

**LORAIN PORT AUTHORITY**  
**Strategic Development Plan Committee Meeting**  
**Tuesday, January 9, 2018**

**Committee Members:** Ms. Carr; Messrs. Bansek (6:09 p.m.), Davila (6:17 p.m.),  
Mullins and Zellers

**Board Members:** Mrs. Cook; Messrs. Kuszniir and Zgonc

**Staff:** Tom Brown, Executive Director  
Yvonne Smith, Accountant  
Tiffany McClelland, Economic Development Specialist  
Kelsey Leyva, Office Manager  
Lil, Goose Dog

**Guests:** Rick Payerchin, Morning Journal  
Dennis Flores, Lorain Second Ward Councilman

**I. Roll Call**

A. The meeting was called to order at 6:05 p.m. by Chairwoman Connie Carr with roll call indicating a quorum present.

**II. Disposition of Meeting Minutes**

A. **May 10, 2016, Strategic Development Plan Committee Meeting:** Without question, Mr. Zellers moved to approve the minutes. Second by Mr. Mullins. Motion carried.

**III. Report of Chairwoman**

A. Discussion of Strategic Goals: Ms. Carr said this was put together following discussions among Mr. Brown, Mr. Mullins and herself. The three came to a consensus and they're now looking for additional input from board members. Ms. Carr said she, Mr. Brown and Mr. Mullins identified immediate action items to take place during the next six months. Short-term goals can be accomplished in six months to two years and long-term goals we want to see occur in two years or longer. Projects have been identified in each category. Ms. Carr said when prioritizing, the board will need to consider how much staff time each project will require. The aim is to find a nice balance. The

committee will also need to determine if other committees are necessary, such as financial planning to determine if grants or other funds are needed. Ms. Carr asked if anyone needed any clarification on the items included in the list. Mr. Zellers asked for more information regarding the yacht construction project, the second item under immediate action items. Mr. Brown said the group hasn't closed the door yet, but they were locked into a proposal and are looking at city property. They may use the Port Authority for financing incentives. Ms. Carr said at the time the list was drafted, this project looked much more possible. Mr. Brown said other items in the works may appear at next month's board meeting. Mr. Zellers said he believes some things on the list need focused on now and others are less pressing. He questioned the immediate action item related to the Broadway Building project and asked if it was completed? Mr. Brown said the item is ongoing. Ms. Carr said we've completed the part relating to the proper title transfer, but that project may need more attention moving forward. Mr. Zellers asked about the repurposing of the Train Station. He thinks it is important, but not on the same level as the Broadway Building. Mr. Brown said his top three currently are the Broadway Building, the Kelleys Island RFP and the CDFA audit. A "B" column to that would include the Marina Lease RFP. Everyone wants it out in the first quarter, but Mr. Brown said that will be a challenge as he has about eight file folders to sift through. Mr. Zellers said we should establish a reserve for building and grounds maintenance. Mr. Brown said the board could establish a policy to accomplish that by taking a certain percentage of a special revenue fund, for example. Mr. Zellers said he is more concerned about establishing a type of schedule or plan to replace picnic tables and paint steel components at Black River Landing. Mr. Brown said the Grounds Maintenance and Capital Improvements committee can work to create maintenance schedule. Ms. Carr said committee members and/or staff need to create a list of all equipment and infrastructure to determine its useful life. From there we can map out a list of needs and wants, and then take it to the Financial Planning and Audit Committee to see if additional funds are

necessary. Mr. Zellers said he understood and clarified his point was that he believes maintenance is a top priority. Mr. Brown said he needs to find time to create a list for the Grounds Maintenance committee and help steer them in the right direction. His goal is to have a punch list by next week. Mr. Brown said some projects can become time consuming. Ms. Carr said identifying priorities is meant to help determine where time should be spent. Mr. Mullins made the comment that the Port has a lot of property and wonders if this is the direction we want to go. Mr. Brown agreed the Port has several properties, some for decades. Ms. Carr said some property has no strategic value and could be sold for future maintenance reserve funds. She asked if anything was missing from the immediate action items and then asked the group to rank the top three. Mr. Mullins said the top three are the ferry project, the Broadway Building and the Marina RFP. The maintenance reserve is a close fourth. Ms. Carr moved on to short term and long-term goals. Mr. Zellers asked for clarification on the Brownfield item. Mr. Brown said we are an active partner in the county's Brownfields program. We host the meetings and may be the contact agency. The Port received a \$400,000 Brownfields assessment grant. What the county has is a Brownfield planning grant. They hired an agency to conduct input sessions and compile property lists, including our south eight acres, to create an RFP for two or three sites in Lorain for future development. The hope is that this will support future efforts to receive a cleanup grant. Mr. Zellers asked about the third bullet point under short term. Mr. Brown said that's a possible project where we're helping someone seek financing on their properties. Mr. Zellers asked for clarification on the Riverbend project. Mr. Brown said Riverbend was tied to the yacht and a couple other companies, fielding calls. Ms. Carr said members can add and rank the top three or four. Mr. Zellers said he thinks the list is good and that the assessment will give the board further direction. Ms. Carr said she sees the hotel project with respect to the parking deck as a top priority because the deck needs reconfigured. Mr. Brown said the parking deck/garage may be salvaged. Two assessments said it could be saved. We also want to look at

enhancing the entrance to Black River Landing. Mrs. Cook asked about how much control the Port would have in the design. Mr. Brown said that would depend on the type of public/private partnership established and the funding sources used. Mr. Zellers said increasing economic development on the web site is number one. The hotel project and Kelleys Island would be a close second and third. Ms. Carr said a number four for her would be the Brownfield planning project. Mr. Brown said the planning project is good for the Port because it gives exposure to our properties for future development at no cost to the Port. Mr. Mullins said he believed the "800-pound elephant in the room" was the need to discuss the review of real estate holdings of undeveloped properties and what it's costing the Port to maintain them. Mr. Zgonc suggested selling unnecessary parcels. Ms. Carr said she didn't identify that item in the top three because she thought we needed to get through the consultant assessment first. Mr. Bansek said he agreed with the order but said item number one means we need to address the "elephant." Ms. Carr said she understands maintaining our parks and bigger properties because they're strategically located and have the potential for development. Separate from that, we have a lot of small lots on the East Side that have any strategic value to us. Ms. Carr said she believed we could increase our economic development content on our website without listing all of the small lots we own. Mr. Bansek said moving forward we have to trust the real estate agent and have the courage to part with some properties. Ms. Carr said she will clean up her spreadsheet of properties to send to the board members. She agrees the board needs to accept the fact that some properties don't have the same value it once had. Mr. Mullins said a real estate agent would charge more to sell raw property because it's harder to sell. Ms. Carr suggested listing the small lots on the website first to see if we get any bites. Mr. Kuszniir suggested potentially offering the parcels to adjacent property owners before going with an agent. Mr. Zellers agreed. Ms. Carr asked if there were any questions regarding long term goals. Mr. Zellers asked about the dock for the industrial park site. Ms. Carr said a lot of times when we're talking to different

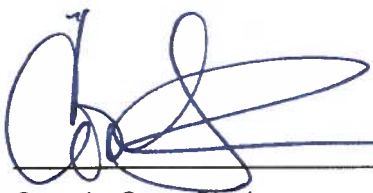
companies about bringing an operation here, they need dockage, rail or both. Nothing is set in stone, but this is a future goal. Mr. Brown clarified that one long term goals tie into the immediate and short-term goals. We need to hone our craft development wise. The stage top is the only pressing capital project currently. It needs some repairs. Ms. Carr suggested creating a list of potential capital projects that may not be financially feasible now but could be in the future. With our staff and resources, we can only accomplish so much each year. In the meantime, if anyone comes up with any "wish list" long-term items, feel free to send them to Ms. Carr. The plan is to revisit the list after the CDFA assessment and make it an annual practice moving forward. Mr. Zellers asked how the levy tied into all of this. Ms. Carr said she imagined it would be on the ballot in Spring 2019. The levy was added to the list of short-term goals. Ms. Carr said its critical that we continue to have projects in the pipeline at all times so we always have a rolling list that we can use for the next levy campaign. Prior to the next strategic committee meeting, Ms. Carr, Mr. Brown and Mr. Mullins plan to sit down to identify specific tasks to complete and whether it's a staff responsibility or a committee responsibility.

**IV. Other Business**

A. None.

**V. Adjournment**

A. There being no further business to come before the committee, Mr. Zellers moved to adjourn. Mr. Mullins seconded. Meeting adjourned at 6:52 p.m.



Connie Carr, Chairwoman



Tom Brown, Executive Director