

# Aerozone Strategic Report

## Priority Programs

May 2021



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

# AEROZONE VISION STATEMENT

Answering the critical question: What are we doing? How will do it? And why are we doing this?

THE AEROZONE DISTRICT WILL BE **A NATIONAL HUB** OF INNOVATION IN  
THE ARENA OF **AEROSPACE** AND **SMART MANUFACTURING**.

WE WILL ACHIEVE THIS GOAL BY CATALYZING THE **UNIQUE ASSETS** OF THE  
AEROZONE DISTRICT AND THE **EXCEPTIONAL CAPABILITIES** OF OUR  
PUBLIC, PRIVATE AND NON-PROFIT SECTOR PARTNERS.

WE WILL WORK WITH A **COLLECTIVE FOCUS** AND A SENSE OF **URGENCY**  
TO HELP CULTIVATE **ECONOMIC OPPORTUNITIES** FOR ALL OUR CITIZENS.





# The Aerozone Vision: Culture of Collaboration & Innovation | An Integrated Campus | Expedited Commercialization

A vibrant and physically integrated Campus

Kennedy Space Center



AMES Research Center

An engaged talent pool

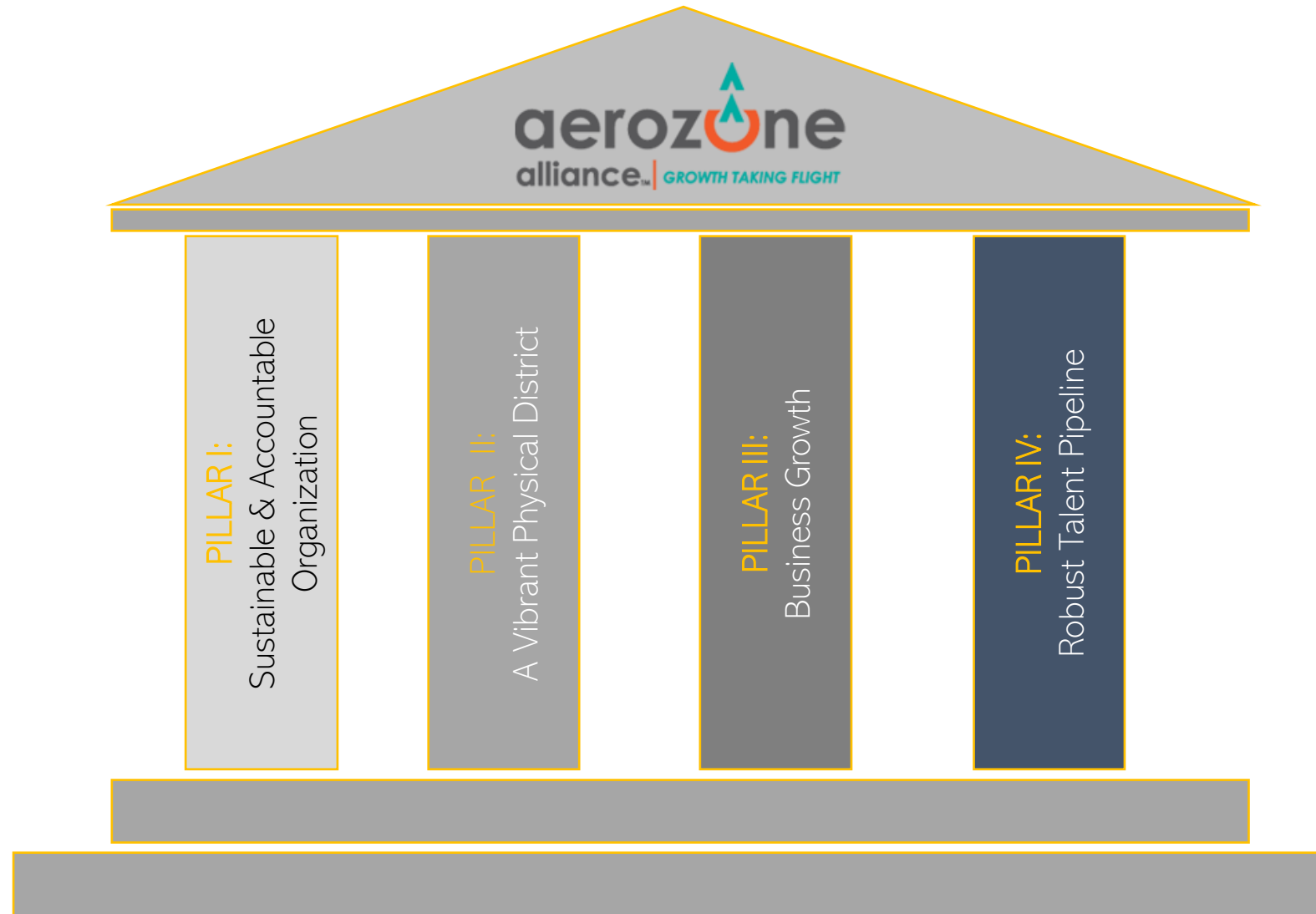


Collaborative & Accountable Leaders

Integrated Public/Private Research Facility



# Enabling The Vision: 4 Key Pillars



# Strategic Pillars: Summary

## PILLAR I: Sustainable & Accountable Organization

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

- Aerozone branding and marketing.

### Organization Building

- Establish an integrated and focused strategy.
  - Establish a focused strategy and plan.
  - Create the mechanism to support collaboration.
  - Create visibility in the economic ecology.
- Establish an org structure that maximizes collective impact of the partners.
- Enable collaboration through objective and data-driven methods.
- Drive program sustainability through incremental capacity development.

## PILLAR II: A Vibrant Physical District

Establish the Aerozone District as a signature destination

- Infrastructure Master Planning
  - Establish an overall plan that enables integrated and long-term development.
  - Create a High-tech Innovation neighborhood.
- Mapping and development of high potential sites.
  - Establish a catalog of local sites (IX Center, etc.).
- Transportation connection within and across region: micro-mobility.
- Special Projects:
  - Micro-grid; Public WIFI, Solar Farm, etc.

## PILLAR III: Business Growth

Help expand our economy by creating incremental business growth opportunities with NASA GRC, the Cleveland Hopkins International Airport and other anchors.

- Industry Development and Growth
  - Coalesce the voice of targeted industry clusters
  - Establish an integrated process that allows EcDev partners to coordinate efforts and maximize impact of business R&E.
- Technology Transfer and Commercialization
  - Expand technology transfer opportunities.
  - Expand private sector utilization of the NASA infrastructure.
- Targeted Business Attraction

## PILLAR IV: Robust Talent Pipeline

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

- Work with partners to create a talent pipeline:
  - SUPPLY: Create linkages with high schools, trade & training programs and colleges to develop a sustainable talent pipeline.



# PILLAR I: Sustainable & Accountable Organization.

What	Who	Why
(A) Branding and Marketing the Aerozone		Develop and drive a marketing campaign that articulates the compelling value of the Aerozone District to various key stakeholders.



Legend:

Potential lead organizations  
highlighted in green boxes.



# PILLAR II: A Vibrant Physical District.

What	Who	Why
(A) Establish a master plan to develop supporting infrastructure around the Aerozone District/Campus.	   	<p>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.</p> <p><i>2021 opportunity: Build partnership with the city of Cleveland and NOACA and develop the plan.</i></p>
(B) High value sites mapping, and development.	<p>In partnership with local economic developers</p>   	<p>Two critical reasons for doing this: (1) Help identify and develop critical sites in the district, and (2) Allow local municipal stakeholders to explore related opportunities (redundancies &amp; gaps in site inventory).</p> <p><i>2021 opportunity: Design a National Weather Service Building and IX Center strategy.</i></p>
(C) Public Transit and Transportation	  	<p>Evaluate strategies to enable better public transit and connectivity at the Aerozone.</p>
(D) Special Projects Establish partnerships that help launch partner projects: <ul style="list-style-type: none"> <li>- Micro-grid; Public WIFI</li> <li>- Trade school</li> <li>- Solar farm</li> </ul>	   	<p>Through collaborative partnerships, Aerozone can leverage the best thinking and insights of regional partners, while using this opportunity to create immediate value for its stakeholders.</p> <p><i>2021 opportunity: Establish a business plan for each of the projects. Prioritize one project and launch the efforts.</i></p>



# PILLAR III: Business Growth.

What	Who	Why
<p>(A) Industry Development and Growth: Advance the core industries through development of cluster and coordinated R&amp;E.</p>		<p>Create a forum where our anchor organizations (NASA, GRC and Cleveland Hopkins) in addition to the priority industry leaders can engage with the region and develop a cohesive voice as a customer. And help uncover business growth opportunities by creating deeper relationships through R&amp;E.</p> <p><i>2021 opportunities: Launch partnership opportunities. Establish a strategy that enables the various economic development agencies to work in a more integrated and an accountable manner.</i></p>
<p>(B) Technology transfer and Product commercialization</p>		<p>Helps expand the economic activity in Northeast Ohio through targeted business development.</p> <p><i>2021 opportunities: \$5MM GRC earmarked grant; Watts On the Moon</i></p>
<p>(C) Targeted Business Attraction</p>		<p>Establish a comprehensive and coordinated process that best positions the Aerozone District to attract targeted businesses to the district.</p> <p><i>2021 opportunities: Develop a base process and collateral to enable attraction. (Messaging, Asset mapping, Value proposition, target businesses, Supply Chain Mapping, etc.)</i></p>

Legend: Potential lead organizations highlighted in green boxes.



# PILLAR IV: Robust Talent Pipeline.

What	Who	Why
<p>(A) TALENT SUPPLY AND CONNECTION: Establish a talent broker architecture that enables various tiers of talent to connect with the local businesses. High School, College, and retrained adults.</p>	<p>Local economic development and schools.</p> <div> <div>Workforce Sector Partnerships (3)</div> <div>              </div> </div>	<p>By tapping into the local talent, the Aerozone could be uniquely established to provide the growing talent needs of the Aerozone cluster.</p> <p><i>2021 Opportunity: Identify which organization(s) can take a lead in this effort.</i></p> <p><u>Local High School Enrollments: ~15k</u>            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)</p>

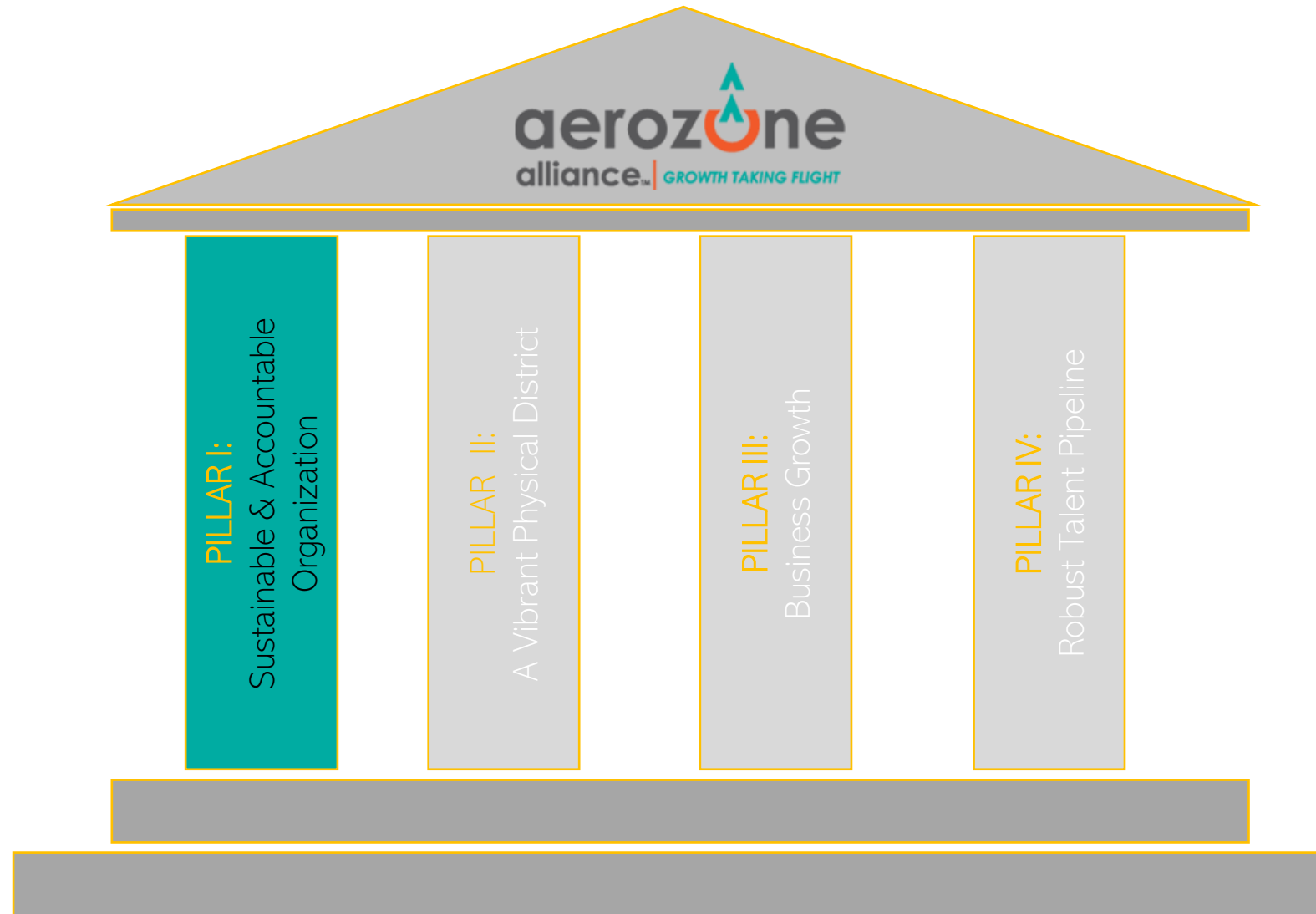
Legend:

Potential lead organizations highlighted in green boxes.

# Strategic Pillars: Details



# Pillar I : Sustainable & Accountable Organization.



STRATEGIC PILLAR: (I) Sustainable and Accountable Organization

PROGRAM: A. Branding and Branding the Aerozone

WHO ARE THE PARTNERS THAT WILL DRIVE THIS EFFORT?



WHAT IS THIS PROGRAM?

- The goal of this program is to develop a compelling brand and marketing strategy for the Aerozone.
- The following steps will be included in the effort
  - Map target audience to whom the Aerozone is looking to be marketed.
  - Identify what are the most compelling elements of the Aerozone that would appeal to the stakeholders.
  - Develop a brand strategy and a marketing plan to best engage with the target audience.
  - Begin developing the collateral that is needed to support the marketing efforts.
  - Execute the branding and marketing efforts.
  - Track the progress of the efforts and determine what efforts are working and where refinements need to be made.
  - Based on the learnings, refine the strategy and keep executing incremental marketing efforts.
- In order to deploy this plan most effectively, the Aerozone team should consider partnering with organizations who can bring deep marketing expertise.
- **Potential Metrics:** *Activity.* Collateral developed, media and posts generated; *Outcome.* Regional stakeholders’ understanding and buy-in into the overall Aerozone efforts.

WHY IS THE PROGRAM IMPORTANT?

- As the Aerozone looks to become a nationally and world-renowned location for the developing of advanced technologies, it will need to package a compelling story that will resonate with potential suitors. The effort should not only help engage targeted audiences from outside of NEO, but also help enthuse local/regional partners.

POTENTIAL GOALS:

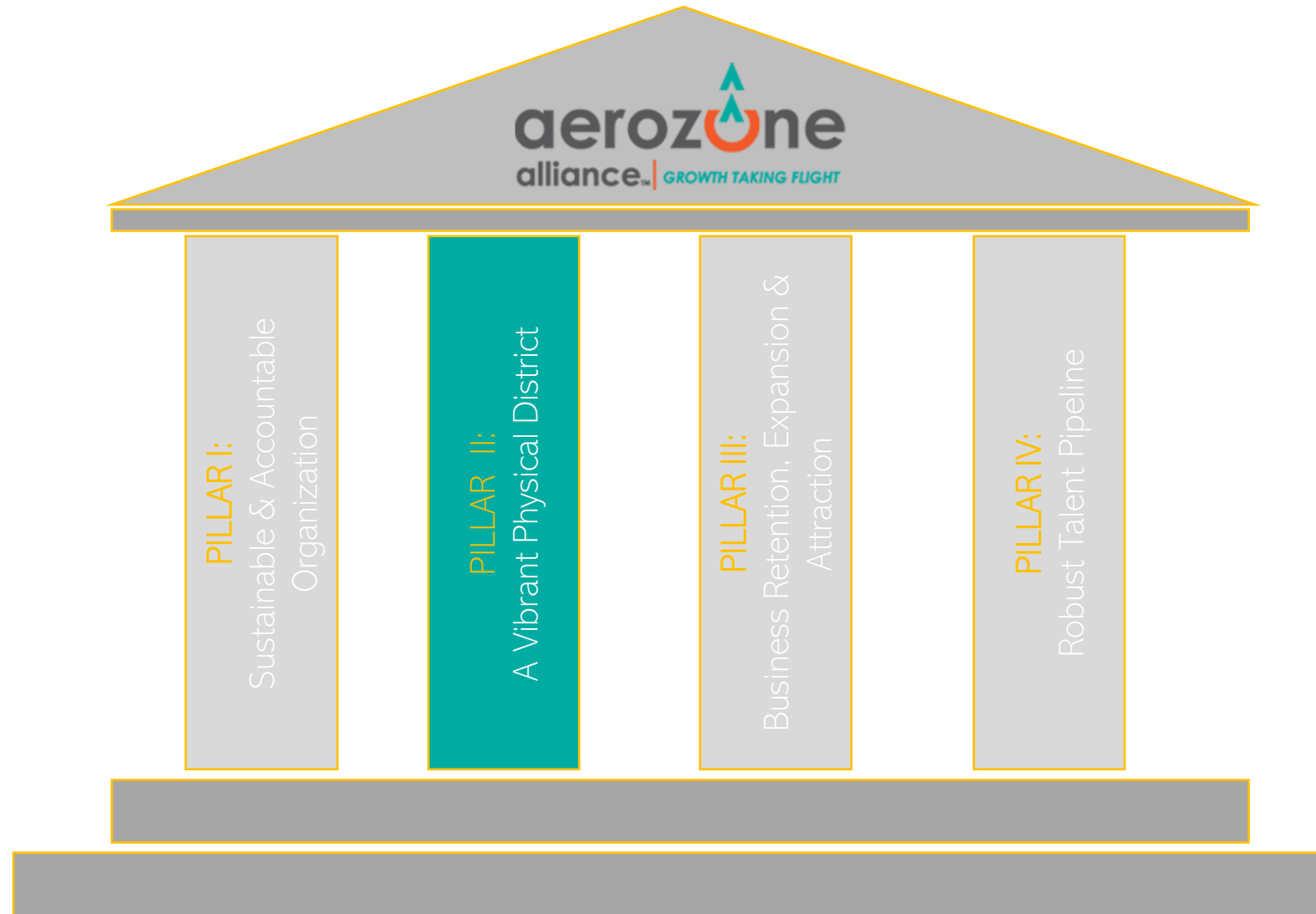
- 2021
  - Identify partners who can help with this effort.
  - Part of the effort will entail identifying the target audiences and outcomes that the leadership team hopes to achieve.
  - Develop a branding and marketing strategy.
  - Layout a 12-36 months execution plan
  - Begin execution of the efforts.
- 2022-2025
  - Begin to see positive outcomes as a result of the marketing efforts.
  - Ideally the efforts should start to yield very tangible economic benefits to the Aerozone and Northeast Ohio.

QUALITATIVE EVALUATION: IMPACT OF THE PROGRAM		
EXECUTIONAL EFFORT AND COMPLEXITY	MAGNITUDE OF IMPACT	TIME TO IMPACT
LOW	HIGH	MEDIUM
The planning activities and a basic communication can be launched with relatively modest effort.	Engaging key stakeholders will be a key to unlocking long term Aerozone potential.	The stakeholders will begin to see benefits of a cohesive outreach plan in 6-12 months.

ROLE FOR THE AEROZONE ALLIANCE:

- Help coordinate and drive the effort.

# Pillar II: A Vibrant Physical District.





# STRATEGIC PILLAR: (II) A Vibrant Physical District

## PROGRAM: A. Infrastructure Master Planning



### WHO ARE THE PARTNERS THAT WILL DRIVE THIS EFFORT?

### WHAT IS THIS PROGRAM?

- As we look to develop a vibrant Aerozone District/Campus, we must recognize the inherent challenges that will be faced in pursuing this effort. The most critical challenge that we will face is to establish ways to coordinate the efforts across multiple jurisdictions.
- The first step in the process will be to create an infrastructure master plan for the Aerozone District. Based on the findings from the master planning effort, a series of projects will be identified that will be consequentially launched.
- Based on the preliminary understanding, we believe that the following priorities will emerge as part of the master plan:
  - Branding and signage
  - Greenspace development
  - Connective branding and signage
  - And a variety of transportation support capabilities
  - Etc.
- The effort will also help identify potential sources of funds that can help initiate the projects.
- Given that the Aerozone is one of the three major job hubs in Northeast Ohio, this area has been prioritized to receive infrastructure improvement funding.
- *(Important Note: this effort and Initiative C. Public Transit and Transportation will be interconnected.)*
- **Potential Metrics:** *Activity:* Development of a masterplan. *Outcome:* Funding accessed.

### WHY IS THE PROGRAM IMPORTANT?

- In order to establish a world-class Aerozone District/Campus, we must invest in the infrastructure in and surrounding the Aerozone. Through this effort, we will be able to make targeted improvements that enhance the appeal of the Aerozone.

### POTENTIAL GOALS:

- 2021
  - Establish project priorities
  - Identify specific projects where transportation efforts can be launched
  - Pursue the transportation master planning through NOACA
    - Applications due: summer, 2021
    - Announcements: October, 2021
- 2022-2025
  - Master planning effort
    - March 2022: funding is available to hire the consultant
    - End of year 2022: study is completed
    - 2023: Start accessing federal grants to support the effort.
  - Begin to see the enhanced infrastructure come into existence.

QUALITATIVE EVALUATION: IMPACT OF THE PROGRAM		
EXECUTIONAL EFFORT AND COMPLEXITY	MAGNITUDE OF IMPACT	TIME TO IMPACT
LOW	MEDIUM	MEDIUM
Will require heavy coordination effort. But the agencies have capacity to undertake the effort.	Enhanced infrastructure underpins Aerozone's ability to develop most other opportunities.	The effort will take a few years to come to complete fruition.

### ROLE FOR THE AEROZONE ALLIANCE:

- Convene, coordinate and help maintain visibility on the priorities.

STRATEGIC PILLAR: (II) A Vibrant Physical District  
PROGRAM: A. Infrastructure Master Planning



LEAD PROGRAM PARTNER(S)



Cuyahoga County  
Planning Commission

LEAD PROGRAM PARTNER COMMITMENTS

- 1. Would your organization be willing to take the lead in this program?
- 2. How could we refine and improve the scope and definition of this program?
- 3. Are there areas within this program where you would need support? Who are the critical organization(s) that should also be involved? What could/should be the role of the Aerozone Alliance in supporting this program?
- 4. What outcomes and value could this effort develop in the span of next 1 to 5 years?
- 5. Your organizations funding and resource capacity: What efforts outlined above can be achieved given your organization's current capacity? What incremental resources would you require to achieve the comprehensive list of goals?

Lead Program Partners would like to wait until the following two items are addressed before they can scope these answers.

- (1) Establish a Governance Board
- (2) Gain an agreement with The City of Cleveland to pursue the project.



# STRATEGIC PILLAR: (II) A Vibrant Physical District

## PROGRAM: B. High Value Sites Mapping and Development



### WHO ARE THE PARTNERS THAT WILL DRIVE THIS EFFORT?

#### WHAT IS THIS PROGRAM?

- As we look to attract businesses and industries to expand and relocate to the Aerozone District, it is critical that these businesses have viable sites and buildings where they can move.
- The starting point of this effort will be to develop a comprehensive inventory of the local sites and buildings. Through this effort, we will be able to develop a shortlist of sites that are well situated for business expansion and will be successful in doing so. Once these sites have been identified, the local leadership team will need to utilize a selection criteria by which the list can be shortened. Certain sites may require interventions or investments in order to make them economically productive.
- Additional Thoughts:
  - Important to tie the site's effort in coordination with the BR&E efforts.
  - Great opportunity to leverage JobsOhio resources (funding and expertise).
  - Have a process to engage with the property owner, broker, etc.
  - Potential sites: (1) Owned by the City of Cleveland; 30 acres; across from the car rental facility. (2) Ford plant site is being developed.
- Establishing a Multi-Tenant Facility:** How could the learnings of OAI be utilized to develop a facility and program like Michoud in Cleveland?
- Potential Metrics:** *Activity:* Development of a priority sites list. Enabling partner EcD agencies to coordinate site activities. *Outcome:* *Attract* funding to improve the site; Help expand business on key sites.

#### WHY IS THE PROGRAM IMPORTANT?

- Having great “move-in ready” sites can be a distinct differentiator for the Aerozone District. This can also be a great strategy to help strengthen the trust and relationship across the various municipal jurisdictions.

#### POTENTIAL GOALS:

- 2021
  - Establish a comprehensive list of sites.
  - Utilize the master plan and the strategic priorities to guide potential priority sites.
  - Develop development strategy for priority sites as needed.
- 2022 – 2025
  - See business expansions take place in 5-10 sites.
  - Improved site/building stock to further support business expansions.
  - Start to see density of businesses form to help realize the “Aerozone District/Campus” experience.

#### QUALITATIVE EVALUATION: IMPACT OF THE PROGRAM


EXECUTIONAL EFFORT AND COMPLEXITY	MAGNITUDE OF IMPACT	TIME TO IMPACT
MEDIUM	HIGH	MEDIUM
Identification of sites should be straightforward. There will be resources required to make enhancements.	Important as we think about attracting new businesses to the region.	The effort could take 12-28 months before business expansion prospects come to fruition.

#### ROLE FOR THE AEROZONE ALLIANCE:

- Convening, coordinating and tracking the effort.

STRATEGIC PILLAR: (II) A Vibrant Physical District

PROGRAM: B. High Value Sites Mapping, and Development

<div>LEAD PROGRAM PARTNER(S)</div> <div>  </div>	
LEAD PROGRAM PARTNER COMMITMENTS (TeamNeo comments)	
1 . Would your organization be willing to take the lead in this program?	Yes, TeamNEO will be taking a lead in this area.
2. How could we refine and improve the scope and definition of this program?	<p>The program and goals on the High Value Sites Mapping, Development and Marketing slide are well articulated. Attached a <a href="#">PDF</a> that provides a visual on how the work can be managed.</p> <p>How do we collaborate and drive joint wins? By collectively enabling local economic developers and regional agencies</p> <ul style="list-style-type: none"> <li>oOverarching Goal: Develop a masterplan</li> <li>oMid-range goal: Enable joint collaborative action that enables the development of priority sites</li> <li>oShort Term goal: We are structured to have the market inform the plans (i.e. sites) and the plans inform the site development work.</li> </ul>
3. Are there areas within this program where you would need support? Who are the critical organization(s) that should also be involved? What could/should be the role of the Aerozone Alliance in supporting this program?	We would need support from the partners identified as part of this program. Would prioritize collaboration with County Planning Commission, the economic development director(s) in the cities, as well as the property owners/developers/brokers of the priority sites & buildings. Aerozone Alliance provides strategic direction to the sites team, ensures opportunities or creates the expectations for alignment across programs, and serves as the lead communicator of Aerozone strategy to stakeholders involved in sites work – i.e. property owners, developers, brokers, and leads.
4. What outcomes and value could this effort develop in the span of next 1 to 5 years?	Primary outcome and value is developing a standardized system for executing a sites strategy in the Aerozone. This should be a collaborative and nimble system. We should expect to have 2-3 priority sites and buildings at all times that closely align with the Business Development program. We should have a dedicated place for Aerozone stakeholders to market real estate assets (sites or buildings).
5. Your organizations funding and resource capacity: What efforts outlined above can be achieved given your organization's current capacity? What incremental resources would you require to achieve the comprehensive list of goals?	There is alignment with the work identified above and Team NEO's work with the Fund for Our Economic Future (FFEF) on job hubs. We will be delivering an implementation plan to FFEF in 2021 for three pilot job hubs (Barberton, Stark County, and the Aerozone). The implementation plan aligns well with the outline and strategy attached. Additional funding would be needed once we begin execution of the plan.

# STRATEGIC PILLAR: (II) A Vibrant Physical District

## PROGRAM: C. Public Transit & Transportation



### WHO ARE THE PARTNERS THAT WILL DRIVE THIS EFFORT?



### WHAT IS THIS PROGRAM?

- Based on some of the master planning efforts identified in **A. Aerozone District/Campus: Vibrant and Branded Infrastructure**, the effort of this effort will be guided. The master plan will help articulate transportation elements such as:
  - Surface infrastructure (roads, bridges, etc.) improvements
  - Walkability and mobility options (sidewalks, bike paths, etc.)
  - Mass transit requirements
  - Etc.
- This program will entail developing a stronger transportation network within and across Northeast Ohio in a manner that enables workforce to more easily connect with the various anchor institutions in the Aerozone.
- The district is already quite developed in terms of its mobility support infrastructure. These options include RTA's bus line and rapid transit line. It also includes bussing options provided by the Airport and NASA. These options need to be better integrated in a manner that allows for a more seamless transit option for the workers that are trying to access the Aerozone jobs.
- A variety of options need to be considered further: How can micro-transit options be developed in partnership with current transit service providers. How can transit services be integrated so that employees and job seekers can more seamlessly transit between their homes, education, jobs, and support services.
- Potential Metrics:** *Activity:* TBD; *Outcome:* Incremental mobility solutions in the district.

### WHY IS THE PROGRAM IMPORTANT?

- Access to talent is a critical need for businesses in the Aerozone. Developing an integrated approach to allowing talent to connect with the local job opportunities will help address a major short and long term business growth constraint.

### POTENTIAL GOALS:

- 2021
  - Develop a local transit asset map.
  - Identify gaps, challenges and opportunities.
  - Work with the variety of transit providers to develop an integrated strategy that helps address short-, mid- and long-term options.
- 2022-2025
  - Begin developing the solutions that help address the transit and transportation challenges.

### QUALITATIVE EVALUATION: IMPACT OF THE PROGRAM

EXECUTIONAL EFFORT AND COMPLEXITY	MAGNITUDE OF IMPACT	TIME TO IMPACT
MEDIUM	MEDIUM	MEDIUM
The effort will vary from project to project. But the infrastructure will require a significant investment.	This will vary across projects. But generally, the impact will be Medium to High.	As infrastructure projects often do, the time to impact could take a few years.

### ROLE FOR THE AEROZONE ALLIANCE:

- Convening, coordinating and tracking the effort.



STRATEGIC PILLAR: (II) A Vibrant Physical District  
PROGRAM: C. Public Transit & Transportation



LEAD PROGRAM PARTNER(S)



Cuyahoga County  
Planning Commission

LEAD PROGRAM PARTNER COMMITMENTS

- 1. Would your organization be willing to take the lead in this program?
- 2. How could we refine and improve the scope and definition of this program?
- 3. Are there areas within this program where you would need support? Who are the critical organization(s) that should also be involved? What could/should be the role of the Aerozone Alliance in supporting this program?
- 4. What outcomes and value could this effort develop in the span of next 1 to 5 years?
- 5. Your organizations funding and resource capacity: What efforts outlined above can be achieved given your organization's current capacity? What incremental resources would you require to achieve the comprehensive list of goals?

Lead Program Partners would like to wait until the following two items are addressed before they can scope these answers.

- (1) Establish a Governance Board
- (2) Gain an agreement with The City of Cleveland to pursue the project.



STRATEGIC PILLAR: (II) A Vibrant Physical District

PROGRAM: D. Special Projects: (Micro-Grid, Solar-Farm, Micro-Mobility, Trade School, Public WiFi, etc.)

WHO ARE THE PARTNERS THAT WILL DRIVE THIS EFFORT?



WHAT IS THIS PROGRAM?

- As the Aerozone District’s overall strategy comes into greater focus, additional infrastructure related opportunities will continue to be identified.
- Currently there are a few such projects that are surfacing to the top. These opportunities are as follows:
  - Developing a micro-grid for the Aerozone.
  - Developing a backup power generation through a solar farm.
  - Developing a Public WIFI capability for the region.
  - Trade school
- Opportunities like these will continue to be identified based on parallel efforts that are going on in the region.
- The responsibility of the Aerozone District will be to enable leaders who are interested in seeing these project come to fruition to consider developing these projects in the Aerozone.
- By easing the process that allows various leaders to pursue their respective projects in the Aerozone, we would be able to create a strong win/win situations, where the Aerozone District benefits from a dedicated organization bringing their expertise to the Aerozone, and the organization will benefit by being able to more easily work with the cohesive leadership group who can help them be more successful.
- **Potential Metrics:** *Activity.* Development of a focused plan on priority programs; *Outcome.* Launch of a strategically planned and coordinated effort.

WHY IS THE PROGRAM IMPORTANT?

- Aerozone efforts, beyond anything else, is a movement to help develop a leadership foundation and focus. It is this Collective Impact that will enable Aerozone to scale its efforts rapidly.

POTENTIAL GOALS:

- 2021
  - Develop a specific strategy for each of the projects.
  - Develop a clear value proposition for the project that will enable local stakeholders to become enthusiastic about the project.
  - Shortlist which projects will be pursued at the Aerozone.
  - Develop local project teams and leaders who can support the efforts.
- 2022-2025
  - Specific projects will begin to come to fruition.
  - The addition of these assets helps the Aerozone improve its case for becoming an attractive district for business relocation.

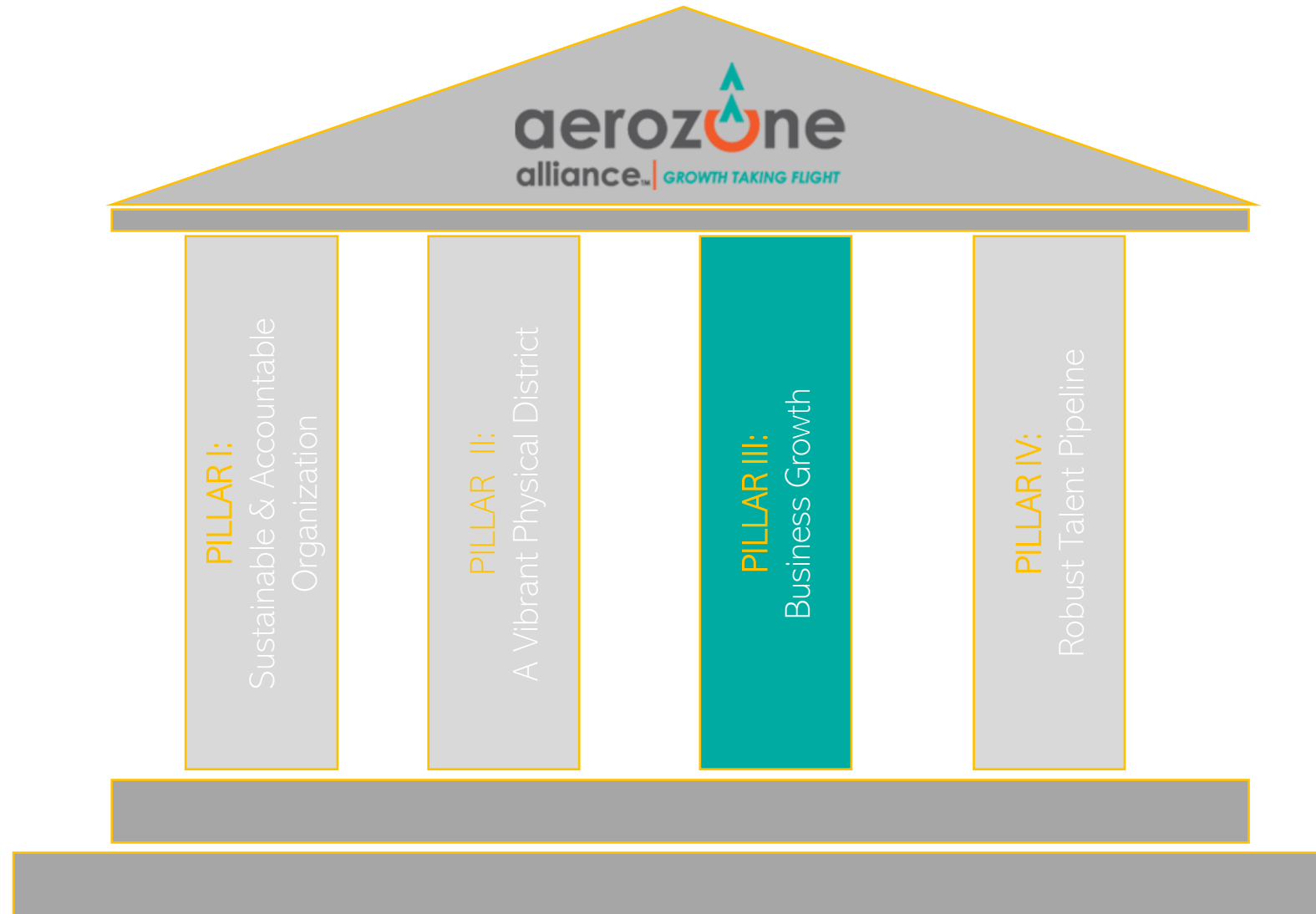
QUALITATIVE EVALUATION: IMPACT OF THE PROGRAM

EXECUTIONAL EFFORT AND COMPLEXITY	MAGNITUDE OF IMPACT	TIME TO IMPACT
DIFFICULT	HIGH	MEDIUM
The effort will vary from project to project. But the infrastructure will require a significant investment.	This will vary across projects. But generally, the impact will be Medium to High.	As infrastructure projects often do, the time to impact could take a few years.

ROLE FOR THE AEROZONE ALLIANCE:

- Convening, coordinating and tracking the effort.

# Pillar II: Business Growth.



# STRATEGIC PILLAR: (III) Business Growth

## PROGRAM: A. Industry Development and Growth



### WHO ARE THE PARTNERS THAT WILL DRIVE THIS EFFORT?

#### WHAT IS THIS PROGRAM?

- The heart of the Aerozone strategy relies on the Aerozone leadership to develop deep and value-based partnerships with our target industries and anchor institutions. These industries will collectively develop a cohesive voice as a customer: Industries could include: Manufacturing, Science and Technical Services, Transportation and logistics (Drones, IOT, transit/cyber security, etc), Military and Federal Services, Other. There are two-fold goals of this effort:
- **(1) Refining the Overall Industry Strategy:** This effort will entail the following: (1) Establish a cohort of industry leaders; (2) Listen to the industry leaders and identify their most critical challenges; (3) Evaluate best practices of how other communities are addressing opportunities in the key industries; (4) Prioritize where Aerozone can help address specific issues; (5) Begin executing on strategies.
- **(2) Coordinated Business Outreach that promotes Business Retention and Expansion:** This effort will include the following activities: (1) Develop a focused value proposition, (2) Conduct Coordinated Outreach, (3) Enable Joint Learning and Evolution.

- **Potential Metrics:** *Activity:* Convening of industry leaders, *Outcome:* Jobs created, investments; *Outcome:* Establishment of a cohesive list of priorities, Number of businesses engaged

#### WHY IS THE PROGRAM IMPORTANT?

- Voice of the Customer (VOC) is the most important element that must be captured as we relaunch the Aerozone efforts. Placing VOC at the heart of the efforts will ensure that all efforts conducted are in close proximity to the needs of the customer.

#### POTENTIAL GOALS:

- **2021**
  - Establish an agreement with economic development agencies on how the industry discussions will be coordinated. Gather industry best practices.
  - NASA Develop the following: SBIR business engagement strategy, NASA GRC capabilities: facilities, programming, etc. Cleveland Hopkins: Cargo expansion opportunities
  - Establish an MOU that enables partners to establish mutual trust.
  - Launch the coordinated BR&E process. Establish a core set of industry assets.
  - Businesses engaged: 150?; Job expansion: xx?; Capital investment: xx?
- **2022-2025**
  - Establish a reputation for Northeast Ohio as a community where targeted industries can thrive.

#### QUALITATIVE EVALUATION: IMPACT OF THE PROGRAM

EXECUTIONAL EFFORT AND COMPLEXITY	MAGNITUDE OF IMPACT	TIME TO IMPACT
MEDIUM	LARGE	MEDIUM
This program will require a fair amount of coordination across various agencies.	Enabling a cohesive voice of the industry and anchors will enable resource/support mobilization.	This effort will take approximately 18 to 24 months to come to fruition.

#### ROLE FOR THE AEROZONE ALLIANCE:

- Will take a lead in bringing a cohesive voice of the customer to all the related programs.

# Aerozone Priority Industries.

Based on the data gathered about the industry and occupation clusters in the Aerozone District, the following are the priority areas that should be considered for focused Economic Development efforts.

Priority Industries	Jobs Totals (Block level)	Job Share (%) Block Level	Number of Establishments (Int.Zips/7MileZip)	In Demand Occupations
Transportation & Logistics	7,584	27%	24/106	Heavy Trucking (1,304) Maintenance and Repair (992)
Healthcare and Social Assistance	3,686	13.6%	21/70	Registered Nurse (1,878) Medical Secretaries (599)
Manufacturing	3,620	13.3%	27/115 (Advanced Manufacturing)	General Operations Manager (916) Machinists (556)
Professional, Scientific, and Technical Service	2,026	7.5%	22/73 (IT & Aerospace)	Bookkeeping (898)
Wholesale Trade	1,729	6.4%		





STRATEGIC PILLAR: (III) Business Growth  
PROGRAM: A. Industry Development and Growth

LEAD PROGRAM PARTNER(S)



LEAD PROGRAM PARTNER COMMITMENTS (TeamNEO Comments)

1. Would your organization be willing to take the lead in this program?	Yes
2. How could we refine and improve the scope and definition of this program?	The initiative and goals on the <i>Coordinated Business Engagement slide</i> are comprehensive. See <a href="#">Attached Slide</a> that displays how we would look to approach the work.
3. Are there areas within this program where you would need support? Who are the critical organization(s) that should also be involved? What could/should be the role of the Aerozone Alliance in supporting this program?	We would need strong alignment and execution of the operating principles and protocols with our co-leader – The Greater Cleveland Partnership. We need to build one common, agreed-upon value proposition that we take to market so we are all saying the same thing in the market about the focus of our effort and our respective roles. We would expect active participation in the determination of focus industries; strategy development; target lists; toolbox development and utilization; pre-call and post-call meetings; and open sharing and documentation of information by ALL stakeholders identified partners. We believe that OAI and the local economic development partners can play an important role because of their industry depth or local market knowledge respectively, but they would need to become more knowledgeable about JobsOhio's programs and willing to engage as interdependent partners in the effort. All parties need to engage directly as partners attempting to provide solutions to companies as a collective unit.



STRATEGIC PILLAR: (III) Business Growth  
PROGRAM: A. Industry Development and Growth

LEAD PROGRAM PARTNER(S)



LEAD PROGRAM PARTNER COMMITMENTS (TeamNEO Comments)

4. What outcomes and value could this effort develop in the span of next 1 to 5 years?	Outcomes and value will be a coordinated and integrated state-regional-local company calling program whereby business building insights and resources will be leveraged to drive company expansion and attraction opportunities. Inherent in the calling program will be generating a transparent repository of company calling results/insights that will contribute to the assembly of a program toolbox to help meet both the companies and the Aerozone Alliance's growth goals and objectives. Specific outcomes relating to incremental investment, jobs, payroll and capital will be a function of the opportunity we find from executing an effective, collaborative and transparent calling program focused on overcoming obstacles to or accelerants of growth. The better we perform as a group, the more projects we will find with attractive ROI and appropriate risk parameters.
5. Your organizations funding and resource capacity: What efforts outlined above can be achieved given your organization's current capacity? What incremental resources would you require to achieve the comprehensive list of goals?	Company calling outreach is core program within Team NEO and aligned closely with JobsOhio. We work closely with an identified partner in each of the 18 NEO counties, albeit at varying levels of invested capacity due to existing infrastructure, resources and business development strategies. This program should not be dramatically different with the exception that it should provide greater opportunity given the unique focus on Aerozone companies and industries as well as the expertise that could exist around the table. With appropriate collaboration, information sharing, solutions-orientation and JobsOhio engagement, we can do a lot with little incremental funding.



## Example Projects

- Electrification of Aircraft...actively solicit companies to establish themselves in Ohio to develop this technology (trade shows, marketing efforts, etc.)
- Encourage and promote advanced manufacturing technologies (additive, advanced machining, composites, etc.)
- Identify and promote Ohio's materials expertise
- Work with NASA and the state to create and move Plum Brook into a broader Ohio
- 'Ohio Excellence in Transportation Research, Testing and Proving' entity
- Explore moving existing research aircraft at NASA to this 'new' testing entity
- Establish team to actively explore transitioning GM plant in Lordstown into third campus focused on Test and R&D
- Coordinate with other assets located in the state that have unique testing capabilities (WPAFB, etc.)
- A MRO CoE - support and ensure appropriate key stakeholders are represented
- Hyperloop - outreach to stakeholders to educate regarding opportunities to create test facilities specific to this work
- Advanced Communications – Spacecraft and Aircraft
- Hypersonic material development
- In-Situ Resource utilization – Tie to sustainable presence on the moon
- Space Power systems – Stirling cycle engines

# STRATEGIC PILLAR: (III) Business Growth

## PROGRAM: B. NASA Technology Transfer & Commercialization

### WHO ARE THE PARTNERS THAT WILL DRIVE THIS EFFORT?



### WHAT IS THIS PROGRAM?

- NASA holds over 1500 patents in a variety of disciplines. The objective of this program is to identify ways in which a select group of these patents can be commercialized into ventures. These ventures could enable the creation of new businesses, or they could be product or service extensions for existing businesses.
- Current efforts underway: **Venture Validation Pathway:** Cuyahoga County Economic Development has engaged with JumpStart to help support commercialization efforts. The goal of this exercise is to evaluate 15-20 high-potential patents. Based on the findings from the evaluations, 2-3 ventures would be shortlisted, and for this shortlist the JumpStart team will help develop a commercialization roadmap. The roadmap will identify how the technology could be best commercialized (target industry, private sector partnerships, investment requirements, etc.)
- Other opportunities that will also be evaluated:
  - **\$5MM GRC Tech Innovation Funding:** There are potentially technology innovation funds allocated for GRC that need to be unlocked through congressional intervention.
  - **Watts To Moon:** This project is of critical importance to NASA GRC, and the region needs to find ways to support the development of these ventures in Northeast Ohio. How can Northeast Ohio help NASA GRC generate local bids on this project?
  - **Communication Service Contract:** Help GRC succeed with the project.
- **Potential Metrics:** *Activity:* TBD; *Outcome:* Ventures commercialized, Jobs Created

### WHY IS THE PROGRAM IMPORTANT?

- Technology Transfer and commercialization efforts are typically efforts that require long time horizons before value can be attained, however, given the mega-research capabilities of NASA it behooves Northeast Ohio to invest in supporting this effort..

### POTENTIAL GOALS:

- 2021
  - Launch the Venture Validation Process
  - Apply congressional advocacy to access the \$5MM venture commercializing funds
  - Develop a strategy to support the Watts On The Moon effort.
- 2022-2025
  - Architect a comprehensive and effective venture commercialization structure in Northeast Ohio that establishes the region as a premier region for Aerospace technology development.

### QUALITATIVE EVALUATION: IMPACT OF THE PROGRAM

EXECUTIONAL EFFORT AND COMPLEXITY	MAGNITUDE OF IMPACT	TIME TO IMPACT
DIFFICULT	HIGH	LONG
This effort will require a significant investment of time and resources.	The effort can yield significant value when the ventures investment does succeed.	The effort does take a significant amount of time.

### ROLE FOR THE AEROZONE ALLIANCE:

- Convening, coordinating and tracking the effort.

STRATEGIC PILLAR: (III) Business Growth  
PROGRAM: B. NASA Technology Transfer & Commercialization

LEAD PROGRAM PARTNER(S)



LEAD PROGRAM PARTNER COMMITMENTS

1. Would your organization be willing to take the lead in this program?	
2. How could we refine and improve the scope and definition of this program?	
3. Are there areas within this program where you would need support? Who are the critical organization(s) that should also be involved? What could/should be the role of the Aerozone Alliance in supporting this program?	
4. What outcomes and value could this effort develop in the span of next 1 to 5 years?	
5. Your organizations funding and resource capacity: What efforts outlined above can be achieved given your organization's current capacity? What incremental resources would you require to achieve the comprehensive list of goals?	

Lead Program Partner to develop these details.





STRATEGIC PILLAR: (III) Business Growth  
PROGRAM: C. Targeted Business Attraction

WHO ARE THE PARTNERS THAT WILL DRIVE THIS EFFORT?



WHAT IS THIS PROGRAM?

- The effort entails developing a comprehensive and coordinated process that best positions the Aerozone District to attract targeted businesses.
- The effort will include the following activities:
  1. **Develop a Supply Chain mapping of key industries and identify potential regional gaps.** Work closely with a group of businesses in the priority industry sectors and map their industry supply chain. Using this information identify critical pain points in the supply chain. Identify opportunities where proximity to the vendor could become a differentiator for the organization. Using this information, develop a target list of businesses that the region could prioritize for attraction discussions.
  2. **Local Asset Mapping:** This effort will entail developing a detailed list of assets and support programs that can be complementary to the needs of the businesses that have been identified in the previous exercise.
  3. **Develop messaging and collateral:** Based on the above insights, develop collateral and marketing materials to help entice the interest of the targeted businesses.
  4. **Conduct business outreach:** Armed with the details developed, the team will conduct a precise business outreach to targeted businesses. This effort would ideally be conducted in a coordinated manner with local anchor businesses and JobsOhio.
- **Potential Metrics:** *Activity:* Completion of the above efforts.; *Outcome:* Businesses attracted, Jobs created, investments generated.

WHY IS THE PROGRAM IMPORTANT?

- Northeast Ohio is rich in industry based and supporting assets and programs that could provide an edge to businesses who may want to expand their operations to this region. Through this coordinated effort, the district and the region will be able to attract more businesses to the area.

POTENTIAL GOALS:

- **2021:**
  - Establish supply chain mapping of one priority industry cluster.
  - Establish basic marketing collateral.
  - Establish targeted list of target businesses that could be attracted to the region.
- **2022-2025:**
  - Northeast Ohio begins to gain a reputation as a region that is well situated to support specific industry sectors.
  - Support the attraction of a handful of major businesses to the region and create high quality jobs.

QUALITATIVE EVALUATION: IMPACT OF THE PROGRAM

EXECUTIONAL EFFORT AND COMPLEXITY	MAGNITUDE OF IMPACT	TIME TO IMPACT
HIGH	LARGE	MEDIUM
Much of the capacity and staffing already exists.	This is a critical element that enables us to engage with businesses and catalyze expansion opportunities.	The effort could take 12 to 28 months before tangible value will materialize.

ROLE FOR THE AEROZONE ALLIANCE:

- Connecting the Industry Growth efforts with the Business Attraction efforts.

STRATEGIC PILLAR: (III) Business Growth  
PROGRAM: C. Targeted Business Attraction

LEAD PROGRAM PARTNER(S)



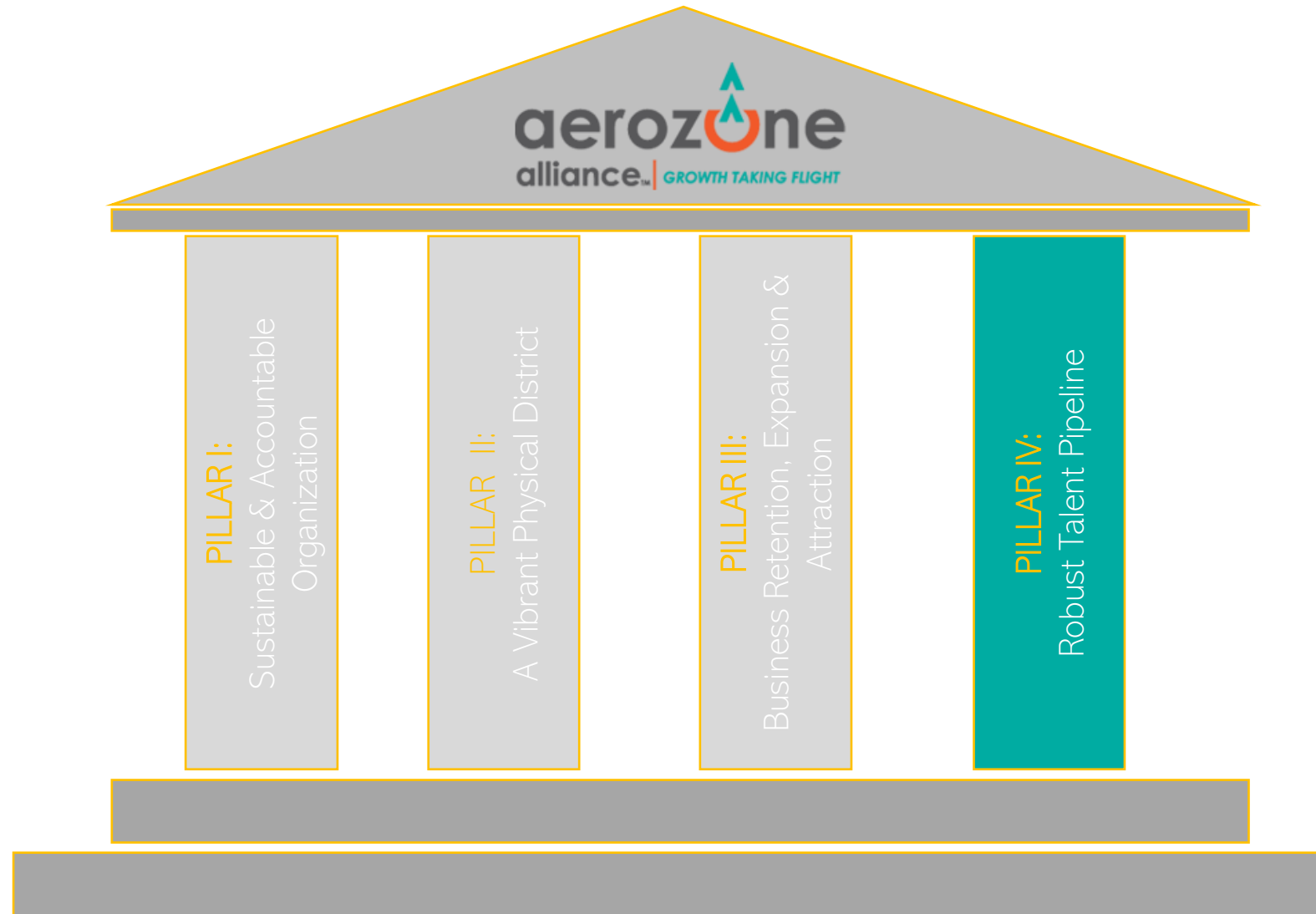
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Lead Program Partner to develop these details.



# Pillar IV: Robust Talent Pipeline.



# STRATEGIC PILLAR: (IV) Robust Talent Pipeline

## PROGRAM: A. Talent Supply Development

Workforce Funders Group



School Districts

WHO ARE THE PARTNERS THAT WILL DRIVE THIS EFFORT?

Workforce Sector Partnerships (3)



Colleges

WHAT IS THIS PROGRAM?

- The goal of this program is to help develop a pipeline to talent to support the most critical occupations that are crucial for the growth and sustainability of our priority industries.
- In order to support this effort, it is important that Aerozone Alliance not attempt to create new programming in this arena. The reality is that Northeast Ohio is incredibly rich in workforce related efforts. The goal of this effort is to find synergistic partnership between the work that the local industries require and how the talent agencies can support the effort.
- The target agencies here will include:
  - Local trade schools
  - Local high schools
  - Local Colleges
  - Adults looking for upskilling opportunities

WHY IS THE PROGRAM IMPORTANT?

- Access to talent is one of the most critical assets that businesses need to support their growth and sustainability. If the Aerozone is going to establish itself as a premier job hub specializing in the Aerospace industry, we must in parallel develop the talent pipeline to support the effort.

POTENTIAL GOALS:

- 2021
  - Develop a partnership structure that helps connect the Aerozone better with the regional workforce agencies.
  - Establish a strategy that helps pilot one or two programs that can start to provide access to talent that the local businesses need.
- 2022-2025
  - Establish a proven structure that consistently provides talent in key in-demand occupations.
  - The region establishes a brand as a region that is able to deliver high caliber talent consistently to industry.

QUALITATIVE EVALUATION: IMPACT OF THE PROGRAM		
EXECUTIONAL EFFORT AND COMPLEXITY	MAGNITUDE OF IMPACT	TIME TO IMPACT
DIFFICULT	HIGH	MEDIUM
Much of the capacity and staffing already exists.	This is a critical element that enables us to engage with businesses and catalyze expansion opportunities.	The effort could take 12-28 months before tangible value will materialize.

ROLE FOR THE AEROZONE ALLIANCE:

- Help activate local workforce agencies to better play the talent broker role.

STRATEGIC PILLAR: (IV) Robust Talent Pipeline  
PROGRAM: A. Talent Supply Development

LEAD PROGRAM PARTNER(S)

Workforce Sector  
Partnerships (3)

LEAD PROGRAM PARTNER COMMITMENTS

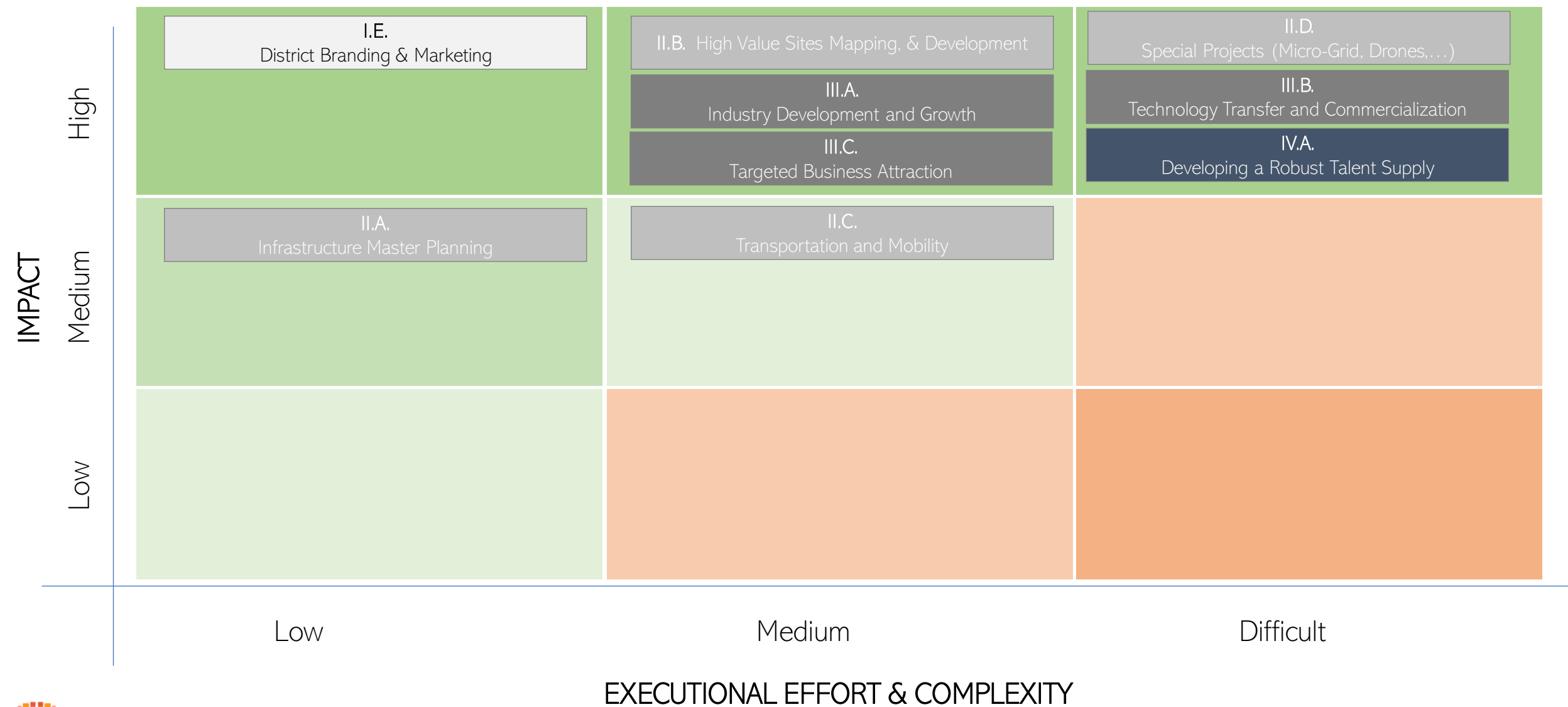
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Lead Program Partner to develop these details.



# PROGRAM PRIORITY MAPPING

- I. Sustainable & Accountable Governance
- II. A Vibrant Physical District
- III. Business Growth
- IV Robust Talent Pipeline







Hrishue Mahalaha  
Chief Economic Advisor  
hrishuem@inoecp.com  
216.272.7655

