

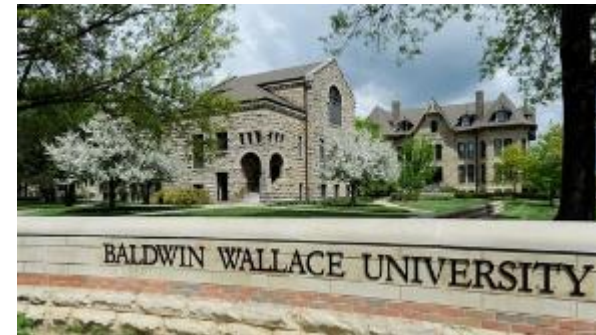
Aerozone Strategic Planning Proposal

June 2020



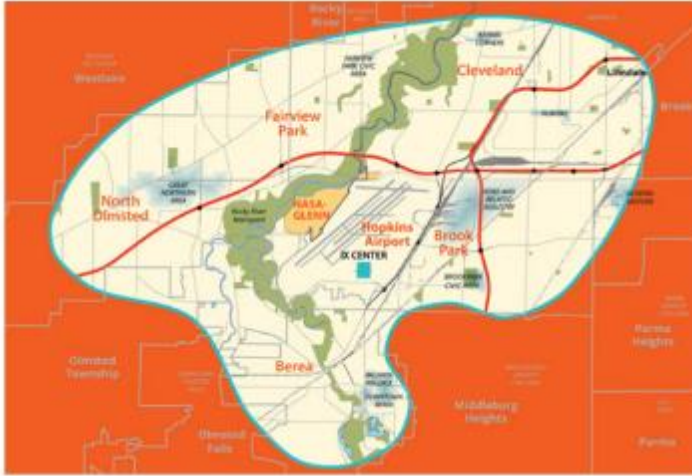
**Innovation
Economy Partners**
OUR FOCUS: IMPACT AND OUTCOMES

Aerozone District: Asset Rich & Hopeful.



The RFP Request: Help accomplish this.

Aerozone District



Develop a strategic plan that helps:

1. Establish a motivating **5-10 year vision** for the Aerozone District.
2. Identify specific **short-term goals** that will help achieve the vision.

Supporting Organization



3. Identify the **core capabilities and capacity** required to establish a credible and sustainable organization.
4. Define **specific projects** that need to be activated to accomplish the broader goals for the district.

RFP: Questions Asked.

1. What is the proposed process to develop the Aerozone Strategic Plan (in concert with the Task Force).
2. Would you suggest any modifications to the contents of the Strategic Plan outlined in the attachment entitled “Strategic Plan Components?”
3. Timing, staffing and cost to develop the Strategic Plan
4. What is your experience and qualifications to perform this work
5. References



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Working Backwards: Potential 4-7 Year Goal.

Aerozone District



- **An Aerozone Identity:** A nationally recognized “address”
- **A Vibrant Campus:** Integrated and rehabilitated infrastructure that propels business growth and inspires habitation
- Establishment of **robust value chain** pipelines in prioritized industry sectors (materials science, propulsion technology, aerospace engineering, specialized manufacturing, etc.)
- Access to a **tiered talent pipeline** (entry level through specialized skills)
- An **ecology** of businesses spurred by strategic technology transfers
- Quantified outcome **metrics:** Jobs created (50k), jobs filled, capital investments
- Integrated **incentive structures** that spurs regional coordination and collaboration



Working Backwards: Potential 1-2 Year Goal.

Supporting Organization



A **value driven, credible, and sustainable** organization.

- Has delivered a series of highly **visible wins**
- Has established an **impactful leadership and governance board** structure
- Has **secured the funding capacity** to sustain and grow efforts
- Has established “**core lanes**” where the organization can deliver repeated value
- Has expanded its **social and political capital** to further scale efforts



Working Backwards: End of the planning effort.

At the end of the Strategic Planning phase, the Aerozone Alliance will be armed with the following items to support their efforts:

(1) Aerozone District

- An overall strategic vision
- Framing critical challenges and opportunities
- Prioritized short, mid and long-term objectives and rationale
- Deliberately embedding equitable inclusion opportunities into the strategic framework

(2) Aerozone Alliance

- Funding sustainability structure (tiered membership, grants, fee-for-service, etc.)
- Board, governance and operational structure
- Staffing structure
- Prioritized Projects (Three Horizon Framework: Effort & Outcomes; Supporting Tools)

(3) Coalition Of Leadership Support

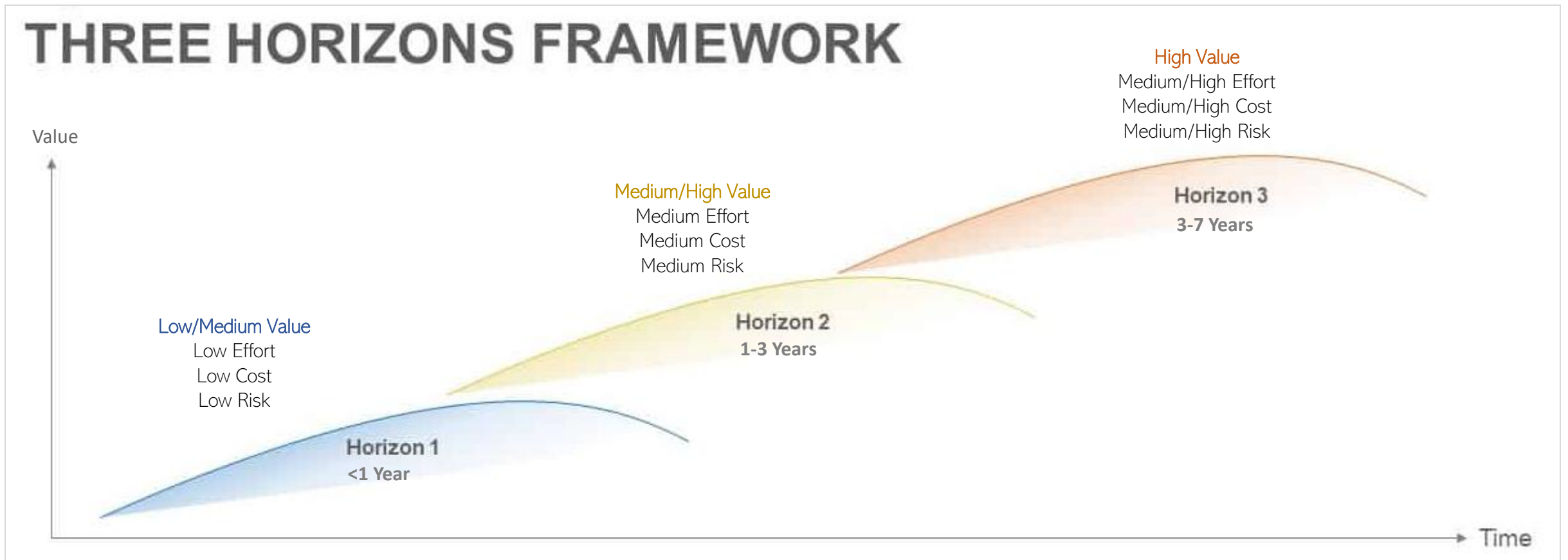
Leadership that is enthused and is ready to pursue collective effort forward

- Local Business Leaders
- Municipal and County Leaders
 - Funders



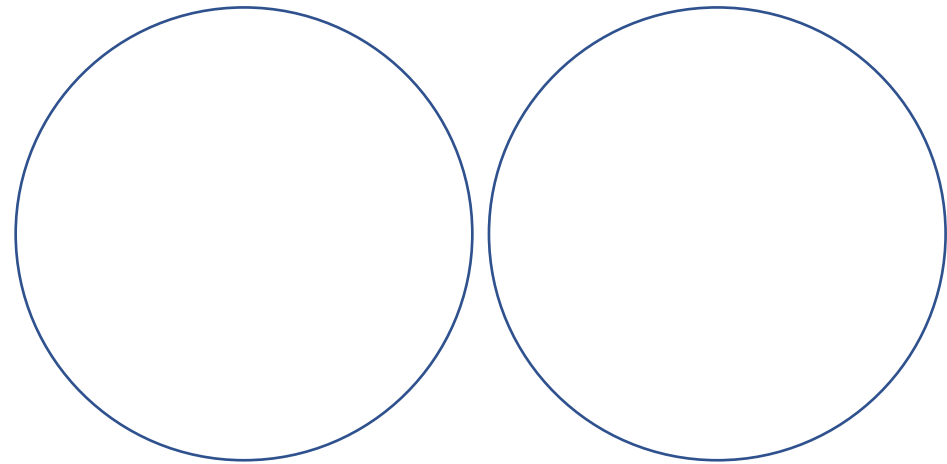
The Three Horizon Framework.

The Three Horizon Model, allows the leadership to visualize the strategic tradeoffs. Allows us to compare the quick, easy, low-cost, and low-risk opportunities, against those that deliver greater impact, but require more time, effort, and potentially entail a greater risk.



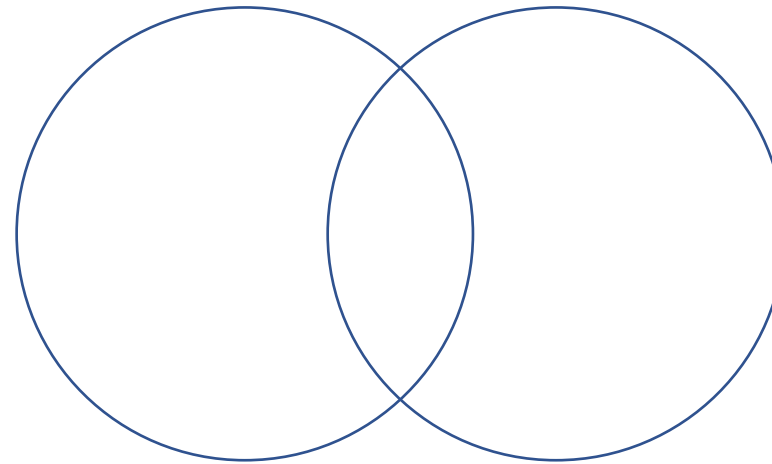
Our Biggest Obstacle: Stakeholder Commitment.

Phase 1
Zero-Sum



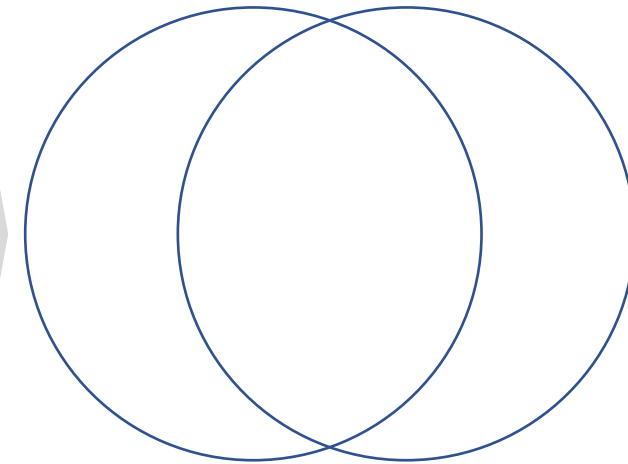
The early efforts may yield distinct “winners” and “losers”.

Phase 2:
Non Zero-Sum



As the capacity and capability improves, more partners will be able to share the wins.

Phase 3:
Win-Win



Ultimately leading to truly “win-win” opportunities for all the partners.

How do we enthuse our critical stakeholders to join us on this journey?



Overcoming Our Biggest Obstacle.



Create Personal Ownership

- Tackle this issue head-on from day 1 of the planning effort.
- From the very onset of the project, during the pre-planning phase and during the Strategic planning phase, we ensure that the key stakeholders can *place their “fingerprints”* on the program design.
- The final plan that is developed must reflect the ideas and concept that are “near-and-dear” to the key stakeholders.
- Also, we must establish a methodology that helps the stakeholders trust the outcomes that are generated.

AND

we will use the strategic planning phase to cement the stakeholder commitment.



Our Biggest Obstacle: Personal Ownership.



The 3 Most Critical Stakeholder Groups:

1. Local Business Leaders
2. County and Municipal Leaders
3. Local and Regional Funders
(The Taskforce)



Program Approach: Three Phased Strategy.

The Advisor's responsibility is to ensure that the leadership team (Taskforce, Local Stakeholders, etc.) have established a cohesive agreement at each phase, before moving to the next stage.

	Plan The Plan (4 weeks)	Strategic Planning (12-16 weeks)	Program Execution
Vision & Strategy	WHAT: (1) Help establish a process that is supported by the key stakeholders. (2) Establish a set of project hypotheses, that will be validated over the course of the project.	WHAT: Critical effort here is to ensure that the “voices” of key leaders are heard, and that the key stakeholders, see their “fingerprints” in the final recommendations.	WHAT: Launch projects that will be focused in two areas: Establish sustainability of the Aerozone Alliance and Drive Impactful Value in the Aerozone District.
Program Management			
Program Funding	WHY: (1) If the stakeholders trust the process, then they will trust the outcome. (2) Hypothesis based approaches enable targeted discussions that enable faster decision making.	WHY: After this phase, we want to rapidly transition into action. This phase helps create objective prioritization of efforts and gain buy-in, of the key stakeholders.	WHY: If we conduct the previous two phases well, then the transition into this phase will be smooth, and enable resources to sustain the effort.
Execution (True Value Creation)			



Program Approach: Three Phased Strategy.

The Advisor's responsibility is to ensure that the leadership team (Taskforce, Local Stakeholders, etc.) have established a cohesive agreement at each phase, before moving to the next stage.

	Plan The Plan (4 weeks)	Strategic Planning (12-16 weeks)	Program Execution
Vision & Strategy	<ul style="list-style-type: none"> Review current materials Base root cause analysis on organization and district history. Establish program hypothesis 	<ul style="list-style-type: none"> Define targeted metrics Refined root cause analysis Develop the three horizon strategy for the Aerozone 	<ul style="list-style-type: none"> Make the Vision and Strategy a living process, that is being actively refined based on continual learnings.
Program Management	<ul style="list-style-type: none"> Establish a stakeholder RACI Refine/establish project schedule 	<ul style="list-style-type: none"> Rapid stakeholder interviews and engagement (top 20-30 interviews: Businesses, Funders, and Government & NGOs) 	<ul style="list-style-type: none"> Organizational development and support (staffing, etc.) Establish a project management tool (Nucleus; see page 27)
Program Funding	<ul style="list-style-type: none"> Review historical budget and funding opportunities and challenges 	<ul style="list-style-type: none"> Develop pathway to sustain organization and effort (taxes, grants, membership,...) 	<ul style="list-style-type: none"> Begin securing program funding
Execution (True Value Creation)	<ul style="list-style-type: none"> Establish project hypothesis 	<ul style="list-style-type: none"> (1) Establish core data sets: <ul style="list-style-type: none"> Aerozone GIS map (business, economy, populations, infrastructure, incentive zones) Local jobs mapping (2) Critical outcome: Stakeholder buy-in and commitment to help develop program capacity. 	<ul style="list-style-type: none"> (1) Launch value generating project to support the district (2) Industry Value Chain projects (3) Talent Pipeline related projects (4) Conduct incremental studies (land use, site development, etc.)



Program Approach: Phased Deliverables.

The following is a draft outline of deliverables that are produced over the course of the project. This list will need to be refined during the initial “Plan The Plan” phase.

	Plan The Plan (~4 weeks)	Strategic Planning (~12-16 weeks)
Program Deliverables	<ul style="list-style-type: none">• Stakeholder RACI Map• Program hypothesis• Qualitative strategy and project prioritization matrix• Refined project schedule	<p>Strategic Plan will outline the following:</p> <ul style="list-style-type: none">• Quantitative and Qualitative summary of findings• Three horizon strategic map for the Aerozone Alliance and the Aerozone District• High level operational plan to deploy the project. (Effort, Impact, Outcome Metrics, Leadership, funding)• Support Funding: Sources and uses of funding• Sustainability recommendation for the Aerozone Alliance and the Aerozone District
Stakeholder Engagement	<ul style="list-style-type: none">• 2-3 Meetings• With Executive Director and 2-4 core stakeholders.	<ul style="list-style-type: none">• Develop pathway to sustain organization and effort (taxes, grants, membership,...).• 2-3 Taskforce meetings• ~25 key stakeholder interviews



The Final Project Outcome.

As highlighted earlier, at the end of the Strategic Planning phase, the Aerozone Alliance will be armed with the following items to begin generating targeted value in the Aerozone District.

(1) Aerozone District

- An overall strategic vision
- Framing critical challenges and opportunities
- Prioritized short, mid and long-term objectives and rationale
- Deliberately embedding equitable inclusion opportunities into the strategic framework

(2) Aerozone Alliance

- Funding sustainability structure (tiered membership, grants, fee-for-service, etc.)
- Board, governance and operational structure
- Staffing structure
- Prioritized Projects (Three Horizon Framework: Effort & outcomes; Supporting tools)

(3) Coalition Of Leadership Support

Leadership that is enthused and is ready to pursue collective effort forward

- Local Business Leaders
- Municipal and County Leaders
 - Funders



Program Budget.

Total Budget: \$67,480

Technical Advisory Support:

Support the program for a duration of approximately 16-18 weeks.

***Project Toolset:** Effort includes the initial tool set-up and 12-month maintenance.

The three tools that will be developed and delivered over the course of the project are as follows:

- **A local GIS Map:** To help map the local infrastructure, businesses and demographics.
- **A local Jobs Analysis Platform:** To help map the local jobs trends and be able to identify patterns of shift.
- **Optional: Program Coordination Tool:** To help coordinate and community the Aerozone Alliance efforts and smoothly launch the execution phase of the effort.

(See pages: 25, 26 and 27)

**In the spirit of regional collaboration and leveraging our NEO assets, we will strive to develop these tools in partnership with key local agencies. Ideally, the GIS Platform will be developed in partnership with the [Cuyahoga County GIS department](#) and the Local Jobs Platform will be developed in partnership with the [Cuyahoga County Ohio Means Jobs office](#).*



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Our Operating Philosophy.

We anchor our Economic and Community development efforts on the following 4 principles:

(1) Collectively Unleash Individual Potential:

We strive to help communities and regions activate strategies that create a multiplier effect. When the program is structured well, the outcomes become scaleable and sustainable.

(2) Kaizen Thinking:

In the realm of Economic and Community development, there are very few silver bullets. But here are “silver processes”. Enabling a process that is able to be self-evolving, where the actors learn from actions, enables a collective journey that can drive sustainable outcomes.

(3) Strategic Mobilization and Doing:

While Strategic plans are helpful, what is more impactful are strategic planning efforts that begin to pre-activate strategies. For example, for the Aerozone, our hope would be to begin to solicit soft-commitments from key stakeholders to financially and operationally support the strategic efforts.

(4) Data: The Language of Collaboration

We find two methods to be the most effective tools when trying to transition from “Co-Blab-Oration” to Collaboration. (1) Utilizing data to help disparate stakeholders to align behind common truths. And (2) Rather than starting initiatives from a blank sheet of paper, leveraging tools and technology to drive “speed to value”. (See pages: 25-28)



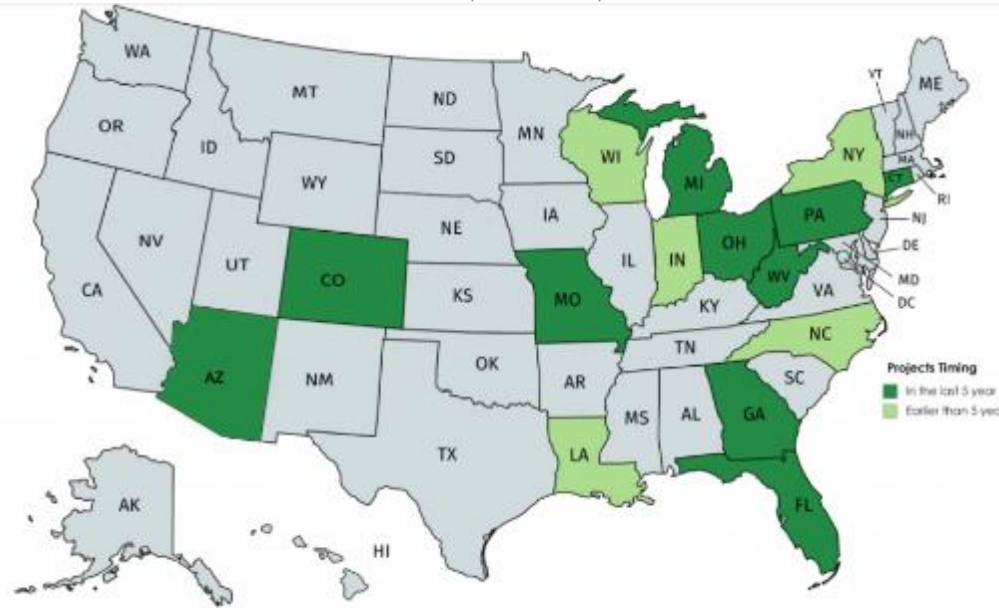
Project Leader: Hrishue Mahalaha.



- Innovation Economy Partners | Chief Economic Advisor
- JumpStart | Senior Partner, Consulting & Advisory Services
- Accenture | Senior Manager, Global Business Management Consulting
- Columbia Business School | Masters in Business Administration
- Case Western Reserve University | BA Psychology; BS Management
- North Olmsted High School | A Proud Eagle!



A Diverse Array Of Local and National Experiences.



Innovation Collaborative



Our Experiences: Strengthening Stark.



What Is It: Strengthening Stark is a county wide movement that is helping improve the economic workforce and quality of life in Stark County. The program launched in the Fall of 2017. We have been leading the Strategic Planning and Execution of the effort since the onset of the program.

Notable Outcomes:

- **GIS Platform & Jobs Platform:** Leverage data to gain keen insights on infrastructure and workforce opportunities ([JobsPlatform](#); [GISPlatform](#))
- **Develop Program Capacity:** The strategic planning effort and the data assets were used to build program support funding (Paradox Prize, KeyBank Grant, Philanthropic Grants, County Funding)
- **Enable Productive Regional Partnerships:** The collaboration strategies are being expanded beyond the county to include partners like: **FFEF:** JobsHubs, **ConexusNEO:** Healthcare Cluster Development; **TeamNEO:** Local BR&E; **MAGNET:** Manufacturing Cluster Development.



Our Bedrock: Developing Long & Trusted Relationships.



Strengthening Stark (Stark County, OH)

Starting in **fall of 2017**, the IEP team helped develop a comprehensive economic and workforce development plan for the county. The community has currently engaged the IEP team, through summer of 2021, to help implement and operationalize the strategic plan.

"Hrishue Mahalaha is helping our community put an economic development plan together and he is incredible! His ability to take differing opinions and lead a group through a process in a strategic way is already showing results. He can process and build direction and deliver action items out of every meeting. We are very pleased with the momentum we are building in Stark County with the help of Hrishue and his talents. If you are trying to move something forward in your community, hire Hrishue to help get you there. Call me anytime to get a recommendation."

Ray Hexamer, President, Stark Economic Development Board (330-323-1220, ray@starkcoohio.com)



Tourism Community Workforce and Economic Strategy (Grand County, CO)

Starting In **January of 2017**, IEP began working with Grand County leaders to develop a comprehensive economic and workforce resilience plan. The community has now engaged the IEP team to develop a web portal to help more efficiently connect seasonal employees with employers in the hospitality sector.

"I have had the pleasure to work with Hrishue Mahalaha, Innovation Economy Partners, over the past 2 years on an Economic Resurgence and Resilience Action and Implementation Project in Grand County Colorado. His professional approach to facilitate influential stakeholders towards a common goal and coordinated action plans has been essential in our efforts to get a diverse county of six separate communities sharing a common vision and a strong implementation plan that can be "owned" by the stakeholders."

DiAnn Butler, Executive Director, Grand County Economic Development (970-531-1343, dbutler@co.grand.co.us)



Growth
IN THE RURAL OZARKS

Project GRO: Missouri (Ozarks, MO)

Starting in **spring of 2016**, the project is helping deploy economic and workforce initiatives in 10 rural communities in southern Missouri.

"When we launched our Growth for the Rural Ozarks rural economic development initiative four years ago, we knew it would be critical to find the right partner to work in our three small Ozark's communities. Although we had presentations from firms from our own state who knew the Ozarks much better, we selected Hrishue and his firm from Cleveland from their work in other areas, and the grounded approach to our vision. They have exceeded our expectations. Hrishue has built a bond with the leaders in all three communities, and as a result, he has been able to move them forward in their efforts to grow more viable communities. He's a tremendous listener, a wise counselor, and personally cares for these communities and their people. That shows through, and the trust and confidence he has built with each of them has inspired them to be better. We couldn't be more pleased with the outcomes to date."

Brian Fogle, President, Community Foundation of the Ozarks (417-447-5359, bfogle@cfozarks.org)



Our Experiences: Reference Letter.



STARK TUSCARAWAS WORKFORCE DEVELOPMENT BOARD

June 16, 2020

Dear Geauga County Commissioners,

I write to you today to share my experiences in working with Hrishue Mahalaha, Managing Partner with Innovation Economy Partners. Hrishue is a lead consultant working through the Stark Economic Development Board and the Stark Community Foundation on the Strengthening Stark initiative. The Stark Community Foundation commissioned a report last year that found Stark County was becoming older, less populated, and poorer. The Strengthening Stark initiative is bringing economic development, workforce development, education, social services, philanthropy, government, and business together to put a plan into action to make a shift so that Stark County can turn our position around for positive economic growth. I am excited about our work, and we have made much progress over the past year with Hrishue's leadership and drive!

I have had the pleasure of working with Hrishue upon the onset of Strengthening Stark. I have found Hrishue to be incredibly savvy with data. His ability to understand, explain, and utilize data in decision-making is top-notch. We hear in today's fast-paced world that we need to structure our potential outcomes on data-driven programs, but typically our designs fall short. Hrishue is assisting Stark County in how we gather data, and how we use it in our innovations with business and community partnerships.

Hrishue is also a dedicated leader, and is quick to use technology as a part of his communication strategy. He keeps all groups well-informed of progress toward goals, as well as keeping pace with what needs addressed next. I have found his style to be open and professional, and he is able to get a great deal accomplished by keeping all those accountable focused on their targets in the initiative.

I have found Hrishue's talents and commitment to Strengthening Stark to be of high quality. I enjoy working with him to problem-solve and move forward in our community's effort to be an economic force in Northeast Ohio. I believe that you will find his resourcefulness and use of data refreshing and invigorating as you move forward in your communities' economic future.

Please feel free to reach me at 330-491-2627 or jmeekcells@omjwork.com if you have any questions about Hrishue or my workforce board's work with Hrishue and Strengthening Stark. Thank you.

Sincerely,

Jennifer M. Meek Eells
Executive Director



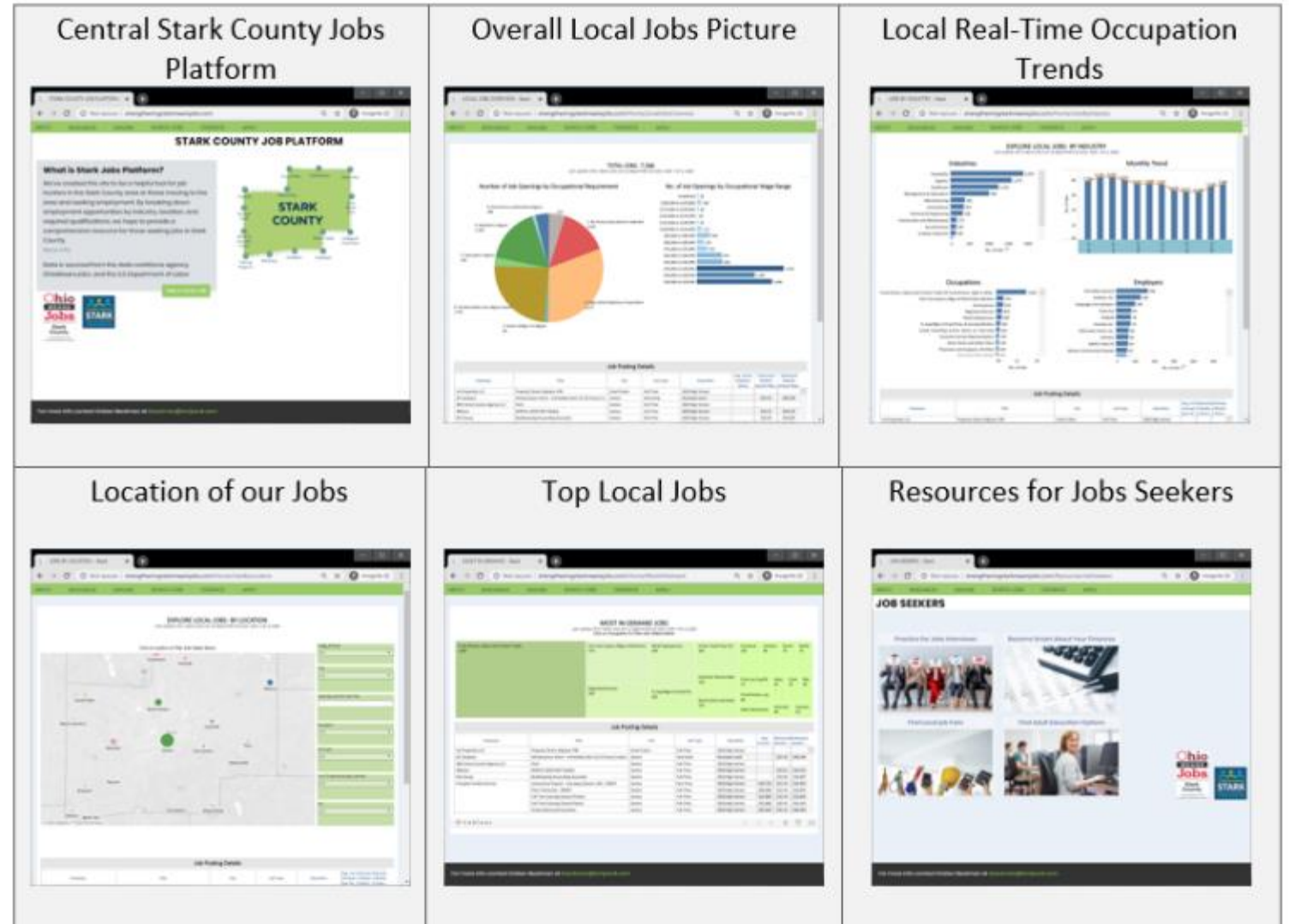
Our Custom Tools: Expediting Impact.

Local Jobs Trends Platform

Quite often our communities struggle to understand their local jobs picture. Communities often are unable to answer questions such as:

- Where is our critical workforce demand?
- How many jobs are open in our community right now?
- Which occupations are currently expanding?
- Which employers are increasing or decreasing their hiring?
- What are the wages of local jobs?
- What skills and education are needed to work these jobs?
- What resources can we connect to job seekers who are looking for better jobs?

In order to address some of these questions, we have partnered with Ohio Means Jobs to develop a custom application that can provide almost real time view into the above questions.



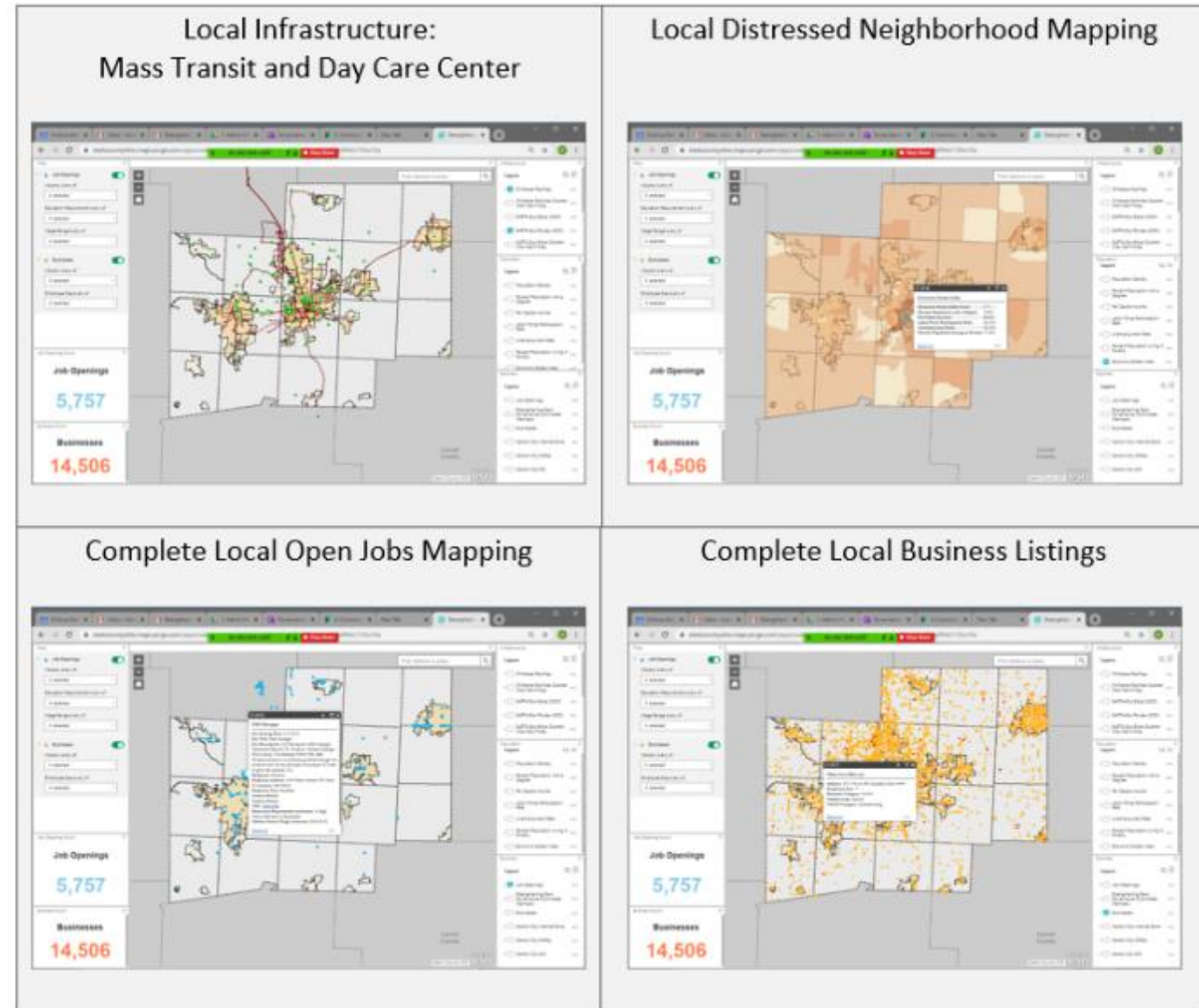
Visit: www.StrengtheningStarkMeansJobs.com

Our Custom Tools: Expediting Impact.

Local Economic Mapping (Infrastructure, People, and Businesses)

The most frequent feedback we receive regarding workforce and economic challenges, is that the leaders lack of ability to visualize where that communities have critical assets and challenges. Leaders are not able to easily digest the issues that lie in local infrastructure (bus routes, childcare centers, etc.), workforce (ability to visualize poverty, per capita income, unemployment, etc.) and/or economy (location of business, job openings, etc).

By enabling visualization of variables like this, local public officials, private/public sector leaders, philanthropy and non-profit leaders can better determine where to target interventions. In Stark County, for example, this platform is now being leveraged to enable every local municipality in the county to deploy strategies to address their local economic and workforce challenges.



Visit: <https://tinyurl.com/StarkGIS2>

Our Custom Tools: Expediting Impact.

Central Program Management Capability: Nucleus

The five critical barriers that leaders face when conducting community and economic development efforts are as follows: (1) Coordination and program management, (2) Establishment of transparency and accountability, (3) Ability to proactively communicate to the local stakeholder, the efforts that are being conducted, (4) Lack of a central repository where efforts, documents and progress can be archived, and (5) Ability to recruit additional local leader and raise local funds.

In order to address these challenges, we have designed a central online repository that can be utilized to better manage these efforts. The platform is built to ease the burden of project management overhead in a community context.

Visit: www.GrowOzarks.org



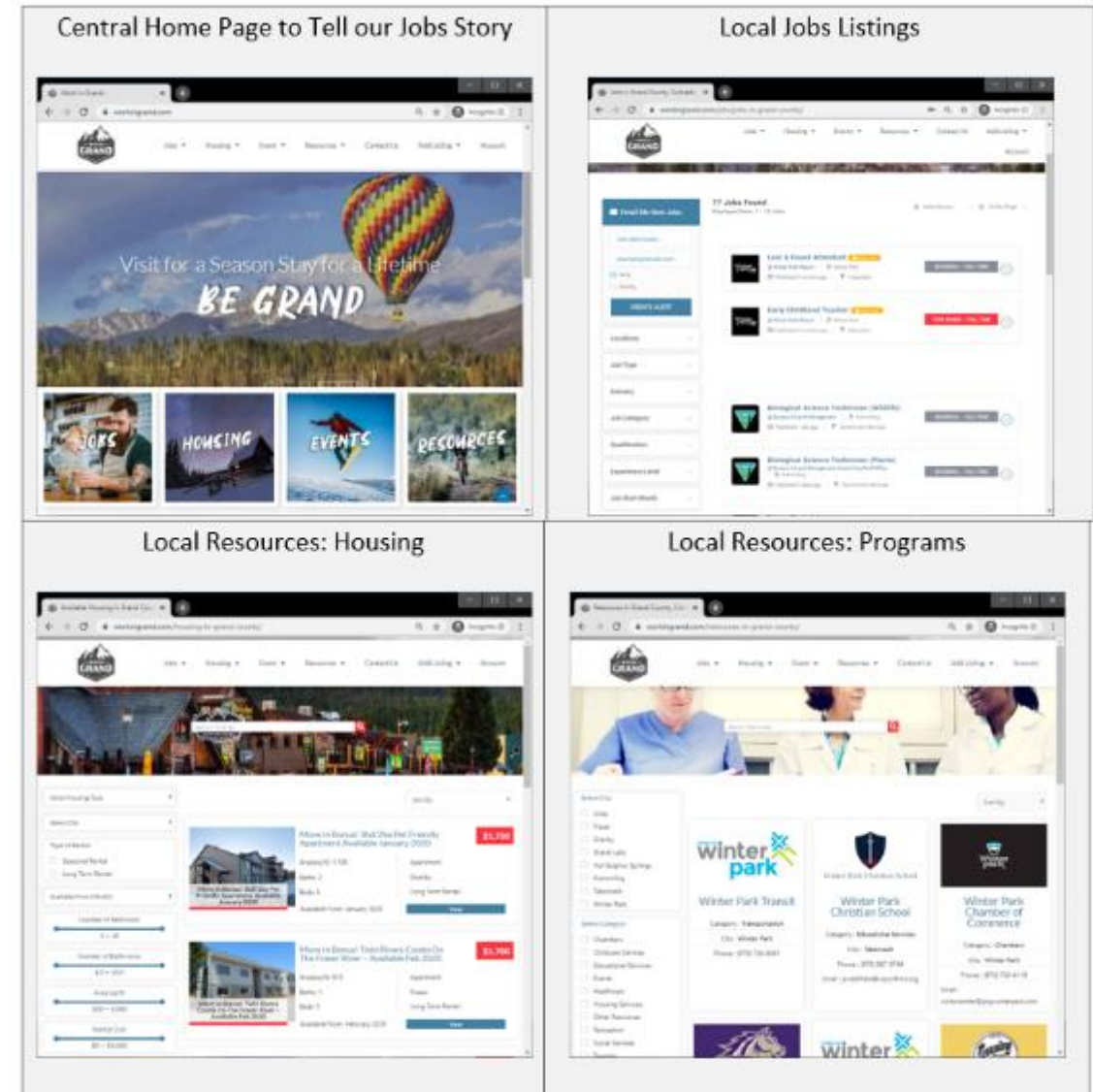
Our Custom Tools: Expediting Impact.

Local Brand and Jobs Management Site

Some of our communities are looking to better message to local businesses and job seekers the local employment picture. This tool has been built so that local leaders can completely control how they manage the local jobs posting and planning process.

The tool enables communities to share their broader local story, identify local resources, address challenges that the community may be facing (e.g. housing) and also enable candidates to create profiles so that local businesses can find them when hiring needs arise.

Visit: www.WorkInGrand.com



Appendix.



#1 Requirement for Program Success: Leadership.

When the strategic planning effort is completed, who will do the 'heavy-lifting'? How do we ensure that these individuals are at the table on day one?

Three Critical Leadership Categories:

1. **Local Business Leadership:** Who are the industry leaders in the Aerozone who will be willing to lead/convene industry/value-chain focused strategies?
2. **Political Capital:** Who will lend their political capital to advocate for the effort and ensure accountability from all related stakeholders?
3. **Funders:** Those who will write the check(s) for sustainability of the effort.

We will need to work closely with the staff to ensure that right stakeholders are identified and are available for the planning effort.



Potential Hypothesis Elements.

The following areas could potentially represent the core elements for the Aerozone Alliance/District projects.

Priorities	#	Expectations	#	Perceived Challenges	#
Job creation	5	A strategic and actionable plan	6	Getting buy-in from external stakeholders	4
Economic & community development	5	Collaboration and resource sharing	5	Reaching point of momentum	3
Aerospace/tech development & incubation	3	Commitment to three-mission principle	3	Sustainability/long-term partner engagement	3
Collaboration & resource sharing	2	Contribution/commitment from all parties	2	Engagement by the city of Cleveland	2
Land development	2	Recognition of 'strength in numbers'	2	Strategic/actionable plan for implementation	2
Improve housing stock	2	Clarity (clear agenda, goals, and priorities)	2	Credibility/legal standing	2
Job retention	2	Moderation/facilitation/organization	2	Agreement among multiple governments	1
Knowledge economy development	1	Use time effectively	1	Value recognition	1
Asset leverage	1	Mutually beneficial for all parties	1	Multi-tasking/prioritization	1
Economic sustainability	1	A common goal for the common good	1	Assessing which priorities are actionable	1
Prevent sprawl	1	A narrowing of common interests	1	Determining what resources are required	1
Overarching theme of "improve quality of life"	-	Credibility/legal standing	1	Strategic allocation of resources	1
		World-wide recognition of Aerozone	1	Determining best stakeholders to be involved	1
		Team building	1	Changes in federal government policies	1
		A focus on placemaking	1	Stewardship of the John Glenn legacy	1
		Long-term planning	1	Involvement v. exclusion	1
		Avoidance of pettiness/self-service	1		
		Advocacy	1		

(1) BUSINESS GROWTH

- Impactful Business Retention and Expansion
- Potential Industry Value Chain Strategies: materials science, propulsion technology, aerospace engineering, specialized manufacturing, etc.)
- Technology transfer and venture incubation/acceleration opportunities

(2) PLACEMAKING

- Land use plan
- Marketing and Branding
- Site Preparation
- Regional transportation integration
- Childcare services
- Affordable and quality Housing

(3) TALENT

- Entry level and skilled talent pipeline
- Targeted upskilling options
- Opportunities for local talent networking and technical collaboration

(4) COMMUNITY COMMITMENT

- Committed local leadership (hearts & minds)
- Committed resources to sustain effort (funding and leadership)
- Targeted incentives
- Sustainable and Impact Generating Core Organization

Sample



Potential Hypothesis Elements.

A critical element of the early hypothesis development will be to shortlist **key metrics** that could be the most critical measurables to demonstrate the success of the Aerozone Alliance and Aerozone District.

- Property values
- Property productivity (vacant, blighted, brownfields,...)
- Number of targeted jobs (based on industry cluster, wages, career pathways)
- Number of businesses in core clusters
- Sales Taxes generated
- Increase of gross private investment
- Increase of gross public investment
- Alignment of incentives across municipalities within the Job Hub
- Gap Analysis + amenity improvement plan produced
- Capital expenditures for utilities/public works/amenities
- ...



Requirements for the staff: Accessing Local Data.

One of the questions that we will need to evaluate as a team is the extent to which we conduct our **data mapping efforts** during this strategic planning exercise.

From our perspective, developing a preliminary data foundation can be quite effective in driving stakeholder engagement and alignment.

	Variables Important to Business Leaders	Variables Important to Individuals/Families
Infrastructure: Transportation	<ul style="list-style-type: none">Quality/access/proximity of infrastructure (Freeways, Road, Rail,...)	<ul style="list-style-type: none">Public transportation
Infrastructure: Utilities	<ul style="list-style-type: none">Access to Broadband, Gas, Electricity, Water, etc.	<ul style="list-style-type: none">
Infrastructure: Sites & Buildings	<ul style="list-style-type: none">Attitudes of local real estate ownersList and quality of sites (Industrial; Commercial; Retail; Greenfields; Brownfields)	<ul style="list-style-type: none">Attitudes of local real estate ownersHousing Stock (Cost; Quality; Availability)
Businesses: Industries & Jobs	<ul style="list-style-type: none">Trends in business growthCore industries clustersLocal anchor businesses (industry, critical needs, trends, leadership disposition,...)	<ul style="list-style-type: none">Quality of Jobs (Wages, Career pathways)
Public Services:	<ul style="list-style-type: none">Public safetyZoningIncentivesOpportunity Zone	<ul style="list-style-type: none">Public safetyQuality schoolsAccess to social services
Quality Of Life:	<ul style="list-style-type: none">Blight index: How does the area look?Dining optionsParking	<ul style="list-style-type: none">Blight index: How does the area look?Grocery storesAccess to childcareAccess to green spacesAccess to recreation
Population"	<ul style="list-style-type: none">DiversityUnemployment rateEducational attainmentPeople living in povertyProximity to workforce	<ul style="list-style-type: none">Racial mixAverage income

Sample



Thank You.

