



SECTION 7



IMPLEMENTATION

Moving from vision to implementation requires commitments of time and resources. The Implementation section ties individual actions to potential partners, timeframes, and potential funding sources to ensure everyone is aware of how actions can be accomplished.

WHAT'S IN THIS SECTION?

This section includes tables that correspond to each topic, goal, and action item from the Goals and Actions section. Each action includes a time frame identifying how long it could potentially take to accomplish the action, potential parties that could assist in its implementation, potential level of funding, and possible funding opportunities. It also provides space to add notes for the status of a project and for the date an action is completed.

The implementation tables are meant to serve as a guide; however, priorities, funding streams, and partners can change over time. New resources should be evaluated against action items as they arise.

HOW DO I USE IT?

The Implementation section informs not only City staff and administration of who is responsible for undertaking actions, but it also discusses partnerships with private property owners, other municipalities, and other levels of government to demonstrate that accomplishing the plan will take efforts from many groups.



It is intended that this Master Plan will be used by the City of Cleveland Heights—as well as partners, property owners, and developers—when deciding where, when, and how to make investments. A viable implementation program—one that sets forth specific action items—is a valuable tool to ensure that the recommendations are acted upon.

TYPES OF ACTIONS

The action steps can be categorized in three ways:

- **Proactive Actions** include recommendations for revising, expanding, promoting, or developing new programs or services. These are actions that would not otherwise occur without new action undertaken by residents, groups, or the City.
- In addition to proactive actions, the plan recommends certain **Responsive Actions**. These actions are to be undertaken when certain conditions are met. For instance, reviewing the Future Land Use map is triggered when a development proposal is submitted to the City.

- Finally, the Master Plan recommends certain **Ongoing Actions**. These actions are meant to underscore positive steps already undertaken and which are important to continue or to improve.

COLLABORATION

It is important to recognize that there are factors that impact the City that are beyond its control. In such cases, it is important to forge and maintain supportive partnerships with those who do have control. In addition, because cities across the County and State are facing declining resources, it is becoming more important than ever to engage firms, institutions, and citizens to collaborate in the work of government.

The Master Plan identifies opportunities for engaging with other entities in developing mutually beneficial programs. With this in mind, the City can serve as a champion and supporter to help spur collaborative action.



USDA

IMPLEMENTATION TABLES

The implementation tables on the following pages link directly to the actions in the Goals and Actions section. The tables outline the goals and actions, projected timeline, potential partners, estimated cost, potential funding sources, and project status. Potential partners are identified through symbols as shown in the legend on the following page.

While potential partners, estimated timelines, and potential funding sources are outlined, changing circumstances, priorities, and funding streams may require this action table to change. The last column—Status/Date Complete—provides the opportunity to track changes in the implementation of an action and to provide a public record of when a project or action is completed.

It is important to recognize the table is a guide that is intended to be updated when circumstances warrant. The City should evaluate the plan every six months to ensure that actions are being completed.

COST ESTIMATES

The implementation tables contain three levels of cost estimates. Because of the ever-changing nature of projects, costs

are variable; however, we have provided ranges to give a general understanding of the scope of a project.

For the purposes of this plan, the three cost ranges are shown below and marked as listed in the implementation tables:

Estimated Cost Range	As Listed
Over \$500,000	>500K
\$100,000 to \$500,000	100K to 500K
Up to \$100,000	<100K

Importantly, estimated costs are only supplied for the action as described. They do not take into account additional steps. For instance, the cost of the action “Advocate that the 32 and 9 bus routes continue to Downtown Cleveland” is only for the advocacy. The cost does not take into account further actions—such as the purchase of additional buses or the cost to staff a route—that would follow from successful advocacy.

POTENTIAL PARTNERS LEGEND

City of Cleveland Heights		Other Governmental Agencies	
	CH-UH Schools		Northeast Ohio Areawide Coordinating Agency (NOACA)
	Police and Fire		Cuyahoga County Department of Public Works
Private and Non-Profit Entities			County Planning
	Private Property Owners		Ohio Department of Transportation (ODOT)
	Neighborhood Groups		Cuyahoga Arts and Culture
	Transit Advocacy Groups		Northeast Ohio Regional Sewer District
	Bicycle Advocacy Groups		Greater Cleveland Regional Transit Agency
	Proposed Community Development Corporation		General Surrounding Communities
	Non-Profits		Cuyahoga County Land Bank
	Qualified Design Professionals		Cuyahoga County Department of Sustainability
	Higher Education Partnerships		Ohio Department of Health
	Regional Institutions		Heights Libraries
	University Circle Incorporated		Cuyahoga County Board of Health
	Special Improvement Districts		Cuyahoga Soil & Water Conservation District
	Heights Community Congress	Priority Level	
	Home Repair Resource Center	★	Lowest Priority
	Future Heights	★★	Middle Priority
	Doan Brook Watershed Partnership	★★★	Highest Priority
	Cleveland Tenants Organization		

ACTION PRIORITIES

Priority actions are identified by stars in the implementation tables. Actions with three stars are the highest priority while actions with fewer stars are lower priority. The action priorities were determined from online and in-person public input. Residents were asked to rank their top priorities in each category as well as the importance of each category overall. The scores were weighted and grouped into three categories: lowest, middle, and highest priority.

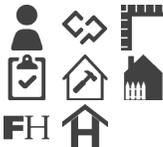
Based on discussions with City staff, some priorities were adjusted based on existing departmental efforts and needs identified by the City.

FUTURE LAND USE

Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/Date Complete
Use the Future Land Use map to guide zoning decisions, page 112	Ongoing			<100K	—	
Review and update the City's Zoning Ordinance to codify walkability in the City's business districts and office corridors, page 112	1-2 Yrs	★★★★		<100K	—	
Update the City's multi-family zoning district regulations, page 112	1-2 Yrs	★★★★		<100K	—	
Update the City's two-family zoning regulations, page 114	1-2 Yrs	★★★★		<100K	—	
Consider allowing multi-family rezonings in areas adjacent to business districts on a case-by-case basis, page 114	Ongoing			<100K	—	
Review and consider regulations allowing alternative living arrangements, page 114	1-2 Yrs	★★		<100K	—	
Update single-family zoning regulations for small lot neighborhoods and allow homes to be built with smaller square footage, page 114	1-2 Yrs	★★★★		<100K	—	

VIBRANT NEIGHBORHOODS

Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/Date Complete
Revitalize and rehabilitate neighborhoods affected by blight, abandonment, foreclosure, rental conversions, and demolition, page 120						
Develop Community Reinvestment Areas to incentivize housing investments, page 120	3-5 Yrs	★★★★	 	<100K	Community Reinvestment Area Program	

Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/Date Complete
Develop an Infill Development Task Force to recommend improvements to the City's infill housing process, page 120	1-2 Yrs	★		<100K	ODSA Local Government Innovation Fund ODSA Local Government Efficiency Program	
Assemble City- or Land Bank-owned properties and proceed with a request for proposals for larger redevelopments that fit neighborhood character, page 120	1-2 Yrs	★★★★		<100K	Community Reinvestment Act Funds Community Development Block Grant Program HOME Investment Partnership	
Aggressively market development opportunities for new infill housing, page 121	Ongoing			<100K	—	
Continue to leverage federal funds for rehabilitation, downpayment assistance, or other housing improvement programs, page 122	Ongoing			>500K	Community Development Block Grant Program HOME Investment Partnership	
Continue to promote the City's neighborhoods to potential residents, especially the workforce in University Circle, page 122						
Complete a housing preferences survey to determine why residents are choosing to live in or move from Cleveland Heights, page 122	1-2 Yrs	★★		<100K	—	
Develop targeted marketing efforts to attract diverse new residents to Cleveland Heights, page 123	1-2 Yrs	★★★★		<100K	—	
Work with University Circle institutions to investigate a secondary housing incentive for living in Cleveland Heights, page 123	2-3 Yrs	★★		<100K	The Cleveland Foundation	
Continue to host a workshop for Realtors to promote Cleveland Heights neighborhoods, page 123	Ongoing			<100K	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Strategically use local dollars, state and national grants, and comprehensive incentive programs to stabilize the housing market and spur private investment, page 124					
<p>Layer grants, incentives, investments, code enforcement initiatives, and infrastructure improvements within targeted areas as part of a better block program, page 124</p>	<p>Ongoing</p>		<p>100K to 500K</p>	<p>Community Reinvestment Area Program Community Development Block Grant Program HOME Investment Partnership Community Reinvestment Act Funds Home Weatherization Assistance Program Housing Enhancement Loan Program (HELP) Housing Revenue Bond Program Lead Safe Program Heritage Home Program</p>	
<p>Focus initial housing redevelopment efforts in target investment areas identified in the Core Strategy, page 124</p>	<p>5 or More Yrs</p> <p>★★★★</p>		<p>100K to 500K</p>	<p>Community Reinvestment Area Program Community Development Block Grant Program HOME Investment Partnership Community Reinvestment Act Funds Home Weatherization Assistance Program Housing Enhancement Loan Program (HELP) Housing Revenue Bond Program Lead Safe Program Heritage Home Program</p>	

Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/Date Complete
Continue to proactively and comprehensively address homes and apartment buildings in need of exterior maintenance, page 126	Ongoing			100K to 500K	Community Reinvestment Area Program Community Development Block Grant Program HOME Investment Partnership Community Reinvestment Act Funds Home Weatherization Assistance Program Housing Enhancement Loan Program (HELP) Housing Revenue Bond Program Lead Safe Program Heritage Home Program	
Update the City's housing management software to better monitor and map housing changes, page 127	1-2 Yrs	★		<100K	ODSA Local Government Innovation Fund	
Promote a fix-it first housing strategy while selectively using demolition when required, page 127	Ongoing			>500K	Community Reinvestment Area Program Community Development Block Grant Program HOME Investment Partnership Community Reinvestment Act Funds Home Weatherization Assistance Program Housing Enhancement Loan Program (HELP) Housing Revenue Bond Program	
Incentivize the conversion of two-family homes to single-family, live-work homes, especially in the North Coventry neighborhood, page 127	1-2 Yrs	★★		100K to 500K	Community Reinvestment Area Program Community Development Block Grant Program	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Continue to promote the preservation of historic homes and buildings, page 127					
Survey and identify at-risk historic buildings to focus preservation efforts, page 127	1-2 Yrs	★★   FH	<100K	Ohio History Connection's Certified Local Government Grants National Trust for Historic Preservation Grants	
Require a City demolition permit including an approved site plan and reuse scenario before proceeding with demolition, page 128	1-2 Yrs	★	<100K	—	
Become a Certified Local Government with the Ohio State Historic Preservation Office, page 128	2-3 Yrs	★	<100K	—	
Develop a "pattern book" to encourage contextual design of infill construction and compatible alterations to existing structures, page 128	2-3 Yrs	★ 	100K to 500K	Ohio History Connection's Certified Local Government Grants	
Host neighborhood information sessions on home renovation and repair, page 128	Ongoing	  FH	<100K	—	
Consider the expansion of historic districts, page 129	Ongoing		<100K	Ohio History Connection's Certified Local Government Grants National Trust for Historic Preservation Grants	
Continue to promote and support neighborhood identities to enhance the sense of place and build pride among residents, page 129					
Identify neighborhood planning districts, benchmark them, and provide annual reports, page 129	Ongoing	 	<100K	—	
Develop area plans for each planning district, page 130	5 or More Yrs	★★  	100K to 500K	—	
Continue the Community Improvement and historic Preservation Awards, page 130	Ongoing		<100K	—	

COMPLETE TRANSPORTATION NETWORK

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Adequately repair and maintain the City's network of attractive streets, page 136					
Continue to target investments to the streets most in need as part of an ongoing capital improvement program, page 136	Ongoing ★★★		>500K	—	
Promote the mobile application as a way to notify the City of service needs, page 136	Ongoing		<100K	—	
Improve the Cedar Glen Parkway to be a prominent gateway into Cleveland Heights, page 136	3-5 Yrs ★		100K to 500K	National Endowment for the Arts "Our Town" Grant Cuyahoga Arts and Culture Various Grants Special Improvement Districts The Cleveland Foundation The Kresge Foundation	
Work with property owners to make the Mayfield Road hill a pleasant City gateway, page 136	3-5 Yrs ★		100K to 500K	National Endowment for the Arts "Our Town" Grant Cuyahoga Arts and Culture Various Grants Private Property Owners The Cleveland Foundation The Kresge Foundation	
Add appropriate gateway Signage at all City entrances, page 136	3-5 Yrs ★★		100K to 500K	National Endowment for the Arts "Our Town" Grant Cuyahoga Arts and Culture Various Grants Private Property Owners The Cleveland Foundation The Kresge Foundation	
Ensure parking accessibility, availability, technology, and management are conducive to shopping, living, or opening a business, page 137					
Conduct a parking review in business districts and high-density residential areas, page 137	2-3 Yrs ★★		<100K	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Relax regulations on over-night, on-street parking especially in high density residential areas, page 140	1-2 Yrs ★★		<100K	—	
Develop consistent signage for public parking, page 140	2-3 Yrs ★		100K to 500K	National Endowment for the Arts "Our Town" Grant Cuyahoga Arts and Culture Various Grants Special Improvement Districts The Cleveland Foundation The Kresge Foundation	
Add mobile payment options to the City's existing meters, page 140	2-3 Yrs ★★		<100K	—	
Lower Zoning Code parking requirements for residential and commercial structures, page 140	2-3 Yrs ★		<100K	—	
Support the development of high-quality transit connections, and incorporate TOD concepts, page 141					
Advocate for improved transit connections from Cleveland Heights into University Circle, page 141	Ongoing ★★★		<100K	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program	
Advocate that the 32 and 9 RTA bus routes continue to Downtown Cleveland, page 142	Ongoing ★★★		<100K	—	

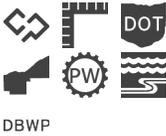
Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<p>Develop a bicycle network that incorporates recommendations of the Eastside Greenway Plan and local bicycle plans, and achieves Silver Bicycle Friendly Community Designation, page 142</p>					
<p>Construct the bicycle network outlined in City and regional plans, page 142</p>	<p>5 or More Yrs</p>	<p>★★      </p>	<p>>500K</p>	<p>ODNR Clean Ohio Trails Fund ODNR Recreational Trails Program Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) The People for Bikes Community Grant Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants</p>	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<p>Construct a high-quality “Innovation Connector Trail” between University Circle and the City’s business districts and neighborhoods, page 142</p>	<p>5 or More Yrs</p>	<p>★★</p> 	<p>>500K</p>	<p>ODNR Clean Ohio Trails Fund ODNR Recreational Trails Program Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP) The People for Bikes Community Grant Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation NEORS Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants National Endowment for the Arts “Our Town” Grant Cuyahoga Arts and Culture Various Grants Private Property Owners The Cleveland Foundation The Kresge Foundation The Trust for Public Land Cuyahoga County Casino Revenue Fund Grant</p>	

Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Include bicycle lanes on Noble Road in upcoming reconstruction, page 143	1-2 Yrs	★★	   	100K to 500K	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) The People for Bikes Community Grant Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants	
Develop a maintenance plan for bicycling facilities, page 143	Ongoing		   	—	—	
Promote biking and walking with a system of complete streets that incorporate options for all types of transportation, page 143						
Adopt a complete and green streets policy, page 146	1-2 Yrs	★★★★	     	—	—	

Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Fund streetscape improvements in Cedar Fairmount, Cedar Lee, and Noble Road, page 146	5 or More Yrs	★	  	>500K	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation NEORS Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants Private Property Owners The Cleveland Foundation The Kresge Foundation	
Review the sidewalk network to ensure a well-connected system of routes that are accessible for residents of all abilities, page 146						
Continue to review and improve the City's sidewalks as part of the exterior maintenance program, page 147	Ongoing			<100K	—	
Review the City's intersections to ensure they are safe and comfortable for pedestrians of all abilities, page 147	1-2 Yrs	★★	     	<100K	NOACA TLCI Program NEORS Green Infrastructure Grant Program	

ENVIRONMENTALLY SUSTAINABLE COMMUNITY

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
As part of an integrated plan, use green infrastructure in public projects and promote it in private investments in order to minimize the impact on the City's sewer infrastructure, page 150					
Conduct a citywide storm-water survey to determine the best locations for green infrastructure investments, page 150	1-2 Yrs ★★★★		100K to 500K	NEORS Green Infrastructure Grant Program	
Advertise the downspout disconnect program, page 150	Ongoing	 DBWP	<100K	—	
Invest in green infrastructure in oversized intersections, page 150	3-5 Yrs ★★★★		>500K	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation NEORS Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants Private Property Owners The Cleveland Foundation The Kresge Foundation	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Use the City's existing median network to capture stormwater and expand the median network where possible, page 152	3-5 Yrs ★★★★		100K to 500K	NOACA TLCI Program Congestion Mitigation and Air Quality Program Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation NEORS Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants Private Property Owners The Cleveland Foundation The Kresge Foundation	
Expand the tree canopy as a way to capture stormwater, page 153	3-5 Yrs ★★★★		100K to 500K	Keep America Beautiful Grant Programs Tree Research and Education Endowment Fund Horticultural Research Institute Grants	
Promote and use energy efficient technologies such as LED lights or alternative energy sources to reduce the City's carbon footprint and be more sustainable, page 153					
Install and evaluate LED lights on City streets, page 153	5 or More Yrs ★★★★		100K to 500K	Eaton LED Street Lighting Modernization Program	
Work with GE Lighting to be the test market and demonstration community for new products, page 153	3-5 Yrs ★★★★		<100K	—	
Promote walking or biking as a more sustainable way to get around, page 156					
Work with bicycle advocacy groups to provide bike education and safety training, page 156	Ongoing		<100K	Section 402 Highway Safety Funds Robert Wood Johnson Foundation Grants The Cleveland Foundation	

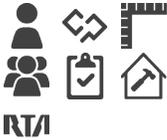
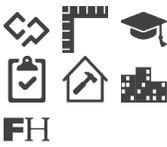
Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/Date Complete
Expand the Cuyahoga County bike sharing program—UH Bikes—to Cleveland Heights, page 156	1-2 Yrs	★★	   	100K to 500K	Cuyahoga County Department of Sustainability The People for Bikes Community Grant The Cleveland Foundation Private Sponsors	
Continue to update and distribute a bicycle map, page 156	Ongoing			<100K	—	
Use pop-up bike infrastructure to showcase the opportunity for investments, page 156	1-2 Yrs	★		<100K	—	
Enhance the City's support of "Bike to Work" month, page 156	Ongoing			<100K	—	
Link incentive programs to green development and building techniques, such as LEED certification, page 158						
Develop a tiered Community Reinvestment Area that links increased incentives to green building design, page 158	2-3 Yrs	★★★		<100K	Community Reinvestment Area Program	
Continue to promote sustainability through City regulations, such as the adopted sustainable zoning code amendment, page 159						
Review the City's sustainable Zoning Code amendment annually to ensure it continues to meet its objectives, page 159	Ongoing			<100K	—	

BUSINESS FRIENDLY

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Partner with institutions and capitalize on proximity to capture University Circle spin-off development, page 162					
Plan for, market, and develop the Mayfield Road corridor as the City's Technology and Innovation Office Corridor, page 162	5 or More Years ★★★★		>500K	NOACA TLCI Program Ohio Downtown Redevelopment District Program U.S. Economic Development Administration Planning and Local Technical Assistance Program	
Identify and attract institutions or firms of targeted industries within the Mayfield Road corridor, page 166	5 or More Years ★★★★		>500K	Community Reinvestment Area Program Grow Cuyahoga Fund ECDI Cleveland's Microenterprise Loan Fund Program Fund for Our Economic Future	
Promote Cleveland Heights as a working lab for CWRU, CSU, JCU, NDC, UC, and CIA students and projects, page 166	Ongoing ★★		<100K	—	
Facilitate mentorship programs for students, page 166	Ongoing		<100K	—	
Work with local and regional economic development organizations to increase the number of high-paying jobs available in the City by assisting the expansion of existing businesses and attracting new ones, page 167					
Partner with small business development organizations to attract unique, local retailers, page 167	Ongoing ★★★		100K to 500K	Grow Cuyahoga Fund ECDI Cleveland's Microenterprise Loan Fund Program	
Maintain an Economic Development Director position to facilitate business growth and development, page 167	Ongoing		100K to 500K	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Invest in infrastructure that supports businesses, page 167					
Invest in broadband along Mayfield Road, page 167	2-3 Yrs	★★ 	>500K	OneCommunity Big Gig Challenge Grant	
Promote and support the City's start-up culture to grow new businesses, page 168					
Evaluate the feasibility of a business incubator, page 168	3-5 Yrs	★★ 	>500K	Ohio Third Frontier Entrepreneurial Services Program	
Investigate the need for improvements to the micro-enterprise loan fund to assist start-up businesses, page 169	1-2 Yrs	★ 	<100K	—	
Develop a job creation tax incentive program, page 169	1-2 Yrs	★★	>500K	—	
Promote a culture of innovation through networking, events, and education, page 169	Ongoing		<100K	—	
Continue to aggressively market the City as an ideal location for business and investment, page 170					
Develop a cohesive City brand, page 170	1-2 Yrs	★★ 	<100K	—	
Develop consistent marketing of the City's business districts, page 171	1-2 Yrs	★ 	<100K	National Endowment for the Arts "Our Town" Grant	
Expand the City's economic development website, page 171	1-2 Yrs	★★★ 	<100K	—	
Proactively market Cleveland Heights to potential businesses, page 171	Ongoing		<100K	—	

STRONG BUSINESS DISTRICTS

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/Date Complete
Redevelop Severance Town Center as a mixed-use and walkable area consistent with the character of Cleveland Heights, page 176					
Refine redevelopment concepts and gather public input, page 176	1-2 Yrs	★★★		100K to 500K	—
Update the site's zoning to correspond with the community's preferred development standard, page 176	1-2 Yrs	★★		<100K	—
Redevelop underutilized and outdated retail space to other uses to focus business in key areas, page 176					
Conduct a retail market study for the City, page 176	1-2 Yrs	★★		<100K	—
Consider expanding allowable uses in struggling business districts, page 177	1-2 Yrs	★★		<100K	—
Promote the repair and redevelopment of the City's older commercial buildings, page 177					
Focus initial commercial redevelopment efforts in target areas identified in the Core Strategy, page 177	5 or More Yrs	★★★		>500K	—
Evaluate the feasibility of establishing a Business Repair Resource Center, page 177	2-3 Yrs	★		<100K	—
Develop a landlord outreach and information program, page 182	1-2 Yrs	★		<100K	Ohio Local Government Innovation Program
Purchase key vacant or underutilized properties, page 182	Ongoing	★★		>500K	—
Begin an ongoing business inspection program, page 182	2-3 Yrs	★★		100K to 500K	Ohio Local Government Innovation Program

Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/Date Complete
Consider entertainment district status for the Cedarlee business district, page 182	1-2 Yrs	★★		<100K	—	
Fill vacant, unbuilt, and underutilized parcels with new development, page 183						
Continuously update the City's strategic development plan, page 183	Ongoing			<100K	—	
Develop and update lists of vacant spaces and potential businesses to fill them, page 183	Ongoing	★★		<100K	Special Improvement Districts	
Work with Special Improvement Districts and property owners to improve the look of spaces that are for-lease, page 183	Ongoing	★★		<100K	Special Improvement Districts	
Explore shared services among the City's three Special Improvement Districts, page 184	1-2 Yrs	★		<100K	Ohio Local Government Innovation Program	
Enhance the walkability of business districts as a competitive advantage, page 184						
Conduct a walkability survey of all business districts to identify potential improvements, page 184	1-2 Yrs	★★		<100K	Special Improvement Districts	
Create memorable experiences by developing a strong sense of place, page 185						
Enhance entryways into business districts, page 185	5 or More Yrs	★★★★		100K to 500K	National Endowment for the Arts "Our Town" Grant Cuyahoga Arts and Culture Various Grants Special Improvement Districts The Cleveland Foundation The Kresge Foundation	

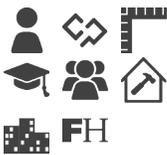
HIGH-QUALITY INFRASTRUCTURE

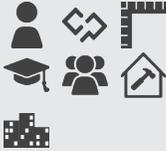
Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Develop an integrated plan to coordinate multiple and simultaneous infrastructure investments in order to lower construction and maintenance costs, page 190					
Map planned infrastructure investments, page 190	1-2 Yrs	★★★★ 	<100K	—	
Establish a review process to ensure infrastructure investments are coordinated among all departments, page 190	1-2 Yrs	★★★★	<100K	—	
Develop a web page and notification system to alert neighbors and businesses of upcoming infrastructure projects, page 190	1-2 Yrs	★★★★	<100K	Cuyahoga County Department of Information Technology	
Complete Sewer System Evaluation Study and related investigations to obtain detailed sewer system condition baseline, page 190	2-3 Yrs	★★★★ 	100K to 500K	—	
Expand the open dialogue with NEORS D to plan for stormwater improvements, page 192	1-2 Yrs	★ 	<100K	—	
Partner with the City of Cleveland Department of Water to operate and improve the water system, page 192					
Continue progress on efforts to partner with the City of Cleveland Department of Water to operate Cleveland Heights' system, page 192	1-2 Yrs	★★★★ 	>500K	—	
Ensure that improvements to the water system are included in the City's integrated plan, page 192	1-2 Yrs	★★★★	<100K	—	
Capitalize on infrastructure investments to spur growth, page 192					
Link major investments in infrastructure with incentive programs to improve structures, page 192	Ongoing		100K to 500K	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Prepare business retention plans for districts that will be undergoing street reconstruction or streetscaping efforts, page 193	Ongoing ★★★	  	<100K	—	

HUB FOR ARTS AND CULTURE

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Continue strong arts and cultural programming at Cain Park, page 196					
Invest in updates to the structures at Cain Park, page 196	5 or More Yrs ★★	    FH	>500K	ODNR NatureWorks Program ArtPlace America Grants Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Expand Cain Park offerings through the year, page 196	Ongoing	    FH	100K to 500K	Cuyahoga Arts and Culture Various Grants Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Diversify Cain Park entertainment options to appeal to varied groups, page 196	1-2 Yrs ★★★★	    FH	<100K	Cuyahoga Arts and Culture Various Grants Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Use events to activate neighborhoods and business districts, page 196					
Support the expansion of arts events that encourage visitors to explore business districts, page 196	1-2 Yrs	★★★ 	<100K	Cuyahoga Arts and Culture Various Grants ArtPlace America Grants Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Host a new signature event that features art in multiple City business districts, page 197	1-2 Yrs	★ 	<100K	Cuyahoga Arts and Culture Various Grants ArtPlace America Grants Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Build the block group structure for regular neighborhood events, especially in areas undergoing renewal, page 197	1-2 Yrs	★ 	<100K	—	
Construct, promote, and program vibrant public spaces that act as attractors and points of community pride, page 198					
Use vacant spaces temporarily to showcase the market and its potential, page 198	1-2 Yrs	★★★ 	<100K	Cuyahoga Arts and Culture Various Grants Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	

Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/Date Complete
Activate existing public plazas, page 198	1-2 Yrs	★★★		100K to 500K	Cuyahoga Arts and Culture Various Grants ArtPlace America Grants Heart of the Community Grant Program Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Conduct a citywide review to document and map existing cultural assets and potential locations for public art installations, page 198	1-2 Yrs	★★		<100K	Cuyahoga Arts and Culture Various Grants Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Work with local, regional, and national groups to invest in community-supported public art in identified locations, page 200	2-3 Yrs	★★		100K to 500K	Cuyahoga Arts and Culture Various Grants ArtPlace America Grants Heart of the Community Grant Program Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Market existing cultural assets to residents and promote cultural tourism to visitors, page 200	1-2 Yrs	★★		<100K	—	
Fund or relocate permanent art installations along the City's proposed "Innovation Connector Trail", page 200	2-3 Yrs	★★		100K to 500K	Cuyahoga Arts and Culture Various Grants ArtPlace America Grants Heart of the Community Grant Program Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Support arts organizations that can be linchpins in neighborhood revitalization, page 201					
Work with educational and arts organizations to offer a “Business of the Arts” class to assist artists in monetizing their craft, page 201	1-2 Yrs	★    	<100K	—	
Promote successful local artists and chefs, page 201	Ongoing	   	<100K	—	
Develop a single, community-wide arts and events calendar, page 201	1-2 Yrs	★★    	<100K	Cuyahoga Arts and Culture Various Grants	

A DIVERSE AND OPEN COMMUNITY

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Promote and maintain the City’s longstanding tradition of diversity and actively foster an environment of inclusiveness, page 204					
Develop an ongoing program to train government employees on the City’s diverse population, page 204	Ongoing ★★★	  	<100K	Ohio Local Government Efficiency Program	
Continue to promote the Fair Practices Board and advertise its ability to investigate discrimination complaints, page 204	Ongoing ★★	 	<100K	Community Development Block Grant Program	
Enhance emergency responders’ relations through diversity outreach and training, page 204	1-2 Yrs ★★★	  	<100K	—	
Review the City’s language policies to ensure non-English speakers are able to adequately access government information, page 204	1-2 Yrs ★★	  	<100K	Community Development Block Grant Program	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Promote affordable housing by continuing to partner with fair housing organizations, investing in a variety of housing options, and continuing to use federal funds to support these efforts, page 205					
Work with developers to use Low Income Housing Tax Credits to develop affordable live-work housing, page 206	3-5 Yrs ★★★★		100K to 500K	Low Income Housing Tax Credit Program	
Ensure accessible units and opportunities for independent living through incentives and education in designing universally accessible homes, page 206					
Research, develop, and adopt a universal design guidebook, page 206	1-2 Yrs ★★★★		<100K	—	
Encourage Universal Design in newly constructed private homes and require it in homes using government funds, page 206	Ongoing ★★★★		<100K	—	
Identify existing accessible homes and buildings, and advertise the list, page 207	1-2 Yrs ★★		<100K	Community Development Block Grant Program	

A SAFE AND ENGAGED COMMUNITY

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Partner with the School District to promote a quality school system through initiatives to attract and retain families with children, page 210					
Undertake a coordinated, year-long marketing campaign for City schools, page 210	1-2 Yrs ★★★★		100K to 500K	—	
Conduct a survey of families with children to determine the reasons they might choose to leave the City, page 210	1-2 Yrs ★★		<100K	—	
Promote additional family events in the City's neighborhoods, page 210	Ongoing		<100K	—	

Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Match families with children to existing families in the District to educate them on the School District, page 210	1-2 Yrs	★		<100K	—	
Continue to support the Safe Routes to School Plan, page 211	Ongoing	★★	       	<100K	Ohio Safe Routes to School Program	
Continue to develop, encourage, and support a mutually proactive relationship between elected and appointed officials and residents, page 211						
Continue to engage new residents with a welcome packet that identifies opportunities for community involvement, page 211	Ongoing			<100K	—	
Organize a Young Professionals Board to promote Millennial involvement, page 211	1-2 Yrs	★★★		<100K	—	
Continue to host public meetings on issues of importance, page 211	Ongoing	★★		<100K	—	
Continue to forge partnerships with community groups to directly respond to unique local needs, page 212						
Form a Community Development Corporation in collaboration with the Special Improvement Districts, page 212	1-2 Yrs	★★★	    	>500K	ODSA Local Government Innovation Fund ODSA Local Government Efficiency Program The Cleveland Foundation The Kresge Foundation	
Collaborate with community groups to accomplish the goals of the Master Plan, page 213	Ongoing		    	<100K	—	
Develop a system for citywide group discounts for investments such as sidewalk repairs, page 213	1-2 Yrs	★	 	<100K	—	

Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Enhance safety in the City’s neighborhoods and business districts, page 213						
Advertise and promote the Cleveland Heights Neighborhood Watch Program, page 213	Ongoing			<100K	—	
Map police incident data to identify crime hot-spots and target efforts, page 213	1-2 Yrs	★★★		<100K	—	
Seek grant funding for expanded police foot or bicycle patrols, page 214	1-2 Yrs	★★★		<100K	Department of Justice COPS Hiring Program Department of Justice COPS Community Policing Development	
Consider crime prevention when reviewing building design and placement, page 214	Ongoing			<100K	National Crime Prevention Council Programs	
Promote a proactive relationship among surrounding communities and regional entities, page 215						
Consider ways to coordinate development such as a Joint Planning Council between Cleveland Heights and University Heights in the Cedar Taylor business district, page 215	1-2 Yrs	★		<100K	ODSA Local Government Innovation Fund	
Develop a collaborative planning culture between Cleveland Heights and surrounding areas, page 215	Ongoing	★★		<100K	ODSA Local Government Innovation Fund	

A HEALTHY COMMUNITY

Goals and Actions	Projected Timeline and Priority		Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Ensure all residents have access to a variety of parks, recreation facilities, open spaces, and programs for active and passive recreation that contribute to positive health outcomes and improve quality of life, page 218						
Partner with the School District to open access to school facilities for recreation, page 218	2-3 Yrs	★★		<100K	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Assess the City's park facilities and outline infrastructure needs for incorporation into the City's Capital Improvement Plan, page 218	2-3 Yrs ★★		<100K	—	
Undertake a needs assessment to identify activities or recreation spaces desired by residents, page 218	1-2 Yrs ★★	  	<100K	—	
Conduct a plan for Forest Hill Park through Cain Park to develop a cohesive area, page 218	1-2 Yrs ★	  	<100K	—	
Engage the public in a long term plan for the future of the former Coventry Elementary site, page 220	1-2 Yrs ★	  	<100K	—	
Partner with Case Western Reserve University to allow residents access to any future University recreation areas, page 220	1-2 Yrs ★★	  	<100K	—	
Develop a citywide way-finding program that incorporates consistent signage at entry points to City parks, page 220	1-2 Yrs ★	  	100K to 500K	National Endowment for the Arts "Our Town" Grant The Cleveland Foundation The Kresge Foundation	
Ensure that all facilities are sufficiently accessible and meet Americans with Disabilities Act Guidelines, page 220	2-3 Yrs ★	  	100K to 500K	Community Development Block Grant Program	
Continue to promote policies that limit exposure to environmental hazards, page 221					
Continue the lead-based paint remediation program, page 221	Ongoing	CCBH	<100K	Community Development Block Grant Program	
Continue to promote a robust code enforcement and rental housing inspection program to maintain healthy housing, page 221	Ongoing		<100K	Community Development Block Grant Program	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Maintain access to a variety of healthy foods for all residents, page 221					
Promote regularly occurring farmers markets in the Noble Monticello district to improve access to local foods, page 221	1-2 Yrs	★  CCBH	<100K	USDA Farmers Market Promotion Program	
Work with the Ohio Department of Health to implement a healthy corner stores initiative in areas with low access to healthy foods, page 222	2-3 Yrs	★  ODH CCBH	<100K	—	
Identify areas for community gardens and work with advocacy groups to allow the reuse of vacant properties for community gardens, page 222	2-3 Yrs	★★★  CCBH	<100K	—	

THANK YOU

A special thank you to all the residents, groups, public officials, business owners, and community representatives that participated in the Master Plan process. Your input and assistance made it possible.



County Planning

FOR OUR COMMUNITY
FOR OUR REGION
FOR OUR FUTURE