

# Evolving Economic Development Practices Job Hubs and a More Competitive Future

September 29, 2020

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Team**neo**

JobsOhio  
Network Partner  
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ANNUAL  
OHIO ECONOMIC DEVELOPMENT ASSOCIATION  
SUMMIT



*Downtown Cleveland*

Team NEO is a private, nonprofit economic development organization **accelerating business growth and job creation** throughout the 18 counties of Northeast Ohio.

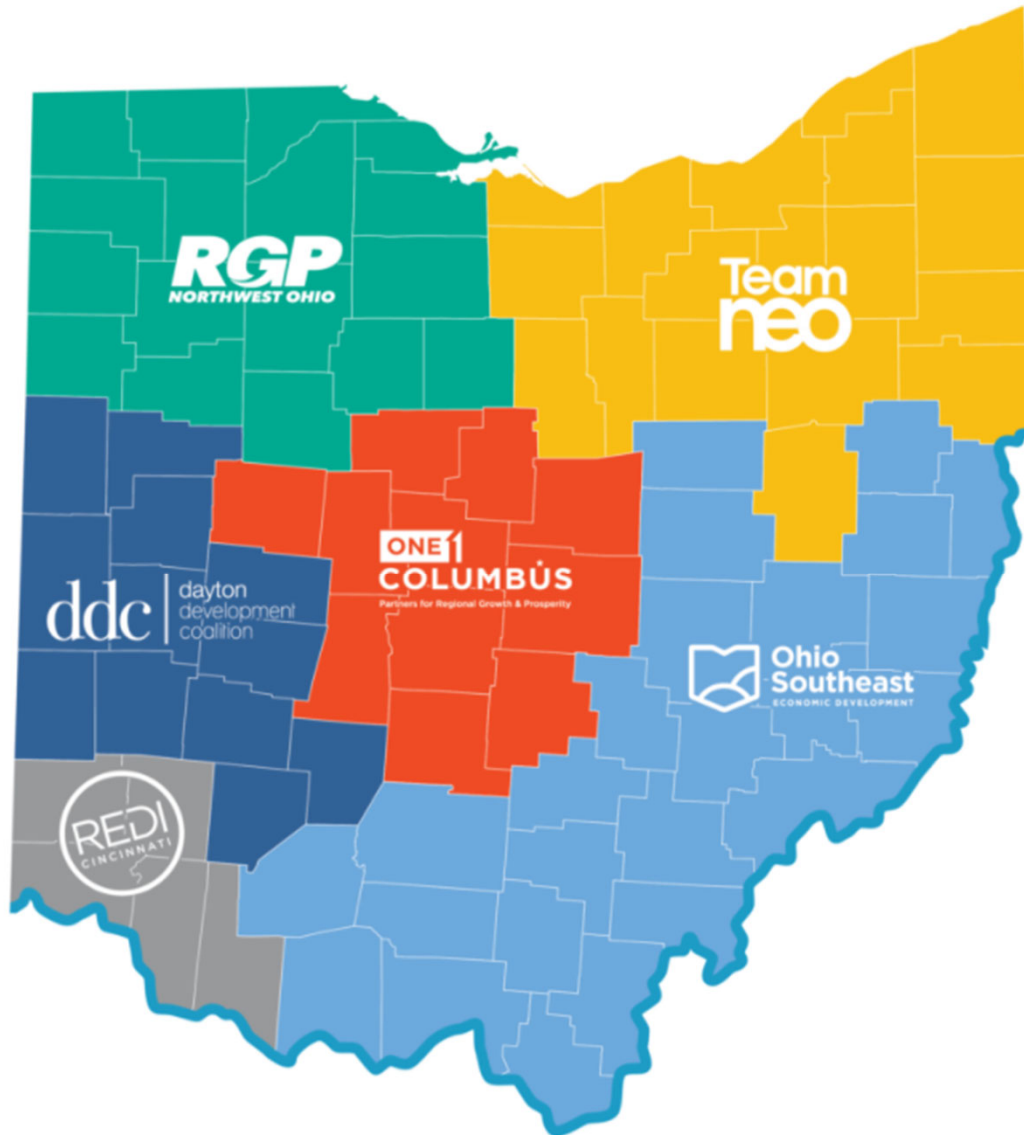
As the designated JobsOhio Network Partner, we align and amplify local economic development efforts in Northeast Ohio's **18-county region**; we conduct research and data analysis to inform local conversations and influence solutions; we market Northeast Ohio as a region; and we work to increase access to jobs, education and training for the region's **4.3 million** people.



**One Firm. One State.**

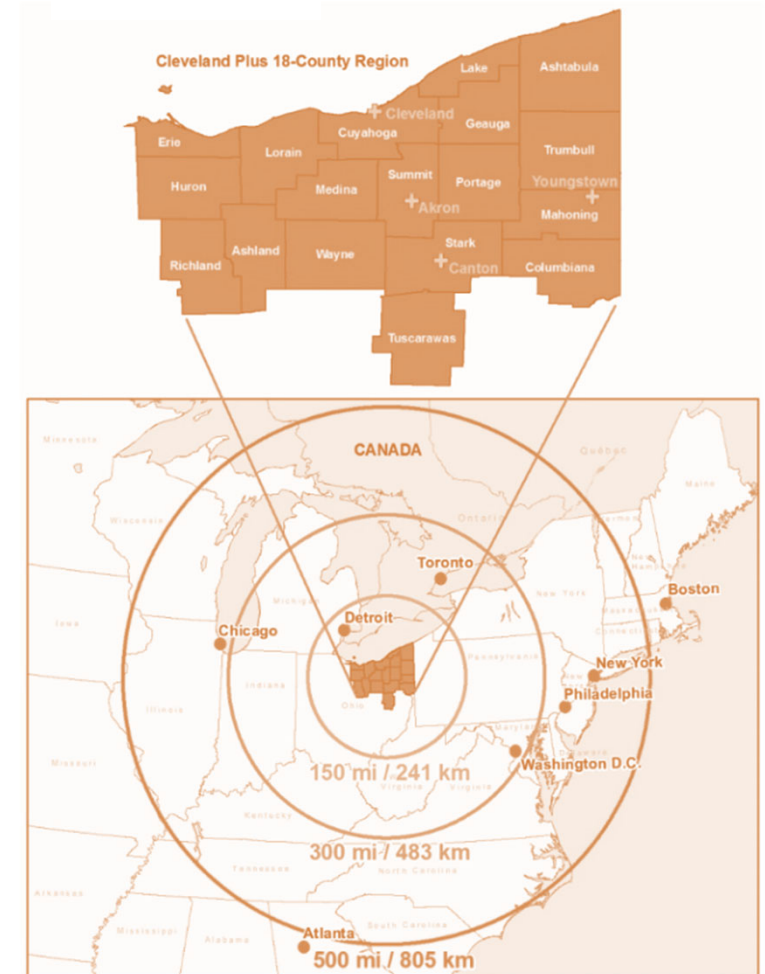
The JobsOhio Regional network is comprised of six economic development partners and the key to the state's success.

Each region's unique strengths, perspective, and experience come together to strategically serve companies.



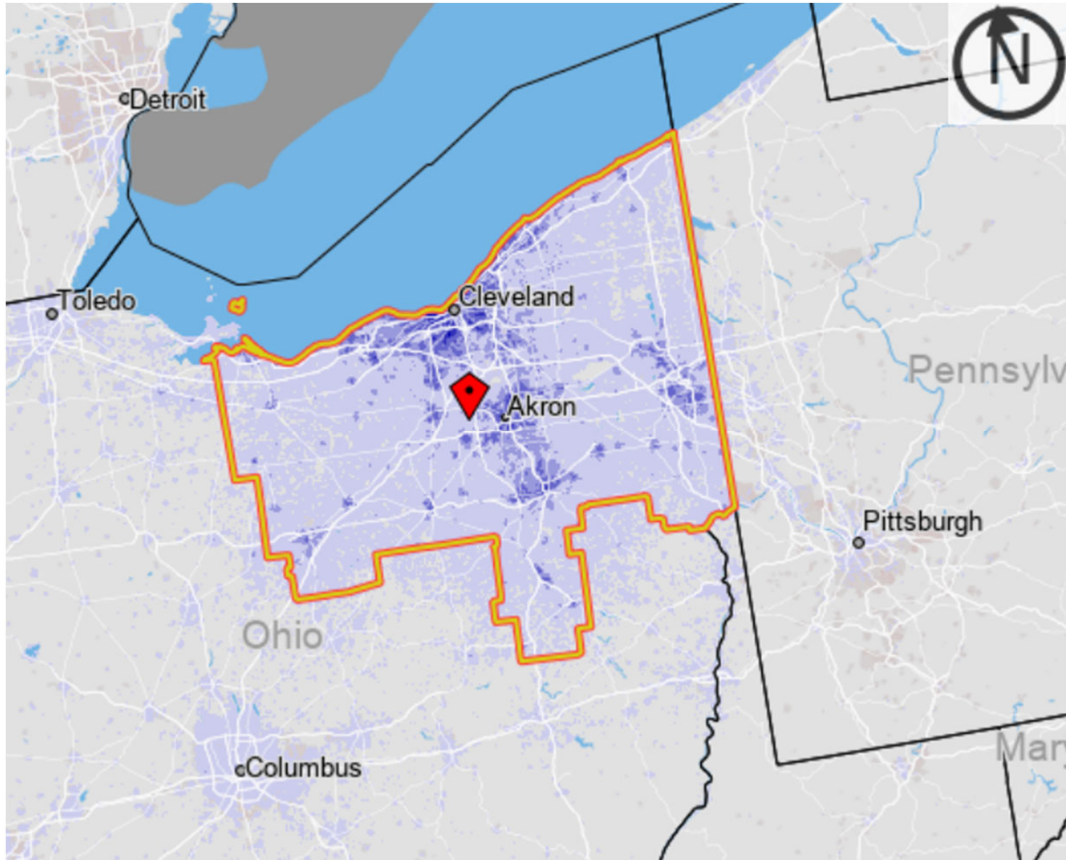
# “Northeast” Ohio Region

- 18 county region
- 4.3 million people
- Workforce of 2 million
- \$226 billion GRP
- 109,000 companies
- 600+ foreign-owned firms
- 12<sup>th</sup> economic region in the U.S.
- 7<sup>th</sup> nationally for headquarters employment
- 25+ accredited colleges and universities





# Regional Mobility



- 1.3 million NEO residents (quarter of the population) can access public transportation in less than 10 minutes
- 43% of NEO residents work in a different county than they live

## Job by Distance

- Less than 10 miles – 50.1%
- 10 to 24 miles – 28.5%
- 25 to 50 miles – 10.6%
- Greater than 50 miles – 10.8%



# What is a Job Hub?

## Job Hubs are...

- **Contiguous** places...
- ...with **highly concentrated employment**...
- ...and **multiple different employers**...
- ...participating in the **'traded sector'** of our economy

# The **Job Hub** framework addresses many factors impacting investment decision involving retention, expansion, and attraction in Northeast Ohio

- Key Factors Impacting Investment Decisions:

- Access to Customers/Suppliers

## Job Hubs

- Availability of an affordable skilled workforce
- Proximity to abundant, reliable infrastructure/utilities
- Competitive sites and buildings (thoroughly vetted and appropriate for today's manufacturing needs)
- Strength and agility of the region (e.g., support of industry, speed to market, creative assistance)
- Overall risk reduction for companies
- Ready access to transportation (commercial goods and passenger travel)



# Investing in strategic **Job Hubs** can help people, business and government alike



Leverage infrastructure for **fiscal sustainability**



New and creative strategies to **bring people to jobs**

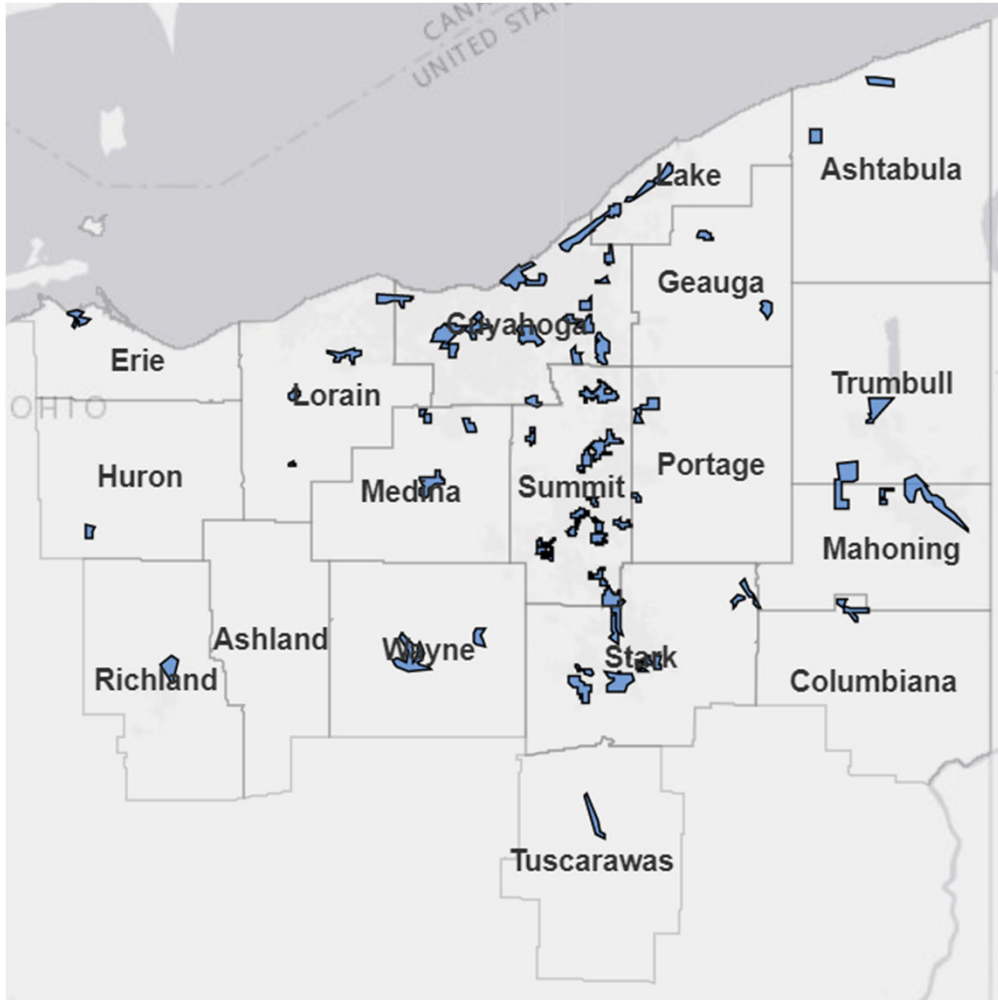


**‘Knowledge spillover’** from economic activity



Grow and sustain **population-serving business** around hubs

# Northeast Ohio's Traded-Sector **Job Hubs**



**62**

traded-sector job hubs in Northeast Ohio, containing:

**708k**

total jobs  
(36% of all such jobs in the region)

**495k**

traded-sector jobs  
(44% of all such jobs in the region)

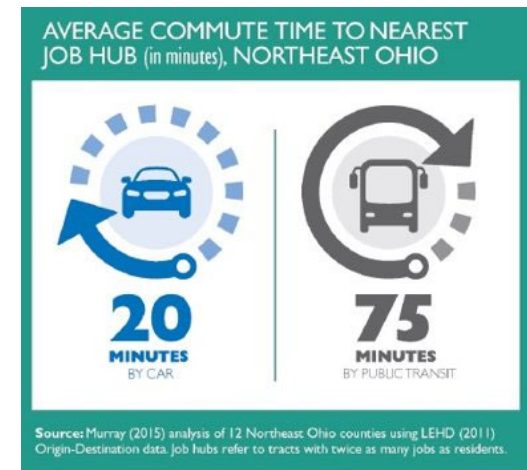
**213k**

population-serving jobs  
(26% of all population serving jobs in the region)

# We Must Better Utilize Our Existing Investments

## Critical Impediments to Growth Include:

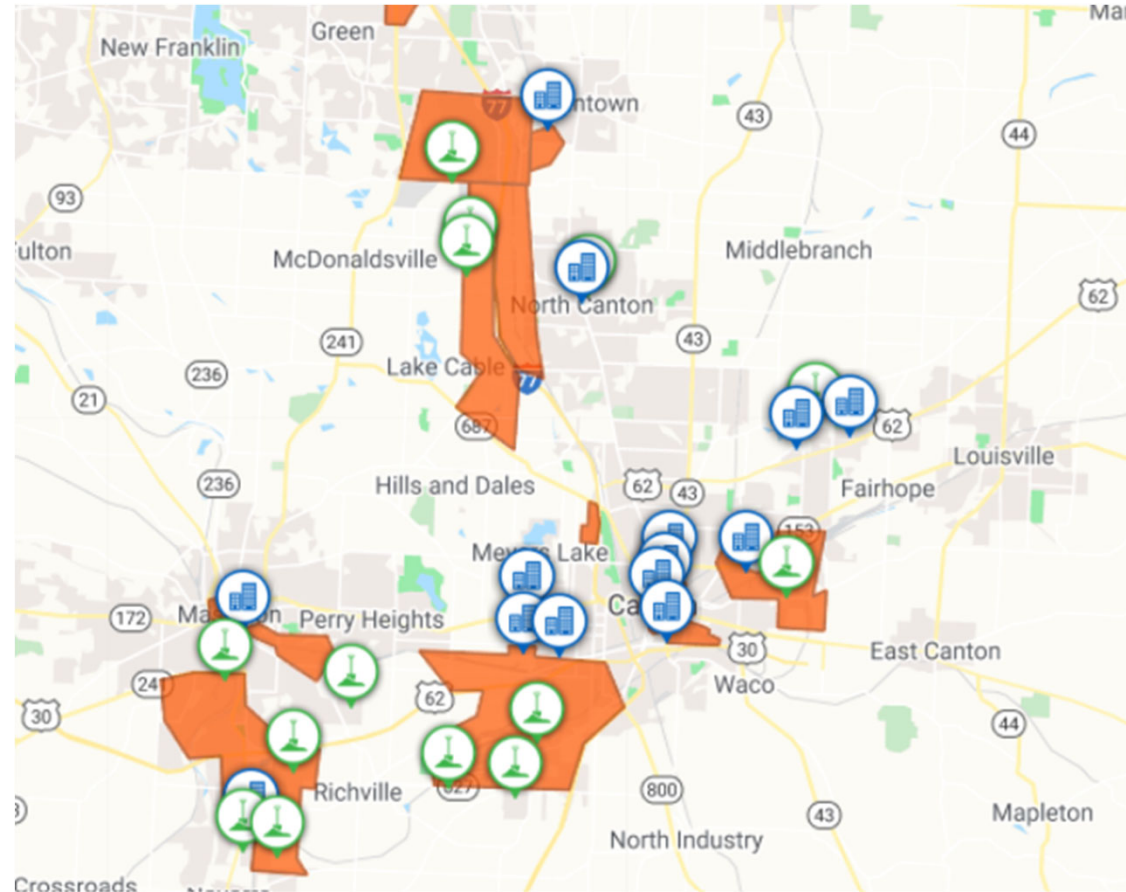
- On time and high-level performance
- Long commutes and lack of reliable transportation
- Ongoing maintenance costs in existing infrastructure not being fully utilized
- Social service expenses crowding out alternative investments in the region



# Stark County Job Hubs

Developing an integrated and strategic asset inventory and marketing plan for Four Stark County Job Hubs that could serve as a model for the rest of Stark County and Northeast Ohio.

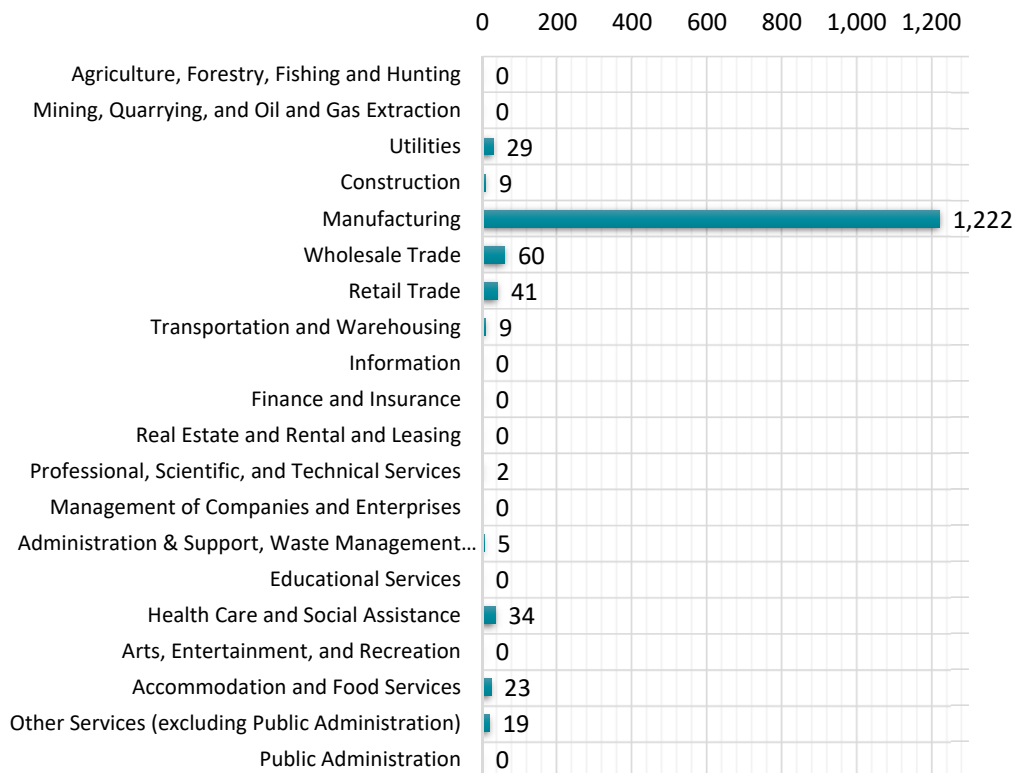
- Ten Job Hubs in Stark County
- Four targeted Job Hubs
  - I-77 West Job Hub
  - I-77 East Job Hub
  - Alliance Rt 62 Job Hub
  - Alliance Corridor Job Hub
- Stakeholder Group in place
- Integrating and advancing the work of "Strengthening Stark"



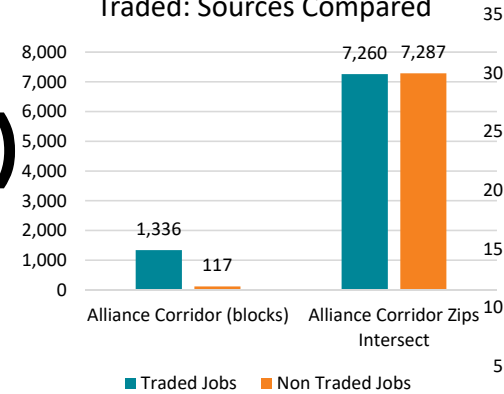


# Job Hub Data Summary – Economic (Alliance Corridor)

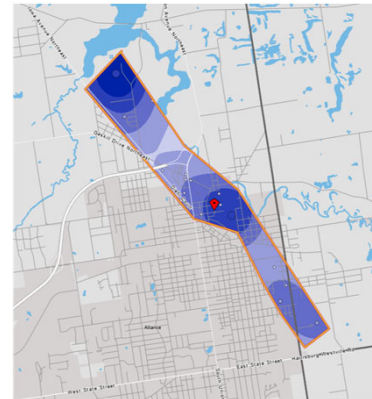
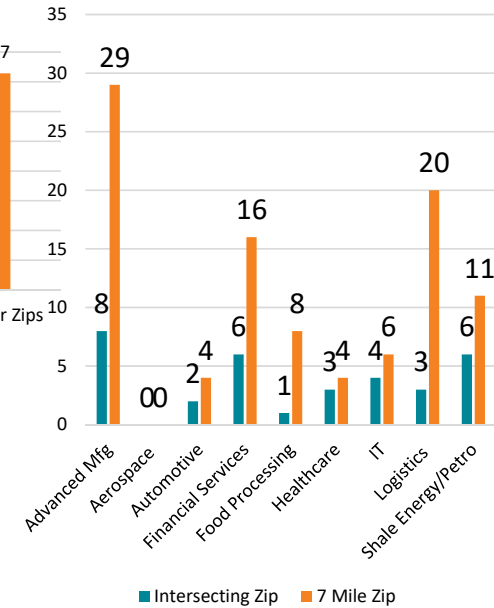
Jobs by Industry (number, block level)



Alliance Corridor Traded vs Non Traded: Sources Compared



Establishments in JO Clusters

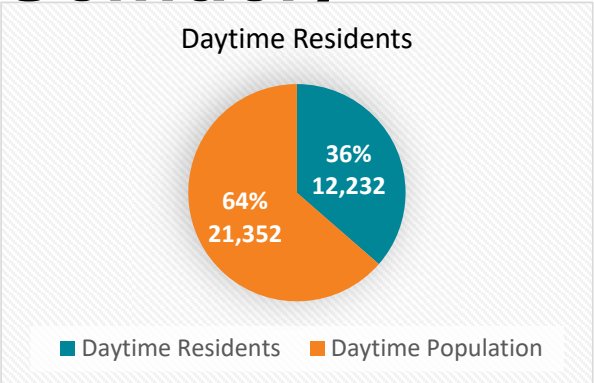


Alliance Corridor approximate employment concentration.

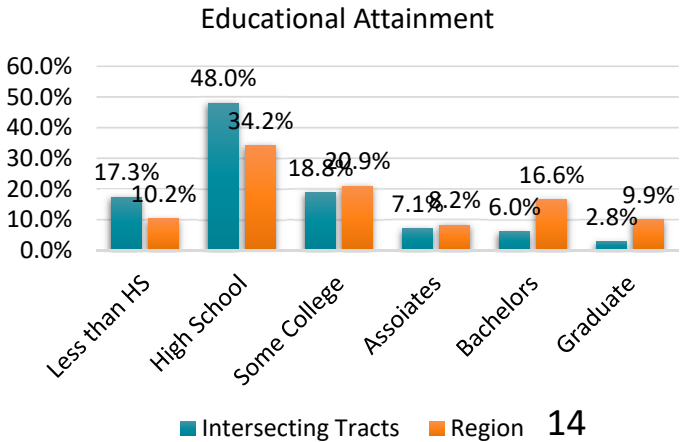
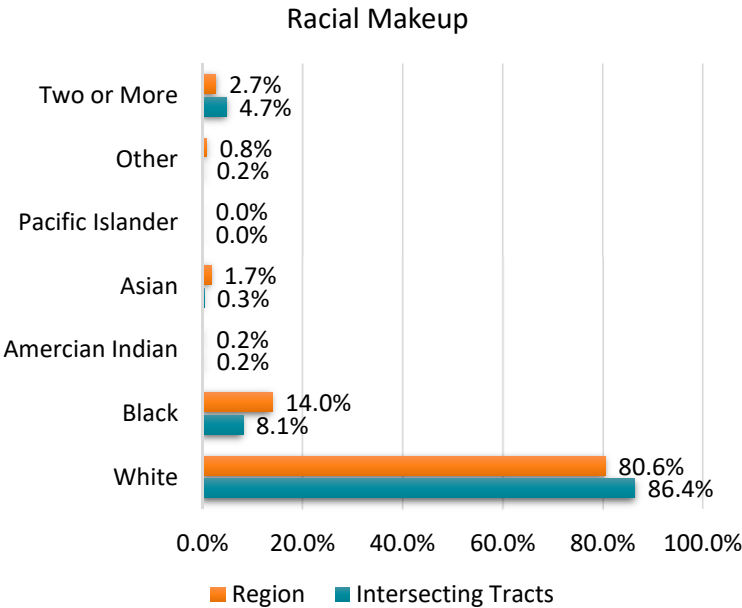
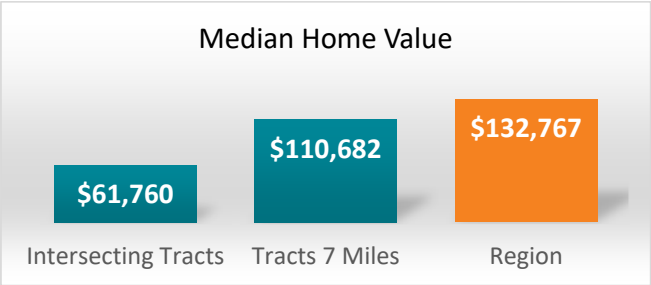
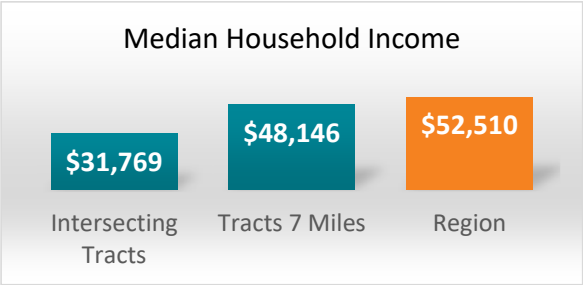
Alliance Corridor Total Jobs & Projected Change

Economic	Intersecting Zips	Region
Total Jobs 2019	14,547	2,016,073
Projected Job Change 2019-2029	210	29,043
Projected Job Change 2019-2029 %	1.44%	1.44%

# Job Hub Data Summary – Demographics (Alliance Corridor)



Total Resident Population: 19,768  
Net Commuters: + 1,584  
Daytime Population Change: 8%  
Total Daytime Population: 21,352



# Team NEO Talent Insights



# STRENGTHENING STARK SUMMARY

## OPPORTUNITY

Stark County can leverage its economic strengths and new investments in our county to **accelerate economic growth** and **increase access to opportunity for all residents**. Such an economic transformation is possible through cross-sector collaboration that engages all our communities and key stakeholders, and by investing more resources to strengthen economic development in Stark County.

## RISK

Failing to act aggressively will result in a different kind of transformation for Stark County, as **our population will continue to get smaller, older and poorer**. Staying on the present path means a continued decline in our fiscal and economic health, and increased pressure on our social service sector. **The status quo is not acceptable.**



## Strengthening Stark

Commissioned and issued by Stark Community Foundation in 2017 at the request of the Stark Civic Group, **Strengthening Stark** is a **clear-eyed assessment** of the current **economic and social health** of Stark County. The report examines **key issues** that shape the county's vibrancy. It recommends **specific actions** to help **reverse downward trends** and transform Stark into a **growing and more prosperous community**.

## KEY FINDINGS



### POPULATION

By 2040, Stark County's **population** is expected to drop to 355,500 – a **decline of 6%** since 2000.



### JOB ACCESS

**Nearly 40%** of Stark County's working residents **leave the county** to access their job.



### EDUCATION

By 2020, nearly two-thirds of all jobs are projected to require a post-secondary credential or higher in the U.S., but presently **less than 30%** of Stark residents have at least an **associate's degree**.



### TRANSPORTATION

Stark residents **spend a higher percentage** of their income, **28%**, on transportation, than do residents of Northeast Ohio's two other most populous counties, Cuyahoga and Summit.



### BUSINESS

The **number of businesses** in Stark County **declined** from 6,997 in 2011 to 6,807 in 2015.



### EMPLOYMENT

**Employment** in companies that are younger than five years old **fell 28.5%** between 2010 and 2015.

Without an **aggressive, new approach to economic development**, Stark County will continue to get **smaller, older and poorer**. Public officials, business owners, residents, students, nonprofits and foundations must **join forces** to make our community **stronger** and **better** for years to come.

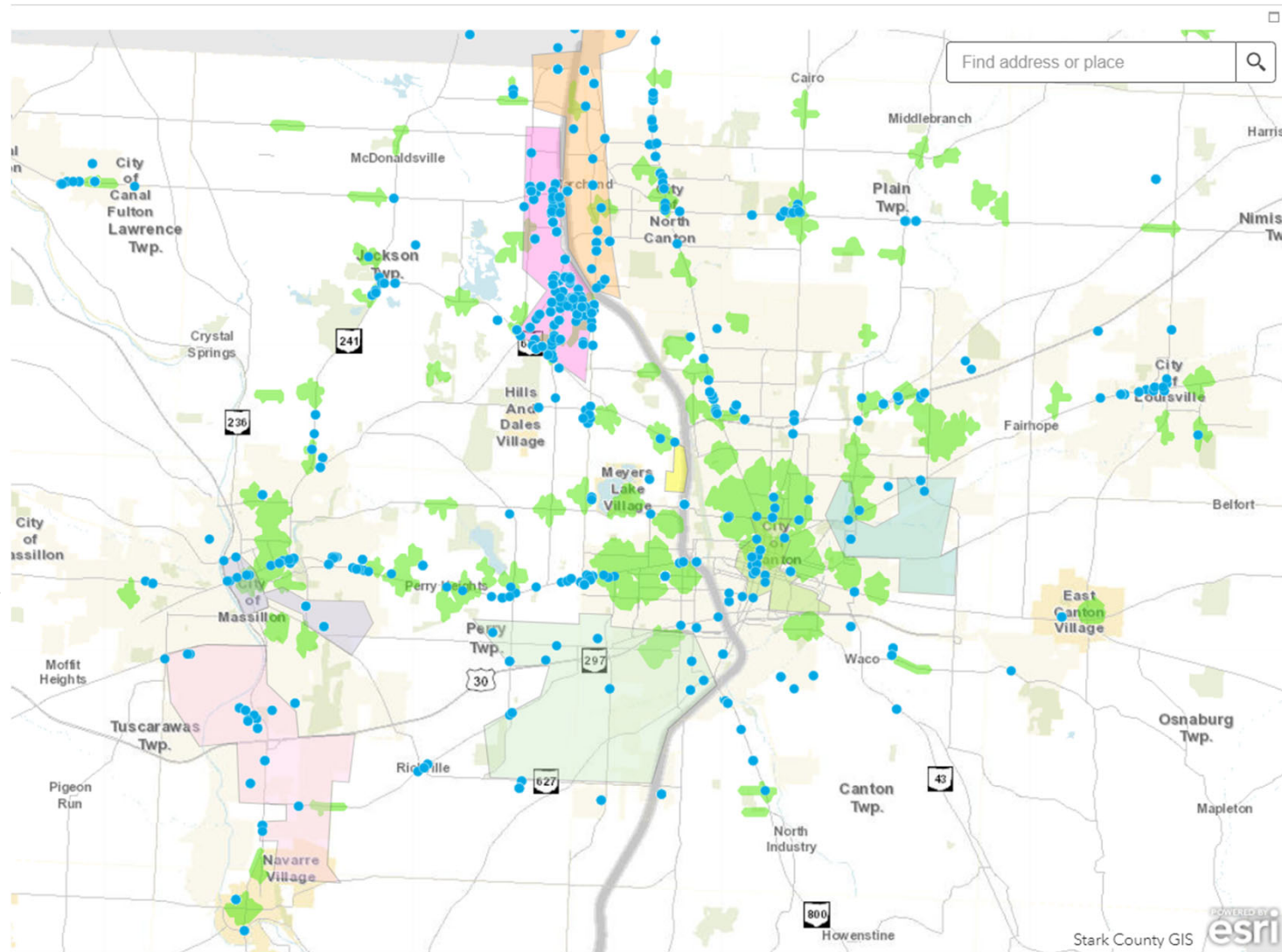
To read the full report and learn how you can get involved, visit:

**[www.starkcf.org/strengtheningstark](http://www.starkcf.org/strengtheningstark)**



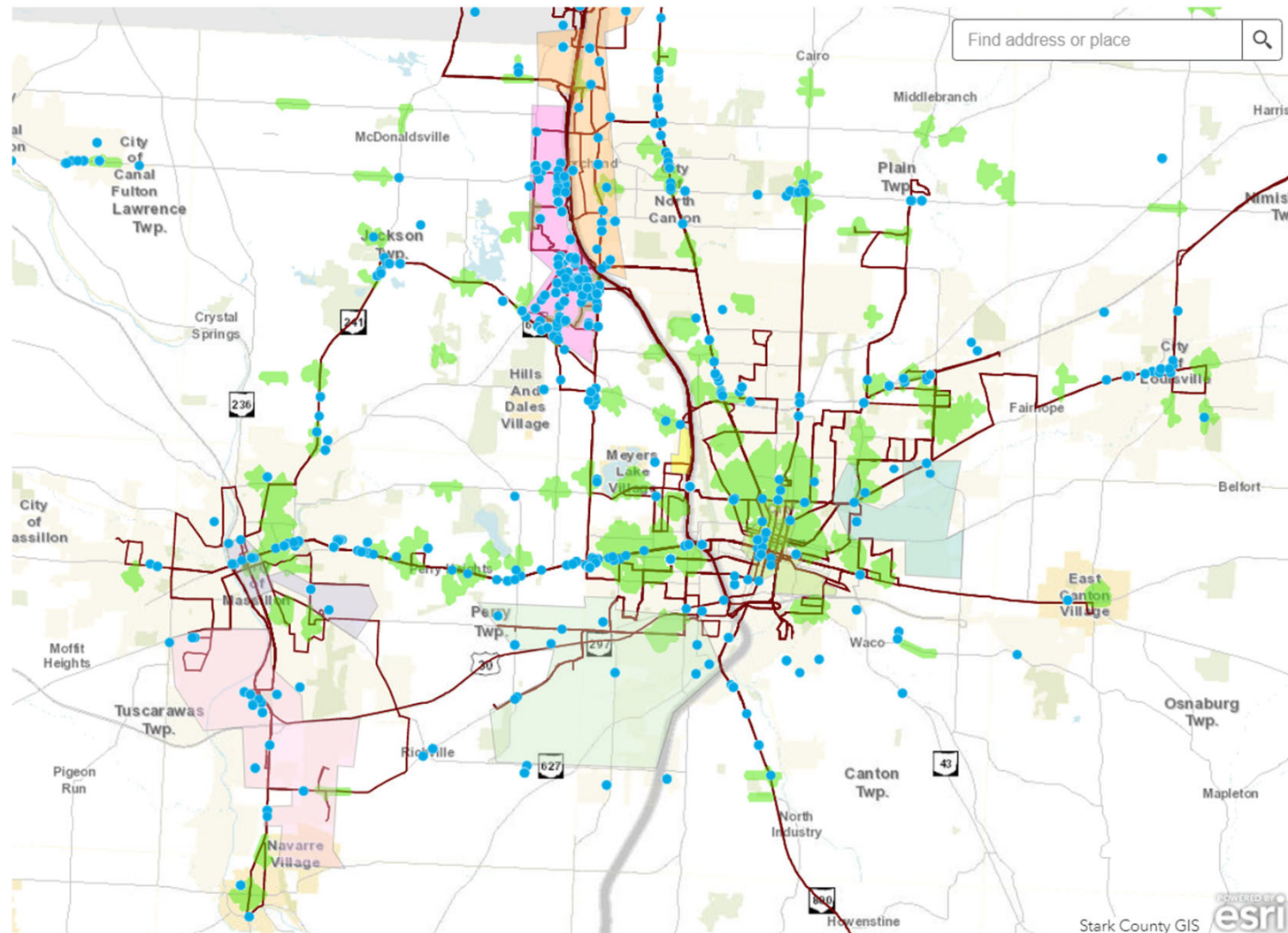
## Strengthening Stark GIS Mapping Platform

- Local Job Hub layer
- Blue: Current Job Openings
- Green: Daycare Centers, Quarter-Mile Walk Times



## Strengthening Stark GIS Mapping Platform

- Local Job Hub layer
- Blue: Current Job Openings
- Green: Daycare Centers, Quarter-Mile Walk Times
- Brown: SARTA Bus Routes





# Alliance Commerce Park, Stark County Job Hub

- Class A industrial park, privately owned
- Norfolk Southern rail service is feasible, 6-month lead time
- Restrictive covenants in place
- Largest contiguous site is 55 acres
- Community Reinvestment Area (CRA) Enterprise Zone - Industrial Development up to 100% for 15 years - Commercial Property up to 100% for 12 years



# StoryMap – Marketing Sites in Job Hubs



## Canton GO Site

NEO RightSites

Shovel-Ready 288 Contiguous Developable Acres Available in Stark County, Ohio

<https://storymaps.arcgis.com/stories/2ddcd420890143dfba5c82caced7ef09>





# Job Hub Playbook

Job Hubs Playbook Draft  
September 2020

- Developing a Job Hub Playbook to be utilized as a tool for implementing strategy to drive investment to Job Hubs and the region
- The Playbook will cover topics of stakeholder engagement, site strategy and due diligence, research and data collection, marketing strategy, and recommendations for competing for funding.

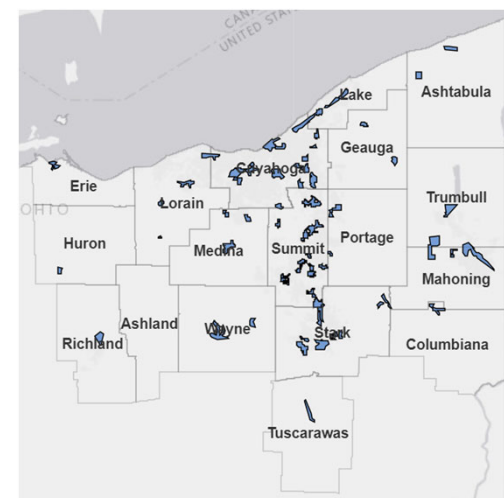


# Competitive Sites Strategy

 **SiteOhio** Authenticated  
Construction Ready Day One



## Northeast Ohio Regional JobHubs



State, Regional and Local Initiatives are  
Prioritizing Competitive Sites



# AIRPORT WEST INDUSTRIAL PARK

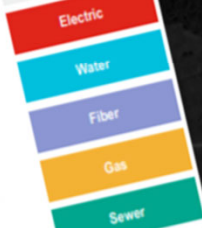
Mansfield, Richland County



SiteOhio authenticated means construction ready day one. Airport West Industrial Park has robust water and sewer capacities, and is situated in close proximity to the Mansfield Airport, Richland Community Development Group and Team NEO. Ideal for business.

The industrial park is community owned. | has redundant water. | is adjacent to highway 21.

## SITE UTILITY MAP



## PROPERTY DETAILS

Physical address	584 Canine Road
City	Mansfield
County	Richland
Zip code	44903
Type of space	Industrial
Ownership	City of Mansfield
Min size	5 acres
Max size	60 acres (70 total)
Price per acre	\$15,000/acre
Industrial park	Yes
Enterprise zone	Yes
Foreign trade zone	Immediate
Date available	Immediate

# NORTH CENTRAL OHIO INDUSTRIAL PARK

Norwalk, Huron County



SiteOhio authenticated means construction ready day one. North Central Ohio sites, has all utilities reaching to the park boundaries, all due diligence studies labor force. Norwalk Economic Development Corporation and Team NEO coll make it ideal for business.

The industrial park is within an hour's drive of Cleveland Hopkins International Airport. | has highway visibility. | is adjacent to highway 21.

## SITE UTILITY MAP



## PROPERTY DETAILS

Physical address	Furniture Parkway
City	Norwalk
County	Huron
Zip code	44857
Type of space	Vacant land
Ownership	Linder Successor Trustee
Min size	10 acres
Max size	84 acres (102 total)
Price per acre	\$19,000/acre
Industrial park	Yes
Enterprise zone	Immediate
Date available	Immediate

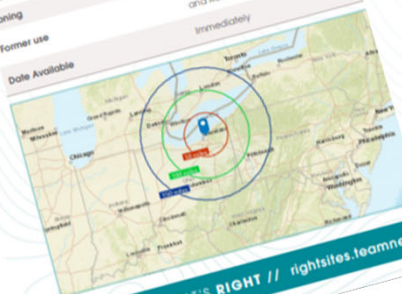
# Bluestone Business Park

EUCLID, OHIO



## Overview of Site

Site Address	1121 East 260th Street
City / Zip	Euclid, 44132
County	Cuyahoga
Owner	Fogg Corporate Properties
Total Acres Available	38.92
Total Developable Acres Available	38.92
Max Contiguous Acres	27.61
Price Per Acre	\$87,500 (Land held for development)
Zoning	Industrial
Former use	Manufacturing - Demolished and Remediated
Date Available	Immediately



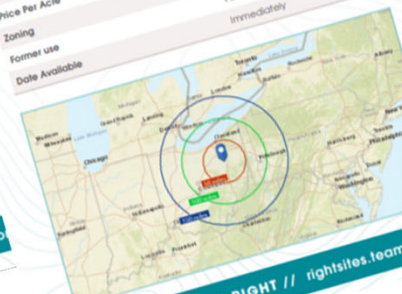
# Canton GO

VILLAGE OF NAVARRE, OHIO



## Overview of Site

Site Address	Sterilite Drive
City / Zip	Village of Navarre, 44666
County	Stark
Owner	Stark Board of Trade
Total Acres Available	300
Total Developable Acres Available	288
Max Contiguous Acres	200
Price Per Acre	\$75,000
Zoning	Industrial
Former use	Farm land
Date Available	Immediately



The Canton Ohio Go Site is a 327-acre property, with 288 acres remaining for development (up to 200 contiguous acres available), located in the Village of Navarre. The property has one owner, it is zoned industrial, all utilities are on site, all due diligence studies are complete and ready for development. This site is adjacent to a fully developed industrial park and the roadway infrastructure is capable of handling all truck traffic. Site is within close proximity to Route 21 and Route 30 and is adjacent to W&LE marine rail and trans-load facility for staging/distribution. Construction of a new facility for the first tenant on the site was recently completed.

Learn more about this RightSite here

## Due Diligence Studies & Reports

Phase I Environmental Report	Yes
Geotechnical Study	Yes
Wellness Determination	Yes
Archaeological	Yes
Endangered Species Analysis	Yes
Site Access & Proximity	SR 21
Nearest Highway	1.5 miles
Distance to Nearest Highway	I-77
Nearest Interstate	10 miles
Distance to Interstate	Aaron Canton Airport
Nearest Major Airport	20 miles
Distance to Major Airport	



FIND THE SITE THAT'S RIGHT // rightsites.teamneo.org

FIND THE SITE THAT'S RIGHT // rightsites.teamneo.org



## Why the Data Matters

The site selection process is driven by a core set of fundamentals that assist a client in making a location decision where **speed**, **risk** and **money** have been significantly reduced.



# Fundamental Decision Drivers

Speed

Risk

Money

- The goal is to stay in the game! Location consultants and companies seek to reduce the number of markets as quickly as possible. Game of elimination!
- Increasingly sophisticated due diligence, relying on relevant and abundant data to mitigate fear of unknowns; 24/7 evaluation process
- Labor, transportation, upfront and on-going operational costs predict long term sustainability of a location.

## 2019 Typical Land Search Characteristics

- Average acreage request is 70 acres
- Smallest request was 14 acres
- Largest request was 200 acres
- Only 2 of the 12 searches need rail

## 2020 Typical Land Search Characteristics

- Average acreage request is 37 acres
- Smallest request was 10 acres
- Largest request was 100 acres
- 4 of the 11 searches required rail
- High electric users (24/7 Operating Hours, Up to 6MW Requirements)

**Virtually every search required some degree of due diligence be complete; limited # of sites could be submitted in the state...**

**BE PROACTIVE..... ZONING MATTERS.....DETERMINE YOUR FUTURE**

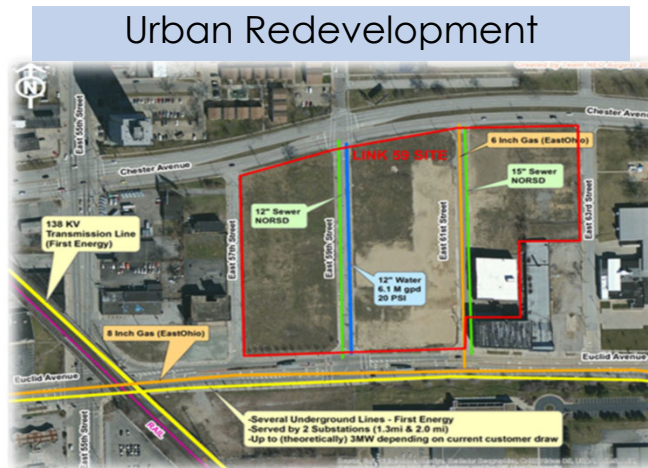
# Effective Strategy Should Address Need to Improve Financial Clarity in Both Greenfield/Urban Locations

## Characteristics

- Large, uniform shape, limited regulation/ restrictions
- Quick to market
- Owner / developer driven
- Largely rural centric
- Public infrastructure investment
- Blank slate

## Characteristics

- Small to mid-size, multiple parcels, neighborhood considerations
- Longer term to get market ready
- Multiple stakeholders
- Mainly metro centric
- Public gap-filler investment
- Abundant infrastructure
- Worker mobility options
- Access to multiple assets



## Common Interventions

- Infrastructure installation
- Utility connections
- Access road construction
- On-ramp installation / widening
- Due diligence reports
- Zoning changes

## Common Interventions

- Land assembly
- Demolition
- Environmental testing
- Remediation
- Infrastructure repair

**Utilize the Job Hub framework as your playbook for preparing and competing for funding.**

**1. Ohio Site Inventory Program**

**2. JobsOhio Inclusion Strategy**

Inclusive Project Planning Program

Vibrant Community Program

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# Ohio Site Inventory Program (OSIP)

[www.jobsohio.com/osip](http://www.jobsohio.com/osip)

Team**neo**





# Ohio Site Inventory Program (OSIP)

JobsOhio's new program providing grants and low-interest loans to support speculative site and building development projects

Three primary goals:

- Fill gaps in Ohio's inventory
- Mitigate developer risks preventing product development
- Accelerate the process of bringing in-demand product online

\$38M a year for 5 years

- Max Grant \$2M per project
- Max Grant/Loan \$5M per project
- Up to 50% of total project cost

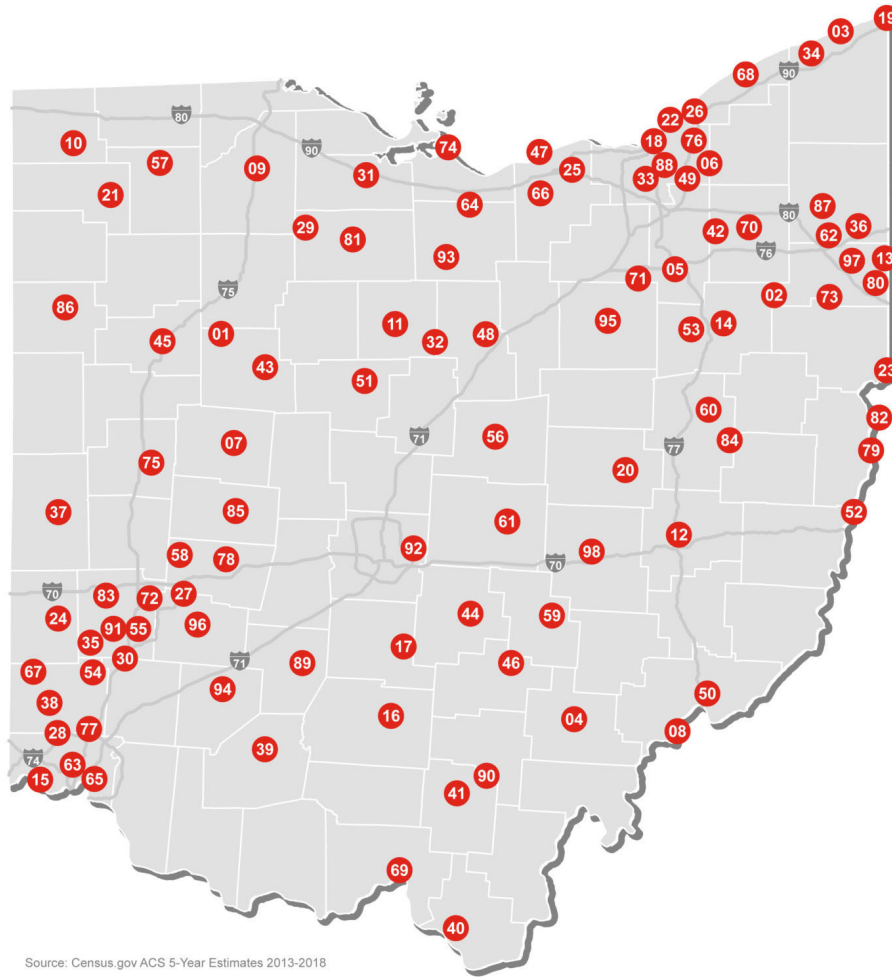


# Ohio Site Inventory Program (OSIP)

Sites and buildings in and around Job Hubs are well positioned to compete for funding based on the characteristics that make up a Job Hub including availability of an affordable skilled workforce and proximity to abundant, reliable infrastructure/utilities.

## **Northeast Ohio identified market gaps include:**

- Availability of newly constructed industrial/light manufacturing/warehouse buildings.
- Availability of newly renovated industrial/light manufacturing/warehouse buildings that can offer rents below market rents for new construction
- Availability of sites that are close to shovel ready to respond to fast turn around times expected by end users looking for build to suit options
- Availability of large (100+ acre sites)
- Availability of 12+ acre sites in first ring suburbs and urban areas in NEO
- There is interest in office sector, but this sector is still understanding and responding to the realities of the Covid-19 pandemic.



Source: Census.gov ACS 5-Year Estimates 2013-2018

# Inclusive Project Planning Program & Vibrant Community Program

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JobsOhio identified 98 cities with populations between 5,000 and 75,000 with poverty rates at or above the state's average poverty rate that are eligible for support from this program.

# Eligible cities in Northeast Ohio for the Inclusive Project Planning Program & Vibrant Community Program

- |                      |                      |                      |                          |
|----------------------|----------------------|----------------------|--------------------------|
| 1. Alliance          | 11. Elyria           | 20. Maple Heights    | 30. Sandusky             |
| 2. Ashtabula         | 12. Euclid           | 21. Massillon        | 31. South Euclid         |
| 3. Barberton         | 13. Galion           | 22. New Philadelphia | 32. Struthers            |
| 4. Bedford Heights   | 14. Garfield Heights | 23. Niles            | 33. Ulrichsville         |
| 5. Campbell          | 15. Geneva           | 24. Norwalk          | 34. Warren               |
| 6. Canton            | 16. Girard           | 25. Oberlin          | 35. Warrensville Heights |
| 7. Cleveland Heights | 17. Kent             | 26. Painesville      | 36. Willard              |
| 8. Conneaut          | 18. Lorain           | 27. Ravenna          | 37. Wooster              |
| 9. East Cleveland    | 19. Mansfield        | 28. Rittman          | 38. Youngstown           |
| 10. East Liverpool   | 20. Maple Heights    | 29. Salem            |                          |

# Vibrant Community Program

[www.jobsohio.com/vibrant-community-program/](http://www.jobsohio.com/vibrant-community-program/)

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# Vibrant Community Program: Summary

Assist distressed small and medium sized communities with the implementation of **catalytic development projects** that fulfill a market need and represent a significant reinvestment in areas that have struggled to attract new investment.

- Eligible applicants include businesses, non-profits, developers, port authorities or local governments.
- Competitive grants of up to \$2 million for development projects that help transform areas within a distressed community.
- Funding will not exceed 50% of eligible costs.
- Projects must have at least one identified end user.
- JobsOhio Statewide Investment: \$6M/yr (\$20M over 5 years)

# Inclusive Project Planning Program

[www.jobsohio.com/  
project-planning/](http://www.jobsohio.com/project-planning/)

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# Inclusive Project Planning Program: Summary

This program offers **targeted technical assistance to address gaps in capacity and expertise** in order to ultimately generate more actionable projects across the state.

- Grants to eligible communities of up to \$20,000 and not more than 50% of total planning costs, should the community engage their own vendor(s).
- Assistance provided through a vendor contracted by JobsOhio.
- Communities may receive support through partnerships with JobsOhio and the JobsOhio regional network partners.
- JobsOhio Statewide Investment: \$400K/yr (\$2M over 5 years)

THANK YOU!!!

Questions??



# THANK YOU!!!

## Connect with us:



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# Additional Resources

## Northeast Ohio:

Northeast Ohio Regional Job Hub Online Map: <http://arcg.is/1qaHC90>

Crain's Cleveland Business: <https://www.craainscleveland.com/custom-content-twotomorrows/job-hubs-roadmap-improving-economic-competitiveness>

Crain's Cleveland Business: <https://www.craainscleveland.com/custom-content-team-neo/importance-identifying-and-marketing-competitive-sites>

Crain's Cleveland Business: <https://www.craainscleveland.com/awards/fund-our-economic-future-awards-900000-grants>

Cleveland Business Journal: <https://www.bizjournals.com/cleveland/news/2020/08/18/as-northeast-ohio-businesses-navigate-the-next-nor.html>

## Around the State:

OKI Regional Council of Governments: <https://jobhubs.oki.org/>

## Around the Nation:

City Lab: <https://www.citylab.com/life/2017/06/one-key-to-a-rust-belt-comeback-job-hubs/530697/>