Introduction

How to Work with Elected Officials

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Jane Campbell

- Served in Ohio State Legislature from 1985 to 1996
- Served as Cuyahoga County Commissioner from 1996 to 2001
- First female Mayor of Cleveland Ohio 2002 to 2006
- 2006 to 2009 Managing Director for P3’s at Colliers Ostendorf-Morris
- 2009 to 2012 COS to Senator Mary Landrieu
- 2012-2014 Staff Director Senate Small Business Committee
1. The redevelopment of E. 4th St – a partnership with the elected officials (from the perspective of the elected)

2. Rebuilding the convention center – a contentious relationship with the elected officials (from the perspective of the elected)

3. Building a new Goodyear Headquarters – a partnership with elected officials at many levels (from the perspective of the economic development professional)
Troubled street in the heart of downtown – wig and hat shops with questionable side business

Dedicated property owners who had consolidated ownership to 4 owners with agreed plan of redevelopment

City needed to invest in infrastructure to change the lighting, streetscape and create a platform for investment – councilman in support of the effort
Cleveland East 4th Street Development

Administration designed the new look and feel of the street – needed to sell municipal infrastructure bonds to execute

- 2002 a tough year for Cleveland, job losses and budget challenges
- Bonds went to market – no buyers
- City agreed to buy the bonds

Infrastructure investment led to House of Blues, Upscale bowling alley, residential investment

TIF, Core cities loans, UDAG repayment loans
Cleveland East 4th Street Development
Cleveland Convention Center

Cleveland Convention center (Public Auditorium) opened in 1922 – Host to Republican nominating conventions or 1924 and 1936

“New” convention center addition underground opened in 1964

Convention center no longer attractive due to poles and general aging
Cleveland Convention Center

Long-time community conversation about a new convention center from late 90’s to its final construction in 2010

Issues included location, tax support, and public and private participation

Convention Bureau and Greater Cleveland Growth Association advocates for investment

Community finances frayed – schools, health and human services needs critical depending on property tax support
Location discussion –
Forest City and allies argued for riverfront development
  • Cost to secure the river land and inadequate loading capability issues
  • City would be left with Cleveland Public Auditorium without use or investment

Redevelopment of existing facility would utilize Public Auditorium and potentially showcase the lakefront
  • Costs for underground redevelopment were difficult to estimate
Cleveland Convention Center

Financing issues–

Convention Bureau and Growth Association wanted public investment immediately with a property tax levy to go to the ballot – Elected officials split and the discussion was played out in the press.

In Ohio property tax is principal support for schools and health and human services.

County had sales tax capability.
Cleveland Convention Center

Timing –

Convention Bureau and Growth Association pushed for agreement to do property tax levy before location decision was final

Public opinion was against the investment
Resolution –

Mayor came out against placing a property tax levy on the ballot at that time, created a commission to resolve site controversy from many in the business community and Forest City supported opponent. Mayor lost reelection.

In 2013 the new facility opened on the site of the original facility paid for by a sales tax rather than property tax.
Cleveland Convention Center
Goodyear Analysis of its Headquarter needs –

Old facility no longer met the requirements of tomorrow’s workplace – long halls, limited collaboration, high maintenance costs and too much space for the employee count

Goodyear committed to giving Akron a chance to keep the HQ there
Goodyear Tire Headquarters – Akron, Ohio

Good chemistry with the People

Experienced and Known Developer – Stu Lichter (IRG)

Successful work in Akron and region – Canal Place (redevelopment of BF Goodrich’s former HQ in Akron, Hoover plant redevelopment in Canton

Good working relationship with the Mayor

Strong and united public officials

Long time Mayor Don Plusquellic with unified city council

Newly elected County Ex. Russ Pry


Economic development professional brought in by IRG and Goodyear – Colliers Public Sector Solutions - dedicated only to pulling the pieces together
Goodyear Tire Headquarters – Akron, Ohio

More than just a HQ

IRG committed $700M investment – purchase old HQ, build new and adjacent development and lease back HQ to Goodyear. Overall development planned at over $1B over 7 years

Public investment for support of the full development project $200M in infrastructure, loan guarantees, tax credits, low interest loans

Multi-tiered financing from every level of government over 7 years
The Akron Project: By the Numbers

450,000: total square footage (40,500 sq. m.) of Goodyear’s new world headquarters
• 3,500: total number of Goodyear jobs retained, including 500 contract workers
• 108: total number of years in which Goodyear has been based in Akron
• 1.2 million: total square footage (108,000 sq. m.) of new corporate, retail and residential space that IRG plans to build around Goodyear’s new south-side headquarters
• 800,000: total square footage (72,000 sq. m.) of office, retail and apartment space that IRG plans to redevelop at Goodyear’s old headquarters in north Akron
• 12,000: estimated total jobs that will be created or retained by the multi-part Akron development
• Seven: number of years in which all of the scheduled development will be completed

Read more about the project [here](#).
Goodyear Tire Headquarters – Akron, Ohio
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