

Aerozone Strategic Planning Update

October 2020



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

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 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
- Community of Funders



Program Approach: Delivery Schedule

October	November	December	January	February
<ul style="list-style-type: none">• Prepare the program• Establish the project schedule• Develop the deliverable templates• Set up a stakeholder engagement plan. (RACI).• Kick-off the program with the stakeholders• Establish a preliminary hypothesis• Initiate interviews	<ul style="list-style-type: none">• Qualitative Data: Finish conducting all the interviews• Quantitative Data: Begin collecting data and establish a quantitative data repository• Develop a stakeholder value map.• Identify the success metrics for the Aerozone	<ul style="list-style-type: none">• Refine and validate the project hypothesis. (Three horizon framework)• Establish the Quantitative Data set (GIS?)	<ul style="list-style-type: none">• Develop Aerozone Alliance organizational details: Budget, Staffing, Funding structure, Outcome metrics,• Test key stakeholder support to support the Aerozone Alliance strategy.	<ul style="list-style-type: none">• Finalize the program deliverables• Execute support Letters Of Intent (LOI) with key stakeholders



Project Update

- Efforts Underway:
 - Stakeholder interviews
Round 1: Target: 25 interviews | Conducted: 12; Scheduled: 5 | Remaining: 8
 - Organizational Mapping
 - Economic data
- Key Observations and Learnings



Interviews: Conducted and Scheduled

Core Partners



Private Sector and Real Estate Developers



Philanthropy



Economic Development



What do key stakeholders care about?

Stakeholder: Business

- Ability to become a contractor with NASA
- Profitable tech transfer process
- Access to incentives (\$)
 - Access to support programming: Site selection, talent, ease the municipal hurdles, advocacy, ...

Stakeholder: Municipalities

- Develop the tax base
- Ability to attract target industries/businesses
 - Access to jobs
- Attract young families
 - Engagement with businesses in the district
- Access to regional data that impacts local economic development

Stakeholder: Philanthropy

- Ability to deliver targeted outcomes: Sustainable job and Equity & Inclusion goals
- Address macro-economic issues: unemployment, poverty, GRP growth, job hubs,...

Secondary Stakeholder: Candidates

- Access to quality homes
 - Amenities
- Quality place to live
- Connection to jobs



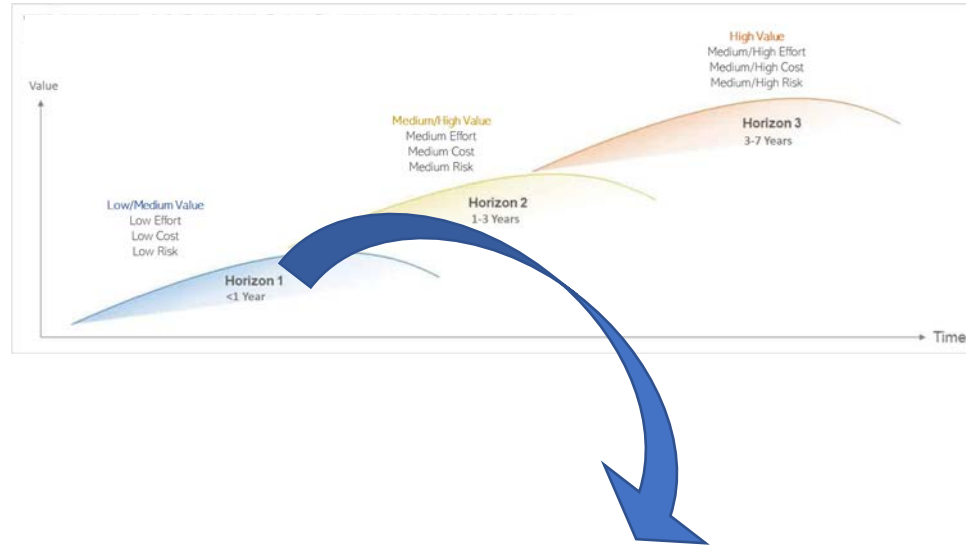
What do key stakeholders care about?

Organization Type	Organization	Organization Objectives Strengths Measurable Metrics	How can the Aerozone help the organization?	Contribution that the organization has made towards the Aerozone. How well has it worked? Why?	Incremental synergies that should be explored
Advocacy/Interest Group	Greater Cleveland Partnership	<p>MISSION To mobilize private-sector leadership, expertise and resources to create attractive business conditions that create jobs, grow investment and improve the economic prosperity of the region.</p> <p>STRENGTH Ability to access the voices of 12,000 members</p> <p>METRICS/GOALS (2018-2021 Strategic plan)</p> <ul style="list-style-type: none"> - Conduct 1000 BRE visits - Lead industry sector forum initiative - Create new investment tools for neighborhood development - Build "Business 211" for NEO - Launch skills based workforce initiative - Commercialization benchmarks study and regional plan - Create CEO innovation and commercialization council 	Help develop an integrated BRE strategy for businesses in the Aerozone District. Develop focused aerospace sector initiatives/connections to develop cluster, capabilities and leverage points.	TBD - representation on the aerozone board and alliance member	Integrated the work of the Airport and the Air Demand Taskforce with the work that the Aerozone Alliance is doing.
Advocacy/Interest Group	Ohio Aerospace Institute				
Advocacy/Interest Group	Cleveland Innovation Partnership	<p>MISSION Has a mission of strengthening technology-based economic growth and prosperity for all Greater Cleveland residents</p> <p>STRENGTH Is helping craft a bold strategy and beginning to create alignment amongst the major economic organization leaders in NEO. Also, placing the weight of the Cleveland Foundation behind the effort.</p> <p>METRICS (2030)</p> <ul style="list-style-type: none"> • 20,000 new tech-led innovation jobs, with 25% held by underrepresented minorities and 50% held by women, reflecting the region's demographics • 20,000 new digital and STM graduates (certificates or degrees) educated and retained or attracted to Cleveland, with 25% being underrepresented minorities and 50% being women • >\$2 billion in increased targeted research investment • >\$4 billion in total invested venture capital in tech-led companies, with 25% of tech led companies with minority executives and 50% with women executives • >2 million square feet of new institutional, commercial, residential and community development in the innovation corridors 	Create deep relationships with the local core sector business. Develop a strong economic development execution relationship with NASA (This will happen in partnership with TeamNEO)	N/A	Need to create a deep integration with TeamNEO/JO as it is preparing to pursue smart manufacturing industry growth objectives. Find ways in which TeamNEO and the Aerozone can be collaborative partners.
Real-Estate Developers	Paran Management Company	<p>BACKGROUND Paul Goldberg and Chelm Family initially set up the tech park, and now PARAN is joining the effort.</p> <p>STRENGTH</p> <ul style="list-style-type: none"> - Techpark - 20 acres, at the backdoor of NASA. - Expertise in real estate development - Expertise, small shopping center, multi-family housing 	<ul style="list-style-type: none"> - Industrial Development: Chelm is the expert - Need to finish the development of the Tech Park - Has an aspect of campus - Ideal for the TechPark is that businesses would graduate from TechPark and move into other parts of 	The team needs to review the value of the effort. If Kerry endorses the effort, then they can drive a lot of business to the region. Current support: - Through the current foundation, \$5k per year. The foundation gives away about \$100K. The Jewish Federation of	



What Role Should The Aerozone Play Here?

(1) Define overall vision for the Aerozone District



(2) Define explicit measurable goals.

Example

- Expand contracting opportunities with NASA Glenn Research Center.
- Create/expand 50 jobs in the Aerozone District in 18 months.



What Role Should The Aerozone Play Here?

(3) What capabilities need to be created?

		Capability Capacity Commitment		
		Partner 1	Partner 2	Aerozone District
Expand contracting opportunities with NASA GRC. (50 contracting jobs in 18 months)	• ...	• ...	• ...	• ...
• Establish and maintain a deep working relationship with NASA. Gather data on the current and upcoming contracting opportunities.	• ...	• ...	• ...	• ...
• Create a database of current and potential NASA contracting agencies/businesses	• ...	• ...	• ...	• ...
• Conduct outreach with the businesses and evaluate business interest in upcoming contracting opportunities.				
• Develop support tools for the businesses to expand operations in the Aerozone District	• ...	• ...	• ...	• ...
• ...				

(4) Empower and create accountability.

- What support do the organizations need to drive the effort?
- How do we ensure accountability such that the outcomes are achieved?



What Role Should The Aerozone Play Here?

	Program Management	Business Growth	Talent Development	Quality Place
Scenario 1: New research being incubated at NASA has an efficient/effective pathway to commercialization in the Aerozone.	<ul style="list-style-type: none"> Coordinated partnerships Trusted relationships Access to specialists 	<ul style="list-style-type: none"> Established pathways to rapidly enable tech-transfer “Tech-transfer playbook” Access to resources and programming 	<ul style="list-style-type: none"> Access to specialized talent that may be required to support the effort 	<ul style="list-style-type: none"> Access to space, infrastructure. Quality live, work and play experience. A branded experience
Scenario 2: A business looking to expand business in the Aerozone is able to access resources in a rapid manner:	<ul style="list-style-type: none"> // 	<ul style="list-style-type: none"> Potential Industry Value Chain Strategies: materials science, propulsion technology, aerospace engineering, specialized manufacturing, etc.) Develop integrated incentive structures. 	<ul style="list-style-type: none"> Establish a robust talent pipeline that can help support targeted industries 	<ul style="list-style-type: none"> Access to quality infrastructure, sites,
Scenario 3: 3 new families moving to the region. (family income \$200k, \$70k, \$40k)	<ul style="list-style-type: none"> // 	<ul style="list-style-type: none"> Access to jobs Trusted pathways to rapid employment 	<ul style="list-style-type: none"> Upskilling, certification and training opportunities Spectrum of triage and support services 	<ul style="list-style-type: none"> Homes, parks, sidewalks vibrancy
Scenario 4:				
Scenario 5: ...				



Questions.

