



Aerozone Strategic Plan Implementation Plan May 2021



Aerozone Economic Goals.

DRAFT:
Collaborating with TeamNEO to refine/validate the metrics.

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)	5 Year Goal 2026 Goals (10% Growth over baseline)*	10 Year Goal 2031 Goals (50% Growth over baseline)*	10 Year Minority Advancement Goals (10-20% Jobs and business ownership)*
Transportation & Logistics	7,584	27%	24/106	+800 jobs +3 businesses	+4,000 jobs +15 businesses	Job Allocations: 600-1200 Jobs Business ownership goals: 4-8
Manufacturing	3,620	13.3%	27/115 (Advanced Manufacturing)	+350 jobs +3 businesses	+1,750 jobs +15 businesses	
Professional, Scientific, and Technical Service	2,026	7.5%	22/73 (IT & Aerospace)	+ 200 jobs +2 businesses	+1,000 jobs +10 businesses	
Healthcare and Social Assistance	3,686	13.6%	21/70	Currently not a priority because this is a population serving, and not a traded sector industry (not bringing extrarenal dollars into northeast Ohio).		

Across the above 3 priority industries:

Drive 10% growth in number of establishments and jobs in the next 5 years (1,350 Jobs; 8 Businesses).
 Drive 50% increase in jobs and establishments in the next 10 years (6,750 Jobs; 40 Businesses). **

*Initial approximations based on regional data and trends. | **Multiplier affect (secondary economic benefits of job creation) have not been incorporated in these economic projections.

A Focus On Equity & Inclusion.

What is the ultimate goal of the efforts that the Aerozone Alliance is conducting?

While the attraction of quality jobs and innovative businesses to the Aerozone District will be of critical importance in raising the economic bar of the region, a recognition needs to be made that this in-itself is not the ultimate goal of the efforts.

Unless the efforts that are undertaken at the Aerozone District explicitly and proactively embed the goal of achieving economic equity for citizens of color in northeast Ohio, the efforts will be in vain. There are too many structural barriers that exist for people of color when it comes to attaining meaningful and sustainable jobs, especially in areas that require technical specialization. In order to address these challenges, Aerozone Alliance will deliberately embed a focus on equity and inclusion in all its efforts.

10-20% Job Allocation (600-1200 Jobs): Potential suggestions for the Aerozone Alliance board are to allocate a portion of the new jobs created in the Aerozone District to individuals of color.

10%-20% (4-8 Businesses): Efforts need to be taken to help the retention, expansion and attraction of businesses that are minority owned in the Aerozone District.



Aerozone Alliance: Priority Activities (A) and Outcomes.

STRATEGIC PILLAR	HORIZON 1 (<1 Year)	HORIZON 2 (1-3 Years)	HORIZON 3 (3-7 Years)
Sustainable and Accountable Governance	<ul style="list-style-type: none"> •(A) Reconstitute and organization board •(A) Establish short term organization funding •(A) Launch a coordinated communication and outreach effort. <p>OUTCOME: A stable and a sustainable organization that has begun to regain credibility.</p>	<p>OUTCOME: Aerozone Alliance in coordination with its Lead Program Partners and Key Stakeholders has established a highly effective model that is collectively increasing the capacity of all partnering organizations to drive greater impact.</p>	<p>•OUTCOME: The Aerozone Collaborative is recognized as a national best practice.</p>
A Vibrant Physical District	<ul style="list-style-type: none"> •(A) Gain agreement from municipalities to pursue a joint master plan. •(A) Site mapping efforts have been initiated. •(A) Priority projects plans have been detailed. <p>OUTCOME: Master planning effort is launched. Current in-progress projects have been vetted and reprioritized.</p>	<p>•OUTCOME: Master planning effort is concluded, and infrastructure improvement efforts are underway.</p>	<p>•OUTCOME: The Aerozone District is beginning to take shape as an innovation “Campus” that is attracting private sector attraction and investments.</p>
Business Growth	<ul style="list-style-type: none"> •(A) A priority Industry Lead Cluster has been launched. •(A) An integrated R&E strategy is been developed and has gained the buy-in of critical stakeholders. •(A) Anchor institutions have identified specific areas where they can take lead. <p>OUTCOME: A cohesive and collective operational structure is established where each partner knows it roles and the team is beginning to execute against plan. Gain validation from the private sector and Anchors on the value of the effort.</p>	<p>OUTCOME: Drive 10% growth in number of establishments living jobs in the next 5 years (1,350 Jobs; 8 Businesses).</p>	<p>OUTCOME: Drive 50% increase in jobs and establishments in the next 10 years (6,750 Jobs & 40 Businesses).</p>
Robust Talent Pipeline	<ul style="list-style-type: none"> •(A) Initiate detailed conversations with the key workforce partners and establish a methodology of how the partnership will be created. <p>OUTCOME: Develop a detailed 6-18 month talent execution plan.</p>	<p>•OUTCOME: An integrated talent pipeline that is helping connect northeast Ohio’s diverse population to the economic opportunities at the Aerozone.</p>	<p>•OUTCOME: Established an integrated and responsive talent supply chain that is built to support the evolving and dynamic needs of the core industries.</p>



2021 Preliminary Program Metrics.

DRAFT

PILLARS	PRIORITY PROGRAMS	ACTIVITY METRICS	OUTCOME METRICS
I. Sustainable & Accountable Organization	1. Branding and Marketing	Collateral developed, media and posts generated;	Regional stakeholders' understanding and buy-in into the overall Aerozone efforts.
II. A Vibrant Physical Infrastructure	2. Connected & Enabling Physical Infrastructure	Agreement on a plan, timing and responsibility to create a masterplan.	Master plan created
	3. High Value Sites Preparation	Development of a priority sites list. Enabling partner EcD agencies to coordinate site activities.	Attract funding to improve the site; Help expand business on key sites.
	4. Public Transit and Transportation	Evaluate the master plan and determine strategic and tactical priorities. Detail out the effort, timing, and owners.	Incremental mobility solutions in the district.
	5. Special Projects	Development of a focused plan on priority initiatives	Launch of a strategically planned and coordinated effort.
III. Business Development	6. Industry Development and Growth	Convening of industry leaders and launch of BR&E efforts.	Establishment of a cohesive list of priorities. Actions to be undertaken.
	7. Technology Transfer & Commercialization	Hours spent on tech transfer evaluation. IP short listing efforts,	Ventures commercialized, Jobs Created
	8. Targeted Business Attraction	Number of businesses engaged	Jobs created, investments.
IV. Robust Talent Pipeline	9. Talent Supply Coordination	Talent needs and supply mapping. Priority skills needs identification. Committed employers engaged on talent pipeline development efforts.	Active candidates in the pipeline, Jobs filled, Number of open in-demand jobs.



Additional Metrics (To Be Considered).

The following are additional potential metrics that could be used to measure the impact of the efforts conducted by the Aerozone Alliance.

Priorities to be defined by the board.

- 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
- ...



Short-Term Launch Plan.

QUARTER 2, 2021

- Aerozone Alliance 2.0 **launched**.
- New **Governance Board** is established.
- New board formally **reviews, refines and endorses** the strategic direction of the Aerozone Alliance.
- The Aerozone Alliance leadership **engages regional funders** and solicits funding commitments.
- The Aerozone Alliance team **formalizes commitments** from the Lead Program Partners and Key Stakeholders.

QUARTER 3, 2021

- Operational hypothesis will now be tested through a series of methodical steps.
- The goal of this effort will be to **test** where the system is robust and where there are gaps in the support system.



Oversight and Accountability: Dashboard.

10 YEAR OUTCOMES

JOBS CREATED

Goal: 6,750

BUSINESSES ATTRACTED

Goal: 40

TALENT (MINORITY) PLACEMENTS

Goal: 600-1200

CAPABILITY DEVELOPMENT

INFRASTRUCTURE

Activity

- Stakeholder Buy-in
- Master planning
- Funding

Outcomes

- Development Projects Launched

BRANDING & MARKETING

Activity

- Establish marketing strategy
- Launch activities

Outcomes

- Awareness

INNOVATION

Activity

- Program integration
- Anchor engagement

Outcomes

- Successful commercialization
- Funding attraction

SITE DEVELOPMENT

Activity

- Identification
- Funding Access
- Planning
- Development

Outcomes

- Site development

BUSINESS ENGAGEMENT

Activity

- Industry cluster engagement
- Business outreach

Outcomes

- Business Expansions

TALENT PIPELINE

Activity

- Stakeholder Buy-in
- Master planning
- Funding

Outcomes

- Development Projects Launched

ORGANIZATION DEVELOPMENT

BOARD

- New board empowerment

LEADERSHIP

- Establish new leadership team

FUNDING

- Secure organizational funding

COMMUNICATION

- Integrate communication structure



Risks & Mitigation.

CRITICAL RISKS	MITIGATION PLAN
(1) Inability for the Aerozone Alliance to secure the minimal funding requirements.	Aerozone Alliance's inability to secure minimal funding required to relaunch the strategy would indicate a lack of interest or alignment with Aerozone Alliance's value proposition and the needs of its key customers/funders. The strategy has been largely developed using the feedback from a variety of stakeholders, as such we estimate the probability of this outcome being low, however, if this scenario occurs, then we must be prepared to seriously reconsider the sustainability of organization.
(2) Lead program partners unwilling or unable to meet their commitments.	If a Lead Program Partner is found to be unwilling or unable to meet its commitments, then the remaining Alliance Board must take swift and specific steps to either refine the scope of the partners efforts or consider removing the initiative from the Alliance's portfolio. This action may also trigger removal of the Partner from Aerozone's board.
(3) Key anchor partners unable to make and/or deliver on critical commitments.	To begin with, we have two major anchors at the Aerozone, NASA GRC and Hopkins International Airport. While it may be feasible to continue the efforts with just one of these partners, it certainly would not be possible for the Aerozone Alliance to create tangible economic value without strong and explicit commitments from both partners. The Alliance board and leadership staff should advocate diligently to gain the support from these organizations. However, without this support, the Alliance may need to seriously consider its sustainability strategy.
(4) Aerozone Alliance staff and board unable to generate year 1 activity and momentum with Lead Program Partners as initially envisioned.	The strategy that the Aerozone Alliance is looking to embark on will be extremely complicated and critically dependent on the capabilities of its partners and stakeholders. The Aerozone Board and its Executive Leadership team must establish interim milestones to ensure that progress is begin achieved, rather than focusing on too many macro goals. Gaining small wins will be crucial to developing the momentum behind the effort.
(5) Commitment of needed new and deserved board members and by the public officials.	In order to understand and gain the commitments, a combination of the executive director and the board members will need to engaged in deeper level discussions with potential members.





Innovation
Economy Partners

OUR FOCUS: IMPACT AND OUTCOMES

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