Building a Relationship with your University Center

NADO Annual Training Conference

November 9, 2023
EDA University Centers

74 University Centers covering 47 States and Territories

Current list of EDA supported University Centers:
https://www.eda.gov/funding/programs/university-centers/current-list
University Centers are critical assets and contributors to regional economic development and innovation ecosystems.

Programming designed to leverage those assets in support of innovative, inclusive and competitive regions:

- Research and data on regional economic conditions, gaps, trends
- Support technology transfer, commercialization and entrepreneurship
- Digital inclusion and technology adoption
- Developing high skilled and inclusive regional workforce

Learn More about University Centers: https://www.eda.gov/funding/programs/university-centers
Collaboration with EDDs and Other EDA Partners

• UCs can contribute expertise and technical assistance to develop and implement CEDS
• UCs host convenings designed to share knowledge, foster collaboration among regional stakeholders
• EDA’s 2023 NOFO placed greater emphasis on UC applicants that present clear plans to collaborate with and assist other EDA investment partners, award recipients and stakeholders, including EDDs
• **EDD Community of Practice** includes the University Economic Development Association (UEDA) as partner to ensure and advance UC engagement with EDDs
• UC Cohort Project (UEDA and Virginia Tech) is working to engage more EDDs in its programming to support strong connections, peer learning and promote innovative solutions across the network of University Centers.
Stay Engaged!

Subscribe to get the latest EDA news at www.eda.gov

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EDA University Centers: What We Do & How To Partner

Bowling Green State University- Center for Regional Development
Ohio University- Voinovich School of Leadership and Public Service
Cleveland State University – Center for Economic Development - Levin College of Public Affairs and Education

NADO 2023 – Thursday November 9th
EDA University Center Program

• Leveraging university assets to build regional economic ecosystems that support innovation and high-growth entrepreneurship, resiliency, and inclusiveness.

• Research, Technology Transfer & Commercialization, Entrepreneurship, Economic Development Planning, Impact Analysis, Digital Inclusion, Data Support

• Support organizations located in the economically distressed portions of their service regions.
EDA University Center Program

- 73 EDA University Centers covering 47 states and territories.
- Since 1980 UCs have supported technology transfer and commercialization assistance.

Goals:
- Supporting regional commercialization
- Advancing high-growth entrepreneurship
- Cultivating innovation
- Encouraging business expansion in a region’s innovation cluster
- Developing a highly skilled regional workforce
- Increasing the resiliency of a region.

Current List of University Centers | U.S. Economic Development Administration (eda.gov)
Our combined service area covers 65 of 88 Ohio counties.

Primary focus is on our unique service areas.

Statewide or subject-matter specific projects provide collaborative opportunities.
The BGSU Center for Regional Development partners with community stakeholders to enhance the economic well-being and quality of life in northwest Ohio through the following services:

- Data Analytics and Visualization
- Program Evaluation
- Economic Impact Analysis
- Strategic Planning
- Community Engagement
- Placemaking
- Public Health Planning and Analysis
- Digital Inclusion in NW Ohio
- Bridge to BGSU Faculty, Students, & Resources
Center for Economic Development & Community Resilience

Part of Ohio University’s George V. Voinovich School of Leadership and Public Service.

Working in partnership with economic development districts (EDDs), JobsOhio, the Governor’s Office of Appalachia, and others.

Brings resources of the Voinovich School to communities in Ohio address critical challenges of building competitive and resilient economies.

- Economic impact analysis
- Fiscal impact analysis
- Workforce analysis (e.g., skillshed analysis)
- Economic transition planning
- Placemaking and strategic planning

Partnering with Ohio communities to leverage Ohio University resources to build a more vibrant economic future.
• 5 Comprehensive Economic Development Strategies (CEDS)
• 2 EDDs
• 7 Strategic Plans
• 8 Community Placemaking Plans
• 2 Digital Equity, Inclusion & Broadband Studies
• 8 Economic Impact Studies
• 4 Housing Studies
• 3 Wage and Benefit Studies
• 3 Program Evaluations
• 5 Health Equity Strategy & Health Impacts Studies
The RUC Model

PARTNERS:
• EDDs
• COGs
• Local Economic Development
• Community Organizations
• Education Partners Higher Ed. & K-12
• Workforce Development
• Business Consortia
• Port Authority and Transportation Authorities

UC SUPPORTS:
• Full-time leadership – Directors
• Program & Project Management Staff
• Faculty & Academic Fellows
• Graduate Students
• Undergraduate Fellows
Community Strategies & Planning Projects
Noble County Strategic Plan

- Update from successful 2019 plan
- New SWOT and priorities with changing economic environment (COVID, Intel, etc.)
- Engagement with selected stakeholders and larger public meeting with the community
- Priorities identified:
  - Infrastructure
  - Small Business Support
  - Flooding
  - Housing
  - Tourism and Outdoor Recreation
Northwest Ohio Workforce Recovery & Resilience Strategy

- $555,000 grant from EDA to develop a workforce strategy and recovery plan for northwest Ohio (Lucas, Fulton, Wood, and Ottawa Counties) to assist in COVID-19 recovery.

- Project partners include the Regional Growth Partnership and Jobs Ohio ($100,000 in match).

- The effort will result in several deliverables including:
  - Metrics for Workforce Development
  - NW Ohio Workforce Dashboard
  - NW Ohio Workforce Asset Map
  - NW Ohio Workforce Calendar
  - Workforce Strategy and Recovery Plan
Welcome to the Toledo Region Data Hub

We're looking beyond pure economic growth to track metrics like educational attainment, demographic changes, equity in economic opportunity, investments in infrastructure, and more.

We're committed to tracking and sharing the region’s successes and shortcomings, including how we compare to our current and aspirational peers.

Success doesn’t happen overnight and progress isn’t always linear. It’s trends that matter. By collecting data over time, we can show the region’s growth—and decline—in each key area.

These key performance metrics were developed by the Strategy Committee to track the region’s progress toward the goals of the CEDS, and ultimately, our vision for the Toledo region.

A Dashboard to Measure Progress in Real Time

The up and down arrows provide a snapshot of how each metric has changed—whether the numbers are up or down since our previous analysis. Keep in mind that “up” isn’t always positive, and “down” isn’t necessarily negative. For more insight into any individual metric, click a data point to drill deeper into our data.

<table>
<thead>
<tr>
<th>Metrics</th>
<th>2010-2020</th>
<th>2020-2021</th>
<th>2021 Median Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce</td>
<td>-0.74%</td>
<td>-0.25%</td>
<td>38.7</td>
</tr>
<tr>
<td>Talent</td>
<td>462</td>
<td>298</td>
<td></td>
</tr>
<tr>
<td>Resilient Economy</td>
<td>-929</td>
<td>298</td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>3,300</td>
<td>17,500</td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Economic Impact Studies
Ohio’s Creative Industries

History
CRD has performed Economic Impact analyses for Ohio creative industries for the past 3 years

Project Goal
Quantify the economic impact of creative industries in Ohio and the impact of COVID-19 on the industry

Process
• Geographic Scope
• Methodology
• Findings
• Deliverable
In total, the Bellefontaine Regional Airport was found to account for 2022 regional economic impacts of:

- 51.2 full time equivalent (FTE) jobs
- $2.7 million in annual payroll (personal income)
- $6.3 million in total economic output
- $730,833 in total annual tax revenues
Jesse Owens State Park EIA

The total economic impact of Jesse Owens State Park in 2020 and 2021 was $6,528,397.

<table>
<thead>
<tr>
<th>Impact Type</th>
<th>Employment</th>
<th>Labor Income</th>
<th>Value Added</th>
<th>Economic Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Effect</td>
<td>53.13</td>
<td>$1,828,095</td>
<td>$2,516,962</td>
<td>$4,410,299</td>
</tr>
<tr>
<td>Indirect Effect</td>
<td>8.21</td>
<td>$357,818</td>
<td>$561,525</td>
<td>$1,237,583</td>
</tr>
<tr>
<td>Induced Effect</td>
<td>5.53</td>
<td>$265,798</td>
<td>$512,462</td>
<td>$880,514</td>
</tr>
<tr>
<td>Total Effect</td>
<td>66.87</td>
<td>$2,451,712</td>
<td>$3,590,949</td>
<td>$6,528,397</td>
</tr>
</tbody>
</table>
Program & Policy Support
Northwest Ohio Digital Inclusion Gap Analysis & Planning

- Lucas County gap analysis
- Community needs assessment-stakeholders engagement
- Collaborative logic model building
- Strategy development and implementation planning
- BBOH RDIA –Assessment and planning
- BBOH Accelerator Participation
Overview

• University Applied Research Centers
• Affiliate research with Internet of Things Collaborative and CSU TECH Hub
• Multi-disciplinary
• Support Research Related to Regional Needs - Prioritize investments in research to advance/address economic needs, and the social and cultural challenges of the metro area and region (CSU2.0)
Past Projects

• GRIDs
  • Groups of Regional Industry Drivers
  • Explored employment and output trends and key industries across 4 NEO MSAs

• Moving Cleveland Above the Trend
  • Series of seven research briefs exploring the seven factors of growth identified through GRIDs
  • Included New Residential Centers, Polarization, etc.

• Greater University Circle Inclusion Initiative
  • 7-year evaluation plan
  • Initiative engaged major anchor institutions in University Circle neighborhood
  • Systemic change and equity focus
Ohio Economic Vitality Index (EVI)

The 2021 update of the Economic Vitality Index (EVI) illustrates the ongoing effects of the global pandemic and economic slowdown and highlights the impacts of policy responses aimed to ease its detrimental and uneven impacts on the economies of Ohio’s 88 counties.

Publicly available at:
https://storymaps.arcgis.com/stories/32328f954506426d9914fe8a66f3214f
National Data Mapping Tool
In Support of Thriving Communities
National Data Mapping Tool
In Support of Thriving Communities

National Neighborhood Mapping Tool
Practitioners from around the country expressed interest in access to the data, typology, and mapping tool for use in their own work. With additional investment and financial support from the Levin College of Public Affairs and Education, the research team created a set of expanded ArcGIS Online mapping tools that is publicly available through the Levin College’s website.

The publicly available interactive mapping tool displays the results from the typology developed in the Robert Wood Johnson Foundation Middle Neighborhoods work. Although this project focuses on case study communities, this tool includes the data for all 66,679 neighborhoods in our study area. The mapping tool includes:

1. A Story Map: An interactive interface where people can click on individual census tracts nationwide to get greater details on economic health, demographics, and factor scores. This map is divided by census region.

2. Case Study Story Map: An interactive map of each of the six case study neighborhoods that combines the visual aids of embedded maps and charts with a narrative that readers can scroll through.

3. Legend Map: An interactive map that contains tracts within cities with a population of over 50,000.
National Data Mapping Tool
In Support of Thriving Communities

• Used Factor Analysis as a dimension reduction technique
  • Measures interrelatedness of indicators and arrives at factors

• We captured 108 indicators measuring demographics, housing, economy, health, and institutions in each community
  • Neighborhoods are people and place
  • Reduced to 65 indicators

• 72,064 -> 66,080 Census Tracts, omitting:
  • Below 500 population in 2019
  • Over 50% covered by an active military base
  • Rural
National Data Mapping Tool
In Support of Thriving Communities
FRONT International Cleveland Triennial for Contemporary Art Economic Impact Study

FRONT International Cleveland Triennial for Contemporary Art 2022 public art exhibit ran from July 16 through October 2, 2022. The FRONT exhibit takes place every three years and this iteration, *Oh, Gods of Dust and Rainbows*, was displayed in Cleveland and Akron, OH at a variety of locations through partnerships with museums and other institutions in the region. This study uses a multi-regional input-output (I-O) model to estimate the effect of the exhibit on the economies of the Cleveland-Elyria-Mentor and Akron Metropolitan Statistical Areas. The economic impact consists of two components: impact of visitor spending and impact of the FRONT 2022 operating budget. The study also incorporates the results of a participant survey.

### 2022 Total Economic Impact: Conservative Scenario

<table>
<thead>
<tr>
<th></th>
<th>Employment</th>
<th>Labor Income</th>
<th>Value Added</th>
<th>Output</th>
<th>State &amp; Local Tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct</td>
<td>758</td>
<td>$22.9M</td>
<td>$37.1M</td>
<td>$67.7M</td>
<td>$3.7M</td>
</tr>
<tr>
<td>Indirect</td>
<td>159</td>
<td>$10.5M</td>
<td>$16.8M</td>
<td>$30.0M</td>
<td>$1.4M</td>
</tr>
<tr>
<td>Induced</td>
<td>157</td>
<td>$9.0M</td>
<td>$16.1M</td>
<td>$27.4M</td>
<td>$1.6M</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,074</strong></td>
<td><strong>$42.5M</strong></td>
<td><strong>$70.0M</strong></td>
<td><strong>$125.1M</strong></td>
<td><strong>$6.7M</strong></td>
</tr>
</tbody>
</table>
This initial report focuses strictly on effects felt throughout the city of East Palestine, with special attention paid to the evacuation area, and covers the period from the date of the derailment until two weeks afterward (through February 17, 2023). This period coincides with the mandatory evacuation time ordered by the office of Governor Mike DeWine and serves to frame the early economic impacts on the community.

https://engagedscholarship.csuohio.edu/urban_facpub/1788/
This report presents the results of the economic impact analysis of the National Aeronautics and Space Administration's (NASA) Glenn Research Center (Glenn) on the eight-county Northeast Ohio region and the State of Ohio during FY 2022. This study is based on input-output modeling that reflects the buy-sell relationships between industries, the household sector, and the government sector in a region. The modeling results estimate the economic impact of NASA Glenn's spending on Northeast Ohio and the state of Ohio. Since NEO is a part of Ohio, this study is conducted using Multi-Regional InputOutput (MRIO) analysis, where economic impact is estimated on interconnected two regions, Northeast Ohio and the rest of the state of Ohio defined as Ohio less Northeast Ohio. The economic impact illustrated in NEO accounts for the effect of spending in NEO and the economic impact created in NEO when spending was done outside of NEO region; the economic impact in Ohio accounts for the effects created in NEO from spending that occurred in NEO and across the rest of Ohio and economic impact in non NEO counties from spending in NEO and spending outside of NEO.
2023 Theme: The Blue Economy

Energy Policy Center

CONNECTING INNOVATION, POLICY & PRACTICE Ohio

Calling All Innovators:
Applications open for the 2023 Water Accelerator Testbed Field Season

Our Water Accelerator Testbed season is open and we're looking for innovators creating or producing water-related IoT technologies. Test and demonstrate your tech in real-world environments and with opportunities to connect with CWA's network of experts, support services, and potential end-users.
Minority Entrepreneurship

This study aims to assess minority resource gaps in entrepreneurial ecosystems (EEs) in Dayton, Ohio. This iterative-process project seeks to answer two main research questions: 1) What are the local factors of EEs that drive growth for minority entrepreneurs? 2) what are the gaps in access to different resources for minority entrepreneurs in the ecosystem? and (3) What are the challenges and benefits of intervening with a growing minority entrepreneurship ecosystem? To answer these questions, the project team has worked with leadership at the Dayton Chamber of Commerce (DACC) to foster participation through service provider interviews and a survey of small businesses and entrepreneurs in the region.
Minority Entrepreneurship

Public Presentations:

Jack Yochum attended the American Association of Geographers Conference in Denver, Colorado with a presentation titled “Reframing Project Goals in Alignment with Responsive Ecosystems – Benefits and Challenges”. This presentation was featured alongside seven others in a panel titled, “Qualitative Geographies during COVID-19: Methodological Challenges, Adaptation, and Growth” and featured myriad experiences and approaches to qualitative research during the pandemic. Jack’s presentation discussed the changes entrepreneurial ecosystems endured as a result of the increased supply and demand of resources in municipalities during the pandemic. In keeping with the focus on the impact that defines research-practice projects like this, the research team reevaluated and restructured the project to focus on the impact on Dayton, Ohio, as opposed to splitting resources between three regions as originally laid out.

Events categories:

1. Connections to Capital/Funding
2. Connections to Customers & Contracts
3. Technical Assistance (Coaching & Counseling, boot camps, accelerators, incubators)
4. Social & Networking (fun activities)

City of Dayton PEP Business Technical Assistance
Co-Op Dayton
Greater West Dayton Incubator
Entrepreneurs’ Center
Dayton Metro Library
Heard Management
Parallax
Miami Valley Community Action Partnership
MBP/Parallax/ESP
Downtown Dayton Partnership
Minority Business Assistance Center
City of Dayton PEP Business Technical Assistance
SCORE
Utsey
Urban League
An Examination of Incentive Programs to Attract Remote Workers

In order to understand what incentivizes municipalities to pursue these policies, we investigated 26 programs covering 36 counties and cities across the United States. We compiled data on population and age dynamics in each geography to understand the potential demographic incentives for attracting a young and educated remote population. Few reports exist about the success of these policies, but early results suggest that they are successful forms of attraction in the new age of worker mobility.
Society 5.0

5.0, is built around the premise that humanity is rapidly approaching a fifth stage of development that includes emerging disruptive technologies, such as artificial intelligence, multi-sensory transfer, augmented and virtual realities, advanced robotics, and synthetic forms of life.
The Society 5.0 initiative is multidisciplinary and anchored by a 4-course graduate certificate taught across three different colleges, a community engaged seminar series, student led 60 second lecture competitions, podcasts, and intradisciplinary research. The programming is designed to confront big questions concerning human-machine interfaces, knowledge formation, privacy, security, and what constitutes life and the living. It prepares participants to conceive and confront potential futures by learning to think in innovative, transdisciplinary ways while working across and between disciplines to better understand problems while designing practical solutions for guiding and shaping innovations in technology for and in the public interest.
Check out the latest episode of the Levin Podcast

Dr. Nicholas Zingale and Dr. Sasa Drezgic discuss Society 5.0 and implications for how technology continues to shape our everyday experiences.

Watch or Listen Now »

Society 5.0, the CSU T.E.C.H. Hub, and the Center for Human-Machine Systems present:

The Future is not what it used to be: Thinking Differently through Transdisciplinarity, Team Science, and Socio-Technical Controversies

Thursday, March 30, 2023 | 11:00 - 1:00 pm EST | Levin College

Light refreshments provided. Learn more and register »
Internet of Things Collaborative

The IoT Collaborative (IOTC) is a higher education collaboration led by Case Western Reserve University and Cleveland State University made possible with the generous support and leadership of the Cleveland Foundation. The IoT Collaborative was formed to bring together the expertise and resources of both universities, leveraging their complementary strengths, to drive research and education as well as engagement with the public and private sectors. To leverage the universities’ capacities and fully integrate the initiative, the IoT Collaborative is embedded within the universities - it is not a separate nonprofit. Case Western Reserve University spearheads their efforts through the Institute for Smart, Secure and Connected Systems (ISSACS), analogous to the CSU T.E.C.H. Hub.

The universities engage with other higher education institutions in the region and beyond, and work to strengthen and extend research and education collaborations.
Launched in 2019, PIT-UN is a partnership that unites colleges and universities committed to building the field of public interest technology (PIT). Through the development of curricula, research agendas, and experiential learning programs in the PIT space, these institutions aim to develop graduates with skills and knowledge at the intersection of technology and policy.
NOACA - CEDS

- Access to Broadband
- Aerospace / NASA Glenn
- Agriculture
- Cultural Amenities
- Education
- Equity
- Healthcare
- Housing
- Immigration
- Innovation and Entrepreneurship
- Institutions - Regional Collaboration and Urban/Rural Connectivity
- Manufacturing
- Parks and Recreation
- Tourism
- Transportation
- Water Resources
The Case for Small Cities – a collaboration with the Upjohn Institute for Employment Research

- Previously thought that small cities lacked the dynamics of larger urban places – more serious questions and consequences of urbanization

- Place bias

- Neglected in research

- Size and Scale
  - Significant number of communities
  - Represents significant population of the country
Where are they?
# Growth and Decline

<table>
<thead>
<tr>
<th>Growth Quantile</th>
<th># of Principal Cities</th>
<th># of Suburbs</th>
<th>% Range of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highest Growth</td>
<td>27</td>
<td>32</td>
<td>84.7% - 1,787.2%</td>
</tr>
<tr>
<td>2nd</td>
<td>48</td>
<td>11</td>
<td>42.1% - 84.1%</td>
</tr>
<tr>
<td>3rd</td>
<td>43</td>
<td>15</td>
<td>45.1% - 20.9%</td>
</tr>
<tr>
<td>4th</td>
<td>42</td>
<td>17</td>
<td>4.3% - 20.9%</td>
</tr>
<tr>
<td>Lowest Growth/Declining</td>
<td>42</td>
<td>16</td>
<td>-32.1% - 3.6%</td>
</tr>
</tbody>
</table>

## Growth 1990-2020 Population Change 2010-2020

<table>
<thead>
<tr>
<th>MSA</th>
<th>Growth 1990-2020</th>
<th>Population Change 2010-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lakeland-Winter Haven, FL</td>
<td>1787.23%</td>
<td>28.36%</td>
</tr>
<tr>
<td>Boise City, ID</td>
<td>1023.25%</td>
<td>43.54%</td>
</tr>
<tr>
<td>The Villages, FL</td>
<td>877.30%</td>
<td>58.32%</td>
</tr>
<tr>
<td>Cape Coral-Fort Myers, FL</td>
<td>814.87%</td>
<td>43.49%</td>
</tr>
<tr>
<td>Provo-Orem, UT</td>
<td>690.32%</td>
<td>41.29%</td>
</tr>
<tr>
<td>Deltona-Daytona Beach-Ormond Beach, FL</td>
<td>517.50%</td>
<td>17.35%</td>
</tr>
<tr>
<td>Salt Lake City, UT</td>
<td>503.07%</td>
<td>46.17%</td>
</tr>
<tr>
<td>North Port-Sarasota-Bradenton, FL</td>
<td>474.45%</td>
<td>19.91%</td>
</tr>
<tr>
<td>Bend, OR</td>
<td>374.04%</td>
<td>26.61%</td>
</tr>
<tr>
<td>Cape Coral-Fort Myers, FL</td>
<td>324.67%</td>
<td>31.52%</td>
</tr>
<tr>
<td>Kennewick-Richland, WA</td>
<td>265.18%</td>
<td>24.23%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MSA</th>
<th>Decline 1990-2020</th>
<th>Population Change 2010-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youngstown-Warren-Boardman, OH-PA</td>
<td>-32.99%</td>
<td>-4.23%</td>
</tr>
<tr>
<td>Flint, MI</td>
<td>-31.80%</td>
<td>-6.28%</td>
</tr>
<tr>
<td>Dayton-Kettering, OH</td>
<td>-22.85%</td>
<td>-0.77%</td>
</tr>
<tr>
<td>Birmingham-Hoover, AL</td>
<td>-20.69%</td>
<td>-0.62%</td>
</tr>
<tr>
<td>Jackson, MS</td>
<td>-16.71%</td>
<td>-5.61%</td>
</tr>
<tr>
<td>Springfield, OH</td>
<td>-16.36%</td>
<td>-2.72%</td>
</tr>
<tr>
<td>Canton-Massillon, OH</td>
<td>-15.80%</td>
<td>-2.94%</td>
</tr>
<tr>
<td>Decatur, IL</td>
<td>-14.34%</td>
<td>-5.60%</td>
</tr>
<tr>
<td>Syracuse, NY</td>
<td>-13.00%</td>
<td>-1.80%</td>
</tr>
<tr>
<td>Utica-Rome, NY</td>
<td>-12.61%</td>
<td>-3.62%</td>
</tr>
</tbody>
</table>
Community Service and Engagement
Center staff engage with various community stakeholders and organizations throughout the year to provide technical assistance, research guidance, programmatic advice and other services.

1. Racial Wealth Equity/Racial Wealth Gap
   * Policy Bridge racial wealth gap working group
   * City of Cleveland’s new CityStart Program – Financial Empowerment Fund
2. Vital Communities Conference Planning member
3. Internet of Things Collaborative economic development committee
5. Association for Budgeting and Financial Management Conference 2024
CLEVELAND STATE UNIVERSITY

CENTER ECONOMIC DEVELOPMENT

EDA UNIVERSITY CENTER

Levin.
CENTER FOR ECONOMIC DEVELOPMENT

Visit us online
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