

Aerozone Strategic Planning Update

November 24,
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

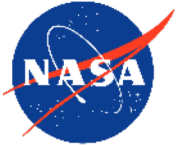
Leadership that is enthused and is ready to pursue collective effort forward

- Local Business Leaders
- Municipal and County Leaders
 - Funders
 - ...



Interviews:

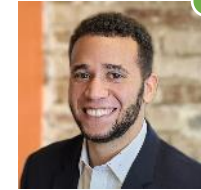
Core Partners



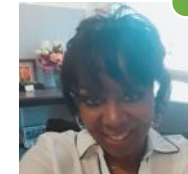
Private Sector and Real Estate Developers



Philanthropy



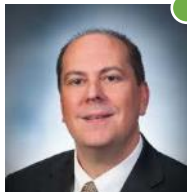
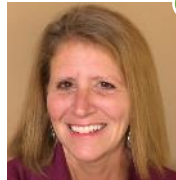
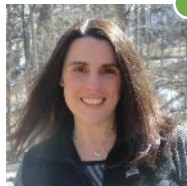
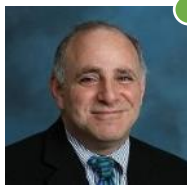
Workforce Partners



●: Interview conducted already

Interviews: Conducted and Scheduled

Economic Development & Public Sector



●: Interview conducted already

Aerozone District: Key Opportunities.



(1) Sustaining Community Commitment

Critical Priority And Importance

Establish an overall Aerozone District Strategy and Operational Structure.
Ensure that the partners/members gain tangible value.

- **Establish a cohesive integrated strategy and focus**
 - Establish a focused strategy and plan.
 - Establish a financial and organizational sustainability.
 - Create the mechanism to support collaboration
 - Create visibility in the economic ecology.
- **Establish financial sustainability**
 - Ensure that the program and efforts are financially sustainable.

(2) A Vibrant Physical District/Campus

Establish the Aerozone District as a signature destination

- **Attractive Branding**
 - Rebrand the space and make it more attractive to live work and play here,
 - Create a High-tech Innovation neighborhood
 - Establish a catalog of local sites (brownfield, green field, office, etc.)
- **Tangential Opportunities**
 - Develop a micro-grid
 - Public WIFI infrastructure
 - Micro-bussing

(3) Business Growth

Help attract and expand businesses by creating incremental business growth opportunities with NASA GRC and the Cleveland Hopkins International Airport.

- **Priority Partner: NASA GRC**
 - Expand Support Service Contracts
 - Expand Delivery Order Contracts
 - Expand technology transfer opportunities
 - Expand private sector utilization of the NASA infrastructure
- **Priority Partner: Airport, and other**
 - Expand procurement opportunities at the airport.
 - Other?

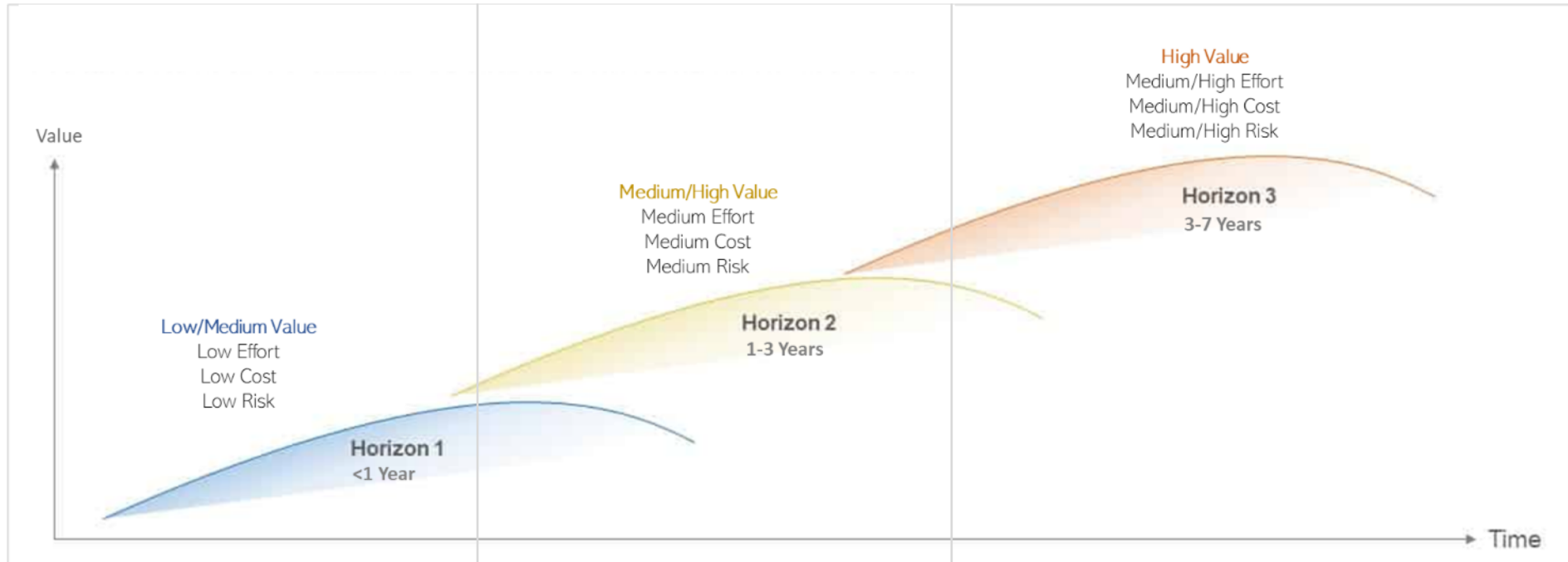
(4) Workforce Development

Create a highly impactful and sustainable talent pipeline that support the key industries in the Aerozone District.

- **Gain an understanding of the local talent needs and trends**
 - Create a mechanism to maintain visibility to the most critical growth jobs.
- **Work with partners to create a talent pipeline:**
 - Create linkages with high schools, trade programs and colleges to develop a sustainable talent pipeline.



Aerozone District: A Potential Pathway.



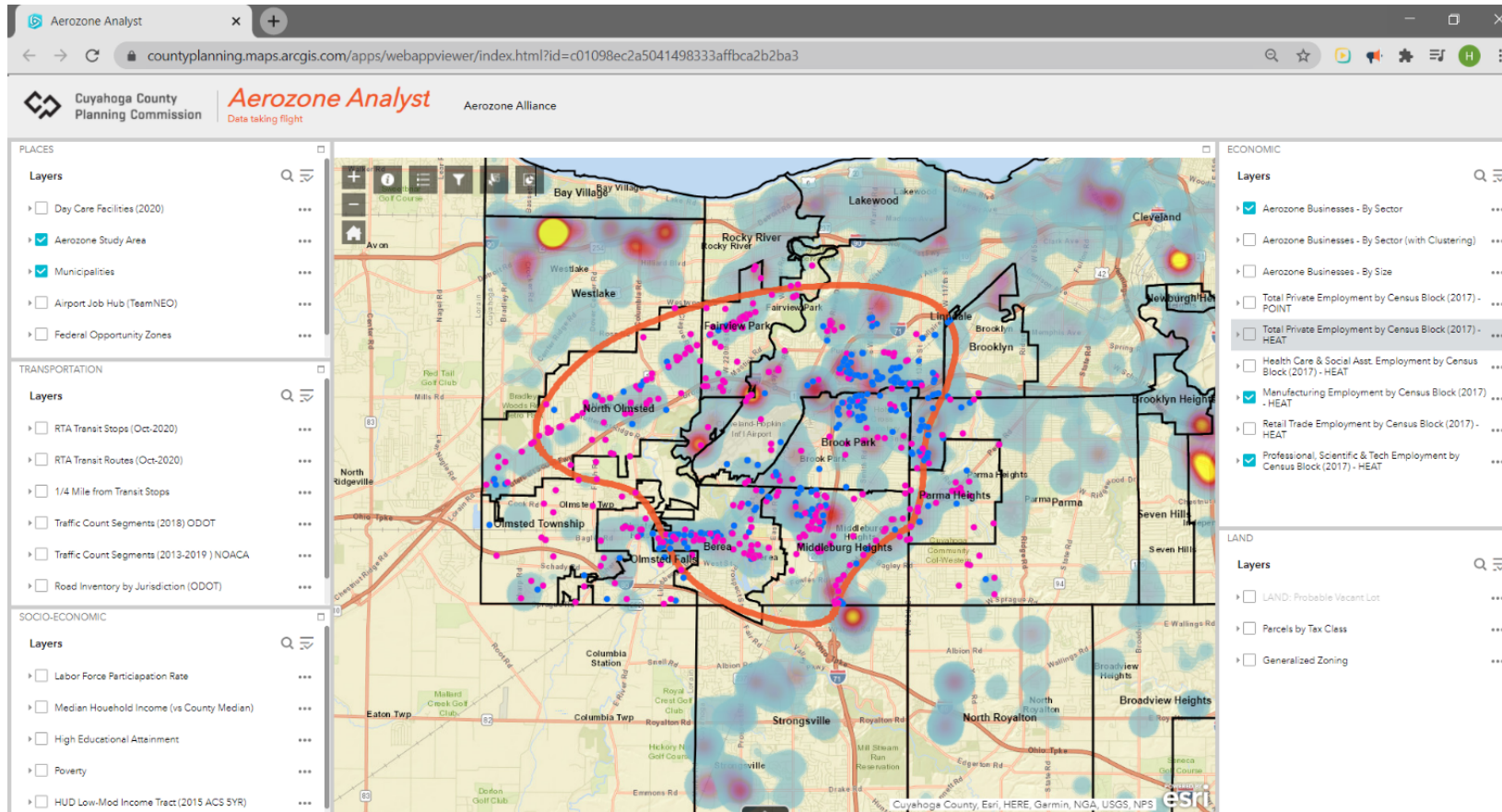
1. Relaunch the Aerozone Alliance to have greater **focus and sustainability**.
2. Establish the **supporting tools and relationships** to monitor and manage the efforts.
3. Launch the **Phase 1 branding** efforts.

1. **Help Attract and Expand x** businesses and **x** jobs to the Aerozone Alliance.
2. Conclude **Phase 1 branding** efforts.
3. Establish a robust **local talent alignment** program.

1. Become an **internationally recognized** destination that specializes in Aerospace Industry.
2. **Attract and Expand x** businesses and **x** jobs to the Aerozone Alliance.



Visualizing Aerozone's economic assets.



LINK:

<https://countyplanning.maps.arcgis.com/apps/webappviewer/index.html?id=c01098ec2a5041498333affbca2b2ba3>



Next Steps.

1. **Finish Round 1 Interviews.**
2. **Initiate Round 2 Discussions: Deep dive problem solving with anchor partners.**
 - NASA GRC
 - Airport
 - OAI
 - ...
3. **Establish a working model of our data visualization model.**
4. **Refine the Aerozone District/Alliance Strategic Hypothesis.**



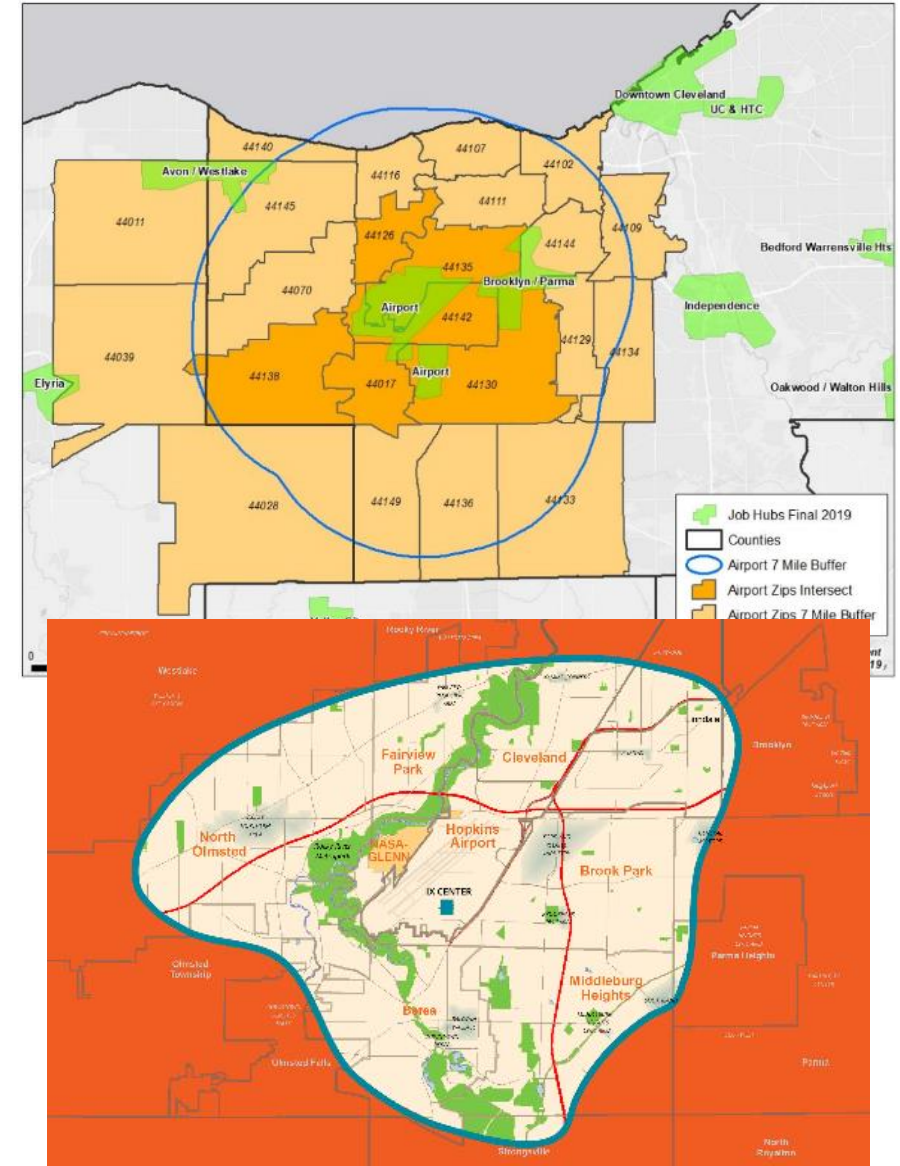
Questions | Thoughts | Feedback



Visualizing Aerozone's economic assets.

Why do we need this?

1. Need to establish a **baseline** of our economic assets.
2. When working with a large array of partners, data visualization helps **foster a common understanding** and can **facilitate collaboration**.
3. Core data elements that we seek to map:
 1. Infrastructure Assets
 2. Business Assets
 3. Workforce/Talent Assets



Visualizing Aerozone's economic assets.

Aerozone Data Strategy

The purpose of this document is to outline the data needed to support the strategic planning and operational execution efforts related to the Aerozone District.

In the short term, we hope to use this data to help our local stakeholders (elected officials & municipal leaders, private sector leaders, philanthropy & funders, etc.) better understand the economic opportunities that exist in the Aerozone District. The aspiration would be to utilize these tools on an ongoing basis to make more operational level decisions (e.g. drive BR&E priority, plan infrastructure development efforts, convene discussions related to sites, etc.).

Sample list of projects that could be enabled as a result of this strategic planning effort.

(1) BUSINESS GROWTH	(2) PLACEMAKING	(3) TALENT	(4) COMMUNITY COMMITMENT
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Land use plan Marketing and Branding Site Preparation Regional transportation integration Childcare services Affordable and quality Housing 	<ul style="list-style-type: none"> Entry level and skilled talent pipeline Targeted upskilling options Opportunities for local talent networking and technical collaboration 	<ul style="list-style-type: none"> Committed local leadership (hearts & minds) Committed resources to sustain effort (funding and leadership) Targeted incentives Sustainable and Impact Generating Core Organization

The strategic planning team is conducting a series of interviews with various local stakeholders to better understand how these stakeholders can best utilize the data platforms. We will use this feedback to continue to refine the strategy.

A final note...please think of this document as a rough working draft of how we may be able to structure our efforts. Given the deep expertise of the various partners involved in these conversations, we very much welcome your guidance and considerations on what other steps and data we can include to improve the impact of the effort.

Potential Data Elements:

Business Data	Population Data	Infrastructure Data	Jobs Data
Business Details Location, industry, revenue, employment,	Local population count, broken down by age	Surface transportation: road, rail,...	Job Title
Economic incentive zones (opportunity zones, job zones, ...)	Per Capita income	Public transport (RTA, Rapid,...)	Employer Name
Local jobs data	Employment rate	Walking distance to the transit.	Employer Address
	Education level	Available spaces (commercial buildings, brownfields and greenfields,...)	Approximate Wage
	Poverty level	Childcare centers	Industry
	Labor participation rate	Municipal boundaries: cities, county, zip code, census tract, etc.	Education level
		Aerial imagery	Job Trends
		Broadband connectivity	

Thanks to our data support partners:









Cuyahoga County
Planning Commission



Cleveland—
Cuyahoga County
A proud partner of the
American Job Center network



#1 Priority: Sustaining Community Commitment.

What	Who	Why
(1) Drive targeted outcomes by executing on critical priorities Establish a focused agenda with key partners on how to align economic development opportunities.	 <p><i>Drive outcomes through collaboration with an array of partners.</i></p>	Given the programmatic, technical, political and organizational complexities, an entity like the Aerozone Alliance needs to be hyper focused on delivering outcomes in its selected lane.
(2) Create an oversight structure with critical local, regional and national leaders.		Help instill a spirit of accountability across the key partners. <i>2021 opportunity: Establish the organizational structure/oversight.</i>
(3) Create a deeper value-based relationships with the various local, regional, state and national stakeholders.		Leverage value proposition as a driver for gaining financial support commitments for the Aerozone Alliance. <i>2021 priority.</i>
(4) Establish a hub of data and insights that help the regional partners better understand the shifting economic, workforce and infrastructure opportunities.	  	Utilize data as a critical value to help the local and regional partners convene.



#2 Priority: A Vibrant Physical District/Campus.

What	Who	Why
(1) Establish a master plan to develop supporting infrastructure around the Aerozone District/Campus.	 	Currently the Aerozone District lacks a cohesive physical identity. As we look to help relocate non-regional businesses to the Aerozone, we need to consider how to make the Aerozone experience more attractive. <i>2021 opportunity: Build partnership with the city of Cleveland and NOACA and develop the plan.</i>
(2) High value sites mapping	<p>In partnership with local economic developers</p>   	Two critical reasons for doing this: (1) Help convey sites information to prospective businesses in a more effective manner, and (2) Allow local municipal stakeholders to explore related opportunities (redundancies & gaps in site inventory). <i>2021 opportunity: Design a National Weather Service Building and IX Center strategy.</i>
(3) Establish plans for the following opportunities: - Micro-grid Opportunity - Public WIFI - Solar farm - Transportation Pilot	TBD	Work in progress



#3 Priority: Business Growth And Expansion.

What	Who	Why
(1) Establish a deep working relationship with the NASA GRC and the Airport.		Enable joint problem solving around areas such as: Procurement and contracting opportunities, Federal grants, Contractor engagement, Leverageable assets, etc.
(2) Aerospace: Industry Convening		Learn directly from the industry experts.
(3) BR&E – Local	Local Economic Development	Help uncover business growth opportunities.
(4) BR&E – Regional		Help uncover business growth opportunities by creating deep relationships with NASA GRC and the airport; and conducting targeted BR&E efforts.
(5) BR&E – Non-Regional		Help uncover business growth opportunities by creating deep relationships with current NASA GRC and airport; and conducting targeted BR&E efforts.
(6) Business Attraction – National and International		Help attract businesses to the Aerozone.
(7) Technology transfer and Product commercialization		Helps expand the economic activity in north east Ohio through targeted business development. <i>2021 opportunities: \$5MM GRC earmarked grant; Watts On the Moon</i>



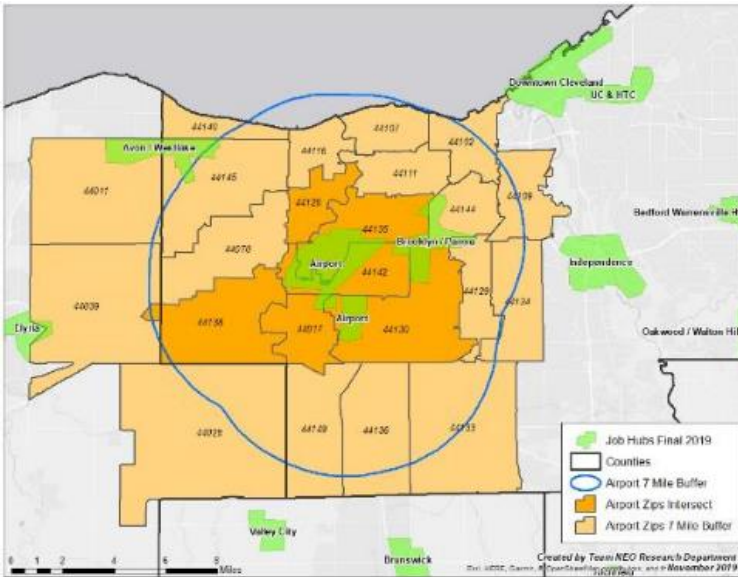
#3 Priority: Business Growth And Expansion.

What	Who	Why
(8) Logistics and Transportation: Industry Convening		Learn directly from the industry experts.



#4 Priority: Workforce Development.

What	Who	Why
(1) Establish a local jobs portal that helps create visibility to current and projected talent needs.	Aerozone Alliance in partnership with Ohio Means Jobs  	In order to develop a talent pipeline in the rapidly evolving Aerospace industry, we must have access to more precise data to support our decisions making. <i>2021 Opportunity: Map the talent gaps in the district.</i>
(2) Establish a talent broker architecture that enables various tiers of talent to connect with the local businesses. High School, College, Retrained adults.	Local economic development and schools. TBD 	By tapping into the local talent, the Aerozone could be uniquely established to provide the growing talent needs of the Aerozone cluster.



Local High School Enrollments: ~15k

Cities of Berea, Brook Park, Middleburgh Heights: ~1,500

City of Fairview Park: ~550

City of North Olmsted: ~1,300

City of Cleveland: TBD (~12,000)

Aerozone Alliance: Organizational Structure.

- What is the organizational staffing needed to support the effort?
- What would the staffing and budget look like?
- **Key areas of responsibility for the organization:**
 - Develop and sustain a regional partnering model.
 - Develop deep working relationships with NASA GRC and the Hopkins International Airport.
 - Convene Aerospace industry meetings
 - Conduct project management over specific projects (3-5) across the three areas: Business development, Placemaking, and Talent development
 - Help develop and oversee data and collaboration tools.
 - Convene partners and supporting agencies
 - Manage the financial and operational sustainability of the organization.
 - ...



Appendix: A Deep Strategic Alignment with NASA GRC.



Strategic Goals	
GOAL 1	Expand human knowledge through new scientific discoveries
GOAL 2	Extend human presence deeper into space and to the Moon for sustainable long-term exploration and utilization
GOAL 3	Address national challenges and catalyze economic growth
GOAL 4	Optimize capabilities and operations

