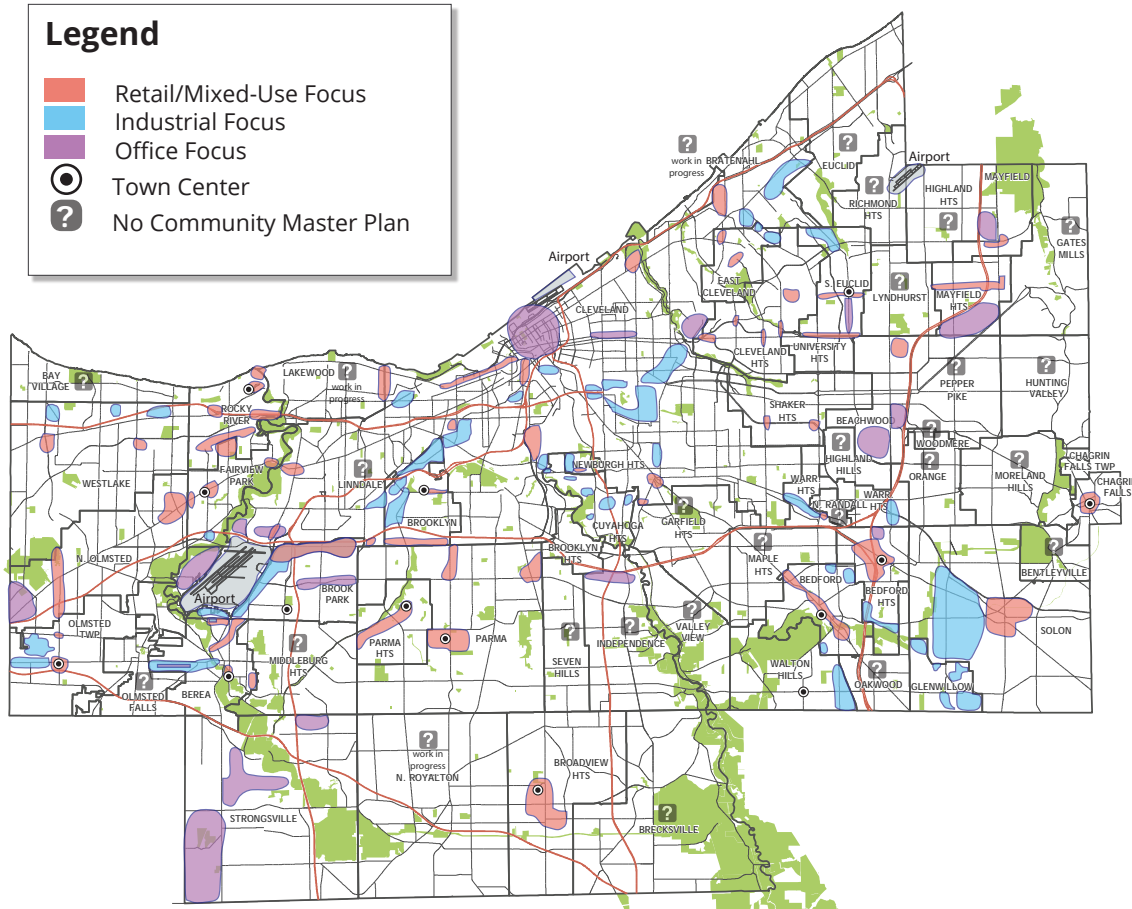
In late April 2014, County Planning provided several components in support of Steps 5 and 6 of Year III of the County's Five Year Economic Development Plan. More specifically, County Planning provided research and services to the Cuyahoga County Department of Development aimed at:

- Identifying the kinds of projects desired but not seen or infrequently seen as a step toward a fully proactive economic development strategy; and
- Developing a database of proposed/potential place-making projects designed to add distinctive character to stimulate economic

development in the place-based locations.

More specifically, the Cuyahoga County Planning Commission has been tasked with assisting the County in the full implementation of its Western Reserve Economic Development Program and making recommendations for targeted strategic placed-based investments.

To accomplish these tasks, County Planning reviewed 30 community master plans, 26 TLCI studies, and assessed the long-range plans of several regional agencies including the Northeast Ohio Areawide Coordinating Agency (NOACA), Cleveland Metroparks, the Greater Cleveland Regional Transit Agency (GCRTA), and the Northeast Ohio Regional Sewer District (NEORS). These activities provided an opportunity to listen to and take the pulse of the communities whose master plans were reviewed and to understand their local economic development objectives and priorities.



The Year III Economic Development Plan identified local communities' target areas for economic development, as shown here.

Source: Year III Economic Development Plan

## What We Learned

What we learned was that communities in general tend to engage in a variety of economic strategies ranging in focus and priority. Some focused on industrial or office development while others target residential or mixed-use development. Still others employed a diverse economic development strategy. Further, the assessment of the TLCI studies helped uncover the need for strategic infill and transportation centric development. Nearly one-half of the twenty-six TLCI studies described

potential infill development, but still the vast majority focused on transportation and transportation related projects.

From these varied plans and strategies, County Planning gleaned common themes and desired projects. These include:

- Brownfield revitalization, reuse of vacant buildings, land assembly, infill
- Collaboration with universities, colleges, airports, parks, and schools



- Strengthening existing town centers and building new ones
- Road improvements and infrastructure (energy, high-speed internet)
- Mixed-use, transit-oriented developments, recreational and green improvements, and zoning updates
- Start-ups, high-tech, and green jobs
- Regional marketing of shared assets and regional collaboration

County Planning also gained keen insights into other countywide and regional considerations when it comes to economic development and discovered the very important impacts of both the old and new economies in northeast Ohio.

As a result, County Planning delivered a comprehensive methodology complete with a detailed discussion of the common issues and themes across communities, industry cluster and economic development findings and recommendations.

## Next Steps

The Cuyahoga County Planning Commission is pleased to continue providing assistance to the Cuyahoga County Department of Development with respect to the County's Five Year Economic Development Plan. This document continues the work outlined in Steps 5 and 6 of the Economic Development Plan, and:

- Provides an economic analysis of Cuyahoga County and where applicable includes adjacent

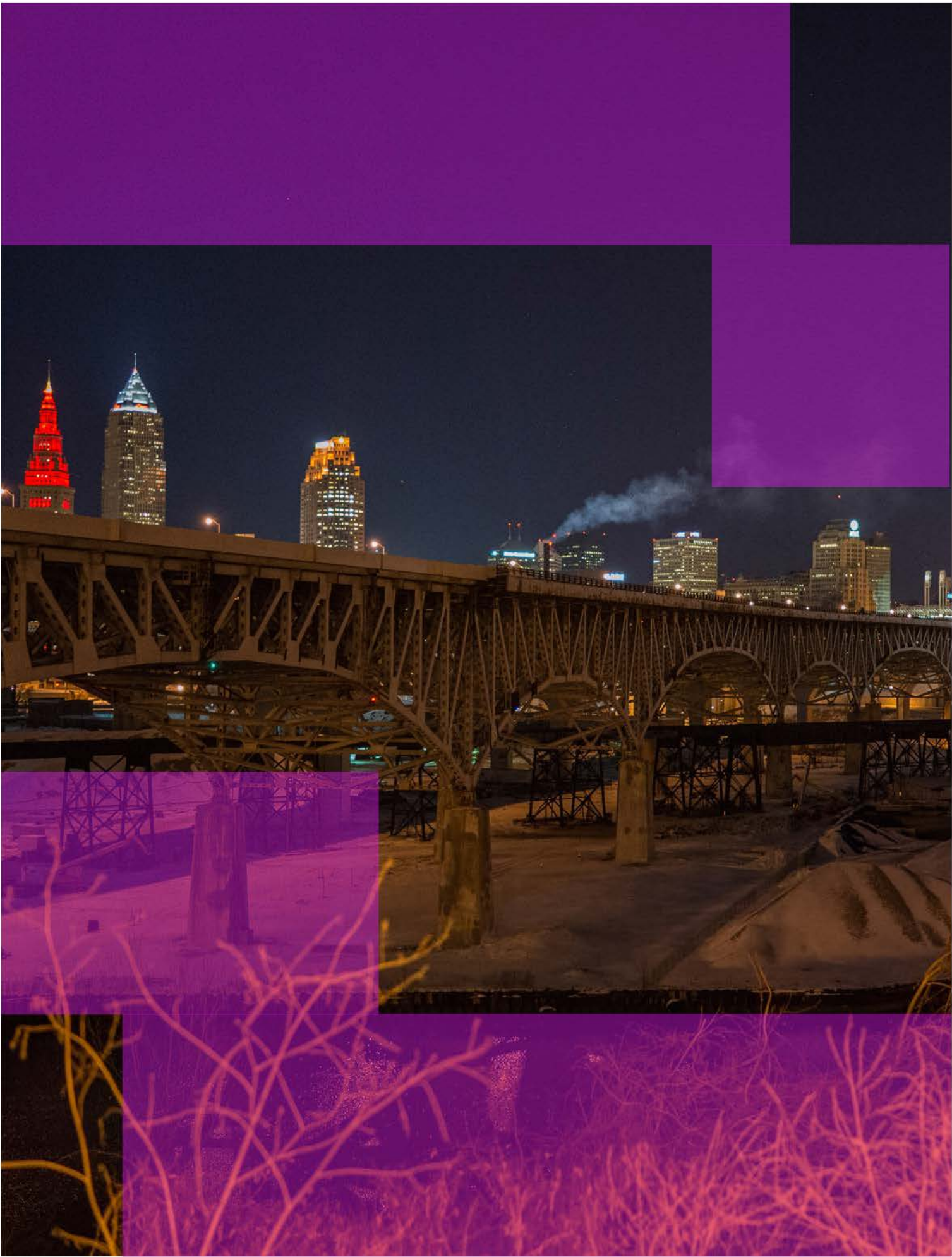
counties included in the Cleveland Metropolitan Statistical Area;

- Makes recommendations for targeted strategic place-based investments in ten target areas;
- Identifies themes and strategies to attract integrated asset-based and place-based investments; and
- Provides recommendations for strategic investment policies.

The recommendations in this document are driven by an understanding of the County and the region, the empirical, demonstrative and composite data, as well as the priorities outlined in the mission and objectives of Western Reserve Economic Development Program including:

- The County's overall mission to improve its global competitiveness through strategic investments that foster economic growth and create vibrant, healthy and welcoming places for businesses and residents to prosper.
- Innovative investments with the capacity to transform and grow the economic base of the County.
- Collaborative partnerships to identify develop and train the County's current and future workforce.
- Strategic targeted location-specific investments aimed at leveraging and capitalizing resources.





## SECTION 2

# CURRENT CONDITIONS

Many factors affect the economic development needs of a community including population, transportation, and economic trends. The Current Conditions section provides an overall assessment of these trends in Cuyahoga County as a basis for understanding the actions needed.

### How Do I Use It?

The Current Conditions data informs the Strategy Areas and Framework actions outlined in the next two sections. The trends put context to the challenges and opportunities in Cuyahoga County.

### What's In This Section?

The section includes the following topics:

- Population Trends, page 12
- Transportation Trends, page 17
- Economic Trends, page 20

The data for this section comes from numerous sources, including the U.S. Census' American Community Survey, Cuyahoga County, and the Center for Economic Studies.

## Population Trends

Cleveland and Cuyahoga County have seen and felt the impacts of the loss of core manufacturing and industrial jobs starting in the late 60s; major recessions in the mid-eighties and again in 2008; and a steady decline in population. One snap shot in time reveals that Cuyahoga County lost 1.3% of its 1,398,169 residents between 1995 and 2000 dropping to 1,393,978. The 2010 decennial census revealed an additional decline of 8.2% in population to 1,280,122, and the 2013 population estimates indicate a still further 1.3% decline to 1,263,154, a net loss in

population of 135,015 residents over a 18 year period.

The City of Cleveland experienced a similar decline in population of its 478,403 residents in 2000. By the 2010 decennial census, Cleveland saw a significantly higher than County 17.1% drop in population to 396,815. The 2013 population estimates for Cleveland show another slightly higher than County decline of 1.7% to 390,113, a net loss in population of 88,290 residents over a 13 year period.

**Figure 1**  
Change in Population, 2000-2010

	Population		Change	
	2000	2010	Number	Percent
United States	281,421,906	308,745,538	27,323,632	9.7%
Midwest	64,392,776	66,927,001	2,534,225	3.9%
Ohio	11,353,140	11,536,504	183,364	1.6%
Remaining MSA	754,165	797,118	42,953	5.7%
Cuyahoga County	1,393,978	1,280,122	-113,856	-8.2%
City of Cleveland	478,403	396,815	-81,588	-17.05%

Source: U.S. Census Bureau



When viewed from a Metropolitan Statistical Area (MSA) perspective, it appears the four contiguous counties in the Cleveland MSA, Geauga, Lake, Lorain and Medina counties gained in population almost in direct proportion to Cuyahoga County's loss. It also appears that by 2040 the population for the entire Cleveland MSA may be somewhat stagnant.

Note that growth was also slower in the Midwest and Ohio at 3.9% and 1.6% respectively. Ohio is one among a hand full of states that experienced slower growth over the past decade growing by less than 2%. Notwithstanding its slow growth, Ohio, along with its Midwestern neighbors Michigan and Illinois, is still among the ten most populous states.

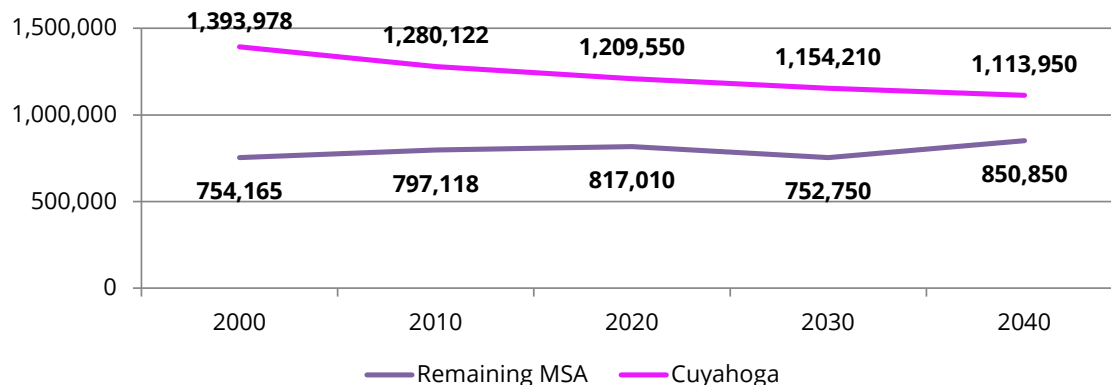
It should also be noted that some of the same population trends experienced by Cuyahoga County and the Cleveland MSA were also experienced by other MSAs and counties containing large cities including Detroit, Chicago, Pittsburgh, Buffalo and St. Louis. Between 2000 and 2010, many counties

along the Great Lakes and in the northern U.S. lost population or grew at rates below 10%.

Nationally, the United States overall gained in population between 2000 and 2010 by 9.7% from 281.4 million to 308.7 million people. National growth over the previous decade notwithstanding, U.S. population estimates for 2013 published by the U.S. Census Bureau show a significant slowing in U.S. population growth for the 12 months ending July 1, 2013 at 0.71% or just fewer than 2.3 million people added.

However, population by the numbers is not the end of the story. Senior consultants at Strategic Urban Solutions and authors of a white paper titled "From Balkanized Cleveland to Global Cleveland" published in November 2013, state that "[w]hile the narrative is intuitive, it misses the demographic dynamism occurring beneath the surface." The straight forward statistics do not account for migration churn or micro trends and other factors that inform population flow. The fact is that

**Figure 2**  
Cuyahoga County and Remaining MSA Population Projection, 2000-2040



**Figure 3**  
Age of Population

Age	United States		Ohio		Cuyahoga County		Remaining MSA	
	#	%	#	%	#	%	#	%
Under 18	73,979,859	24%	2,718,078	24%	289,002	23%	189,766	24%
18-24	30,822,835	10%	1,099,590	9%	112,831	9%	61,136	8%
25-34	41,184,290	13%	1,420,955	12%	158,906	12%	84,483	11%
35-44	41,224,505	13%	1,482,197	13%	158,964	12%	107,247	13%
45-54	44,646,979	15%	1,724,093	15%	195,088	15%	128,260	16%
55-64	36,605,802	12%	1,454,046	13%	164,154	13%	107,634	13%
65+	40,671,441	13%	1,634,602	14%	199,079	16%	118,244	15%

Source: U.S. Census Bureau

the population of downtown Cleveland increased 96% from 1990 to 2010, adding 9,098 residents.

The median age of Cuyahoga County residents is slightly older at 40.2 compared to median age for the United States which is 37.2. The numbers also show a surge in population of 60% in downtown Cleveland and inner ring suburbs of young adults between the ages of 25-34 much of it occurring between 2006 and 2012.

## Migration

Migration patterns based on the address changes made to internal revenue tax filings from year to year for the period 2008 - 2012, show that Cuyahoga County absorbed a net total loss in residents of 10,846. There were 39,577 residents who moved into the County and 50,423 who moved out of the County to different states and abroad, as well as movers within the state of Ohio. The charts in Figure 4 shows the top ten states from which Cuyahoga County gained residents and the top ten

states to which Cuyahoga County loss residents.

In addition, the secondary charts indicate immigration and emigration of residents between counties in Ohio and the Cleveland Metropolitan Statistical Area.

It appears that while Cuyahoga County gained residents from Michigan, Georgia, Puerto Rico, New Jersey and Louisiana, the County loss residents to other Ohio counties, Texas, Wisconsin, North Dakota and North Carolina. Given the geography of gains and losses, climate does not appear to be a deciding factor. A closer look within the state shows that Cuyahoga County made modest gains in residents from Fayette, Clark, Huron, Trumbull and Sandusky counties, compared to significant losses to Franklin, Portage and Athens, as well as the adjacent counties within the Cleveland MSA—Lorain, Lake and Medina counties. Combined, the net loss to adjacent Cleveland MSA counties was 2,360.

## Educational Attainment

According to the U. S. Census Bureau, American Community Survey, 3-Year Estimates, Cuyahoga County lags slightly behind the nation, but slightly ahead of the state in the percentage of adult residents holding bachelor's degrees and those having a high school

diploma or GED. Seventeen percent (17%) of Cuyahoga County adult residents hold a bachelor's degree compared to 18% in the U.S. and 16% in Ohio. Twenty-nine percent (29%) have a high school diploma or GED compared to 28% in the U.S. and 35% in Ohio.

Cuyahoga County is on par with the U.S. at 8% of adult residents holding

**Figure 4**  
Migration Locations

State	In	Out	Net Gain	State	In	Out	Net Loss
Michigan	1891	1154	737	Ohio	4603	6117	-1514
Georgia	2295	1641	617	Texas	629	1175	-546
Puerto Rico	1943	1329	614	Wisconsin	723	1205	-482
New Jersey	711	228	483	North Dakota	204	631	-427
Louisiana	712	341	371	North Carolina	1162	1647	-427
Kentucky	659	302	357	Missouri	431	765	-334
Massachusetts	631	313	318	West Virginia	448	771	-323
Pennsylvania	1437	1179	258	Tennessee	160	418	-258
Florida	1246	999	247	Mississippi	286	524	-238
New Hampshire	202	0	202	California	436	673	-237

State	In	Out	Net Gain	State	In	Out	Net Loss
Fayette	295	3	292	Franklin	1494	3205	-1711
Clark	238	40	198	Portage	724	2293	-1569
Huron	227	56	171	Lorain	3637	4752	-1115
Trumbull	357	214	143	Lake	2608	3300	-692
Sandusky	134	6	128	Athens	211	867	-656
Geauga	600	495	105	Medina	1993	2546	-553
Coshocton	101	0	101	Wood	18	609	-429
Clermont	112	13	99	Lucas	420	766	-346
Knox	116	17	99	Montgomery	145	485	-340
Marrow	82	0	82	Belmont	38	358	-320

Source:

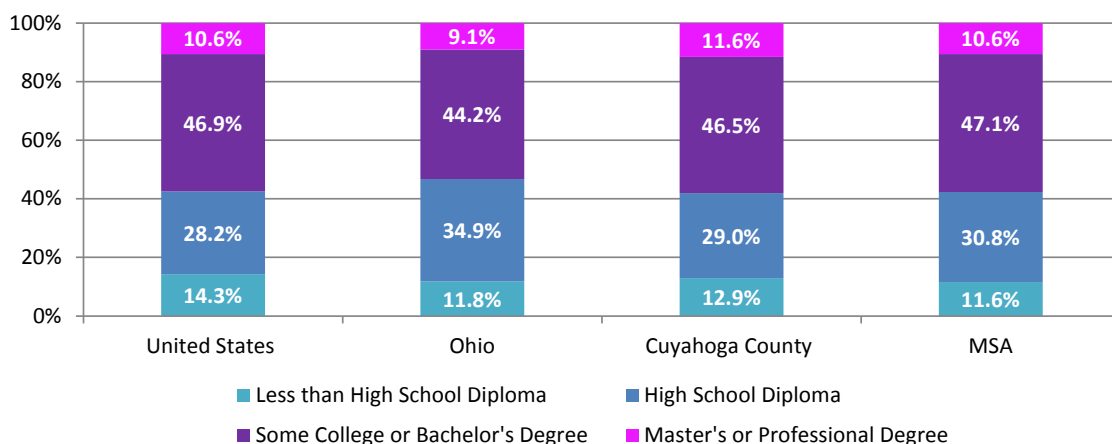
master's degrees, but slightly edges out the state of Ohio which is at 6%. The percentage point differences are smaller when it comes to adult residents holding a doctorate or other professional degrees. In Cuyahoga County, 4% of adult residents hold a doctorate or other professional degree while 3% of adult residents in the nation and the state of Ohio hold a doctorate or other professional degrees.

When viewed from an MSA perspective, the Cleveland MSA keeps pace with both the U.S. and the state of Ohio. The most significant change is the percentage of adult residents having a high school diploma or GED which increases from 29% to 31%.

Digging deeper, a Salon.com article published in 2012, titled "Rust Belt chic: Declining Midwest cities make a comeback," finds that the population of downtown Cleveland has been surging, quietly doubling over the last 20 years with the majority of the growth occurring among those 22 to 34 years

of age due in part to the "knowledge economy." This was further highlighted in a 2014 Forbes Magazine article titled "Shaking off the Rust: Cleveland Workforce Gets Younger and Smarter." Citing a report published by Cleveland State University's Center for Population Dynamics, Forbes contributing writer Joel Kotkin, noted that between 2000 and 2012, the Cleveland MSA had a net gain of 60,000 people age 25 and over with a college degree while losing a net 70,000 people without a bachelor's degree. Most revealing, Kotkin noted, was the fact that of the 23% surge 40,000 migrated between 2006 and 2012. Among those degree holders aged 25-34, about half, 11%, migrated between 2011 and 2012. Cuyahoga County's increasing younger and better educated workforce with about 15% holding graduate degrees ranks the city 7th in the nation outpacing "brain centers" Chicago, Austin and Seattle.

**Figure 5**  
Educational Attainment



# Transportation Trends

---

Transportation is an important component of Economic Development because it connects employers to the global market, employees to jobs, and residents and visitors to community assets. The trends in Cuyahoga County show an increasing reliance on automobile travel even as national trends indicate a shift in preferences toward multi-modal communities.

## Transportation System

Cuyahoga County is centrally located as a national and Midwest hub. It is located within 500 miles of at least 20 states, and its transportation system includes the regional highway system, local road network, bus and train transit network, and airports.

Cuyahoga County offers easy access to the interstate highway system including I-90, I-80, I-490, and I-480 (east and west) and I-71, I-77, and I-271 (south). According to the TomTom Traffic Index report, Cleveland has some of the lowest levels of congestion out of 53 major cities. In the listing, Cleveland ranked 51st out of 53, indicating extremely easy commutes.

Cuyahoga County is also home to three airports: Cleveland Hopkins International Airport, the Burke Lakefront Airport, and the Cuyahoga County Airport, as well as being within reasonable proximity to several county and regional airports including Akron-Canton.

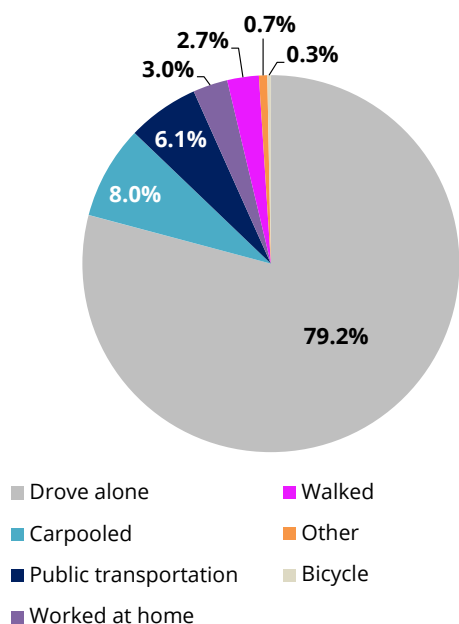
The County also has a robust transit system that includes four light rail routes, a bus rapid transit system, and numerous local and commuter bus lines. This system primarily consists of transit provided by the Greater Cleveland Regional Transit Authority; however neighboring countywide transit agencies also provide service into and out of Cuyahoga County.

## Commuting Patterns

The methods by which employees commute to work is reflective of land use, congestion, transportation investments, income, housing location, and travel preferences among many other factors. The results show that the majority of residents in Cuyahoga County drive by themselves to work. Nearly 80% of residents in 2013 drove alone, 7.8%



**Figure 6**  
Commuting Patterns, Cuyahoga County, 2013



carpoolled, and 5.2% took public transportation including the bus or rapid. The County also had 2.5% of people who walked to work and 3.4% who worked from home.

This information shows that the majority of people drive to and from

work, most of them by themselves. This reflects a lack of walkable employment centers, a robust highway system, and a low amount of congestion. More than two-thirds (66.8%) of residents have a commute time of less than a half hour.

When cross-referenced with age, commuting patterns revealed important differences. Among the youngest workers (those aged 16 to 24), only 67.6% drove to work alone. Far more persons within this age range opted to carpool, took public transit, and walked, as compared to other age groups. In general, carpooling, using public transit, walking, and other forms of commuting all decreased with age. This indicates a preference among younger generations to use alternative forms of transportation for commuting.

When comparing method of commuting by the type of industry, certain sectors showed a preference for alternative means of transportation; however, all industrial sectors had a majority of people drive to work alone. The arts, entertainment, recreation, accommodation, and food services sector had the lowest percent of employees who drove to work at 70.6%. The following industries were the most likely to use public transit: finance, insurance, professional

**Figure 7**  
Commuting Patterns by Age Group

Age Group	Drove Alone	Carpooled	Public Transit	Walked	Other Means	Worked at Home
16 to 24	67.6%	12.2%	7.9%	7.7%	2.2%	2.4%
25 to 44	81.1%	8.0%	4.8%	2.2%	1.2%	2.7%
45 to 64	82.1%	6.5%	4.9%	1.4%	1.0%	4.0%
65 or older	80.9%	6.7%	3.5%	1.6%	0.6%	6.6%

Source: U.S. Census Bureau, B08101

and scientific industries, management, arts, and public administration.

## Commuting Trends

The commuting trends in Cuyahoga County from 2009 to 2013 show an increasing reliance on driving for people to get to and from work. In 2009, 79.2% of people drove alone to work while in 2013, 79.9% drove alone. This increase in share of driving alone means that a larger percentage of people are driving to work alone and is likely reflective of the continued spread of population and jobs throughout our region. This increase in share, however, does not reflect a numeric increase in the number of people getting around by

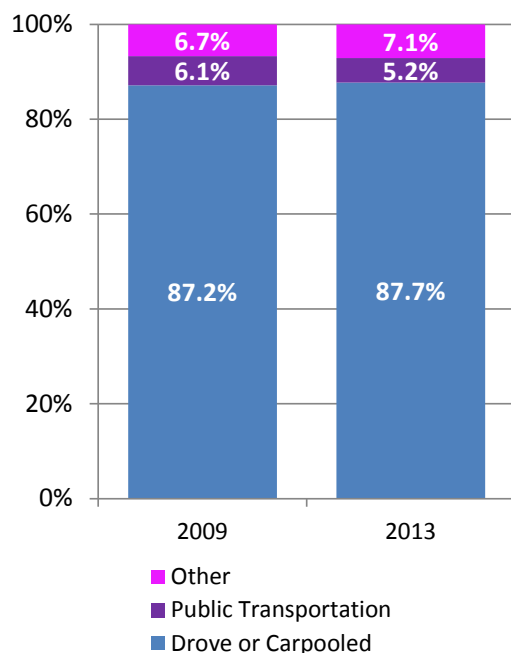
driving. That number decreased from 457,147 people in 2009 to 448,532 in 2013.

Public transit likewise saw a reduction in the raw number of people that used it to get to work, falling from 35,456 in 2009 to 29,056 in 2013. This was also a loss in share of commuter. In 2009, public transportation accounted for 6.1% of commuters in Cuyahoga County, while it had fallen to 5.2% in 2013.

The number and share of people bicycling to work and working from home both increased in this time period. In 2009 1,750 people bicycled to work and 17,221 people worked from home. By 2013, 2,093 people were bicycling to work and 19,296 people were working from home.

The decrease in people taking transit or carpooling is likely the result of a variety of factors, including general job losses during the periods reviewed; however, an ongoing national issue is the suburbanization of jobs. According to the Brookings Institution, the Cleveland-Elyria metro area had the greatest decrease in job access of all metro areas in the nation between 2000 and 2012. This indicates a continuous spread of population and jobs that makes accessing employment more difficult as jobs are not concentrated enough to make transit viable and homes are further away from work locations.

**Figure 8**  
Trends in Commuting Patterns, 2009 and 2013



# Economic Trends

Employment trends in Cuyahoga County reveal a decade of turmoil. Job losses have been great; however, a shift occurred in the wake of the Great Recession, and Cuyahoga County has been gaining jobs consistently for the first time in years.

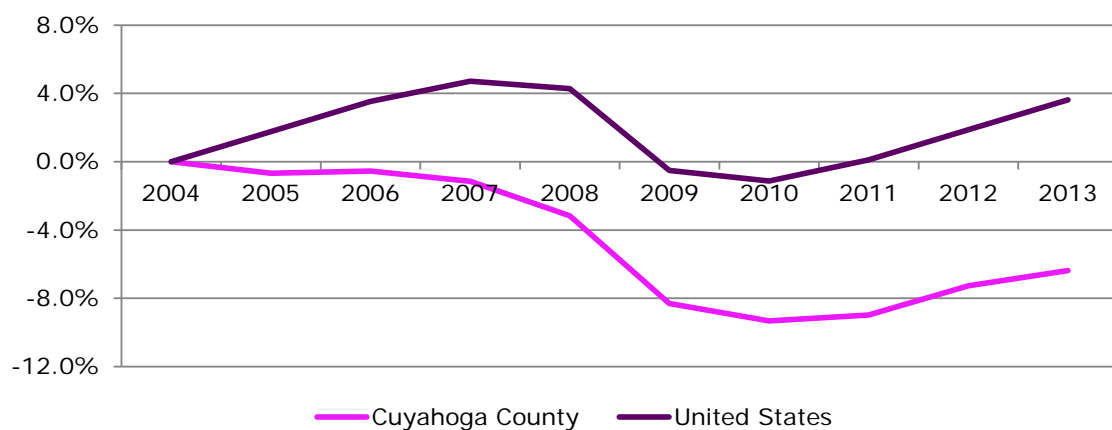
## Total Employment over Time

Employment analysis covering 2004-2013 shows that the County has never exceeded the number of jobs reported in 2004. Cuyahoga County had 755,855 jobs in 2004 and experienced job losses from 2004-2010 with the exception of 2005-2006.

Since 2010, the County has gained employment, growing the number of

**Figure 9**

Percent Change in Total Employment Compared to 2004



Source: Quarterly Census of Employment and Wages, Bureau of Labor Statistics, 2013

jobs each year; however total employment has not increased to pre-recession levels. In 2013, Cuyahoga County had 707,731 jobs, which translated to 24,143 fewer jobs than 2008 and 48,124 fewer jobs than 2004. The County has gained 22,362 jobs since the low of 693,096 in 2010.

When comparing Cuyahoga County to the nation as a whole, job losses began years before the onset of the Great

recession, employment loss was greater in the County than in the nation, and job growth post-recession has been slower.

## Largest Industries

Using data made available by the Bureau of Labor Statistics (BLS), employment was calculated according to the North American Industry

**Figure 10**  
Industrial Sectors in Cuyahoga County, 2013

Sector	Cuyahoga County	
	Total Employment	Percent of Total Employment
Health care and social assistance (62)	127,575	18.0%
Local Government	71,053	10.0%
Manufacturing (31-33)	70,198	9.9%
Retail trade (44-45)	62,983	8.9%
Accommodation and food services (72)	53,992	7.6%
Administrative and waste services (56)	45,114	6.4%
Professional and technical services (54)	44,290	6.3%
Finance and insurance (52)	38,069	5.4%
Wholesale trade (42)	32,586	4.6%
Management of companies and enterprises (55)	21,717	3.1%
Other services, except public administration (81)	20,343	2.9%
Construction (23)	20,083	2.8%
Educational services (61)	19,788	2.8%
Transportation and warehousing (48-49)	19,711	2.8%
Federal Government	15,733	2.2%
Real estate and rental and leasing (53)	13,254	1.9%
Information (51)	12,799	1.8%
Arts, entertainment, and recreation (71)	12,238	1.7%

*\*Agriculture, forestry, fishing and hunting; Mining, quarrying, and oil and gas extraction; Utilities, and State Government were excluded because employment constituted less than 1% of total County employment*

*Source: Quarterly Census of Employment and Wages, Bureau of Labor Statistics, 2013*

Classification System (NAICS). Results of employment analysis for 2013 show Cuyahoga County's largest industries were Health Care and Social Assistance, Local Government, and Manufacturing. In particular, the Health Care and Social Assistance industrial sector dominates local employment, with 127,575 employees comprising 18.0% of total local employment. Local government—with 71,053 employees—and Manufacturing—with 70,198 employees—comprise 10.0% and 9.9% of total employment in the County, respectively.

The top three industries are followed by Retail Trade with 62,983 jobs (8.9%), Accommodation and Food Services with 53,992 jobs (7.6%), and Professional and Technical Services with 44,290 jobs (6.3%). No other sector comprised more than 5% of total employment within the County.

## Location Quotients

Economic development professionals often interpret employment data using location quotients. This analysis compares the concentration of an industry in a particular region with the concentration of that industry in a larger area. For instance, a location quotient could compare the concentration of health

care jobs in Cuyahoga County with the concentration of health care jobs in the nation as a whole. This comparison can show which industries are more concentrated within the smaller region to show how important a particular sector is to that region's economy. Similarly, by comparing location quotients over time, one can see whether a sector is becoming more or less important to the local economy.

When evaluating location quotients, a value of one (1) means that a particular industrial sector has the same concentration of employment within the smaller region as would be expected given the national concentration of jobs in that industry. A value higher than one means the industry has more jobs in a given sector than should be expected given national trends, and a value lower than one means the industry has fewer jobs than would be expected. Standard analysis has shown that values of 1.25 or higher show a particular specialization in a given industry.

Industry sub-sectors were further analyzed for their location quotients to understand local shifts in the economy. Sub-sectors were analyzed and three groups were created:

- *High and increasing location quotients* indicate growth industries

### High and Increasing Location Quotient

Growth industries that are important to the regional economy and should continue to be nurtured and supported for further growth

### High and Decreasing Location Quotient

Industries important to the local economy but that constitute a risk because the region could be losing its competitive advantage

### Low and Increasing Location Quotient

Industries not presently concentrated in the regional economy, but that is becoming increasingly important



**Figure 11**  
High and Increasing Location Quotients

Sub-Sector	LQ	LQ Change 09-13	Total Empl.	Change in Empl., 11-13
NAICS 335 Electrical equipment and appliance mfg.	2.64	0.26	5,222	14.6%
NAICS 6112 Junior colleges	2.25	0.38	522	-7.3%
NAICS 551 Management of companies and enterprises	1.97	0.19	21,717	15.0%
NAICS 622 Hospitals	2.27	0.18	57,059	7.8%
NAICS 331 Primary metal manufacturing	2.34	0.13	4,900	10.5%
NAICS 531 Real estate	1.31	0.09	10,048	8.2%
NAICS 712 Museums, historical sites, zoos, and parks	1.55	0.08	1,160	14.7%
NAICS 533 Lessors of nonfinancial intangible assets	1.31	0.07	165	-4.1%
NAICS 323 Printing and related support activities	1.33	0.02	3,175	-3.2%
NAICS 333 Machinery manufacturing	1.66	0.01	9,682	3.7%
NAICS 481 Air transportation	1.60	0.01	3,793	-1.9%

Source: Quarterly Census of Employment and Wages, Bureau of Labor Statistics, 2013

**Figure 12**  
High and Decreasing Location Quotients

Sub-Sector	LQ	LQ Change 09-13	Total Empl.	Change in Empl., 11-13
NAICS 524 Insurance carriers and related activities	1.68	-0.01	18,892	4.0%
NAICS 325 Chemical manufacturing	1.63	-0.02	6,827	-1.9%
NAICS 5411 Legal services	1.57	-0.07	9,380	-1.4%
NAICS 5412 Accounting and bookkeeping services	1.28	-0.08	6,364	0.8%
NAICS 623 Nursing and residential care facilities	1.28	-0.04	21,740	-0.3%
NAICS 423 Merchant wholesalers, durable goods	1.29	-0.05	19,591	-2.5%
NAICS 511 Publishing industries, except Internet	1.33	-0.07	5,120	-7.5%
NAICS 6113 Colleges and universities	1.29	-0.12	8,133	2.1%
NAICS 711 Performing arts and spectator sports	1.80	-0.12	4,059	1.7%
NAICS 332 Fabricated metal product manufacturing	2.13	-0.14	15,982	-2.0%
NAICS 6111 Elementary and secondary schools	2.13	-0.40	8,189	-11.1%

Source: Quarterly Census of Employment and Wages, Bureau of Labor Statistics, 2013

that are important to the regional economy and should continue to be nurtured and supported for further growth

- *High and decreasing location quotients* indicate industries important to the local economy but that constitute a risk because the region could be losing its competitive advantage. Analysis is needed to understand why this decrease is happening and what can be done to stabilize and bolster these industries
- *Low and increasing location quotients* indicate an industry that is not particularly concentrated in the economy, but that is becoming increasingly important. These industries could be targeted as future sources of economic competitiveness

Within Cuyahoga County, 11 sub-sectors have high and increasing location quotients. Many of these sub-sectors are known to be important to the economy, including Hospitals; Management of Companies and Enterprises; and Electrical Equipment and Appliance Manufacturing. One area of note is the Air Transportation sub-sector; which displayed a high and increasing location quotient; however, this data does not take into account the recent departure of United Airlines' hub at Cleveland Hopkins International Airport. Continued analysis of this sector is needed to understand how the change will affect this subsector.

Additionally, 11 sub-sectors displayed high but decreasing location quotients. Many of these areas are large employment sectors including Nursing and Residential Care Facilities; Educational Services; and Merchant Wholesalers of

Durable Goods. Within this grouping is Educational Services and Nursing and Residential Care Facilities, which are two of the fastest growing sub-sectors in the nation. The decline in location quotient and decline in employment within these sub-sectors should be watched.

The final grouping of sub-sectors was low and increasing location quotients. These present possible growth industries for the County and include sub-sectors such as Beverage and Tobacco Product Manufacturing; Telecommunications; Computer and Electronic Product Manufacturing; Food Manufacturing; and Specialty Trade Contractors.

## Using This Data

The economic data presented here was used to identify industry clusters that should be targeted for further analysis. Clusters of connected industries create supply chains that can become critical job sectors for a regional economy. The selected target industries are described in the "Target Industries" section on page 42.

**Figure 13**  
Low and Increasing Location Quotients

Sub-Sector	LQ	LQ Change 09-13	Total Empl.	Change in Empl., 11-13
NAICS 713 Amusements, gambling, and recreation	0.91	0.35	7,019	72.0%
NAICS 814 Private households	0.56	0.30	800	-10.5%
NAICS 312 Beverage and tobacco product manufacturing	0.62	0.21	655	54.8%
NAICS 5414 Specialized design services	1.07	0.16	698	7.4%
NAICS 515 Broadcasting, except Internet	0.92	0.12	1,387	12.4%
NAICS 517 Telecommunications	0.97	0.10	4,351	6.5%
NAICS 487 Scenic and sightseeing transportation	0.93	0.07	146	13.2%
NAICS 339 Miscellaneous manufacturing	1.04	0.07	3,179	11.3%
NAICS 5416 Management and technical consulting services	0.96	0.06	6,016	19.5%
NAICS 5413 Architectural and engineering services	0.96	0.06	6,813	1.3%
NAICS 485 Transit and ground passenger transportation	0.61	0.06	1,433	10.1%
NAICS 334 Computer and electronic product manufacturing	0.59	0.05	3,328	5.4%
NAICS 447 Gasoline stations	0.69	0.04	3,117	10.0%
NAICS 532 Rental and leasing services	1.11	0.04	3,042	7.3%
NAICS 311 Food manufacturing	0.53	0.04	4,073	5.3%
NAICS 446 Health and personal care stores	1.04	0.04	5,538	2.8%
NAICS 238 Specialty trade contractors	0.72	0.03	13,923	5.7%
NAICS 453 Miscellaneous store retailers	0.76	0.03	3,228	9.2%
NAICS 441 Motor vehicle and parts dealers	0.76	0.02	7,209	8.8%
NAICS 452 General merchandise stores	0.66	0.02	10,789	-0.6%
NAICS 5417 Scientific research and development services	0.58	0.01	1,933	3.5%
NAICS 324 Petroleum and coal products manufacturing	0.32	0.01	190	2.2%
NAICS 561 Administrative and support services	1.04	0.01	43,430	5.2%

Source: Quarterly Census of Employment and Wages, Bureau of Labor Statistics, 2013



## SECTION 3

# STRATEGY AREAS

The Framework identifies Strategy Areas that are prime locations for economic development initiatives due to their high concentrations of jobs and their existing economic assets. These Strategy Areas are meant to be the basis for action.

### What's In This Section?

This section describes the components that County Planning used to formulate Strategy Areas. These include job concentration maps, asset maps, and target industry analysis.

Job concentrations were the primary means by which County Planning identified Strategy Areas for the Framework. These job concentrations were mapped and are displayed.

Next, County Planning mapped community assets such as business incubators, economic incentive zones, major employers, and institutions that are key drivers of economic activity.

Finally, County Planning examined the industries targeted by other economic development agencies.

Together, these components were used to identify ten Strategy Areas in Cuyahoga County that should be targets of economic development initiatives.

### How Do I Use It?

With an understanding of the strategy areas and the types of businesses and assets within them, economic development efforts can be honed toward the needs in each. This section should be used to inform the economic development activities and decisions described later in the Framework.

# Job Concentrations

As described in the Economic Trends section, a location quotient was used to determine the relative importance of industries to the regional economy. To better understand where the County's employment is concentrated, County Planning developed a series of heat maps. These maps were used to select target areas for additional study.

## Regional Job Concentrations

County Planning used data available from the U.S. Census Bureau to develop heat maps of employment in the region. The Census Bureau provides the total number of jobs in each Census Block as an average across an entire year. These job counts were mapped and GIS software was used to display a heat map in which the darker colors correspond to higher concentrations of jobs.

The map on the opposite page displays the final heat map of jobs across Cuyahoga County and the surrounding counties in 2011. Layered atop this heat map are darker and lighter circles that denote areas of high job concentration. Blue circles represent primary job

concentrations and purple circles represent secondary job concentrations.

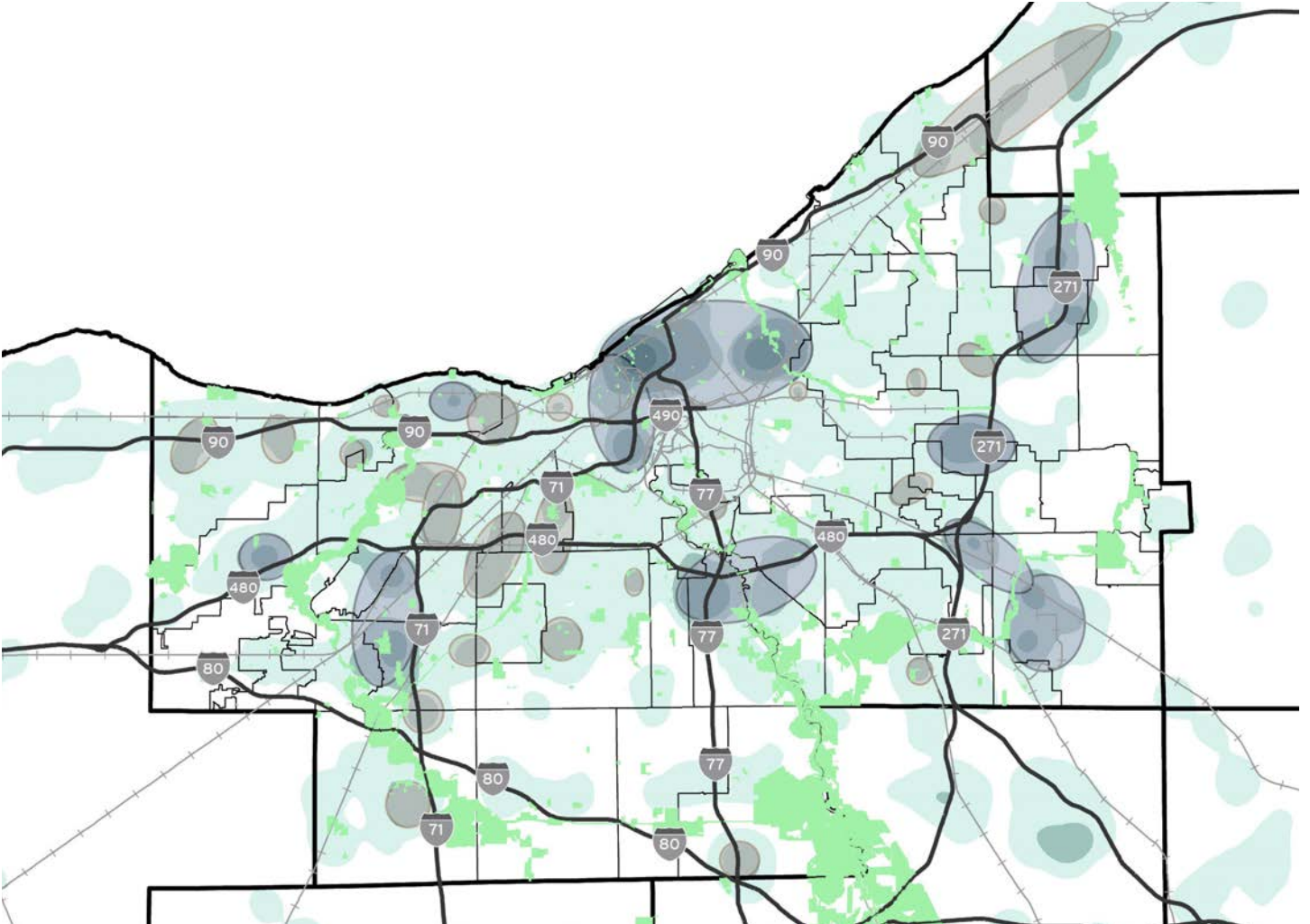
## Using the Maps

The regional job concentration map was used to identify hot spots of employment throughout the county. These hot spots were then marked as primary or secondary to differentiate the importance of each.

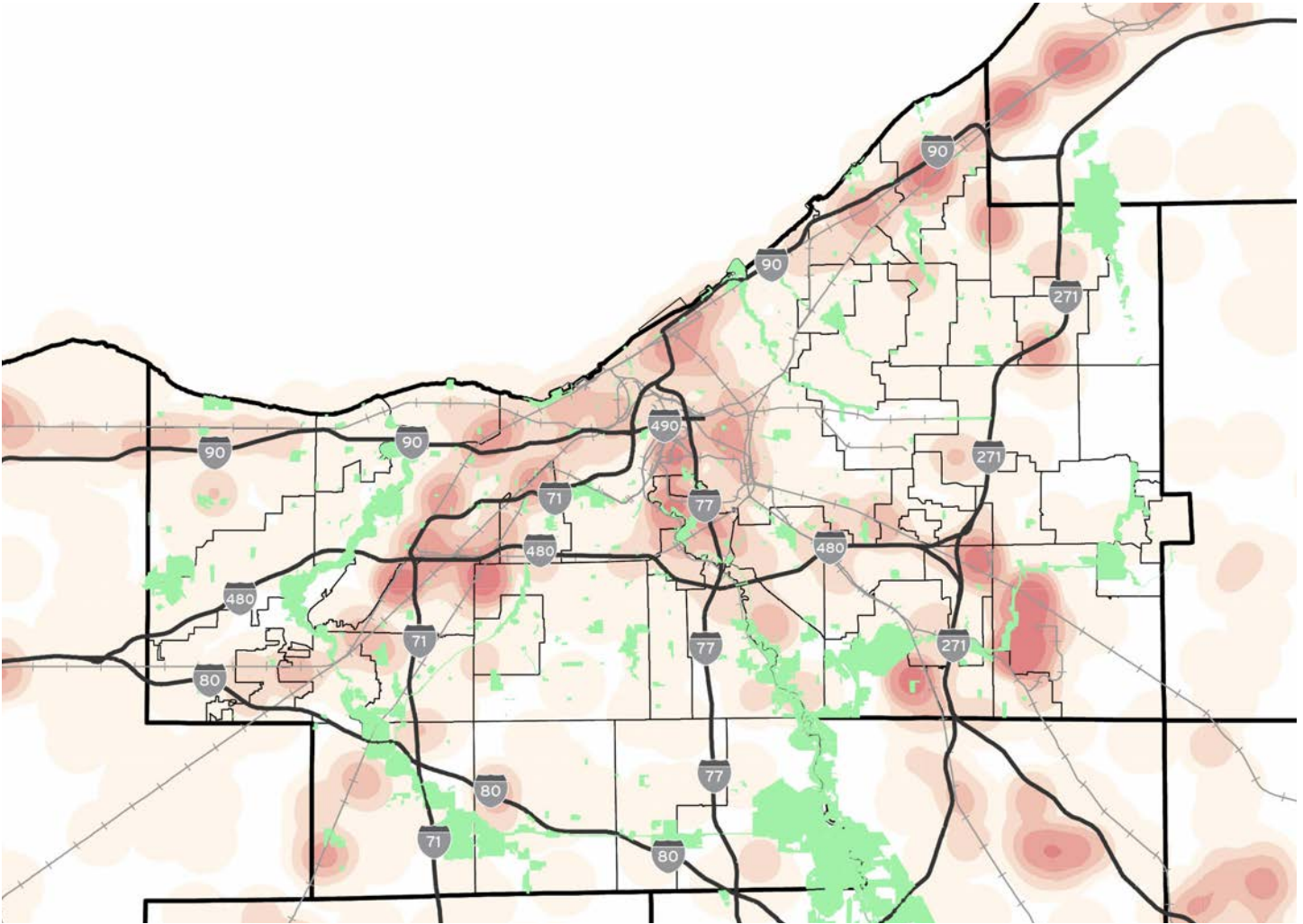
The initial hot spots were layered with various amenity data points to expand or decrease the size of the focus area. Because the data from the Census Bureau is not perfect, it was essential to add amenity layers to reflect on-the-ground realities.

While the map at right shows the concentration of employment for any type of job, the maps on the following pages show concentrations within specific industries. These maps were used in combination to identify target areas for further research.





## Regional Job Concentrations

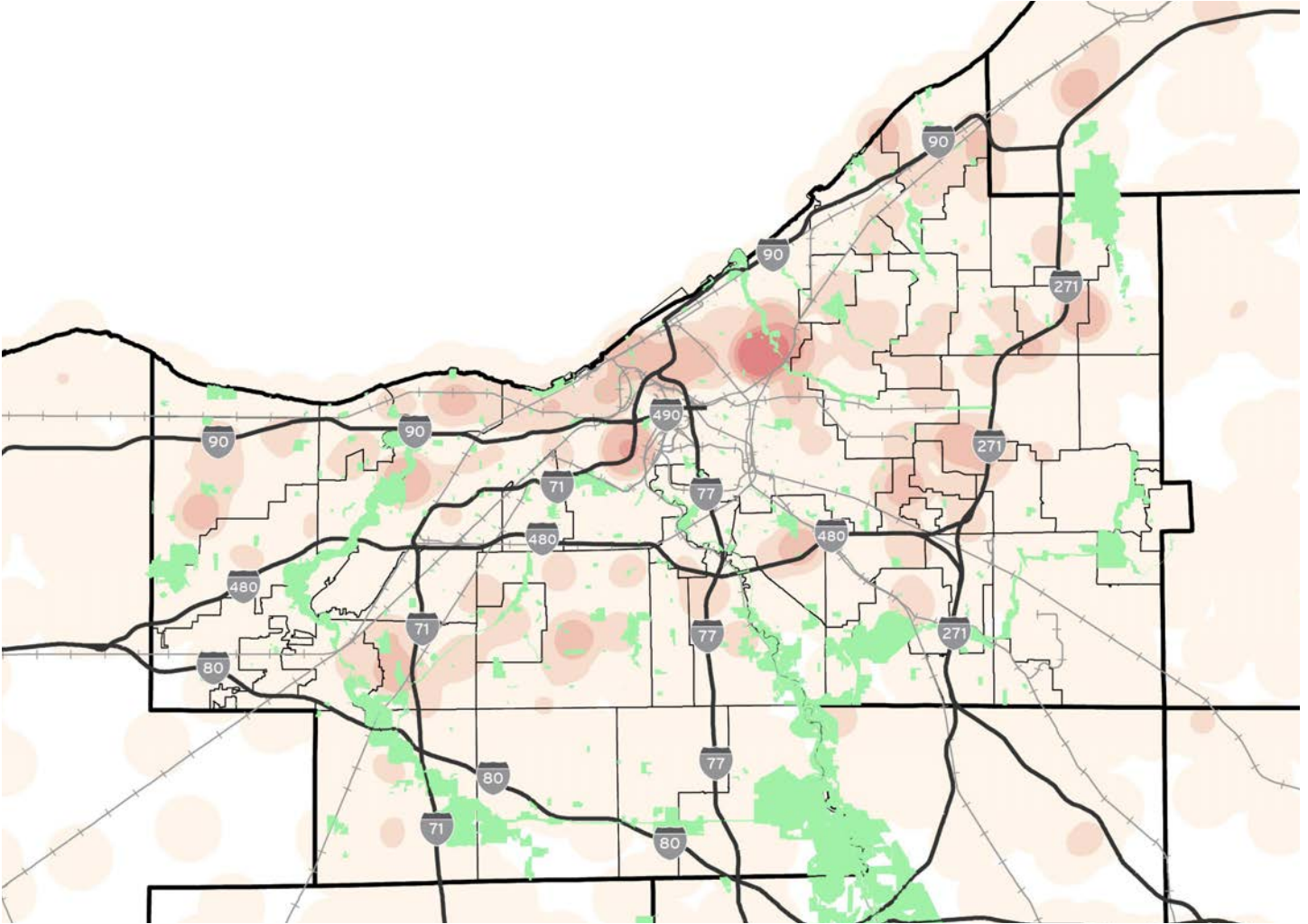


## Manufacturing

The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products.

Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public

products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them.

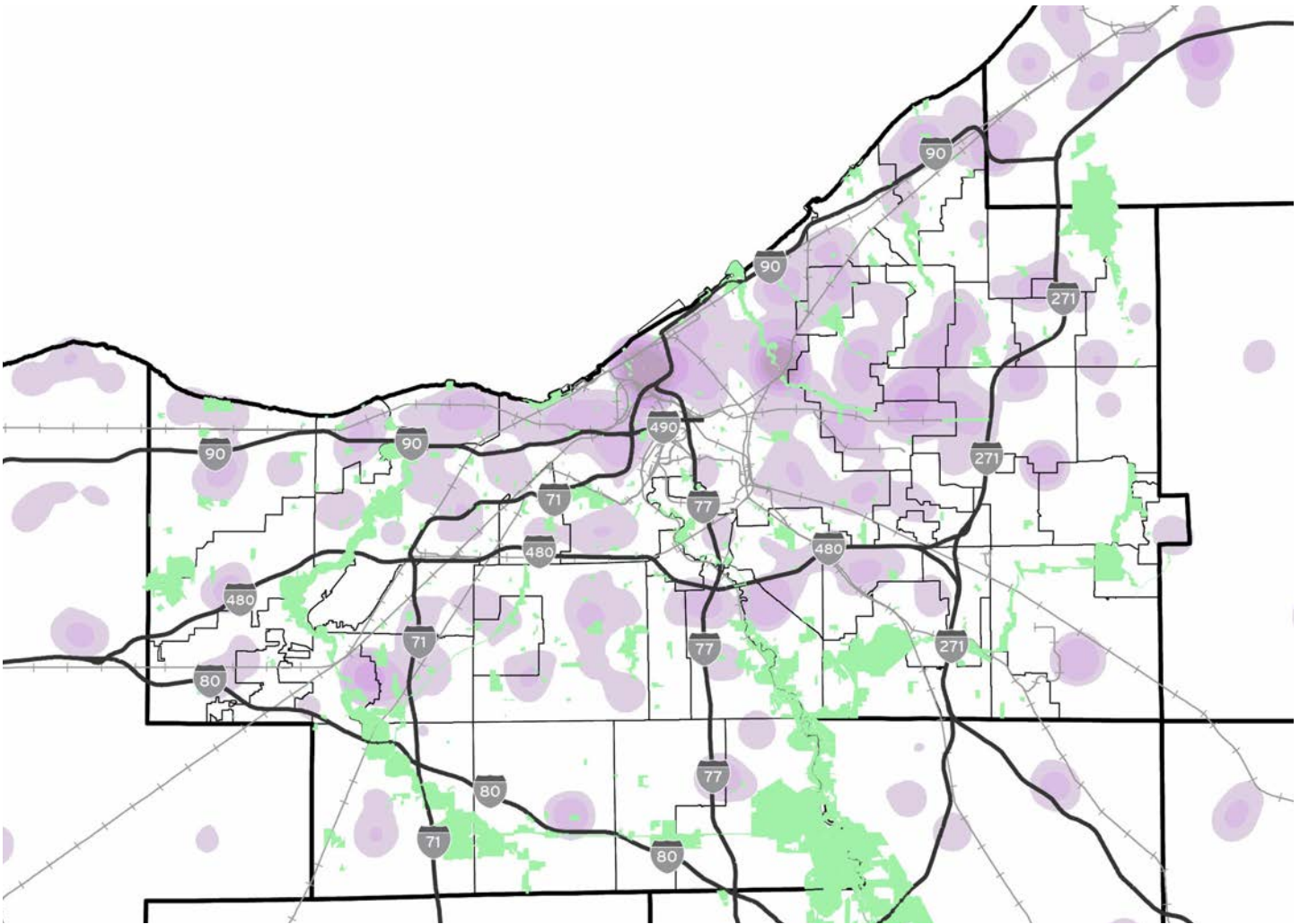


## Healthcare and Social Assistance

The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided

by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.



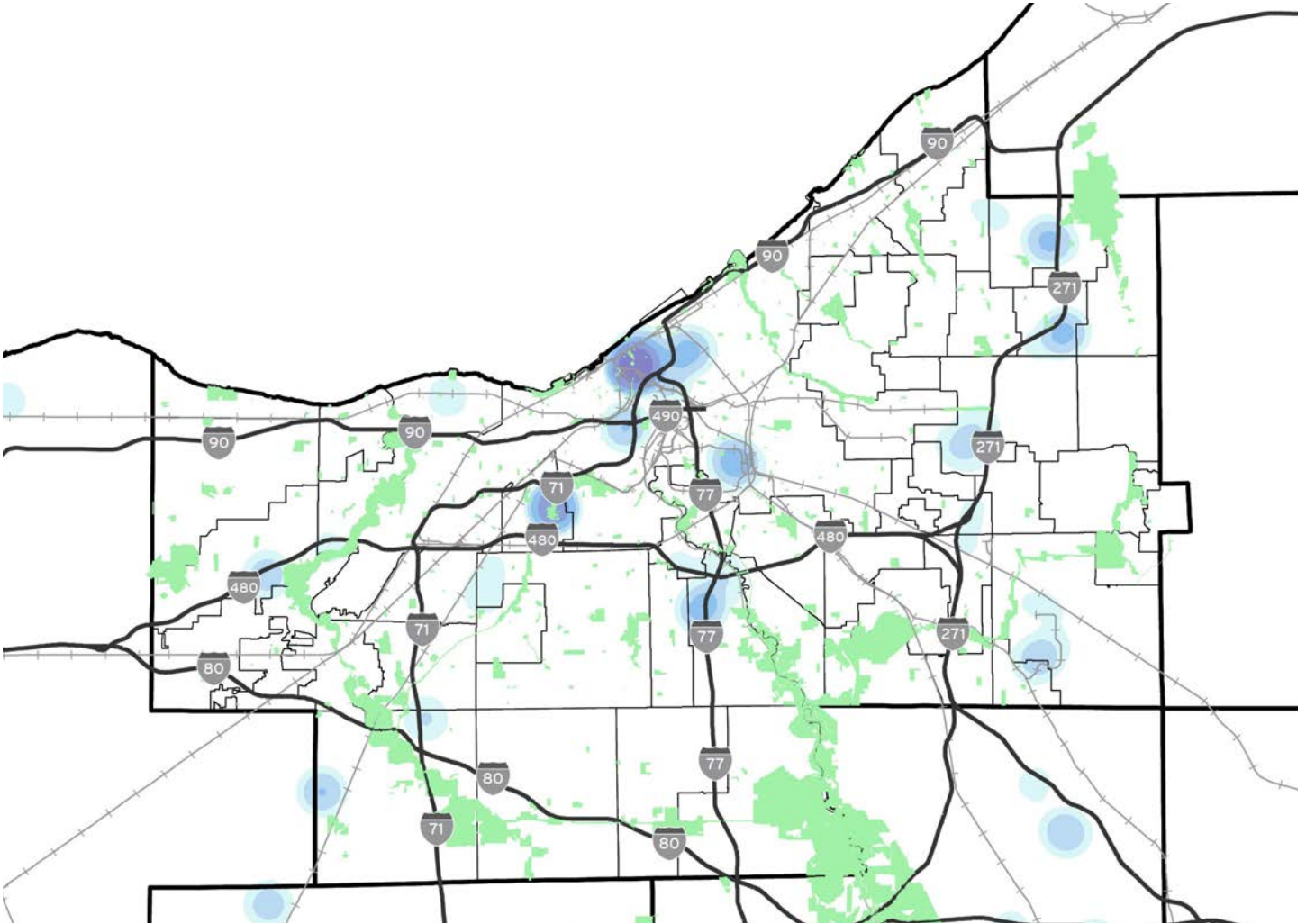


## Educational Services

The Educational Services sector comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers.

Educational services are usually delivered by teachers or instructors that explain, tell, demonstrate, supervise, and direct learning. Instruction is imparted in diverse settings, such as educational institutions, the workplace, or the home, and through diverse

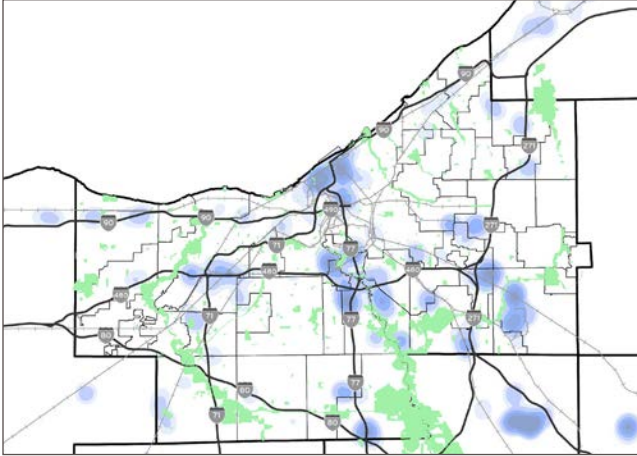
means, such as correspondence, television, the Internet, or other electronic and distance-learning methods. All industries in the sector share this commonality of process, namely, labor inputs of instructors with the requisite subject matter expertise and teaching ability.



## Management of Companies and Enterprises

The Management of Companies and Enterprises sector comprises (1) establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or (2) establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision-making role of the company or enterprise.

Establishments in this sector perform essential activities that are often undertaken, in-house, by establishments in many sectors of the economy. By consolidating the performance of these activities of the enterprise at one establishment, economies of scale are achieved.

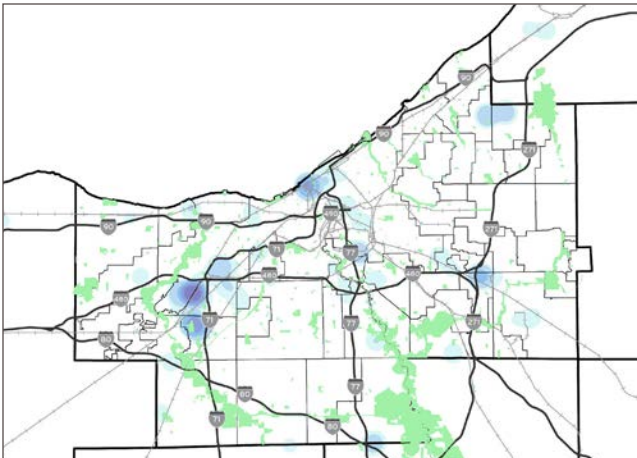


## Wholesale Trade

The Wholesale Trade sector comprises establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The wholesaling process is an intermediate step in the distribution of merchandise.

Wholesalers sell merchandise to other businesses and normally operate from a warehouse or office. These warehouses and offices are characterized by

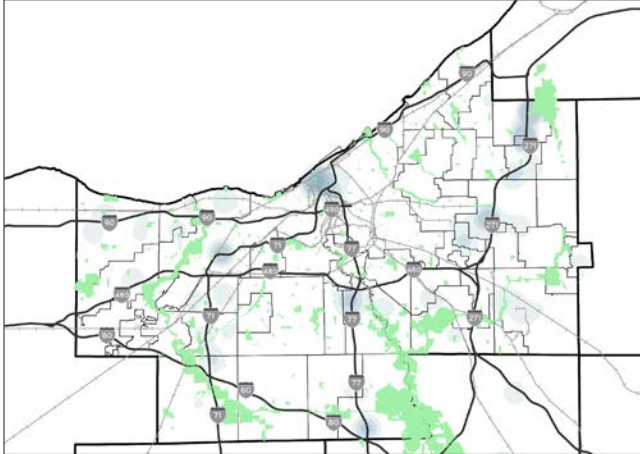
having little or no display of merchandise. In addition, neither the design nor the location of the premises is intended to solicit walk-in traffic. Wholesalers do not normally use advertising directed to the general public.



## Transportation and Warehousing

The Transportation and Warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.

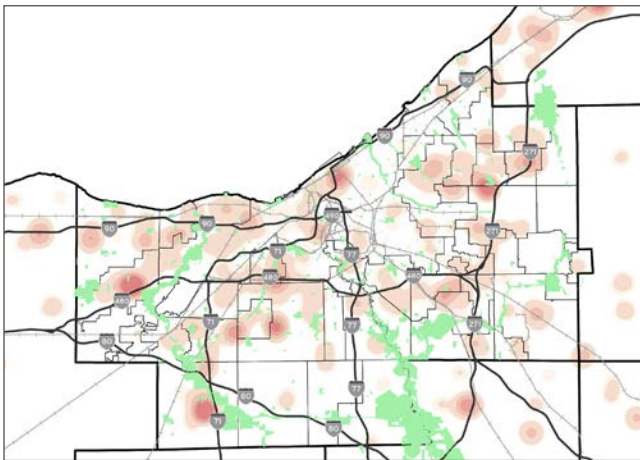




## Finance and Insurance

The Finance and Insurance sector comprises establishments primarily engaged in financial transactions and/or in facilitating financial transactions. Three principal types of activities are identified:

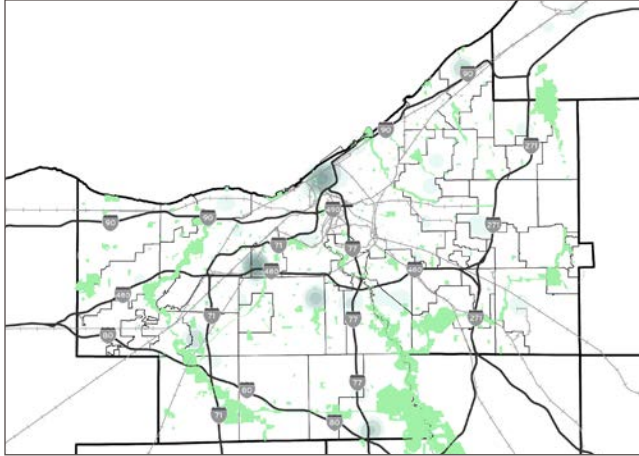
1. Raising funds by taking deposits and/or issuing securities and, in the process, incurring liabilities.
2. Pooling of risk by underwriting insurance and annuities.
3. Providing specialized services facilitating or supporting financial intermediation, insurance, and employee benefit programs.



## Retail Trade

The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise.

The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and non store retailers.

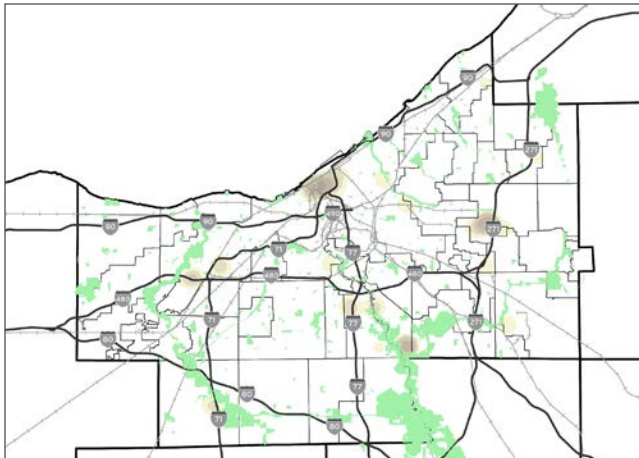


## Information

The Information sector comprises establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data.

The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries; the telecommunications industries; Web search portals, data processing industries, and the information services industries.

exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries; the telecommunications industries; Web search portals, data processing industries, and the information services industries.

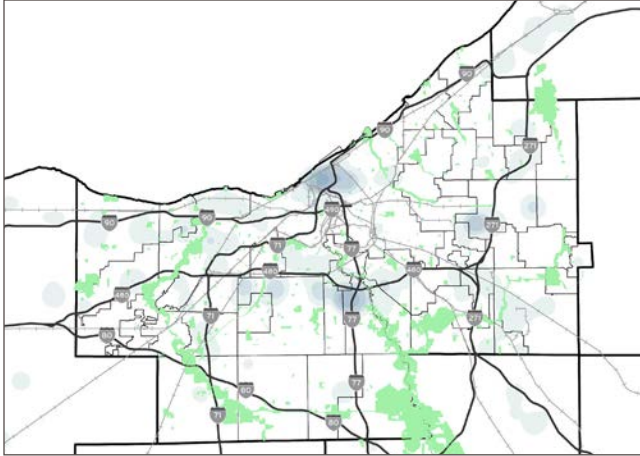


## Real Estate and Rental and Leasing

The Real Estate and Rental and Leasing sector comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as

is the case with patents and trademarks.

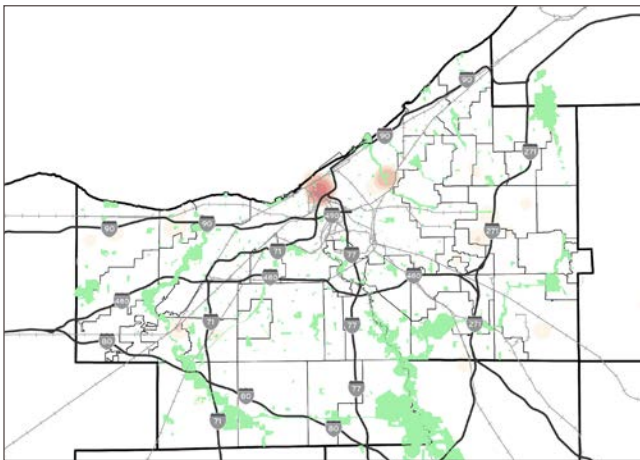
This sector also includes establishments primarily engaged in managing real estate for others, selling, renting and/or buying real estate for others, and appraising real estate.



### **Administrative and Support and Waste Management and Remediation**

The Administrative and Support and Waste Management and Remediation Services sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities

and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.



### **Arts, Recreation, and Entertainment**

The Arts, Entertainment, and Recreation sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises (1) establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; (2) establishments that preserve and exhibit

objects and sites of historical, cultural, or educational interest; and (3) establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests.



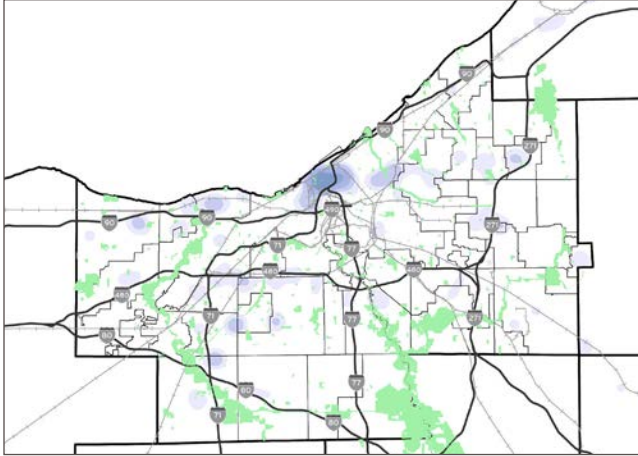
The Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment.



The Professional, Scientific, and Technical Services sector comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed

include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.

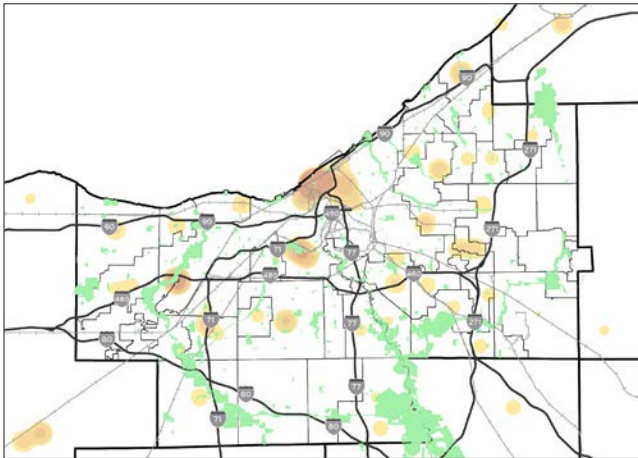




### Other Services

The Other Services (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grant-making, advocacy, and providing dry cleaning and laundry services, personal care services, death

care services, pet care services, photofinishing services, temporary parking services, and dating services.



### Public Administration

The Public Administration sector consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, provide for public safety and for national defense. In general, government establishments in the Public Administration

sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant.

# Asset Mapping

In addition to mapping raw job concentrations, County Planning mapped a series of tourism, healthcare, educational, economic and natural resource assets to assist in identifying, classifying, or expanding Strategy Areas.

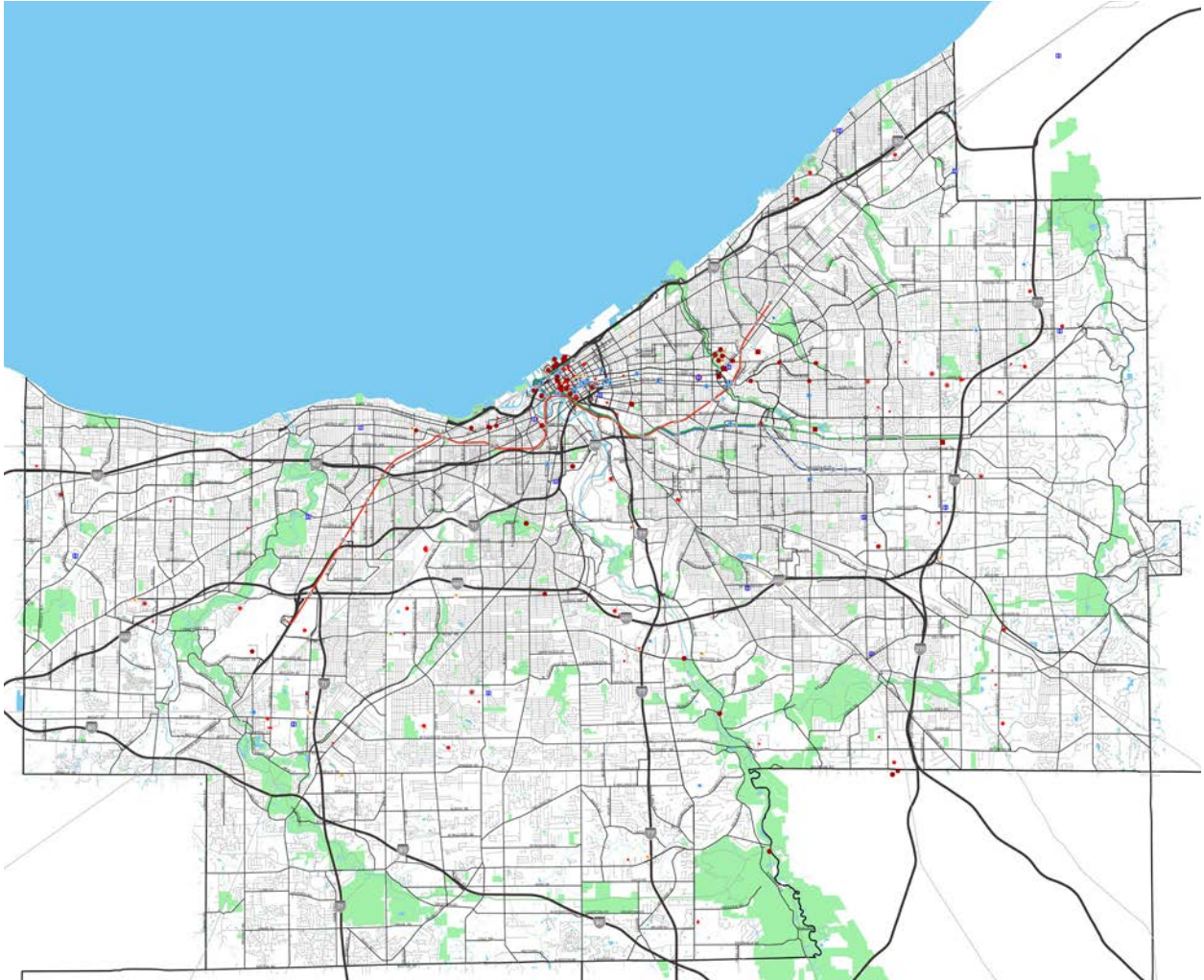
## Types of Assets

County Planning used existing data sets and internal research to identify a series of economic assets countywide. These included the following:

- *Major Employers:* any employer with more than 200 employees
- *Hospitals:* hospital locations as these are a major driver of economic recovery in the region
- *Incubators:* incubators and accelerators
- *High and Low Capacity Transit Areas/Routes:* rail transit stops as well as a heat maps of transit frequency
- *Tourism Destinations:* Shopping, attractions, museums, and other entertainment venues that drive tourism
- *Educational Institutions:* major colleges and institutions that are drivers of the knowledge economy
- *Transportation Assets:* airports, rail yards, freight rail lines, and highways
- *NOACA Plans/Projects:* Current or planned NOACA infrastructure investments
- *Department of Development Loans and Grants:* Grants and loans by location awarded by the County Department of Development
- *Tax Incentive Zones:* New Market Tax Credits, International Trade, Community Reinvestment Area, and Enterprise zones
- *Brownfields:* Potentially contaminated sites
- *Vacant Structures:* Vacant structures as identified by the U.S. Postal Service, County Planning, and City of Cleveland research

The example map shows some layers of assets that were used in County Planning's analysis.





**Asset Map Example**

# Target Industries

Various economic development agencies have evaluated local conditions and assets to identify target industries and industry clusters for focused economic development efforts. These industries are listed and described below.

## Cluster Analyses

For the Economic Development Plan, County Planning conducted cluster analysis via three organizations. Each of these organizations provided a deeper look at how Cuyahoga County can focus and target its economic development strategy at economic sectors that are regional strengths.

### *U.S. Economic Development Administration*

The U.S. EDA and the Harvard Business school have mapped industry clusters throughout the United States as a tool for local municipalities to learn more about targeted industries.

### *TeamNEO*

A regional economic development agency, TeamNEO has identified key

industries based on analysis, experience, and local knowledge.

### *County Planning Research*

County Planning conducted its own research based on shift-share analysis, location quotients, and local knowledge.

Together, these cluster analyses have produced many overlapping and complementary target industries that have strong economic bases in Cuyahoga County and should be a focus of County assistance moving forward.

## Target Clusters

The following clusters should be considered target industries for Cuyahoga County's economic development efforts.

- Arts, Recreation, Museums, Tourism
- Aerospace and Aviation
- Automotive
- Biomedical/Medical Devices
- Chemicals

- Educational Services
- Electronics, Computers, and Appliances Manufacturing
- Finance and Insurance
- Food Processing
- Headquarters and Professional Services
- Hospitals and Healthcare
- Instruments, Controls and Electronics
- Information Technology
- Metal Production and Fabrication
- Oil and Gas
- Polymers

# Strategy Areas

Strategy Areas are locations in the County that deserve further study as economic development and investment areas. Using a place-based strategy rather than a countywide strategy, Cuyahoga County can better target the types of investments that will have the most impact on the economic health of each area and the region as a whole.

## What Are Strategy Areas

Based on job concentrations, target industry clusters, and asset mapping, County Planning isolated ten Strategy Areas that should be studied further.

Strategy Areas are economic areas that have common ties and are often based around similar types of businesses, industry specific infrastructure, and other anchor assets such as airports, universities, highways, or transit lines. Rather than focusing on municipal boundaries, these areas cut across boundaries and are instead focus on the clustering of economic assets.

Strategy Areas are meant to be focus areas for County initiatives. They are hot spots of economic activity should be

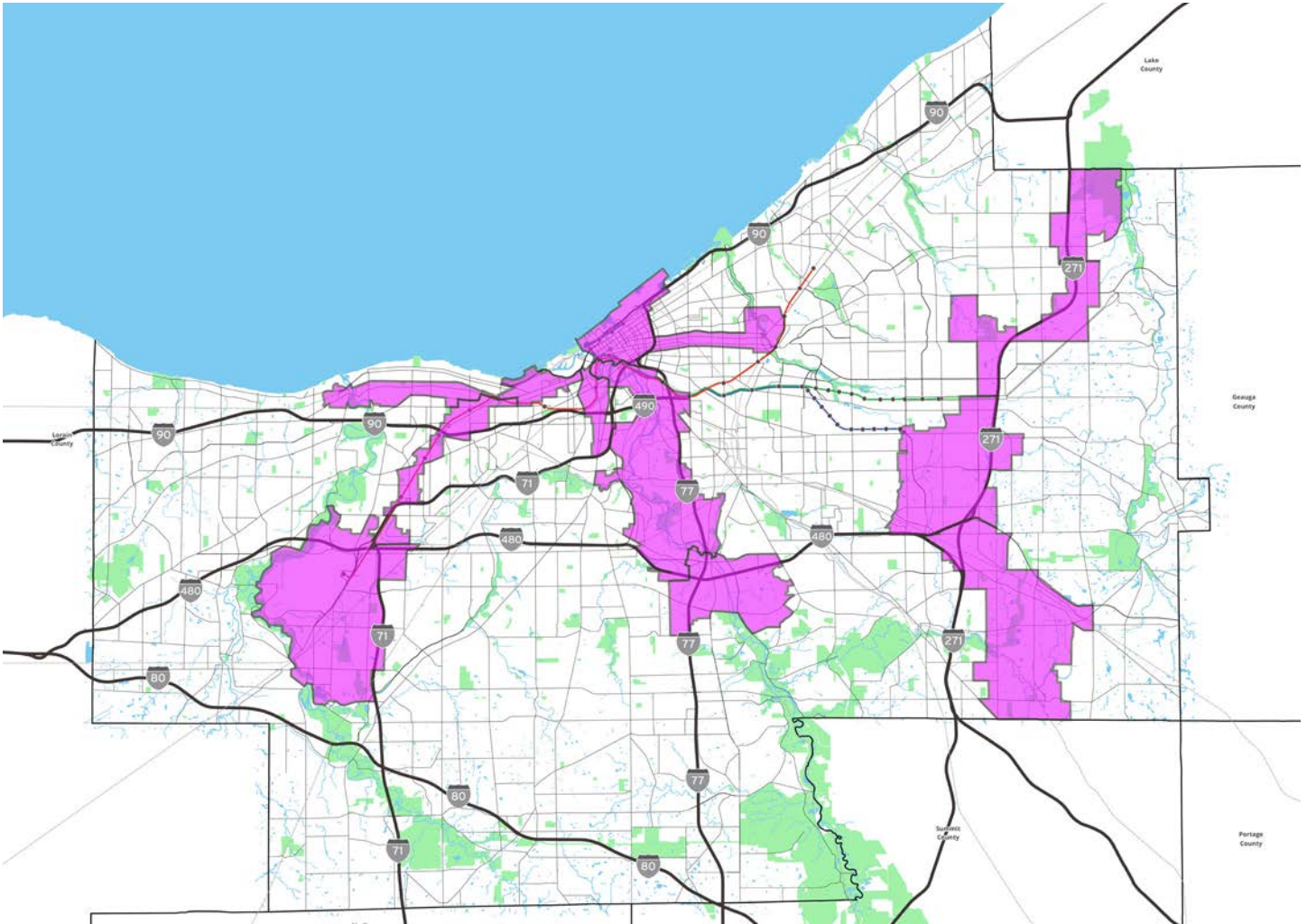
nurtured for additional growth. While the boundaries shown on the Strategy Area maps are hard lines, they should be considered to be more free-form.

A summary of each Strategy Area is provided on page 46, and a complete profile is provided in each section.

## Locations

The ten strategy areas were defined for their job concentration primarily. This was followed by considerations such as the types of industry within an area and the types of anchor institutions present. The Strategy Areas are as follows:

- Downtown Cleveland, page 49
- HealthTech Corridor, page 55
- Headquarters Highway, page 61
- Circle Hopkins, page 67
- Southeast Manufacturing Hub, page 71
- Independence Crossing, page 75
- Detroit Creative Corridor, page 79
- West 25th Street, page 83
- Cuyahoga Valley, page 89
- Western Rail Line, page 95



## Strategy Areas Summary

### How to Use Strategy Areas

The following pages show detailed information about each individual strategy area, including the total number of jobs, anchor institutions, development entities, and major employers. Each Strategy Area has this initial review to help understand the baseline of industry and employment within each.

Strategy Areas are the basis for the Framework for action, described on page 99. These areas should be studied in more depth for a better

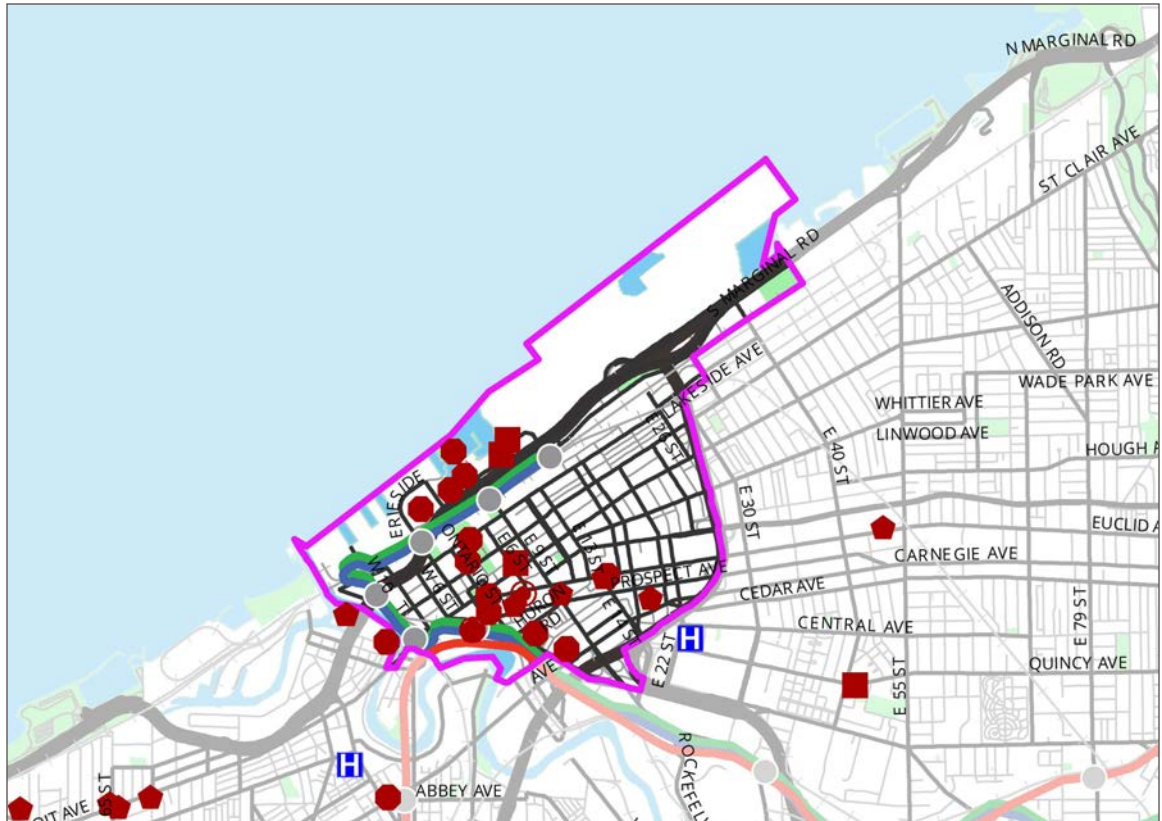
understanding of the specific activities that could be catalytic in each.

## Strategy Area Snapshot

	Total Jobs, 2011	Square Miles	Job Density (Jobs per Square Mile)
Downtown Cleveland	90,714	3.2	28,239
HealthTech Corridor	60,749	3.8	16,193
Headquarters Highway	66,591	62.5	1,066
Circle Hopkins	34,447	15.5	2,221
Southeast Manufacturing Hub	34,512	13.3	2,596
Independence Crossing	27,972	7.9	3,532
Detroit Creative Corridor	15,987	5.8	2,774
West 25th Street	12,762	1.5	8,778
Cuyahoga Valley	17,932	11.4	1,572
Western Rail Line	12,160	3.7	3,256

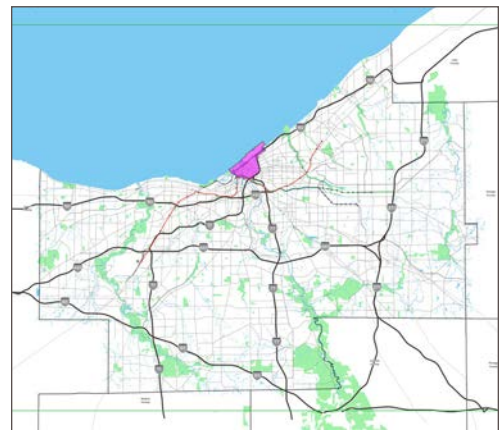


Highest Industry Concentrations	Percent of Jobs Paying More than \$40,000 Annually	Percent of Employees with a Bachelor's Degree	Percent of Employees Age 29 or Younger	County Council Districts
Professional, Scientific and technical Services (17.6%); Public Administration (14.0%); Educational Services (11.0%); Finance and Insurance (10.4%)	53.0%	33.4%	16.3%	7 and 8
Health Care and Social Assistance (71.4%), Educational Services (9.6%)	52.7%	33.4%	17.1%	7 and 8
Healthcare and Social Assistance (20.9%); Finance and Insurance (18.6); Retail Trade (11.8)	42.4%	28.1%	23.2%	6, 9, and 11
Transportation and Warehousing (24.8%), Healthcare and Social Assistance (13.1%), Manufacturing (11.2%)	44.5%	25.0%	18.5%	2, 4, and 5
Manufacturing (35.7%), Wholesale Trade (13.6%)	51.9%	21.5%	18.0%	6 and 9
Administration & Support, Waste Management and Remediation (21.9%); Wholesale Trade (10.2%)	40.9%	25.8%	22.8%	6 and 8
Healthcare and Social Assistance (28.9%), Accommodation and Food Services (12.4%), Educational Services (8.8%), and Other Services (4.8%)	28.0%	22.6%	24.6%	1, 2, 3, and 7
Healthcare and Social Assistance (57.8%)	49.0%	29.6%	16.7%	3 and 7
Manufacturing (33.2%); Wholesale Trade (15.8%)	53.5%	22.7%	16.6%	6, 7, and 8
Manufacturing (35.9%), Finance and Insurance (14.6%)	39.8%	21.5%	17.8%	2 and 3



### Legend

- Arts & Entertainment
- Major Attraction
- Museum
- Shopping Center
- Hospitals
- Parks
- Lakes and Waterways
- Strategy Area Boundary
- Highways
- Major Roads
- Minor Roads
- RTA Rail Lines and Stations



# DOWNTOWN CLEVELAND

## Professional and Technical Services, Corporate Headquarters, Finance, Tourism

It's Our Time, Destination Cleveland and Positively Cleveland are just a few of the slogans circulating in the news media about the good things happening in downtown Cleveland from the opening of new venues like the Convention Center, Global Center for Health Innovations and Casino; to the doubling of downtown residency; to the siting of the 2016 Republican National Convention. The resurgence of downtown Cleveland is vital to the economic growth of Cleveland, Cuyahoga County and the region.

### Physical Corridor

The Downtown Cleveland area is 3.2 square miles boarded by Lake Erie to the north; West Huron and Ontario Streets to the west; I-90 and East 22nd Street to the south; and I-90 to the east. The downtown area is a mixed use commercial, office, retail, and residential area that encompasses the main corporate, professional, high-tech, commercial, arts, cultural, sports and entertainment districts in downtown Cleveland. However, it should be noted that the bookends east and west of

### Quick Look

- Total Jobs 2011: 91,006
- Highest Concentrations: Professional, Scientific and technical Services (17.6%); Public Administration (14.0%); Educational Services (11.0%); Finance and Insurance (10.4%)
- Percent of Jobs Paying More than \$40,000 Annually: 53%
- Percent of Current Employees with a Bachelor's Degree: 33.4%
- Percent of Employees Age 29 or Younger: 16.3%
- Corridor Assets: Lake Erie; Downtown Trolleys; Walkability; Rapid and Bus Transit
- Recent and Planned Investments: Convention Center; Global Center for Health Innovations; the Convention Center Hotel; Public Square Mall Renovations; Cuyahoga County Administration; Heinen's Grocery
- Communities and Advocates: City of Cleveland; Downtown Cleveland Alliance;
- Education and Training Centers: Cuyahoga Community College; Cleveland State University; Kent State University Urban Design Center
- County Districts: 7 and 8

the downtown Cleveland include light industrial areas. One of only a few cities that can make such a claim, Cleveland's downtown area houses three major sports arenas: First Energy Stadium - home of the Cleveland Browns; Quicken Loans Arena - home of the Cleveland Cavaliers; and Progressive Field - home of the Cleveland Indians. The downtown area also boasts a waterfront featuring the Rock and Roll Hall of Fame, Great Lakes Science Center and Burke Lakefront Airport, as well as a new Convention Center and Global Center for Health Innovations, and the Horseshoe Casino. In addition, there are many new retail shops, a new 50,000 square foot grocery store and a re-emerging night life with a robust theater district, clubs and restaurants. The downtown Cleveland corridor is in County Council District 7.

### Existing Economic Assets

The revival of downtown Cleveland over the last several years has brought businesses, residents and retailers to the area. There are over 13,000 residents living in downtown Cleveland, a 70% increase since 2000. In addition, the number of visitors to downtown Cleveland has also significantly increased if not doubled over the last several years.

As a highly educated workforce continues to move downtown, major efforts have involved converting historic commercial spaces and former office buildings into residential and new mixed-use developments. In 2014, the downtown area added 456 apartment units with a 98.8% occupancy rate. There is also redevelopment currently underway including the transformation of the Mall at Public Square; the Cleveland

State University campus expansion; the New Cuyahoga County Administrative Headquarters; the reconstruction of the Innerbelt Freeway; the redevelopment of Perk Park at Chester Commons; the Avenue District Apartments; and the phased mixed use developments in the Flats area. Yet still, there are a few pockets of vacant commercial buildings and light industrial spaces in the downtown Cleveland area.

The daytime population of downtown Cleveland has seen a surge over the last several years as the local job market grows. Based on 2011 employment data there are approximately 91,006 jobs in downtown Cleveland. The highest concentration classifications for these jobs include professional, scientific and technical services; public administration; educational services and finance and insurance. In 2014, the Downtown Cleveland Alliance reported that 3,578 jobs were retained or committed to the downtown area; 136 businesses were attracted or retained in downtown Cleveland between 2011 and 2013; and an additional 44 were attracted or retained in 2014.

Major employers headquartered in the downtown area include:

- Key Bank (financial services)
- PNC Bank (financial services)
- Huntington Bank (financial services)
- Sherwin Williams (paint)
- Parker Hannifin (chemical manufacturing)
- AT&T (digital communication services)
- Cliffs Natural Resources (quarry, mining)
- Greater Cleveland Regional Transit Authority (public transit)

- Cleveland Metropolitan School District Headquarters (educational administration)
- Cuyahoga County Administrative Headquarters (human and administrative services)
- City of Cleveland (administrative and operational offices)

## Infrastructure Assets and Investments

The Regional Transit Authority is anchored in downtown Cleveland and provides commuters with versatile and flexible commuting options from free Downtown Trolleys to major bus and rail lines. The city's transit services mirror those of most major cities with major routes from south, east and west of the city converging at Public Square. The Red Line provides direct access to Cleveland Hopkins International Airport. The Cleveland Lakefront and Port Authority provide access to Lake Erie, and are logistical, transportation and entertainment hubs.

There is easy access to I-90 and I-77. Downtown Cleveland is also just a twenty minute drive (13.2 miles) from Cleveland Hopkins International Airport. There is also Burke Lakefront Airport downtown, a small commercial airport.

## Strategies

### Corridor Opportunities

Destination marketing, as a strategy within place-based economic development, can act as a serious driver for job creation. Destination marketing plays an important role in the competitiveness of the visitor economy

because it pools resources to provide the scale and marketing infrastructure necessary to raise the city or place to national and international market levels. The visitor or tourist economy impacts various industries within a city or region including the hotel, restaurant, retail, transportation and performance venue industries. Destination or place promotion as a catalyst for economic development should be strategically implemented. The City of Cleveland and its partners have already made great strides in this area of destination marketing. Still, there are more opportunities in the Downtown Corridor for redevelopment, marketing and branding, infrastructure improvements and business attraction.

### Land Use Study focused on Mixed Use Redevelopment

Increase downtown residential communities by renovating, restoring and infilling existing and historic buildings to create more downtown housing options that give residents the ease of access to home, work and play.

### Marketing, Branding and Wayfinding Plan

Much work has been done to develop the City of Cleveland as a destination. Research supports destination marketing as an economic development driver, and one that has the ability to withstand changes in the economy, and to survive economic downturn. Efforts should continue to develop Wayfinding, Branding and Marketing Strategies that:

- Raise Cleveland's destination profile
- Promote familiarity and awareness of the City
- Create a visual identity for the City of Cleveland

- Promote enhancements to transportation networks and infrastructure
- Enhance or guide the experience of business and leisure visitors through services and amenities
- Enhance the experience of business, leisure and recreational visitors to the area with educational components designed to relay the background “story” of Cleveland
- Promote Quality of Life
- Target economic development through professional, civic and cultural conferences, conventions and trade shows
- Understand the factors that influence business location decisions
- Inventory existing and potential properties and assets
- Understand the suite of traditional and electronic marketing tools available to the corridor
- Develop a brand and marketing plan;
- Understand the purpose and strategic use of incentives for the corridor
- Explore international trade and export programs that could be of benefit to the corridor

### Multi-Modal Transportation Study

Downtown Transit is generally thought to be good, as the RTA bus and rapid services converge at Public Square. There are also district centric trolleys that support downtown connections and travel. In addition, Downtown is generally walkable and bike able; however, a review should be conducted to examine:

- Ease of access and convenience of intra downtown travel including parking
- Zoning to allow shared, garage and reduced parking
- Ease of access and convenience of walking and biking as downtown transportation modes
- Valet parking, taxi, limousine and alternative vehicle transport systems

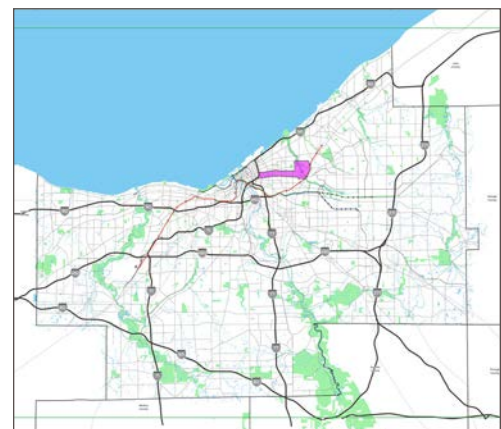
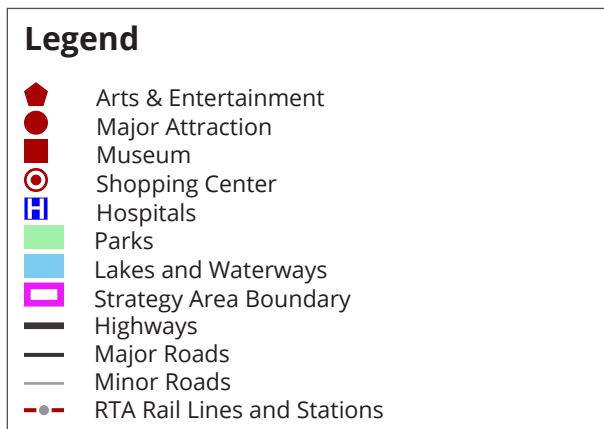
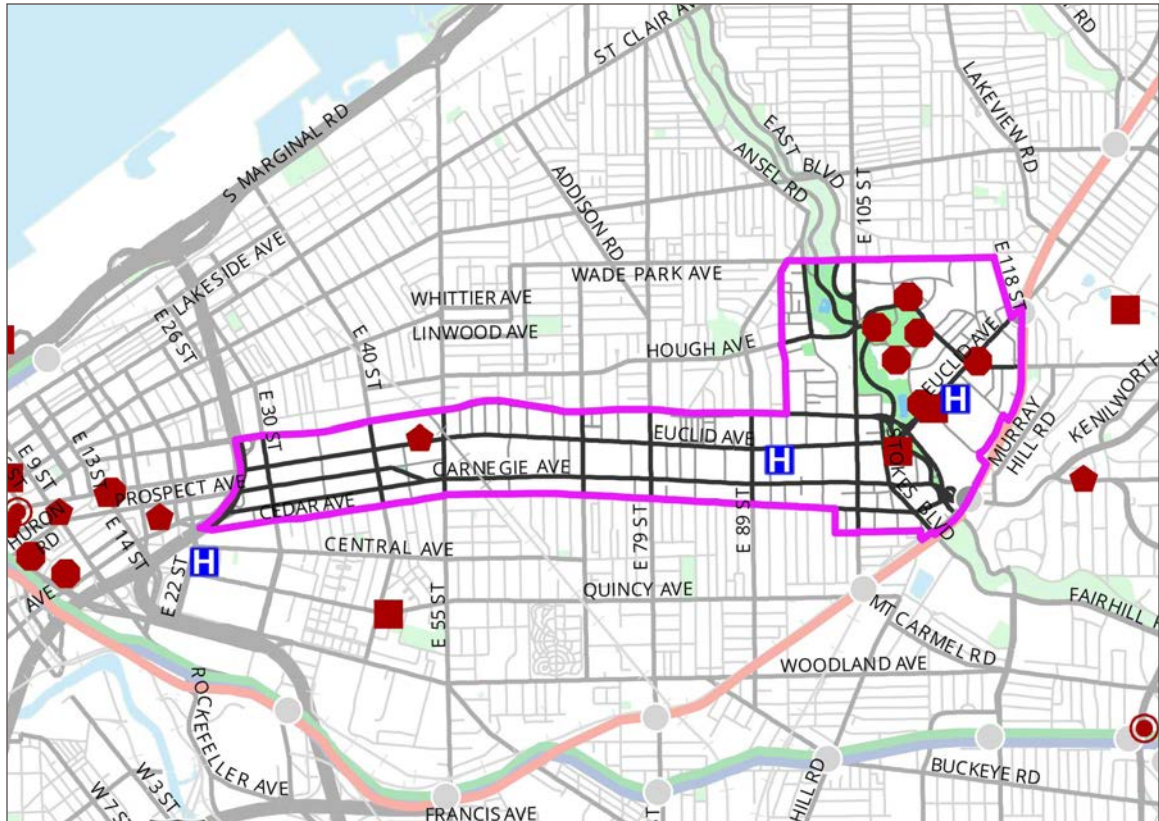
### Develop a Business Attraction Plan

Develop public/private partnerships to:

- Identify and verbalize the competitive advantages of the corridor







# HEALTHTECH CORRIDOR

## Healthcare, Education, Innovation

The HealthTech Corridor is where world-class healthcare, technology and research meet innovation and entrepreneurship. The corridor provides a critical mass of universities, business enterprises and health campuses in the Campus District and University Circle.

### Physical Corridor

The HealthTech Corridor is 3.8 square miles, and runs along Euclid Avenue from I-90 to the west and from Lake View Cemetery to the east. Its northern boundary runs along Chester Avenue and its southern boundary runs along Carnegie Avenue. The major streets include Euclid, Chester, Carnegie, and Prospect Avenues, and East 55th Street. The corridor is located in Cleveland and borders East Cleveland and Cleveland

Heights. The corridor is in County Council Districts 7 and 8.

There are three main activity nodes within the corridor. The cluster along Euclid Avenue, just east of I-90, to East 55th includes tech companies, university buildings, and some creative ventures. The Cleveland Clinic is the largest employer in the area and is located near the intersection of East 93rd and Euclid Avenue. The second cluster at Mayfield Road and Euclid Avenue includes retail, restaurants, arts destinations, and the University Health System hospitals.

HealthTech Corridor has a very strong advanced education, research, resource and training base with the main campus of Case Western Reserve University and Cleveland State University located within the corridor. The proximity to major educational institutions in the

### Quick Look

- Total Jobs 2011: 60,749
- Highest Concentrations: Health Care and Social Assistance (71.4%), Educational Services (9.6%)
- Percent of Jobs Paying More than \$40,000 Annually: 52.7%
- Percent of Current Employees with a Bachelor's Degree: 33.4%
- Percent of Employees Age 29 or Younger: 17.1%
- Corridor Assets: HealthLine; Broadband Service; University Circle Institutions
- Recent and Planned Investments: Opportunity Corridor
- Communities and Advocates: Cleveland; MidTown Cleveland; University Circle Incorporated
- Training and Education Centers: Case Western Reserve University
- County Districts: 7 and 8

county makes the HealthTech Corridor particularly attractive to employers seeking highly educated young talent.

The HealthTech Corridor is for the most part built-out, but there are large pockets of vacant and abandoned structures, especially between East 55th and the Cleveland Clinic. Vacant and abandoned buildings are also concentrated along Carnegie Avenue.

### Existing Economic Assets

The corridor is a historic employment center that recently has been experiencing new investments as the success of downtown and the hospital systems spills into surrounding areas. Major employers include:

- University Health Systems (hospitals)
- Cleveland Clinic (hospitals)
- VA Hospital (hospital)
- Case Western Reserve University (education)
- Cleveland State University (education)
- Applied Industrial Tech Inc. (corporate campus-industrial products)
- Athersys, Inc. (medical supply)

Consistent with the major employers identified, the most common industry in the corridor is Healthcare and Social Assistance, with 71.4% of jobs in this industry followed by 9.4% in the Educational Services industry.

The corridor also has several business incubators including the Economic Community Development Institute (ECDI), the Small Business Development Center, BioEnterprise, JumpStart, the Cleveland Clinic Global

Cardiovascular Innovation Center, and various Workforce Investment IC sites.

The corridor is served by strong community development corporations and nonprofits in University Circle Inc., Midtown Cleveland, the Campus District, and the Cleveland HealthTech Corridor.

### Infrastructure Assets and Investments

The HealthTech corridor has access to I-90 on the west, but otherwise generally has poor highway access in University Circle.

Transit access throughout the corridor is very good. There are two rapid stations: Cedar-University and Euclid-East 120th. The Cedar-University station is a new station with a few nearby opportunities for transit-oriented development. The Euclid-East 120th station is being rebuilt at Mayfield Road to better connect with Little Italy and the Uptown development. In addition, proposals are already on the table for transit-oriented development in the area.

The major bus-rapid transit route in the areas is aptly titled the HealthLine, and provides the highest-rated bus rapid transit service in the United States. The Healthline runs frequently, and extends from downtown Cleveland to University Circle and East Cleveland.

Freight rail access in the area is possible at the corner of East 55th and Euclid Avenue, where a Norfolk Southern line crosses the corridor running north and south. In addition, the City of Cleveland, the Economic Development Administration, and OneCommunity

recently announced the construction of a new fiber optic network along the corridor that will offer the world's fastest commercially available internet.

## Private Investment

Recent investments by private organizations and businesses have led to a flurry of building activity throughout the HealthTech Corridor. These investments have included a Cancer Institute for the Cleveland Clinic, a Holiday Inn on Euclid Avenue, a joint medical school for the Clinic and Case Western Reserve University, and expansions at the Cleveland Art Museum and the Cleveland Museum of Natural History. Private developers are also moving forward on plans for new office buildings and residences along Mayfield Road and recently finished space in Uptown.

While most of this investment is happening on the eastern edge of the HealthTech Corridor, University Hospitals has announced plans for a new hospital at the corner of East 55th and Euclid, drawing significant development by an anchor institution further into the heart of the corridor.

## Strategies

Opportunities exist within the HealthTech Corridor for the development of an Innovation District enhanced by a strategic focus on land use, additional infrastructure investments and improved development patterns.

## Development of the Corridor as an Innovation District

The HealthTech Corridor is anchored by the Cleveland Clinic, the city's largest private employer, and one of America's best hospitals according to U.S. News and World Report. In addition to being home to world renowned centers for cancer treatment, the pharmaceutical, health care support and service industries, the HealthTech Corridor is also home to fuel cell research, biotechnology, and other innovations. In addition, the corridor is the connector between the Downtown Cleveland Corridor and University Circle. The area between these two economic hubs provides attractive properties for small businesses, spin-off businesses, additional incubators, and new start-ups. Consideration should be given to a one-stop-shop for small businesses and start-ups that combine all the educational and technical resources of the corridor focused on health, technology and innovation.

## Strategic Focus on Renovation, Land Assembly, Remediation, and New Construction

The HealthTech Corridor runs through some of the oldest and most environmentally challenged areas in the region. In order to encourage catalytic development within the corridor:

- Inventories should be conducted to ensure that historic buildings are saved;
- Decisions about vacant parcels are strategic
- Land is available to assemble large parcels where needed
- New construction is handled thoughtfully.

### Update Infrastructure to Sustain Investment

The infrastructure in the corridor ranges from high-quality, award-winning developments along Euclid Avenue to out-dated cross streets and highway-style roads parallel to Euclid. Therefore, in order to sustain the new investments being made throughout the corridor:

- It is anticipated that the Opportunity Corridor project will bring a new highway-like road into the district at East 105th, connecting University Circle to I-490 and yielding new access and investment opportunities.
- Roads like Chester and Carnegie in anticipation of the construction of Opportunity Boulevard should be re-purposed as complete streets that accommodate all modes of transportation
- Additional investments may be required to maintain good access by public transit
- Careful reconstruction of I-90 bridges that incorporate pedestrian amenities and stitches together the HealthTech and the Downtown Corridors.

how densely packed jobs, research locations, and educational centers can catalyze new development

- Strategically investing public dollars in capital projects with the potential to spur additional development such as important or iconic structures, major business relocations, and police substations which act as a symbol of safety and security in a neighborhood.

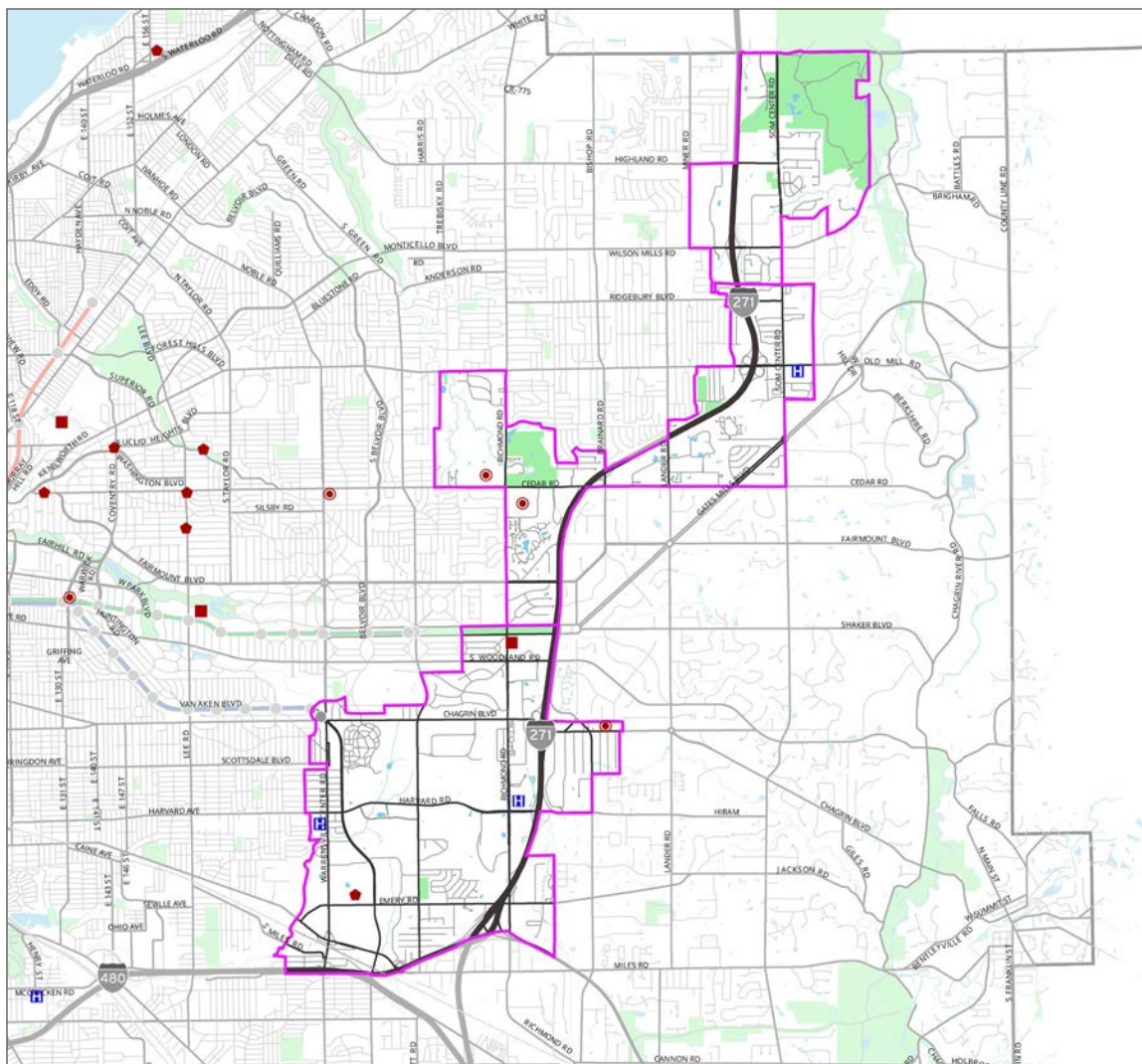
### Improve Development Patterns

As the young and highly educated workforce increasingly looks to work and live in vibrant, active places, we must respond by developing well-connected and walkable districts. Public investment should be used in two ways by:

- Capitalizing on proposed development by providing funds to improve the urban design of buildings that add density or include active uses. New and renovated structures in University Circle acts as a model of

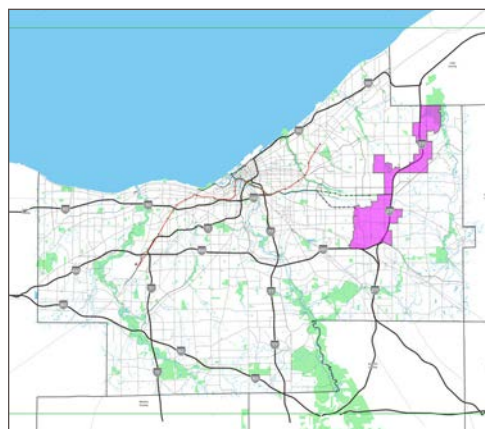






### Legend

-  Arts & Entertainment  
 Major Attraction  
 Museum  
 Shopping Center  
 Hospitals  
 Parks  
 Lakes and Waterways  
 Strategy Area Boundary  
 Highways  
 Major Roads  
 Minor Roads  
 RTA Rail Lines and Stations



# HEADQUARTERS HIGHWAY

## Corporate Headquarters, Retail, Finance and Insurance Centers

Headquarters Highway is a stretch of commercial and retail businesses along I-271 between I-480 and the Cuyahoga County/Lake County border. The corridor is attractive to major corporations primarily in the retail, finance and insurance industries. In addition, the corridor has ready access to I-271 and public transportation.

### Physical Corridor

Highway Headquarters covers a 20.8 square mile area, and is divided into three segments. Area A includes the cities of Beachwood, Woodmere, Highland

Hills, Warrensville Heights, and North Randall. Area A is bordered on the north by Shaker Boulevard and on the South by Miles Road. Its western boarder is just west of Warrensville Center Road, and its eastern border is I-271 and points east at Brainard Road. The major commercial, office and retail areas are along Chagrin Road, Science Park Drive, Richmond Road, Warrensville Center Road and Commerce Park & Mercantile Roads.

Area B focuses on the Lyndhurst area and parts of Mayfield Heights. Area B is bordered by Mayfield Road to the north and Shaker Boulevard to the south.

### Quick Look

- Total Jobs 2011: 63,514
- Highest Concentrations: Healthcare and Social Assistance (20.9%); Finance and Insurance (18.6); Retail Trade (11.8)
- Percent of Jobs Paying More than \$40,000 Annually: 42.4%
- Percent of Current Employees with a Bachelor's Degree: 28.1%
- Percent of Employees Age 29 or Younger: 23.2%
- Corridor Assets: Thistledown Racino; Legacy Village; Five Healthcare Facilities
- Recent and Planned Investments: Mayfield Village Green Corridor Master Plan
- Communities and Advocates: Beachwood; Woodmere; Highland Hills; Highland Heights; Warrensville Heights; North Randall; Lyndhurst; and parts of Mayfield Heights and Mayfield Village
- Education and Training Centers: Baldwin Wallace East; Tri-C East, and Corporate College
- County Districts: 6, 9, and 11

On the east, Area B is bordered by parts of Brainard and Richmond Roads and I-271, and on the west, Area B is bordered by Richmond Road just east of Belvoir Boulevard.

The last segment of Headquarters Highway is Area C in the cities of Highland Heights, Mayfield Village and Mayfield Heights. Area C is bordered by Cedar Road east of Brainard Road to the south; the Lake County line to the north; Lander and Miner Roads to the east, and west of SOM Center Road to the west. Highway Headquarters is in County Council Districts 6, 9 and 11.

### Existing Economic Assets

Highway Headquarters is primarily residential, but there are several large institutional, commercial, office, industrial, light industrial and retail pockets. Data captured from 2011 indicates that there are 63,514 jobs in the area, up from 50,090 in 2009. These jobs are concentrated around manufacturing, healthcare, technology, finance, insurance and retail. Some of the major employers in the Headquarters Highway corridor include:

- Loveman Steel (general contractor)
- Castle Metal (metal supplier)
- Ferro (manufacturer)
- Cardinal Health (hospital)
- Beauty Craft Metal Fabricators (welder)
- Rockwell Automation (software company)
- Beta Laboratories (laboratory)
- Progressive Insurance (corporate office-insurance)
- Aleris International (corporate campus-manufacturer)
- Crucial Data Recovery (IT services)

- DeVore Technologies (IT services)
- University Hospitals (hospital)
- Cleveland Clinic. (hospital)

### Infrastructure Assets and Investments

Although it is disjointed in several locations, there is generally good access to public transit in Area A. The major transit routes include the Blue Line from Public Square to Warrensville Center Road; the Green Line from Public Square to South Green Road; Route 5 along Warrensville Center Road to Lander Road; Route 14 along Kinsmen to Warrensville Center Road; Route 15, along Union and Harvard to Tri-C East and County Line Road; Route 19 along Broadway and Miles Roads to Richmond Road; Route 34 along South Green from Euclid Hospital to Miles Road; Route 37 along South Taylor from Euclid Hospital to Chagrin Road; Route 41 along Warrensville Center Road past Miles Road; and Route 94 along Richmond Road to Tri-C East.

In Area B, there are three major public transit routes that provide access: Route 9 runs along Mayfield Road; Route 94 runs along Richmond Road; and Route 32 runs along Cedar Road.

Transit in Area C is limited and supports only the commercial and retail developments. Route 7 travels along Wilson Mills Road capturing Richmond Town Center and the commercial parks at Alpha and Beta Drives. The route ends at Hillcrest Hospital. Route 9 travels along Mayfield Road and also ends at Hillcrest Hospital.

One project already underway in the corridor is the Green Corridor Master

Plan. The Green Corridor Project is a Northeast Ohio Areawide Coordinating Agency (NOACA) funded Transportation for Livable Communities Initiative taking place in the corridor that assesses the feasibility of a variety of environmental measures including stream restoration, public access and enhancements, and best practices for stormwater management within the corridor. The plan also examines connections between neighborhoods and city parks, employment centers, trails and other community amenities.

## Strategies

### Corridor Opportunities

Headquarters Highway is a prime commercial, business and retail area with great potential as signature economic development corridor. Ready access to I-271 provides a gateway to the County and region. There are opportunities in the corridor to develop signature branding and marketing campaigns, business attraction, new development, redevelopment, and transportation and infrastructure improvements.

### Signature Branding and Marketing Campaigns

This is a large corridor which would lend itself well as a signature corridor. Use of an overarching brand and marketing strategy could assist in steering economic development to the corridor. Since there are several industry segments in the corridor, sub-marketing campaigns would focus on the various segments. For example there could be a science and technology sub-marketing campaign that highlights Beta Laboratories and Rockwell Automation; an insurance and finance sub-marketing

campaign that highlights Progressive Insurance and other related businesses; and other information technology and manufacturing sub-marketing campaigns.

### Land Use Study focused on New Development and Redevelopment

There is opportunity for redevelopment at the site of the old Randall Park Mall. There are also pockets of commercial development potential in Area A along South Green Road at Harvard Road and Northfield Road and South Woodland. The major commercial and retail centers in Area B are along Mayfield Road and Cedar Roads. The development potential in Area B is just off I-271 in Mayfield Heights. The major commercial and retail centers in Area C are along Mayfield Road east of Brainard. There are two large commercial, industrial and light industrial parks on Alpha and Beta Drives just off of Wilson Mills Road. There is a large area of vacant commercial property between SOM Center and I-271 in Mayfield Village.

### Develop a Business Attraction Plan

This area has large employment centers and commerce parks. There are also opportunities to:

- Develop public and private partnerships
- Identify and verbalize the competitive advantages
- Assist businesses with land assembly, expansion and redevelopment
- Conduct inventories to prioritize areas for growth and expansion.
- Strategically assess where development should happen.
- Provide connections that encourage people to live in the residential

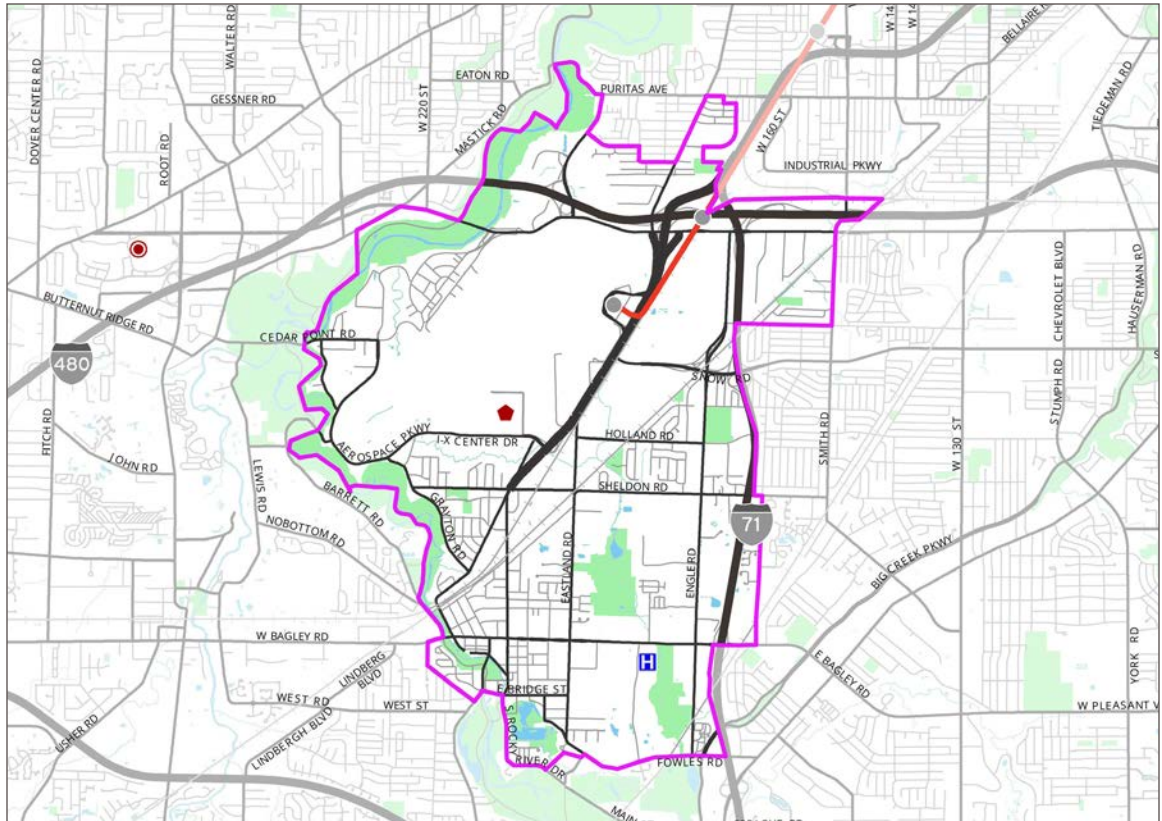


areas adjacent to the employment centers and commerce parks

### Improve Walkability and Access to Public Transportation

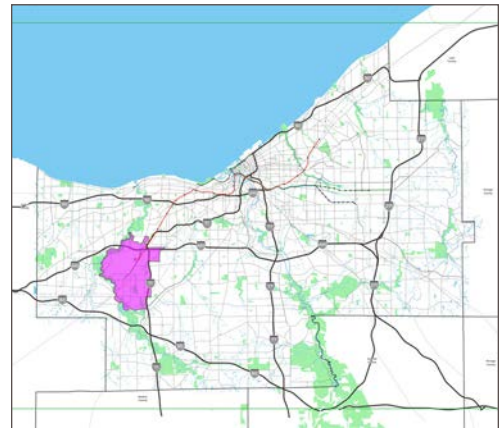
Efforts should focus on improvements to commercial and industrial areas with limited or no public transportation and sidewalks to incorporate multi-modal transportation, and mixed-use transit oriented development to create ease of access and walkable environments throughout the corridor.





### Legend

-  Arts & Entertainment
-  Major Attraction
-  Museum
-  Shopping Center
-  Hospitals
-  Parks
-  Lakes and Waterways
-  Strategy Area Boundary
-  Highways
-  Major Roads
-  Minor Roads
-  RTA Rail Lines and Stations



# CIRCLE HOPKINS

## Transportation and Warehousing, Manufacturing, Wholesale Trade, Aerospace Technology

The Circle Hopkins district surrounds one of Greater Cleveland's greatest assets: Cleveland Hopkins International Airport. The area is an international gateway that provides access to manufacturing, warehousing, and aerospace technology in addition to hotels, restaurants and commercial complexes required for the business and leisure travel.

### Physical Area

The Circle Hopkins Corridor covers 15.5 square miles, and the major roadways include I-71, I-480, Brookpark Road,

and Engle Road. The district straddles the cities of Cleveland, Brook Park, Middleburg Heights, Fairview Park, North Olmsted, and Berea.

Although Circle Hopkins is fairly mixed use with research and office parks, large industrial areas, commercial areas and even residential neighborhoods, there are four main activity nodes within the corridor: the airport itself; an industrial area just east of the airport; the research parks just west of the airport; and the warehousing and distribution centers further south.

### Quick Look

- Total Jobs 2011: 34,447
- Highest Concentrations: Transportation and Warehousing (24.8%), Healthcare and Social Assistance (13.1%), Manufacturing (11.2%)
- Percent of Jobs Paying More than \$40,000 Annually: 31.8%
- Percent of Current Employees with a Bachelor's Degree: 25.0%
- Percent of Employees Age 29 or Younger: 18.5%
- Corridor Assets: Freight rail line; RTA Red Line; Hopkins Airport; NASA Glenn
- Recent and Planned Investments: Terminal Improvements; RTA Station Track Upgrades; Brook Park Station Rebuild
- Communities and Advocates: Cleveland; Brook Park; Berea; Middleburg Heights; North Olmsted; Fairview Park; Ohio Aerospace Institute
- Training and Education Centers: Baldwin Wallace University
- County Districts: 2, 4, and 5

Vacant parcels in the corridor are largely concentrated in the residential areas with the exception of the vacant Ford Stamping Plant site located in Brook Park which presents the largest area of developable land.

### Existing Economic Assets

The airport is the major economic driver within the corridor. It supports the warehousing, distribution and transportation nodes as well as the research and development node around the airport. Circle Hopkins also has good access to mainline rail roads which provide logistic support to the manufacturing sector. Major employers include:

- NASA Glenn Research Center (research foundation)
- Ohio Aerospace Institute (research foundation)
- Ford Motor Company Assembly Plant (automotive manufacturer)
- UPS Customer Center (shipping and mail service)
- Sysco Systems (supplier)
- Baldwin Wallace (education)
- Southwest General Health Center (hospital)
- Advanstar Communication Inc. (magazine publisher)
- Avery Dennison Corporation (commercial printer)
- E.L. Mustee & Sons, Inc. (warehousing)
- Buckeye Fasteners, Inc. (metal fabrication)
- Repko Machine Inc. (metal supplier)
- Avalon Precision Metalsmith (foundry)

Recent developments with the Circle Hopkins Corridor include the departure of the United Airlines Hub from the Cleveland Hopkins International Airport resulting in the loss of jobs from the corridor; however, strides are being made with smaller carriers like Frontier Airlines. The area is also home to the Blackstone Launch Pad at Baldwin Wallace, an incubator for student entrepreneurs at the University.

The most common industry in the district is Transportation and Warehousing with 24.8% of the area's jobs followed by Manufacturing with 11.2%. The area also has a slightly higher concentration of jobs in Educational Services and Public Administration, likely the result of Baldwin Wallace, the airport, and NASA Glenn.

### Infrastructure Assets and Investments

The Circle Hopkins Corridor is well-served by Interstates I-71 and I-480, as well as a set of main thoroughfares that provide access to commercial and industrial areas. The area is also extremely well-served by freight rail lines, including a Norfolk Southern line that runs between the airport property and the large factories of Brook Park.

There are recreational and outdoor opportunities in the area as the Circle Hopkins area is lined by the Rocky River and Big Creek Reservations and trail access for hiking, biking and other physical activities.

In terms of transit access, the airport is directly served by the RTA Red Line train and the Brook Park Station just to the north of the airport on Brookpark



Road. There is a Park-N-Ride lot at the Brook Park Station which offers commuters access to the airport and downtown. RTA recently broke ground to rebuild the station. The incorporation of transit-oriented development at the new station will serve as a foundation for additional development in the area.

The airport itself is undergoing significant infrastructure enhancements with the renovations of the drop-off areas and main terminal. These improvements will be beneficial, but other sections of the airport will also be in need of investments in upgrades in the near future including Concourse D, which closed due to the departure of United Airlines.

While the Circle Hopkins Corridor has solid public transit access to the airport, there is room for improvements in the residential areas of the corridor. Walkability is lacking. Grid-pattern neighborhoods are lined by suburban-oriented streets that lack sidewalks and are poorly linked especially to the job centers.

## Strategies

Existing efforts taking place in the Circle Hopkins Corridor center around leveraging existing collaborative efforts to create a multi-jurisdictional task force for development of the corridor. The task force might provide an apt mechanism for the development of a Circle Hopkins Corridor Master Plan, an Airport Master Plan, marketing and targeted business attraction strategies.

### Establish a Multi-Jurisdictional Task Force

An economic development strategy for Cleveland Hopkins must extend beyond

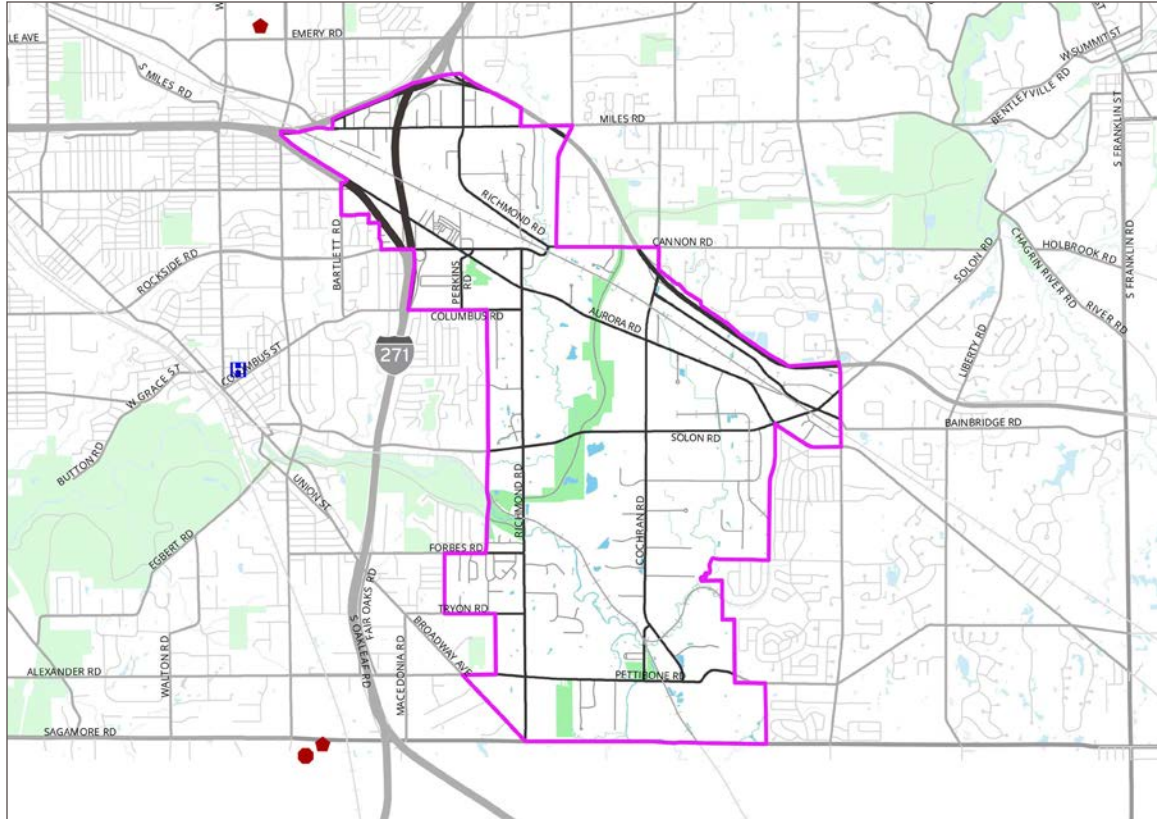
the borders of the airport itself, and Cleveland's boundaries. Stakeholders in a multi-jurisdictional economic development task force should at a minimum include municipal representatives from the cities of Cleveland, Brook Park, Berea, and Middleburg Heights, as well as adjacent retail, office, and residential communities of North Olmsted and Fairview Park. The Task force should draw on the expertise of regional experts, local employers, and air travel consumers. The objectives of the Task force should include, among others, creating a Circle-Hopkins Corridor Master Plan.

### Conduct an Airport Area Master Plan

The Circle Hopkins Master Plan should engage local representatives and businesses to develop a shared vision for airport development. The Plan should examine and align land use, transportation, logistics, business development, attraction and marketing strategies within the area.

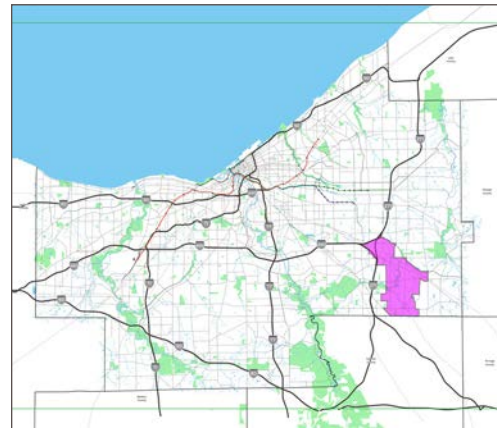
### Target Economic Development toward Airport Industries

Not all industries use the Circle Hopkins Corridor in the same way. Large-scale, heavy manufacturers do not use the airport to ship parts, but rather they use rail or trucks to do so. They do; however, use the airport for transport of their managers and executives. On the other hand, wholesale traders, suppliers and other commercial entities do use the airport. By focusing economic development efforts on attracting companies with national and global reach, we find companies that would benefit from locating near the airport thereby building an additional market for the airport itself.



### Legend

- Arts & Entertainment
- Major Attraction
- Museum
- Shopping Center
- Hospitals
- Parks
- Lakes and Waterways
- Strategy Area Boundary
- Highways
- Major Roads
- Minor Roads
- RTA Rail Lines and Stations



# SOUTHEAST MANUFACTURING HUB

## Manufacturing Hub, Food Processing, Wholesale Trade, and Construction

The Southeast Manufacturing Hub is a critical area of manufacturing, whole-sale trade, and construction jobs with a primary focus on high tech manufacturing and food processing.

### Physical Area

The Southeast Manufacturing Hub is a concentration of manufacturers that covers 13.3 square miles and contains 34,512 jobs. The corridor incorporates the village of Oakwood and the cities of Glenwillow, Solon, Bedford Heights, and parts of Warrensville Heights, the hub is divided by two major rail lines that provide manufacturers access to national markets. Southwest Manufacturing Hub is in County Council Districts 6 and 9.

The Major interstates and highways through the area are I-271 and US Route 422. The major roads are Aurora, Miles, Richmond, Solon and Cochran Roads.

There are two areas of concentrated manufacturing. The first is located along Richmond Road and cuts through all of the communities, and the second is located along Cochran Road through Solon.

The area is primarily zoned as industrial zoning, but there are also some areas of single-family developments, retail and commercial including downtown Solon. Many are zoned residential, but there are numerous vacant parcels throughout the corridor.

### Quick Look

- Total Jobs 2011: 34,512
- Highest Concentrations: Manufacturing (35.7%), Wholesale Trade (13.6%)
- Percent of Jobs Paying More than \$40,000 Annually: 51.9%
- Percent of Current Employees with a Bachelor's Degree: 21.5%
- Percent of Employees Age 29 or Younger: 18.0%
- Corridor Assets: Freight rail lines, Metroparks
- Recent and Planned Investments: Two Corridor TLCIs
- Communities and Advocates: Solon; Oakwood; Glenwillow; Bedford Heights; and Warrensville Heights
- Training and Education Centers: N/A
- County Districts: 6 and 9

## Existing Economic Assets

The major economic assets of this area are infrastructure related. There is railroad and highway access that allows major manufacturers to easily distribute their products. Major employers in the Southeast Manufacturing Hub include:

- New York Frozen Foods Inc. (food processing)
- Coca-Cola Bottling Co. (beverage processing and distributing)
- Pepsi Beverages Co. (beverage processing and distributing)
- Nestle Prepared Foods Co. (food processing)
- Castle Metals (supplier)
- TTI Floor Care North America (manufacturer)
- Interdesign, Inc (manufacturer)
- Venture Lighting Intl Inc. (manufacturer)
- Kennametal Inc. (manufacturer)
- Co-Ax Technology (manufacturing)
- Aclara Technologies (equipment manufacturer)
- Swagelok Co. (manufacturer)
- Keithley Instruments Inc. (research and development)
- Formtek Inc. (metal fabricating)
- Mri Software LLC (data processing)
- MICROS-Retail Inc (consulting)

Manufacturing in the corridor accounts for 35.7% of jobs. This is followed by 13.6% of jobs in wholesale trade. Other industries with higher concentrations than average include construction with 5.3% of jobs and transportation and warehousing with 4.9% of jobs.

The most significant limitation of the area is that it does not have many training or educational assets.

## Infrastructure Assets and Investments

This area of the County has benefited from infrastructure investments from the City of Solon. The large scale manufacturing center has grown exponentially. Critical highway links and rail access has made this corridor of the County a strong hub for manufacturing and warehousing employment.

Another limitation is that transit access in the area is extremely poor. There are only two major routes in the corridor, Route 41 and its companion Flyer, 41F, and Route 19. Both routes run seven days a week, 24 hours a day; however with very low frequencies. The flyer service helps during peak hours.

Walkability and ease of getting around in the corridor by bike is hampered by the lack of sidewalks and the disconnected streets. Access for those without vehicles is low and could be significantly improved.

Planned investments in the area include a major widening of I-271 from I-480 south which could attract additional manufacturing employers to the area.

## Strategies

There are several opportunities for economic growth and development in the Southeast Manufacturing Hub. It's concentration of food processing and distributing companies as well as a local farmer's market make it an attractive to develop a regional food plan to connect growers, manufacturers and sellers. There is room for expansion in the area and the logistics and transportation are already in place. Improved access

to public transportation and an overall marketing strategy would greatly enhance the growth and viability of the Southeast Manufacturing Hub.

#### Regional Food Plan to Connect Growers, Manufacturers and Sellers

Manufacturers in the area include numerous food-related processing businesses. Given the national interest in local foods, this concentration of manufacturers provides an opportunity for growth if local producers can be connected to manufacturers and retail outlets. A regional food plan should be established that inventories growers, manufacturers, and sellers; connects these groups; and expands food access.

#### Focus on Retention and Expansion

Manufacturing employment has slipped for decades. Despite recent reports of on-shoring and the rebound of manufacturing, it is uncertain to what extent manufacturing employment will grow. To maintain and grow employment, the Southeast Manufacturing Hub should focus on expanding the capacity of existing businesses by linking them to capital, hi-tech innovations and research, workforce, training, and local incentives.

#### Improve Transit Access and Walkability

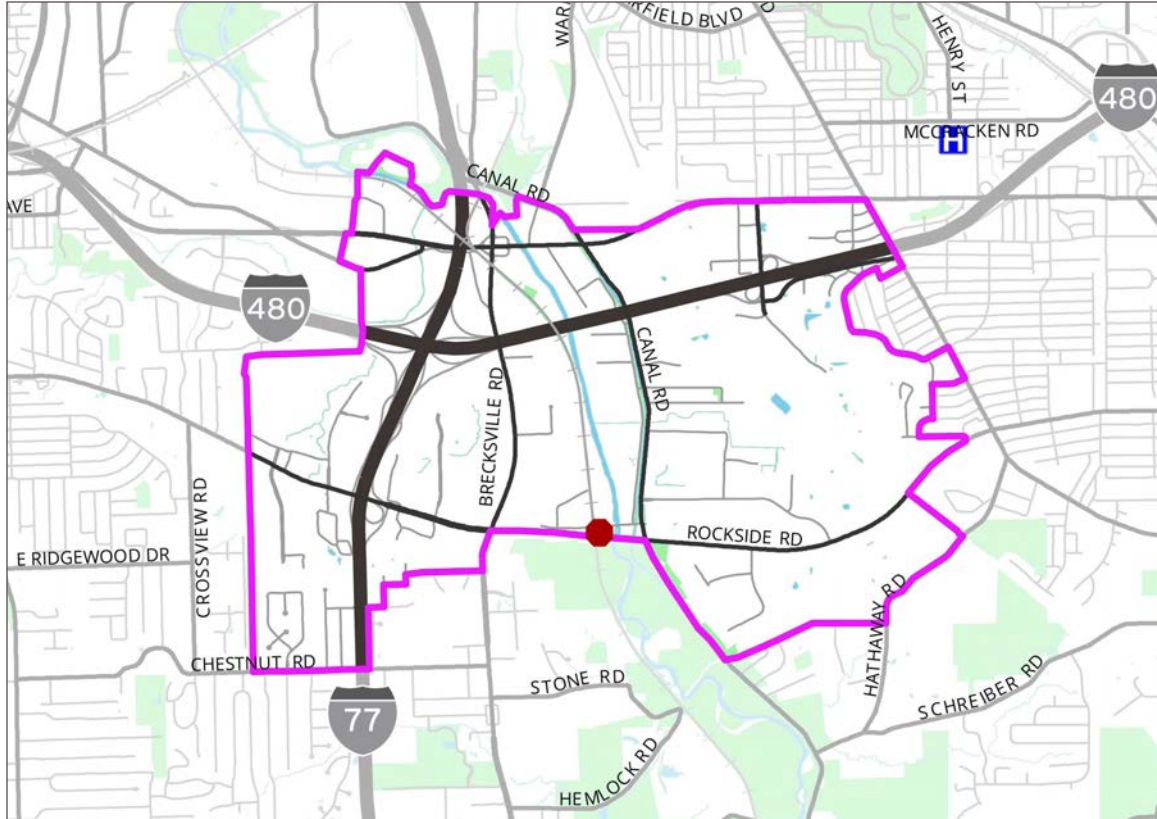
The Southeast Manufacturing Hub struggles with poor transit access and walkability. The ability of transit-dependent workers to access the middle-class jobs available in the area is essential to providing a job base for employers as well as improving the economic fortunes of residents. The City of Solon has already identified critical sidewalk connections that should be constructed.

This work should be continued and expanded.

#### Develop Shared Marketing Plan

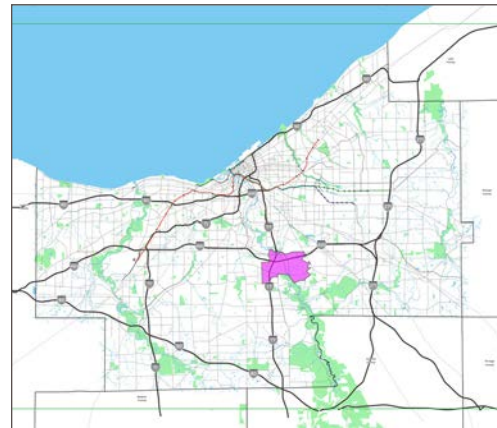
The Southeast Manufacturing Hub does not have a consistent brand for identifying and marketing its intense concentration of uses. The cities within the Southeast Manufacturing Hub should work collaboratively to establish a consistent brand identity, identify target industries, and develop a common architectural style that makes the area more visible and attractive to similar companies seeking to expand.





### Legend

-  Arts & Entertainment
-  Major Attraction
-  Museum
-  Shopping Center
-  Hospitals
-  Parks
-  Lakes and Waterways
-  Strategy Area Boundary
-  Highways
-  Major Roads
-  Minor Roads
-  RTA Rail Lines and Stations



# INDEPENDENCE CROSSING

## Professional and Technical Services, Corporate Headquarters

Independence Crossing is a vibrant commercial, technical and professional services corridor with great potential for workforce development and tourism support.

### Physical Corridor

The Independence Crossing target area is 7.9 miles. The boundaries of the corridor are Granger Road to the north; Chestnut and Rockside Roads to the south; Landcaster and Grayton Drives to the west; and Turney Road to the east. The Independence Crossing Corridor includes the communities of Independence, Maple Heights and

Valley View, and is in County Council Districts 6 and 8. The major arterial roads and interstate thoroughfares in Independence Crossing are I-480, I-77, Granger, Canal, Brecksville, Turney and Rockside Roads. The corridor is fairly evenly divided with an equal mix of commercial office and industry.

### Existing Economic Assets

The corridor has industrial, light industrial, commercial, office and retail. 2011 data indicates that there are approximately 28,823 jobs in this corridor concentrated in administration and support, waste management and

### Quick Look

- Total Jobs 2011: 28,823
- Highest Concentrations: Administration & Support, Waste Management and Remediation (21.9%); Wholesale Trade (10.2%)
- Percent of Jobs Paying More than \$40,000 Annually: 40.9%
- Percent of Current Employees with a Bachelor's Degree: 25.0%
- Percent of Employees Age 29 or Younger: 22.8%
- Corridor Assets: Segments of the Towpath Trail
- Recent and Planned Investments: Infrastructure improvements at I-480; Granger and Turney Roads
- Communities and Advocates: Independence; Valley View; Garfield Heights
- Education and Training Centers: Educational Service Center of Chandler University; Indiana Wesleyan University; New Horizons Computer Learning
- County Districts: 6 and 8

remediation, and wholesale trade. Some of the major employers in the area include:

- Koinonia Homes, Inc. (social service nonprofit)
- Kforce (employment agency)
- Faber-Castell (wood-cased writing products)
- Apple American Group (corporate campus-Applebee's Restaurants)
- Kaiser Permanente (health insurance)
- Independence Excavating (excavating contractor)
- All Erection and Crane Rental (corporate campus-commercial construction)
- Anthem Blue Cross and Blue Shield (health insurance)
- Acxiom Corporation (marketing agency)
- Trans Union (credit agency)
- Microsoft Corporation (software company)
- Aerotek (employment agency)
- Kelly Services (employment agency)
- Manpower (employment agency)
- Sogeti USA, L.L.C. (software company)

## Infrastructure Assets and Investments

There are currently road and infrastructure improvements taking place on I-480, Granger and Turney Roads. Independence Crossing has excellent access to I-480 and I-77 and the Conrail Railroad Line which is good for transportation logistics and product transport and delivery. In addition, there are several hotels and restaurants around Rockside Road and I-77.

Although there are four bus lines in the area, access to public transit throughout the corridor is spotty at best. Bus Route 35 runs along Rockside Road about every hour. Access is better on Turney Road with Route 76 which runs about every half-hour. There are also more flyer routes, Route 77F along Brecksville Road, and Route 90F on I-480 and along Libby Road that run about every half-hour during peak morning and afternoon hours. The routes slow to about every hour during non-peak hours. A significant hindrance is the fact that the main streets through the corridor have sections of commercial and industrial areas where there are no sidewalks.

Several parts of the 6.9 mile West Creek Greenway Trail segments connects to the Towpath Trail in Independence. In addition, there is access to the Cuyahoga Valley Scenic Railroad.

## Strategies

### Corridor Opportunities

Independence Crossing has some unique characteristics with respect to economic development not found in other target areas. In addition to the light industry, commercial and retail potential in the area, there is a concentration of resource and professional servicing agencies that provide opportunity for the development of a resource district focused on professional sourcing and workforce development. The location of Independence Crossing may also allow for strategic business attraction and development, as well as provide an opportunity for the development of a tourism support zone because of the proximity to downtown via I-77.

### Create a Resource District

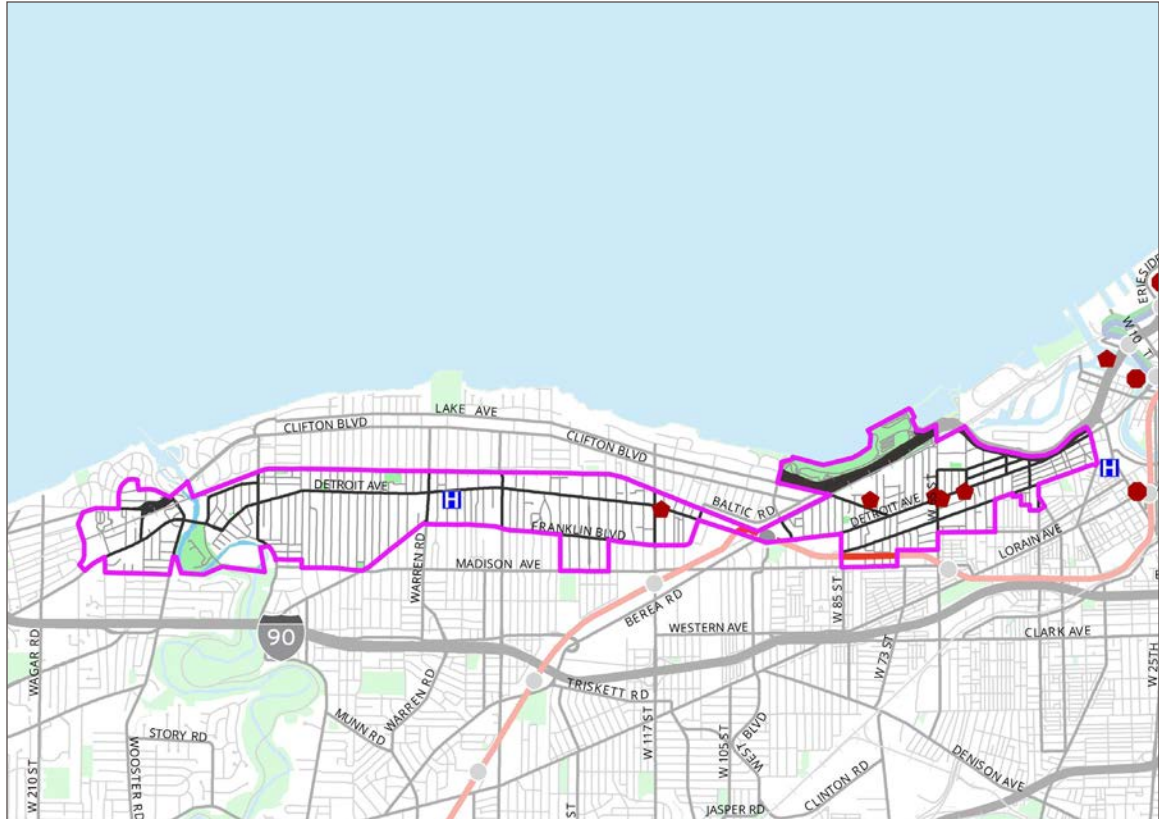
In addition to the light industry, commercial and retail potential in the area, there is good potential for the creation of a specialized Resource District. There is a large contingency of employment staffing and professional sourcing, health insurance, software and marketing businesses in the area. There are also opportunities for collaborations with area colleges and universities and training facilities to support workforce development.

### Strategic Business Attraction and Development

There are large pockets of vacant land with a mix of industrial, commercial and retail zoning including South Canal at Cloverleaf; East Granger at Cloverleaf Parkway & Canal; Old Brecksville Road; Canal Road; East Schaaf Road; and along Rockside near Turney Roads. These pockets and others provide opportunities for conducting land assessments and inventories to strategically plan for new development or redevelopment, and to assist businesses with land assembly, expansion and redevelopment.

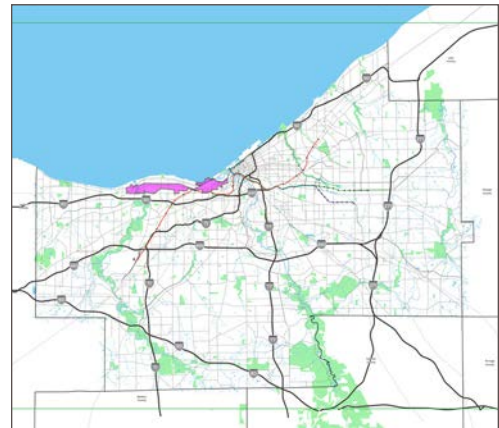
### Improve Walkability and Access to Public Transportation

Like many suburban target areas, there are commercial and industrial areas with limited or no public transportation and sidewalks. This makes it difficult to maneuver around the corridor and for transit dependent workers to get to jobs in the area. A focus on multi-modal transportation options throughout the corridor should be a priority.



### Legend

-  Arts & Entertainment
-  Major Attraction
-  Museum
-  Shopping Center
-  Hospitals
-  Parks
-  Lakes and Waterways
-  Strategy Area Boundary
-  Highways
-  Major Roads
-  Minor Roads
-  RTA Rail Lines and Stations



# DETROIT CREATIVE CORRIDOR

## Healthcare and Social Services, Retail, Manufacturing, Technology, and Creative Arts Hub

The Detroit Creative Corridor spans some of the strongest urban neighborhoods in both the City of Cleveland and inner ring suburbs. While not anchored by as many major institutions as other areas, the Detroit Creative Corridor has numerous smaller anchors that, when combined, create a corridor that has the potential for numerous creative businesses and startups.

### Physical Area

The Detroit Creative Corridor covers 5.8 square miles and has a job density of 2,774 jobs per mile. Its major street is Detroit Avenue, which links numerous north-south streets at West 29th, West

65th, West Boulevard, West 117th, Warren Road, Riverside Drive, and Lake Road.

The corridor encompasses several unique communities and neighborhoods in the cities of Cleveland, Lakewood and Rocky River including Hingetown in Ohio City, the Gordon Square Arts District, West 117th, Downtown Lakewood, and Downtown Rocky River. Most of the employment in the corridor is related to entertainment venues, small art shops and galleries, and food service. The second major employment generator for the corridor is downtown Lakewood where there is a major healthcare facility.

### Quick Look

- Total Jobs 2011: 15,987
- Highest Concentrations: Healthcare and Social Assistance (28.9%), Accommodation and Food Services (12.4%), Educational Services (8.8%), and Other Services (4.8%)
- Percent of Jobs Paying More than \$40,000 Annually: 28.0%
- Percent of Current Employees with a Bachelor's Degree: 22.6%
- Percent of Employees Age 29 or Younger: 24.6%
- Corridor Assets: Lakefront Access; Arts Districts and Establishments; Downtown Lakewood
- Recent and Planned Investments: Gordon Square Improvements; Lakewood Hospital Rebuild
- Communities and Advocates: Cleveland; Lakewood; Rocky River
- Training and Education Centers: Virginia Marti College of Art and Design
- County Districts: 1, 2, 3, and 7



The Detroit Creative Corridor's economic value differs from many other economic districts because the "creative class" industries are not as easily differentiated or placed in traditional classifications. Rather, the corridor links numerous gallery areas, theaters, arts institutions and walkable districts across three communities. There are also several peripheral groups of light manufacturing throughout the corridor.

### Existing Economic Assets

The existing economic assets in the Detroit Creative Corridor are in flux. Downtown Lakewood has been anchored by Lakewood Hospital for decades. Its imminent evolution into a community medical center has the potential for new jobs. Downtown Lakewood will continue to be an employment hub based on smaller commercial and retail operations.

Without major employers, this corridor is dependent on many small companies including:

- 78th Street Studios (creative arts incubator)
- Tregoning & Company (art gallery)
- Rachael Davis (auction house)
- Suzie Frazier Showroom (art retail)
- Capital Theater (performing arts)
- Cleveland Public Theater (performing arts)
- Near West Theater (performing arts)
- Beck Center (performing arts)
- Transformer Station (art museum)

### Infrastructure Assets and Investments

The Detroit Creative Corridor has close connections to nearby I-90, which parallels the corridor. There is also easy access to Clifton Boulevard and the West Shoreway which are main thoroughfares that provide easy access to Downtown Cleveland.

For this creative corridor, good public transit access and high quality pedestrian areas are important. Transit access in the area is good, with a stop on the RTA Red Line at West Boulevard which connects to downtown Cleveland. In addition, there are several bus routes in the corridor including: Route 22 along Loraine Avenue; Route 25 along Madison Avenue; Route 26 along Detroit Avenue; Route 42 along West Clifton Boulevard; Route 55 along Clifton Boulevard; and Route 78 along 117th Street.

The corridor links numerous areas with good walkability including Hingetown, Gordon Square, Downtown Lakewood, and Downtown Rocky River. The entire corridor is surrounded by strong residential neighborhoods with sidewalks and bike-friendly streets.

The location of the Detroit Creative Corridor is also one of its biggest assets. It has great access to Lake Erie, and its walkability with bike and transit friendly streets make it attractive for residents, local tourist, small businesses, artists, and young professionals seeking a near downtown neighborhood environment.

## Strategies

The Detroit Creative Corridor is as important for its ability to attract members of the workforce who are young and highly educated, as it is for its unique characteristics.

### Build Stronger Connections between the communities

The Detroit Creative Corridor is marked by high quality activity nodes; however, between the nodes are areas of erratic development patterns, abandoned buildings, and poor pedestrian environments. The corridor would be significantly stronger if multi-modal connections were made along the length of the corridor. Linking the various communities in a much more defined way through additional transit enhancements, infrastructure improvements and even wayfinding instruments could spur additional new development and redevelopment throughout the corridor. For example, between the existing nodes are unattractive dead zones where transit oriented developments and other infrastructure improvements could improve the aesthetics as well as assist with marketing and branding for the area.

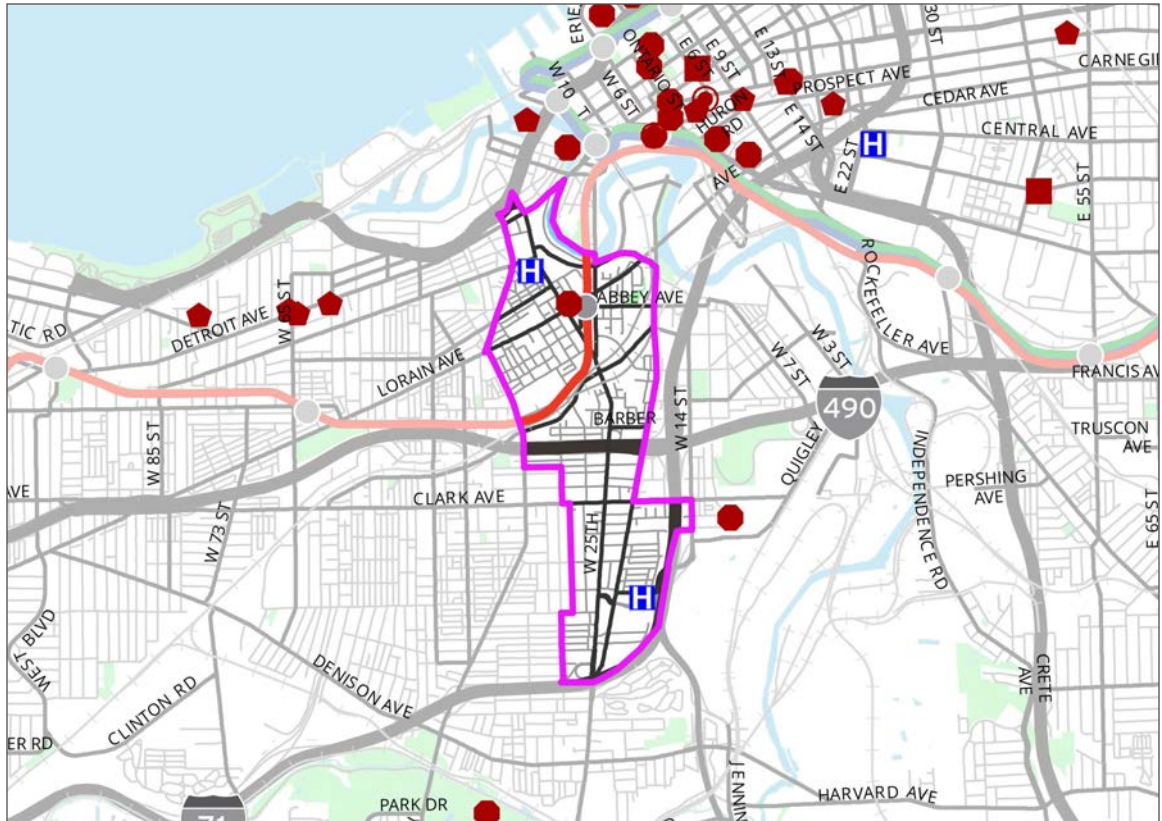
### Strengthen Creative Industries

There are wide variations in the creative industries, but they have in common histories and evolutionary development that transcend the variations and link their purpose. The creative industries throughout the corridor include, among others, architecture, design, art, performing arts, music and publishing. The stakeholders in the corridor should work collaboratively to connect and strengthen these industries. One prime example in this corridor is 78th Street

Studios, which is an incubator space for numerous arts-based companies. Other collaborative efforts could include trade and design shows, arts-based events, and subsidized spaces for creative industries.

### Reinforce the Infrastructure to Enhance the Characteristics of the Corridor

Young and creative entrepreneurs have repeatedly shown an interest in high-quality, vibrant spaces. The Cleveland neighborhoods of Gordon Square and Tremont are excellent examples of art-based investments made that have attracted economic development. This is also an opportunity to develop creative reuses of existing structures, as well as the development of mixed use environments.



### Legend

- Arts & Entertainment
- Major Attraction
- Museum
- Shopping Center
- Hospitals
- Parks
- Lakes and Waterways
- Strategy Area Boundary
- Highways
- Major Roads
- Minor Roads
- RTA Rail Lines and Stations



# WEST 25TH STREET CORRIDOR

## Food Processing, Manufacturing, Retail, and Healthcare and Social Assistance

The West 25th Street corridor is a near downtown area with great examples of mixed use. Anchored by Cleveland landmarks like the Westside Market and Great Lakes Brewery; major institutions like MetroHealth and Lutheran Hospitals; and major industries like Nestle and Voss Industries, the West 25th Street corridor also has a diverse set of highly specialized small businesses and strip centers. In addition, the West 25th Corridor is surrounded by several compact residential neighborhoods.

### Physical Corridor

The corridor is 1.5 square miles bordered on the north by the Cleveland Memorial Shoreway and Franklin Avenue; on the south by Trowbridge Road and I-71; on the east by Scranton Road and I-71; and on the west by West 32nd Street and Fulton Road.

The West 25th Street Corridor is situated in the Cleveland neighborhoods of Ohio City and Clark-Fulton and in County Council Districts 3 and 7. The major roads in the corridor are Fulton and Scranton Roads and West 25th Street. The corridor is a mixed use area

### Quick Look

- Total Jobs 2011: 13,354
- Highest Concentrations: Healthcare and Social Assistance (57.8%)
- Percent of Jobs Paying More than \$40,000 Annually: 49.0%
- Percent of Current Employees with a Bachelor's Degree: 29.6%
- Percent of Employees Age 29 or Younger: 16.7%
- Corridor Assets: Great Lakes Brewery; MetroHealth Hospital; Lutheran Hospital; Cleveland Metroparks; Canalway; Zoo
- Recent and Planned Investments: MetroHealth Hospital Expansion
- Communities and Advocates: Ohio City Neighborhood; Clark-Fulton Neighborhood; and Ohio City, Inc.
- Education and Training Centers: Job Corp; Spanish American Committee May Dugan; Cleveland Hispanic Humadaop; Merrick House; Center for Families and Children and Applewood.
- County Districts: 3 and 7

zoned primarily for residential, commercial, retail and light industry. The main economic node is the retail and commercial activity along West 25th Street and at Clark Avenue.

### Existing Economic Assets

This area has a concentration of food processing, manufacturing, retail, healthcare and social service employers. Most recent data from 2011 indicates that there are 13,354 jobs in this target area, an increase of 1,000 jobs from 12,354 reflected in 2009 data. Almost 60% of the jobs in this area are in healthcare and social services. The West 25th target area is anchored by Nestle Professional and Voss Industries to the north and MetroHealth Hospital to the south. Steelyard Commons provides major retail for the area as well as the strip centers along West 25th Street. Social service, education and training centers permeate the area and include Catholic Charities, May Dugan; Spanish American Committee; Cleveland Hispanic Humadaop, Merrick House, Center for Families and Children and Applewood.

### Infrastructure Assets and Investments

The area is very accessible to three major highways and connectors, I-71, I-90 and I-490. There is also good access to public transportation. There are five routes along West 25th from further points south and west to downtown Cleveland including: Route 20 from Ridge and State Roads; Route 21 from Clark Avenue; Route 35 from Broadview Road; Route 45A from Ridge Road and Clark Avenue; and Route 51

from Pearl Road. Access to the corridor from Fulton Road is via Route 79A from West 54th Street, and Route 79B which travels along Stumph and Memphis Roads. Overall buses in the areas run on average about every 45 minutes. The West 25th Street Corridor is also home to natural outdoor recreation amenities in the Cleveland Metroparks, the Canalway Center, the Cleveland Zoo and Towpath Trail. Current infrastructure investments in the corridor include the realignment of the Shoreway and resurfacing and rehabilitation of West 25th Street.

### Public/Private Investments and Partnerships

Within the past five years, there have been several initiatives, projects, collaborations and partnerships involving both the public and the private sector to enhance the assets of the corridor.

A major planned investment in this corridor is taking shape in the proposed \$400 million MetroHealth Hospital Campus Expansion and Rebuilding.

Aimed at establishing the Cuyahoga River as a major attraction for residents and visitors, the Ohio Canal Corridor, Downtown Cleveland Alliance and the City of Cleveland partnered in 2009 to develop the Canal Basin District Plan. The Plan funded by the Northeast Ohio Areawide Coordinating Agency through its Transportations for Livable Communities (TLCI) grant program is a conceptual study that identifies future investments including pedestrian and bicycle connections such as the Greenway Trail to the Towpath Trail, a 101 mile trail that travels through the Ohio & Erie Canalway to the confluence



of the Cuyahoga River with Lake Erie. Currently, the Towpath Trail touches two major areas within the West 25th Street Corridor, alongside Steelyard Commons and along Scranton Road.

Another major study completed in 2011 was the Ohio City Intermodal Urban Design and Wayfinding Plan for the Market District. Sponsored by Ohio City Incorporated, the goal of this TLCI project is to strengthen both the West Side Market and Ohio City neighborhood by organizing the streets, parking facilities and land uses surrounding the area in a manner that encourages economic sustainability. The Plan focuses on developing a visual roadmap to enable people to find their way to and around the Ohio City neighborhood. To appeal to environmentally conscious young professionals seeking a cross between strict urban and suburban environments, the plan also focuses on walkability and transit oriented development.

## Strategies

### Corridor Opportunities

The creation of an overarching Health and Wellness District can be achieved with more organized and resourced efforts focused on external marketing. Ohio City, Inc. has made great strides in developing the "Market District" with local agricultural entrepreneurship and the Westside Market as its foundation. The development of an overall master plan which incorporates each segment of the corridor, as well as the development of additional sub districts for example: focusing on the Waterfront and the Metroparks as outdoor amenities, can be used to brand the corridor

as well as create an active local tourism economy.

### Create a Health and Wellness Corridor

A healthy community is a place where mental and physical well-being is supported by well-connected social systems and is the foundation for achieving all other goals of the community. The West 25th Street Corridor is ripe for the development of an overarching brand of Health and Wellness. The area is currently anchored by MetroHealth and many social service organizations. In addition, MetroHealth is undertaking a \$400 million major expansion and rebuilding effort that will launch the ability for additional healthcare, social services, and other associated uses to occur. The objectives of the Health and Wellness Corridor would be:

- Work with existing wayfinding and branding efforts to create a coordinated wayfinding and branding system and design to highlight major health and wellness institutions and services in the areas as well as highlighting sub districts throughout the corridor such as the Market District and Local Tourism.
- Promote healthy living and active lifestyles by creating walkable environments, multi-modal street-scapes and integrated public green and park spaces.
- Coordinate and attract supportive services and amenities such as restaurants parking facilities, transit oriented developments, residential redevelopment, and other retail and commercial uses that support employees, visitors and the community alike.
- Renovate and adapt existing structures to retain the neighborhood character and at the same time



- reuse existing structures to expand housing stock.
- Develop a range of housing options for different family sizes, income levels and ages.
- Strategic Plan for demolition where necessary to revitalize redevelopment.
- Assemble and Redevelop larger parcels of land for multifamily apartments and townhomes.
- Coordinate public and private improvements and development.
- Create Market District to Enhance the Existing Local Food Economy
- Leverage the Westside Market and the Great Lakes Brewery as anchors for the Market District by:
  - Supporting efforts to enhance the booming local healthy food economy at the Westside Market and area restaurants.
  - Supporting efforts to bring growers and restaurants together to expand not only the restaurants in the area, but local food access in general.
- Reviewing design guidelines to maintain and compliment the character of the neighborhood.
- Focusing on infill and renovation and reuse of existing buildings.
- Coordinating public and private infrastructure improvements and development

#### Improve Connections between the Community, Outdoor and River Recreation

Located within the corridor is the Cleveland Zoo, the Cleveland Metroparks and the Towpath Trail. The Health and Wellness corridor is further enhances by:

- Integrating greenspace as a part of the community design by supporting the development of more quality public spaces, pocket parks and plazas to promote a sense of community.
- Connecting neighborhoods in the corridor to existing biking and walking trails.
- Investing in infrastructure to increase access and connectivity to existing multipurpose trails and bikeways, parks and open space.

#### Improve Maneuverability throughout the corridor

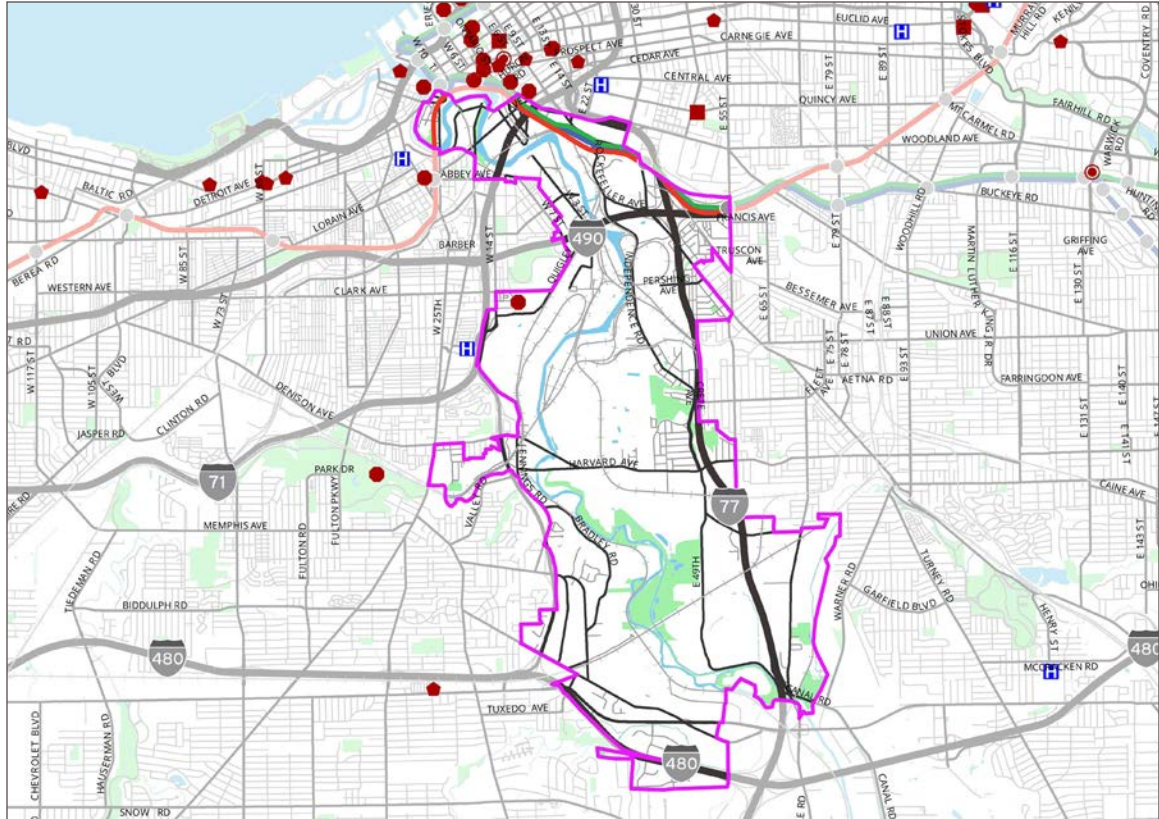
To improve maneuverability throughout the corridor by:

- Supporting the continuation of the work of Ohio City, Inc. and the Greater Cleveland Regional Transit Authority to expand connectivity and walkability within the corridor through Transit Oriented Development and improvements to the waiting environment.
- Updating zoning and/or conduct parking study to permit shared parking, and at the same time reduce impervious surfaces that contribute to run-off and support transit

#### Create a Small Business Development and Resource Center within the Corridor

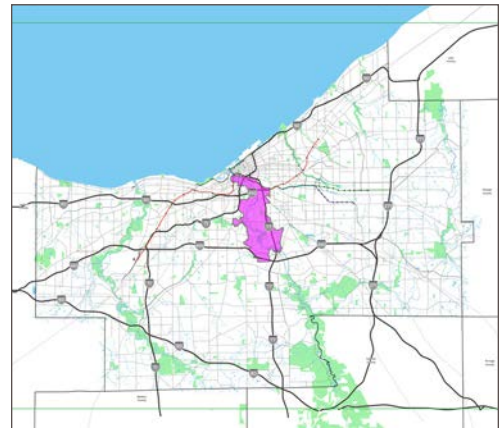
With this strategy, community advocates and other stakeholders can provide a forum for small businesses and entrepreneurs in the area to gain access to business development and training.





### Legend

- Arts & Entertainment
- Major Attraction
- Museum
- Shopping Center
- Hospitals
- Parks
- Lakes and Waterways
- Strategy Area Boundary
- Highways
- Major Roads
- Minor Roads
- RTA Rail Lines and Stations



# CUYAHOGA VALLEY

## Manufacturing, Wholesale Trade, Recreational Tourism

The Cuyahoga Valley corridor is a unique manufacturing and wholesale trade corridor reminiscent of Cuyahoga County's industrial past with a bright future merging economic development and the environment.

border runs along I-77. The corridor is in County Council Districts 6, 7, and 8, and includes the villages of Brooklyn Heights, Cuyahoga Heights, Newburgh Heights and the Broadway-Slavic Village and Tremont neighborhoods in the City of Cleveland.

### Physical Corridor

The Cuyahoga Valley target area is 11.4 square miles. It stretches right through the center of the County from Canal and Columbus Roads near downtown to just south of East Granger Road. The corridor's west boarder runs along I-71 and the Jennings Freeway, and its east

### Existing Economic Assets

The Cuyahoga Valley Corridor is zoned for light industry and some heavy industry and commercial. The Cuyahoga River runs through the valley and provides great logistics for the manufacturing and commercial

### Quick Look

- Total Jobs 2011: 18,102
- Highest Concentrations: Manufacturing (33.2%); Wholesale Trade (15.8%)
- Percent of Jobs Paying More than \$40,000 Annually: 53.5%
- Percent of Current Employees with a Bachelor's Degree: 22.7%
- Percent of Employees Age 29 or Younger: 16.6%
- Corridor Assets: Flats Industrial Rail Line; Steelyard Commons; Towpath Trail; Cleveland Metroparks; and Canalway Center,
- Recent and Planned Investments: Transportation for Livable Communities Initiatives (TLCIs) – 4 in the corridor
- Communities and Advocates: Villages of Brooklyn Heights; Cuyahoga Heights; Newburgh Heights; and the City of Cleveland
- Education and Training Centers: Tri-C; Chandler University; Indiana Wesleyan University; and DeVry University
- County Districts: 6, 7, and 8

industries. The corridor also has great natural features and recreational opportunities.

There are approximately 68,266 manufacturing jobs and 36,418 wholesale trade jobs in Cuyahoga County. The Cuyahoga Valley Corridor is home to over 18,000 jobs, 8,870 of which are in the manufacturing and wholesale trade industries. The second highest concentration of such jobs in Cuyahoga County.

There are several commercial and industrial campuses of office buildings, warehouses, production operations, and distribution centers taking advantage of the area's access to highways, railways and the shipping channel. Major employers in the Cuyahoga Valley are representative of both the old and new economies.

The major employers include:

- Nook Industries (industrial equipment supplier)
- Specialized Construction (paving contractor)
- Arcelor Mittal (steel distributor)
- Alcoa Aluminum (aluminum supplier)
- Aleris Specialty Products (industrial inorganic chemicals manufacturer)
- Cleveland Hard Facing(machine shop)
- Heidtman Steel Products Inc. (steel distributor)
- Cryogenesis Manufacturing (dry ice supplier)
- Zaclon, LLC (chemical plant)
- Chemical Solvents, Inc. (chemical industry)
- ARC Terminal Cleveland (petroleum products)
- Buckeye Terminal (wholesaler)

- Frito Lay(food products supplier)
- Praxair Technology, Inc. (welding gas supplier)
- SABIC's Polymer Shapes (plastic fabrication company)
- Woodstock Products (shipping service)

There are inner-city and first ring suburban residential neighborhoods along the edges of the Valley complemented by commercial and industrial parks, retail amenities and natural features. Steelyard Commons is just off the Jennings and I-71. There are also several other unique shops and galleries in the area. At the south end of the corridor, there are three major training and education centers Chandler University, Indiana Wesleyan University and DeVry University.

The Cuyahoga Valley has abundant natural features and parks throughout including the Cleveland Metroparks, Canalway Center, and the Towpath Trail. There have been no less than four Transportation for Livable Communities Initiatives, (TLCIs) conducted within the Cuyahoga Valley Corridor since 2006. The first is the Slavic Village Greenway project which includes areas within the corridor from I-490 to Harvard Road. The Slavic Village Greenway Project creates an overarching Master Plan to: develop biking and walking trails and connectors to the Cleveland Metroparks at Morgana Run and Kingsbury Run; develop route signage; incorporate streetscapes at Broadway Avenue; and conduct a land use study to enhance public transit at the East 55th Street Rapid Station. The second initiative, Tremont Pedestrian and Bicycle Linkages, covers the area from Canal Basin Park to just south of Dennison Avenue at Harvard Road

and provides plans and strategies to: improve the existing roadways and create new pathways to enhance multi-modal transportation; and improve bicycle linkages from the Tremont neighborhood to the Ohio & Erie Canal and Towpath Trail. The third initiative, the Canal Basin District Plan focuses on connections between amenities and destinations from Canal Basin Park to the north to the waterfront and south to Abbey Avenue. The Plan seeks to create a series of connections between Canal Basin Park and near downtown to the Cuyahoga River and Towpath Trail. Lastly, the West Creek Greenway Trail Master Plan creates off road trails segments within the corridor in Brooklyn Heights parallel to Granger and East Schaaf Roads.

## Infrastructure Assets and Investments

The Cuyahoga Valley Corridor has easy access to I-480, I-77, I-490 and SR 176. There are also several industrial and commercial rail lines that run through the valley including the Flats Industrial Rail Line Company, but access to public transit through the area is very limited.

The public transit routes run along the perimeter and the middle of the target area, but there is little interior or cross access to public transit. The perimeter routes include: (1) Routes 2, 16, 81 and extensions of Route 135 along the west boundary via West 14th Street and the Jennings Freeway; (2) in the middle of the target area along Harvard Avenue and Washington Boulevard are Routes 2, 10 and 16; and (3) Flyer Routes 77F and 90F run along Brecksville Road and

I-77; the east perimeter of the target area.

The infrastructure assets in the Cuyahoga Valley are transportation and logistics. As noted, the corridor has easy access to major interstate highways and rail lines. The Cuyahoga Valley also has easy access Lake Erie and the ship channel.

## Strategies

### Corridor Opportunities

There are two distinct economic development opportunities within the Cuyahoga Valley Corridor: (1) the local tourism economy linked to the outdoor recreational amenities; and (2) business enhancement and attraction for the manufacturing sector. In addition, strategic opportunities exist with respect to marketing, branding land use and transportation within the corridor.

### Manufacturing District Development & Business Attraction Plan

Develop public/private partnerships to:

- Identify and verbalize the competitive advantages of the corridor
- Understand the factors that influence business location decisions
- Inventory existing businesses
- Assesses vacant/available properties throughout the corridor
- Understand the suite of traditional and electronic marketing tools available to the corridor
- Develop a brand and marketing plan;
- Understand the purpose and strategic use of incentives for the corridor



- Explore international trade and export programs that could be of benefit to the corridor

### Develop a Local Tourism Economy by highlighting the Outdoor Recreational Amenities

The ability to draw visitors to an area base on special amenities and attractions is a special benefit to this community. “Niche Tourism” or “Local Tourism” is a specialized corner of the tourism market, usually developed around visitors’ particular interests or needs. Examples of niche or local tourism products include outdoor pursuits, adventure activities, wildlife and nature-based tourism, heritage and cultural tours, and a whole assortment of other travel experiences.

Areas within the Cuyahoga Valley such as the Canal Way Center, Ohio and Erie Canal Reservation and Cleveland Metroparks, not to mention the nearby Cuyahoga Valley National Park offers great opportunities for outdoor recreation such as walking, hiking, picnicking, boating and wild life viewing. Local businesses should be poised to take full advantage of new and emerging opportunities to promote their business through an enhanced local tourism industry. To promote a local tourism economy in the area:

- Expand conservation efforts to demonstrate the value placed on the natural features in the area harmoniously existing with its industrial neighbors
- Continue to invest in greenways and connections that link the natural features throughout the County to the corridor
- Where feasible connect the natural features to the industrial park and

efforts to reduce or minimize the impacts of development on the environment and for the well-being benefits to workers

### Land Use Study focused on Remediation, Redevelopment and Land Assembly

The industrial past has also left its mark on this corridor in functionally obsolete and vacant industrial buildings and lands some requiring environmental remediation; however, there are current opportunities to broaden and diversify the manufacturing type and infrastructure, and to develop and redevelop land throughout the corridor. Specifically there are pockets of vacant light industrial and commercial land available. Examples include the areas: along Broadway Avenue between East 9th Extension and Rockefeller Avenue; just off I-71 near Holden Avenue; and in Brooklyn Heights along Canal and Old Brecksville Roads.

To maximize the area stakeholders should conduct further inventories of vacant properties in the area to identify and assemble large tracts of vacant lands for redevelopment. The inventory should prioritize the sites with existing physical infrastructure amenities in place as well as those that require minimal preparation to make redevelopment ready. Inventories should also identify contaminated land that can be cleaned or remediated and restored to productive use.

### Marketing Study

Develop Wayfinding, Branding and Marketing Strategies that will:

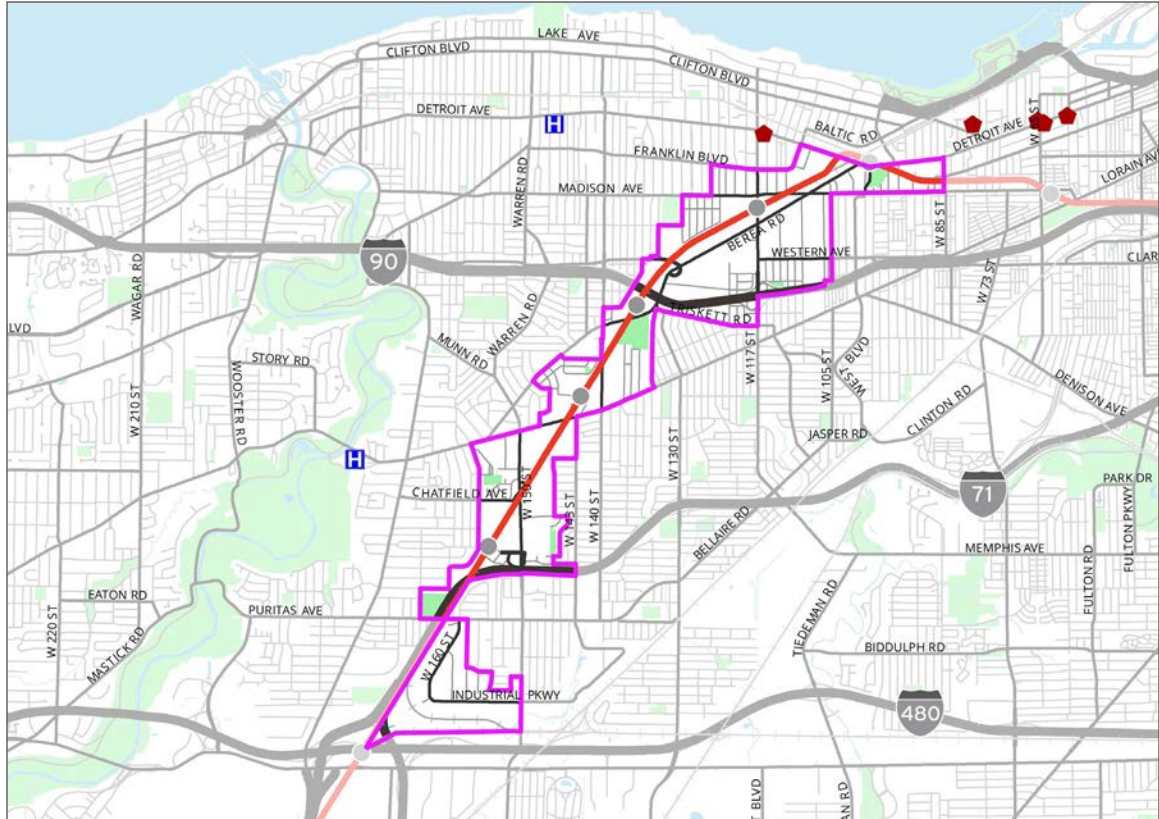
- Create a visual identity for the Cuyahoga Valley

- Promote existing infrastructure to attract similar and new manufacturing to the area to infill and redevelop vacant lands
- Guide leisure and recreational visitors through the corridor
- Enhance the experience of business, leisure and recreational visitors to the area with educational components designed to relay the background “story” of the corridor

### Multi-Modal Transportation Study

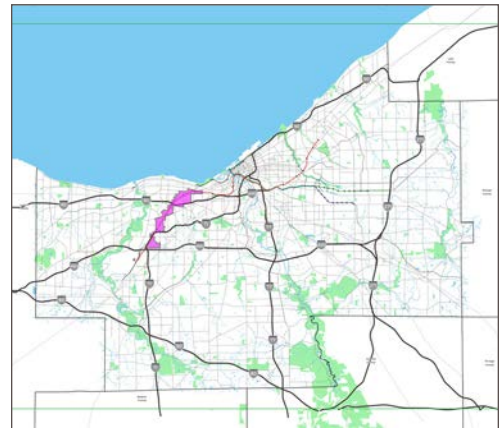
There is limited access to public transit in the Cuyahoga Valley. Public Transit access should be improved to attract workers to the area. While several projects are underway to improve access to the recreational amenities in the Valley, more attention should be paid to the on street walkability of the area neighborhoods. Improve access to and around the corridor by:

- Enticing companies to locate near existing transit access and/or extend transit services to industrial parks to connect potential employees to the areas
- Create additional multi-modal networks to increase access to the area
- Use special incentives and investments to entice potential employees to locate in nearby communities and neighborhoods to improve access to work



### Legend

- Arts & Entertainment
- Major Attraction
- Museum
- Shopping Center
- Hospitals
- Parks
- Lakes and Waterways
- Strategy Area Boundary
- Highways
- Major Roads
- Minor Roads
- RTA Rail Lines and Stations



# WESTERN RAIL LINE

## Manufacturing, Finance and Insurance, Transit-Oriented Development

The Western Rail Line runs through Cleveland and Lakewood along the freight and transit rail line that connects Downtown Cleveland to Cleveland Hopkins International Airport. The corridor is a historic manufacturing corridor that has been bolstered by new investments in finance and insurance while losing significant employment in manufacturing. To maintain this employment center, new efforts will need to focus on multi-modal investments that expand the employment base.

### Physical Area

The Western Rail Line runs north-south from the border of Lakewood and Cleveland to Cleveland Hopkins International Airport. It covers 3.7

square miles and contains 12,160 jobs to be the fifth densest strategy area. Major roads in the corridor include Detroit Avenue, Lorain Avenue, West 117th, I-90, and I-71.

The corridor's major activity nodes generally follow transit stops: West Boulevard, West 117th, Lorain Road, Puritas Avenue, West 150th, Triskett, and Berea Road.

Because of its historic focus on manufacturing, the corridor includes large sections of industrial zoning with commercial, residential, and office scattered throughout. At the northern end of the strategy area, big box retail has been replacing industrial development as manufacturing uses have left the area.

### Quick Look

- Total Jobs 2011: 12,160
- Highest Concentrations: Manufacturing (35.9%), Finance and Insurance (14.6%)
- Percent of Jobs Paying More than \$40,000 Annually: 39.8%
- Percent of Current Employees with a Bachelor's Degree: 21.5%
- Percent of Employees Age 29 or Younger: 17.8%
- Corridor Assets: RTA Red Line, Freight rail lines
- Recent and Planned Investments: Four TLCI Studies; Renovated RTA Rapid Stations; Madison Avenue Complete Street Reconstruction
- Communities and Advocates: Cleveland; Lakewood
- Training and Education Centers: N/A
- County Districts: 2 and 3

Around major transit nodes, the zoning is not optimized to create walkable development that capitalizes on the County's existing investment in transit infrastructure.

### Existing Economic Assets

The existing economic assets in the Western Rail Line area are largely infrastructure related: the freight rail line and the RTA Red Line. These two infrastructure investments create unique opportunities for economic growth, logistic transportation development, airport-oriented development, and manufacturing. The most common industry in the Western Rail Line area is manufacturing, which accounts for 35.9% of total jobs in the area. This was followed by 14.6% in the finance and insurance sector, and 11.3% in the retail trade sector.

The major employers in the area include:

- Fabrication Group, LLC (metal fabricator)
- Walsh Manufacturing Corporation (sheet metal contractor)
- Swiger Coil Systems, LLC (manufacturer- automotive parts and accessories)
- Oatey (supplier-hardware)
- DCM Manufacturing (manufacturer – OEM products)
- Dreison international, Inc. (manufacturer - electrical/wiring supplies)
- Alpha Packaging (manufacturer - glass containers)
- PPG Industries (manufacturer – coatings and specialty products),
- Oberlin Farms Dairy, Inc. (household appliance stores)

### Infrastructure Assets and Investments

The Western Rail line is well-served by highways including all major east-west highways on the western side of Cuyahoga County: I-90, I-71, and I-480. Additionally, the area has major roads running through it, including Lorain Avenue, West 117th, Puritas, Triskett, and West 150th Streets.

The essential organizing infrastructure within the corridor is rail. The RTA Red Line and freight rail line are the transportation linchpins of the corridor.

There are also several bus routes that provide good access to the area via public transportation. The major bus routes include: Route 25 along Madison Avenue; Route 78 along West 117th Street; and several Park-N-Ride options. Despite good transit access in the area, the Western Rail Line area is not pedestrian friendly and is unworkable. The transit stations are commuter-based with long set-backs away from the streets.

### Strategies

The Western Rail Line is complimentary to the Circle Hopkins Corridor and focuses on logistics and transportation. The jobs are largely middle class manufacturing jobs which require good access to public transit. The major opportunity in this corridor is commercial and industrial development and redevelopment supported by safe multi-modal access. In addition, with West 117th street as the midway point between downtown Cleveland and Cleveland Hopkins International Airport, The Western Rail Line area should be

viewed as an economic development opportunity to attract appropriate businesses seeking to capitalize on the proximity to both.

### Support Transit-Oriented Development at Key Stations

Key stations along the Western Rail Line have large opportunities for transit-oriented development. The greatest potential comes from the West Park Station, the West 117th Station, and the West Boulevard Station. Transportation for Livable Communities (TLCI) studies and City of Cleveland Planning projects already exists for the West Park and West 117th Street Stations.

### Target Commercial and Industrial Development and Redevelopment

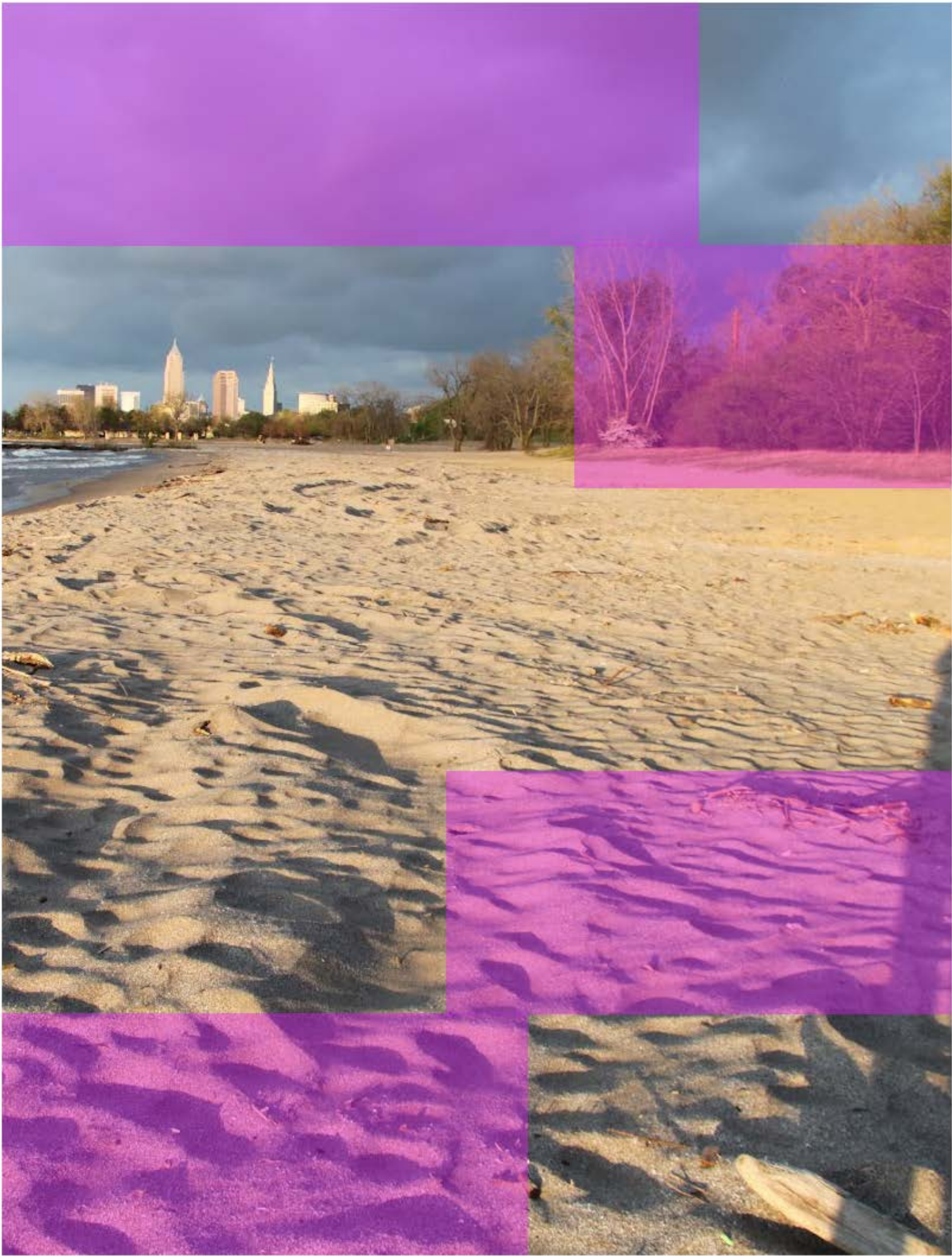
The southern half of the Western Rail Line area has more and newer industrial areas, greater access to freight lines, easier access to highways, and proximity to Cleveland Hopkins Airport. This is a good target area to begin business attraction efforts.

Because vacant land is limited, existing businesses should be the focus on development and expansion. Incentives might include providing increased access to capital and reducing barriers.

### Re-purpose Outdated Industrial Spaces

The areas of the corridor around West 117th have seen declining manufacturing employment in recent years, and land uses have switched from manufacturing to commercial development. To maintain a strong mix of employment in this area, efforts should be made to re-purpose industrial spaces for additional commercial uses





## SECTION 4

# FRAMEWORK

The Framework describes steps that are important to undertake within each of the Strategy Areas identified. Because of the breadth of the area, the Framework elements are broad steps that must be understood within the structure and context of localized areas.

### **What's In This Section?**

This section contains ten Framework elements. These are steps that should be considered all of the Strategy Areas identified as well as in the remainder of the County.

Each Framework element includes a more detailed description of the associated actions.

### **How Do I Use It?**

This section describes the types of actions that should be taken within each area and in the County as a whole.

Generally, they are not specific action steps, but more general approaches to actions. At a countywide level, it cannot be said what specific streets or districts need. Rather, this plan provides a framework for further review and more specific action.

Economic development agencies, the County, and local communities should consider this framework when evaluating funding decisions and action steps.



Cyburbia.org



UniversityCircle.org

### Framework Element 1: Develop Strategy Area master plans that engage businesses and stakeholders in each area

The ten Strategy Areas comprise numerous municipalities that historically conduct planning individually. In order to develop a shared vision and coordinated action across municipal borders, the County should encourage the formulation of master plans in the Strategy Areas. These plans should cover the details of transportation, land use, branding, economic development initiatives, incentive programs, and environmental issues that are important to a consistent economic development program.

Master plans can be a tool for businesses, local leaders, regional agencies, and funders to streamline and coordinate economic development initiatives. They should formalize target industries, identify catalytic projects, and outline collaborative actions.

The master planning process in each area should engage stakeholders, businesses, and leaders through a process that develops consensus and shared vision across municipal borders.

### Framework Element 2: Evaluate incentive programs and target businesses that fit each area's profile

In modern economic development, incentive programs are an important component of where businesses choose to locate. The Economic Development Plan has identified ten Strategy Areas that each have unique clusters of businesses. By targeting incentives and support to the business types that are concentrated in each area, the County can support strong business clusters through a more targeted incentive structure.

As an example of this type of concentration, University Circle and the HealthTech Corridor show how a concentration of healthcare companies can grow employment and increase entrepreneurship by growing innovative companies or attracting firms seeking to locate near the region's health center.

Research has shown that dense clusters of similar industries develop a knowledge base that attracts further investment from companies seeking to capitalize on those assets.





UniversityCircle.org



Case.edu

### Framework Element 3: Layer investments within Strategy Areas

Businesses are seeking areas with high quality services, updated infrastructure, and a strong sense of place. With limited government resources, the County and municipalities should layer investments within Strategy Areas to develop nodes of business activity that are supported by attractive streetscapes, quality infrastructure, available development sites, and easy transportation.

The County should act as a multi-jurisdictional organizer of investments in each Strategy Area. This means layering County investments in infrastructure with multi-jurisdictional investments that build a seamless network of roads, bridges, rail, transit, and fiber optics in each Strategy Area. It also means thinking comprehensively about streamlining zoning codes, economic development efforts, storefront renovations, brownfields grants, and other forms of entrepreneurial investment so that layered investment spurs real market change. This will develop quality places in which businesses will want to locate.

The County can assist in developing and growing these clusters by targeting investments within these Strategy Areas for a given amount of time. This creates dense areas of jobs where knowledge is more easily shared, grown, and spun into additional employment.

### Framework Element 4: Encourage knowledge growth in target industries through partnerships with area universities

In today's economy, businesses are seeking to locate in close proximity to the universities that are producing the research, spin-offs, and well-trained young people that are critical to a vibrant sector. While job training for workers is an important component of an economic development strategy, creating the knowledge and labor base that grows new industries will provide the jobs of the future.

The County should work with area universities to establish, expand, and enhance the areas of study related to target industries. This should include enhancing programs, connecting industries with research leaders, and developing internship programs.

By building a knowledge base within target industries, the County will be more competitive in attracting companies that wish to capitalize on the knowledge inherent in the region.



Flickr: Jon Dawson



ODSA

### Framework Element 5: Inventory existing businesses and actively assist in their expansions

Existing businesses are the lifeblood of job growth. These companies are already located in the region and may simply require financing, education, or other forms of assistance to increase employment.

To grow jobs within target industries and strategy areas, the County and municipalities should work to identify the employers already located within the Strategy Areas. These employers should play an active role in developing a master plan for the area by discussing their needs and constraints to expansion.

Through awareness of these issues, municipal leaders can work to address them and therefore facilitate job growth. Similarly, the County can aggregate this information to better understand the types of incentive programs needed to spur job growth.

### Framework Element 6: Ready land for development by inventorying, remediating, and assembling land

As a built-out county and a major industrial leader, Cuyahoga County has numerous small parcels, outdated buildings, and brownfields that can be challenging to develop. To facilitate new investments in strategy areas, the County must provide development-ready sites that can compete regionally and globally.

The County should review Strategy Areas for land development opportunities, investigate brownfield sites, determine opportunities for land assembly, and understand the need for remediation. This action will yield parcels of a scale that can spur investment and play a transformative role in each area.

By inventorying, analyzing, remediating and assembling parcels, the County and economic development arms can be more competitive in attracting major employers.



Flickr: Brett VA

### Framework Element 7: Incentivize mixed-use and transit-oriented redevelopment and densification

Cuyahoga County is faced with both the problem and the opportunity of being a built-out community. With little vacant land remaining, the historic method of growth—building new subdivisions on previously undeveloped land—is no longer a workable strategy. Importantly, however, trends among young people and older adults show an increasing preference for more walkable and urban living. These two factors mean the County can capitalize on mixed-use and transit-oriented development.

The County should incentivize dense, mixed-use development especially around high-capacity transit corridors and rail stations to provide the high-activity, walkable nodes that are in demand. These quality places will provide a source of population stability as people seek to live in close proximity to the places they want to go.

To accomplish this, the County should incentivize these developments with funding while also providing development-ready sites by updating zoning codes, parking standards, and building codes that support walkability.



Flickr: Donald Lee Pardue

### Framework Element 8: Promote and sustain collaborative infrastructure investments

Quality infrastructure is a critical component of attracting and sustaining businesses. Rail lines, paved roads, navigable waterways, utilities, and broadband are all elements of a complete infrastructure system. For Cuyahoga County, the large number of municipalities means infrastructure can vary greatly in a short distance as paving schedules, municipal investments, and governmental capacity change at municipal borders.

Within each Strategy Area, the County and municipalities should work to improve infrastructure across municipalities and sustain that infrastructure long-term. By providing areas of sustained, quality infrastructure that are consistent across municipal borders, the County will be more competitive in the marketplace.





Flickr: James Shwartz



Cleveland.com

### Framework Element 9: Improve accessibility for transit, pedestrians, and bicycles as a way to expand employment access

Transportation is a critical component of job growth because it is needed to connect employers to the workforce. While Cuyahoga County has a strong rail transit system and an extensive bus network, it still does not adequately connect residents to jobs. Numerous Strategy Area reviews show that transit access is lacking in its frequency, timing, or coverage. Even in some areas that have transit access, pedestrians and bicyclists are faced with a lack of sidewalks, bike lanes, or trails to connect them to employment.

The County has already developed a Complete Streets Toolkit that provides information on developing a transportation system for pedestrians, bicyclists, and transit-riders. The County should educate and encourage communities to use this toolkit to improve local access while seeking improvements to the broader transit network.

Additionally, the County should work with NOACA, ODOT, and local communities to streamline transportation investments across federal, state, and local sources to ensure resources are meeting economic development goals.

### Framework Element 10: Establish district-wide marketing, way-finding, branding, and design standards

In addition to providing the high quality of services, infrastructure, and incentives that attract businesses, communities and the County should work to uniquely brand each Strategy Area.

Establishing area-wide marketing allows Strategy Areas to compete for businesses comprehensively by advertising the area's assets through way-finding, branding, and design standards. Identifying both local communities and the larger economic area creates a cohesive brand and feel while still enhancing the unique identity of component municipalities.





## County Planning

FOR OUR COMMUNITY  
FOR OUR REGION  
FOR OUR FUTURE