



**PORT OF
CLEVELAND**
Cleveland – Cuyahoga County Port Authority

A Message that Resonates

Port Authorities as Catalysts for Economic Growth

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Background



Ohio has more than 50 port authorities

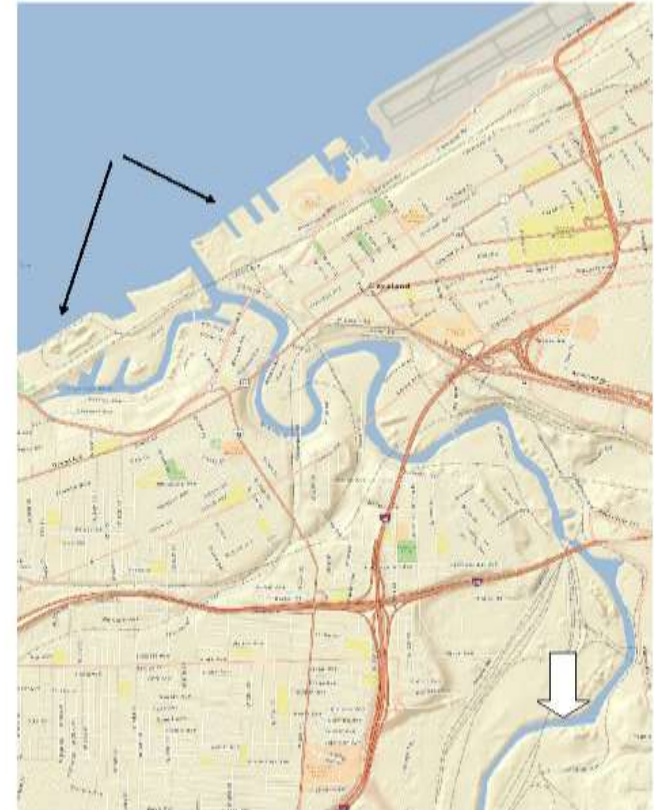
- Less than 10 have maritime facilities on a lake or river
- State law grants port authorities important economic development powers
 - Issue bonds and general obligation debt for public or private sector projects
 - Acquire, lease, sell and renovate property
 - Issue a property tax levy
 - Receive state and federal loans/grants
 - Give companies option to construct or renovate facilities without ownership
 - Use eminent domain to assemble sites for economic development

Port of Cleveland



Port of Cleveland: a maritime and development agency

- Created in 1968 to manage the waterfront
- Started financing program in 1993 with offer to help finance Rock and Roll Hall of Fame and Museum
- Launched initiatives in 2011 for Cuyahoga River renewal and infrastructure improvements



Port of Cleveland



New Leadership / New Attitude

- Port Authority President/CEO Will Friedman arrived in June 2010
 - Put organization on firm footing after difficult period of instability and loss of public trust
 - Rejected prior administration's overly ambitious plan to relocate maritime facilities
 - Focused on values and actions to strengthen public confidence
 - Well-grounded strategies
 - Solid results
 - Transparency
 - Integrity
 - Collaboration with partners
 - Understanding community priorities and economic realities
 - Hired consultants for comprehensive review
 - Economic benefit analysis
 - Financial assessment
 - Cargo market assessment
 - Port relocation analysis
 - Sediment management review
 - Stakeholder interviews
 - Public attitude survey

Research Tells the Story



Maritime activities vital to regional economy:

- 17,832 jobs
- \$1.08 billion in annual personal income
- \$112 million in annual local and state taxes
- \$1.81 billion in total annual economic activity



New Vision & Mission



Vision

The Port of Cleveland will be known as the premier port on the Great Lakes: highly effective, efficient, innovative, and trusted in delivering its mission of spurring economic vitality and job creation for Cleveland and Cuyahoga County.

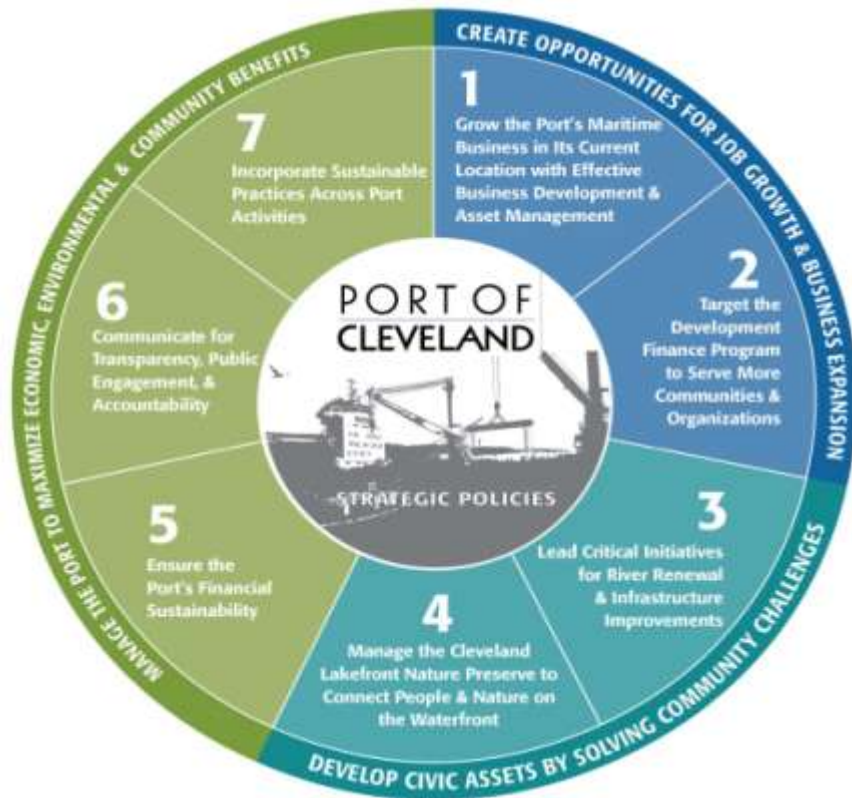
Mission

The Port fosters job creation and economic vitality in Greater Cleveland

- Our maritime services and assets add value and result in competitive advantage for regional firms competing globally.
- The Port also tackles challenges tied directly to jobs, quality of place, and environmental sustainability through innovative development financing services and selective public investments in critical harbor projects.



Strategic Action Plan



The Plan is organized around 3 strategic themes that provide the framework for the Port's policy direction and actions:

- Create opportunities for business expansion & job growth
- Develop civic assets by solving community challenges
- Manage the Port to maximize economic, environmental & community benefits

Within the themes are 7 policies and 25 implementing actions

Key Messages



Focus on Actions and Values

- Our work is ultimately all about jobs and economic vitality
- Commitment to core values that combine the best attributes of business and government
 - Entrepreneurial, dynamic, market driven
 - Fiscal discipline, transparent, accountable
- Solid Execution
 - Actions track with Strategic Plan
 - Strengthen the organization
 - Demonstrate ability to get things done



Tone

- Aspirational
- Capable
- Realistic
- Spirited

Talking points: Framework and Details



- **Vital role in regional economy:**
 - Our Port is part of the arc of Northeast Ohio's history and integral to its economic prosperity
 - Cleveland Harbor is a leading gateway for waterborne trade on the Great Lakes/St. Lawrence Seaway System and provides critical connection between NE Ohio and the global economy
- **Hybrid approach that benefits the community:**
 - **An entrepreneurial business enterprise that creates opportunities for job growth and business expansion**
 - **Maritime:** Nearly 18,000 jobs and \$1.8 billion in economic activity tied to cargo moving through Cleveland Harbor
 - **Development Finance:** Provided \$1.8 million in financing to dozens of companies, local governments and nonprofits mainly for construction and expansion projects
 - **An independent government agency with civic-minded intent and capabilities to develop community assets by solving critical challenges**
 - **Sustainable lakefront and riverfront initiatives:** New projects to enhance quality of place along Cleveland's waterfronts and safeguard the river for maritime, commercial and recreational activities

Connecting to Community Aspirations



Introduction to Strategic Plan:

Like cities around the world, Cleveland rose along waterways that powered industrial growth, created connections to the global economy, and enlivened the local community. Today the Cuyahoga River, The Flats, and the Lake Erie shoreline remain the emotional and iconic heart of our region, and how we manage these vital assets is a bellwether for Northeast Ohio.

This Strategic Action Plan lays out a set of policies and actions calling for the Cleveland-Cuyahoga County Port Authority to step up in targeted and unprecedented ways to help deliver on community ambitions for job creation, economic vitality, and waterfront renewal.



Strategic Plan: Maritime



A gateway to the global marketplace and effective catalyst for economic development:

Maritime is the Port's core business and plays a vital role in the local economy. Nearly 18,000 jobs and \$1.8 billion in economic activity are tied to cargo moving through Cleveland Harbor.

Our Port is a leading Great Lakes gateway for waterborne trade and provides a critical connection between Northeast Ohio and the global economy. We have the management capability, resources, and entrepreneurial drive to grow the maritime business to spur job growth and greater economic activity in the region.



Strategic Plan: Development Finance



An agency with the tools and expertise to help turn development projects into reality

The Port is a leading catalyst for economic development and job creation in our region, strategically providing capital to a broad range of organizations whose project financing needs are not otherwise met by public and private sources. The Port is well equipped to fill this critical role, with the financial expertise and statutory powers to be resourceful, customer-oriented, and civic-minded.

(More than 70 projects financed since 1993)



Strategic Plan: River Initiatives



A steward leading infrastructure and renewal projects

The Port is in a unique position to be a steward of the Cuyahoga River, a vital asset central to Cleveland's economic well-being and community aspirations for a reinvigorated city. The River is essential to industry and manufacturing jobs, and is a magnet for local residents and new development. The Port aims to take an unprecedented leadership role on major initiatives critical to restoring the River and safeguarding the jobs, commerce, and recreational activities that depend on it.



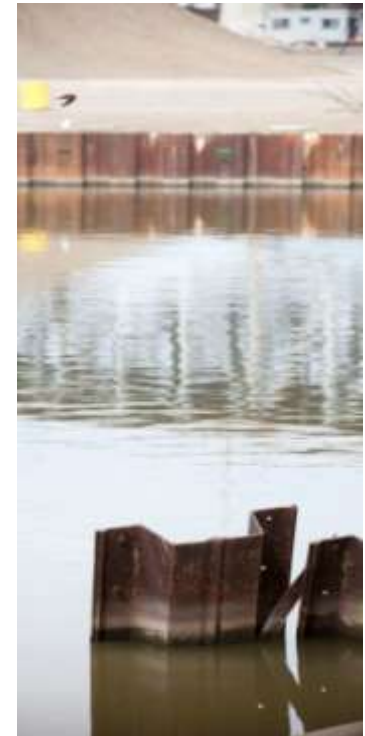
Explaining Infrastructure



Focus on ultimate aims and creative solutions

Bulkheads line the ship channel and protect its integrity. Unfortunately bulkheads do not exist or are in poor condition in many locations along the 29,000 feet of the navigation channel shoreline. Replacing or repairing them is not only required for shipping, it is a precursor to further development along the river, and is necessary to reduce pollution run-off, control flooding in the Flats, and safeguard adjacent businesses.

The Port Authority intends to not just “fix” this problem, but to do it in a way that can attract investment, spur development and provide added benefit to the river. For example, bulkheads could be installed that provide habitat pockets for fish.



Cleveland Lakefront Nature Preserve



An agency that promotes environmental initiatives and public access to the lakefront

The Port is committed to the Cleveland Lakefront Nature Preserve, a unique peninsula on the Lake Erie shoreline, where nature transformed a former sediment disposal site into an 88-acre wildlife haven. The Port's decision to open the preserve on a regular basis underscores the value of the site as well as our commitment to environmental initiatives and enhancing public access to the lakefront.

Photo courtesy of Don Nottage



Press Coverage



Consistent theme: Investments and initiatives that safeguard current economic activity and spur more jobs/development

The Plain Dealer, July 20, 2011

Column on Strategic Plan

by Steven Litt

“ . . .Most excitingly, however, Friedman’s vision suggests that the Cleveland-Cuyahoga County Port Authority should wade up the Cuyahoga River to solve longstanding problems that have stymied development for decades along its fallow banks.

This is where the plan shows how the port could change the physical shape of the city and help it capitalize on the billions of dollars being invested in the Flats East Bank development , the medical mart and convention center, and the new downtown casino.

In this regard, the proposal suggests that the port should:

- Use its financial capacity to stabilize the enormous collapsing hillside at Irishtown Bend, which threatens to slide into the river and bring steel production at the ArcelorMittal to an abrupt halt.
- Lead the revamping of miles worth of decaying bulkheads along the riverfront. At a cost of thousands of dollars per linear foot, fixing bulkheads is expensive. Absent a solution, it will be difficult if not financially impossible to redevelop hundreds of acres of riverfront.
- Figure out how to recycle zillions of cubic yards of silt dredged out of the river every year by the U.S. Army Corps of Engineers, rather than dumping it in expensive landfills on the lakefront, called confined disposal facilities.”

Press Coverage



Consistent theme: Investments and initiatives that safeguard current economic activity and spur more jobs/development

The Plain Dealer, January 26, 2012

Article on Port's \$3.9 million on-dock rail construction project

by Brie Zeltner

The Cleveland-Cuyahoga County Port Authority has secured funding and a builder for its first capital project in a decade -- a \$3.9 million on-dock rail loop that it hopes will continue to drive growth and enhance its competitive edge. . .

"Every dime of this investment is about making the port more competitive," Friedman said. "If we help [Ohio] companies lower their transportation costs, help them be more competitive, then they can grow and prosper and add more jobs."

Plan Link & Contact Information



To view the Port of Cleveland's Strategic Action Plan:

<http://www.portofcleveland.com/strategicplan>

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