



Global Reach. *Local Benefit.*

Strategic Plan Update 2023-2027

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Appendix Documents Description

The appendix consist of documents that reflect the data, information, analysis and reports presented to the Board of Directors. The public board workshop meetings occurred throughout the strategic plan development process.

- Workshop 1: Strategic Plan development process Kick-off and introduction
- Workshop 2: Cargo and Market Analysis
- Workshop 3: Diversity, Equity and Inclusion
- Workshop 4: Facilities Analysis of Cleveland Harbor
- Workshop 5: Public Outreach Survey
 - Stakeholder Feedback
 - Overarching Goals
- Recommendation for Board Approval
- The Local and Regional Economic Impacts of the Cleveland Harbor, prepared by Martin Associates
- Port of Cleveland Cargo Market Assessment, Martin Associates, prepared by Martin Associates
- Port of Cleveland Maritime Facilities Development Plan
- Public Outreach Survey

Introduction

The Port's Strategic Plan

Introduction

The Cleveland Cuyahoga County Port Authority (The Port) Strategic Plan for 2023 through 2027 will guide the efforts of the organization to continue its mission of spurring job creation and expanding economic vitality in Greater Cleveland. The Plan incorporates the practices and achievements of prior years of operational and administrative success while leaning forward to embrace new challenges and opportunities with innovative and best business leadership practices. The Plan addresses Diversity, Equality, and Inclusion as an integral part of the Port's development and community outreach efforts. Climate Action and Environment Sustainability planning will continue as a key part of the Port's Strategic Plan and vision to be known as the premier port on the Great Lakes.



Attracting the cruise ship business to Cleveland exemplifies the Port's vigorous targeting and pursuit to secure business in multiple market sectors and sustain a multiple source financial foundation.

The Strategic Plan is based on building and maintaining a strong, sustainable, and multiple source financial foundation for the Port. The plan's goals will be achieved through vigorous attention to details on current maritime market trends, identifying, pursuing, and developing new opportunities for exporting Ohio grown, produced and manufactured merchandise to Europe. Leveraging past success factors that have contributed to multiple revenue sources will remain a focus and be enhanced by growing the reach and impact of the Development Financing Programs and refining the Confined Disposal Facility operations with the United States Corps of Engineers.

Introduction

According to the Ohio Export Report 2021 published August 2022 by the Research Office, Ohio Department of Development, Ohio was the 9th largest export state in the USA in 2021 with over \$50.7 billion of merchandise shipped to over 211 countries around the world. The report breakdown total export shipments to Europe increased 22.3 percent from 2020. European countries accounted for 16.6 percent of Ohio exports with an estimated \$5.2 billion value. While much of the exports from Ohio are currently using the deep-water coastal ports to transport to their destinations, the Port of Cleveland has proven over the last eight years that a viable alternative container service from the Great Lakes to Europe is not only possible but could offer superior transit time for Ohio products to targeted ports of calls in Europe.

The recently completed Maritime Market analysis by Martin Associates indicates that significant growth in tonnage of traditional commodities is not anticipated in the Great Lakes Region as a whole. However, the Port of Cleveland is positioned to grow the container business with additional agriculture exports, wood products, lumber, and polymers. Liquid bulk materials i.e., palm oil represents a significant revenue growth opportunity during this cycle as well.



Introduction

This Strategic Plan is a policy plan that focuses on the port's long-term goals and assessments including investments, future growth, and attracting and retaining customers, in a socially responsible manner. In addition, under the Ohio Revised Code Sections 4582.07 and 4582.08 the Port is required to develop a *Maritime Facilities Development Plan* to address future development, construction, and improvement of the maritime facilities of the Port authority. The Port has fulfilled this requirement. By law The "Port of Cleveland Maritime Facilities Development Plan" is required to be a standalone document. Recommendation for board approval and resolution action will be a separate from the Strategic Plan's approval request.

This Strategic Plan builds upon the experiences, successes, and wisdom gained by the staff over the past decade of operations. Risks and challenges are recognized, acknowledged and mitigated as much as possible through a thoughtful process of vetting ideas and options for the best meaningful outcomes.



Stewards for Economic Prosperity



Our Mission

The Port will foster job creation and economic vitality in Greater Cleveland

- Our maritime services and assets will add value and result in a competitive advantage for regional firms competing globally.
- The Port will provide World Class, Courteous, Consistent, Reliable, and Dependable Customer service to all Port users.
- The Port will also tackle challenges tied directly to jobs, quality of place and environmental sustainability through innovative development financing services and selective public investment in critical harbor projects.

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 economic vitality and job creation for Cleveland and Cuyahoga County.

Stewards for Economic Prosperity



Our Core Values

The Port of Cleveland strives to combine the best of business: An entrepreneurial mindset that is inspired by market opportunities and thoughtfully responsive to market demands; with the best of government: a public servant that safeguards public assets and operates with full transparency and accountability. We take our values to heart and live them every day.

- **Integrity & Honesty:** The highest standards
- **Action:** Generate and retain good jobs for our region's workforce
- **Customer-focused Approach:** Responsive, fast moving, and entrepreneurial
- **Fiscal Discipline:** Responsible management of public assets
- **Inclusive Practices:** Reflect our diverse community
- **Stewardship:** Improve the waterfront environment today and leave a legacy for tomorrow
- **Collaborations:** High-Performing team and effective partnerships with a broad range of businesses and organizations in the region.

Recap 2017-2021

Summary of Policy Recommendations

Recap 2017-2021 Summary of Policy Recommendations

The Port of Cleveland's 2017 strategy was organized around three strategic themes that provided the framework of the Port's policy direction and actions:

Create Opportunities

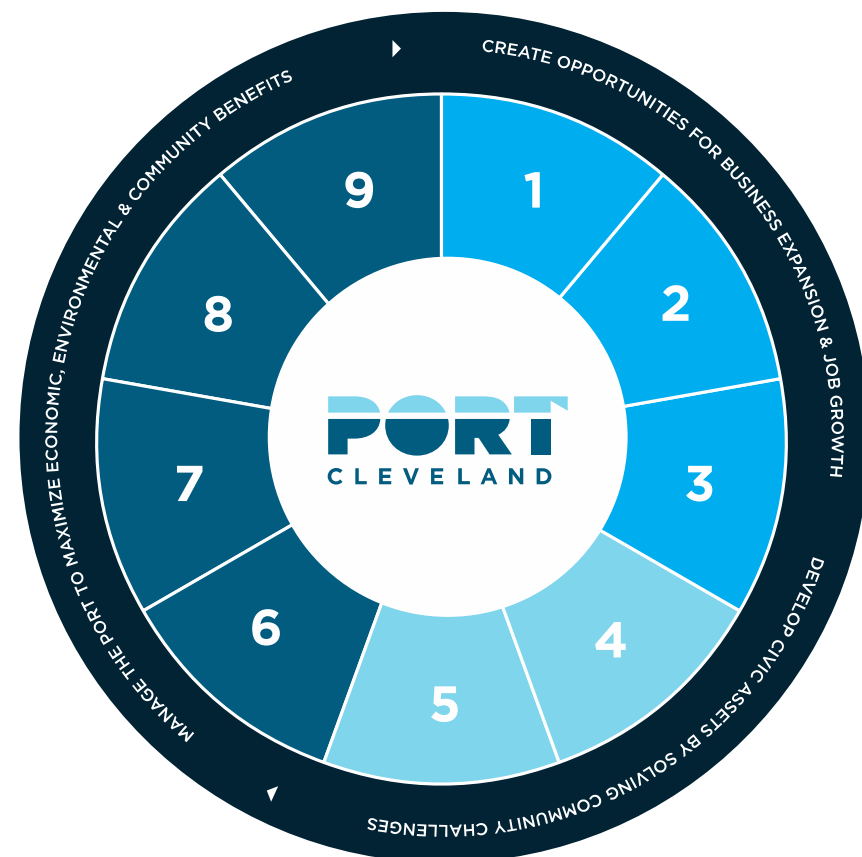
- For Business Expansion & Job Growth

Develop Civic Assets

- By Solving Community Challenges

Manage The Port

- To Maximize Economic, Environmental & Community Benefits

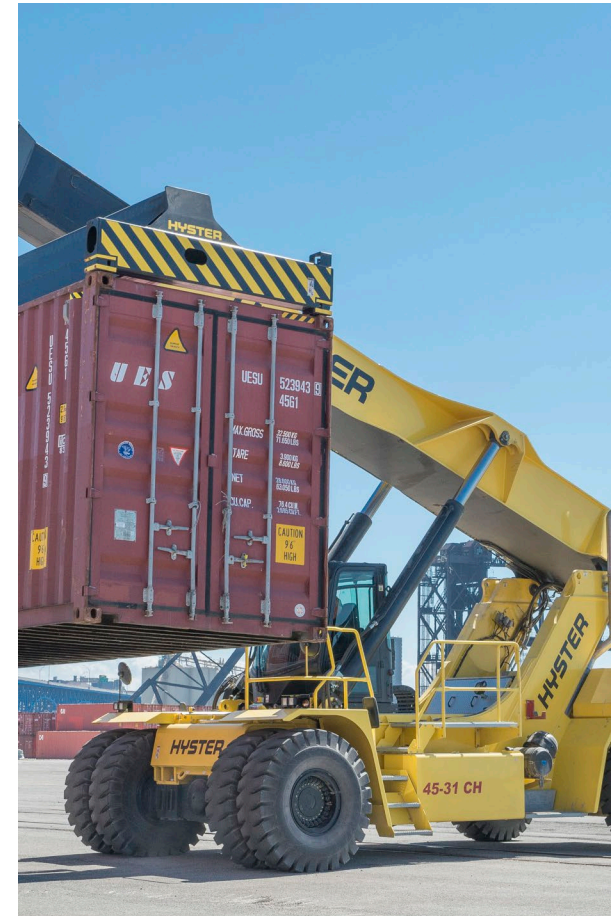


Major Accomplishments Since 2017

Create Opportunities For Business Expansion & Job Growth

Grow the Port's Maritime Business in its Current Location with Effective Business Development & Asset Management

- Expanded the Cleveland-Europe Express: direct container service between Cleveland and Europe grew at a Compound Annual Growth Rate (CAGR) of 36.8% between 2016 to 2021.
- Handled 36.7 million tons of general, bulk and project cargoes over the period, with CAGR of 4%.
- Ten major infrastructure projects planned, designed, funded, and completed in the Maritime line of business over the period of 2016 to 2021 including Cruise Terminal development.
- Developed and implemented the Cleveland Cuyahoga County Port Authority GIS & Asset Management Program.
- New business opportunity developed with Oleochemical for direct to rail transfer station project.
- Maintained and sustained maritime business relationships during the two-year pandemic and supply chain meltdowns.
- Introduced cruise services in 2017 resulting in 9 vessel calls. Post COVID in 2022 YTD there have been 5,116 passengers and 37 vessel calls.
- Transitioned to new Terminal Operator beginning in 2018 season.



Target the Development Finance Program to Serve More Communities & Organizations

- **Over \$6.2 billion** in one time construction impacts of Development Finance Projects from 2010 to 2021.
- **80,641 total jobs** created with total earnings of \$4.9 billion.
- **69% or 56,269 jobs** created with total earnings of \$3.4 billion occurred in communities with low-to-moderate income level.



Intro Cleveland



Shervin Williams

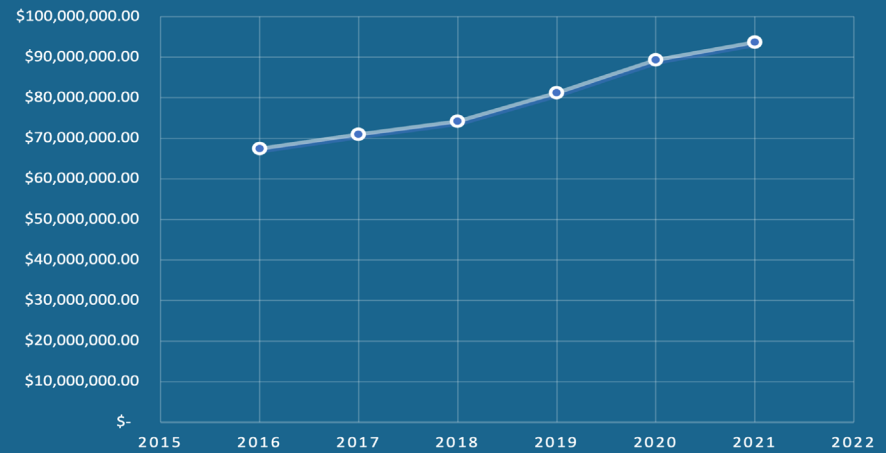


Flats East Bank

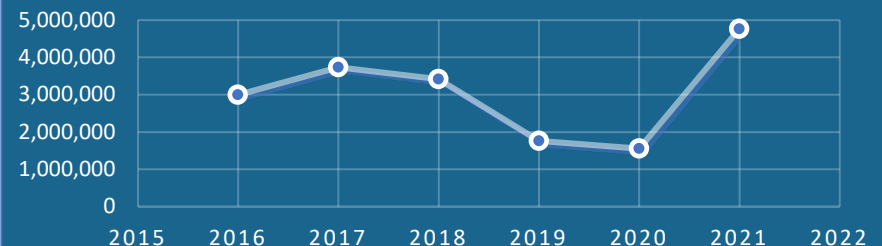
Ensure The Port's Financial Sustainability

- The Port has **maintained a strong cash position** throughout the Period 2016 through 2021, while growing and funding operations and a robust CAPEX budget over the period.
- The Net Position of the Port has **improved from \$67 million in 2016 to \$93 million** in 2021. A 39% increase in Net position.
- Development Finance Program generated **over \$18 million** in Port revenues from fees during the period 2016 through 2021.

NET POSITION END OF THE YEAR



DEVELOPMENT FINANCE PROGRAM FEE



Major Accomplishments Since 2017

Develop Civic Assets by Solving Community Challenges

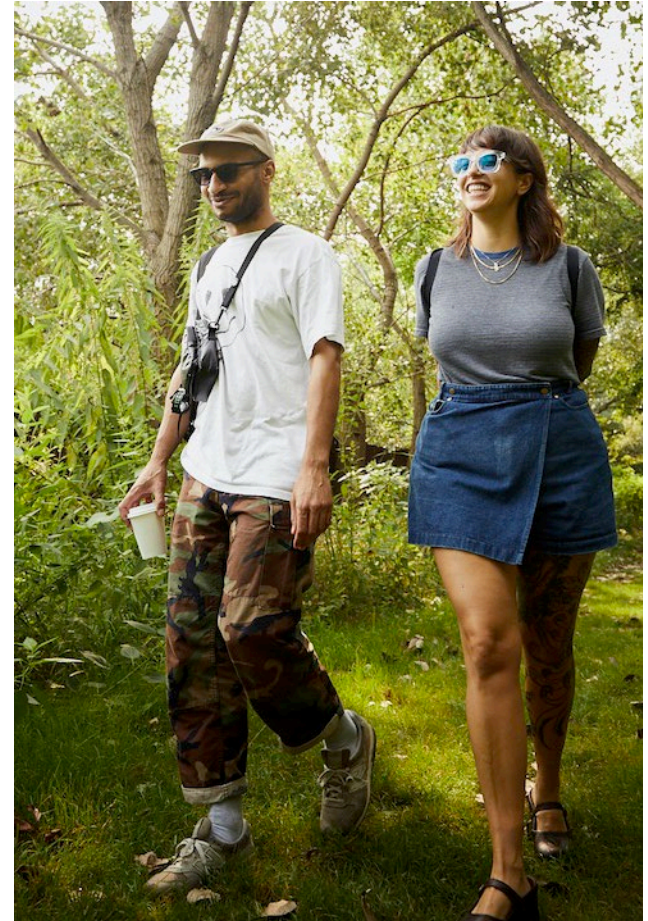
Lead Critical Initiatives for River Infrastructure & Renewal

- Sediment Processing & Management Facility designed, funded, and operating to meet demand.
- Irishtown Bend Stabilization project design, permitted, funded and project underway.
- Leading the Cleveland Harbor Eastern Embayment & Resiliency (CHEERS) strategy. including planning, design, funding and permitting
- Completed Cuyahoga River Bulkhead & Maritime Infrastructure Condition Assessment.
- Continued operations, funding, sponsorship of the Flotsam and Jetsam special purpose boats to remove floating debris in Cleveland Harbor.



Manage the Cleveland Lakefront Nature Preserve to Connect People & Nature on the Waterfront

- Continued operating and investment of the Cleveland Lakefront Nature Preserve to provide a diverse and more fulfilling ecology for animals and people.
- Provided a natural place of refuge for the residents of Cleveland and the region.
- Planned and funded improvements to the visitor experience at the nature preserve.
- Continued growth in visits year over year while maintaining a pristine valuable natural asset.
- Over 2.5 miles of trails maintained.
- Connected and educated more people about the natural beauty and habitat area of Lake Erie.



Major Accomplishments Since 2017

*Manage the Port to Maximize Economic, Environmental
& Community Benefits*

Communicate for Transparency, Public Engagement

- Port Website upgrade completed. The enhancements deliver viewer-friendly, visually descriptive communication. The Site is interactive and makes available access to Port reports, policies, plans, agendas and information about projects.
- The website provides easy learning regardless of the intricacies of the Port information being communicated. It also makes visible, relevant Port business development and financial milestones that exemplify the Port's financial stewardship, economic development results and the priority given to funding community initiatives.
- The site satisfies any range of knowledge seeking for any level of viewer who wants to experience learning about the Port of Cleveland and staying abreast of the Port's business activities, maritime industry involvement, Great Lakes maritime initiatives leadership, and the Greater Cleveland community engagement, and community benefits philanthropy.
- The website communicates, informs and educates with an interconnective approach about the Port's lines of business, public outreach, stakeholders' engagement and the resulting benefits to Greater Cleveland.
- Social media placement and application steadily grows and is yielding a robust presence and following. Since 2018, the Port has gained 20,674 followers across all platforms and have gotten 6,089,592 total impressions.
- Port of Cleveland's social media engagement and posts have a wide reach, attracting followers beyond Ohio who engage and participate in meaningful cross communication.



Incorporate Sustainable Practices Across Port Activities & Public Policy Advocacy

Developed a national model for sustainable sediment management that enables beneficial uses of over 60% of dredge material.

In the river

- 1** The Cuyahoga River's current pushes the bed load up and over the interceptor.
- 2** The grate over the collection slot prevents larger bed load from falling through. It continues over the interceptor and tumbles down the river.
- 3** Fish, branches, suspended sediment and other material flows on downstream.

Turning Cuyahoga River sediment into useful sand and gravel



- 4** Water pumps flush the usable materials out of the interceptor and into a collection hopper on shore.

On shore

The usable material is extracted by a rotating screw conveyor. It is carried along by the action of the conveyor while the water flows into the overflow tank. The result is a pile of clean, dry sand and fine gravel mix ready for use in construction or elsewhere.



Cleveland port's dredging solution uses innovative, environmentally friendly interceptor

Incorporate Sustainable Practices Across Port Activities & Public Policy Advocacy

- Planned, designed, and built *Flotsam & Jetsam* vessels, removing millions of pounds of debris from the Cuyahoga River along Cleveland Harbor. The crew and vessels remove **over 300,000 pounds** annually of floating debris.
- Awarded Port improvement development grants to study and plan for electrifying port equipment, docks, and terminals.
- Collaborated with other Ohio Ports to maintain the Maritime Assistance Program (MAP). Resulted in a **\$27 million grant** for the Port.
- Provide leadership and direction for the development of CHEERS and Irishtown Bend shoreline protection projects.
- Maintained annual Green Marine certification for a **16th consecutive year**. Port of Cleveland remains active as one of the original founding members in 2007.



Diversity, Equity, Inclusion and Wages

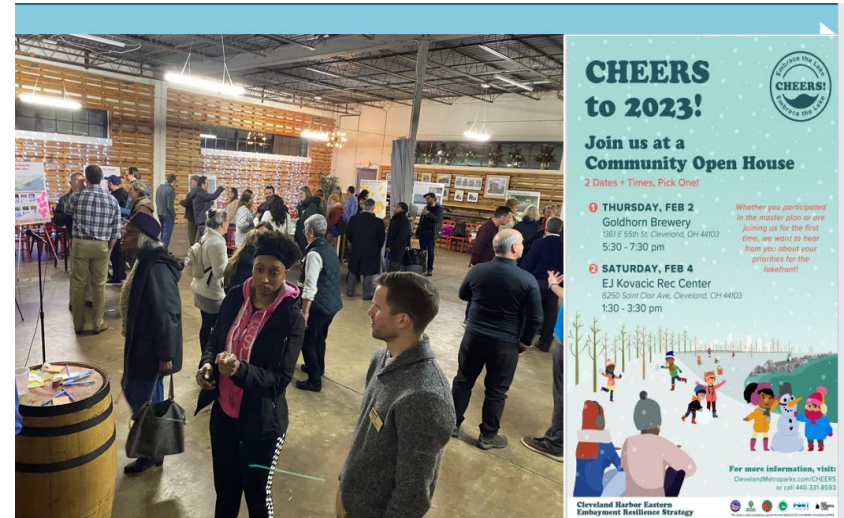


- Increased funding and strengthened strategic targeting and selection of community outreach initiatives.
- Grants to Davis Aviation & Maritime High School predominately minority and lower income students.
- Increased the MBE/FBE participation Goal from 20% to 30% for Port projects.
- Instituted Prevailing Wage requirement for construction contracts.
- Instituted a \$15/hr. minimum wage floor for all firms doing business with the Port.
- Awarded \$662,000 in grants to the Community Investment Fund since its 2018 inception.

Community Engagement

Port of Cleveland's community engagement is extensive. Involvement and action for the greater good is accomplished through both the Port's corporate level resources and participation, and the port staff connections and immersion in a wide range of communities, neighborhoods, organizations, boards, foundations, programs and volunteer undertakings throughout Cleveland, Cuyahoga County, Ohio and the region. In addition, interaction with numerous professional associations expand the Port's visibility in and beyond Ohio and elevate exposure across numerous industries associated with all the Port's lines of business.

The port organization and the port staff participates, often in leadership roles, in over 50 community, philanthropic, professional and industry organizations, boards, committees and programs. The engaged activities and initiatives by the Port corporate organization and the causes receiving the staff's personal attention span a wide spectrum. Collectively, the Port is making a positive imprint on elevating attention and advancing improvements in education, healthcare issues, environment sustainability, connecting people and nature on the waterfront, the arts, historical and cultural preservation, local programs and projects across various Cleveland neighborhoods, youth mentoring, maritime career options exposure, and applying the Port's expertise in its partnering to increase the financial viability, beautification, productivity and diversification of facilities and green landscapes being constructed in Greater Cleveland and around Ohio.



Community Engagement

Through the Argonaut partnership for the Davis Aviation & Maritime High School:

- 75 ninth graders annually complete boating education program, the Ohio Boaters Education Course, and CPR/First Aid Certification
- Paid Internships created through work on Flotsam & Jetsam
- Exposure to numerous opportunities in industries in maritime, aviation, and engineering
- 53 graduates in first two graduation classes (June 2021-June 2022)
- Creation of opportunities for license credentialing in maritime and aviation careers.



Develop Strategic Plan Update

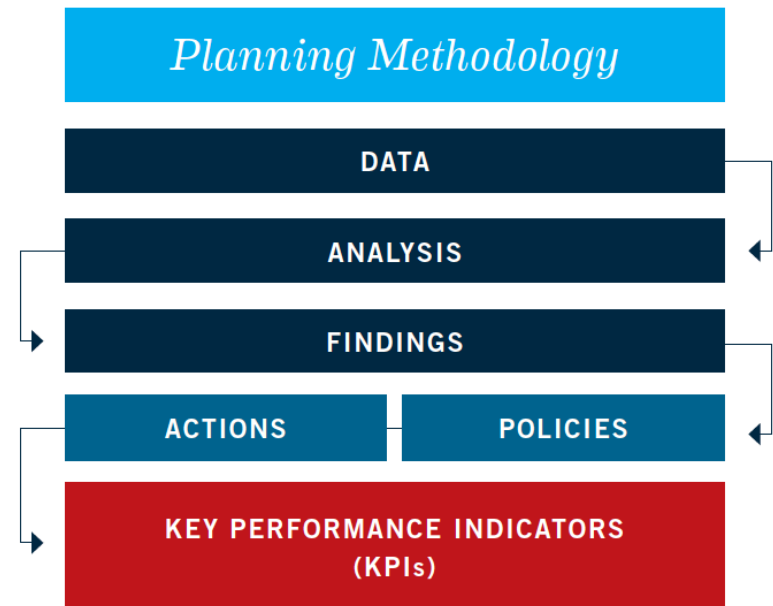
Process Steps

Guiding Factors - Key Findings

Strategic Plan Update // *Process*

Management seeking Board approval of updated strategic policies for 2023-2027

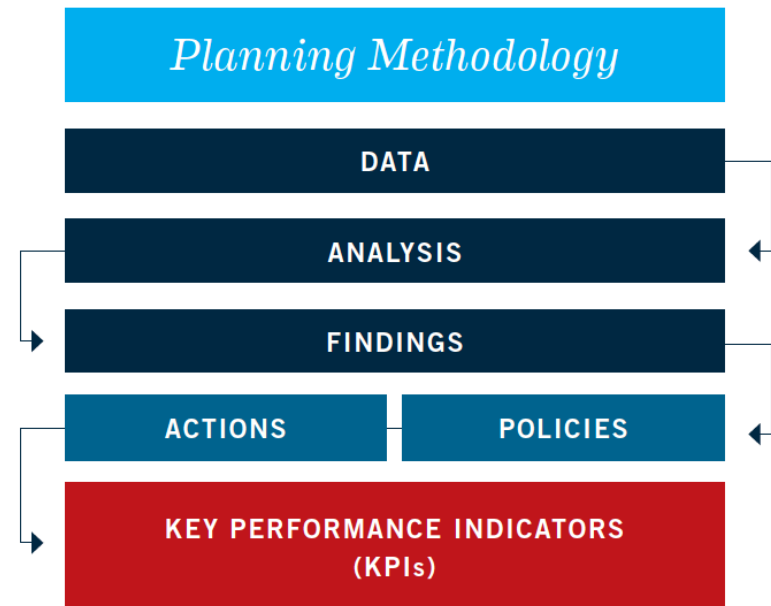
- Set direction for the organization and provide guidance for resource allocation
- As with 2017 plan, based on data-driven analyses of markets, facilities, finances and economic impacts.



Strategic Plan Update // *Process*

Key Findings Include

- Economic Impacts of the Port
- Cargo Market Assessment
- Capital Facility Capacities and improvements
- Capacity to fund operations and CAPEX



Strategic Plan Update // *Process*

Process included six public board workshops and meetings

- November 10, 2022
 - Economic Impact Workshop
- February 9, 2023
 - Cargo & Market Assessment Workshop
- March 9, 2023
 - Development Finance & DEI Strategy
- April 13, 2022
 - Facilities Assessment & Climate Action Plan Strategy Workshop
- May 11, 2023
 - Stakeholders Feedback Recap and Overarching Goals Development
- August 8, 2023
 - Board Retreat

Key Findings

Economic Impacts

Executive Summary: Economic Impact

The Port of Cleveland consists of two public terminals handling containers, break bulk, iron ore, limestone, and cement, steel, general cargo, project cargo and liquid bulk. Additionally, there are private terminals operating on the Cuyahoga River, from the confluence with the Old River to the Denison Avenue Bridge. These private terminals handle commodities including sand and aggregates, limestone, coal and coke, salt, slag, cement, and petroleum products. In total, these terminals handled approximately 13.6 million tons of cargo in 2021.

This study focuses on impacts generated during calendar year 2021, which uses the latest data available from the Cleveland Cuyahoga County Port Authority (CCCPA) and private terminal operators. Impacts are estimated in terms of jobs, personal earnings, business revenue, and state and local taxes. In addition to the baseline impact estimates, computer models specific to each terminal operation have been prepared that can be used in evaluating the sensitivity of impacts to changes in tonnage, labor productivity, labor work rules, commodity mix, inland origins/destinations of commodities and vessel size.



Economic Impacts of the Cleveland Harbor 2021 Cargo Activity

22,368 jobs supported
by maritime activity

- Direct Jobs: 4,316
- Induced Jobs: 4,551
- Indirect Jobs: 7,131
- Related Users: 6,370

**\$4.7 billion of total
economic value**
supported in the region

- \$691.5 million revenue to businesses supplying cargo and vessel handling services
- \$1.3 billion revenue from Port dependent tenants
- \$684.6 million of re-spending of direct income and local consumption
- \$2 billion of related business revenue with Port users

**\$1.8 billion total
personal income**
and local consumption

- Direct: \$292 million
- Re-spending/Local Consumption: \$684.6 million
- Indirect: \$433 million
- Related Users: \$402.8 million

\$240.3 million
of state and local taxes

- Direct, Induced and Indirect: \$186.9 million
- Related Users: \$53.4 million

Key Findings // *Economic Impact*

*Growth in impact since last economic impact study. **

+2,095

Total Additional Jobs
(Direct, Indirect, Induced, Related)

+\$1.1B

Annual Increase in
Business Revenue

+ \$2.6B

Annual Increase in
Total Personal Income

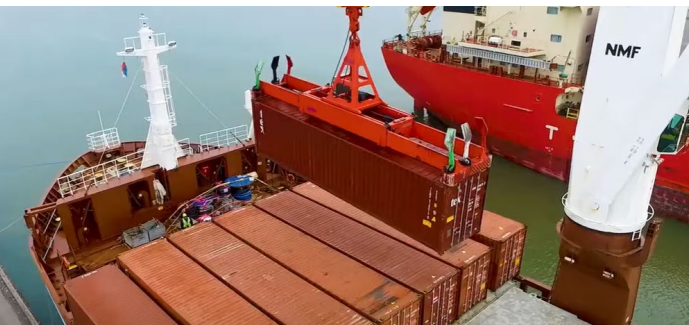
+ \$100.2M

Annual Increase in
State & Local Tax Receipts

* Figures represent growth over 2016 base year of the last Economic Impact study.

Legacy commodities require investment and protection

- Steel mill depends on efficient, reliable and uninterrupted iron ore delivery
- Iron Ore is the largest bulk commodity cargo for the Port
- Steel is the largest general cargo for the Port



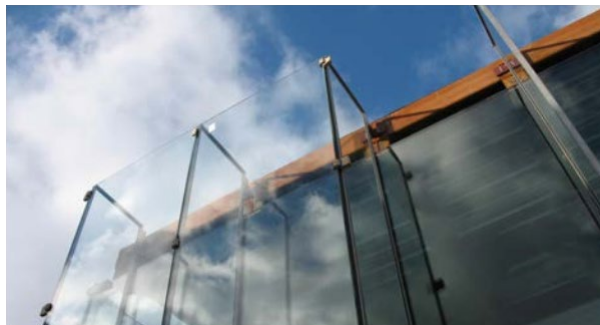
Containerized Cargo, Project Cargo and the Cruise Business offer the greatest potential for growth and jobs impact.

Key Findings // *Development Finance*

The Port's Development Finance line of business is a potent economic development tool for the region

\$5.3 billion secured for 164 projects dating back to 1993

- 69% of projects located in Cleveland, almost all others in Cuyahoga County
- Fee income exceeds \$39 million
- MBE / FBE participation 30% of qualified contracts equaling \$801 million
- since inception Bond fund rating upgraded to S&P A-/stable



Key Findings

*Cargo Market Assessment
& Facilities Assessment*

Cargo Market Assessment

Historically, the Great Lakes cargo market has been driven by the demand for bulk commodities that are typically tied to a single local producer or user such as a mine, farm, manufacturing, or utility plant, essentially creating a “captive” supply chain. This includes both raw materials such as iron ore, coal, limestone used in manufacturing, as well as finished and semi-finished outbound products such as steel and grain. These industries, typically dealing in dry and liquid bulk materials, have taken advantage of the economies of scale that can be achieved by using large waterborne shipments in order to compete in their respective markets. These markets tend to be non-dynamic growth markets and are often driven by domestic and international economic conditions.



Cargo Market Assessment

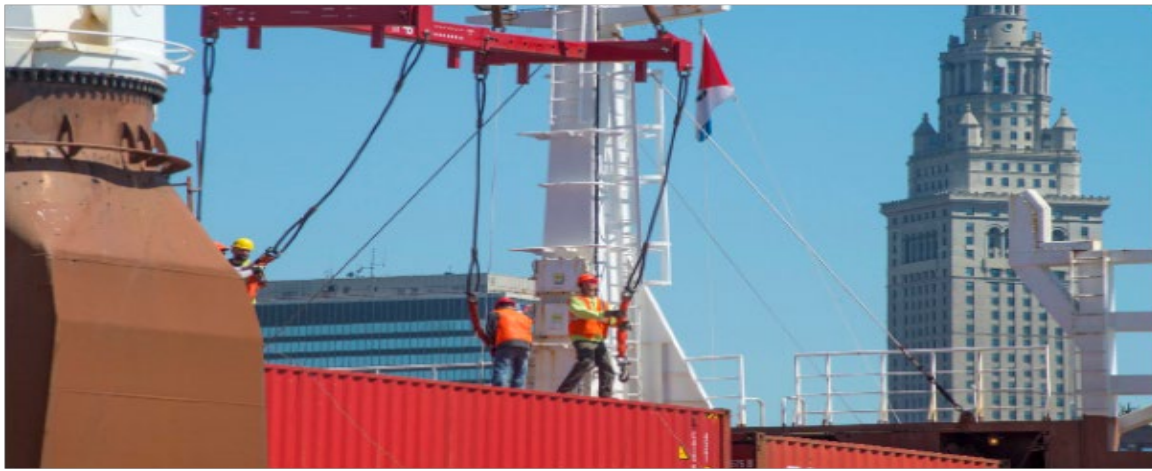
Conversely, the Great Lakes ports have been at a disadvantage to compete for discretionary cargoes – those that are subject to competition which is influenced by transportation costs and transit time – due to the seasonality and vessel-size limitations of the St. Lawrence Seaway. For example, general cargo commodities such as steel, that historically moved via break bulk carriers via Great Lakes ports, have continually shifted to coastal ports in favor of more competitive costs, transit times and levels of service.

From 2000 through 2020, the total Great Lakes tonnage has declined by 45.7% since 2000, with sharp decline occurring as a result of global recession in 2008-2009 period. Furthermore, since 2010, tonnage has declined at -2.3% annually through 2020. Great Lakes ports were particularly impacted heavily by the recession in 2009, which impacted the production of the U.S. steel industry, hence impacting the demand for iron ore. The continual decline has mainly been attributed to the loss of coal shipments as many coal-fired power plants and mills shutter or convert over to alternative fuel sources. It should be noted that declines in 2020 volumes are further exacerbated due to the negative effects of COVID-19 on supply chain and related consuming industries.

Cargo Market Assessment

Challenging conditions require targeted actions

- Great Lakes / St. Lawrence Seaway (GL/SLS) routing has lost market share and seen tonnage declines since 2010 by 2.3% annually through 2020
Non-market barriers to entry and costs hinder growth of trade on Great Lakes / St. Lawrence Seaway system
- Bulk cargo volumes recovered from COVID-19 slow downs and steel mill capacity issues.
Growth opportunities limited.
- Projected Cruise ships growth in Cleveland represent maritime-based tourism growth opportunity for Cleveland
- Export containerized cargo presents opportunities for growth



Executive Summary // *Cargo Market Assessment*

Facility assessment indicates ample capacity at all marine facilities even with high forecasted growth

Terminal <i>Cargo Type</i>	2021 Volumes <i>Tons</i>	Future Forecast <i>Low/Base</i>	Future Forecast <i>High</i>	Capacity
Cleveland Bulk Terminal	6,516,840	5,250,434	6,516,840	6,944,000
Cement Terminal	93,700	77,400	109,000	240,000
General Cargo Docks 24-28A	401,000	424,000	592,000	2,500,000
CEE Dock 20-22 Containers / General Cargo	4800 TEU	5200 TEU	19800 TEU	50,000 TEU
Palm Oil		150,000	200,000	225,000

Key Findings

Capital Facilities Capacities & Improvement

Key Findings // *Facility Assessment*

Capital expenditures to maintain and improve asset base:

2023-2027 Capital Projects for Port Facilities - \$69.3 M Total

MAJOR PROJECTS

COST

1) CBT – Site Entrance & Security Upgrades	\$1.2 M
2) GCT – Cargo Processing & Fiber Connectivity	\$3.1 M
3) GCT – Terminal Electrification & Warehouse A Master Modification Project	\$35.4 M
4) GCT – Dock 20N Cargo Diversification Project	\$4.4 M
5) GCT – United States Customs & Border Protection Administrative & Cargo Processing Facility	\$4.4 M
6) SPMF – Access Road Improvement & Airport Isolation Project	\$1.8 M
7) CBT – Historic Ore Tunnel Modernization & Cargo Diversification Upgrades	\$6.0 M
8) GCT – Electrification Heavy Lift Mobile Harbor Crane & Docks 22-26W Electrification	\$13.0 M

Key Findings

Financial Capacity to fund operations and capital improvements



Forecasting model indicates capacity to fund operations and CAPEX from 2023 to 2027

- Assumes tax levy remains same
- Funds capital improvement plan
- Operating results stable for the period with continued operating self-sufficiency including depreciation
- Net position improves by \$20 million over the period

Key Findings

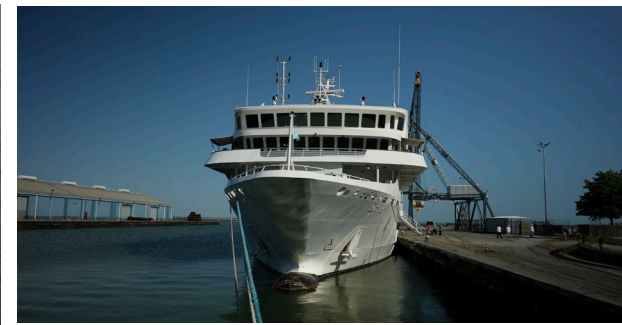
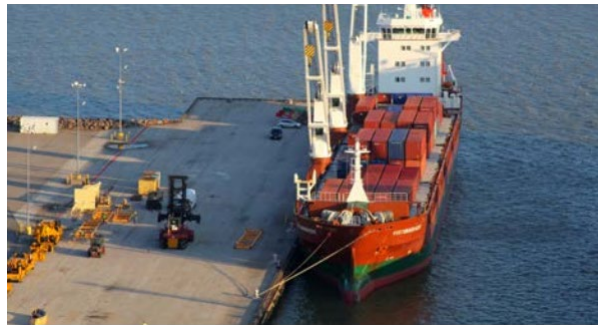
Financial Assessment

Key Findings

Financial Assessment

Port Financial Results 2017-2021

- Net operating income, before depreciation, for the period averaged **\$2.7M annually**
- Port operations substantially self-sufficient after depreciation
- Tax levy as a percent of Port revenues remained steady at **31%**
- All levy proceeds used for capital or held in reserve
- Capital grants increased from **\$154,000 in 2017 to \$8.5M in 2021**
- Net position improved by **\$26.2 M over the period to \$93.6M**. Cash reserves remained stable



Port Maritime Facilities Development Plan

Briefing

Briefing II *Maritime Facilities Development Plan*

This Strategic Plan is a policy plan that focuses on the port's long-term goals and assessments including investments, future growth, and attracting and retaining customers, in a socially responsible manner. In addition, under the Ohio Revised Code Sections 4582.07 and 4582.08 the Port is required to develop a Maritime Facilities Development Plan to address future development, construction, and improvement of the maritime facilities of the Port authority. The Port has fulfilled this requirement and the 'Port of Cleveland Maritime Facilities Development Plan' is included as an appendix to this Strategic Plan.



Strategic Plan Update For 2023-2027

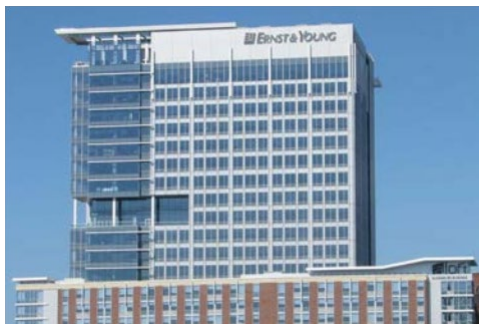
Plan Update Structure

Actions and Key Performance Indicators (KPIs)

Plan Update Structure

Based on the data, analysis and key findings, management proposes updated policies, actions and key performance indicators (KPIs) organized around:

- 1 Maritime Line of Business (LOB) including general and bulk cargo terminals and river sediment operations
- 2 Development Finance & Real Estate LOB
- 3 Community and Environmental Assets and Programs
- 4 Port Administration



Maritime Business

Maintain and grow select maritime market segments with effective business development and asset management. Safeguard uninterrupted flow of raw materials to protect and retain the industrial job base of Cleveland.



ACTIONS

- **Continue to promote and grow the container services, general cargo services, bulk commodities services and the cruise business.**
- Target diverse containerized cargo currently not being served by the Port.
- Market the services more effectively with shippers & logistic service providers
- Reduce operating cost and improve productivity of Cleveland terminal operations

KPIs Over the next 5 Years

- *Achieve 5% to 10% TEU growth*
- *Increase general cargo volumes by 15%.*
- *Increase bulk cargo throughput tonnage by 20%*
- *Increase Bulk Liquid business 25%.*
- *Pursue new business opportunities in alternative energy sources.*
- *Pursue project cargo opportunities that leverage forecasted manufacturing growth in Ohio.*

Maritime Business

Lead Critical Renewal Initiatives for Harbor System Infrastructure

ACTIONS

- Continue programs and projects to ensure unimpeded navigation of ship channel.
- Manage dredged sediments with CDF disposal, beneficial re-use and bed load interception.
- Align and integrate infrastructure projects with Climate Action Plan strategies

KPIs OVER THE 5 YEARS

Irishtown Bend

- Manage implementation of Stabilization and Rehabilitation construction.
- Transition the site to third-party partners to implement park development.

Cleveland Harbor Eastern Embayment and Resiliency Planning Study (CHEERS)

- Successfully complete design and permitting of the in-water structures.
- Identify funding sources to begin construction.
- Secure necessary agreements with USACE to ensure CHEERS is a viable option for dredge placement.

Maritime Business



ACTIONS

- Identify partnerships to expand educational opportunities
- Make enhancements to the existing entrance.
- Work towards combatting invasive species.
- Update and implementation of the natural resource plan.

KPIs OVER THE NEXT 5 YEARS

- *Execute tipping fee agreement with USACE*
- *Fully fund through third party sources and rebuild Irishtown Bend bulkheads*
- *Irishtown Bend construction completion, close out and transition to third-party partners by 2026*

Maritime Business

Partner to reform policies limiting Great Lakes / St. Lawrence Seaway Navigation System Growth

ACTION

- Participate in a binational coalition of key stakeholders to craft policy reform package and drive implementation
- Reduce barriers to entry; costs and inefficiencies of system

KPIs

- *Seaway season extended materially*
- *GL/SLS cost for carriers reduced*
- *Incentives for GL/SLS use*
- *Streamlined and more unified management of the GL/SLS*

Development Finance Program Business



- Target the Development Finance Program to Serve More Communities and Organizations
- Continue to spur growth and development in the region as the primary public issuer of project revenue bonds.
- Pursue new market segments including energy, telecomm, healthcare tech, municipal facilities, and Climate Action friendly projects.

ACTIONS

- Work with Cuyahoga County and other partners on PACE issuances
- Market to Mayors & Managers Association to promote the DFP offering.
- Work to improve M/FBE representation in DFP transactions.
- Maintain the Community Investment Fund.
- Partner with other regional finance authorities to spur DFP growth
- Review various alternative policies to achieve greater participation in regional and statewide financing opportunities

Development Finance Program Business

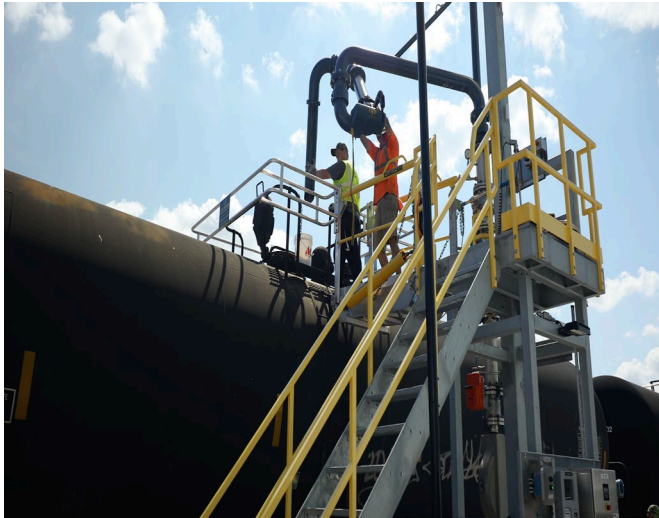


KPIs over the next 5 years

- *Maintain or improve the current A- Bond Fund Rating*
- *Provide 15% of total port revenue through financing fees*
- Exceed \$750 million in issuances or 15 deals
- Allocate 10% of the closing fees to fund the CIF
- Achieve and maintain an annual minimum of 12 active Bond Fund deals on the books.
- Pursue partnering opportunities with the 5 development finance authorities in Ohio
- Continue and improve the PACE/Energy market financing
- Conduct two “How To” seminars annually for local M/FBE entities
- Attend 50% of the Mayors & Managers Association meetings.

Port Administration

Diversity, Equity & Inclusion



The Port of Cleveland commits to doing outreach that can enhance knowledge of how to do business with the Port. Business opportunities, work demand and projects generated by the Port's lines of business have traditionally initiated a need and procurement for a variety of services, skills, expertise, and products. The Port of Cleveland wants its outreach to support all potential providers' readiness and effectiveness in pursuing and participating in procurement opportunities. The Port will promote participation from MBE/FBE, small and disadvantage companies in its outreach initiatives. The Port's outreach to potential providers will enhance probability of success in doing business either directly with the Port of Cleveland or other procurers within the Port's lines of business.

In the Port's expanded function of being a catalyst for economic development and job growth in Greater Cleveland and throughout Ohio, the Port of Cleveland is elevating its attentiveness and actions in its commitment to contributing to building inclusive environments in the communities where it works and engages. This commitment anchors the Port's expanded focus on doing outreach that assists in realizing increased diversity, equity, and inclusion results. Additionally, the Port continues to promote internal workforce diversity, in its inclusive personnel practices and equity in all benefits programs and employment related opportunities.

KPIs over the next 5 years

- *Maintain having the Port staff reflect the diversity demographics of Cuyahoga County. Look for opportunity to increase inclusion.*
- *Maintain a diverse workforce. Currently the Port staff is 67% diverse. Of the 18 total employees 8 are women and 4 are minorities.*
- *Monitor each line of business for implementation of diversity inclusion principles, activities and progress.*

Port Administration Community & Environmental Assets & Programs



- Improve Port financial results in order to better meet the needs of users, enhance competitiveness and reserve levy proceeds for capital investment and community projects
- Adhere to our core values and engage effectively and transparently with the public
- Continue to create a work environment that attracts and retains the best talent
- To ensure vertical and horizontal integration of Climate Action, DEI principles, financial stability and overall efficiency of the organization

KPIs over the next 5 years

- *Improve financial indicators by 15%*
- *Grow revenues and control expenses to maintain cash and improve net position by 20% over the period while funding CAPEX needs.*
- *Continue to maintain and improve the diversity of the Port staff.*
- *Extend outreach to M/FBE companies and organizations to educate on how to do business with the Port to expand the Port's contributions to diversity, equity and inclusion results*
- *Develop a Climate Action Plan that enables the Port to get to net zero emissions by 2050*

Port Administration

Community & Environmental Assets & Programs

- **Further pursue connecting people and nature on the waterfront by enhancing place-making to benefit the citizens of the region**
- **Continue outreach to underserved communities and citizens who traditionally have been access challenged to engage in nature and waterfront activities.**
- **Advance commitment to a dynamic urban core that balances working and recreating on Cleveland's waterfronts**
- **Continue efforts to improve the environmental health of the Cuyahoga watershed and estuary, protect water quality**

ACTIONS

- Continue to promote, support the operation and the management of the Cleveland Lakefront Nature Preserve
- Play a leadership role in the environmental health of the Cuyahoga River & Estuary
- Seek more opportunities to connect the public with the Lakefront
- Work with Cruise line operators and other partners to establish Cleveland as the preferred port-of-call for cruise ships on the Great Lakes

KPIs Over the next 5 Years

- *Promote and monitor increase in overall visitors to Nature Preserve*
- *Target schools in underserved communities for guided tours and exposure to nature preserve and waterfront activities.*
- *Eliminate beneficial use impairments to achieve delisting the Cuyahoga River as an Area of Concern*
- *Collaborate with partners to facilitate connections to achieve access to both the riverfront and lakefront enabling multiuse trail connections to downtown.*
- *Partner with a Visitors & Tourism entity to engage local small businesses, M/BEFBs and artists to implement the Cleveland Arrival Experience initiative*

Appendix Sections

- Workshop 1: Strategic Plan development process Kick-off and introduction
- Workshop 2: Cargo and Market Analysis
- Workshop 3: Diversity, Equity and Inclusion
- Workshop 4: Facilities Analysis of Cleveland Harbor
- Workshop 5: Public Outreach Survey
 - Stakeholder Feedback
 - Overarching Goals
- Recommendation for Board Approval
- The Local and Regional Economic Impacts of the Cleveland Harbor, developed by Martin Associates
- Port of Cleveland Cargo Market Assessment, developed by Martin Associates
- Port of Cleveland Maritime Facilities Development Plan
- Public Outreach Survey



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