

City of Elyria Economic Development Plan 2013-2016



Goal #1: Retain, expand and attract business thus creating jobs and growing the tax base.

Objective 1-A: Maintain and expand the public infrastructure that businesses need to thrive

Strategies A

#	Action Step	Start/End Dates	Who is Responsible?	Cost	Status
1-A1	<p>Complete an assessment of infrastructure deficiencies in the industrial and business district areas that can be used to identify and prioritize projects and market strengths – i.e. rail, highway access, sewers, water supply, utilities, broadband</p> <ul style="list-style-type: none"> • Include selected recommendations from the recent Thoroughfare Plan. • In 2014 Survey businesses for infrastructure feedback. • In 2014 Continue Engineering infrastructure assessment. 	2014 – 2015	Engineering Dept. with support from Economic Development Specialist	Staff Time	The Engineering Department began an infrastructure assessment process in 2014 that will continue into 2015.
1-A2	<p>Create an Implementation Plan to address infrastructure deficiencies.</p> <ul style="list-style-type: none"> • Identify projects as outlined above and prioritize them based on target industry/business opportunities. • Take priority action on already-identified opportunity sites: Chestnut Commons area property intersection, Bullocks Parkway, Schaden Road. • Align road and highway improvements with business district re-development plans – i.e. Middle Avenue, East Avenue, West Avenue, Broad Street, Cleveland Street, Lake Avenue, West River, Ford Road Bridge, 57 & 49th St. Bridge and SR 57 to Gateway; and Lorain Boulevard, 19 acres to Cascade Park. 	2013 – 2016	Engineering Dept. with support from Mayor, Economic Development Specialist	<p>Staff Time and federal and state grant funding and fees for water supply, highway and road improvements.</p> <p>Stormwater Management: \$3 million Midway – SR 57/49th St.: \$22 million Middle Avenue: \$4 million East Avenue: \$600,000 Lake Avenue: \$400,000 Cleveland St.: \$3 million SR57 & Gateway \$1 million Ford Road Bridge \$3.1 million, Lake Avenue to Oak: \$236,000; West River: \$2,983,969;</p>	<p>Individual projects are underway: Stormwater Management Program, water supply improvements, major highway upgrades: Midway Area SR 57 & 49th Street Bridge, SR 57 to Gateway, Middle Avenue.</p> <p>Completed: Ford Road Bridge, Lake Avenue, West River, East Falls River Walk & more.</p> <p>Funding Applications pending for East Avenue and Lake Avenue July 2014.</p>

				East Falls: \$240,000; 19 acres to Cascade Park: Part of \$3 million project. Rest TBD.	
1-A3	Expand Broadband communications/fiber optic/wireless network. <ul style="list-style-type: none"> • Explore a public/private partnership to secure broadband/fiber optic network in industrial areas. • Continue to explore public/public partnership with Lorain County Community College, K-12 education and other public agencies to connect city buildings and downtown. • Work towards a one-county service provider for telephone services as part of the broadband network. 	Early 2015	Mayor with support from IT Dept., community partners	Staff Time, State grant funds TBD	State of Ohio Innovation Grant with LCCC to expand Broadband in Elyria in 2012 was unsuccessful. A new application will be submitted in 2015.
1-A4	Create and Maintain an Infill Lands Inventory & Redevelopment Plan. <ul style="list-style-type: none"> • Develop an inventory of vacant and underutilized parcels within city boundaries. • Create a GIS map of these parcels. • Identify barriers to redevelopment and ways to remove them. • Identify site attributes that can be used for fund development and marketing. • Include focus on conversion and redevelopment of industrial sites, including brownfields – i.e. General Industries site. • Include a focus on vacant, dilapidated commercial properties that need to be addressed/removed. • Include a focus on historic buildings – i.e. renovating and re-purposing the historic downtown Court House • Create an Infill Redevelopment Plan to identify redevelopment priorities and match sites with business development opportunities. 	2015 – 2016	Community and Economic Development with support from Engineering	Staff Time	<p>An inventory has begun with brownfield identification in the Engineering Department</p> <p>\$200,000 has been secured from the State for a Phase II Environmental Assessment of the General Industries site and conversations have taken place with area businesses for future redevelopment upon completion of the assessment.</p>
1-A5	Solve the parking challenges downtown. <ul style="list-style-type: none"> • Reassess the parking needs of county government. • Reassess the parking needs of downtown businesses and anticipate mixed-use changes resulting from the Downtown Redevelopment Plan. 	2016 – 2017	Community & Economic Development, Engineering, Mayor	Staff & Consultant time through TLCI grant	A city parking assessment completed in 2013 will need to be reassessed because of the county's plan to close their parking garage in 2015.

	<ul style="list-style-type: none"> Acquire/re-purpose existing property. 				This will be addressed in 2015 through the TLCI grant.
1-A6	Complete a Way-Finding Sign Program. <ul style="list-style-type: none"> Better connect business districts – especially stronger links to downtown. Better connect travelers to Elyria via reconfigured Midway area nexus (I90, SR 57, Turnpike). Better connect residents and visitors to key institutions and park amenities. 	2015 - 2016	Engineering with support of Street Department, Mayor	To be determined (Will seek outside funding when not using In-house sign capabilities) Cost TBD.	Program started several years ago but needs to be updated/refined.
1-A7	Refine and implement a plan to link and expand biking and walking trails <ul style="list-style-type: none"> Work with the Lorain County MetroParks to expand their trails to better link Elyria’s many parks, business districts, and neighborhoods. Create a map for public use and to capitalize on accessibility factor. “Design for health” and incorporate walkable, bikable green spaces in all new projects. 	2015 - Ongoing	Engineering with support of mayor	To be determined (Will seek outside funding)	Bike paths have or are being built by the MetroParks to link the new Middle Avenue Corridor to Second Street to Cascade Park to the Black River Bikeway Phase 4B project up West River and Ford roads.
1-A8	Return passenger rail to downtown Elyria and expand transportation options out of the Elyria Transportation and Community Center. <ul style="list-style-type: none"> Encourage Amtrak & Norfolk Southern to work together to re-engineer the passenger rail platforms to address dual freight/passenger traffic Work with Lorain County, Northeast Ohio Area Coordinating Agency, legislators, other rail cities and others to secure planning and implementation funding for rail expansion. Work with the County to expand transportation options in Elyria: Lorain County Transit, more outside bus lines. 	2014 - 2016	Mayor with support from Engineering, Lorain County Government, Rail Corridor Consortium	Estimated cost: \$7 - \$9 million	<p>Lorain County has completed engineering plans with the railroads and has applied for and /or secured the majority of funding. Matching funds will come from the Turnpike. Elyria and the County are part of a Toledo – Cleveland rail corridor that has applied for additional service plan funding through NOACA. A decision is expected before September 2014.</p> <p>There is a current Lorain County Transit Levy on the ballot in November 2014.</p>
1-A9	Revitalize the downtown streetscape and Ely Square <ul style="list-style-type: none"> Plan the new streetscape around the emerging 	2016-2017	Mayor with support from Community & Economic	Cost TBD	The current planning effort facilitated through the grant-

	<p>redevelopment plan for downtown to compliment new mixed-use strategies.</p> <ul style="list-style-type: none"> • Include the business community and the general public in the planning effort. • Use the downtown streetscape to better link downtown to park amenities and neighborhoods. • Create a new, spectacular fountain in Ely square that combines historic majesty with modern, interactive features 		Development & Engineering		funded Cleveland Urban Design group will help address this issue.
1-A10	<p>Leverage and strengthen existing assets</p> <ul style="list-style-type: none"> • Bank land and create public and private investment opportunities to activate the Black River and water falls as an economic development tool; create a plan to capitalize on the waters falls. • Work with the Lorain County MetroParks to activate Cascade Park as an economic development tool. • Support the designation and improvement of several complete streets that run through the downtown to connect bicycles and pedestrian traffic to downtown and several parks. • Address the infrastructure deficiencies on the Bullocks Parkway, conduct a market analysis and create a development plan for a new industrial park. • Revisit the City of Elyria Parks Master Plan to re-develop Elyria’s existing park assets to help decide what citizens want and are willing to pay for. The right mix of amenities (pool(s), exercise, senior center, skate parks, etc. is a resident retention and attraction tool. 	2016-2017	Mayor with support of Engineering Department, Community & Economic Development and the Lorain County MetroParks	<p>Costs to be determined</p> <p>The Syracuse Mayors’ Institute on City Design is being funded at no cost to Elyria by the National Endowment for the Arts, the American Architectural Foundation & the U.S. Conference of Mayors</p>	<p>The City is currently land banking some NSP properties along the Black River.</p> <p>The Mayor is one of 8 mayors in U.S. invited to participate in the Syracuse University School of Architecture Mayor’s Institute on City Design East Regional Session in October 2014. She will present “activating the Black River and water falls case study” to leverage free planning assistance.</p> <p>The City has entered into a lease agreement with the Lorain Count MetroParks and a capital campaign with improvements will begin in 2016.</p> <p>The City is including bike trails on the new Middle Avenue and will continue the complete street concept on West and East Avenues in the</p>

					<p>next few years.</p> <p>The Elyria Parks & Recreation Board has issued a Master Plan RFP and will be making a final selection on a master planning firm to develop the plan with public input in late 2014 and early 2015.</p>
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Objective 1-B: Create and expand the economic development tools, structure, partnerships and plans to enable the City to advance business development

Strategies

#	Action Step	Start/End Dates	Who is Responsible?	Cost	Status
1-B1	<p>Market existing and new economic development tools.</p> <ul style="list-style-type: none"> Develop an Economic Development Tool Kit and mail to existing businesses, site selectors, developers, and professional organizations. Hold an annual Opportunity Workshop and tour to expose potential investors to site development opportunities and incentives. Place regional advertising in Inside Business, Crain’s, Others 	<p>September, 2015</p> <p>January 2016</p>	<p>Mayor & Economic Development Specialist</p> <p>Mayor & Economic Development Specialist</p>	<p>TBD: Estimated: \$10,000</p> <p>Staff Time</p>	<p>Tool Kit In discussion stages.</p> <p>Held initial tour in early 2014 of vacant downtown properties with representatives from the Cuyahoga County Urban Land Institute.</p> <p>Must wait until 2015 when program is more complete.</p>
1-B2	<p>Expand upon existing economic development tools to provide more flexible options for business attraction and expansion.</p> <ul style="list-style-type: none"> Create a Downtown Office Incentive: Provide a cash payment of up to 50% of the local income tax for withholdings for eligible new employees for a negotiated term using a minimum of ten new jobs created and retained in the Elyria downtown area. 	<p>January – April 2015</p>	<p>Mayor & Economic Development Specialist</p>		<p>In discussion stages with local and regional financial institutions and other possible funders.</p> <p>The Elyria Growth</p>

	<ul style="list-style-type: none"> • Create a Business Development Loan Fund to compliment the Elyria Growth Opportunity Fund (Government –funded CDBG Revolving Loan) – using private investment. A low interest loan up to (example) \$100,000 for the acquisition and/or improvement of real estate and/or large equipment. The loan would require a second lending institution to match the Business Development Fund amount to comprise the principal. • Create a Green Elyria Fund to complement the existing Energy Conservation Loan Fund. Build a reimbursement grant program that uses financial incentives to encourage sustainable development and redevelopment. Private businesses and nonprofits could apply for grants to either redevelop Brownfield sites or build green in Elyria. 	<p>January – April 2015</p> <p>May – October 2015</p>	<p>Mayor & Economic Development Specialist</p> <p>Mayor & Economic Development Specialist</p>	<p>Staff Time</p>	<p>Opportunity Fund was updated this past summer to make it more flexible with the use of CDBG funds. Conversations are taking place with local and regional financial institutions and other possible funders to expand the loan options beyond the current CDBG funding source.</p> <p>Conversations have taken place with the Oberlin Project to explore a loan within a newly designated Energy Conservation District managed by an outside Port Authority. Other funding options are also currently being explored.</p>
<p>1-B3</p>	<p>Create an Elyria Community Improvement Corporation</p> <ul style="list-style-type: none"> • File and record Articles of Incorporation with the Secretary of State. • Appoint trustees of the newly-organized Ohio non-profit corporation with trustees representing the City including the Mayor, a Member of City Council, and three others. • Identify those areas allowed by the state legislature that the city wants to advance: industrial, economic, commercial, and civic development. • Start with a focus of assembling, improving and selling or offering with an RFP commercial property to businesses that will enhance the community and provide jobs. • Build a fund from charitable gifts and other sources to 	<p>September 2014</p> <p>October 2014 – filing, status will take 6-8 mos. Can move forward with Articles filed</p> <p>January – December 2015 and ongoing</p>	<p>Mayor and Elyria City Council with support from special legal counsel and community partners</p> <p>Mayor, CIC Board, with support from Economic Development Specialist</p> <p>Mayor, CIC Board – with</p>	<p>Legal and registration fees: Estimated Cost \$2,500</p>	<p>Conversations are currently taking place with potential partners with the intent of filing for 501C3 status with Council approval by early fall 2014</p>

	<p>allow the city to maintain the properties.</p> <ul style="list-style-type: none"> • Work with the local banks, commercial and other property owners, and other organizations to develop agreements for the donation of strategic properties in prime business and/or mixed-use residential development areas of the City. • The City of Elyria could enter into contracts with the Community Improvement Corporation to withdraw properties and transfer or convey the properties to a party designated by the City of Elyria for redevelopment resulting from an RFP process. • Set up procedures to: borrow money; issue bonds, debentures or notes; secure indebtedness by mortgage, pledge or deed of trust; make special revolving loans to persons, firms, partnerships, corporations who have not been able to secure loans through banking channels; purchase, receive, hold, lease, acquire, will, convey transfer, sublease or dispose of real or personal property, as well as any other assets of any other person, firm, partnership or corporation. 	October 2014	<p>support from Economic Development Specialist</p> <p>Mayor & City Council, CIC Board</p> <p>Mayor, CIC Board – with support of special legal counsel</p>		
1-B4	<p>Partner with Team Lorain County and the Lorain County Chamber to expand the Call Program to target businesses and industries.</p> <ul style="list-style-type: none"> • Use data to target businesses and industries with the best opportunities for retention and expansion and develop a visitation schedule. • Identify industry experts to accompany calls. • Create a visitation matrix to capture opportunities and barriers to growth. • Connect local companies and their assets to regional partners that can help remove barriers, solve problems and encourage growth. • Survey businesses that leave or close in Elyria to learn from common issues. 	April 2014 - ongoing	Mayor, Economic Development Specialist with support from Team Lorain County and Lorain County Chamber	Staff Time	<p>27 calls have been made to some of Elyria’s largest businesses and industries through Mayor and Economic Development Specialist.</p> <p>Mayor targeted four related industries with growth barriers because of environmental issues and involved NASA research.</p> <p>New data is emerging from two studies that will help the city and the region better target industry opportunities.</p>

					A reorganization of Team Lorain County has slowed the collaborative process but should pick up in late 2014 with a new Executive Director.
1-B5	<p>Mobilize and offer marketing and other benefits to members of the Downtown Business District, the Midway Business District and the Cleveland Street Business District.</p> <ul style="list-style-type: none"> • Include all business owners in the upcoming Business District Redevelopment Planning Process. • Share market analysis and other information with business owners resulting from the planning and study process. • Facilitate the development of an Elyria Downtown Alliance, a Cleveland Street Alliance and a Midway Alliance. • Offer the Alliance organizations special opportunities to engage and partner with City events. Partner with the Lorain County Chamber of Commerce to help leverage discounted business benefits to alliance members. 	2014 and ongoing	Economic Development Specialist with support of Mayor	Staff time, surveys, and marketing materials: some costs being covered by TLCI Grant	<p>Business list inventory is complete for downtown and almost complete for Midway area.</p> <p>Letters and Surveys will be disseminated in late fall as part of the planning process.</p> <p>The alliances will come together in early 2015 after the planning meetings.</p>
1-B6	<p>Engage in a Business District Re-development Plan with a focus on Downtown, while strengthening the Midway and Cleveland Street districts.</p> <ul style="list-style-type: none"> • Create a redevelopment RFP for Elyria’s three commercial business districts and secure funding. • Hire consulting firm to execute the process. • Review older, previous plans, reports and projects to create a consolidated plan drawing that shows current and recent investments in one place. • Establish a Stakeholder Advisory Committee to review the consolidated plan, provide creative input into the new plan and help facilitate community dialogue. • Conduct a Market Analysis of the three districts that will integrate consideration of and impact by each real estate sector on the others to create strategies that advance Elyria’s economic competitiveness. Analysis 	2014 - 2015	Mayor with support of consulting group, Office of Economic & Community Development and Engineering Departments	\$93,000 – the grant has already been secured.	<p>Federal grant funds in the amount of \$75,000 were awarded to Elyria through the Transportation For Livable Communities Initiative (TLCI) of the Northeast Ohio Area wide Coordinating Agency. An additional \$18,000 in matching funds has been secured.</p> <p>Contract was awarded to Cleveland Urban Design Collaborative in June and its subcontractor Streetsense with a start date in</p>

	<p>will include: Retail Market Analysis for identified nodes, demographic characteristics of the trade areas, Office Market Analysis for identified nodes, Lodging Demand Analysis for identified nodes, Residential Demand Analysis for identified nodes.</p> <ul style="list-style-type: none"> • Assess land parcels to identify amendments to the existing Land Use Plan and Zoning Map for Downtown. • Assess land parcels to make recommendations for general priority land uses in Cleveland and Midway districts and connecting corridors. • Assess transportation infrastructure and other multimodal and parking recommendations to encourage mixed use centers. • Final Product: A Transportation, Business re-development and Marketing Plan and implementation strategies to revitalize the Downtown, Midway and Cleveland Street business districts. 				September 2014. The project will take 12-16 months to complete.
1-B7	<p>Offer At-Risk Business Assistance</p> <ul style="list-style-type: none"> • Develop a process whereby businesses at-risk of closing or relocating out of the area first contact the City to see if the problems they are encountering can be resolved through City action or facilitation. • Work with Team Lorain County, Lorain County Community College, Team NEO and JobsOhio to create a safety net team approach to intervention. 	June 2014 and Ongoing	Mayor with support of Economic Development Specialist	Staff Time	Contact and intervention is already happening on an informal basis through the Mayor's Office. A more formal process and the marketing of it is needed to catch failing businesses before they fold.
1-B8	<p>Continue to partner with local and regional economic development organizations to identify and leverage opportunities.</p> <ul style="list-style-type: none"> • Mayor continues on board of Team Lorain County to capture and leverage economic development opportunities flowing into Elyria and Lorain County • Mayor continues on boards of Lorain County Chamber of Commerce, Northeast Ohio Sustainable Communities and Lorain County Visitors Bureau to leverage shared program, business services, and marketing opportunities and economic development leads. 	June 2013 and ongoing	Mayor with support of Economic Development Specialist	Staff Time	The City of Elyria has well-established relationships with all mentioned partners.

	<ul style="list-style-type: none"> • Continue to work with Lorain County Community College and GLIDE (an Edison technology incubator) and MAGNET (Manufacturing Advocacy and Growth Network) to recruit or retain small technology-based companies, green technology companies, and advanced manufacturing in Elyria. • Share and secure investors for business development plans for business districts with the Urban Land Institute. • Explore applicable economic development opportunities and broker state incentives through Team NEO and JobsOhio. • Continue close working relationships with Brownfield redevelopment through Ohio Department of Development and JobsOhio. 				
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Objective 1-C: *Identify and prioritize Elyria’s target industries*

Strategies

1-C1	Identify Elyria businesses that are growing or poised to grow.	Start/End Dates	Who is Responsible?	Cost	Status
	<ul style="list-style-type: none"> • Review NAICS job categories for distribution of jobs and average wage. • Review industry subcategories for positive trends related to: employment, number of establishments, county ranking for employment and establishments, location quotient, revenue growth, employment growth. • Identify Elyria companies that align with Jobs Ohio and Ohio Third Frontier targets. 	July 2014 – December 2014	Mayor with support from Economic Development Specialist	Staff Time	JobsOhio and Ohio Third Frontier information has been acquired. Data collection is in process.
1-C2	Identify interconnected growing companies with commonalities to identify industry clusters.	July 2014 – December 2014	Mayor with support of Economic Development Specialist	Staff Time	
1-C3	Create Targets of Opportunity to focus economic development	January –	Mayor with support of	Staff Time	

	<p>business and industry retention and expansion efforts based on companies that: (1) demonstrate growth in employment, location quotient, revenue, and employment; number of establishments, in top third of Ohio counties for employment/establishments; (2) and/or are a Jobs Ohio and/or Third Frontier target; and/or (3) show evidence of strong cluster opportunities – i.e. supply linkages, field of knowledge, common areas of research within a geographic area</p> <ul style="list-style-type: none"> Analyze data from U.S. Bureau of Labor Statistics, Jobs Ohio, Ohio Third Frontier, Brookings Institute/Maxine Goodman Levin College of Urban Affairs, Team NEO, others. Create a plan to nurture the five business/industry growth opportunities in Elyria. Align Elyria’s plan with county-wide economic development efforts through Team Lorain County, Lorain County and the Lorain County Chamber of Commerce – as well as state initiatives through Jobs Ohio/team NEO and Ohio’s Third Frontier. 	February 2015	Economic Development Specialist		
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Goal #2: Create a more Business Friendly Climate

Objective 2-A: *Simplify Design Review Guidelines and Permitting*

Strategies

#	Action Step	Start/End Dates	Who is Responsible?	Cost	Status
2-A1	<p>Review and adjust Design Review Guidelines to make Elyria more business friendly.</p> <ul style="list-style-type: none"> Begin an annual review process with local contractor input to determine needed adjustments based on industry changes and local circumstances. Make design review adjustments annually and monitor results. 	January 2013 and ongoing	Mayor with Planning Commission and support from Building and Community and Economic Development departments	Staff Time	There have been two annual reviews to Design Review Guidelines – one in 2013 and another in 2014. Contractor/business input was received and changes were made: (1) Removed requirement for red brick (2)

					Allowed for additional lighting on industrial properties, (3) Allowed for background of monument signs to be illuminated, (4) Permit cloud signs
2-A2	<p>Review fees and charges and the permitting process to make sure it is as simple, timely, and certain as possible.</p> <ul style="list-style-type: none"> • Conduct an annual survey to identify and remediate concerns and challenges of the permitting process. • Move towards providing a One-Stop permit process and train personnel across departments to provide pre- and post- application assistance. • Review neighboring communities and adjust development fees and other charges bi-annually to make sure Elyria is competitive. • Improve the City's Internet website to provide a more clear road map for businesses applying for city permits 	January 2015 and ongoing	Building Operations Manager with support from Economic Development Specialist	Staff Time & Survey development and mailing costs: \$500 annually Website improvements will be covered in website upgrade costs & New World	To begin January 2015

Objective 2B: Work strategically with business and industrial districts to address safety issues

Strategies:

#	Action Step	Start/End Dates	Who is Responsible?	Cost	Status
2-B1	<p>Identify key safety concerns and crime patterns in retail and industrial areas and address those concerns.</p> <ul style="list-style-type: none"> • Utilize information from the new CAD/RMS system and anecdotal evidence collected; develop a system to share timely information with businesses on safety and security issues. • Utilize police, fire, building and engineering departments to work with businesses to develop property improvement programs designed around the principles of Crime Prevention Through Environmental Design (CPTED) to protect employees and customers and reduce the potential for break-ins and theft. 	January 2015 - Ongoing	Police Chief with support from Economic Development Specialist, Building Department	Staff Time	Crime data is shared on an informal basis by officer in downtown area. A more systematic approach is needed.

	<ul style="list-style-type: none"> • Make physical improvements to improve safety as part of the streetscape project downtown. • Provide safety and security consultations for existing and new businesses and assist businesses with emergency operation plans. 				
2-B2	Identify key hazards and safety requirements of industry and commercial development. <ul style="list-style-type: none"> • Work with industry to identify hazard areas and address/assist with OSHA requirements. • Support hazardous materials reporting and response. • Improve Public Protection Classification. • Develop Pre-incident Plans for rapid emergency mitigation. • Work with businesses on employee safety awareness and training. • Create an Emergency Hazmat Response Team to improve emergency response time while county team assembles. 	January 2015 - Ongoing	Fire Chief with support of Water Department and Building Department	Staff Time	<p>The Fire Department currently identifies OSHA classified confined space areas and assists with pre-incident rescue plans, assists with EPA reporting and emergency response plans and is working to improve its ISO Public Protection Classification.</p> <p>The current county system will be more effective if as an industrial city, Elyria has a quick-stop-gap response to hazmat-related emergency calls.</p>

Goal #3: Nurture entrepreneurship and workforce training

Objective 3A: Encourage Entrepreneurism

Strategies

#	Action Step	Start/End Dates	Who is Responsible?	Cost	Status
3-A1	The City will work with downtown vacant property owners to encourage pop-up businesses. <ul style="list-style-type: none"> • The City will counsel the vacant property owners on the benefits of using the Elyria Opportunity Revolving Loan Fund to make needed improvements to their properties to attract entrepreneurs. • The Mayor will continue to defer part of her salary to 	2014 - Ongoing	Mayor and Economic Development Specialist	Staff Time, Up to \$50,000 annually in CDBG funds for Loan Program and Up to \$5,000 of Mayor's Salary	<p>Vacant downtown property registry is updated; contacts have been made with most property owners.</p> <p>Eight vacant properties were identified in 2014 to</p>

	<p>start-up downtown entrepreneurs to cover the partial cost of utilities.</p> <ul style="list-style-type: none"> • The City will include entrepreneurship development in its emerging downtown redevelopment plan – with a focus on attracting the arts, artists, musicians and performers as an economic development tool. • The City will make targeted efforts to attract seasonal businesses to downtown – i.e. holiday gift and candy shops. 				<p>participate in the pop-up program. The Elyria Art Depot was a result of the program in the former Brandau Jeweler Building with utility assistance from the Mayor.</p>
3-A2	<p>The City will collaborate to encourage entrepreneurship to identify local entrepreneurs interested in starting up small business enterprises and provide them with business start-up assistance.</p> <ul style="list-style-type: none"> • The City will work with Oberlin College to sponsor annual student entrepreneur events and temporary start-up incubators with the intent of recruiting graduates into our downtown pop-up businesses. • The City will work with Lorain County Community College to sponsor annual student entrepreneur events and temporary start-up incubators with the intent of recruiting graduates into our downtown pop-up businesses. • The City will work with GLIDE to refer potential small business start-ups for small business start-up services and to recruit start-up entrepreneurs into vacant downtown and other office space. • The City will work with Lorain County, Team Lorain County and the Lorain County Chamber to nurture small business sustainability through joint, value-added services and benefits – i.e. Elyria Downtown Alliance and the Midway Alliance. 	2014 - Ongoing	Mayor and Economic Development Specialist	Staff Time	<p>Mayor encouraged Oberlin College to work with Lorain County to sponsor a student-driven transportation study in 2014 to help return passenger rail to downtown Elyria and other benefits</p> <p>Economic Development Specialist has met with Glide to encourage movement of entrepreneurs to vacant spaces. Mayor has met with LCCC President to encourage a business incubator in downtown Elyria.</p> <p>Economic Development Specialist is working to create alliances and associated benefits packages.</p>
3-A3	<p>The City accepted an invitation by the Obama Administration for Elyria to become one of 90 Mayors’ Maker Cities to take actions to promote locally driven efforts to convene inventors with innovative technology tools to drive progress in manufacturing, engineering, industrial design, hardware technology and education.</p>	June 2014 – Ongoing	Mayor with support from Economic Development Specialist and Community Partners	Staff and Partner Time with Foundation and Federal Support yet to be determined.	<p>In May 2014 Mayor Brinda accepted an invitation by President Obama to become a Mayors’ Maker City to help capitalize on Elyria’s rich manufacturing history and</p>

	<ul style="list-style-type: none"> • Attend 2014 Mayors Conference on Entrepreneurship: Making an Entrepreneurial City in Louisville, Kentucky • Maker Roundtable: Host a roundtable that convenes partners and helps catalyze public and private commitments that will strengthen the local Maker movement. • Maker Fair: Help celebrate the ingenuity and creativity of local Makers by holding or participating in a Maker Fair event, which convenes stakeholders to promote innovative technology ideas. • Maker Liaison: Designate a Maker Liaison in the Mayor's Office or Economic Development Office. • Maker Spaces: Host or help in the creation or growth of maker spaces in local incubators, accelerators, educational institutions, under-utilized buildings, and/or design-production districts which can broaden access to tools needed for design, prototyping, manufacturing, and the growth. • Maker Manual: Issue a Maker Manual to explain the importance of the Maker Movement in Elyria. • Create a Strategy for Education, Training and Workforce Development: Commit to working with schools, libraries, museums, after-school providers, community colleges, universities, workforce investment and job training organizations to give more students access to age-appropriate maker spaces and mentorship and focus more education and training programs on the emerging fields of advanced manufacturing and technology innovation. • Maker Business Development: Upgrade economic and business development programs, incentives and services to provide support to manufacturing entrepreneurs and small businesses. • Maker Best Practices: Lead or participate in local efforts to identify, document and share promising practices in manufacturing and technological innovation so that others can learn from local 	<p>October 2014</p> <p>March 2015</p> <p>June 2014</p> <p>Summer 2015</p> <p>January 2015</p> <p>November 2015</p> <p>July 2014</p> <p>January 2016</p> <p>February 2016</p>	<p>Mayor</p>	<p>Conference is by invitation from the Whitehouse. There is no cost to Elyria. Funded by the Ewing Marion Kauffman Foundation.</p>	<p>innovative approach to advanced manufacturing and technology development. She committed to the ten steps outlined herein - which will qualify the City to apply for federal and other funds to advance the program.</p> <p>Steps toward program implementation will begin in October 2014</p>
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	<p>experimentation.</p> <ul style="list-style-type: none"> • Maker Support in Struggling Neighborhoods: Support initiatives to engage and support students, entrepreneurs and small businesses in under-served neighborhoods. 				
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Goal #4: Promote Elyria

Objective: Change the perception of Elyria with its own residents and businesses – engage them in activities that assist the City in improving safety, the environment and image, thus improving perception and pride in community and encouraging investment.

Strategies

#	Action Step	Start/End Dates	Who is Responsible?	Cost	Status
4-A1	<p>Increase the number and effectiveness of volunteer-driven neighborhood block watches to include every neighborhood in the city to decrease crime rates, build public engagement and improve relationships with city personnel.</p> <ul style="list-style-type: none"> • In 2014, increase the number of block watches from 11 to 15. 	2013-2015 Ongoing	Safety Service Dept. with support of Mayor’s Office, Police Dept., Block Watch Captains/Volunteers	Staff Time/Printing Material	Started. Annual meeting held 4/5/14 with new block watch representatives.
4-A2	<p>Facilitate and expand upon volunteer-driven clean-up, beautification and community improvement projects to improve image and build pride.</p> <ul style="list-style-type: none"> • Expand the number of Pride Day projects from 12-15 and publicize activities on May 17. • Expand and publicize community gardens growing them from 8 to 11 in 2014. • Identify two more streets on which to focus home improvement efforts in early September 2014. • Demolish another 50 homes in 2014 using Neighborhood Stabilization and Lorain County Landbank funding. 	2013-2015 Ongoing	Mayor & M.O.V.E., Safety Service Dept., Parks & Recreation Dept., Building Dept., Community Organizations	<p>Staff Time/About \$110,000 philanthropic support for volunteer activities</p> <p>For 2014: City staff time and \$34,000 in judicial reports & board up costs on 80 properties. County demolition estimated costs:</p>	<p>Annual Pride Day activities expanded to 15 in May 2014</p> <p>11 community gardens scheduled.</p> <p>23 homes repaired made in 2012 with voluntary support – at least 5 more scheduled in September 2014.</p> <p>108 homes demolished in 2013; 80 more homes on target to be demolished in 2014.</p>

				\$600,000	
4-A3	<p>Support and expand upon signature community events unique to Elyria that bring Elyrians together and attract outside visitors who will patronize Elyria businesses and enjoy and promote Elyria’s unique amenities – i.e. our historic town square, parks, waterfalls and more.</p> <ul style="list-style-type: none"> • Expand Holiday Lights Program to include even more activities downtown in 2014 – i.e. a Christmas Parade featuring horse-drawn vehicles. • Continue summer concert series (11 in Ely Square). • Continue Jazz Festival Weekend. • Continue Free summer camps for 850 children with 21 programming and funding partners. • Expand arts emphasis downtown with arts events via the Elyria Art Depot. • Bring back fireworks in 2014. 	2013 – Ongoing	Mayor with support of M.O.V.E., Parks & Rec. Dept., many community partners with city dept. support	Annual events below require about \$200,000 in philanthropic support	All events on track for 2014 with fireworks still pending based on funding.
4-A4	<p>Facilitate and engage the Elyria business community in more opportunities to interface with the City to solve problems and create synergy between and among the city, businesses and the community – in niche areas: downtown, Cleveland Street, the Midway area, our industrial base.</p> <ul style="list-style-type: none"> • Work with the business community and the Lorain County Chamber of Commerce to create a Downtown Elyria Alliance to improve communication and interaction with the City; give business owners a voice in downtown redevelopment planning efforts and improvement incentives; help the City address crime, parking and other issues; and provide a structure for the City to provide support to these businesses, and provide a more cohesive marketing strategy. • Work with the business community and the Lorain County Chamber of Commerce to create a Midway Area Merchants Association to improve communication and interaction with the City; give business owners a voice in midway area redevelopment planning efforts and improvement incentives; help the City address crime, 	2014 – 2015 & Ongoing	Mayor, with support of Economic Development Specialist, Finance Director, Council Representative	<p>Staff time, donated refreshments, facility</p> <p>Staff time, donated refreshments, facility</p>	<p>Meeting with chamber to identify chamber members in downtown discuss opportunities for collaboration 4/14.</p> <p>Alliance benefits package being developed by city and chamber as participation incentive 4/14.</p> <p>Organizational meeting has taken place for Midway</p>

	<p>construction and other issues; provide a structure for the City to provide support to these businesses, and promote a more cohesive marketing strategy.</p> <ul style="list-style-type: none"> • Convene an annual Business Development Roundtable of key business, education, non-profit and government leaders to discuss opportunities and challenges and to insure alignment of goals and resources. Explore launching a Think Elyria First Campaign that encourages Elyria companies, organizations and institutions whenever possible, to use the power of their procurement systems to purchase goods and services from Elyria companies to anchor jobs, skills and competitive industries in our community. 			Staff time, campaign materials donated	<p>Merchants Association 3/14.</p> <p>List is being compiled for Business Development Roundtable.</p>
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Strategies

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4-B1	<p>Conduct a Market Analysis to identify opportunities and challenges in key business districts (downtown/Cleveland St., and Midway, Industrial base) and use that information to craft redevelopment plans for those areas and communicate opportunities to existing and future businesses.</p>	7-2014 thru 9/2015	Mayor & TLCI Consultant with support of Economic Development Specialist	Part of \$93,000 TLCI Grant	<p>Grant funds secured 2/14.</p> <p>RFP issues/responses being reviewed 4/14.</p>
4-B2	<p>Develop an Elyria Marketing Plan and Campaign engaging community marketing experts and the community – that includes an identity and case for support that will be used on promotional brochures, magazines, gateway signs, the Internet, websites, and other marketing venues to attract potential business and residential locations and visitors, as well as market its local products, services and attractions.</p> <ul style="list-style-type: none"> • Create an Elyria Marketing Council. Current marketing professionals in Elyria companies meet quarterly to inform the City’s marketing message and promotional opportunities. The Council will assist in the creation of a Professionals Recruitment Package aimed at individuals to help businesses, organizations and realtors recruit 	7-2014 thru 9/2015	Mayor, TLCI Consultant, Marketing Community Leaders, Economic Development Specialist	Part of \$93,000 TLCI Grant	<p>Marketing Plan to be finalized in late summer 2015.</p> <p>Elyria Marketing Council will be organized in July 2014.</p> <p>Elyria Ambassadors Program</p>

	<p>management, homeowners and employees to the city. The Council will also assist in the development of a Business Recruitment Package aimed at businesses to help recruit them to the city.</p> <ul style="list-style-type: none"> • Create an Elyria Ambassadors Program. Retired leaders in business, government, education and nonprofit sectors identify opportunities to market Elyria through outreach using the marketing case as a tool. • Create media partnerships. Build relationships with Cleveland-based television stations to promote special projects. • Use all available media to communicate on a weekly basis: Government Access Channel 12, website and Mayor’s Blog, Facebook, Twitter, Nixle, newspapers and broadcast media. • Sponsor an annual community-wide photography contest challenging residents to submit their best photographs of what makes them proud of Elyria. The photographs must be digital and must be easily recognized as “in” Elyria. Categories will be developed, prizes will be offered and an exhibit will displayed in a prominent place. Photographs will be used in/on marketing All professional consultation services will be donated; cost of website \$30,000; Campaign Materials to be grant-funded, market analysis and redevelopment plans funded by TLCI grant \$93,000 materials. 				<p>will be organized in July 2014.</p> <p>The City has a 2014 media partnership with NewsChannel 5: Building Better Neighborhoods.</p> <p>All local media updated weekly.</p> <p>Photography contest to be launched in August 2014.</p>
4-B3	Re-design the City Website. Make it more interactive and user friendly and improve the city’s image to potential investors. Build the economic development section to include: city statistics/demographics, available sites and descriptions, incentives, how-to business support information and links and more.	2014-2015	Mayor, with support of IT Department, Economic Development Specialist	\$30,000 for website re-design to link to upgraded city-wide New World software Economic Development Section built staff time	Pending completion of New World Software upgrade in late 2014.
4-B4	Make Gateway Improvements. Work with the business community and ODOT to make landscaping, signage, messaging and other physical improvements at each of the City’s primary and secondary gateway locations to improve image and tourism. Areas for focus include: Midway at Route 57 and the Ohio Turnpike, Route 113, Route 20, Gateway Blvd., Chestnut Commons, Cleveland	2014 - 2018	Mayor with Engineering Dept., Marketing Council, ODOT, Street Department	TBD Lorain County Solid Waste	Midway SR 57/Ohio Turnpike Gateway will be upgraded in 2015 as part of reconstruction project. Some city-limited signage

	Street/North Ridgeville – others as determined.			grant funds paid for recycled entrance signs: \$27,000	upgrades will be made in the summer 2014 with completion in 2016.
4-B5	Connect regularly with the Lorain County Visitors Bureau, Team Lorain County, Lorain County Chamber of Commerce, Northeast Ohio Areawide Coordinating Agency, Northeast Ohio Sustainable Communities Initiative; and regional and national organizations like the Ohio Business Development Coalition, Team NEO, JobsOhio, the Ohio Development Services Agency and others to “sell” Elyria.	2014 & Ongoing	Mayor is on following boards of trustees: Lorain County Visitors Bureau; Team Lorain County Board and head of executive search committee; Lorain County Chamber of Commerce; North East Ohio Areawide Coordinating Agency and Northeast Ohio Sustainable Communities	Mayor’s Time	Mayor is actively involved on a monthly basis with all listed local, regional and statewide organizations.