

11

Economic Development



11.1 Introduction

Lake County was once touted as having “The Best Location in the Nation,” with close proximity to major markets in the Great Lakes region, the Northeast, and Southern Ontario. Today, in an era of free trade, low-cost international shipping, instant communication, and outsourcing, not to mention air conditioning, location near major cities and sources of raw material is less critical.

The economy of Lake County was once rooted in agriculture. In the mid-20th century, heavy industry became dominant. Today, information technology (IT) is the fastest growing sector of the national economy. Without an agglomeration of tech-related employers or a large base of skilled IT workers, Lake County cannot simply become a “Silicon Snowbelt.” It has to find its own niche, something it can do better than the rest of the country. Even then, the local economy must be diverse enough to provide opportunities to a broad range of residents, and prosper through recessions.

The Economic Development element identifies policies and strategies that will address the well being of Lake County – its communities, businesses and residents – in a local and regional economic context. It includes analysis of the local economy assessing its strengths and weaknesses in terms of the scope and character of the local employment base, the relationship between the local labor force and local opportunities for employment, and an assessment of current and future needs of the community.

To create an economic development strategy several data collection and analysis methods were used. These included an empirical review of historic economic trends, and participatory research involving the public and recognized experts to identify economic development issues.

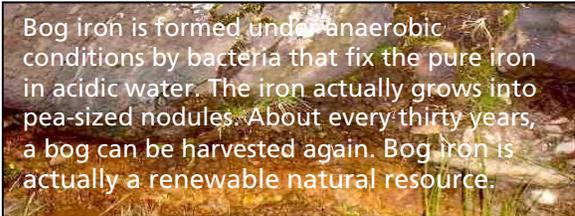
The intent of the Economic Development element is to increase the county’s employment and tax base, the diversity of business opportunities, retention/extension plans and the roll of the Perry Nuclear Power Plant’s impact on electric coast while ensuring the county’s economic sustainability and quality of life.

11.2 Background and Existing Conditions

History

A list of early industries in the Western Reserve may sound quaint to today's ears. However, they served the vital function of providing essential tools and creature comforts to early settlers, who were far removed from the mills and markets of New England and New York. The first gristmill and sawmill were constructed in 1800. The first distillery was set up in 1804, and more would follow, taking advantage of the large quantities of corn, rye and barley grown in the area. Early distilleries were akin to a mint; whiskey was used as barter to purchase such goods as corn and clothing, or commodities not grown or produced by area farmers. The first cloth-dressing and wool-carding mill was built in 1807. As the county continued to develop, potash, peppermint oil, lumber, furniture, wagons, and iron products were shipped to outside markets.

The early economy of the area that would become Lake County was based on the region's location as a port, and the natural resources that were once available in great abundance. Although the economy of early 1800s era Lake County was dominated by agriculture, manufacturing also played a role. Bog iron mining took place along the area's creek and river beds. Bog iron is formed under anaerobic conditions by bacteria that "fix" the pure iron in acidic water. The iron "grows" into pea-sized nodules that can be easily extracted. Bog iron is too impure to cast, but it was good for smithing into items such as pots and pans, tools and other implements serving the needs of early settlers and farmers. Blacksmiths built primitive smelters and smithies close to sources of bog iron. A plow foundry was established in 1821 in Kirtland Hills. By 1834, bog iron ore processing was the largest industry in the state, and more than 2,000 workers produced up to 1,500 tons of iron each year. Commercial bog iron extraction came to a halt in the 1850s, when the ore supply dwindled, and higher quality iron ore from Michigan's Upper Peninsula became available.



Bog iron is formed under anaerobic conditions by bacteria that fix the pure iron in acidic water. The iron actually grows into pea-sized nodules. About every thirty years, a bog can be harvested again. Bog iron is actually a renewable natural resource.

In present-day Madison Township the mouth of Arcola Creek was the site of a settlement named Ellensburgh, settled in 1797. Ellensburgh served as a port, but it was most noted for tall mast wooden ships built there. The first steamer built west of Buffalo was launched from Ellensburgh in 1825. As bog iron-based industry declined, so did the shipbuilding activity at Ellensburgh. The last ship built at the port was launched in 1863. The industrial area was abandoned, and little evidence of its existence remains today.

Even though shipbuilding and iron ore extraction became a thing of the past, industry continued to expand in Lake County. In 1853, Coe Manufacturing was founded in Painesville. Soon after, J.W. Penfield established a brick and tile factory. In 1885, brick kilns were built in Wickliffe.

Changing the face of industry in Lake County, Diamond Alkali built a large industrial plant in Painesville Township in 1912. Diamond Alkali changed its headquarters from Pittsburgh to Cleveland in 1948. In 1967 the company merged with Shamrock Oil and Gas of Amarillo, forming Diamond Shamrock. The Ohio Rubber Company was established in Willoughby in 1923. Lubrizol moved from Cleveland to Wickliffe in 1931. Industrial Rayon (now IRC Fibers/Louisiana Chemical) was established in Painesville Township in 1938.

The Cleveland area maintained its industrial passion through the Depression, and was not severely affected. World War II became a catalyst for a wide upswing in employment, and an increase in the presence of heavy industry in Lake County. The area along the Lake Erie shoreline from Fairport to Conneaut became industrialized with chemical manufacturers, and would come to be known as the

“Chemical Shore.” In 1954, durable goods production, such as machinery, primary metals, and transportation were at their peak. In the mid-1950s the Cleveland metropolitan area was ranked seventh in the nation for value added by manufacturing and third in the number of corporate headquarters.

During the 1950s through the 1970s, suburbanization of Lake County brought in an influx of people and new industry. One of the key elements to growth was the construction of I-90 and the Lakeland Freeway (OH 2), improving access for commuters and shippers. With aging facilities and little room to expand, many industries relocated from Cleveland to outlying suburbs, including communities in Lake County. The 1960 Comprehensive Plan anticipated an industrial boom, designating large portions of land near the Lake Erie shoreline, I-90 and the Lakeland Freeway for future industrial development. In the 1960s, Lake County’s leading industries included machinery, rubber, fabricated metals, chemicals and printing and publishing.

The industrial composition of Lake County has changed from a few large industries to many smaller businesses. In the 1970s through the 1990s, recession and consolidation spelled the end for IRC Fibers, National Screw and Machine, Towmotor, Lindsay Wire, W.S. Tyler, Ohio Rubber, Uniroyal, Royal

Table 11.1
New businesses
Lake County

<i>Year</i>	<i>Active businesses</i>	<i>New businesses</i>	<i>% new businesses</i>
1993	4827	599	12.41%
1994	5109	594	11.63%
1995	5208	644	12.37%
1996	5384	558	10.36%
1997	5235	545	10.41%
1998	5180	490	9.46%
1999	5283	518	9.81%
2000	5493	533	9.70%
2001	5473	545	9.96%
2002	5639	490	8.69%

(Ohio Department of Development / Office of Strategic Research)

Appliances, and Hubbel Industries. At its peak, 3,000 workers were employed at Diamond Shamrock (formerly Diamond Alkali) facilities in Fairport Harbor Village and Painesville Township; when it closed on 31 December 1976, 1,200 employees were affected. Gains in the service sector of the economy have been in step with national trends, and the City of Mentor has emerged as the sixth largest retail sales market in Ohio.

New business startups

Between 1993 and 2002, the number of new for-profit business startups in Lake County peaked in 1995, declining slowly since then. The number of new businesses as a percentage of all businesses has been declining, from 12.41% in 1993 to 8.69% in 2002. (Table 11.1)

The state Office of Strategic Research no longer calculates statistics regarding closed businesses, due to methodological difficulties.

Employment

Table 11.2
Full and part time employment 1995-2001

Lake County and Ohio

Year	Lake County employment		Ohio employment	
	Workers	% change	Workers	% change
1995	113,981	N/A	6,362,549	N/A
1996	116,315	2.0%	6,461,980	1.6%
1997	119,129	2.4%	6,572,783	1.7%
1998	120,880	1.5%	6,688,352	1.8%
1999	122,246	1.1%	6,764,968	1.1%
2000	124,304	1.7%	6,860,274	1.4%
2001	122,447	-1.5%	6,795,540	-0.9%
Change 1995-2001	8,466	7.4%	432,991	6.8%

(Ohio Department of Development / Office of Strategic Research)

Table 11.4
Manufacturing employment 1995-2001

Lake County and Ohio

Year	Lake County employment			Ohio employment	
	Manuf. workers	% of all workers	% change	Manuf. workers	% change
1995	28,134	24.7%	N/A	1,126,628	N/A
1996	28,812	24.8%	2.4%	1,121,000	-0.5%
1997	29,184	24.5%	1.3%	1,118,370	-0.2%
1998	29,064	24.0%	-0.4%	1,121,121	0.2%
1999	28,457	23.3%	-2.1%	1,113,021	-0.7%
2000	29,113	23.4%	2.3%	1,103,840	-0.8%
2001	26,509	21.6%	-8.9%	982,577	-11.0%
Change 1995-2001	-1,625	N/A	-5.8%	-144,051	12.8%

(Ohio Department of Development / Office of Strategic Research)

recession.

Lake County's unemployment rate had not gone above 6.5% since the Great Depression until 1980 when it reached 7.8% and peaked at 14.4 in 1983. The rate did not drop below 6.5% until 1988 when it declined to 6.0%. Another rise in unemployment was experienced between 1991 through 1995 when it went from 6.5 in 1991 to a high of 7.8 in 1992, with a return to 4.9 in 1995. Both of these areas correspond to national economic downturns. Table 11.4 shows a fairly stable unemployment rate with a small rise in 2003 and 2004 to 6.2% and 6.1% respectively.

Manufacturing

Since World War II, manufacturing has been the foundation of the Lake County economy. While manufacturing employment in Ohio decreased steadily from 1995, it fluctuated in Lake County; rising from 28,134 in 1995 to 29,113 in 2000, before dropping 8.9% in 2001. The sudden drop in employment

While Ohio experienced a 6.8% increase in employment between 1995 and 2001, the total number of people employed in Lake County rose by 7.4% during the same time. (Table 11.2) In 1998, employment growth was slightly behind the state average; in 2001, Lake County lost a higher percentage of jobs than the state as a whole.

Table 11.3
Unemployment 1997-2002

Lake County and Ohio

Year	Lake County		Ohio	
	Labor force	% unemployed	Labor force	% unemployed
1997	125,800	3.8%	5,712,600	4.6%
1998	129,200	3.5%	5,736,700	4.3%
1999	131,500	3.7%	5,780,700	4.3%
2000	129,200	3.4%	5,807,000	4.0%
2001	130,700	4.1%	5,825,600	4.4%
2002	131,100	5.1%	5,838,100	5.7%
2003	131,600	5.6%	5,860,000	6.2%
2004	131,500	5.4%	5,867,500	6.1%
2005	131,600	5.1%	5,895,200	5.6%
2006	132,700	4.8%	5,946,700	5.4%
2007	132,500	5.2%	5,976,500	5.6%

(Ohio Department of Development / Office of Strategic Research)

The unemployment rate in Lake County was slightly lower than the state average through the late 1990s, hovering at an annual rate of about 4%. It rose suddenly, from 4.2% in 2001 to 6.1% in 2002, higher than the state average of 5.7% for that year. The increase in unemployment corresponds with the start of the current

can be attributed to the closure of the Uniroyal facility in Painesville Township, and general cutbacks made by other employers at the onset of the dot-com bust.

The percentage of workers employed in manufacturing businesses in Lake County decreased 5.8% between 1995 and 2001, compared to a 12.8% decrease for the state. (Table 11.4)

Projections from the state Department of Development envision a decline in manufacturing employment in the future, to 23,900 workers in 2010, 22,800 in 2020, and 21,800 in 2040. According to the United States Census tally of county business patterns, businesses in Lake County employed 26,677 manufacturing workers in 2001. The bulk was employed in fabricated metal products manufacturing, machinery manufacturing, electronic product manufacturing, and electrical equipment manufacturing. (Table 11.5)

Table 11.5
Manufacturing employment patterns 2001
Lake County

Industry	Employees	Payroll	Establishments	Employment size class			
				1-19	20-99	100-499	500 and up
Food mfg	114	\$2,541,000	15	14	1	0	0
Beverage and tobacco product mfg	(A)	(D)	2	2	0	0	0
Textile mills	(A)	(D)	1	1	0	0	0
Textile product mills	13	\$313,000	5	5	0	0	0
Apparel mfg	19	\$376,000	5	5	0	0	0
Leather and allied product mfg	(A)	(D)	2	2	0	0	0
Wood product mfg	(B)	(D)	3	2	1	0	0
Paper mfg	(F)	(D)	5	0	3	1	1
Printing and related support activities	631	\$22,238,000	4	36	6	2	0
Petroleum and coal product mfg	(B)	(D)	6	6	0	0	0
Chemical mfg	1,085	\$70,850,000	20	7	11	2	0
Plastics and rubber products mfg	1,641	\$48,280,000	38	20	12	6	0
Nonmetallic mineral product mfg	642	\$28,548,000	29	22	6	1	0
Primary metal mfg	2,210	\$87,297,000	20	0	5	5	1
Fabricated metal product mfg	7,932	\$271,745,000	312	219	74	19	0
Machinery mfg	3,221	\$126,550,000	116	78	31	7	0
Computer and electronic product mfg	2,109	\$94,935,000	23	14	7	1	1
Electrical equip, appliance and component mfg	2,060	\$53,750,000	28	11	10	7	0
Transportation equip mfg	1,211	\$43,735,000	18	9	3	6	0
Furniture and related product mfg	123	\$4,074,000	15	13	2	0	0
Miscellaneous mfg	2584	\$126,867,000	51	35	8	7	1
Total	26677	\$1,039,287,000	758	510	180	64	5

(D) - Withheld to avoid disclosing data for individual companies
Employment-size classes are: (A) 0 to 19, (B) 20 to 99, (F) 500 to 999.
(US Census Bureau)

A look at the county's largest manufacturing-based employers reveals several distinct patterns. The bulk of manufacturing operations are located in the Lakeland Freeway / OH 2 corridor, from Wickliffe east to Painesville. Few manufacturers specialize in consumer products. There is a small agglomeration of manufacturers specializing in aircraft parts, medical equipment, and precision machinery. (Table 11.6)

Table 11.6
Largest manufacturing employers 2003

Lake County

Rank	Business name	Location	Employees	Specialty
1	Avery Dennison	Painesville	1,700	Self-adhesive products
2	ABB Automation	Wickliffe	1,200	Computer control systems, boiler controls, sensors
3	Lubrizol	Wickliffe	1,200	Organic chemical additives for fuels and lubricants
4	PCC Airfoils	Wickliffe	650	Investment castings, air frames, industrial gas turbine engines
5	Lincoln Electric	Mentor	500	Welding equipment and wires
6	Steris	Mentor	450	Medical sterilization systems
7	Tridelta Industries	Mentor	450	Foot, gas and air pressure switches
8	Parker Hannifin	Wickliffe	450	Hydraulic hose fittings
9	Royal Plastics	Mentor	400	Custom injection molded plastics, containers, caps
10	Avery Dennison	Painesville	400	Pressure-sensitive adhesive tapes
11	United Musical Instruments	Eastlake	325	Brass musical instruments
12	Bard Endoscopic Technologies	Mentor	300	Endoscopy products, feeding tubes, forceps
13	Royal Appliance Manufacturing	Mentor	300	Household vacuum cleaners
14	Wiseco Piston	Mentor	300	High-performance recreational vehicle pistons
15	Swagelok	Willoughby	285	Butterfly check, flow control, needle, and diaphragm valves
16	PCC Airfoils	Mentor	250	Airfoil investment castings
17	Worthington Precision Metals	Mentor	250	Precision machines automotive components
18	Deepwood Manufacturing	Willoughby	242	Subcontracted light assembly (non-profit / mentally retarded)
19	Metal Seal and Product	Willoughby	220	Screw machine products, centerless grinding, anodizing
20	Apsco	Perry	215	Printed circuit board assembly, wire harnesses
21	Universal Metal Products	Wickliffe	215	Clamps, small stampings
22	Concorde Castings	Eastlake	200	Aircraft alloy, precision castings, jet engine blades
23	Sawyer Research Products	Eastlake	200	Cultured quartz crystals
24	Cres	Mentor	200	Mobile food service equipment, ovens, sneeze guards
25	Lubrizol	Painesville	200	Chemical specialties
26	Wickliffe Manufacturing	Wickliffe	200	Household vacuum cleaners
27	Sterling Truck	Willoughby	190	Heavy and medium duty trucks
28	Deepwood Industries	Mentor	181	Subcontracted light assembly (non-profit / mentally retarded)
29	OSI Sealants	Mentor	180	Caulking compounds, glues, adhesives, sealants
30	Morton Salt	Painesville	178	Rock salt mining
31	Fluid Line Products	Willoughby	176	Hydraulic fittings, valves and manifolds
32	Component Repair Technologies	Mentor	175	Jet engine and turbo part repair services
33	Aviation Product Support	Mentor	170	Aircraft blade and case component repair services
34	Polychem Corporation	Mentor	160	Plastic strapping
35	Libra Industries	Mentor	159	Electronic assembly, wave soldering, test equipment
36	Swagelok	Willoughby Hills	158	Screw machine products, high pressure valve fittings
37	Eye Lighting International	Mentor	155	Industrial lamps, bulbs, specialty lighting
38	Mill-Rose	Mentor	150	Abrasives, carbon, wire, industrial and paint brushes
39	Mold Masters	Mentor	150	Airfoil investment castings, tooling, aircraft industry wax
40	Roll-Craft/Ardcor	Mentor	150	Cold roll forming machinery, tube roll formed tooling
41	Associated/Meritec	Painesville	150	Plastic injection molding, tools, dies, electronic stampings
42	Fairport Yachts	Painesville	150	Yachts and boating parts
43	Coe Manufacturing	Painesville	150	Machinery for forestry and lumber industries
44	Eckart America LLP	Painesville	150	Metallic colorants, inks, bronze and copper powders
45	GE Quartz	Willoughby	150	Quartz and ceramic products
46	Bud Industries	Willoughby	145	Electrical cabinetry and enclosures
47	Orbis	Mentor	140	Packaging products, flexible foam, display cases
48	SAS Rubber	Painesville	135	Injection molded rubber products
49	Lake Erie Design	Wickliffe	135	Ceramic cores and products
50	Curaustar Custom Packaging	Mentor	130	Folding paperboard cartons

There may be some discrepancies with Table 11.X (Manufacturing employment patterns 2001) because of a different source and survey time. (Harris Ohio Industrial Directory)

If offered, industry recruitment and incentive efforts should be concentrated in the skilled manufacturing sector, especially businesses related to aircraft parts, medical equipment, and precision machinery. These

businesses, which usually offer high salaries to their workers, may be attracted to a region like Lake County where there is an agglomeration of like manufacturers, and an available pool of skilled workers. Infrastructure improvements in the industrial corridor, including resurfacing and widening the Lakeland Freeway, upgrading intersections and expressway exits, improving connections on north-south routes with I-90, and grade separation of busy railroad crossings, will make the area more attractive to existing and future employers.

Agriculture and agribusiness

Details about agriculture and its contribution to the Lake County economy are explored in the Agriculture element.

Tourism

Lake County became a tourist destination as early as 1830, with the development of a succession of hotels on Little Mountain. The first hotel, The Little Mountain House, included an indoor bowling alley and an observation platform where guests could watch for boats on Lake Erie. In 1850, the Stocking House was built; it could accommodate over 200 guests. The Pinecrest Hotel, built in the late 1880s, boasted suites with attached baths, hot and cold running water, and an electronic bell system.

Before World War II, Lake County was a tourist destination for those seeking to escape the summer heat of inner city Cleveland, Youngstown and Pittsburgh. Cottage communities were developed along the shoreline, and small summer homes were built. Amusement parks, including Willoughbeach in Willoughby and Mentor Funland in Mentor-on-the-Lake, catered to day-trippers from nearby cities.

In 1941, the Stocking House was demolished; it was the last hotel on Little Mountain. After World War II, increased incomes and transportation options allowed the middle class to venture farther from home. Smaller amusement parks closed, and cottages were winterized and converted to year round living quarters. Rising lake levels and poorly placed breakwalls eroded beaches in much of Lake County.

Although Lake County is not a major tourist destination, there are still a variety of attractions enticing visitors – and their disposable incomes – from throughout the region. Lake County does not have any major intentional visitor destinations, such as amusement parks, race tracks, casinos or resorts. Most tourist attractions in the country are either historical sites or natural resources. The county's dominant historic sites include the Fairport Harbor Lighthouse museum, Kirtland Temple and Lawnfield (James A. Garfield National Historical Site). Natural resource attractions include the Holden Arboretum, the beach at Headlands State Park, Mentor Lagoons, Mentor Beach, Mentor Marsh, and boating and fishing on Lake Erie and the county's scenic rivers. Agri-tourism is limited, but Lake Farmpark, vineyard tours and restaurants, and retail nurseries are attractions to those from outside the county. (The Agriculture element discusses agri-tourism prospects in greater detail.) Rabbit Run Theater is a popular regional attraction, and the Debonne Vineyard also occasionally hosts live performances. Festivals and events attracting regional visitors include the Lake County Fair in Painesville Township, the Vintage Ohio wine festival in Kirtland, and Perchfest in Fairport Harbor.

Tourism receipts fall in the categories of transportation (such as water, air, ground, and service stations), retail (such as gift shops and general merchandise), eating and drinking places, lodging, and amusement/recreation (such as golf, museums, and parks).

Table 11.7
Tourism economic impact

Lake County

Year	Receipts (output)	Employment	Payroll	Tax revenue
1996	\$241,687,000	7,162	\$88,874,000	\$17,729,000
1998	\$261,639,000	7,497	\$96,350,000	\$19,241,000
2000				
2003				

(Lake County Visitor's Bureau)

(Numbers from Gilmer plan; get more recent figures from Visitor's Bureau)

Lake Erie Coastal Ohio has identified four major challenges facing tourism in the region.

- 1) *Highly seasonal.* Over-reliance on traditional "sun and surf" family tourism markets created a tourism economy that is highly seasonal and dependent on good summer weather.
- 2) *Increased competition.* The Internet has increased awareness of alternate destinations. Ohio spends less on marketing tourism than most states.
- 3) *Perception of Lake Erie.* The ecology of Lake Erie may have recovered from the pollution of the 1950s and 1960s, but the reputation of a dirty lake remains.
- 4) *Future health of Lake Erie.* Increased pressure from urbanizing watersheds, inappropriate development and nonpoint pollution sources threaten the long-term health of the Great Lakes.

Recommended actions that can be taken in response to the issues are:

- 1) *Diversify product offering.* Identify and create year-long tourism markets.
- 2) *Increase advertising dollars and reach.*
- 3) *Create positive messages about Lake Erie.*
- 4) *Protect and enhance the region's unique sense of place.* Sense of place is most evident in communities that have embraced their heritage.

Community festivals, such as Party in the Park in Painesville and Festival on the Lagoons in Mentor, draw very little traffic from beyond their communities. Festival organizers can gain more attention, and possibly visitors from outside the community, by studying successful festivals in other areas, and adopting unique themes.

The Cleveland Convention and Visitors Bureau and the Lake County Visitors Bureau now market their attractions separately. Tourism offerings in Cleveland, such as the Rock and Roll Hall of Fame, professional sports teams, Brook Park Zoo, the Cleveland Museum of Art, and other cultural offerings in downtown and the University Circle area, don't compete directly with the natural attractions of Lake County. The county can take advantage of the growth in tourism in Cleveland by working more closely with visitor bureaus in the surrounding area, to help market the entire region.

Retail development

In Lake County, 14,680 were employed in the retail sector in 2000, with total wages of \$303,687,000. The number employed in the retail sector dropped slightly to 14,591 in 2001, with wages of \$306,651,000.

The retail sector is a major focal point of many Lake County communities. Being the most visible land use, its physical configuration and condition are critical in projecting a city's image. The economic health of a city is often associated with the ability of its business districts to thrive and remain prosperous. Retail stores also serve the important function of maintaining the social character of a community by creating a sense of place where residents can satisfy their consumer needs and encounter other neighborhood residents. This so-called "marketplace" function is critically important to community vitality.

The dynamic nature of retailing in Northeast Ohio is evidenced by frequent announcements of store closings, new construction, and concerns about the impact of both. Although retail development projects are generated by the private sector, public officials are often requested to provide assistance in the form of rezoning, transportation and infrastructure enhancements, or financial assistance such as tax abatement.

The changing nature of the retail industry is having profound implications on the land use patterns of Lake County. Older communities are experiencing under-utilization and vacancies in storefronts along major retail corridors, resulting in loss of local retail services, decreasing tax revenues and suburban blight. At the same time, newer suburban and outlying areas continue to encounter retail development which has often led to increased traffic congestion, the need for costly infrastructure improvements, and degradation of land, air and water quality.

As a result of these concerns, the Lake County Planning Commission, in conjunction with other county planning agencies, prepared an inventory of local retail patterns for the region's metropolitan transportation planning organization, the Northeast Ohio Areawide Coordinating Agency (NOACA).

In 2000, there was 18.31 square feet of retail space per Lake County resident for supermarkets, drug stores, and other day-to-day convenience goods. (Table 11.8) Communities with a relatively low amount of day-to-day retail uses either have little or no land available or zoned to accommodate such uses, or no infrastructure available to serve them.

Relatively speaking

A mass of numbers listing square footage may seem meaningless, unless there is a point of reference that can be easily related to.

1,200 ²	typical 1950s-era single-family house in western Lake County
1,500 ²	Chinese carry-out restaurant, chain coffeehouse (Starbucks, Caribou)
2,400 ²	typical new single-family house in Lake County
3,000 ²	fast food restaurant, convenience store
5,000 ²	large new single-family house in Concord Township, sit-down chain restaurant (Applebee's, TGI Friday's)
11,000 ²	very large single-family house in Waite Hill, large chain drugstore (CVS, Walgreens, Rite Aid)
20,000 ²	big box pet supply store (PetSmart, Petco), office supply store (Staples, Office Max)
30,000 ²	big box bookstore (Barnes and Noble, Borders)
45,000 ²	small supermarket, home outfitting store (Bed Bath and Beyond)
57,600 ²	NFL standard football field
60,000 ²	big box sporting goods store (Dick's, Galyan's)
80,000 ²	large supermarket
100,000 ²	big box discount department store (Wal-Mart, Target)
150,000 ²	big box home improvement store (Home Depot, Lowe's)
220,000 ²	hypermarket (Wal-Mart Supercenter, Target Superstore)
700,000 ²	small shopping mall
1,250,000 ²	Great Lakes Mall

Table 11.8
Retail space 2000 – food and other consumable products
 Lake County communities

<i>Community</i>	<i>Supermarkets</i>	<i>Other food</i>	<i>Food service</i>	<i>Drugs</i>	<i>Other convenience goods</i>	<i>Total square feet</i>	<i>Square feet/resident</i>
Concord Township	0	13,290	56,500	8,600	8100	86,490	5.66
Eastlake	70,300	32,678	112,319	12,672	195,929	423,898	20.93
Fairport Harbor	0	11,035	20,236	0	12,264	43,535	13.69
Grand River Village	0	2,800	23,356	0	0	26,156	75.81
Kirtland	0	9,114	16,839	400	41,556	67,909	10.18
Kirtland Hills Village	0	0	0	0	0	0	0.00
Leroy Township	0	4,678	7,267	0	0	11,945	3.83
Lakeline Village	0	0	0	0	0	0	0.00
Madison Township	44,300	7,902	108,035	19,482	72,554	252,273	16.28
Madison Village	0	16,898	26,622	0	7,941	51,461	17.62
Mentor-on-the-Lake	62,506	9,668	36,642	8,960	10,342	128,118	15.76
Mentor	137,775	163,295	386,374	77,396	672,757	1,437,597	28.59
North Perry Village	0	600	2,256	0	0	2,856	3.41
Painesville	0	45,066	67,430	18,462	90,725	221,683	12.67
Painesville Township	115,556	16,390	91,334	18,320	64,892	306,492	20.38
Perry Village	0	3,575	2,430	0	10,357	16,362	13.69
Perry Township	18,716	7,280	6,342	0	29,369	61,707	9.92
Timberlake Village	0	0	0	0	0	0	0.00
Waite Hill Village	0	0	0	0	0	0	0.00
Willoughby Hills	900	16,370	73,318	11,900	67,534	170,022	12.61
Wickliffe	0	26,525	85,444	22,315	16,613	150,897	11.19
Willowick	58,600	52,983	127,352	33,471	48,671	321,077	22.36
Willoughby	36,543	41,675	174,881	77,937	144,295	475,331	21.01
Total	545,196	481,822	1,424,977	309,915	1,493,899	4,255,809	18.31

(Lake County Retail Survey)

There was 19.44 square feet of retail space per Lake County resident in 2000 for shopping goods; department stores, electronics stores, furniture, and other durable products. (Table 11.9) Retail space devoted to such uses is concentrated in Mentor, which has about 2,400,000 square feet – about 55 acres under roof – or 47.61 square feet of retail space per city resident. Eastlake, Willoughby, Willoughby Hills and Eastlake all have between 300,000 and 400,000 square feet of retail space devoted to shopping goods.

Table 11.9
Retail space 2000 – shopping goods and durable consumer products

Lake County communities

<i>Community</i>	<i>Department stores</i>	<i>Other general merchandise</i>	<i>Clothing and shoes</i>	<i>Other shopping goods</i>	<i>Furniture</i>	<i>Total square feet</i>	<i>Square feet/resident</i>
Concord Township	0	0	0	75,400	0	75,400	4.93
Eastlake	0	238,809	13,916	26,919	69,304	348,948	17.23
Fairport Harbor	0	0	2,668	0	3,000	5,668	1.78
Grand River Village	0	0	0	2,500	0	2,500	7.25
Kirtland	0	0	0	16,420	8,158	24,578	3.68
Kirtland Hills Village	0	0	0	0	0	0	0.00
Leroy Township	0	0	0	0	0	0	0.00
Lakeline Village	0	0	0	0	0	0	0.00
Madison Township	19,105	81,941	6,690	18,732	35,456	161,924	10.45
Madison Village	0	1,000	750	7,594	954	10,298	3.53
Mentor-on-the-Lake	0	0	0	10,393	0	10,393	1.28
Mentor	1,043,856	198,031	334,146	254,492	563,003	2,393,528	47.61
North Perry Village	0	0	0	1,120	0	1,120	1.34
Painesville	0	29,702	3,600	16,438	50,361	100,101	5.72
Painesville Township	0	39,324	6,580	53,320	36,912	136,136	9.05
Perry Village	0	0	0	5,546	0	5,546	4.64
Perry Township	0	0	0	5,337	7,200	12,537	2.02
Timberlake Village	0	0	0	0	0	0	0.00
Waite Hill Village	0	0	0	0	0	0	0.00
Willoughby Hills	400	189,392	1,000	201,100	0	391,892	29.06
Wickliffe	0	12,315	3,370	48,426	30,112	94,223	6.99
Willowick	82,000	74,000	19,906	83,655	65,461	325,022	22.63
Willoughby	0	131,385	34,885	64,663	188,226	419,159	18.53
Total	1,145,361	995,899	427,511	892,055	1,058,147	4,518,973	19.44

(Lake County Retail Survey)

In 2000, there was 7.52 square feet of space for every Lake County resident devoted to vehicle related uses; auto sales, mechanics, body shops, gas stations, and related uses. (Table 11.10) Painesville Township and Wickliffe have much more space per resident devoted to vehicle-related uses than other communities.

Vehicle-related uses are well distributed through the county, but concentrations of small used car dealerships and repair shops may form in commercially zoned areas without municipal sewer service. Concentration of small “mom and pop” vehicle-related uses in one area can cause visual blight, and deter other retail uses from locating in the area when utilities are finally provided.

Table 11.10
Retail space 2000 – motor vehicle related uses
 Lake County communities

<i>Community</i>	<i>New auto sales</i>	<i>Used auto sales</i>	<i>Auto parts sales</i>	<i>Auto repair</i>	<i>Gas stations</i>	<i>Total square feet</i>	<i>Square feet/resident</i>
Concord Township	1250	0	8639	26880	3959	40728	2.67
Eastlake	14700	31018	40120	75730	11243	172811	8.53
Fairport Harbor	0	0	0	6218	0	6218	1.96
Grand River Village	0	0	0	0	0	0	0.00
Kirtland	1230	1344	0	19793	3366	25733	3.86
Kirtland Hills Village	0	0	0	0	0	0	0.00
Leroy Township	0	0	0	0	1195	1195	0.38
Lakeline Village	0	0	0	0	0	0	0.00
Madison Township	22670	14136	24216	7292	17838	86152	5.56
Madison Village	0	0	8750	2300	4925	15975	5.47
Mentor-on-the-Lake	6600	0	7828	3176	1192	18796	2.31
Mentor	268509	5378	48645	64312	41257	428101	8.51
North Perry Village	0	1200	0	1500	1296	3996	4.77
Painesville	28319	0	31043	24266	3989	87617	5.01
Painesville Township	86059	64750	23410	50750	7243	232212	15.44
Perry Village	0	0	0	1500	0	1500	1.26
Perry Township	3800	4751	1600	11820	4368	26339	4.23
Timberlake Village	0	0	0	0	0	0	0.00
Waite Hill Village	0	0	0	0	0	0	0.00
Willoughby Hills	59471	0	8400	3429	4481	75781	5.62
Wickliffe	69154	33120	0	101737	30586	234597	17.40
Willowick	0	3515	11700	26875	12419	54509	3.80
Willoughby	130534	0	11070	61979	32013	235596	10.41
Total	692,296	159,212	225,421	489,557	181,370	1,747,856	7.52

(Lake County Retail Survey)

Indoor recreation uses occupied four square feet of space per Lake County in 2000. (Table 11.11) There was 211,532 square feet of indoor recreation space in Wickliffe, but only 94,223 square feet devoted to shopping goods retailers, and 150,897 square feet for grocery and drug stores and other convenience retailers. An abundance of bowling alleys, banquet halls, and ethnic social clubs in Wickliffe account for the relatively large amount of space in that city; 15.69 square feet per city resident.

Table 11.11
Retail space 2000 – indoor recreation

Lake County communities

<i>Community</i>	<i>Enclosed amuse-ments</i>	<i>Social halls</i>	<i>Total square feet</i>	<i>Square feet / resident</i>
Concord Township	5,400	0	5,400	0.35
Eastlake	82,718	16,400	99,118	4.89
Fairport Harbor	0	4,664	4,664	1.47
Grand River Village	0	0	0	0.00
Kirtland	0	20,400	20,400	3.06
Kirtland Hills Village	0	0	0	0.00
Leroy Township	0	0	0	0.00
Lakeline Village	0	0	0	0.00
Madison Township	13,511	3,800	17,311	1.12
Madison Village	0	4,138	4,138	1.42
Mentor-on-the-Lake	15,742	4,160	19,902	2.45
Mentor	178,347	104,800	283,147	5.63
North Perry Village	0	0	0	0.00
Painesville	16,447	5,616	22,063	1.26
Painesville Township	21,197	3,720	24,917	1.66
Perry Village	0	0	0	0.00
Perry Township	0	0	0	0.00
Timberlake Village	0	0	0	0.00
Waite Hill Village	0	0	0	0.00
Willoughby Hills	37,345	14,754	52,099	3.86
Wickliffe	175,797	35,735	211,532	15.69
Willowick	16,305	3,604	19,909	1.39
Willoughby	144,550		144,550	6.39
Total	707,359	221,791	929,150	4.00

(Lake County Retail Survey)

Miscellaneous uses include lodging, funeral homes, animal hospitals, business services, and other uses that can't be classified as office or retail uses. Lake County had 1,476,388 square feet of space devoted to miscellaneous uses in 2000, or 6.35 square feet per resident. (Table 11.12) A small cluster of hotels and motels at the I-90/Mentor Avenue exit gave Wickliffe a relatively large amount of space devoted to miscellaneous uses; 356,514 square feet, or 26.44 square feet per city resident.

Table 11.12
Retail space 2000 – miscellaneous uses

Lake County communities

Community	Lodging	Funeral homes	Animal hospitals	Training schools	Business services	Unidentified	Total square feet	Square feet/resident
Concord Township	899	0	2,800	2,040	0	6,379	12,118	0.79
Eastlake	46,420	13,828	1,500	0	21,550	35,382	118,680	5.86
Fairport Harbor	0	3,845	0	5,235	0	4,675	13,755	4.33
Grand River Village	0	0	0	1,400	2,772	3,660	7,832	22.70
Kirtland	0	0	2,250	1,640	0	33,288	37,178	5.57
Kirtland Hills Village	0	0	0	0	0	0	0	0.00
Leroy Township	0	0	0	0	0	1,860	1,860	0.60
Lakeline Village	0	0	0	0	0	0	0	0.00
Madison Township	4,748	3,548	936	0	962	6,906	17,100	1.10
Madison Village	0	4,762	5,312	6,540	2,112	0	18,726	6.41
Mentor-on-the-Lake	0	0	0	0	2,880	13,892	16,772	2.06
Mentor	208,509	11,915	9,778	39,318	146,231	36,320	452,071	8.99
North Perry Village	0	0	0	0	0	0	0	0.00
Painesville	0	10,743	0	10,053	5,628	15,304	41,728	2.38
Painesville Township	11,480	0	6,400	7,500	800	16,454	42,634	2.84
Perry Village	0	0	0	0	0	0	0	0.00
Perry Township	8,200	0	0	0	2,347	3,000	13,547	2.18
Timberlake Village	0	0	0	0	0	0	0	0.00
Waite Hill Village	0	0	0	0	0	0	0	0.00
Willoughby Hills	0	7,459	8,000	2,750	6,620	17,424	42,253	3.13
Wickliffe	232,381	5,564	8,750	0	13,079	96,740	356,514	26.44
Willowick	0	8,911	2,475	0	7,857	13,727	32,970	2.30
Willoughby	178,210	7,056	525	6,100	19,848	38,911	250,650	11.08
Total	690,847	77,631	48,726	82,576	232,686	343,922	1,476,388	6.35

(Lake County Retail Survey)

Dominance of Mentor as a retail center. Mentor is, without question, Lake County's dominant retail center. The opening of Great Lakes Mall in 1961 attracted other retail development to the Mentor Avenue corridor, eventually making Mentor the sixth largest retail center in Ohio. Table 11.13 shows a comparison of Mentor's and Lake County's of square footage per resident of retail space.

Table 11.13
Retail concentration in Mentor

Lake County

Type of use	Mentor		Lake County		Ratio
	ft ²	ft ² /resident	ft ²	ft ² /resident	
Food and other consumables	1,437,597	28.6	4,255,809	18.7	1.5
Durable consumer products	2,393,528	47.6	4,518,973	19.9	2.4
Motor vehicle related uses	428,101	8.5	1,747,856	7.7	1.1
Indoor recreation	283,147	5.6	929,150	4.1	1.4

Concentration ratio: 1 indicates equal concentration of a use in Mentor, compared to Lake County. Higher numbers indicate higher concentration in Mentor, compared to Lake County.
(Lake County Retail Survey)

Food and consumable-related uses, such as drugstores and supermarkets, indoor recreation uses, and motor-vehicle related uses, are not heavily concentrated in Mentor compared to Lake County as a whole. However, there is a disproportionately large representation of durable consumer product retailers – department stores, clothing stores, appliance stores, and so on – compared to the rest of the county.

Good accessibility and a convenient location in the heart of the county's urbanized area ensure that the Mentor Avenue commercial corridor will be a prime location for retail uses. It would be unreasonable to

expect that certain retail uses, especially those not patronized on a day-to-day basis, be spread evenly throughout the county.

While the Mentor Avenue commercial district is a draw for regional shoppers, it also attracts retail traffic that could have gone to the shopper's home community instead. Site placement specialists for national chains may be less likely to consider other communities when they consider opening an outlet in Lake County.

Concentration of retailers in one area isn't unique to Lake County. Urban downtowns served a similar function before World War II, and suburban communities that dominate the local retail environment are common today. However, even when one community is the primary retail destination, residents in outlying areas depend on local stores to provide day-to-day needs. The concentration of too much retail development in one area can hurt surrounding communities; the potential for land use diversity is lowered, placing a heavier tax burden on residential property owners. Older retail areas can be hurt; the decline of Shoregate Shopping Center in Willowick and downtown Painesville as a retail center has been attributed to new retail development outside the communities.

As residential development continues eastward, the urbanized center of Lake County will shift. A growing market in Perry and Madison Townships, relatively far from the Mentor Avenue corridor, may encourage retailers to build in those communities. A new 250,000 square foot Wal-Mart Supercenter is planned for Madison Township; it could spur commercial development on outparcels and adjacent areas, but also the closure of other long-established businesses in the small market area.

Barriers to retail development. Concord Township and Kirtland have only limited land zoned for retail development. Commercial development is limited to small strips in the center of the community. Their comprehensive plans emphasize a low-density residential character. There are few, if any, parcels large enough to accommodate a modern supermarket or small shopping center. Planners drafting a new comprehensive plan for Concord Township found that residents are evenly divided regarding increased retail development in the community. Small, thoughtfully designed retail centers based on a traditional village or model may fit in with the character of Kirtland and Concord, and find a receptive audience.

Kirtland Hills and Waite Hill are very exclusive residential communities with no commercial zoning. The tax base provided by large residential estates allows these communities to offer a full range of municipal services. Residents travel to nearby Mentor or Willoughby for day-to-day shopping. Availability of land, lack of infrastructure, low traffic volume and community opposition to commercial uses greatly limit the potential for retail development.

Lakeline Village and Timberlake Village are built out, with no land available for retail development.

Leroy Township has no municipal sewer or water service. The potential range of commercial services that can be accommodated on land in the township is limited to low-end uses that require little water, such as mini-storage facilities, vehicle repair, and small-scale vehicle and heavy equipment dealers. To attract a wider range of retail uses to Leroy Township, and diversify the tax base, sewer and water service are essential.

Even with sewer and water, Leroy may find its retail prospects limited. Developers claim that "retail follows rooftops, and with 3,122 residents, the township faces a challenge in attracting retail uses such as supermarkets and drug stores. Site selection specialists for traveler-related services, such as motels, gas stations and truck stops may find the I-90/Vrooman Road interchange an ideal location. However, such uses may still be considered low-end, and they don't meet many of the day-to-day needs of township residents. They would require expensive improvements to the interchange, and they could harm the visual appeal of the area with inappropriate signage, standardized corporate architecture, and intensive

site lighting. Leroy Township should adopt strict signage, lighting and site design requirements before considering infrastructure improvements intended to attract commercial development.

With sewer and water service, the Five Corners area in Leroy, now home to two gas station, a convenience store, a pizzeria, and a small bar, could be an ideal site for a traditional small village center.

Lack of sewer and water service affects retail prospects in other parts of Lake County, especially much of Madison Township and the busy US 20 corridor east of Painesville. Areas with commercial zoning but no sewer or water service risk being developed for low-end vehicle-related commercial uses, which in the future could hurt the potential for attracting a more diverse retail base.

Vacant retail space. An inventory of vacant retail space was part of the Lake County Retail Survey conducted in 2000. (Table 11.14)

Table 11.14
Retail space 2000 – vacant space
Lake County

<i>Community</i>	<i>Total space</i>	<i>Vacant space</i>	<i>% vacant</i>
Concord Township	220,136	5,850	2.7%
Eastlake	1,163,455	61,825	5.3%
Fairport Harbor	73,840	12,483	16.9%
Grand River Village	36,488	1,600	4.4%
Kirtland	175,798	1,200	0.7%
Kirtland Hills Village	0	0	N/A
Leroy Township	15,000	1,400	9.3%
Lakeline Village	0	0	N/A
Madison Township	534,760	47,625	8.9%
Madison Village	100,598	9,518	9.5%
Mentor-on-the-Lake	193,981	2,648	1.4%
Mentor	4,994,444	259,618	5.2%
North Perry Village	7,972	0	0.0%
Painesville	473,192	13,209	2.8%
Painesville Township	742,391	81,139	10.9%
Perry Village	23,408	1,200	5.1%
Perry Township	114,130	11,124	9.7%
Timberlake Village	0	0	N/A
Waite Hill Village	0	0	N/A
Willoughby Hills	732,047	59,530	8.1%
Wickliffe	1,047,763	77,924	7.4%
Willowick	753,487	81,101	10.8%
Willoughby	1,525,286	101,680	6.7%
Total	12,928,176	830,674	6.4%

The former Hills store in Willoughby Hills and the under-utilized Shoregate Shopping Center in Willowick contribute to the relatively large amount of vacant retail space in those communities. City of Willowick officials are hoping a recently adopted lakefront redevelopment plan will play a role in revitalizing the Shoregate site. Population decline and low through traffic account for much of the vacant retail space in Fairport Harbor. Continued efforts to revitalize the village, which could include creating an entertainment or specialty retail district downtown, would reduce retail vacancy rates. The vacant Hills store has been occupied on and off by a number of low-end transient businesses, such as flea market-style liquidation sales. The City of Willoughby Hills should consider actively planning to redevelop the site.

Tops, Giant Eagle, and Kmart on US 20 in Madison Township could face a challenging future with the arrival of a proposed Wal-Mart Supercenter. Commercial reuse of a vacant supermarket or big box store, especially in a small market like Madison Township, will be very difficult.

There are vacant big box stores in Lake County, but none resulting from the movement of a retailer to a larger facility; for example, a building that was once home to a Wal-Mart store, left vacant after it was replaced by a new, larger Wal-Mart Supercenter nearby. Communities throughout the United States are increasingly requiring big box retailers to be responsible for buildings left behind in the wake of “supersizing,” by razing them, or retrofitting them so they can be easily occupied by smaller retailers. Buckingham Township in Pennsylvania now requires developers who want to build stores 40,000 square feet or larger, roughly the size of Best Buy or a small supermarket, to contribute to an abandonment fund. If a store sits empty for a year, the fund can be tapped either to tear down the building or retrofit it.

Although vacancy rates in retail districts fluctuate considerably because of high turnover in the retail industry, excessive vacancies can lead to blight, lack of re-investment and in some cases, abandonment. One reason vacancy rates have been fairly low in Lake County (6.4% in 2000, compared to 7.39% in the Cleveland metro area), in spite of increasing retail construction and a recession, is continuing residential development spurred by low mortgage rates. Should a severe economic downturn occur, like that of the early 1980s, vacancy rates could soar.

Incentives for retail development. Retailers establish a business at a location because a market exists for a product or service they offer. Incentives are not required to lure a new retail business, and few government agencies in the United States offer direct incentives to retailers. However, they may fund general improvements such as streetscape beautification and new infrastructure, to create an environment that is more attractive to retail businesses. Tax increment financing (TIF) districts are also used to fund improvements that will attract retail development.

Use of incentives and other government assistance, such as property acquisition through eminent domain, should not be directed at specific retail businesses. Such incentives amount to a local government subsidy of a retailer that will compete with established merchants, giving it an unfair advantage in the marketplace. Incentives should not be offered to national retailers that would probably be established in the community even if such a benefit were not offered. Incentives should also not be offered for retail projects that may hurt shopping districts in surrounding communities, or exacerbate their retail leakage.

Economic development funds should be used to make an area more attractive to retail businesses, through infrastructure or streetscape improvements, nonconforming sign removal, façade restoration in older pedestrian-oriented business districts, or retrofitting a vacant or dying retail center into a more pedestrian-oriented urban village or upscale lifestyle center.

Commuters

In 2000, Lake County was a net exporter of 13,917 commuters; there are more workers that live in the county than those that work in the county. The vast majority of those commuting out from Lake County work in Cuyahoga County. While 26,741 Lake County residents work in Cuyahoga County, only 15,692 Cuyahoga County residents commute to jobs inside Lake County. (Table 11.15)

**Table 11.15
Commuting patterns 2000**

Lake County and other counties

Subject county	Lake County resident workers commuting to subject county	% of Lake County resident workers commuting to subject county	Subject county residents commuting into Lake County	% of workers in Lake County commuting in from subject county
Cuyahoga	36,741	31.4%	15,692	15.2%
Geauga	3,174	2.7%	5,276	5.1%
Ashtabula	1,200	1.0%	5,775	5.6%
Summit	1,157	1.0%	1,148	1.1%
Portage	307	0.3%	436	0.4%
Lorain	277	0.2%	342	0.3%
Trumbull	119	0.1%	135	0.1%
Stark	108	0.1%	142	0.1%
Medina	65	0.1%	307	0.3%
Franklin	43	0.1%	N/A	N/A
Erie PA	N/A	N/A	62	0.1%
% of Lake County resident workers commuting outside the county				37.6%
Number of workers 16+ living in Lake County				116,830
Number of workers 16+ working in Lake County				102,913

(Ohio Department of Development / Office of Strategic Research)

(Put commuting information in the Transportation element?)

Port authorities

There are four port authorities in Lake County (Fairport Harbor, Grand River, Eastlake and Mentor) among the 32 port authorities in Ohio. Ohio law defines the authorized purposes of a port authority as “activities which increase, foster, aid, or promote air or water transportation, *economic development*, or residential facilities within the jurisdiction of the port authority”.

Historically, port authorities were created to conduct maritime activities, and later airport activities. In Ohio, port authorities have also evolved as economic development and revitalization tools; many port authorities have jurisdiction over an area that is landlocked. As independent units of government, Ohio port authorities may conduct traditional waterborne and air transportation activities. However, port authorities can also own property and provide financing for local economic development initiatives.

Port authorities in Ohio are granted a relatively wide range of powers compared to other states. Many Ohio port authorities are in landlocked jurisdictions with no actual port or harbor; they were established as economic development authorities which develop industrial parks, create and administer foreign trade zones, and provide financing for community development projects.



The powers granted to port authorities in Ohio also permit them to plan and implement waterfront development projects. For instance, a port authority could use the power of eminent domain to acquire land, improve the property, and work with a private developer to redevelop the site. Port authorities can also develop office and industrial parks inland, away from maritime or aviation facilities.

The Port Authority bond fund provides direct financial assistance to Ohio port authorities for economic development activities in the areas of manufacturing, distribution and warehousing, research and development, high technology and service businesses paying at least the state minimum wage. Program funds supplement local matching funds in establishing a bond reserve fund for economic development activities.

A regional port authority, created by the merger (dissolution and joint reestablishment) of local port authorities, can take on expanded responsibilities, including economic development activities.

Smart growth and economic development

The Ahwahnee Principles, drafted in 1991 by the Local Government Commission, are described in the Smart Growth element. The original Ahwahnee Principles addressed economic development briefly. Recognizing the importance of this issue, in 1997 the Local Government Commission developed a set of 15 principles specifically focused on economic development. The Ahwahnee Principles for Economic Development promote the following.

1. Integrated approach. Government, business, education, and the community should work together to create a vibrant local economy, through a long-term investment strategy that encourages local enterprise, serves the needs of local residents, workers, and businesses, promotes stable employment and revenues by building on local competitive advantages, protects the natural environment, increases social equity, and is capable of succeeding in the global marketplace. For Lake County, this means an emphasis on small, locally owned businesses that offer middle-class and higher wages, which produce a product or offer a service that meets a need not just locally, but internationally.

2. Vision and inclusion. Communities and regions need a vision and strategy for economic development according to the principles. Visioning, planning and implementation efforts should continually involve all sectors, including the voluntary civic sector and those traditionally left out of the public planning process. The Comprehensive Plan should be a start for a larger economic development planning effort in Lake County, which includes businesses, community officials, and residents.

3. Poverty reduction. Economic development efforts should be targeted to reducing poverty, by promoting jobs that match the skills of existing residents, improving the skills of low-income individuals, addressing the needs of families moving off welfare, and insuring the availability in all communities of quality affordable child care, transportation, and housing. Rather than offer incentives to employers that offer jobs to unskilled or uneducated workers, which would perpetuate poverty, an emphasis should be placed on training and recruiting businesses that offer employees the opportunity to be elevated into the middle class.

4. Local focus. Because each community's most valuable assets are the ones they already have, and existing businesses are already contributing to their home communities, economic development efforts should give first priority to supporting existing enterprises as the best source of business expansion and local job growth. Luring businesses away from neighboring communities is a zero-sum game that doesn't create new wealth in the regional economy. Community economic development should focus instead on promoting local entrepreneurship to build locally-based industries and businesses that can succeed among national and international competitors. Communities in Lake County should not lure businesses from other communities in the region, or offer incentives when there are no clear benefits such as increasing medium and high wage jobs, increasing the tax base, revitalizing a neighborhood or cleaning a brownfield.

5. Industry clusters. Communities and regions should identify specific gaps and niches their economies can fill, and promote a diversified range of specialized industry clusters drawing on local advantages to serve local and international markets. The manufacturing sector of Lake County includes a growing cluster of businesses related to aircraft parts, medical equipment, and precision machinery. This niche could form the foundation for enhancing a manufacturing-based local economy, and making up for the loss of heavier industrial operations. New white-collar jobs based on engineering and research in specialized industry sectors can complement manufacturing-based jobs, and provide a more diversified, recession-resistant local economy.

6. Wired communities. Communities should use and invest in technology that supports the ability of local enterprises to succeed, improves civic life, and provides open access to information and resources. A Well-wired Lake County will also help diversify its employment base, making the region more attractive to information and technology-related businesses.

7. Long-term investment. Publicly supported economic development programs, investments, and subsidies should be evaluated on their long-term benefits and impacts on the whole community, not on short-term job or revenue increases. Public investments and incentives should be equitable and targeted, support environmental and social goals, and prioritize infrastructure and supportive services that promote the vitality of all local enterprises, instead of individual firms.

8. Human investment. Because human resources are so valuable in the information-nation age, communities should provide lifelong skills and learning opportunities by investing in excellent schools, post-secondary institutions, and opportunities for continuous education and training available to all. Vocational education and skills training should be continued, creating a pool of talent that would be an incentive for employers to locate in Lake County.

9. Environmental responsibility. Communities should support and pursue economic development that maintains or improves, not harms, the environmental and public health. While heavy industry and chemical companies provided many high-paying jobs in Lake County, the toll on the environment will be felt for generations.

10. Corporate responsibility. Enterprises should work as civic partners, contributing to the communities and regions where they operate, protecting the natural environment, and providing workers with good pay, benefits, opportunities for upward mobility, and a healthful work environment.

11. Compact development. To minimize economic, social, and environmental costs and efficiently use resources and infrastructure, new development should take place in existing urban, suburban, and rural areas before using more agricultural land or open space. Local and regional plans and policies should contain these physical and economic development planning principles to focus development activities in desired existing areas. Promotion of compact development is in the Land Use section. If incentives are offered for a project, they should be used for innovative, more compact development.

12. Livable communities. To protect the natural environment and increase quality of life, neighborhoods, communities and regions should have compact, multidimensional land use patterns that ensure a mix of uses, minimize the impact of cars, and promote walking, bicycling, and transit access to employment, education, recreation, entertainment, shopping, and services. Economic development and transportation

Regional collaboration: how Buffalo got GEICO

In December 2003 officials of GEICO, one of the nation's largest insurance companies, formally announced plans to establish a regional customer service center in Amherst, New York, a suburb of Buffalo. The project is bringing an estimated \$40,000,000 investment and create 2,500 new jobs in the region. Workers on average will make \$34,000 a year, higher-end workers will make as much as \$70,000 annually, and 60% of the operation's jobs will be for college graduates.

The GEICO deal was made possible through an innovative plan developed by area economic development officials and agencies. The plan allows Tonawanda, another Buffalo suburb, to loan a portion of its Empire Zone economic development incentives to Amherst for development of the center. In return, Amherst will dedicate a portion of the tax proceeds from the project back to Tonawanda for development of an industrial park.

investments should reinforce these land use patterns, and the ability to move people and goods by non-automobile alternatives wherever possible.

13. Center focus. Communities should have an appropriately scaled and economically healthy center focus. At the community level, a wide range of commercial, residential, cultural, civic, and recreational uses should be located in the town center or downtown. At the neighborhood level, neighborhood centers should contain local businesses that serve the daily needs of nearby residents. At the regional level, regional facilities should be located in urban centers that are accessible by transit throughout the metropolitan area. Revitalization and retrofitting retail centers can create a community center where one never existed before.

14. Distinctive communities. Having a distinctive identity will help communities create a quality of life that is attractive for business retention and future residents and private investment. Community economic development efforts should help to create and preserve each

community's sense of uniqueness, attractiveness, history, and cultural and social diversity, and include public gathering places and a strong local sense of place. Retrofitting and revitalization of moribund shopping plazas and business districts into true neighborhood centers can promote this goal.

15. Regional collaboration. Since industries, transportation, land uses, natural resources, and other key elements of a healthy economy are regional in scope, communities and the private sector should cooperate to create regional structures that promote a coherent metropolitan whole that respects local character and identity. Lake County and its communities cannot work alone in attracting and retaining businesses, but must work regionally, with agencies outside the county. If a major employer proposes locating to a region, Lake County should work with other Cleveland-area agencies in recruitment efforts. Even if the employer lands in an adjacent county, the business will still benefit Lake County; by employing its residents, who in turn patronize local businesses. The new business may also use goods and services provided by firms in Lake County.

11.3 Goals and Policies

Each primary paragraph (in **bold** type) is a statement of a goal. The subparagraphs are policies for implementing the goal.

Some goals and policies related to natural resources can be found in other elements. Details regarding farmland preservation can be found in the Agriculture element. Enhancement of certain aspects of the County's visual landscape is described in the Land Use element. Cleaning and redeveloping brownfield sites is addressed in the Economic Development element.

(Experimenting with a different wording style.)

- ED-1 Smart growth principles and regional cooperation will be a part of the foundation of economic development in Lake County.**
- ED-1-p1 Sound long-term planning principles, including the concepts embodied in the Ahwahnee Economic Development Principles, will guide economic development in Lake County.
- ED-1-p2 Seek a long-term investment strategy that builds on local competitive advantages, protects the natural environment, increases social equity, and is capable of succeeding in the global marketplace.
- ED-1-p3 Promote a larger, regionally coordinated economic development planning strategy, which includes businesses, officials from the County and its communities, officials from outside the County, and area residents. Economic development efforts should not take place in a vacuum, exclusive of the rest of the Cleveland metropolitan area.
- ED-1-p4 Avoid zero-sum gain economic development efforts that don't create new wealth in the regional economy, don't result in substantial benefits to the quality of life in the area, or which could possibly hurt other communities in the region. Luring businesses from other communities and counties in the region is discouraged, unless site limitations and lack of available land limits their opportunity to grow.
- ED-1-p5 Work to reduce poverty by targeting economic development efforts towards worker training and recruitment of businesses that offer employees the opportunity to be elevated into the middle class, rather than low-skill, low-wage jobs that perpetuate poverty.
- ED-1-p6 Create industry clusters that will draw on local advantages to serve local and international markets. Possible clusters for Lake County include businesses related to aircraft parts, aviation technology, medical equipment, precision machinery, and engineering and research in specialized industry sectors.
- ED-1-p7 Evaluate publicly supported economic development programs, and incentives on their long-term benefits and impacts, rather than on short-term job or revenue increases.
- ED-1-p8 Ensure equitable public economic development investments, which prioritize infrastructure and supportive services that promote the vitality of all local businesses or an industry sector, rather than individual businesses.
- ED-1-p8 Direct economic development investments towards non-polluting or green industries that maintain or improves, not harms, the environmental and public health.

- ED-1-p9 Both locally-owned and out-of-town businesses should participate in the stewardship of the community, by respecting and protecting the built and natural environment; providing workers with good pay and benefits, and a good work environment; and promoting local culture.
- ED-1-p10 Economic development incentives and investment should be directed towards projects that practice outstanding site and architectural design, promote redevelopment of brownfields and greyfields, and does not exacerbate urban sprawl.
- ED-1-p11 Economic development efforts directed towards commercial or retail development should have the intent of protecting and reinforcing a distinctive sense of place, and creating or maintaining a vibrant community center or downtown.
- ED-2 Improve the business climate of Lake County, making the region competitive in the global marketplace.**
- ED-2-p1 Foster a positive entrepreneurial environment for business start-up and expansion and support the retention of the existing business and major institution base in Lake County and the Cleveland metropolitan area. Focus on the health of local business and, where appropriate, recruit or attract outside business.
- ED-2-p2 Support the development of major public and non-profit institutions, because they contribute to a diversified economy, bring living wage jobs, new activity and capital into the economy, develop and promote advanced technology, and provide substantial public benefits and needed services to area residents.
- ED-2-p3 Support local artists, arts organizations, and institutions because of their potential contributions to a healthy business climate; their role in creating a cultural environment that attracts other living wage employers, as well as tourists, to the region; and the substantial benefits they provide to the region's quality of life.
- ED-2-p4 Recognize the importance of the business climate in efforts to encourage the expansion of international trade in Lake County and the Cleveland metropolitan area. Consider support of programs to expand export opportunities for goods and services through the county. Also, consider support of programs to improve and maintain international cooperation.
- ED-2-p5 For activities that affect land development, communities should consider ways to conduct permit processing within shorter timeframes, streamline regulations, eliminate redundant layers of control, and promote predictability in the review of permit applications.
- ED-2-p6 Recognize the importance of maintaining and enhancing the tax base of Lake County and its communities, including property taxes, sales taxes and business and occupation taxes, to provide funds for capital facilities and city services for existing and future residents and businesses.
- ED-2-p7 Work to increase communication among government agencies, businesses, institutions and other entities that may provide economic opportunities, to enhance the common understanding of issues related to employment growth, business competitiveness, public policy goals and program implementation; and promote partnerships between government and business.

- ED-2-p8 Work to anticipate and lessen the impacts of layoffs and business closures through efforts to retain businesses in Lake County, and by providing those businesses with the opportunity to grow and thrive
- ED-2-p9 Periodically analyze economic information to understand the economic base of the county and metropolitan area, to review and adjust as needed these goals and policies..
- ED-3 Encourage business startup and growth, recognizing that small businesses employ the vast majority of Lake County residents, and grow into large businesses.**
- ED-3-p1 Promote close working relationships between local banks and the business community. Promote the development of programs that lower the cost of borrowing or assist small business growth, through increased access to capital.
- ED-3-p2 Support efforts to assist small business through technical assistance for business start-up and/or expansion.
- ED-3-p3 Recognize that the arts can make a significant contribution to the local economy and reputation of the area, and support efforts to ensure that practicing artists can thrive in Lake County.
- ED-3-p4 Give priority to local businesses for government purchasing and contracting needs.
- ED-4 Encourage the retention and growth of specialized manufacturing, while developing a more diverse economic base.**
- ED-4-p1 Develop a cluster of specialized aviation equipment design and engineering businesses, which would provide an incentive for other such businesses to locate in Lake County.
- ED-4-p2 Develop a cluster of medical equipment manufacturing and design businesses, which would provide an incentive for other such businesses to locate in Lake County.
- ED-4-p3 Develop a cluster of precision machinery manufacturing and design businesses, which would provide an incentive for other such businesses to locate in Lake County.
- ED-4-p4 Encourage increased activity in growing sectors of the national economy which would diversify the regional economic base.
- ED-4-p5 Cooperate with other agencies in the region to make the Cleveland metropolitan area more appealing to businesses employing creative, highly educated workers.
- ED-4-p6 Develop a highly trained work force that can compete for meaningful, productive and well-paid work with employers in the county.
- ED-4-p7 Ensure the utility, data and transportation infrastructure needed to support desired industries are in place.
- ED-5 Encourage the retention and growth of recreational and tourism based industries.**
- ED-5-p1 Encourage the development of year-round recreational opportunities.

- ED-5-p2 Support tourist marketing activities, and work to coordinate tourist promotion with other agencies in the Cleveland metropolitan area and northeast Ohio.
- ED-5-p3 Encourage and support continue to support tourist marketing activities, and work to coordinate tourist promotion with other agencies in the Cleveland metropolitan area and northeast Ohio.
- ED-5-p4 Promote Lake Erie as a major tourism resource, and support improvements that will increase the potential tourist draw of the lake, such as boat launches, safe harbors, beach creation and restoration, full-service docking facilities, and lake-oriented resort, retail and entertainment-oriented development.
- ED-5-p5 Promote local fairs and festivals to a geographically wider audience by giving them unique, fun and even hip or kitschy themes.
- ED-5-p6 Promote outdoors-related assets of Lake County that would appeal to tourists; Holden Arboretum, Lake Metroparks, and the county's many golf courses.
- ED-5-p6 Develop a strong agri-tourism industry, based on the findings of the Comprehensive Plan Agriculture element.
- ED-6 Promote the creation of healthy, vibrant commercial and retail districts.**
- ED-6-p1 Redevelop and/or retrofit underutilized but otherwise ideally located shopping centers into new village centers.
- ED-6-p2 Use financial incentives and government programs only to help revitalize existing but threatened retail districts, or pursue opportunities for development in new pedestrian-oriented urban villages. Do not use incentives and programs for individual retailers or to promote conventional auto-oriented retail development that would normally occur without such incentives.
- ED-6-p3 Strive to maintain the economic health and importance of the City of Mentor, and the Mentor Avenue and Euclid Avenue corridors, as the retail heart of Lake County and the surrounding region.
- ED-6-p4 Discourage the over-development of retail space, or new retail development that may significantly harm older, established retail districts.
- ED-6-p5 Build infrastructure improvements that would allow communities to diversify their tax base by accommodating high-quality commercial development.
- ED-6-p6 Discourage creation of clusters of low-end businesses in commercial zoned areas without services such as sewer and water. Discourage premature rezoning for commercial uses in areas without services.
- ED-6-p7 Strive to provide a wide range of goods and services to residents and businesses throughout Lake County by encouraging appropriate retail development in areas where demand warrants it.
- ED-7 Pursue the creation of a regional port authority.**

ED-7-p1 Work to create a regional port authority, with expanded responsibilities including economic development uniting the existing port authorities in the county.

11.4 Performance Indicators

The following indicators can be used to measure progress of implementing this element. These indicators should not be used as the sole method of determining the plan's effectiveness. New indicators may be added as seen appropriate.

- XXXXXXXX
- XXXXXXXX