



Greater Cleveland Partnership

Overview

The Greater Cleveland Partnership brings together the CEOs of the region's largest companies with 15,700 of the region's small and mid-sized businesses. It is a new regional business-led civic organization created by the December 2003 merger of Cleveland Tomorrow, the Greater Cleveland Growth Association, and the Greater Cleveland Roundtable.

On the eve of the merger, David Daberko, Chairman of Cleveland Tomorrow and CEO of National City Corporation, said the new organization would eliminate overlapping functions, combine resources and create a focused business-civic agenda. "Our voice for business is much stronger together," he said.*

The Greater Cleveland Partnership includes as a member the Council of Smaller Enterprises, one of the country's largest regional small-business associations. Greater Cleveland Partnership has 16,586 members, including the members of the Council of Smaller Enterprises.

Greater Cleveland Partnership's top regional priority is job creation. Its other major priorities are technology, innovation and high-growth businesses, or the commercialization of research and new products; physical development focused on downtown and neighborhood revitalization; business attraction, retention and expansion; and workforce development and education.

Regional Priorities

One of the Partnership's first priorities is technology, innovation, and high growth business. The Partnership is working through Cleveland Tomorrow's technology arm, NorTech, to create new high-growth businesses. NorTech is governed by more than 50 leaders from industry, academia, government, technology and finance. NorTech has a 10-point agenda that includes Bio-Enterprise, the regional effort to encourage early-stage biotechnology research and companies. (See "BioEnterprise

**Joint press release by Greater Cleveland Growth Association, Greater Cleveland Roundtable and Cleveland Tomorrow, "Greater Cleveland Tomorrow Picks New Name, Signals New Approach," March 1, 2004.*

ORGANIZATIONAL SNAPSHOT

Type of Organization

Exclusively led by companies

Unit of Membership

Company

Number of Members

2004: 16,586

1998: 16,400

Membership by Company Size

Small Companies: 95%

Mid-sized Companies: 2%

Large Companies: 1%

Employees Unknown: 2%

Dues Determined by

Combination of number of employees and flat fee for smallest companies

Annual Dues Paid by

Largest Member Companies:

\$5,000 to \$100,000

Smallest Member Companies:

\$465 to \$5,000

Annual Operating Budget

2004: \$18.6 million

1998: N/A

Staff Members (FTE)

2004: 89

1998: N/A

Board Members

2004: 60

Regional Priorities

Technology and Innovation; Physical Development; Workforce Development and Education; Business Expansion

Expands Services on this page.) Since its launch in 1999, NorTech has also played a key role in assembling an information technology leadership group and the Ohio Fuel Cell Coalition.

The Partnership's second priority is physical development. Through an affiliate organization known as Cleveland Development Advisors (CDA), Cleveland Tomorrow has created a strong development financing capability. Through several funds, CDA invests in key downtown housing projects and neighborhood development. Most recently, the interest in physical development has taken the form of Cleveland Tomorrow's and the Greater Cleveland Growth Association's support of a downtown lakefront redevelopment initiative. The Greater Cleveland Partnership will continue the business community's financial support of the project, at about \$200,000 per year. The goal is to convert what is now a highway into a boulevard with a median, trees and pedestrian access to Lake Erie. The Partnership believes investment in the lakefront will boost the region's quality of life by attracting and retaining talented workers and companies in the Greater Cleveland area. The Partnership, through Cleveland Tomorrow's participation, has co-chaired a community advisory committee. The Growth Association has led advocacy efforts.

BIOENTERPRISE EXPANDS SERVICES AND RAISES \$60 MILLION TO AID BIOSCIENCE START-UPS

BioEnterprise is Greater Cleveland's new bioscience initiative. It is structured to operate like an early stage capital investment company. It chooses a select group of businesses in the bioscience field each year to offer its services, including capital access, clinical collaboration support and management advice. "A fundamental capability that makes BioEnterprise unique is its ability to assist young and growing bioscience companies across the full spectrum of their needs," said former BioEnterprise President Matt Jennings. In October 2003, BioEnterprise expanded its range of client services to include regulatory and quality systems consulting. The corporation hired a dedicated staff person to oversee this line of business, called the Chief Regulatory Officer in Residence. BioEnterprise has raised over \$60 million in new funding since its inception in July 2002.

See www.bioenterprise.com/ for more information.

The Partnership's third priority is the attraction, growth and retention of business. The Partnership will pursue this strategy through an existing multi-county effort called Team Northeast Ohio, or Team NEO. Team NEO is a joint effort between the Greater Cleveland Partnership, the Youngstown-Warren Regional Chamber, the Greater Akron Chamber, the Stark Development Board and the Lorain County Chamber. Team NEO leads the 13-county region's national marketing efforts, coordinates the activities of economic development organizations, and directs a retention program in which industry experts communicate regularly with chief executives of area corporations. Team NEO was created by research produced for Cleveland Tomorrow and the Greater

Cleveland Growth Association by McKinsey & Company with support from The Cleveland Foundation. The Cleveland Foundation is also Team NEO's largest investor, committing \$2.1 million over three years, about one-third of the new organization's operating budget.

A fourth priority is workforce and education, perhaps the least developed of the four priority areas. Cleveland Tomorrow has led efforts to improve the operations and governance of the Cleveland Public Schools and this involvement will continue. The Growth Association has led efforts to improve the responsiveness of the workforce development system to employers.

In addition to these four priority areas, the Partnership will maintain the Greater Cleveland Roundtable's focus on racial diversity. This "cross-cutting" issue will be merged into the four priority areas. For example, the Partnership's work on the lakefront and a new downtown convention center will include efforts to create jobs for minority workers and bidding chances for minority contractors.

Structure and Operations

The Greater Cleveland Partnership has a 60-member Board of Directors comprised of CEOs of large companies and leaders of small- and mid-size businesses. The Board includes people who have not previously held leadership positions in the three organizations that merged. "We took some members from each of the three organizations to give the organization clout, influence, diversity and some new faces," said Joe Roman, President and Chief Executive of the Partnership. The new faces were leaders who didn't fit the criteria for membership of the three previous organizations. For example, the Partnership includes a young entrepreneur who has brought television and film production to the area. He would have not been targeted for Board membership in the previous organizations. The Partnership includes the President and Chief Executive of the region's major foundation on its Board, also a new face.

Business leaders admit it was a considerable challenge to reduce the 173 Board members spread among the three organizations to the Partnership's 60. Roughly half of Cleveland Tomorrow's 50 Board members, for example, are not Board members of the new Partnership. The Partnership hopes to keep the engagement and involvement of its membership through appointments to committees, councils and task forces.

The Partnership's combined annual operating budget will be \$18.6 million. Leaders will save a few million dollars in the merger and reinvest the savings in high-impact initiatives, such as Team NEO or the Cleveland Public School reform agenda. Member dues are based on a combination of the number of company employees and a flat fee for the smallest companies. Dues range from \$5,000 to \$100,000 for the largest member companies to \$465 to \$5,000 for small business members. It has 89 full-time staff members.