

# EXECUTIVE SUMMARY

## PORT OF CLEVELAND'S POLICY REPORT

### SETTING A NEW DIRECTION FOR THE PORT

This Strategic Action Plan lays out policies and actions calling for the Port to step up in targeted and unprecedented ways to deliver on community ambitions for job creation, economic vitality, and waterfront renewal.

The Port has a new management team and a new paradigm. This change begins with the recognition that the Port needs to strengthen public trust through well-grounded strategies, effective actions, transparency and integrity, collaboration with partners, and a solid understanding of community priorities and economic realities.

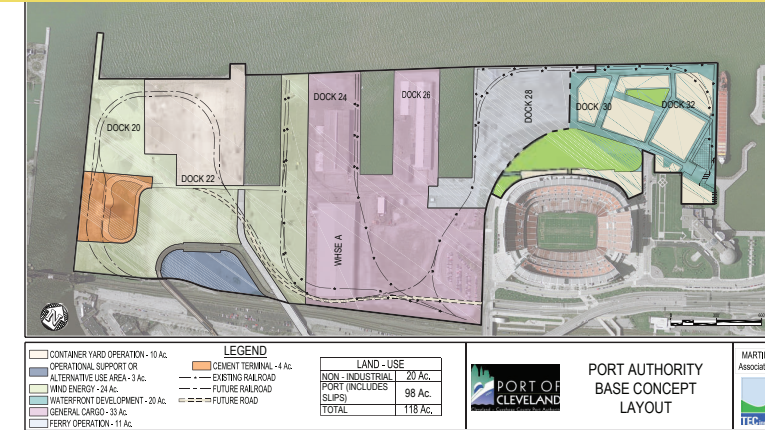
Moving forward, the Port has developed a stepped up mission that is innovative, dynamic, realistic, and fiscally disciplined. The Port aims to more fully harness the economic development potential of its statutory authority and expertise to aggressively pursue growth in its maritime and development finance programs, and to take on new roles to lead critical river infrastructure improvement projects.

The Plan reflects our new mind set. We are determined to make smart decisions that benefit the community, and are also committed to working collaboratively with the City of Cleveland and Cuyahoga County to ensure that our plans are congruent and reinforce one another.



### AFFIRM THE PORT'S INTENT TO REMAIN AT ITS CURRENT LOCATION

The optimal strategy is for the Port to make smarter use of its consolidated footprint and work jointly with the City of Cleveland, explicitly rejecting relocation as unjustified and unnecessary for either Port operations or new waterfront development. The research determined the move would have both resulted in enormous capital costs that simply are not feasible and created disjointed, inefficient, and cost-prohibitive operations.



### TARGET THE DEVELOPMENT FINANCE BUSINESS TO MEET COMMUNITY NEEDS

The Port's Development Finance business provides cost-effective access to capital to developers, companies, municipalities, and nonprofit agencies for development, redevelopment, and expansion of facilities. Since 1993, dozens of companies, local governments, and nonprofits have collectively secured \$1.8 billion through the program. The Port is actively working to strengthen and grow its program, with cost reductions and targeted marketing efforts. It will continue to take a flexible, entrepreneurial approach to serve evolving community needs, developing new products and offerings to meet regional market demand.

### CREATE JOBS AND ECONOMIC BENEFITS

The Port plays a critical role in our economy: Nearly 18,000 jobs are dependent on the Port-and-River system. The economic benefits tied to Maritime activities at Port facilities and along the navigational channel of the River include the following:

- \$1.08 billion** in annual personal income
- \$112 million** in annual taxes paid to local and state government
- \$508 million** in annual local purchases
- \$1.81 billion** in total annual economic activity



### ASSUME A NEW ROLE ON THE RIVER

The Port plans to take an unprecedented leadership role on four major initiatives critical to restoring the River and safeguarding the jobs, commerce and recreational activities that depend on it. Specifically the Port aims to lead development of a sustainable approach to River sediment management, play a leadership role in river restoration efforts, stabilize the riverbank, and repair aging bulkheads. This work will not limit the Port's focus on the maritime sector, but rather will enhance it by treating the Port and the River as the maritime and ecological system that it is. The river initiatives are part of the Port's policy to transform infrastructure challenges into community assets.

The Port's investment will go beyond a financial commitment. The Port will be a vocal champion of the industrial sector in the Flats and be actively involved in initiatives from planning to environmental cleanup that foster a climate that helps companies compete, prosper and add jobs.

### GROW THE PORT'S CORE MARITIME BUSINESS

The Port operates in the highly competitive Great Lakes market, serving mature, niche cargo markets that have been flat or declining for many years. Although opportunities to expand base cargo operations are limited, the Port has the management capability, resources, and entrepreneurial drive to strengthen and grow the maritime business through aggressive marketing, cost controls, and smart strategies.

There are opportunities to develop new initiatives. The Port plans to aggressively pursue the opportunities to expand the maritime business in existing markets, and to enter new markets, such as container feeder service, transport of wind energy components, and development of a passenger-oriented cross-lake ferry service to Port Stanley, Ontario.



### PROVIDE EFFECTIVE, RESPONSIBLE, AND ACCOUNTABLE MANAGEMENT

The Port has dual responsibilities: to operate as an efficient and accountable government agency, while functioning as a high performing business enterprise. The Port will continue to manage its businesses with financial discipline, striving to become sufficiently robust to conduct its operating activities without support from the levy. The Port will also continue to responsibly manage public assets as it undertakes critical new infrastructure projects that benefit the community.



# PORT OF CLEVELAND'S STRATEGIC ACTION PLAN: MAXIMIZING A VITAL ASSET TO BENEFIT CUYAHOGA COUNTY'S CITIZENS & ECONOMY

## OUR 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 job creation and economic vitality for Cleveland and Cuyahoga County.

## OUR MISSION

The Port fosters job creation and economic vitality in Greater Cleveland.

- Our maritime services and assets add value and result in a competitive advantage for regional firms competing globally.
- The Port 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.

## OUR CORE VALUES

As an organization and as individuals we are committed to a set of core values. We strive to combine the best of business: being entrepreneurial, market driven, and dynamic; with the best of government: safeguarding public assets, and acting with transparency and accountability. We take our values to heart and we live them every day.

- We are committed to:
- The highest standards of integrity and honesty.
  - Actions that generate and retain good jobs for our region's workforce.
  - A customer-focused approach that is responsive, fast moving, and entrepreneurial.
  - Fiscal discipline and responsible management of public assets.
  - Inclusive practices that reflect our diverse community.
  - Stewardship to improve the waterfront environment today and leave a legacy for tomorrow.
  - Being a high-performing team and effective collaborators with a broad range of partners in the region.



### ACTIONS

1. Pursue Green Business Opportunities and Infrastructure Improvement Projects
2. Integrate Environmental Sustainability into the Port's Organizational Fabric
3. Advocate on Public Policy Issues Critical to Jobs and the Health of the Maritime Sector and the Great Lakes/St. Lawrence Seaway System

### ACTIONS

1. Rescind Relocation Plans and Affirm Intent to Remain at the Current Location
2. Revise the Port's Maritime Operating Model to Cut Costs and Enhance Competitiveness
3. Strategically Invest in Infrastructure Improvements and Cargo Handling Equipment Upgrades to Improve the Port's Competitiveness
4. Develop and Effectively Market a Competitive Cleveland-Montreal Container Feeder Service, Connecting Northeast Ohio to Europe and Beyond
5. Actively Position the Port in the Transport and Handling of Over-Sized Freight, Including Wind Energy Cargoes
6. Start Up a Passenger-Oriented Ferry Service between Cleveland and Port Stanley, Ontario, on a Pilot Basis
7. Consider Options for Truck-Focused Cross-Lake Opportunities with Other Communities

### ACTIONS

1. Communicate Transparently to Stakeholders and the Public
2. Engage Collaboratively with Regional Economic Development Stakeholders
3. Provide Accountability through Regular Public Reporting on Performance

### ACTIONS

1. Increase the Bond Fund's Reserve to Allow the Port to Expand its Financing Capacity and Reduce Borrowing Costs
2. Support Expansion of Existing Businesses in the City of Cleveland and Cuyahoga County with Proactive Visits to Offer the Port's Menu of Financing Options
3. Continue to Seek and Deploy New Markets Tax Credits to Support Redevelopment in Distressed Communities
4. Continue to Support Activities to Promote the Inclusion of Minority and Female Business Enterprises

### ACTIONS

1. Manage the Port's Maritime and Development Finance Businesses to Achieve Self Sufficiency
2. Affirm that Financing Targeted Infrastructure Projects is a Strategic and Feasible Use of Levy Funds

### ACTIONS

1. Open and Administer the Cleveland Lakefront Nature Preserve as a Public Lakefront Amenity and Community Asset
2. Facilitate Environmental Education at the Site
3. Lead Implementation of the Preserve's Master Plan

### ACTIONS

1. Lead Development of a Sustainable Sediment Management Program that Focuses on Beneficial Use; Aggressively Pursue Interagency Agreements and Funding Opportunities to Implement the Program
2. Lead Efforts to Fund and Implement Riverfront Projects that include Restoration and Replacement of Bulkheads and Stabilization of At-Risk Riverfront Slopes; Facilitate Private Bulkhead Repairs
3. Play a Leadership Role in Cuyahoga River Environmental Restoration Initiatives with the RAP Stakeholders and Other Agencies

