

#CConnect17

2017

GREATER CLEVELAND

# CHESAPEAKE CONNECT

REGIONAL DELEGATION TRIP

CLEVELAND, OHIO | NOVEMBER 5<sup>TH</sup> - 7<sup>TH</sup>

A word from:

# ALLAN KITTELMAN

HOWARD COUNTY EXECUTIVE  
& BMC BOARD CHAIR



October 25, 2017

Dear Colleagues and Friends:

Thank you for joining us for the inaugural Chesapeake Connect regional delegation trip to Cleveland, Ohio. Chesapeake Connect brings together a select group of government, business, and non-profit leaders from the Greater Baltimore Region to explore and learn from a peer metropolitan area. We hope that this is the first of an annual program that will strengthen our region by offering new perspectives and encouraging cooperation across sectors and jurisdictional lines.

Now more than ever, our residents lead regional lives. Our neighbors commute daily across jurisdictional lines for work, education, recreation, and more. As a region, we share both the strengths and weaknesses of our individual jurisdictions, which means we must work together to continue to improve the quality of life for all of our residents and our businesses.

Chesapeake Connect will highlight best practices in transportation planning, community development, economic development, and workforce development. But best practices alone do not make a region stronger. Innovative programs require champions and partnership to be successful. This visit will encourage you to consider the possibilities created through new relationships with one another.

*...best practices alone do not make a region stronger. Innovative programs require champions and partnership to be successful.*

- Allan H. Kittleman

In 1940, the City of Cleveland was the sixth most populous municipality in the nation, followed by the City of Baltimore. Like Baltimore, Cleveland faced significant losses in population and employment during the latter half of the 20th century. Today, with a population of nearly 2.1 million residents, Cleveland is the 32nd largest metropolitan area in the United States.

Bolstered by the optimism of a 2016 NBA Championship, the "Rock and Roll Capital of the World" is experiencing a renaissance in the post-industrial era. With downtown redevelopment buttressed by transit and anchor

institution investment, a renewed focus on growing the region's manufacturing sector, and innovative partnerships reimagining both urban and suburban neighborhoods, Cleveland's successful rebirth presents us with many lessons to bring home.

Over these next few days together, we hope to expose you to new ideas, challenge current perceptions, and foster new relationships with fellow leaders committed to the prosperity of our region.

Sincerely,

A handwritten signature in blue ink that reads "Allan H. Kittleman".

Allan H. Kittleman  
Howard County Executive  
Chair, Baltimore Metropolitan Council

# WHY CLEVELAND?

In 1950, Baltimore City and Cleveland were, respectively, the sixth and seventh largest cities in the United States. Steel production was driving the economy in both cities and new suburbs and highways were expanding our infrastructure well beyond the city lines. What followed, in both regions, were decades of urban population loss, economic shifts away from manufacturing and the near complete decline of the American steel industry. While suburban communities grew and thrived, both cities struggled with the economic social realities of the times. Baltimore City lost nearly 400,000 residents, while in Cleveland, without the economic anchor of the federal government, that number is nearly 600,000 people.

Today, both Cleveland and Baltimore see similar signs of an urban renaissance built largely on redevelopment projects and world class healthcare institutions. Meanwhile, our inner ring suburban communities are beginning to face, for the first time, both aging infrastructure and an aging population.

Many of the challenges Cleveland faces today mirror those we are attempting to address at home. Our hope is that Chesapeake Connect will provide leaders from the Baltimore region with insight into both successes and challenges Northeast Ohio has experienced in their attempt to build a post-industrial economy.





# ABOUT CLEVELAND



*The extra "a" in Cleaveland's name was dropped from a local city newspaper to save space. The spelling stuck.*

## CLEVELAND'S NAME

1831

*John D. Rockefeller and associates establish Standard Oil Inc in Cleveland boosted by economic growth during the Civil War.*

## ECONOMIC GROWTH

1870

*The Republican Convention is held in Cleveland for the 1st time.*

## REPUBLICAN CONVENTION

1896

1796

## GENERAL MOSES

*General Moses Cleaveland is sent by the Connecticut Land Company to survey the company's holdings in Ohio.*

1836

## TENSION ERUPTED

*Nearby Ohio City claimed a Cleveland city bridge was stealing their commercial traffic. Tension erupted into battle between the two town militias.*

1920

## 5TH LARGEST CITY

*Cleveland becomes the 5th largest city in the US and wins their first world series.*



The City of Cleveland is the county seat of Cuyahoga County, the state's second most populous county. The city proper has a population of 388,072 and anchors the Cleveland-Akron-Canton Combined Statistical Area, which had a population of 2,055,612 in 2016.

Located on the southern shore of Lake Erie, approximately 60 miles (100 kilometers) west of the Pennsylvania border, Cleveland was founded in 1796 near the mouth of the Cuyahoga River, which bisects the county. It became a manufacturing center owing to its location on the lake shore as well as being connected to numerous canals and railroad lines, particularly the Ohio and Erie Canals built in the 1820s and 30s.

With its easy access to transportation and proximity to large coal and iron deposits, the city began to grow rapidly in the late 1800s. The steel mills and oil companies in the region provided over 30% of the jobs to Cleveland's

workforce in the 1880s. After World War II, the local economy suffered. When the traditional rust belt companies began laying people off, the population began to decline. A city that peaked at almost one million in 1950 has declined by nearly two-thirds. In 1978, the city defaulted with over 30 million dollars in debt.

The 1980s and 90s saw Cleveland pull itself out of default and begin the redevelopment of the downtown area. The Rock and Roll Hall of Fame and the Cleveland Browns Stadium drew national attention to the area, though many problems, such as poverty, lack of opportunity, and the racial divide, still struggled to make themselves known. The early 2000s saw the economy stall again, but recent attempts to address these core issues in Cleveland's neighborhoods and the growth of medical centers such as the Cleveland Clinic have shown the signs of and potential for recovery and expansion in the last decade.

Public National  
held in Cleveland  
ne. Cleveland also  
1936 and 2016.

Carl B Stokes becomes Mayor  
of Cleveland and the first  
African American mayor of a  
major US city.

The Rock and Roll Hall of Fame  
and Museum opens.

N CONVENTION

CARL B. STOKES

HALL OF FAME

1924

1967

1995

1966

HOUGH RIOTS

1969

CATCH FIRE

2008

THE HEALTHLINE

The Hough Riots break out in response to racial divides and poverty in the city, becoming a catalyst for further population loss and economic decline.

The Cuyahoga River catches fire due to years of waste dumping, bringing national attention to environmental issues.

The HealthLine, a Bus Rapid Transit line running from downtown Cleveland to the East Cleveland suburbs, begins operations.

# GETTING AROUND



## THE HILTON CLEVELAND DOWNTOWN

★ 100 Lakeside Ave E,  
Cleveland, OH 44114

★ Breakfast & Morning Panels—scheduled on days 2 & 3—will be held on the 3rd flwwooor in Ballroom A.

MEALS	DAY 1	DAY 2	DAY 3
1 Breakfast ( <i>Hilton</i> )		x	x
2 Lunch ( <i>MOCA</i> )		x	
3 Lunch ( <i>Transformer Station</i> )			x
4 Dinner ( <i>Pura Vida</i> )	x		
5 Dinner ( <i>EDWIN'S</i> )		x	

PRESENTATIONS	
1 Presentation	
2 Tour of Tri	
3 GCRTA Pre	
4 Bus Trip &	
5 Bus Trip &	



ACTIVATIONS	DAY 1	DAY 2	DAY 3
On & Tour of Public Square	x		
CC's Hospitality Management Center	x		
Presentation & Tour of HealthLine		x	
Tour of Van Aken District			x
Tour of Ohio City			x

PANELS	DAY 1	DAY 2	DAY 3
1 Panel: HealthLine Community Impact		x	
2 Panel: Community Development Resources			x
3 Panel: Institution & Philanthropic Partnership		x	
4 Panel: Workforce & Economic Development		x	









## GENERAL DEMOGRAPHICS

EMSI (2016). Retrieved from [www.emsi.com](http://www.emsi.com)

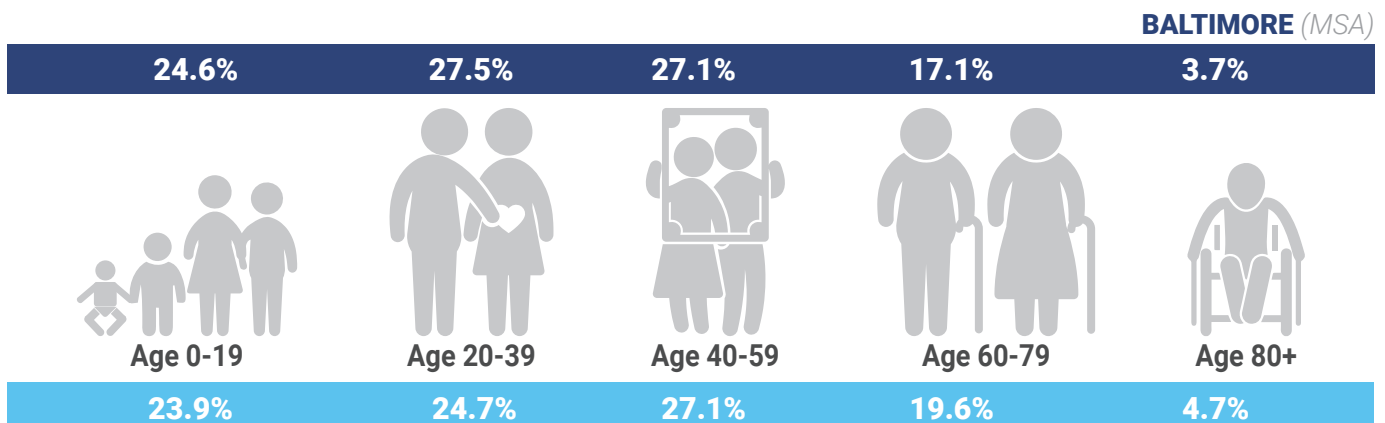
(CITY) BALTIMORE	(MSA) BALTIMORE		(MSA) CLEVELAND	(CITY) CLEVELAND
615 K	2.79 M	POPULATION	2.06 M	386 K
80.9	2,602	SQUARE MILES	1,988	77.7
	38	MEDIAN AGE	41.2	
	\$72,520	MEDIAN HOUSEHOLD INCOME	\$51,049	
	1,411,933	JOBS	1,043,287	

## TOTAL UNITS OF GOVERNMENT

EMSI (2016). Retrieved from [www.emsi.com](http://www.emsi.com)

(MSA) BALTIMORE		(MSA) CLEVELAND	
 7	COUNTIES	5	
 20	MUNICIPALITIES	162	
 14	SPECIAL PURPOSE GOVERNMENTS	144	
41	TOTAL	311	

## COMPARATIVE AGE DISTRIBUTIONS



EMSI (2016). Retrieved from [www.emsi.com](http://www.emsi.com)

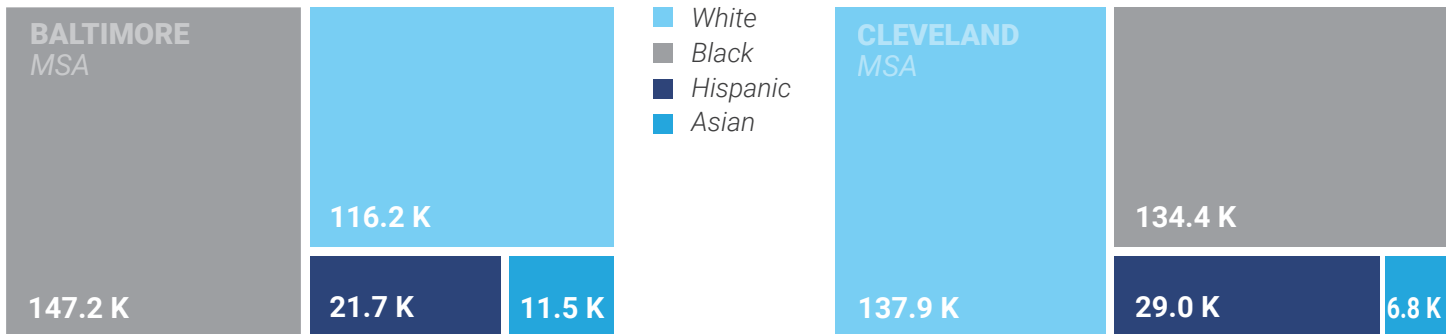
## HOUSING & COMMUNITY

EMSI (2016). Retrieved from [www.emsi.com](http://www.emsi.com)

# PEER COMPARISON

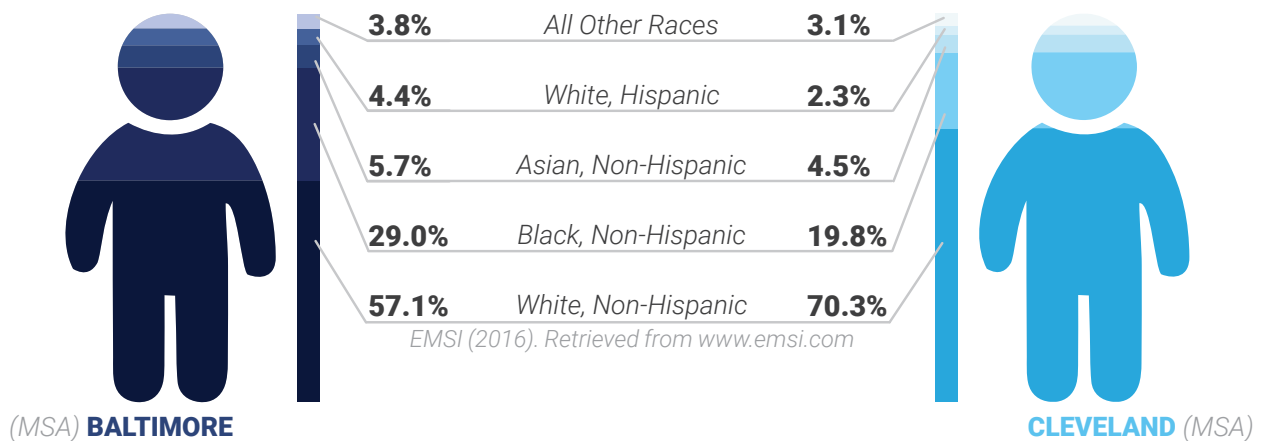
(CITY) BALTIMORE	(MSA) BALTIMORE		(MSA) CLEVELAND	(CITY) CLEVELAND
7,594	1,076	POPULATION DENSITY (per sq mile)	1,029	4,965
21.9%	10.4%	POVERTY RATE	14.5%	35%
240,761	1,045,165	HOUSEHOLDS	851,882	168,306
2.5	2.6	PERSONS PER HOUSEHOLD	2.4	2.2
297,628	1,161,526	# OF HOUSING UNITS	958,506	212,568
19%	10%	VACANCY RATE	11%	21%
66%	74%	SINGLE UNITS %	70%	52%

## POVERTY BY RACE



EMSI (2016). Retrieved from [www.emsi.com](http://www.emsi.com)

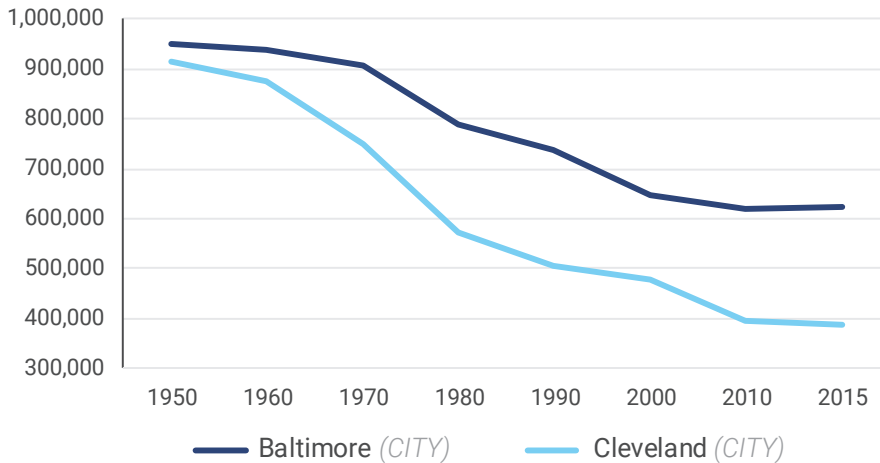
## RACE/ETHNICITY DEMOGRAPHICS



EMSI (2016). Retrieved from [www.emsi.com](http://www.emsi.com)

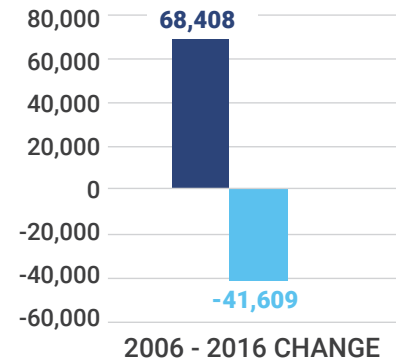
## POPULATION LOSS OVER TIME

EMSI (2016). Retrieved from www.emsi.com

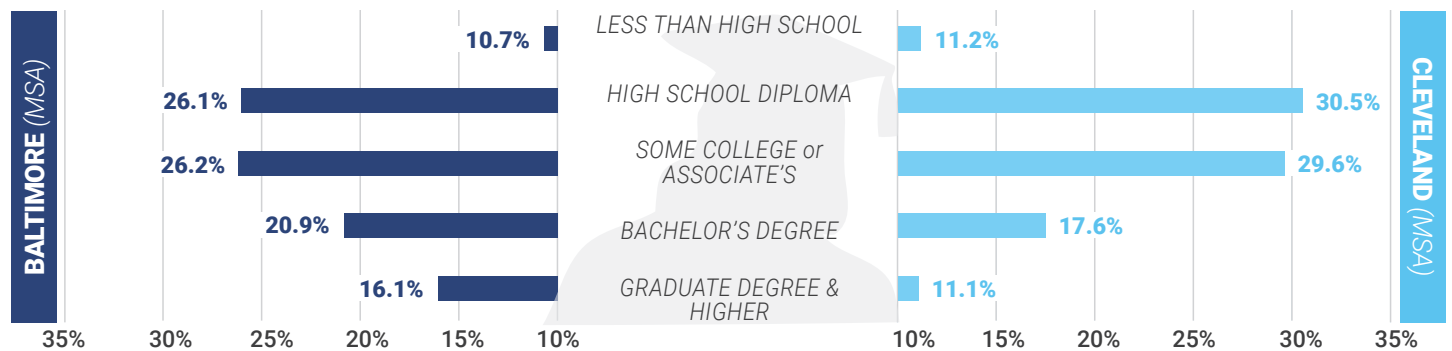


## WORKFORCE & ECONOMY

### TOTAL JOB GAIN/LOSS



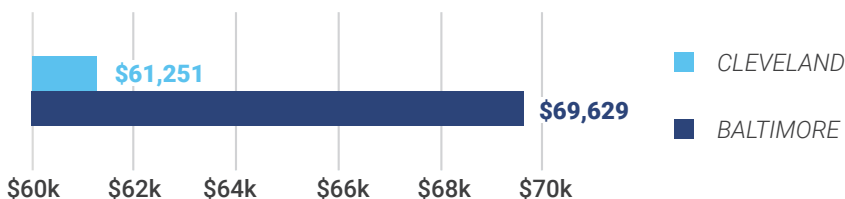
## EDUCATIONAL ATTAINMENT



EMSI (2016). Retrieved from www.emsi.com

## AVERAGE EARNINGS

EMSI (2016). Retrieved from www.emsi.com

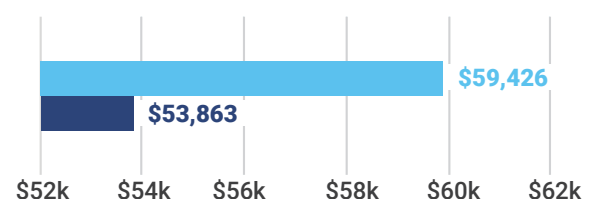


**95%**  
% OF NATIONAL  
AVERAGE

**108%**  
% OF NATIONAL  
AVERAGE

## COL ADJUSTED AVERAGE EARNINGS

EMSI (2016). Retrieved from www.emsi.com



**92%**  
% OF NATIONAL  
AVERAGE

**83%**  
% OF NATIONAL  
AVERAGE



## TOP INDUSTRIES FOR JOB GAIN/LOSS

EMSI (2016). EMSI Q3 2017 Data Set. Retrieved from [www.emsi.com](http://www.emsi.com)

(MSA) **CLEVELAND**

	2006 - 2016 CHANGE	2006 - 2016 % CHANGE	AVG. EARNINGS PER JOB
<b>Top Industries with Greatest Job Gain</b>			
General Medical and Surgical Hospitals	12,450	23%	\$79,393
Colleges, Universities, & Professional Schools	8,243	56%	\$36,264
Corporate, Subsidiary, & Regional Managing Offices	6,853	37%	\$129,683
Colleges, Universities, & Professional Schools (Local Gov.)	4,658	85%	\$36,567
Warehouse Clubs and Supercenters	4,536	200%	\$29,800
<b>Top Industries with Greatest Job Loss</b>			
Discount Department Stores	-2,463	-26%	\$20,895
Scheduled Passenger Air Transportation	-2,624	-59%	\$95,776
Local Government, Excluding Education and Hospitals	-2,635	-5%	\$69,555
Commercial Banking	-7,330	-42%	\$88,911
Elementary and Secondary Schools (Local Government)	-8,423	-17%	\$74,454

(MSA) **BALTIMORE**

	2006 - 2016 CHANGE	2006 - 2016 % CHANGE	AVG. EARNINGS PER JOB
<b>Top Industries with Greatest Job Gain</b>			
Colleges, Universities, and Professional Schools	11,411	41%	\$72,867
Federal Government, Civilian, Excluding Postal Service	9,579	15%	\$119,798
Corporate, Subsidiary, and Regional Managing Offices	8,393	199%	\$113,130
Computer Systems Design Services	7,446	64%	\$124,635
General Medical and Surgical Hospitals	7,444	13%	\$75,695
<b>Top Industries with Greatest Job Loss</b>			
Electrical Contractors & Other Wiring Installation Contractors	-2,636	-18%	\$74,823
New Single-Family Housing Construction (except For-Sale Builders)	-3,037	-60%	\$80,129
Wired Telecommunications Carriers	-3,413	-47%	\$101,720
Professional Employer Organizations	-3,984	-88%	\$43,995
State Government, Excluding Education and Hospitals	-4,894	-10%	\$83,952

## EMPLOYMENT BY INDUSTRY

EMSI (2016). EMSI Q3 2017 Data Set Retrieved from [www.emsi.com](http://www.emsi.com)

(MSA) **CLEVELAND**

**TOTAL EMPLOYED**

**BALTIMORE (MSA)**

Healthcare & Social Assistance  
Manufacturing  
Retail trade  
Educational Services  
Accommodation & Food Service  
Professional, Scientific, Tech Services  
Finance & Insurance  
Construction  
Other services, except public administration  
Public Admin.

**163,515** **200,707**  
**143,630** **145,576**  
**109,616** **142,941**  
**81,196** **135,385**  
**73,573** **134,821**  
**58,153** **86,962**  
**52,664** **83,277**  
**45,065** **72,701**  
**43,088** **68,048**  
**39,615** **61,700**

Healthcare & Social Assistance  
Retail trade  
Educational Services  
Professional, Scientific, Tech Services  
Public Admin.  
Accommodation & Food Service  
Construction  
Manufacturing  
Other services, except public administration  
Finance & Insurance

## COMMUTING

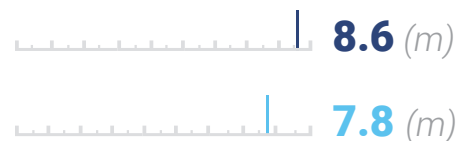
National Transit Database (2016)

## TRANSPORTATION & RIDERSHIP

MEAN TRAVEL  
TIME TO WORK

00:31:00  
00:24:60

COMMUTE  
DISTANCE



DROVE ALONE



CARPPOOL



TRANSIT



WALK

**BALTIMORE** (MSA)

77%

8%

6%

3%

**CLEVELAND** (MSA)

81%

8%

3%

2%

## TRANSIT RIDERSHIP

National Transit Database (FY16 Figures)

### Maryland Transit Administration

(MSA) **BALTIMORE**

MODE	ANNUAL PASSENGER MILES	UNLINKED PASSENGER TRIPS (FY)	DAILY UNLINKED PASSENGER TRIPS	AVERAGE TRIP LENGTH (FY)
Commuter Bus	163,486,232	3,928,069	10,762	41.6
Commuter Rail	266,288,367	8,961,892	24,553	29.7
Heavy Rail	57,376,807	12,221,949	33,485	4.7
Light Rail	51,174,928	7,431,060	20,359	6.9
Bus	271,568,640	75,619,281	207,176	3.6

### Greater Cleveland Regional Transit Authority

(MSA) **CLEVELAND**

MODE	ANNUAL PASSENGER MILES	UNLINKED PASSENGER TRIPS (FY)	DAILY UNLINKED PASSENGER TRIPS	AVERAGE TRIP LENGTH (FY)
Heavy Rail	41,530,858	6,417,590	17,582	6.5
Light Rail	14,721,876	2,468,330	6,763	5.9
Bus	124,284,327	30,156,644	82,621	4.1
Rapid Bus	11,641,456	4,609,436	12,629	2.5

# Thank You to **OUR SPONSORS**



GREATER BALTIMORE COMMITTEE

*Regional business leaders creating a better tomorrow...today.*

*Howard Hughes*  
THE HOWARD HUGHES CORPORATION

**cross**  
**street**  
PARTNERS



**TRADEPOINT**  
**ATLANTIC**



*Where technology gets down to business.*

## WITH **SUPPORT FROM**



THE ANNIE E. CASEY FOUNDATION



# AGENDA AT A GLANCE

## Welcome To Cleveland, **SUNDAY**

Nov 5 <sup>TH</sup>	11:35 –12:50	Flight to Cleveland	BWI
	12:50 –1:00	Delegation Arrives in Cleveland	CLE
	1:00 –1:45	Bus Trip from Airport to Hotel	CLE
	1:45 –4:00	Delegation Arrives at Hotel	Hilton Cleveland Downtown
	4:00 –5:00	Tour of Public Square	Public Square
	5:00 –6:00	Opening Reception & Tour of Tri-C	Tri-C
	6:00 –9:00	Opening Dinner	Pura Vida

## Transportation & Workforce Development, **MONDAY**

Nov 6 <sup>TH</sup>	8:00–8:30	Breakfast	Hilton Cleveland Downtown (3rd floor, Ballroom A)
	8:30–10:00	Panel: HealthLine Community Impact	Hilton Cleveland Downtown (3rd floor, Ballroom A)
	10:00–12:00	GCRTA Presentation & Tour of HealthLine	HealthLine
	12:00–12:30	Lunch	Museum of Contemporary Art
	12:30–2:00	Panel: Anchor & Philanthropic Partnership	Museum of Contemporary Art
	2:00–2:15	HealthLine Bus Trip to NewBridge Cleveland	HealthLine
	2:15–3:15	Panel: Workforce & Economic Development	NewBridge Cleveland
	3:15–5:00	Break	Hilton Cleveland Downtown
	5:00–6:00	Transit Trip to Dinner	Tower City Center
	6:00–9:00	Dinner	EDWIN'S Leadership & Restaurant Institute

## Community Development, **TUESDAY**

Nov 7 <sup>TH</sup>	8:00 –8:30	Breakfast	Hilton Cleveland Downtown (3rd floor, Ballroom A)
	8:30 –10:00	Panel: Community Development Resources	Hilton Cleveland Downtown (3rd floor, Ballroom A)
	10:00 –11:30	Bus Trip & Tour of Van Aken District	Van Aken District
	12:00 –12:30	Bus Trip & Tour of Ohio City	Ohio City
	12:30 –2:30	Closing Reception	Transformer Station
	2:30 –3:00	Bus to Airport	CLE
	4:40 –5:50	Flight to Baltimore	CLE
	5:50	Delegation Arrives in Baltimore	BWI

# SUNDAY WELCOME TO CLEVELAND

**11:35 am**

*Flight to Cleveland*  
Location | **BWI**

**12:50 pm**

*Delegation Arrives in Cleveland*  
Location | **CLE**

**1:00 pm - 1:45 pm**

*Bus Trip from Airport to Hotel*  
Location | **CLE**

Guests will arrive at Cleveland Hopkins International Airport (CLE) and board a charter bus for the Hilton Cleveland Downtown hotel.

**1:45 pm - 4:00 pm**

*Delegation Arrives at Hotel*  
Location | **Hilton Cleveland Downtown**

Guests will arrive at Hilton Cleveland Downtown hotel for check-in.

**4:00 pm - 5:00 pm**

## **Tour of Public Square**

Location | **Public Square**

The Group Plan Commission and LAND Studio will take guests on a tour of the Public Square. The Commission is a non-profit made up of civic leaders that cares for important public spaces in Cleveland. LAND Studio is a local non-profit dedicated to creating places and connecting people through public art, sustainable building and design, collaborative planning, and dynamic programming. Completed in June of 2016 - just in time for the Republican National Convention - the redevelopment of the Public Square was a 15-month project funded by \$51 million in public and private dollars, which has, in turn, spurred additional downtown investment.



### **Sanaa Julien**

*CEO | Public Square*

Sanaa Julien is a loaned executive from Cleveland Metroparks and has 18 years of experience in broadcast programming and marketing in Cleveland along with 10 years leading marketing and entertainment programming for the Cleveland Indians. She is an award-winning producer, writer, director, and programmer working in stadium/in-arena entertainment.



### **Nora Romanoff**

*Senior Project Director | LAND Studio*

Nora Romanoff directly oversees staff, setting project priorities and interfacing with clients, and serving as lead on a select number of major initiatives. Nora guides multiple downtown initiatives and projects. Most recently, she led the process to bring plans for Cleveland Public Square to fruition, culminating with a June 2016 opening of the park.

# SUNDAY WELCOME TO CLEVELAND

5:00 pm - 6:00 pm

## Opening Reception & Tour of Tri-C Hospitality Management Center

Location | [Tri-C Hospitality Management Center](#)

Just steps from the Public Square, Tri-C's Hospitality Management Center staff will welcome guests with refreshments and the opportunity to tour their facilities prior to dinner next door at Pura Vida restaurant. Tri-C has developed an innovative partnership with the restaurant and its critically-acclaimed chef Brandt Evans. The college and restaurant share space while operating independently, which gives students the opportunity to experience a working restaurant environment first-hand. Graduates of Tri-C's culinary and management programs often go on to work at Pura Vida and other well-regarded local institutions.



6:00pm - 9:00pm

## Opening Dinner

Location | [Pura Vida](#)

*Proudly Sponsored by the Howard Hughes Corporation*

Guests will pass through Tri-C's facility and into Pura Vida for welcome remarks from BMC Chair, Howard County Executive Allan Kittleman and a first-class dining experience. Lastly, Richey Piiparinen - one-of-a-kind local author, professor and researcher - will frame our trip with a discussion of Cleveland's industrial history and the relationship between greater Cleveland and the Baltimore region as rust belt communities.

## Richey Piiparinen, MA, MUPDD

*Director, Center for Population Dynamics | Cleveland State University*

Richey Piiparinen researches the cultural, psychosocial, and demographic changes in Rust Belt cities as they relate to economic and community development. His essays and research have appeared in major publications such as Huffington Post, the New York Times, and the Wall Street Journal. He is also a contributing editor to New Geography and was a member of Crain's Cleveland 40 Under 40 in 2015.





# MONDAY TRANSPORTATION & WORKFORCE DEVELOPMENT

8:00 am - 8:30 am

*Breakfast*

Location | **Hilton Cleveland Downtown** (3rd floor, Ballroom A)

8:30 am - 10:00 am

## **Panel: HealthLine Community Impact**

Location | **Hilton Cleveland Downtown** (3rd floor, Ballroom A)

Non-profit, government and philanthropic partners will share perspectives on the impacts of Cleveland's HealthLine on communities. While the 10 mile Bus Rapid Transit project has created job access between downtown and important anchor institutions to Cleveland's east side, not all residents have benefited equally and some neighborhood residents still struggle to find employment.



### **Freddy L. Collier**

*Director | Cleveland Planning Commission*

Since joining the Cleveland Planning Commission in 1999, Freddy Collier has led several citywide initiatives, including managing the Connecting Cleveland 2020 Citywide Plan – the city's current masterplan. In conjunction with the City of Cleveland Land Bank Program, he has also led efforts to repurpose vacant land to create healthy and sustainable neighborhoods. Prior to joining the Commission, Collier worked for Fifth Third Bank of Northeast Ohio providing banking services to some of Cleveland's most challenged communities.



### **Jeff Epstein**

*Executive Director | MidTown Cleveland*

Jeff Epstein is the Executive Director of MidTown Cleveland, where he coordinates marketing, strengthening and redeveloping the area between downtown Cleveland and University Circle. In this role he leads efforts to attract, grow and connect the business and residential community in MidTown. Earlier in his career, Epstein served as Vice President of Development at The Coral Company, where he oversaw residential, commercial, and mixed-use development projects, capital markets transactions, and consulting projects.



### **Joel Ratner**

*President & CEO | Cleveland Neighborhood Progress (CNP)*

As President & CEO of CNP, Joel Ratner leads strategic investment in community development corporations in the form of operating support, technical assistance and training. Before joining CNP, Ratner served as President of the Raymond John Wean Foundation, where he worked to advance the Mahoning Valley through grant making focused on higher education, healthcare and regional transit. Prior to that, Ratner led the Neighborhood Connections Program at the Cleveland Foundation, which provides small grants to neighborhood organizations.

# MONDAY TRANSPORTATION & WORKFORCE DEVELOPMENT

10:00 am-12:00 pm



## GCRTA Presentation & Tour of HealthLine

Location | **HealthLine**

GCRTA will offer an overview of the \$200 million HealthLine's planning, construction, operation and \$2 billion net economic impact, which is reshaping how people live, work and move around Cleveland. Guests will then receive a private tour of the HealthLine with stops at key points of interest between the Public Square and our final destination at the Museum of Contemporary Art in University Circle.

### Joseph A. Calabrese

*CEO & General Manager | The Greater Cleveland Regional Transit Authority (RTA)*

Joe Calabrese brings more than 30 years of public and private transportation experience to the RTA. Since taking the helm of the RTA in 2000, Calabrese has succeeded in significantly increasing the agency's customer base and advancing its role in the economic development of the region. Under his leadership, RTA is strategically focused on enhancing its customer service, positive image and financial management. Before coming to Cleveland, Calabrese served as President of the Central New York RTA.

12:00 pm-12:30 pm

*Lunch*

Location | **Museum of Contemporary Art (MOCA)**

12:30 pm - 2:00 pm

## Panel: Anchor Institution & Philanthropic Partnership

Location | **MOCA**

*With Support from the Annie E. Casey Foundation*

Guests will enjoy a catered lunch and panel discussion in the open and modern MOCA building, which was spurred by the development of the HealthLine. University Circle, Inc. and the Cleveland Foundation will discuss the partnership that has become greater University Circle. Panelists will share how anchor institution coordination and philanthropic investment have fostered more than 50 years of community planning and growth.



### Chris Ronayne

*President | University Circle Inc.*

President of University Circle since 2005, Chris Ronayne has worked to partner with more than 40 institutions to oversee growth of Ohio's fastest growing employment district. He previously worked as the City of Cleveland's Planning Directory and was the chief architect of the City's Waterfront District Plan. He is also a member of CEOs for Cities and the American Planning Association.

# MONDAY TRANSPORTATION & WORKFORCE DEVELOPMENT



## Ronald B. Richard

*President and CEO | Cleveland Foundation*

Ronn Richard has served as president and CEO of the Cleveland Foundation since 2003, where he manages a \$2.13 billion endowment and a staff of 81. Early in his career, Richard was a diplomat at the American consulate general in Osaka/Kobe, Japan, and the U.S. State Department. Richard also worked for Matsushita Electric (Panasonic) for 13 years. Just before joining the foundation, Richard was managing director and COO of In-Q-Tel, the CIA's venture capital fund.

2:00 pm - 2:15 pm

## HealthLine Bus Trip to NewBridge Cleveland

Location | **HealthLine**

After lunch, guests will board the HealthLine bus for a short ride to NewBridge Cleveland, a workforce training center located in the MidTown neighborhood.

2:15 pm - 3:15 pm

## Panel: Workforce & Economic Development

Location | **NewBridge Cleveland**

*Proudly Sponsored By Hartman Executive Advisors*

Representatives from three key economic and workforce development organizations in Northeast Ohio will share thoughts on attracting, creating and growing employment opportunities in greater Cleveland. Panelists will discuss the evolution of manufacturing, business retention strategies in an increasingly technical economy and the role of philanthropy in supporting regional competitiveness.



## Jay Foran

*Senior Vice President, Industry and Innovation | Team NEO*

Jay Foran works with corporate clients and site consultants to navigate through the regional economic development framework, connecting them with state and local resources and emerging technologies to expand employment opportunities in northeast Ohio. Prior to joining Team NEO, Jay was Vice President of Business Development for The Lake West Group, LLC.



## Ethan S. Karp, PH.D.

*President and CEO | MAGNET*

As President and CEO of MAGNET, Ethan Karp brings a wide range of experiences to drive economic prosperity in northeast Ohio through innovation and invention. Prior to joining MAGNET in 2013 as Vice President of Client Services and Marketing, he worked as an Engagement Manager with McKinsey & Company, a global management consulting firm. In this role he advised Fortune 500 companies on topics ranging from growth strategy to operations improvement.

# MONDAY TRANSPORTATION & WORKFORCE DEVELOPMENT



## Brad Whitehead

*President | Fund for Our Economic Future*

Brad Whitehead directs the Fund's mission to advance economic growth and equitable access to opportunity for the people of Northeast Ohio through pooled grantmaking, research and convening. He worked with a number of philanthropic partners to establish the Fund in 2004 while a senior fellow at The Cleveland Foundation. Earlier in his career, Brad was a senior partner at McKinsey & Company, a global management consulting firm, where he worked for 20 years in growth and new business building.

3:15 pm - 5:15 pm

## Break

Following the panel discussion, guests are invited to return to the Hilton via the HealthLine to relax prior to dinner.

5:00 pm - 6:00 pm

## Transit Trip to Dinner

Location | **Tower City Center**

GCRTA will lead guests on a short walk from the Hilton to Tower City Center, where we will board the light rail to Shaker Square for dinner.

6:00 pm - 9:00 pm

## Dinner

Location | **EDWIN'S Restaurant & Leadership Institute**

*Proudly Sponsored by The Greater Baltimore Committee*

Guests will enjoy fine French cuisine in an intimate private dining experience and learn about Edwin's unique not-for-profit model of training, housing and employing individuals returning from incarceration.



# TUESDAY

## COMMUNITY DEVELOPMENT

8:00 am - 8:30 am

*Breakfast*

Location | **Hilton Cleveland Downtown** (3rd floor, Ballroom A)

8:30 am - 10:00 am

### **Panel: Community Development Resources**

Location | **Hilton Cleveland Downtown** (3rd floor, Ballroom A)

*Proudly Sponsored by Tradepoint Atlantic*

Cuyahoga Land Bank and Northeast Ohio Areawide Coordinating Agency (NOACA) will kick off the morning with a discussion of community development resources and models. Guests will learn about how land banks are helping reshape communities struggling with blight and vacancy, including establishment, authority, funding and operation. They will also hear from NOACA (BMC's counterpart for Northeast Ohio) regarding its Transportation for Livable Communities (TLCI) grant program, which funds planning and implementation of complete streets. We will also hear how these agencies work together and with other partners to leverage their resources and expertise in support of Cleveland's neighborhoods.



### **Gus Frangos**

*President and General Counsel | Cuyahoga County Land Reutilization Corporation*

Gus Frangos leads the Cuyahoga Land Bank's efforts to revitalize communities in greater Cleveland through strategic property acquisition, rehabilitation, demolition and resale of blighted and abandoned property. Early in his career, Frangos worked at the law firm of Ulmer and Berne, then went on to serve as a Cleveland City Councilman and later as a Municipal Court Magistrate-Judge. Frangos was the primary drafter of Ohio's legislation establishing enhanced county land banks and expedited tax foreclosure policy.



### **Grace Gallucci**

*Executive Director | Northeast Ohio Areawide Coordinating Agency (NOACA)*

Grace Gallucci oversees transportation planning and resource allocation in the five county greater Cleveland region as Executive Director of NOACA. Gallucci has worked in transportation finance and planning for nearly 25 years. Prior to joining NOACA, she served as Deputy Executive Director and Chief Financial Officer at the Chicago Regional Transportation Authority. She has also held the posts of Director of Management & Budget and Director of Finance for the Greater Cleveland Regional Transit Authority.

10:00am –11:30am

### **Bus Trip & Tour of Van Aken District**

Location | **Van Aken District**

A charter bus will pick up guests at the Hilton for a tour of the Van Aken District in Shaker Heights on Cleveland's east side. Northeast Ohio First Suburbs Consortium will discuss how governments from around Cleveland are working together to support



NOV  
7th

**TUESDAY**

COMMUNITY DEVELOPMENT



the redevelopment of mature communities, including this \$91 million redevelopment project centered on an \$18 million street reconfiguration that has created a walkable mixed-use environment steps from a light rail stop.

**Jennifer Kuzma**

*Executive Director | Northeast Ohio First Suburbs Consortium (NEO-FSC)*

Since 2001, Jennifer Kuzma has guided redevelopment efforts for first ring communities surrounding Cleveland through program development, advocacy and best practice sharing. Under her leadership, NEO-FSC member communities have worked together to rebound from the foreclosure crisis; developed the first multi-jurisdictional energy efficiency and alternative energy special improvement districts in Ohio; and fostered collaborative problem solving and resource sharing that continue to revitalize both individuals communities and the region as a whole.

12:00pm – 12:30pm

**Bus Trip & Tour of Ohio City**

Location | **Ohio City**

We will return via bus to the west side of the city for a brief bus tour of the up-and-coming neighborhood of Ohio City, led by Ohio City, Inc. Guests will learn about wayfinding projects, supported by NOACA TLCI grants, which have made Ohio City one of the most walkable neighborhoods in Cleveland. They will also see examples of the community's partnership with the Cuyahoga Land Bank to streamline construction of moderately priced single family homes.



# **TUESDAY**

## COMMUNITY DEVELOPMENT



### **Tom McNair**

*Executive Director | Ohio City Incorporated (OCI)*

Tom McNair directs a staff of nine with responsibility for guiding the planning, promotion, and development in Ohio City, a diverse community of 10,000 residents and over 250 local businesses. Before taking on the executive position, McNair served as OCI's Director of Economic Development and Planning. Under his leadership, Ohio City has experienced a housing boom, with over 1,000 units built, 420 currently under construction, and 800 in planning phases for the near term.

**12:30 pm –2:30 pm**

### **Closing Reception**

Location | **Transformer Station**

*Proudly Sponsored by Cross Street Partners*

Guests will enjoy a catered lunch at the Transformer Station, a free public gallery of the Cleveland Museum of Art, which once supplied electricity to Cleveland street cars. Ohio City, Inc. will present additional highlights of development occurring in the neighborhood. BMC Chair, Howard County Executive Allan Kittleman will offer closing remarks and recognize our hosts for their support. Guests will have time to mingle and share their thoughts as we wrap up the program.

**2:30 pm –3:00 pm**

*Bus to Airport*

Location | **CLE**

Guests will board a charter bus to Cleveland Hopkins International Airport (CLE) for their return flight to Baltimore.

**4:40 pm**

*Flight to Baltimore*

Location | **CLE**

**5:50 pm**

*Delegation Arrives in Baltimore*

Location | **BWI**

**CITY**

# **BMC** *BOARD OF DIRECTORS*



**ALLAN H. KITTLEMAN**  
Howard County Executive  
& BMC Board Chair



**STEVEN R. SCHUH**  
Anne Arundel County Executive &  
BMC Vice-Chair



**BILL FERGUSON**  
Maryland State Senator  
District 46



**STEVE LAFFERTY**  
Maryland House of Delegates  
District 42A



**JAMES J. MORAN**  
Queen Anne's  
County Commissioner



**CATHERINE E. PUGH**  
Mayor  
City of Baltimore



**J. THOMAS SADOWSKI**  
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# ORGANIZATION DIRECTORY

## CLEVELAND FOUNDATION

Founded in 1914, the Cleveland Foundation is the oldest community foundation in the country and, with over \$2B in assets, is the nation's fifth largest community foundation. In 2016, the foundation made over 4,000 grants across the region totaling \$92 million. The foundation's focuses include education, the arts, economic development and community investment.

<https://www.clevelandfoundation.org/>

## CUYAHOGA COMMUNITY COLLEGE (TRI-C)

Tri-C is Ohio's oldest and largest public community college. Nationally, Tri-C is among the top 25 community colleges for total associate's degrees awarded and fifth among all colleges for nursing degrees. Tri-C's culinary program is enhanced by a unique partnership with Pura Vida, a privately-owned restaurant that leases space from the college.

<http://www.tri-c.edu/>

## CUYAHOGA COUNTY LAND BANK

Founded at the height of the last decade's foreclosure crisis, the Land Bank acquires distressed properties and repurposes them through rehabilitation, demolition, site assembly and sale to new owners. Since 2009, the Land Bank has acquired and improved over 20,000 properties throughout Cuyahoga County.

<http://www.cuyahogalandbank.org/>

## EDWINS LEADERSHIP & RESTAURANT

EDWINS is a 501(c)3 that provides incarcerated adults a foundation in the hospitality industry and a support network for long-term success. EDWINS graduates over 100 students a year from its prison and restaurant programs. As a restaurant, EDWINS has garnered national attention, including recognition from the New York Times as "High-Stakes Haut Cuisine."

<https://edwinsrestaurant.org/>

## FIRST SUBURBS CONSORTIUM

Created in 1996 by elected officials from mature,

developed communities surrounding Cleveland, the First Suburbs Consortium is the first government-led advocacy organization in the country working to revitalize developed communities and raise public and political awareness of the problems and inequities associated with urban sprawl and urban disinvestment.

<http://www.firstsuburbs.org/>

## FUND FOR OUR ECONOMIC FUTURE (FOEF)

FOEF is an alliance of funders -- foundations, corporations, education institutions, health care systems, business and civic organizations, and government entities -- from across Northeast Ohio, who pool their resources and collective know-how to strengthen and sustain the regional economy in ways that also increase access to opportunity for all people.

<http://www.thefundneo.org/>

## GREATER CLEVELAND REGIONAL TRANSIT ASSOCIATION (RTA)

RTA provides transportation services for 150,000-200,000 customers on a typical weekday, or about 45 million rides annually, through a variety of services. In 2016, RTA provided 18.1 million vehicle-miles of service on all modes -- HealthLine, bus, Paratransit, light rail and heavy rail.

<http://www.riderta.com>

## GROUP PLAN COMMISSION

Founded in 1903, the original Group Plan Commission developed a vision to spur a downtown renaissance by designing great civic centers. In 2010, Mayor Frank Jackson appointed a new Group Plan Commission that leads catalytic efforts to revitalize downtown and its public spaces through projects like the Public Square.

<https://www.groupplan.org>

## HEALTHLINE

The HealthLine is Cleveland's first Bus Rapid Transit (BRT) system. It connects the two largest regional employment areas, Downtown and University Circle, and extends to East Cleveland. The HealthLine

delivered more than \$6.3 billion in economic development along the Euclid Corridor – \$114 gained for every dollar spent on launching the new service.

## **MAGNET (MANUFACTURING ADVOCACY GROWTH NETWORK)**

Founded in 1984, MAGNET is an organization dedicated to helping manufacturers grow and compete in Northeast Ohio. As part of the Ohio Manufacturing Extension Partnership (MEP), MAGNET supports, educates, and champions Northeast Ohio manufacturing with the goal of transforming the regional economy into a powerful, global player.

<http://www.manufacturingsuccess.org/>

## **MUSEUM OF CONTEMPORARY ART CLEVELAND (MOCA)**

Since its founding in 1968, MOCA has played an urgent and exciting role in the city's cultural landscape. In the fall of 2012, MOCA's new (fully funded) \$27.2M building became the anchor for the new Uptown district of University Circle, a vibrant urban area with shops, eateries, housing and culture.

<https://www.mocacleveland.org/>

## **NEWBRIDGE**

Located in Cleveland's Midtown neighborhood, NewBridge seeks to change lives through two innovative educational programs for those who are often undeserved: high-quality, hands-on after-school and summer arts instruction for high school students; and market-driven job training for un- and under-employed adults.

<https://newbridgecleveland.org/>

## **NORTHEAST OHIO AREAWIDE COORDINATING AGENCY (NOACA)**

NOACA is a transportation and environmental planning agency serving Cuyahoga, Geauga, Lake, Lorain and Medina counties. NOACA is the administrator of the region's Transportation for Livable Communities Initiative (TLCI), a program that provides planning grants to the region's local governments.

<http://www.noaca.org/>

## **OHIO CITY, INCORPORATED (OCI)**

OCI is the community development corporation responsible for preserving, promoting and developing the Ohio City neighborhood. OCI serves the community by providing assistance to both neighborhood residents as well as businesses and institutions through the vehicles of advocacy and engagement, community building, marketing, special events, neighborhood planning and housing assistance.

<http://www.ohiocity.org/>

## **PUBLIC SQUARE**

Cleveland's Public Square is a City park located in the heart of downtown that features a restaurant, fountains, an amphitheater and botanical gardens. Managed by the Group Plan Commission, the Square recently underwent a \$52M renovation designed by James Cotter, the architect of New York City's High Line.

<https://www.clevelandpublicsquare.com/>

## **TEAM NEO**

Team NEO is an economic development organization focused on creating jobs for Northeast Ohio's residents. In collaboration with partners, it leads the region's business attraction efforts, supports business retention and expansion work as Northeast Ohio's JobsOhio affiliate, and aligns strategies and resources within the economic development network to maximize its impact.

<http://www.clevelandplus.com/teamneo/>

## **UNIVERSITY CIRCLE, INC. (UCI)**

UCI is the development, service, and advocacy organization responsible for the growth of University Circle as a premier urban district and world-class center of innovation in healthcare, education, and arts & culture. University Circle is home to many of Cleveland's most important educational and cultural institutions.

<http://www.universitycircle.org/>



The Baltimore Metropolitan Council (BMC) works collaboratively with the chief elected officials in the region to create initiatives to improve the quality of life and economic vitality. BMC supports local governments by coordinating efforts in a range of policy areas including transportation, housing, workforce development and environmental planning.

BMC's Board of Directors includes the mayor of the City of Baltimore; the executives of Anne Arundel, Baltimore, Harford, and Howard counties; a member of both the Carroll County and Queen Anne's County boards of commissioners; a member of the Maryland State Senate; a member of the Maryland House of Delegates; and a gubernatorial appointee from the private sector.



Baltimore  
Metropolitan  
Council

