



CLEVELAND INDUSTRIAL RETENTION INITIATIVE
A Program of the City of Cleveland

IMPACT REPORT

THE CIRI PROGRAM IS MANAGED BY



**MANUFACTURING
WORKS**





HISTORY OF CIRI

In 1996, industrial companies were leaving the City of Cleveland, the question was “Why?”. The Cleveland Industrial Retention Initiative (CIRI) was created to answer this question and address concerns about the decline of the manufacturing industry in the city of Cleveland at that time. In the process of understanding industrial companies and working towards retention solutions, CIRI built relationships with manufacturers, governmental agencies, community leaders, and service providers. The relationships built during this time are the foundation of the work the CIRI team continues to do today.

In 2007, CIRI began working with the Cleveland Economic Development Department to enhance the services available to local manufacturing and industrial companies. CIRI became a program of the city of Cleveland managed by a local non-profit, Manufacturing Works (then called WIRE-NET). Manufacturing Works’ mission to support small and medium sized manufacturing businesses aligned with the CIRI mission. Manufacturing Works’ expertise in manufacturing assistance and workforce development expanded the support services CIRI could offer the companies of Cleveland. These changes enabled CIRI to become a key part of the Cleveland Economic ecosystem.

As of 2023, CIRI continues its work to understand and address the needs of Cleveland’s industrial companies. Manufacturing Works has been managing the program over 15 years, and during this time >12,000 company assessments have been conducted with over 1,100 organizations in the city of Cleveland. Approximately 5,500 services have been provided to address issues and opportunities identified during these assessments. Services are offered in the areas of financing, real estate, land assembly, building permits, zoning, employment, training, and infrastructure. The support CIRI provides not only retains companies in the city of Cleveland, but allows companies to grow and prosper.

CIRI’s mission is to help Cleveland manufacturing companies grow and prosper

We Know the City & We Know Manufacturing

CIRI is the face of the city of Cleveland to local manufacturing companies and the voice of those companies to the city. Companies can focus on managing their business and leave navigating city hall and its processes to the CIRI team.

Real People Pro-actively Helping Real People

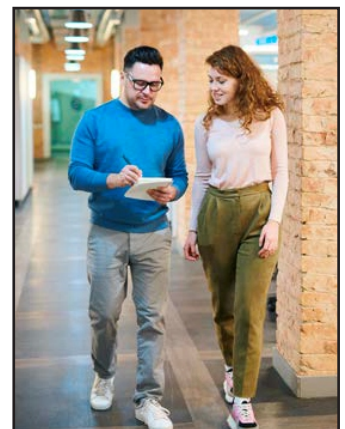
CIRI prioritizes its personal relationships with each company. It’s these relationships and community connections that allow CIRI to customize solutions for each business. The CIRI team is able to identify and solve issues quickly, saving valuable time and frustration for businesses.

As a proactive organization, CIRI is able to pivot and adapt as the manufacturing landscape changes. Over the last 25 years, the CIRI program has developed a strong reputation. The amount of information collected over that time is invaluable and has led to ongoing success for the Cleveland manufacturing community and the CIRI program. Businesses are receptive to the program, lean on their industrial development managers and find the services we provide, valuable.

Manufacturing Works + CIRI

CIRI utilizes Manufacturing Works’ years of expertise and resources to strengthen the solutions available to Cleveland companies.

Under the Manufacturing Works umbrella, CIRI is able to leverage an extended network of companies and services beyond the borders of the city.



WHAT WE DO

Through individual or group support, CIRI provides customized solutions for specific business needs



FINANCING

We connect Cleveland manufacturing companies to public and private financing, which includes low interest loans and grants that can be used for business expansion, equipment, site acquisition, working capital and staff training.



INFRASTRUCTURE

We can provide access to a diverse set of resources that can handle anything from roadway improvements to graffiti removal to utility efficiency.



BUILDING PERMIT/ZONING

We're equipped to provide information about industrial properties and facilities as well as provide site-selection assistance, relocation and expansion support.



SAFETY & SECURITY

We connect manufacturers to industry best practices and techniques to protect employees and properties.



SALES AND MARKETING

We deliver the tools manufacturers need to grow their businesses. This includes access to government supplier resources and sales development assistance.



EMPLOYMENT & TRAINING

Through CIRI, manufacturers gain access to workforce professionals who can help them hire, place and train employees. They can also gain access to grants that help reduce training costs.



REAL ESTATE AND LAND ASSEMBLY

We gather information on available industrial properties and buildings and offer support for relocation and expansion.



TECHNOLOGY AND MODERNIZATION

We provide connections to professionals who can provide technical expertise and help manufacturers improve the quality, productivity, inventory and costs tied to technologies.



WASTE/ENVIRONMENTAL COMPLIANCE

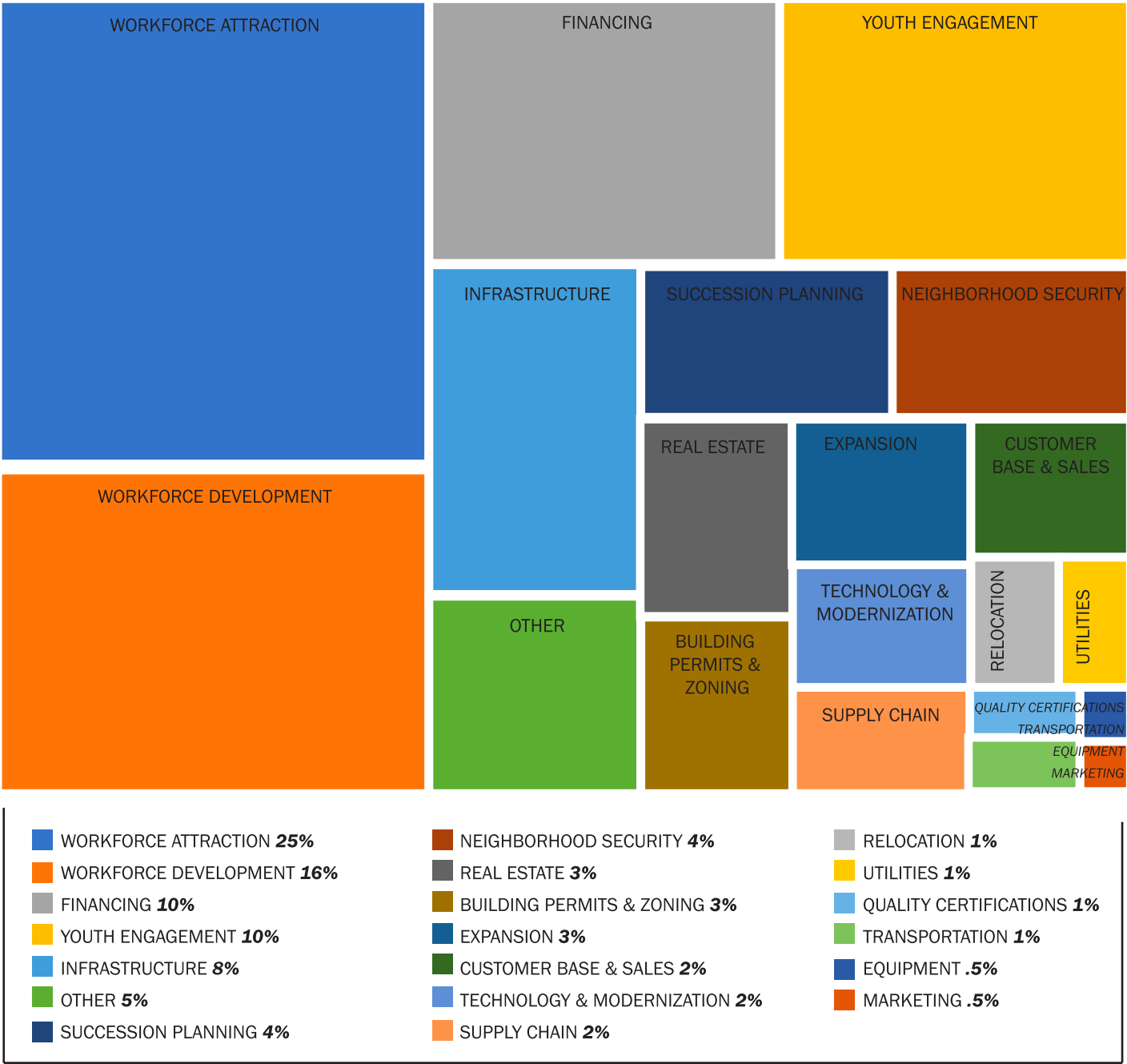
Manufacturers can access resources that will help control waste management costs, implement waste reduction solutions & educate them about the availability of local EPA services.

CIRI ALSO RESPONDS TO SPECIAL REQUESTS

In addition to CIRI's core outreach work, CIRI managers respond to special requests from the Mayor's office and City Hall. At the request of the Department of Economic Development, CIRI is processing the intake of new manufacturing business inquiries to the city. When businesses contact the City of Cleveland for potential relocation, the companies are referred to CIRI as the main point of contact as they evaluate and prioritize future expansions. CIRI was also asked by the Capital Projects team to be part of the Lakefront Improvement Project. On this team, CIRI advocates for and communicates with the established businesses that may be impacted by the project.

CIRI SERVES COMPANIES

CIRI Service Categories [SEPT 21' - JAN 23']



MARKETING & BRAND AWARENESS

The effectiveness of the CIRI Program depends on our ability to engage manufacturers. Our marketing has given CIRI a strong, defined voice and brand while communicating value to customers and other organizations. By increasing our efforts to maintain the success of our marketing, we have continued our consulting agreement with the expert who designed and implemented the CIRI marketing strategy.



Based on Hubspot social media stats from 9/2021-2023

MW PROGRAMS

People - Prosperity - Production. It's the Manufacturing Works way

Manufacturing Works offers programming and solutions in the areas of Manufacturing Services, Workforce, and Business Ownership. Each program is designed to address a need identified by industry.

CIRI provides valuable feedback to the Manufacturing Works staff as they are developing the programs. CIRI also ensures that Cleveland companies are aware of these programs.

Communication and collaboration between the CIRI team and Manufacturing Works ensures Cleveland companies benefit from the many resources available to them.

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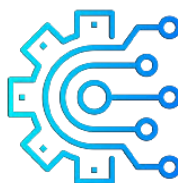
PROGRAMMING EVENTS

142

STUDENTS ENGAGED



MANUFACTURING SERVICES



TECHNOLOGY

MW provides webinars and expertise that connects small/medium sized companies to tech options & experts. The time MW takes to vet and screen vendors saves companies valuable time. CIRI provides the connection to these experts.

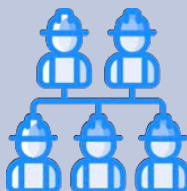


REFERRALS & NETWORKING

MW provides continuous networking opportunities throughout the year with events like plant tours, happy hours and other exciting events to bring manufacturers in Cleveland together.



WORKFORCE



APPRENTICESHIP/TRAINING

MW apprenticeship program focuses on on-the-job training and mentoring to develop employees from within a company. Connecting to these training tracks via CIRI also provides insight into funding operations and improved trainee retention.



YOUTH OPPORTUNITIES

MW has a long-term relationship with the Cleveland Metropolitan School District and their School-To-Career program. MW manages the CTE program at Max Hayes High School, while CIRI connects companies with these local graduates.

MW PROGRAMMING AT A GLANCE

44 LEARNING EVENTS • 16 NETWORKING EVENTS
3 BUSINESS OWNERSHIP COHORTS • 30 APPRENTICES IN TRAINING



LEADERSHIP

MW has also launched Leadership Institute as a feeder program to prepare the next generation of future owners. CIRI is proactive in providing owners with the awareness that these resources are available for future owners with an emphasis on helping minority leaders like women and people of color.



PREPARATION & MENTORSHIP

Growth & Transition is now MW Ownership Transition Program. MW developed the Ownership Transition program to prepare owners for new acquisitions, mergers, management buyouts or next generation onboarding. Our informative exit-strategy program, was designed specifically for manufacturing and manufacturing-related industries and focuses on the needs of the participants, whatever their plans.



BUSINESS OWNERSHIP

CIRI PARTNERS

The CIRI team believes collaboration with our communities make us all stronger and more successful

CITY OF CLEVELAND DEPARTMENTS

BUILDING AND HOUSING
CITY PLANNING
ECONOMIC DEVELOPMENT

MAYOR'S OFFICE
PUBLIC SAFETY
PUBLIC UTILITIES

PUBLIC WORKS
CITY COUNCIL

CITY PARTNER PROJECT : UNIVERSAL GRINDING CORPORATION

Universal Grinding Corporation is a 35-employee metal grinding company on West 78th Street in Ward 15. The company receives and ships materials via tractor trailers which turn on to West 78th from Lake Avenue. In the Spring of 2022, Universal Grinding reached out to CIRI in frustration. A median had been installed on Lake Avenue and it restricted the space available for trucks to turn. The reduced space had already resulted in damage to the trucks and a damaged utility pole. CIRI to the rescue! CIRI quickly contacted the Department of Streets to inform them of the issue. The median has now been removed and Universal Grinding and the trucks serving them are happy their voice was heard.



CITY PARTNER PROJECT : BUSCHMAN CORPORATION



Buschman Corporation is the global leader in custom-designed metering rods. They operate their manufacturing facility in a historical brick building at 4100 Payne avenue. Historical buildings require frequent maintenance, but a CPP electrical pole near the building limited the ability to make the needed repairs. Buschman Corporation had begun discussions with CPP about moving the pole, but in the Fall of 2021 the company reached out to their CIRI representative for help. They were frustrated and needed support. CIRI quickly engaged CPP contacts and ultimately involved Councilman Kazy, as Chair of the Utilities Committee, to reach resolution. Buschman Corporation was appreciative of the Councilman's support.

COMMUNITY DEVELOPMENT PARTNERS





OUTSIDE PARTNERS

GREATER CLEVELAND PARTNERSHIP
CLEVELAND NEIGHBORHOOD PROGRESS
HISPANIC BUSINESS CENTER
CLEVELAND PORT AUTHORITY
GROWTH CAPITAL CORP

TEAM NEO
MAGNET
CUYAHOGA COUNTY
OHIO MEANS JOBS
JOBSSOHIO

AEROZONE ALLIANCE
NEORS
SBA
PTAC

OUTSIDE PARTNER PROJECT: HILLSON NUTS

Did you know that Dairy Queen buys their nuts from Cleveland? Hillson Nut Company has long provided roasted nuts to our favorite ice cream producers. This small, family and female owned company has been a staple of the west side of Cleveland since 1935. For several years, the company expressed to CIRI an interest in buying vacant parcels next to their facility. So when the County Landbank acquired the parcels in 2022, CIRI was quick to coordinate a group meeting. Anne Kennedy, president of Hillson Nuts, shared her vision and need for expansion with the team at the County Landbank. The landbank has been wonderful in supporting the project and connecting the company to funding to kick off the Phase 1 Environmental Study. CIRI will continue to support this project as it progresses



OUTSIDE PARTNER PROJECT : CLEVELAND TOFU



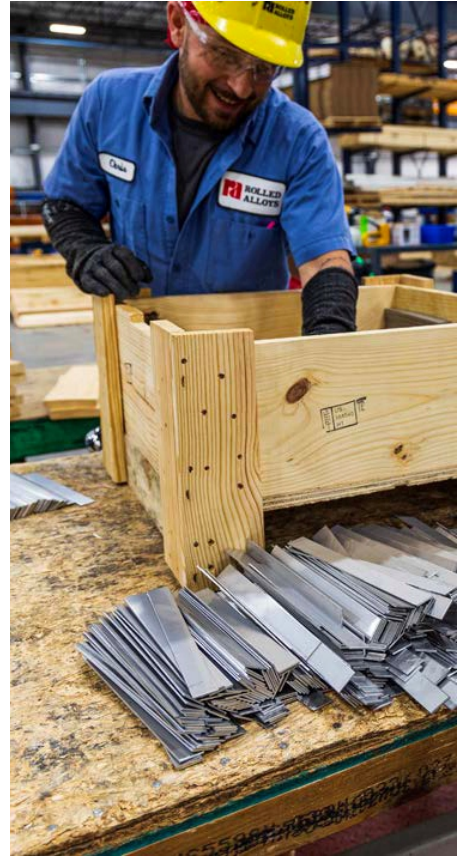
Cleveland Tofu. Using a unique custom process, this small woman owned company produces world class tofu in its facility at 3800 Woodland. The tofu is sold in local stores and served in the cafeterias of local universities. Business has been booming and the company is ready to expand. When CIRI heard the company's plans for job creation and investment in equipment, they knew the Jobs Ohio Inclusion Grant was a perfect fit. CIRI coordinated the introduction and meeting between the tofu company and Team NEO. In December 2022 the company was awarded a \$50,000 grant to support its growth plans

COMMUNITY DEVELOPMENT PARTNERS



CIRI HELPS BUSINESSES THRIVE

Top 3 CIRI Services: Workforce Attraction, Workforce Development & Financing



WORKFORCE ATTRACTION

Workforce is the #1 need across many industries today. CIRI fields many requests related to workforce attraction. We are able to refer companies to our non-profit partners such as Community Development Corporations who host job fairs and job boards, Ohio Means Jobs, Towards Employment, and MAGNET's Access Program to name a few. CIRI also leverages the Manufacturing Works' network to disseminate job descriptions and source solutions related to compensation, benefits, and culture. These resources allow Cleveland companies to better attract workforce.

WORKFORCE DEVELOPMENT

Workforce Development is key to retaining employees and filling skilled jobs. Also included in the "Workforce Development" category is funding workforce development.

CIRI shares information about Ohio Tech Cred and the Cuyahoga County Skill Up program with Cleveland Companies. As a result of these referrals over \$50,000 of employee training costs have been offset for employers.

FINANCING

Financing is key to company growth and expansion projects. CIRI refers companies to grant opportunities such as The Storefront Renovation Program, the Jobs Ohio Inclusion Grant, and shares special opportunity grants such as ones offered by Cuyahoga County.

CIRI also brings projects to the City of Cleveland for financing consideration. As well as introducing companies to SBA (Small Business Administration) approved lenders and private banks.



INFRASTRUCTURE

Industrial companies have many challenges inside the walls of their facility, but what happens when they have needs outside their facility? This is when they call CIRI. Plugged storm sewers that cause debris on the road and impact motorcycle and bike safety ... Call CIRI. Cracked sidewalks that cause a tripping hazard for employees... Call CIRI. Vacant lot overgrowth that just brought down your electric service ... Call CIRI. These are just a few examples of the issues related to infrastructure CIRI resolves for Cleveland companies. Another main area of infrastructure involves street conditions and pot-holes. Pot-holes can cause major issues for semi-truck axels and general condition of a street is often the first impression a customer has when visiting a company. CIRI compiles these requests and works with City Departments to resolve.

WORKFORCE PARTNERS



MW + CIRI

Supporting Cleveland Manufacturing Companies with Collaboration and Innovation

MANUFACTURING WORKS SUPPORTING CIRI COMPANIES: SSECO

SSECO Solutions is a distributor of trench drain and tank systems in Ward 10. When the company had a valve component they could no longer source from their legacy supplier, they reached out to CIRI. CIRI, via their Manufacturing Works' network, was able to connect SSECO to a local manufacturer who could produce the needed valve component.



MANUFACTURING WORKS SUPPORTING CIRI COMPANIES: APPRENTICESHIP

Apprenticeship is an employee upskilling program that uses an earn-and-learn strategy. Manufacturing Works runs an Apprenticeship Consortium for its members and CIRI is able to leverage this resource to benefit Cleveland companies. Because of federal, state, and county funds available for apprenticeship companies like WLS Stamping, ACE Brothers Equipment, and Singleton have utilized this program not only to fill skilled positions, but also to off-set their training costs.

MANUFACTURING WORKS SUPPORTING CIRI COMPANIES: DAY PISTON

In 1919, William Day founded Day Piston in Cleveland Ohio. For over 100 years the company has produced products for the automotive and air compressor market. In March 2021, CIRI representative met with Day Piston owners and learned William's grandson, Myron Day, was still involved in the company at 90 years old and they did not have a succession plan. CIRI representative shared information with the company about Manufacturing Works' new Ownership Transition Program. Day Piston was a perfect candidate! Over the next year and a half, Manufacturing Works supported Day Piston to prepare their business for sale, negotiate with potential buyers, and successfully sell their business. The new ownership is Cleveland based owner and has committed to continue employment of all current company employees.



MANUFACTURING WORKS SUPPORTING CIRI COMPANIES: YOUTH ENGAGEMENT

Manufacturing Works' works directly with Cleveland High School, Max Hayes, and serves as the bridge between manufacturing companies, teachers, students, and their parents. Max Hayes offers 3 manufacturing and engineering learning pathways to students; precision machining, welding, and engineering & design. In the classroom, students are taught skills in these areas, then Manufacturing Works coordinates job shadows and plant tours for the students. The opportunity for students to see, touch, and experience manufacturing in action is key to engaging these youths. CIRI companies have the ability to connect with this program to support both their community and build their future workforce.

Companies who work with this program include: B&R Machine Co (20 FTE, Ward 15), AT&F (170 FTE, Ward 16), Oatey Company (220 FTE, Ward 16), Great Lakes Towing (53 FTE, Ward 3), Summers Rubber (15 FTE, Ward 16)

SUCCESS & IMPACT STORIES

Coming together is a beginning, staying together is progress, and working together is success

SOLSTICE ROASTERS

Solstice Roasters has opened their new café at 1101 Carnegie Ave! This small coffee roasting and distribution company has been on a long road to this exciting moment, and CIRI was with them every step of the way.



Solstice Roasters is a small coffee roasting and distribution company that supplies coffee shops across the region including Case Western Reserve University and the Cleveland Clinic. The company started in 1993 and in 2009 began leasing a space on St. Clair Avenue. But owner, Joe Deinhart, always dreamed of opening a café as part of his roasting business. As early as 2013, CIRI was sharing available resources with Joe to help him grow the company and achieve his vision. These resources included programs like 10K Small Businesses, the Grow America Fund, and the Storefront Renovation Grant.

In June of 2021, Joe shared exciting news... he had signed a new lease! In his words...

"As far as I'm concerned CIRI is by far one of the best, most practical concepts to develop and retain business in greater Cleveland."

Owner of Solstice Roasters, Joe Deinhart says:

During Covid we moved our production and warehouse facilities to a new location at 1101 Carnegie, in the old Peterson Nut building with the intent to add a retail coffee shop to the storefront. The project called for a complete tear-out and reconstruction. Molly Leitner and the CIRI resources were there for us every step of the way; step by step permitting instructions; storefront renovation program offered by the city; reliable contractors (a daunting task at the time); sign painters and funding resources to name a few of the myriad of services and resources that she had at her finger tips. Much time and effort was saved as a result. As owner and general contractor- I'm not sure we would have been able to complete our project without all of the help. I am forever grateful.

This project is a wonderful example of how CIRI can support every aspect of a project from financing, to permitting, to vendors. The café is beautiful and owner, Joe Deinhart, has said they are already seeing increased growth in their distribution business because of the storefront.



TREMCO

Tremco provides products and services to architects, distributors, and contractors worldwide. Their commercial sealant and waterproofing solutions serve commercial, residential, and industrial customers. In 1928, their first manufacturing plant was opened in Cleveland Ohio and today, as a part of RPM International, Inc, they employ over 500 people. In 2018, as a part of this success and growth the company was looking to expand. Land was available next to their E175th Street location, but they needed CIRI's help. A street separated their current parcel from the parcel they were hoping to acquire: **Who owned the street? Could they acquire it? What was the process?**

In September of 2018 Brian Pyclik, then Plant Manager and current Senior Director of US Manufacturing, reached out to his CIRI Representative to answer these questions. CIRI quickly engaged the Traffic and Engineering Department to provide the answers Tremco needed.

Over the next 3 years, CIRI supported Tremco leadership by scheduling meetings with Councilman Jones and gaining support for the project, working with Building and Housing for demolition and new construction permits, and communicating with other City Hall Departments to move the project forward. The **70,000 sq ft expansion** also had additional complexity by straddling the Cleveland/Warrensville Heights border.

CIRI helped Tremco navigate these additional government protocols with the support of regional Jobs Ohio Partner Team NEO. In 2022, the project was completed with **\$35 million invested, 91 jobs retained and 25 additional jobs** being added over the next 3 years.

"Thank you to CIRI for all your help and guidance with the Tremco project. None of this would have been possible without your team and your constructive approach to this situation. We are grateful for your partnership." - TeamNEO



COMPLETED PROJECTS

Building the foundation for the future

338

COMPANY SURVEYS COMPLETED



304

SEPARATE SERVICES DELIVERED

26

PROJECTS IN
PIPELINE

15

COMPLETED IMPACT
PROJECTS

8

BUSINESS RETENTION
OPPORTUNITIES

BUILDING ON OUR SUCCESS

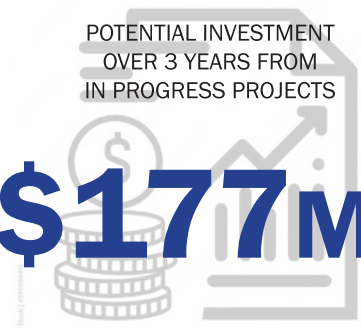
GENERATED CAPITAL
INVESTMENT

\$40.8M+



POTENTIAL INVESTMENT
OVER 3 YEARS FROM
IN PROGRESS PROJECTS

\$177M+



COMPLETED PROJECTS JOBS
RETAINED OR ADDED OVER 3 YEARS

363

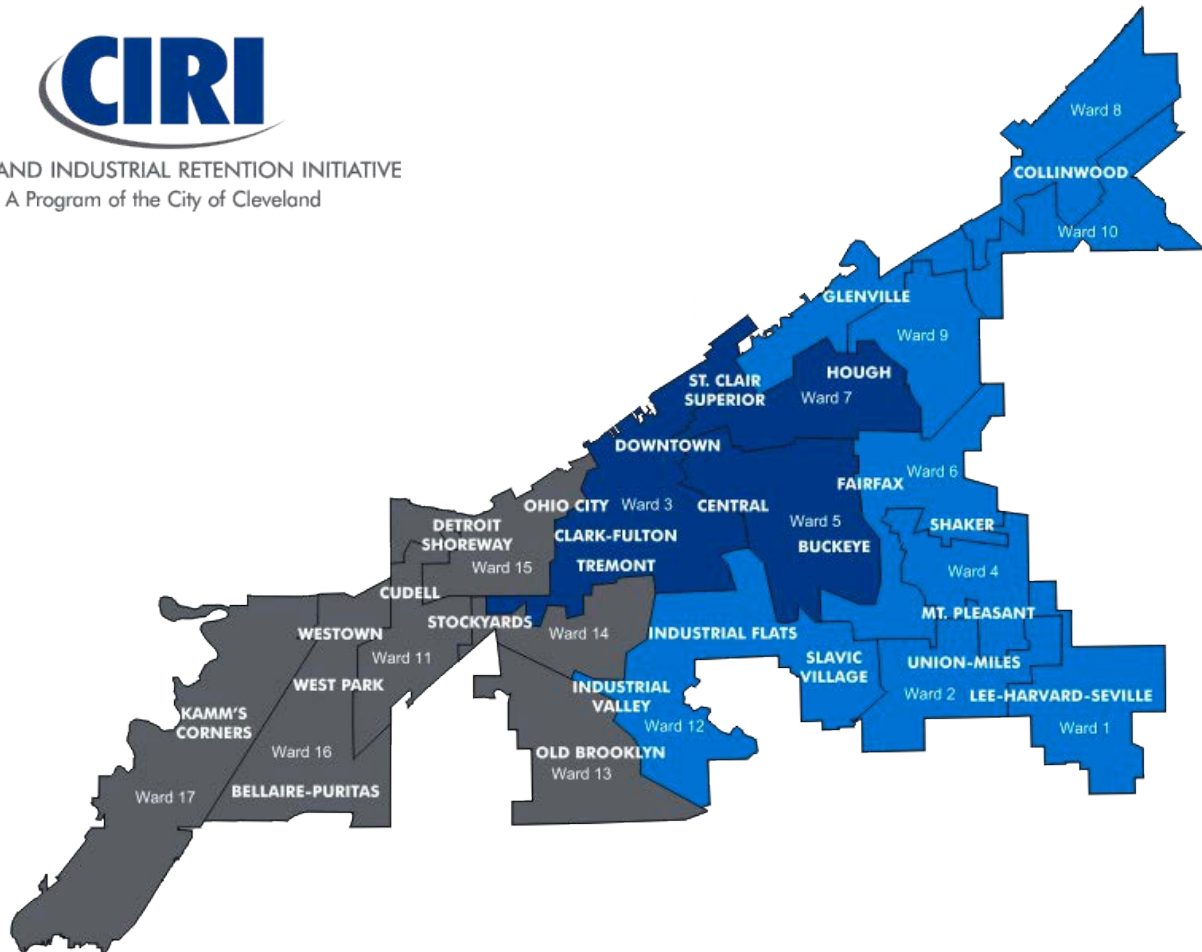


CIRI SERVICE AREA

CIRI PROVIDES ONGOING SUPPORT THROUGH ASSESSMENT, RESEARCH, RECOMMENDATION, CONNECTION & FOLLOW-UP



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A Program of the City of Cleveland



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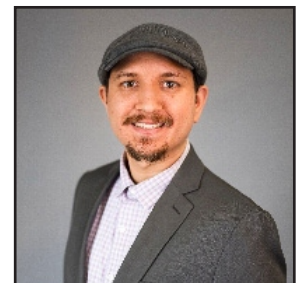
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