MEMORANDUM

TO: Members of Council
FROM: Tanisha R. Briley, City Manager
DATE: July 7, 2017
RE: July 10, 2017

MEETINGS & REMINDERS

Monday, July 10	-	6:15 p.m.	-	Committee of the Whole
Monday, July 17	-	6:15 p.m.	-	Committee of the Whole
	-	7:00 p.m.	-	Public Hearing – Tax Budget

LEGISLATION

1. Medical Marijuana
2. Tax Budget
3. OPWC Application for Mayfield Signalization
4. OPWC Application for Meadowbrook Blvd. Road Reconstruction Program

GENERAL INFORMATION

1. Enclosed are the Council Update and Agenda.
2. Enclosed is a Community Outreach update from the Vice City Manager.
3. Enclosed is an update from the Public Works Director.
4. Enclosed is an update from the Utilities Commissioner.
5. Enclosed is an update from the Planning Director.
6. Enclosed is an update from the Economic Development Director.
7. Enclosed is an update from the Parks and Recreation Director.
8. Enclosed is the weekly activity report from the Fire Chief.
9. Enclosed is the weekly activity report from the Police Chief.

TRB/jkw
Enclosures

COUNCIL UPDATE

JULY 7, 2017

1. **LEGISLATION**

   - Tax Budget (Second Reading). The proposed 2018 Tax Budget is enclosed. A public hearing will be held on July 17 at 7:00 p.m at which time City Manager Briley will deliver a presentation.

   - Medical Marijuana (Second Reading). This ordinance enacts Chapter 711, "Medical Marijuana," of the Codified Ordinances of Cleveland Heights.

   - Mayfield Signalization. This resolution authorizes the City Manager to apply to the State of Ohio, through the Office of the District One Public Works Integrating Committee, for Ohio Public Works Commission funds to be used for the Mayfield Road Signalization Project (along the Mayfield Road corridor between Kenilworth Road and Warrensville Center Road).

   - Meadowbrook Boulevard Road Reconstruction Program. This resolution authorizes the City Manager to apply to the State of Ohio, through the Office of the District One Public Works Integrating Committee, for Ohio Public Works Commission funds to be used for the Meadowbrook Boulevard Reconstruction Project (between South Taylor Road and the eastern border).

2. **ENTERPRISE COMMUNITY PARTNERS REPORT**
   - The final report is enclosed for your review. Please feel free to share questions and comments about the report in advance of the scheduled July 24th presentation.

3. **STATE OF OHIO BUDGET**
   - Governor Kasich signed the State's biennial operating budget in to law last Friday but not before vetoing 47 line items. The vetoes can be overridden through a process by which the originating chamber, in this case the House of Representatives, successfully votes to override the Governor's vetoes followed

by the Senate. The House overrode 11 vetoes. The Senate has not scheduled a hearing on this topic at this time.

4. CHECKS BETWEEN $10,000 - $50,000

- AT & T - $12,235.43: Communication Usage for various city accounts
- The Illuminating Company - $23,225.73: Electrical Usage for various accounts
- Lykins Oil Company - $11,861.40: Uls Diesel Clear 15 Ppm
- Milano, Michael C. - $20,475.00: 3559 Bendemeer Rd and 3819 Shannon Rd - Lead Safe Grant
- Snider Recreation - $12,561.00: Wood Chips for Area Playgrounds
- Government Leasing & Finance - $18,457.44: Ambulance Lease

CLEVELAND HEIGHTS

Committee of the Whole

July 10, 2017
Agenda

1. Mayor & Council Updates

2. Staff Updates

3. Legislation Overview

    i. Medical Marijuana Legislation

4. Paris Agreement Draft Legislation

5. Housing Task Force Discussion

6. Public Safety and Health Committee Scheduling

7. Executive Session: To discuss, with an attorney for the public body, claims or disputes involving the public body that, in the judgment of such attorney, appear likely to be the subject of a future claim

Proposed: 7/17/2017

RESOLUTION NO. ()

By Council Member

A Resolution opposing the withdrawal of the United States from the Paris Climate Agreement; and declaring an emergency.

WHEREAS, the International Panel on Climate Change ("IPCC") has found that warming of the climate system is unequivocal, climate change is occurring, and human activities have been the dominant cause of observed warming; and

WHEREAS, the IPCC is concerned that widespread and substantial climate change impacts are already evident in natural and human systems on all continents and across the oceans; and

WHEREAS, the United Nations Framework Convention on Climate Change ("UNFCCC") stresses that all countries should accelerate the transition to net zero Green House Gas ("GHG") emissions and climate resilience, as agreed in the Paris Climate Agreement, to avoid the worst impacts of global warming; and

WHEREAS, the UNFCCC urges developed countries to drastically reduce their GHG emissions beyond current pledges in order to avoid, as far as possible, the large-scale occurrence of negative consequences; and

WHEREAS, the Paris Climate Agreement is a landmark achievement in combating climate change and for multilateralism representing an ambitious, balanced, equitable and legally binding agreement; and

WHEREAS, data from both the National Aeronautics and Space Administration ("NASA") and the National Oceanic and Atmospheric Administration ("NOAA") show that sixteen (16) of the warmest years on record have occurred since 2001; 2016 was the warmest year since direct record keeping began in 1880; and that the earth's average surface temperature has increase 1.1° C since 1880; and

WHEREAS, the commitment of all countries to limit the increase in global average temperature to well below 2° C above pre-industrial levels does not guarantee that significant adverse impacts will be avoided; and

WHEREAS, the serious consequences of inaction are often irreversible and affect all regions around the world in different but highly damaging ways, resulting in migration flows and loss of lives, as well as economic, ecological, and social losses; and

WHEREAS, reduced emissions of heat trapping gasses goes beyond CO2 and must also consider shorter-lived climate pollutants including black carbon, hydro fluorocarbons ("HFCs") and methane, to help slow the rapid rate of warming; and

RESOLUTION NO. ()

WHEREAS, climate-related investments require a stable and predictable legal framework and clear policy signals; and

WHEREAS, research and innovation into climate change and adaptation policies, and into resource-efficient and low-emission technologies, employs millions of Americans and is essential to addressing climate change in a cost-effective way, reduces dependence on fossil fuels, and should promote the use of secondary raw materials; and

WHEREAS, the Paris Climate Agreement lays a framework for broad-based pricing of carbon to be a globally applicable instrument for managing emissions and the allocation of emissions trading revenue to climate-related investments; and

WHEREAS, the United States of America, responsible for eighteen percent (18%) of worldwide greenhouse gas emissions, is a signatory to the Paris Climate Agreement in solidarity with 195 countries representing ninety-seven percent (97%) of the world's climate pollution.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Cleveland Heights, Ohio, that:

SECTION 1. This Council hereby declares that the Paris Climate Agreement represents a defining turning point in human civilization whereby countries recognize and accept the imperative of reducing heat trapping gas emissions. While not a "solution" to climate change, the agreement will help spur greater action by cities, states, provinces, companies, and financial institutions and to create a virtuous cycle of increased ambition over time. This Council further strongly condemns the June 1, 2017, withdrawal of the United States of America from the Paris Climate Agreement. The City of Cleveland Heights hereby stands in solidarity with all signatories to the Paris Climate Agreement.

SECTION 2. The Clerk of Council is hereby directed to transmit a copy of this Resolution to the President of the United States, Ohio Senators Rob Portman and Sherrod Brown, and Congresswoman Marcia Fudge.

SECTION 3. Notice of the passage of this Resolution shall be given by publishing the title and abstract of its contents, prepared by the Director of Law, once in one newspaper of general circulation in the City of Cleveland Heights.

SECTION 4. This Resolution is hereby declared to be an emergency measure immediately necessary for the preservation of the public peace, health and safety of the inhabitants of the City of Cleveland Heights, such emergency being the need to timely express the opinion of this Council on a matter of great importance to the City's residents. Wherefore, provided it receives the affirmative vote of five (5) or more of the members elected or appointed

to this Council, this Resolution shall take effect and be in force immediately upon its passage; otherwise, it shall take effect and be in force from and after the earliest time allowed by law.

_____
CHERYL L. STEPHENS, Mayor
President of the Council

_____
LAURIE SABIN
Clerk of Council

PASSED:

City of Cleveland Heights, OH
Heavy 311 Request - Final Report

July 7, 2017

Contents

Introduction **3**

Opportunity for a new kind of collaboration 3

Report structure 4

Economic Development **4**

Current conditions 4

Current capacity 4

Housing & Neighborhoods **7**

Current conditions 7

Current capacity 7

Framework for Collaboration **12**

Citywide marketing 12

Leveraging commercial and residential redevelopment opportunities 13

Next Steps **14**

Appendices

Appendix 1 – Inventory of ongoing housing and economic development programs

Appendix 2 – Summary of interviews with local stakeholders

Appendix 3 – CDC performance factors & case studies on CDC-City partnerships

Introduction

The City of Cleveland Heights ("the City") engaged the National Resource Network ("the Network") to support ongoing efforts to better understand current capacity and need for housing and community development activities in the city, as well as possible alignment with activities that a community development corporation (CDC) or similar entity could undertake.

The Network conducted the following actions to support a citywide capacity and needs assessment.

- An inventory of ongoing housing and economic development programs offered by the City and its partners (see **Appendix 1**),
- A series of interviews with local stakeholders (see summary in **Appendix 2**), and
- A synthesis of current conditions from the City's Master Plan and a market analysis conducted by the Network.

Throughout this analysis, two priorities were consistently articulated by both the City and its partners. The first was economic development, particularly as it relates to small businesses and commercial districts, and the second was to improve housing and neighborhoods. There is also a shared recognition among stakeholders that to make progress on either of those priorities, the City and its partners need to adopt a more collaborative approach.

Opportunity for a new kind of collaboration

The conditions in Cleveland Heights are well suited for a new kind of collaboration. Residents and partners are actively engaged, stakeholders share a common vision for the future of the City, and the City is expanding its internal capacity, which will allow it to take on a more proactive leadership role on a variety of issues. The recent proposal for a new CDC provides an opportunity for the City to evaluate how to integrate greater collaboration throughout the City's operations, particularly on housing and community development.

The CDC proposal was brought forth by the non-profit Future Heights, which currently serves the cities of Cleveland Heights and University Heights through community engagement, neighborhood capacity building, support for small businesses, and the local newspaper (*The Heights Observer*). Future Heights has submitted a business plan to the City that outlines how they might evolve into a citywide CDC, if given City Council's approval and additional funding.

This business plan, and the process by which it has been developed, suggest a framework for partnership in which the City is primarily a funder and approver of CDC activities. However, case studies and other literature on effective CDCs reveal a broader collaborative role for City staff in CDC activities (**see Appendix 3**). Such collaboration is characterized by full and transparent habits of communication and clearly delineated, but complementary, roles and activities. This kind of partnership not only builds trust among stakeholders, but expands the impact of efforts far beyond what can be accomplished in isolation or competition.

As the City considers Future Heights' proposal, both the staff and Council must decide how they would establish and sustain this kind of collaboration with a new CDC.

Report structure

This report is structured around the City's two top priorities, economic development and housing and neighborhoods. Each section reviews key conditions and current capacity, breaking down capacity into five core components—programs, funding, staffing, assets, and partners. From the conditions and capacity review, a variety of opportunities are highlighted. These opportunities are then categorized into key areas for collaboration, which align the potential roles of both a CDC and the City to demonstrate how these entities can complement one another to accomplish shared goals.

Economic Development

Current conditions

Cleveland Heights is located near a variety of schools and universities, including those in University Circle, a local hub for culture and education. While the proximity to University Circle creates residential and retail competition, it also provides an opportunity for the City to establish a unique identity while broadening its connections and accessibility to other amenities. For example, economic leakage data highlight opportunities for development of health and personal care stores, grocery stores, and experiential retail and entertainment, especially if integrated with unique, programmed parks and open space.[1]

Only one-quarter of Cleveland Heights residents both live and work in the city. In fact, the majority of jobs in Cleveland Heights are occupied by individuals who live outside of the city. Retail trade was one of the top employment sectors in Cleveland Heights in 2013, further emphasizing the importance of small business development and attraction to the local economy.[2]

The greatest commercial vacancy rates are concentrated in the city's east side, near Cain Park Village, Cedar Taylor, Severance Town Center, and Center Mayfield.[3] This concentration of vacancies further underscores the potential impact of the redevelopment of Severance Mall.

Current capacity

Economic development efforts in Cleveland Heights are largely focused on small business development and attraction, particularly in commercial districts. In addition to efforts led by City economic development staff, Cleveland Heights has three Special Improvement Districts (SIDs) that support three of the City's eleven commercial districts by creating events to increase foot traffic and generally promoting and supporting businesses in their districts. Other key economic development partners include the Cleveland State University Small Business Development Center (SBDC) and ECDI.

For the purposes of this engagement, "capacity" was defined as an entity's ability to execute projects and accomplish goals. The table below reviews the City's current capacity to support economic development, in terms of programs, funding, staffing, assets, and partners, and identifies opportunities to build on existing strengths and fill gaps. Several of these opportunities either align with or build off specific actions articulated in the City's Master Plan. Other opportunities are identified based on the review of current conditions and stakeholder feedback.

---

[1] National Resource Network, Draft Market Assessment of Cleveland Heights, April 2017.
[2] City of Cleveland Heights, Master Plan, March 2017.
[3] Ibid.

	CURRENT CAPACITY	OPPORTUNITIES
PROGRAMS	Commercial loan program, storefront loan program, and storefront rebate program (equity, loans, rebates)	*Expand outreach and awareness of programs, especially within non-traditional populations* *Target these programs in the commercial target areas outlined in the Master Plan* *Conduct outreach to small-business owners and entrepreneurs to identify barriers to expansion or new business development to inform future programming*
FUNDING	CDBG	*Additional leveraging of CDBG funds, creatively combining various federal, state, local resources to fully fund projects (e.g.: private investment, Section 108 or NRSA); Matched funds*
	TIF	*Engage developers to understand where there may be interest in TIF, relative to the City's target areas*
	Loan Fund	*Explore leveraging opportunities similar to or in conjunction with CDBG*
	Community Reinvestment Areas (CRAs)	*Align CRAs with commercial and residential target areas identified in the Master Plan*
STAFFING + PROCESSES	New Economic Development staff	*Develop a plan that strategically expands reach in untapped market areas previously neglected due to staffing limitations*
	Upcoming hire for communications and PR director	*Establish a comprehensive citywide marketing approach*
	Responsive citywide public services system	*Market the quality of these services as part of citywide marketing strategy (particularly to combat negative perceptions associated with high property tax)*
ASSETS	11 commercial districts	*Identify opportunities to leverage success of commercial districts in the southern end of the City to support commercial districts in the north*
	Top of the Hill project – underway	*Substantial marketing of this project, including its progress towards completion and its outcomes after completion* *Identify lessons learned from this process and incorporate in future redevelopment planning*
	Medusa building adjacent to Forest Hill Park	*Identify interim use for the building and long-term plan for redevelopment with Motorcars + Forest Hill residents*
	Severance Mall redevelopment – proposed	*Pursue engagement with mall owner (additional Network recommendations forthcoming)*

	CURRENT CAPACITY	OPPORTUNITIES
		Create strategy for redevelopment of nearby sites *Target small business incentives and marketing in this area* *Explore anchor institution involvement*
PARTNERS	Special Improvement Districts (SIDs) - business development and community events; limited staff capacity (each is primarily run by part-time volunteer staff beyond paid part-time executive director)	*Create innovative public-private partnerships the meet goals of both local stakeholders and city*
	Future Heights – volunteer small business outreach and promotion activities, marketing and communications Some overlap in activities between the City + Future Heights	*Strategic alliance opportunity to increase cooperation & collaboration* *Engage, communicate & identify duplication of efforts; Delineate current activities & complement ongoing work*
	University Circle Inc. (UCI) – development of University Circle, exploring opportunities to expand Greater Circle Living to Cleveland Heights, works with CDCs in the Greater Cleveland Area and is interested in expanding partnership in Cleveland Heights	*Work with UCI to identify opportunities for joint partnership (e.g.: specific place-making opportunities, joint marketing, joint pitches to developers for certain sites, joint strategies around transit)*
	Limited involvement of Cleveland foundations & anchor institutions	*Continue to proactively engage with local foundations and anchors in when pursuing new projects or developing new strategies, leveraging existing connection points* *Target additional foundation and anchor involvement through citywide marketing efforts*
	Cleveland State University Small Business Development Center (housed at the Cleveland Heights Public Library)	*Engage the library in place-making activities in the surrounding area* *Coordinate with the Center on publicizing available business development data and programming*
	ECDI – puts together loan packages for businesses that could otherwise not come together (businesses get referred to ECDI from cities and CDCs), entrepreneur education programs	*Explore partnership similar to that between ECDI and Slavic Village CDC – pays for female entrepreneurs to gain membership to ECDI's business center (free access to business center programs)* *Offer additional business planning classes or programming (businesses need a business plan to apply for a loan through ECDI)*

Housing & Neighborhoods

Current conditions

There are stark disparities in both median household income and median housing value between the North end of the city, where incomes and home values tend to be lower, and the South end of the city, where incomes and home values tend to be higher. Demolitions and vacancies are concentrated in the north end areas where housing values have been decreasing, suggesting this is where the city's greatest redevelopment needs are located.[4]

Change in median incomes has kept pace with change in median home sales price in Cleveland Heights from 2000 to 2013 (7.2 percent increase in income versus a 0.7 percent increase in home sales price). However, median rent has increased by 29.8 percent over that same time period, suggesting a growing affordability gap for renters. Meanwhile, renters have become a larger share of residents across the County. [5]

Though moderate population loss is projected citywide and across the Cleveland region, older segments of the population, earning higher incomes are projected to grow by 13 percent over the next five years.[6] Adapting existing housing to accommodate an aging population may help avoid future vacancies by assisting this population to stay in their current homes. The age of the existing housing stock further intensifies the city's housing rehabilitation needs—in 2013, more than half of the city's homes were built in 1939 or earlier.[7]

Current capacity

The City's current efforts to improve the housing stock and build vibrant neighborhoods have included a variety of strategies, particularly financial assistance and education, housing rehabilitation, and code enforcement. Among these strategies, blight removal through demolition has been a priority. However, the success of these blight removal efforts has contributed to significant need for vacant property redevelopment throughout the city. Addressing vacancy will continue to be a key issue in Cleveland Heights over the next few years, according to market projections.[8]

Using the same definition of capacity as expressed in the economic development section, the table below reviews the City's current capacity to support housing and neighborhoods, in terms of programs, funding, staffing, assets, and partners, and identifies opportunities to build on existing strengths and fill gaps. As in the economic development section, several of these opportunities either align with or build off specific actions articulated in the City's Master Plan. Other opportunities are identified based on the review of current conditions and stakeholder feedback.

	CURRENT CAPACITY	OPPORTUNITIES
PROGRAMS	Homeownership counseling and down-payment assistance – limited stakeholder awareness of the DPA program	*Develop housing products more applicable to first-time homebuyers (or showcase where this exists already)*

[4] City of Cleveland Heights, Master Plan, March 2017.
[5] Ibid.
[6] National Resource Network, Draft Market Assessment of Cleveland Heights, April 2017.
[7] City of Cleveland Heights.
[8] National Resource Network.

	CURRENT CAPACITY	OPPORTUNITIES
		Align homeownership assistance efforts with vacant/abandoned property activities (e.g. offer additional incentives or discounts for city-owned properties)[9] *Increased marketing of these programs, particularly the down-payment assistance program, highlighting program outcomes*
	Housing rehabilitation - loans and rebate programs for homeowner repairs, lead abatement Joint intake efforts between the City's Home Preservation Office (HPO) and HRRC to assist homeowners with finding resources to make repairs	*Pursue more targeted approach to implementation of housing programs (e.g. establish priority system based on geography)* *Increased marketing of these programs, highlighting program outcomes* *Additional types of assistance to allow people to stay in their homes (like emergency rental or mortgage payment assistance)*
	Code enforcement – the City has been very effective at demolishing blighted properties (so much so that this is a smaller need now and the City may be able to re-focus some of this capacity beyond demolition to take a more proactive code enforcement approach) Major rehab (Home Deferred Loan and No Interest Loans) begin with a housing inspection and homeowners in areas inspected are provided with information about housing programs they may be able to use	*Programming that rewards landlords/property managers for maintaining rental properties well and leasing to low- and moderate-income individuals with housing choice voucher subsidies* *Continue aligning rehabilitation and code enforcement and explore joint targeting of these efforts*
	Programs for seniors (minor repair grant program, paint program, short-term deferred loans) – some seniors are not taking up programs because they don't want to leave a lien on the house for their children	*Provide additional education and planning resources as part of these programs to help seniors pay off loans*
FUNDING	Major funding sources (CDBG and HOME) focus on 80% AMI or less	*Pursue additional financing (e.g. County financing, local tax revenues, private sources) that could assist middle income residents, particularly for activities like home rehab or tax deferment that will help them stay in their current homes* *With reduced federal funding for affordable housing programs nationwide, explore creative options that expand choices, including Rental Assistance Demonstration*

[9] EXAMPLE: Baltimore Vacants to Value program

	CURRENT CAPACITY	OPPORTUNITIES
		(RAD) funds, Mixed financing, 4% & 9% LIHTCs, and remaining CHOICE Neighborhoods funds, and Home Heritage Loan Program
	County Housing Enhancement Loan Program (HELP) – no income or unit threshold (fairly flexible) Home Heritage Loan Program – historic home preservation funding that also does not have an income threshold	*Help connect homeowners or renters in need of housing repairs (who are above 80% AMI threshold for CDBG-funded rehab programs) with these loan programs*
	Challenge funding through HRRC and local banks	*Identify opportunities to expand the Challenge Fund model with other partners for other programs*
STAFFING + PROCESSES	Master Plan	*Publicize progress on Master Plan goals/actions* *Engage partners identified in the Implementation plan* *Support neighborhood planning efforts to further the goals of the Master Plan*
	City Land Bank – very limited rehabilitation capacity (so rehabilitation properties generally are passed on to the County Land Bank)	*Expand capacity to complete housing rehabs to supplement ongoing work of the County Land Bank*
	Limited internal capacity to purchase and redevelop properties (for housing or economic development)	*Explore opportunities to build this capacity externally (e.g. establishing a CDC)*
	Ongoing GIS training	*Create an open data portal to improve access to spatial data for residents and other partners, leveraging existing work of NEO CANDO property data system at CWRU* *Incorporate spatial analyses into decision-making processes and existing databases (e.g. available commercial properties database)* *Create an asset map of the City*
	Responsive citywide public services system	*Establish a Community Policing Initiative, partnering with neighborhood and civic organizations particularly in targeted neighborhoods*
	RFP process for City-owned properties	*Formalize and streamline process for disposition of City-owned land* *Identify opportunities to leverage RFP process (e.g. incorporating incentives for priorities and target areas identified in the Master Plan)*

	CURRENT CAPACITY	OPPORTUNITIES
	City Landmarks Commission – with the assistance of two interns is working to build a database of historic buildings to facilitate more proactive targeting of preservation activities	*Use this database to inform programmatic targeting and other investments* *Help publicize this database and incorporate it into other City data collection efforts*
	Two additional staff members in the Housing Inspection Division (rehab specialist in HPO and property investigator to track legal status of problem properties)	*Increase alignment between code enforcement and other programs/services* *Incorporate tracking data on problem properties into centralized open data portal*
ASSETS	Vacant city-owned properties (many of which were demolished as a result of blight removal/code enforcement efforts) – scattered sites throughout the city	*Develop strategy for redevelopment of these lots (including options to make the land more competitive to developers – e.g. place-making, marketing, combining properties, online database of properties, financing options)* *Streamline process for transferring ownership to the City for those properties in different phases of ownership* *Explore creative options for interim use and upkeep of vacant land (pop-ups, signage, food trucks, outdoor movies, etc.)*
	Existing parks (including Cain Park)	*Additional programming in City parks to increase utilization year-round* *Work with neighborhoods to permit dog walking in City parks*
	School District renovations	*Work with CH-UH CSD to develop plan for maintenance and reuse of soon-to-be vacant school buildings*
	Historic buildings	*Pursue place-making activities that showcase history of the City, specific neighborhoods and properties*
	Current housing stock tends not to be "first-floor friendly" for seniors, but the city is otherwise a very walkable and friendly senior living community	*Add an 'aging-in-place' component to eligible repairs under existing home rehab programs (e.g. adding ramps, first floor bathrooms, handrails, etc.)* *Increase affordable housing production that structurally aligns with the senior housing market. This includes utilizing universal design strategies, accessory apartments, and supportive housing options.*
PARTNERS	Home Repair Resource Center (CDBG recipient and HUD-certified Housing Counseling Agency) – homebuyer education, mortgage counseling, technical assistance for homeowners, and administers the City's HOME down payment assistance program	*HRRC plans to expand education and engagement with renters and landlords, in addition to homeowners* *Coordinate landlord engagement efforts across HRRC, CTO, and City*

	CURRENT CAPACITY	OPPORTUNITIES
	Future Heights – marketing and communications, neighborhood capacity building, neighborhood clean-up, documenting vacancies	*Leverage neighborhood capacity building with other neighborhood-level activities like neighborhood planning and place-making* *Create platform for efficient data sharing (e.g. open data portal) around vacancies and other data FH is collecting*
	Western Reserve Land Conservancy	*Pursue "on-the ground property inventory survey" to gain more nuanced understanding of distressed properties and other housing market trends in the City – offered by WRLC*
	Heights Community Congress – fair housing enforcement and education, community discussion series, Heritage Home & Garden Tour	*Incorporate HCC's existing outreach activities as part of citywide marketing strategy*
	Cleveland MetroParks	*Explore collaboration to manage and improve Forest Hill Park and Forest Hill Boulevard*
	Heights Arts – supports public art and design projects	*Utilize Heights Arts existing capacity for public art development in target areas for revitalization* *Explore partnership between Heights Arts and the school district to involve students (or other residents) in creating new public art*
	First Suburbs – advocacy for rehab funding, partnership with banks to ensure they meet their CRA requirements and are educated about the community's need	*Identify specific 'asks' for banks (e.g. financing for specific housing redevelopment projects) that would meet CRA requirements that First Suburbs can communicate to the banks*
	Neighborhood Housing Services (focused on the entire Greater Cleveland area) – fiscal agent, administrator of County DPA program, works with Land Banks and developers on Land Trust homes, homebuyer education and financial management counseling	*Coordinate or expand existing homeownership assistance programs offered by the City and HRRC with NHS (coordination could range from offering increased programming down to troubleshooting barriers in program implementation)*
	Cleveland Restoration Society – surveys of historic neighborhoods, historic structures reports, acceptance of donated property for resale with preservation covenant, and local advocacy	*Pursue surveys of historic neighborhoods in Cleveland Heights in conjunction with other development or community engagement efforts* *Leverage property resale program through ongoing land disposition efforts & ensure coordination across different disposition efforts (e.g. City Land Bank, County Land Bank, RFP for city-owned land, etc..)*

Framework for Collaboration

The opportunities identified above for both economic development and housing and neighborhoods suggest two key areas for collaboration between the City and a potential CDC: 1) Citywide marketing and 2) Leveraging commercial and residential redevelopment opportunities. The tables below outline a framework for this collaboration, based on a range of clearly delineated, but complementary activities in both of these key areas. Though each party has a unique role in each activity, the overall success of these efforts depends on their ongoing communication and support of each other.

Citywide marketing

ROLE OF THE CITY	ROLE OF A CDC	RATIONALE FOR PARTNERSHIP
Provide direction, with feedback from residents and partners, on marketing priorities and content Identify key external partners (including developers, local foundations, and anchor institutions) to pursue for targeted marketing	Help identify and engage local ambassadors for citywide marketing strategy Liaise with developers and assist City in developing relationships with other external partners through marketing efforts, based on strategic direction from the City	Public perception of the city was repeatedly cited as a barrier to both commercial and residential development. Establishing a clear marketing strategy that leverages existing relationships will not only help combat those perceptions, but can also unite partners and residents
Host a meeting for the expressed purpose of relationship-building & setting a mutual agenda among stakeholders	Participate in internal meetings that help inform the CDC of new citywide activities and partner with the City to offer public meetings to report out	City can serve as a model of transparency and foster creative ways to open communications between City government and community-based organizations
Host an entrepreneurship & business incubators forum that catalyzes collaborative action across stakeholder groups, creating awareness of city resources	Engage resident stakeholders and emerging business owners to support City efforts to understand existing entrepreneurial challenges and devise solutions	Explore new, innovative solutions for small business growth & business incubation, utilizing current capacity programs (e.g. promote incentives offered through Storefront Programs to current & emerging start-up small businesses). Identify challenges faced by the city's entrepreneurs & small businesses in their attempts to start, grow & bring innovation to the city
Offer platforms for outreach (City's website, mailing lists, existing public meetings, etc.)	Survey local stakeholders on the types of services & supports that would best serve the contiguous neighborhoods & residents	Gather range of stakeholder perspectives to inform citywide and targeted marketing strategies and other solutions
Economic Development staff participate in scheduled workshops	Organize workshops for resident businesses to understand how to leverage city funds (e.g.: layering with private investment, etc.)	City is set to provide pathways to increase engagement & open up dialogue regarding economic development opportunities
Provide CDC and other partners with guidance and information that communicates existing programs and incentives to residents, particularly low- and moderate-income residents	Develop a comprehensive marketing and educational outreach campaign that informs residents about ongoing affordable housing programs and affordable units available in targeted areas	Expand impact of ongoing programs and proposed targeting efforts from the Master Plan

Leveraging commercial and residential redevelopment opportunities

ROLE OF THE CITY	ROLE OF A CDC	RATIONALE FOR PARTNERSHIP
Work with CDC to identify priority areas and parcels for both commercial and residential redevelopment and provide support throughout the redevelopment process, given existing City resources (e.g. financing, zoning and tax incentives, etc.)	Establish relationships with local developers to connect them with local redevelopment opportunities of priority for the City	City can expand reach by identifying geographic areas of opportunity, particularly within commercial districts, and work together with CDC to increase momentum and economic stabilization through redevelopment. With the CDC serving as a liaison to the business and developer community, these efforts can be implemented at a faster pace
Help facilitate relationships with CDCs in neighboring jurisdictions based on existing relationships	Establish relationships with CDCs from neighboring communities to identify best practices and opportunities for partnership	Regional dynamics, and particularly dynamics of neighboring jurisdictions, have had a significant impact on the Cleveland Heights economy. Building relationships with neighboring jurisdictions and their CDCs provides an opportunity to learn from and build off nearby successes and address spillover issues in a coordinated way
Formalize and streamline the process for redevelopment of properties (including transferring ownership of properties, role of City Land Bank, applicable financing and incentives, etc.)	Work with City to define roles in redevelopment process, engage development community to provide feedback, identify best practices through communication and partnerships with CDCs in other communities	Articulating a clear and streamlined process for redevelopment will not only provide a strong foundation for effective collaboration on future projects, but will also make it easier for developers to take advantage of new development opportunities
Create an open data portal and ensure wide access among partners and residents by hosting on City's website and publicizing data availability	Contribute and maintain datasets, help publicize data availability, use data in decision-making around redevelopment projects	Capitalize on ongoing GIS training at the City and ongoing data collection efforts by the City and its partners to facilitate better decision-making and outcome tracking. This additional transparency may also support developers and small-businesses considering locating in Cleveland Heights
Task CDC with public engagement for specific projects and provide support throughout the engagement process (offer meeting space, advertising, staff support, etc.)	Support public engagement process for new (re)development projects, establishing plan for public engagement with City ahead of time to align with (and leverage) any other ongoing public engagement activities	Leverage each organization's existing relationships, resources, and scheduled meetings to increase effectiveness of public engagement and present a united front to the public

Involve Economic Development staff and relevant City partners in neighborhood-based initiatives	Lead place-making initiatives, targeting areas of proposed/underway redevelopment efforts	Develop neighborhood-specific initiatives that are consistent with citywide goals and planning efforts
Convene partners (CDC, Heights Arts, CSU, School District, SIDs, business community, Cleveland Restoration Society, etc.) to brainstorm interim uses for properties awaiting redevelopment	Engage in discussion of interim use for properties, highlighting where there are opportunities to coordinate with place-making initiatives, and bring resources/support for implementation of projects	Leverage network of partners engaged in this work to identify and implement innovative uses for land waiting to be redeveloped to support neighborhood revitalization and stabilization

Next Steps

The purpose of this memo is to support collaboration of the City and its partners in understanding the current capacity and need for housing and community development activities in the city, and possible alignment with activities that a CDC or similar entity could undertake. Our analysis suggests there are significant community development opportunities in Cleveland Heights, several of which would be suitable for a CDC. Prior to a final determination on the CDC proposal, there are several parameters that should be jointly defined to ensure a successful partnership between the City and a proposed CDC.

- ❒ **Mutually agreed upon goals** that reflect the mission and purpose of the CDC, consistent with ongoing City initiatives and planning efforts
- ❒ **Clear priorities, including a defined geographic target area**(s) within the city, which will guide the CDC's short-term actions on a realistic scale prior to spreading to other areas of the City
- ❒ **Measurable, time-bound metrics** to evaluate the CDC's progress on achieving key goals and the quality of the partnership between the City and the CDC
- ❒ **A sustainable plan for long-term funding** that outlines how the upfront public investment will be used to attract and leverage private funding or will otherwise be tied to performance to justify continued long-term investment from the City

The City may wish to form a CDC working group that meets regularly over the next several months to define these parameters with the proposed CDC and to provide continued oversight for the CDC entity as it is formed and launched. The working group's initial discussions should build on the details of the existing CDC proposal, but that proposal must remain open for changes and refinement through these efforts.

The working group could also identify a pilot project for the proposed CDC to undertake, while these broader conversations around the CDC's structure and relationship with the City progress concurrently. This pilot project will serve as an opportunity for the City and the CDC entity to build their relationship in the context of a specific project, while also taking action in the near-term to address housing and community development needs in the City.

Together, the pilot project and working group efforts will establish the foundation for a sustainable CDC-City partnership that is poised to improve quality of life for all residents of Cleveland Heights.

Appendix 1

CITY OF CLEVELAND HEIGHTS - PROGRAMS INVENTORY

Summary of City Programs

Program	Topic	Lead Administrator
Commercial Loans	Economic development	City of Cleveland Heights, Economic Development Department
Store Front Renovation Programs	Economic development	City of Cleveland Heights, Economic Development Department
Youth program activities for low- and moderate-income families	Youth programming	Various
Housing Counseling + Education Services	Homeownership	Home Repair Resource Center
Down Payment Assistance Program	Homeownership	City of Cleveland Heights, Housing Preservation Office, Home Repair Resource Center
Minor Home Repairs Program	Housing rehabilitation	City of Cleveland Heights, Housing Preservation Office
LMI Housing Rehabilitation Program	Housing rehabilitation	City of Cleveland Heights, Housing Preservation Office and Home Repair Resource Center
Major Home Rehabilitation Program	Housing rehabilitation	City of Cleveland Heights, Housing Preservation Office
Lead Safe Cuyahoga	Housing rehabilitation	City of Cleveland Heights, , Housing Preservation Office
Inspection	Code enforcement	City of Cleveland Heights, Housing Inspection Office

Program Descriptions

	Program/Activity
Topic	*Economic Development*
Lead administrator	*City of Cleveland Heights, Economic Development Department*
Program summary	Commercial Loans
Primary funding source	*CDBG*
Additional program details	*Gap financing for eligible Cleveland Heights businesses who has "worthy" development projects and quality under the CDBG rules and regulations. City Council acts as the Loan Review Committee*
Total funding (2015-19 ConPlan) 2015 Annual Plan 2016 Annual Plan	*$1,000,000* *$190,000 (includes projected Program Income; does not include rollover funds which total $385,826)* *$150,000 (includes projected Program Income: does not include rollover funds which total $549,560)* *funding is split between three programs as well as Economic Development Administration* • *Commercial Loan Program* • *Storefront Renovation Rebate Program* • *Storefront Renovation Loan Program*
Target population	*Cleveland Heights commercial businesses*
Target geography	*City-Wide*
Outputs	*0 Businesses assisted (2015 CAPER)* *0 Businesses assisted (2016 CAPER)*

Program Descriptions

	Program/Activity
Topic	*Economic development*
Lead administrator	*City of Cleveland Heights, Economic Development Department*
Program summary	*Store Front Renovation Programs* • *Rebate Program* • *Loan Program*
Primary funding source	*CDBG*
Additional program details	• *Rebate Program - rebates for 50% of the total project costs, up to a maximum of $25,000, for exterior renovations to commercial properties throughout the City.* • *Loan Program - loans for exterior renovations, up to a maximum of $100,000 for exterior renovations to commercial properties throughout the City.*
Total funding (2015-19 ConPlan) 2015 Annual Plan 2016 Annual Plan	*$1,000,000* *$20,000 (includes projected Program Income; does not include rollover funds which total $461,194)* *$40,000 (includes projected Program Income; does not include rollover funds which total $500,758)* *Funding is split between three programs as well as Economic Development Administration* • *Commercial Loan Program* • *Storefront Renovation Rebate Program* • *Storefront Renovation Loan Program*
Target population	*Cleveland Heights commercial businesses*
Target geography	*City-wide*
Outputs	*4 businesses (2015 CAPER)* *4 businesses (2016 CAPER)*

Program Descriptions

	Program/Activity
Topic	*Youth Programming*
Lead administrator	*Various*
Program summary	*Youth program activities targeting low-mod income families*
Primary funding source	*CDBG*
Additional program details	*Variety of programming* *1) Center for Families and Children - Pinpoint- provides a positive structured environment as an alternative to risk-taking behaviors while on suspension. The program is designed for middle school aged youth. (This program was eliminated by the agency 1/2016.)* *2) Family Connections - a program for pre-kindergarten children and their families to help prepare them for school* *3) Open Doors - an after school and summer enrichment program for middle school youth* *4) Heights Youth Club - This Boys and Girls Club organization offers The Project Learn program which is designed to reinforce and enhance the skills and knowledge young people are expected to learn in school. Members are engaged in high-yield learning activities* *5) Lake Erie Ink - an after school activity which provides creative expression opportunities and academic support for elementary school children*
Total funding (2015-19 ConPlan) 2015 Annual Plan 2016 Annual Plan	*$434,000* *$86,780* *$81,780*
Target population	*Low-mod income families*
Target geography	*City Wide*
Outputs	*1,211 (2015 CAPER)* *1,214 (2016 CAPER)*

Program Descriptions

	Program/Activity
Topic	*Homeownership*
Lead administrator	*Home Repair Resource Center, HUD certified counseling agency*
Program summary	*Housing counseling and education services*
Primary funding source	*CDBG*
Additional program details	*Housing Counseling to 1) improve financial illiteracy 2) Homebuyer education to prospective buyers to purchase and maintain their homes*
Total funding (2015-19 ConPlan) 2015 Annual Plan 2016 Annual Plan	*$82,500* *$16,500* *$16,500*
Target population	*First-time homebuyers and other eligible home-owners*
Target geography	*City wide*
Outputs	*256 (2015 CAPER)* *158 (2016 CAPER)*

Program Descriptions

	Program/Activity
Topic	*Homeownership*
Lead administrator	*City of Cleveland Heights, Housing Preservation Office*
Program summary	Down payment Assistance Program
Primary funding source	*HOME (through Cuyahoga County)*
Additional program details	*For eligible owner-occupant applicants* *Provide up to $10,000 down payment assistance for a single family home* *Provide up to $10,000 down payment assistance for a two-family home*
Total funding (2015-19 ConPlan) 2015 2016	*$480,000 includes projected program income* *$ 66,000* *$115,000*
Target population	*Income eligible applicants per HUD regulations*
Target geography	*City wide*
Outputs	*6 (2015 -reported by Cuyahoga County)* *10 (2016- reported by Cuyahoga County)*

Program Descriptions

	Program/Activity
Topic	*Housing Rehabilitation*
Lead administrator	*City of Cleveland Heights, Housing Preservation Office, Home Repair Resource Center*
Program summary	Minor Home Repairs program to improve, maintain and expand owner-occupied housing
Primary funding source	*CDBG*
Additional program details	*1) Exterior Paint - provides senior or permanently disabled low- and moderate-income homeowners with a* ***grant*** *of up to $3,500 for labor and paint.* *2) Violation Repair for Seniors - provides* ***rebates*** *of up to $2,000 to low- and moderate-income senior and disabled homeowners to complete minor home repairs addressing code violations or health and safety issues.* *3) Short Term Deferred* ***Loan*** *- provides low interest loans for emergency repairs for low- and moderate-income households. Repayment and interest is deferred for two years.* *4) Senior Home Stability* ***Grant*** *(HRRC) - provides grant funds for up to $1000 to assist disabled homeowners with the repairs to their home that, if not repaired, may lead to health and safety issues in their homes*
Total funding (2015-19 ConPlan) 2015 Annual Plan 2016 Annual Plan	*$700,000* *$145,000 (includes projected Program Income)* *$132,500 (includes projected Program Income)*
Target population	• *Seniors – low/mod homeowners* • *Permanently disabled – low/mod homeowners* • *Low and moderate income homeowners* • *Disabled homeowners*
Target geography	*City wide*
Outputs	*44 (2015 CAPER* *42 (2016 CAPER)*

Program Descriptions

	Program/Activity
Topic	*Housing Rehabilitation*
Lead administrator	*Home Repair Resource Center(HRRC), HUD certified counseling agency* *City of Cleveland Heights, Housing Preservation Office*
Program summary	*This LMI Housing Rehab program provides funds for substantial rehabilitation for low- and moderate-income homeowners.*
Primary funding source	*CDBG*
Additional program details	*1) Assist Incentive and 0%* **Grants** *(HRRC) - The Assist Grants are HRRC programs that provide a grant to LMI homeowners to assist with rehabilitation activities. Assist Grants are composed of two activities: the Assist 0% Program and the Assist Incentive Grant. Assist 0% funds are used to guarantee bank loans and to reduce the principal of bank loans so that the applicant pays an effective rate of 0% interest on a loan. Assist Incentive Grants offers a grant of $500 to $1500 as an incentive for LMI homeowners to complete major repairs including: roof, plumbing, electrical and/or heating systems. This program is used in conjunction with other programs offered by HRRC.* *2) Major Systems Deferred Loan Match Program allows deferred payments for up to one-half the cost of replacing major systems for LMI homeowners (i.e., heating, electrical, plumbing, roofs). The maximum loan amount is $3,000.*
Total funding (2015-19 ConPlan)	*$150,000*
2015 Annual Plan	*$15,000 (includes projected Program Income; does not include rollover funds which total $154,950)*
2016 Annual Plan	*$27,500 (includes projected Program Income; does not include rollover funds which total $91,731)*
Target population	*Low- and moderate-income homeowners*
Target geography	*City wide*
Outputs	*19 (2015 Caper)* *23 (2016 CAPER)*

Program Descriptions

	Program/Activity
Topic	*Home Rehabilitation*
Lead administrator	*City of Cleveland Heights, Housing Preservation Office*
Program summary	*Major Home Rehabilitation program*
Primary funding source	*HOME (through Cuyahoga County)*
Additional program details	• ***Deferred loan program*** *– up to $35K secured by equity in the property. Funds used to correct interior and exterior violations and may also be used to make general upgrades and home improvement.* • ***No Interest Loan*** *– up to $35K secured by equity in the property. Funds used to correct interior and exterior violations and may also be used to make general upgrades and home improvement.*
Total funding (2015-19 ConPlan) 2015 Annual Plan 2016 Annual Plan	*$800,000 includes projected program income* *$270,680* *$176,000*
Target population	*Owner occupants 62 years or older or permanently disabled who meet income eligibility requirements*
Target geography	*City wide*
Outputs	*7 (2015 CAPER; reported through Cuyahoga County)* *9 (2016 CAPER reported through Cuyahoga County)*

Program Descriptions

	Program/Activity
Topic	*Housing Rehabilitation –Lead safe*
Lead administrator	*City of Cleveland Heights, Housing Preservation Office*
Program summary	*Lead Safe Cuyahoga program to assist with removal of lead hazards in low/mod income households where children under the age of 6 are residing in the home.*
Primary funding source	*Lead Remediation /Healthy Home Grants (through Cuyahoga County)*
Additional program details	
Total funding	*$556,618 (Grant contract period 7/1/13 – 7/31/15)* *$562,417 (Grant contract period 11/16/15 – 11/15/18)*
Target population	*Low- and moderate-income households where there are kids under 6 residing in the home*
Target geography	*Cleveland Heights*
Outputs	*29 (2015 – reported by Cuyahoga County Board of Health)* *9 (2016 – reported by Cuyahoga County Board of Health)*

Program Descriptions

	Program/Activity
Topic	*Code Enforcement/Housing Inspection*
Lead administrator	*City of Cleveland Heights, Housing Inspection Office*
Program summary	*Inspection Program* • *Point of sale inspections* • *Systematic exterior inspection* • *Single family, two family, and multifamily rental inspections*
Primary funding source	*CDBG*
Additional program details	*City has strong housing inspection and code enforcement programs*
Total funding (2015-19 ConPlan) 2015 Annual Plan 2016 Annual Plan	*$300,000* *$55,000* *$65,000* *(staff salaries and expenses for one full time housing inspector)*
Target population	
Target geography	*City wide, LMI census blocks*
Outputs	*1,071units inspected in Low/mod areas* *1,383 units inspected in Low/mod areas*

CITY PARTNERS – PROGRAMS INVENTORY

Organization	Topic	Programming	Target Area/Population
Home Repair Resource Center	Housing counseling, maintenance and repair	• Home Repair classes for o Everyone, women, seniors • Financial assistance and downpayment assistance programs • Counseling and financial education • Foreclosure prevention • Homebuyer classes	Originally just Cleveland Heights, but has now expanded into the region
Heights Community Congress	Fair Housing and social justice and equality in housing	• Fight back against educational redlining (arbitrary graphic ratings that online real estate websites use to describe local schools) • Fair Housing • Heritage Home and Garden Tour • Diversity Programming	Greater Cleveland Area
Cedar Lee Special Improvement District	Economic and Community Development	• Promote businesses in the business district • Host events, including the annual Summer Festival • Support new businesses in the district • Hold Regular board meetings • Maintain directory of businesses • Advertise vacancies	Cedar Lee Business District of Cleveland Heights
Cedar Fairmount Special Improvement District	Economic and Community Development	• Streetscape 2017 – streetscape improvements • Maintaining the image of the "Gateway to Cleveland Heights" • Promote the variety of retail and businesses in the district • Host and maintain a calendar of events • Support new businesses in the district • Maintain directory of businesses • Advertise vacancies	Cedar Fairmount Business District of Cleveland Heights
Coventry Village Special Improvement District	Economic and Community Development	• Actively maintain calendar of events	Coventry Village district of Cleveland Heights

		• Management of blog for community events, and news for the district • Promote the variety of retail and businesses in the district • Maintain directory of businesses • Connect to nearby apartments and management companies	
Cedar Taylor Development Association	Economic and Community Development	• Streetscape improvements • Fundraising for the improvement of the district	Cedar Taylor neighborhood in Cleveland Heights and University Heights.

FUTURE HEIGHTS – ORGANIZATIONAL SCAN + PROGRAMS INVENTORY

	Organization
Type of organization	*Non-profit*
Total annual budget	*$273,115 (2015)*
Primary funding sources	*Membership fees* *Donations to the Annual Fund* *Sponsorships* *Grants (CDBG and others)* *Earned income* *Fundraising* *Online Auction*
Key partners	*City of Cleveland Heights* *SIDs and Merchant Associations* *Heights Arts* *Home Repair Resource Center*
Structure	• *Governed by board* • *Full time Executive Director* • *8 staff, including 3 dedicated to the Heights Observer (hyper local community newspaper)* • *Volunteers* • *600 due-paying members*
Mission/vision	*FutureHeights seeks to inspire and facilitate collaboration and empowerment across our communities to ensure a vibrant and sustainable future for Cleveland Heights and University Heights.*
Target population	*Residents of Cleveland Heights and University Heights*
Target geography	*Cities of Cleveland Heights and University Heights*

	Program/Activity
Topic	*Community Engagement*
Lead administrator	*FutureHeights*
Program summary	*FutureHeights Community Capacity Building Program*
Primary funding source	*CDBG*
Additional program details	*Components of the capacity building program* • *Resident Engagement and Recruitment for Neighborhood Leadership Program,* • *Developing a pilot neighborhood leadership workshop series,* • *Ongoing community building work in neighborhoods*
Total funding (2015-19 ConPlan) 2015 Annual Plan 2016 Annual Plan	*$150,000* *$39,860* *$30,000*
Target population	*Residents in Cleveland Heights neighborhoods*
Target geography	*City Wide*
Outputs	*"Outputs" not applicable to this program*

Note: FutureHeights conducts other activities that impact housing and community development, but are not strictly programs (e.g. support for small businesses, the Best of Cleveland Heights Awards, the Heights Observer, etc.)

Appendix 2

Vision for housing and community development in Cleveland Heights over the next 5+ years

- Increasing the tax base of the City and improving overall economic health through economic development, redevelopment of city-owned land, small business development/attraction/retention
- Strong neighborhoods that are actively involved in housing redevelopment – need to repair fabric of our neighborhoods
- Slowing down demolition of blighted properties and pursuing more rehabilitation
- Attract people back to the city
- Keeping commercial districts and existing housing stock strong
- Help all people stay in their homes (including aging-in-place needs)
- Improved public perception of all neighborhoods in the City
- Consensus around a citywide marketing strategy
- Continued support for community events through city services
- Greater collaboration in approach to these issues
- City drives the housing agenda, not developers
- Increased tax base, capitalizing on niche markets (breweries and wineries, artisan bakeries, dining and entertainment, and automotive)
- Progress on the proposed Mayfield Road Innovation Corridor
- Thriving commercial districts that offer a safe, pleasant and welcoming experience
- Economically driven landmarks throughout the City
- Address spillover issues from East Cleveland
- HRRC expanding into renter issues and landlord engagement
- HRRC looking to expand reach more regionally to work with CDCs around Cleveland and inner ring suburbs
- Bridging disparities within neighborhoods
- Restoring home values
- Additional resources for data analysis – WRLC could conduct an on-the-ground property inventory survey to help identify distressed properties that undermine housing market recovery
- Maintaining current housing stock and continued development of new, safe, affordable, and accessible housing

- CTO will continue to respond to landlord and tenant concerns and attend public meetings/community events to serve as resource as requested
- Maintain the quality of services and keep police and fire at a high level
- Address vacant properties in the City
- Severance Town Center as a hub for community engagement with multi-use housing, entertainment and convenience retail to support and highlight the diversity of Cleveland Heights
- Continue to offer a charming housing stock with character that is more accessible, particularly for seniors
- Increased access to affordable housing (through down payment assistance, access to capital for home repairs with looser underwriting guidelines) and permanent affordability of housing with Land Trust, whether its development or redevelopment of single family homes and/or rentals
- Create a consensus on choices for further reutilization of Severance
- Reutilization plan for other school buildings
- Complete the Top of the Hill project and finalize a plan for Severance – both are major opportunities to bring in new population, housing options, and tax revenue to stabilize the tax base over time and prevent future tax increased
- Severance as a mixed-use project with housing, industry, green space, and retail
- New housing on vacant lots and rehabilitation of vacant properties
- Effective partnership between UCI and Cleveland Heights to offer the full spectrum of housing choices, including referrals to one another
- Cool, sophisticated, urban area near cool cultural institutions – Severance Mall could be catalyst for this reputation

Current capacity gaps

- Strategy for dealing with vacancies (including infill strategies)
- How to approach gaps in the market
- Need increased connection across departments and partners in terms of data sharing
- Need to grow the brand of the city through positive marketing
- Proactively recognize when people are in trouble and connect them with services
- Inventory foreclosed properties for more effective maintenance
- Need to figure out creative things to do around vacant properties, particularly interim uses that could ease the burden around maintenance
- Need additional resources for rehabilitation

- Resources for workforce housing
- SIDs have limited resources and staff to pursue additional public art, events, and marketing
- Need to attract other community development resources to meet current and future needs
- Additional focus on maintenance programming for seniors, stricter code enforcement for commercial properties, and full strategy for the transition of key properties in primary commercial districts
- Marketing is a challenge
- Need a broader list of financing incentives to encourage new development
- Parking strategy
- Financing and other systems to support aging housing stock (almost 80% of homes will be over a century old soon)
- Plan for properties after demolition (no organization is applying for LIHTC and investors/developers aren't coming in to build homes)
- Marketing – need to show people what they're getting for their high taxes (real sense of community, great city services, etc.)
- Business planning assistance for first-time business owners
- Financial literacy programming, particularly in schools
- Transfer code enforcement system from paper-based to a searchable software system
- Better use of the NEO CANDO property data system at CWRU (e.g. organized data entry effort to make this available to community development practitioners)
- More strategic targeting of code enforcement efforts, rather than complaint-based process, perhaps in conjunction with neighborhood groups
- Integrated data system to enable housing and community development practitioners to track building permits or upcoming improvements
- Continue point of sale inspections, proactive code enforcement, and rental property registration/inspection programs
- Provide one-time rental assistance to tenants who fall behind on rent
- Security deposit assistance
- Programs that would allow nonprofits to purchase vacant homes, rehab and sell to first time homeowners
- Programs for new homeowners to purchase vacant homes and for new builders to build on vacant lots

- Beautification and marketing activities for vacant land
- Increased housing standards enforcement
- Improve perception of the City as a destination community
- Increase assets that support the City's aging population, while pursuing new ways to attract and fill the needs of the younger population (e.g. "small box" housing development in collaboration with University Circle)
- Increase rehab program activity and programs to help current homeowners who struggle with equity issues (due to decreased value of their home) but can afford to repay a loan to take care of housing code violations or updates to allow owners to stay in their homes
- More options/assistance for middle income families and seniors
- Workforce development
- Financial education
- Transportation
- Need more housing for aging baby boomers in one story, easy access housing units
- Commercial areas need continued right sizing and care
- Make sure housing repair and down payment assistance programs are right sized to address current need (measure current impact and evaluate how they might be changed to better address current need)
- City needs a partner with development acumen
- Place-making to create a more textured urban fabric

Underutilized opportunities or resources

- Community Reinvestment Agreements (CRAs) with local banks
- Very active neighborhood groups
- NEO CANDO and NST data systems at CWRU
- Increased partnerships with Neighborhood Housing Services and Future Heights to improve access to resident feedback and expand capacity to take on additional projects
- Develop the outer and inner rings of Severance Mall (e.g. lure a Target and new movie chain like the development on Warrensville Road)
- Continue to openly display the creative visuals from the Master Plan proposals in public spaces all around the City to further generate excitement about what is possible
- Join the discussion around East Cleveland, given overlapping proximity

- Cleveland MetroParks as a partner to improve Forest Hill Park and Boulevard
- Revisit Medusa building redevelopment
- Severance Town Center – as a potential housing development with a much smaller mix of retail (see: success of Cinema Park in Warrensville heights)
- Diversity in racial makeup and gender
- Democratic city council
- Lots of housing stock and commercial properties
- Private schools
- Rich history
- Strong local staff need additional partners for redevelopment
- Tap into the creative force of UCI through collaboration on projects
- Leverage the SID's knowledge of their markets
- Creating more dense retail/service/office space and more organization around the clustering of these businesses so that they may support one another (e.g. put a dry cleaner near the post office near a pharmacy and have office spaces around that area)
- Opportunity for partnership between UCI/Cleveland Heights on marketing the residential scene, cross-cultural connections that could be supported by transportation connections, and the economic development joint strategies

Thanks to the following stakeholders for their participation:

Patty Ajdukiewicz (ECDI)

Tikeesha Alan (Home Repair Resource Center)

Brian Anderson, Tim Boland, Tanisha Briley, Allan Butler, & Karen Knittell (City of Cleveland Heights)

Bob Brown, Danna Fisher, Micah Kirman, Joy Roller, Paul Volpe & Julia Kious Zabell (Future Heights)

Frank Ford (Western Reserve Land Conservancy)

Angie Hetrick (Coventry Village SID)

Rev. Jimmie Hicks, Jr. (Start Right CDC)

Leslie Jones (Heights Community Congress)

Gary Katz (Cleveland Tenants Organization)

Jennifer Kzuma (First Suburbs Consortium)

Kaye Lowe (Cedar Fairmount SID)

Michael Pires (Neighborhood Housing Services)

Kelley Robinson (Cedar Lee SID)

Chris Ronayne (University Circle Inc.)

Kevin Smith (Cedar Taylor Development Association)

Ken Surrat & Harry Conard (Cuyahoga County)

Katie Van Dyke (CSU Small Business Development Center)

Appendix 3

ESSENTIAL FACTORS THAT INFLUENCE PERFORMANCE OF COMMUNITY DEVELOPMENT CORPORATIONS

Capacity Building System

Organizational Structure

- Create a Vision
- Consistent & Coordinated Leadership
- Communicate Early & Often
- Strategic Planning & Decision-Making
- Must establish stable, core operating support
- Well-defined community development plan
- Effectiveness & Efficiency
- Organizational capacity & Scale
- Performance-based culture
- Ability to secure resources (e.g. financial, etc.)/Fiscal responsibility
- Stability – establish a clear career ladder to attract & retain talented employees

Investment Planning

- Develop a strategic investment plan
- Ability to organize multiple & simultaneous investments
- Coordinate investments with other sources
- Ability to attract others to CDC investments by creating and advertising opportunities
- Ability to help investors realize the profit potential of CDC neighborhoods.

Community Impact Market Responsiveness

- Ability to actually make neighborhoods better / Neighborhood improvement
- Service delivery expectations match outcomes
- Implementation experience

Resource Intermediary

- Be a respected intermediary (go-between) government agencies & neighborhood stakeholders
- Demonstrated support to secure outside resources (e.g. Zoning approvals, redevelopment subsidies, acceptance of bids, etc.)

Community Development Production System

Relationship to Place (Service Area)

- Ability to create social networks / social capital
- Continuous community engagement / community involvement
- Established role in the community
- Ability to create catalytic change / Execute priorities

Relationship to Neighborhood Stakeholders

- Ability to mobilize around issues
- Ability to represent community voices
- Establish trust
- Clear support for, and by, neighborhood stakeholders

Strategic Positioning

- Acknowledge need for other external neighborhood actors to attack community problems across a broad front. [Go-it-alone strategy does not work]
- Role Identification in Housing &/or commercial arena (e.g. CDC serves as primary developer within a geographic area? Sole development entity? Entrepreneurship/Small business focus only?
- Knowing how to avoid a "hollowing out effect," – a practice by external entities including Cities to divest in economically challenging areas that represent a CDC's constituency & geographic service area.
- CDC must have the ability to strategically locate anchor projects adjacent to stable areas.
- Ability to aid in reducing transaction costs often incurred by Cities in obtaining, evaluating & educating residents about how to make informed-decisions (e.g.: financial & credit counseling, homeownership workshops, etc.)

Community Development Support System

External Relationship Building

- Ability to collaborate
- Ability to build lasting relationships
- Ability to form partnerships across a broad spectrum
- Ability to build coalitions both vertically & horizontally (Government entities and community-based, respectively)

Local Government Entities (Cities)

Cities should:

- View CDCs as a resource
- Consider CDCs an alternative to "traditional" economic development practices that may or may not have worked in the past.
- Establish a partnership with CDCs that facilitates community based problem-solving.
- Empower CDCs to bring people together in neighborhoods around issues.
- Leverage CDCs for comprehensive neighborhood revitalization.

Cooperative Engagement

- Ability to align priorities to meet common goals
- Ability to work and network with other institutions
- Build strategic alliances with entities that have shared goals
- Willingness to negotiate a "fair-deal" structure with external stakeholders
- Ability to encourage others to commit financial, technical and political resources to neighborhood improvement by involving these area representatives in the process.

Effective CDC/City Partnerships: Case Studies & Literature Review

Case Studies

Youngstown Neighborhood Development Corporation, Youngstown, OH

The Youngstown Neighborhood Development Corporation (YNDC) is a multifaceted neighborhood development organization launched in 2009 in partnership with the City of Youngstown and The Raymond John Wean Foundation to catalyze strategic neighborhood reinvestment in neighborhoods throughout the city. The City of Youngstown provided significant seed funding to help the new CDC hire initial staff.

The City's support in the establishment of the CDC helped lay the groundwork for a very close and effective partnership. From the beginning, YNDC provided the City with technical expertise on neighborhood revitalization and sustainability and assumed tasks previously handled by the City such as grass-cutting for vacant properties. The City of Youngstown took full advantage of the partnership, working closely with YNDC staff to write and win grants for philanthropic funds that the City itself could not compete for.

Over time, trust increased as YNDC proved itself capable and competent, and the City began to view the CDC as a trusted advisor and subject matter expert. In the CDC's 2011 – 2013 Strategic Plan YNDC describes one of its priorities as building capacity at the City for community development and neighborhood planning.

Today, the YNDC's portfolio of activities is impressive – spanning code enforcement/compliance, strategic demolition in partnership with the land bank (which YNDC helped to establish), rehab and resale, façade improvement programs, vacant property management, and neighborhood resident engagement.

Executive Director Ian Beniston reflected on the importance of a strong city partnership to their success, "a CDC can't do this on its own, it needs many partners and the City is a critical one." Ian's advice for new CDCs – identify and fill gaps in what is currently underway, work closely with City staff and officials, and continually document and share progress on outcomes.

Ian described that YNDC has near "constant communication" with City staff in a number of departments, including code enforcement, planning, public works, the Mayor's office, and others. YNDC reaches out early and often to City staff when developing a new project or program, and invites representatives of the appropriate City departments to participate in meetings with residents. Frequent and transparent communication have been a necessary component to their partnership. To learn more about YNDC's current work and strategic priorities, read their latest Strategic Plan or visit their website.

Cleveland Housing Network, Cleveland, OH

The Cleveland Housing Network (CHN) is a large-scale affordable housing developer and human service provider. They have developed more than 5,000 homes throughout the Cleveland, Ohio area. CHN's structure includes 15 constituent CDCs, a multi-cultural staff of 170 and a community-based Board of

Directors. CHN directly conducts programming as well as supports the work of neighborhood-based CDCs, and thus works in close partnership with the City of Cleveland.

Assistant Director Kate Monter Durban suggests treating the City as a partner like any other. "It all comes down to personal relationships with the right set of people, and delivering services & products that tie into the city's self-interest and broader city strategy.

CHN has partnered directly with the City on several initiatives, such as the City-wide Year 16 CDC Initiative, started in 2012 and still on-going. CHN led the creation of this initiative to stabilize 700 affordable homes (owned by local CDCs) by raising nearly $2M, purchasing bank notes, and influencing lenders to write down $6M+ in loans. Key partners include CHN, Cleveland Neighborhood Progress, City of Cleveland, Enterprise Community Partners, Ohio Housing Finance Agency, National Equity Fund and Neighborhood Housing Services.

In addition to special initiatives, CHN is in close communication throughout the process for each new project. When initiating a new development, CHN staff reach out first to the appropriate council person and the CDC in that community. If the project requires a change to the zoning code, CHN reaches out to the Planning department early-on in the process. Check-ins and touch-points with the City are intentionally built into the development process, to keep the City apprised of progress and any challenges that come up.

When there is a difference in the preferred pace of operations, CHN defers to the City, and strives to adjust their own systems and processes to work well with the process timeline of City operations and decision-making.

As described in their 2013 – 2015 strategic plan, one of CHN's goals is to improve Network Synergy & Partnerships by "form[ing] and sustain[ing] trusted, effective, broadbased partnerships to leverage expertise and develop solutions to solve major issues facing Cleveland and surrounding communities." In addition to regular communication around project-based work, senior leadership sits down with City leadership twice a year to share updates and ask for feedback. As a result of the trust they have developed through their partnership, the City now contracts out services that were formerly handled by the City, such as a water affordability program and water line repair program. In addition to their partnership with the City, CHN also partners with nonprofits such as Cleveland Neighborhood Progress, which provides capacity building support to CDCs in Cleveland.

Tenderloin Neighborhood Development, San Francisco, CA

The Tenderloin Neighborhood Development Corporation (TNDC) provides affordable housing and services for over 4,100 low-income residents in 6 San Francisco neighborhoods, building community and promoting equitable access to opportunity and resources. Although they are a Tenderloin-based community organization, they have a citywide scope.

TNDC works in close partnership with the City of San Francisco, and aligns their priorities to those of the City and the communities in which they work. Founded in 1981, TNDC has built a strong and trusting relationship with the City, and works closely with them to administer rental subsidy contracts and social services contracts. Contracts provide an opportunity for the City to set and manage expectations and outcomes. In addition to contractual-based communication, TNDC leadership sits down to lunch with

the head of the Community & Housing Development Department on a monthly basis to discuss opportunities and issues.

Chief Operating Officer Elizabeth Orlin recommends newer CDCs work in partnership with more experienced developers on initial projects to reduce risk and help with capacity-building.

Providence Community Housing, New Orleans, LA

Providence Community Housing is a 501(c)3 nonprofit real estate development organization. Providence is committed to the viability of communities – having great places to work, live and raise families. To date they have developed over 1,300 units of housing and helped over 500 individuals and families become homeowners throughout the Greater New Orleans Area.

As a citywide CDC, Providence has built a strong relationship with the City over years of working with both staff and elected officials. They register annually with the city and provide documentation to show continued compliance with contracts, taxes are paid, etc. before they are allowed to contract with the City. One way that Providence works with the City is as a sub-recipient of HOME and CDBG funding through a RFP process. Frequent communication and reliable responsiveness is important to maintaining a strong working relationship.

As a result of developing trust, the City now benefits from their expertise and often reaches out to Providence for support on special projects. Providence also participates in the consolidated planning process for the city and prioritizes projects that align well with the goals in the City's Consolidated Plan.

CEO Terri North suggests that to help build trust with City partners, new CDCs should document all communication carefully and confirm your understanding is correct, in writing, before taking action. This is helpful both to protect the CDC and to assure the City that everyone is on the same page.

Literature Review

Friedman, Stephen B., editor. Successful Public/Private Partnerships: From Principles to Practices. Washington, DC: Urban Land Institute, 2016.

The Urban Land Institute established the Public/Private Partnership Council (PPPC) to develop, refine, and disseminate best practices for effective real estate public/private partnerships (PPPs). The Council is a vibrant community of practitioners who learn from one another through hands-on examination of projects, discussion and debate of emerging industry. The PPPC developed this report to update a previous report, *Ten Principles*[1], on the ten principles of effective PPPs with real-world experience and lessons learned from the field.

Successful PPPs require the building of trust between the public and private sectors and a change in mind-sets: for the public sector, from development regulator to facilitator of economically feasible projects providing public benefits, and for the private sector, from an adversarial private role as an applicant for development permits to a collaborative, open, and transparent role in negotiating

[1] Mary Beth Corrigan et al., *Ten Principles for Successful Public/Private Partnerships* (Washington, DC: ULI, 2005).

profitable projects with public benefits. However, creating effective PPPs is more necessary today than ever, given public sector needs and fiscal constraints when faced with challenging urban issues.

The 10 Principles for successful public/private partnerships are: 1. Prepare properly for public/private partnerships, 2. Create a shared vision, 3. Understand your partners and key players, 4. Be clear on the risks and rewards for all parties, 5. Establish a clear and rational decision-making process, 6. Make sure all parties do their homework, 7. Secure consistent and coordinated leadership, 8. Communicate early and often, 9. Negotiate a fair deal structure, and 10. Build trust as a core value.

Most critical to a successful PPP is developing a good relationship between leadership from the public entity and leadership from the private entity. Getting to know each-other is key. It has been said that "you can't make a bad deal with a good person and you can't make a good deal with a bad person." Partners can communicate more effectively by building personal relationships with each other. Formal and informal forms of communication between entities create opportunities to build a more open and trusting relationship. When an effective PPP is formed, the needs of both parties can be met, financial and political risks can be better managed, and other controversy can be anticipated and mitigated.

Nancy Nye & Norman J. Glickman. Working together: Building capacity for community development, Housing Policy Debate, 11:1, 163-198, 2000, DOI: 10.1080/10511482.2000.9521366

Community Development Corporations (CDCs) frequently work with Community development partnerships (CDPs), local intermediaries such as LISC or Enterprise Community Partners, to increase their capacity. This article examines the success of those partnerships, what areas of capacity are most critical to CDC success, and how intermediaries are most effective in providing needed support.

In cities where CDCs are inexperienced and do not have large staffs (for example, New Orleans), the CDP role is to help them hire and train staff, create community standards for production, and increase the general public's understanding of neighborhood development.

In their interviews, they found that CDCs across the country identified many common needs for building capacity. They must have stable core operating support, help in finding new sources of funding to support their projects, assistance with strategic planning, training and technical assistance, more forceful advocacy for a neighborhood agenda with city governments and other "downtown" actors, and help in publicizing community development and other CDC activities to the corporate and philanthropic communities and to the general public.

Norman J. Glickman and Lisa J. Servon. By the Numbers: Measuring Community Development Corporations' Capacity. *Journal of Planning Education and Research* 2003; 22; 240 DOI: 10.1177/0739456X02250314

Most CDCs begin as builders of housing, expanding later into other areas, such as economic development or social service provision. Finally, these organizations have political dimensions. They must develop good relations with neighborhood residents—families that live in housing they build, members of their boards of directors, and the like—and with political and corporate powers in the city and region.

In this article, we build on our earlier efforts to define capacity (Glickman and Servon 1999) and take on the demanding task of measuring it. We look specifically at the relationship between community development partnerships' (CDPs') and CDCs' capacity-building efforts.

To measure the five components of capacity, they surveyed 218 CDCs across the country.

Table 1.
How they stack up: A profile of community development corporations' capacity.[a]

	Partnership	*Nonpartnership*	*Control*
Resource capacity			
Core operating support ($000/year)	325	232	207
Project support ($000/year)	1,581	1,299	1,090
Average annual growth of core support (%)	6.6	7.1	3.5
Average annual growth of project support (%)	17.5	7.0	26.5
Organizational capacity			
Full-time staff (number)	13.5	8.6	9.5
Average annual growth of total staff, 1992-1997 (%)	19.0	4.6	11.2
Pension coverage for executive director (%)	46	35	22
Networking capacity			
Supports staff training with other CDCs (%)	32	34	25
Supports community organizing with other CDCs (%)	64	62	53
Works with for-profit developers (%)	65	57	75
Increased number of groups works with (%)	81	78	75
Programmatic capacity			
Average number of housing units completed per year, 1992-1998	24	15	22
Average annual growth of housing units completed, 1992-1997 (%)	26.4	9.1	11.6
Average number of housing units managed per year, 1992-1998	57	25	41
Political capacity			
Publishes a newsletter (%)	66	57	58
Has contacts with business community (%)	44	35	36
Holds public meetings (%)	89	72	78

Note: CDC = community development corporation.
a. All figures are 1992 to 1997 annual averages, with the exception of total housing units, which are for 1992 to 1998.

This article explains the key aspects of capacity – resource capacity, organizational capacity, networking capacity, programmatic capacity, and political capacity, along with examples of metrics that can be used to measure each type of capacity. The researchers compared CDCs that work independently to those that are supported by Community development partnership entities and found those in partnerships to have higher capacity.

Avis C. Vidal and W. Dennis Keating. Community Development: Current Issues and Emerging Challenges. Journal of Urban Affairs, Volume 27, Number 2, pages 125-137. 2004.

This article provides some historical context of the CDC movement. One lasting legacy of the War on Poverty was the beginning of the community development movement. CDCs, then very few in number, received federal funding under the Special Impact Program (later Title VII) of the Equal Opportunity Act of 1966. Their numbers grew slowly during the 1970s (mostly without federal support), then increased dramatically during the 1980s and especially during the 1990s.

TO: TANISHA R. BRILEY, CITY MANAGER

FROM: SUSANNA NIERMANN O.NEIL, ASSISTANT CITY MANAGER

RE: COMMUNITY OUTREACH UPDATE

DATE: JULY 6, 2017

COMMUNITY RELATIONS:

- **Block parties this weekend: *This Saturday* – Inglewood (12 to dusk) ; Derbyshire (1 to dusk*). Saturday July 15th* – Hollister from Forest Hill to Hereford (Noon to 3:00pm).**
- **Relocation packets were prepared for various real estate agents and also for JCU and Ursuline personnel offices.**
- **The Heights High banners will begin to go up on Cedar next week. Banners will also be on Lee and Washington Blvd.**

PUBLIC RELATIONS:

- **Arts Festival ads were prepared for the Sun Press and Plain Dealer. Articles appeared in both publications.**
- **Proclamations were prepared acknowledging the passing of 2 long time residents and also Honey Feinberg. The Proclamation and a photograph of Honey Feinberg will be permanently displayed in the Cain Park Feinberg Art gallery. Also , displayed are the acknowledgments to Audrey and Harvey Feinberg the founders of the Festival 40 years ago.**

SOCIAL MEDIA:

- **Homepage – promotion of the annual Safety Forces night on August 1st from 6 to 9 at the community Center (please see attached the flyer for Safety Night); Cain Park Arts Festival promotion**
- **Facebook – Photos of the Turtle Park ribbon cutting and the Cedar Lee Appreciation night; Cain Park Arts Festival promotion**

4th Annual
CLEVELAND HEIGHTS SAFETY FORCES NIGHT

Tuesday, August 1, 2017
6:00-9:00pm
1 Monticello Blvd. & Mayfield Rd.
Cleveland Heights Community Center

- Meet and interact with some of the officers of the Cleveland Heights Police Departments as well as the Fire Department.
- Take an interactive look at the tools and equipment both departments use.
- Information on personal safety and fire safety topics.
- Literature, handouts and information about the Cleveland Heights Police Academy and Citizens Police Academy.

S.W.A.T. Team
Bomb Squad
Bike Unit
K9 Unit
Fire Truck
Ambulance
"Fire House"

Complimentary Hot Dogs / Chips / Pop / Water / Sno Cones / T-shirts (while supplies last)
Caricature Artist / Balloon Twister for the kids /Bicycle Raffle
Cleveland Heights residents can also bring their bicycles to get bike licenses free of charge.

MEMORANDUM

TO: Tanisha Briley-City Manager
FROM: Alex Mannarino-Director of Public Works
DATE: July 7, 2017
RE: Weekly Update

Cedar Road Resurfacing/Cedar-Fairmount Streetscape

Work continues with casting adjustments and ADA ramp construction between Westminster and Norfolk. Perk anticipates that work will commence within the business district sometime around the week of July 17th.

The multi-purpose path has been paved, and work is on schedule without any delays.

Lee Road Streetscape

No new updates.

Noble Road Resurfacing (Cuyahoga County Project)

Work has flipped to the north side of the street. The pavement has been milled, and the intermediate course has been installed. Work continues with casting adjustments, curbs, and ADA ramps.

Construction Project Updates

Mayfield Signalization

No new updates.

Dominion East Ohio

Cedar Road Accelerated Pipeline Replacement PIR-2083

Red Dirt is completing their tie-ins. We anticipate that service connections should not take longer than a week.

Service Department

All operations continued as normal.

Date: July 7, 2017

To: Tanisha Briley, City Manager

From: Collette Clinkscale, Utilities Commissioner

Subject: Utilities Department Weekly Update

Water

- Repaired connection leak at 3371 Beechwood
- Repaired connection leak at 3744 Berkeley
- Repaired curb box and turned off 3237 Monmouth
- Investigated reported water main leak on Grandview
- Read Meters in Orion Route 1 and Trace Route 2 for CWD
- Flushed out curb boxes on CH delinquent accounts
- Obtain final readings for new owners per CWD request
- Checked o.o.s. fire hydrants and forwarded to CWD
- Inspected water-related Public Stuff requests
- Mailed delinquent notices

Sewer

- Ran sewer machine on Silsby, South Taylor, Sycamore, Kildare, Berkeley and Seaton
- Repaired catch basin at the entrance of Cain Park
- Jetted sewer sanitary mains at Lee and Tullamore, 3273 Ormond, 2940 Coleridge and 2650 Fairmount
- Contacted the County Public Works to clear blockages on Burlington @ Chelsea, South Taylor – South of Monticello and 14551 Superior
- Removed tree from catch basin on Superior, West of Lee Road
- Inspected Overflow Routes A, B and C.

Other

- Met with Ms. Wimberly and Public Works Department about septic sewer on Reyburn

MEMORANDUM

To: **Tanisha Briley, City Manager**

From: **Richard Wong, Planning Director**

Date: **July 7, 2017**

Subject: **Weekly Update**

CDBG Planner Brian Iorio

Accepting the position this week, Brian will start July 31. He will be leaving the City of Euclid where for ten years he worked his way up from intern to Assistant Director of Planning & Development. In his interview, we learned of his appreciation for Cleveland Heights' commercial businesses and how he acquainted himself with Nancy McLaughlin and Karen Knittel while at multi-day Ohio Conference of Community Development training conference in Columbus.

Architectural Board of Review

Nineteen cases were reviewed by 9:15. A family received approval for a first floor master bedroom, bathroom and laundry. The doorways and halls were designed with extra width for accessibility. The wife's mother will move from her Cleveland Heights home to the addition. In the future, the couple saw this as a way for them to remain in the house, too.

Landmark Commission

The Landmark Commission and Kara are working on the Master Plan, Vibrant Neighborhoods' Goal D: Continue to Promote the Preservation of Historic Homes and Buildings.

- Action 1, Survey and Identify At-Risk Historic Buildings to Focus Preservation Efforts: Ursuline Historic Preservation interns Rachel Stucke and Marissa Agbung continue to work on the *Cleveland Heights Building Condition Assessment*, where they are focused on commercial buildings. They have surveyed most of the commercial districts and, once completed, the assessment can be tied to GIS and used to determine buildings ripe for preservation, demolition, and redevelopment.
- Action 3, Become a Certified Local Government (CLG) with the Ohio State Historic Preservation Office: Kara reviewed the Checklist/Application for CLG status with the Commission and will report changes needed to achieve this designation.
- Action 5, Host Neighborhood Information Sessions on Home Renovation and Repair: Kara and Cleveland Restoration Society's Trudy Andrzejewski are preparing a presentation about upgrading your home, including ideas for first-floor bathroom and bedroom additions. In October, they will present at both Lee and Noble libraries, advertised through the City and the library's *Check Us Out* booklet.

July 7, 2017

Cleveland Heights
Economic Development

To: City Manager Tanisha Briley
From: Business Dev. Manager Brian Anderson
Subject: Activities Report – July 7, 2017

Activities and Initiatives:

1. County-Municipal Small Business Initiative

As previously discussed with Council, the MSBI would provide equity to small businesses in order to help secure an SBA loan. This is accomplished through a forgivable loan/grant. The City had previously submitted a letter of interest concerning participation in the program. The final application, which is open to 22 inner-ring communities, was submitted to the County Department of Development on Friday, July 7.

2. Coventry School Site

Staff continues to move forward with individual meetings with the current tenants of Coventry School. The goal is to have a better understanding of their current and future space needs. This will allow the City to more efficiently work with them depending on how the project proceeds. To date, staff has met with seven of the 11 tenants. The goal is to have met with all of the tenants individually in advance of the planned July 27 public meeting.

3. Business Retention Expansion Attraction Creation (BREAC) Initiative:

Despite it being a holiday week, staff has received a number of inquiries and leads related to vacant space and new businesses. BREAC activity highlights include:

- Met with one existing business;
- Assisted with three requests for information related to available commercial spaces;
- Discussed potential loan projects with two businesses;

July 7, 2017

- Continued work on the CLE Heights Business Channel. With two sessions at local businesses filmed, work continues on editing the footage into a final 2-3 minute final product to be used as a marketing tool across multiple platforms to highlight businesses that have been successful in Cleveland Heights.
- Updating of listings on Available Properties web-based tool.

Thank you,

Brian Anderson

Business Development Manager

Memorandum

To: Tanisha Briley, City Manager
From: Joseph P. McRae, Parks and Recreation Director
Subject: Parks and Recreation Department Update
Date: July 7, 2017

Please find a brief summary of the Parks and Recreation Department announcements and activities attached for your review:

Ice Programs

- Learn to Skate lessons – all ages 3+ up & separate class for Adults on Wednesdays from June 14 – July 26.
- Learn to Play & Tot Hockey – on Mondays from June 12 – July 31 (skip July 3) from 6:15 – 7:15 pm
- All Pro Goalie School – Monday, July 10 – Friday, July 14

Senior Center

Activities for the week included:

- The Parkinson's Group met and had an ice cream social.
- Heights Libraries held their monthly Book Discussion Group.
- The Senior Center held a monthly Pot Luck luncheon.
- The Senior Center had the first session of Quilting 101 where participants learn the basic of hand piecing a placemat from volunteer instructor Martha Young.

Cain Park Upcoming Events (more details at cainpark.com)

- The 40th Anniversary Cain Park Arts Festival takes place on Friday, July 7 from 3-8pm; Saturday, July 8 from 10am-8pm; and Sunday, July 9 from 12-5pm
- The "Coloring Outside the Lines" Opening Reception will take place on Friday, July 7 from 6-8pm at the Feinberg Art Gallery
- Groundworks Dancetheater - July 14 & 15 at 7pm; Sunday, July 16 at the Alma Theater
- Bluewater String Octet – Tuesday, July 18 at the Alma Theater
- For Good – Thursday, July 20 at 7pm at the Alma Theater
- Next: Adina Bloom, Sandra Emerick, Carla Petroski - Friday, July 21 at 7pm in the Alma Theater
- Justin Roberts – Saturday, July 22 at 3pm at the Alma Theater

Cleveland Heights Fire Department

Weekly Activity Report

Total Emergency Calls Year To Date	3,280
Total Emergency Calls for Period	107

Report Date Period: 06/30/2017 - 07/07/2017

Fire Data

	Current Period	Year to Date	Last Year to Date	Current Year % of Run Count
Emergency Fire Run Count	27	597	566	18.81 %
Emergency Structure Fire Count	2	45	32	
Emergency Non Structure Fire Count	25	549	524	
Emergency Vehicle Fire Count		3	10	

Emergency Medical Data

Total Emergency Run Count	80	2,683	2,587	81.19 %
Emergency Medical Run Count	77	2,612	2,494	
Automobile Accident Run Count	3	71	93	
Advanced Life Support Run Count	18	755	699	
Basic Life Support Run Count	62	1,922	1,876	
Total EMS Transports	49	1,763	1,686	
Total EMS Non Transports	28	801	767	

Mutual Aid Run Count to Date

Mutual aid received	SEFD A - 15 SHFD A - 19 ECFD A - 7 UHFD A - 17
Mutual aid given	SEFD A - 23 SHFD A - 14 ECFD A - 16 UHFD A - 11
Automatic aid received	SEFD A - 2 SHFD A - 6 ECFD A - 2 UHFD A - 5
Automatic aid given	SEFD A - 0 SHFD A - 11 ECFD A - 0 UHFD A - 9

Fire Prevention Bureau	Current Period	Year to Date
Total Completed Fire Inspections	25	874
Company Fire Inspections	20	138
Fire Prevention Fire Inspections	2	34
Fire Alarm Test Inspections		3
Kitchen Supression Test Inspections		4
Sprinkler Test Inspections		6
Other Inspections	3	689
Smoke Detectors Distributed		42

CITY OF
CLEVELAND HEIGHTS
DEPARTMENT OF POLICE
ANNETTE M. MECKLENBURG, CHIEF
40 SEVERANCE CIRCLE, CLEVELAND HEIGHTS, OHIO 44118 – Telephone 216-291-4974

MEMORANDUM

To: Tanisha R. Briley, City Manager

From: Annette Mecklenburg, Chief of Police

Date: July 7, 2017

Subject: Weekly Update

On July 20, 2017, MADD will be holding an Awards Luncheon honoring the police officers who have distinguished themselves in making a significant impact in their communities to stop impaired driving. This year our very own Officer Brandon Reichard has been selected to receive an Award of Excellence. We are very proud of Officer's Reichard's outstanding performance and will be present to watch him receive this honor.

SAVE THE DATE: The 4th Annual Cleveland Heights Safety Forces Nigh will be held on Tuesday, August 1st from 6:00 – 9:00 pm at the Cleveland Heights Community Center. As in past years, there will be several Police Officers and Fire Fighters on hand to meet and interact with residents and other community members. See the attached flyer for a list of the units and events that will be taking place this year. All are welcome and encouraged to stop by for this wonderful community event.

UPDATE: A new date for the hearing on the renewal of the liquor permit for Helen's Game Time, 3962 Mayfield Rd., has been set for July 17, 2017, at 11:00 am.

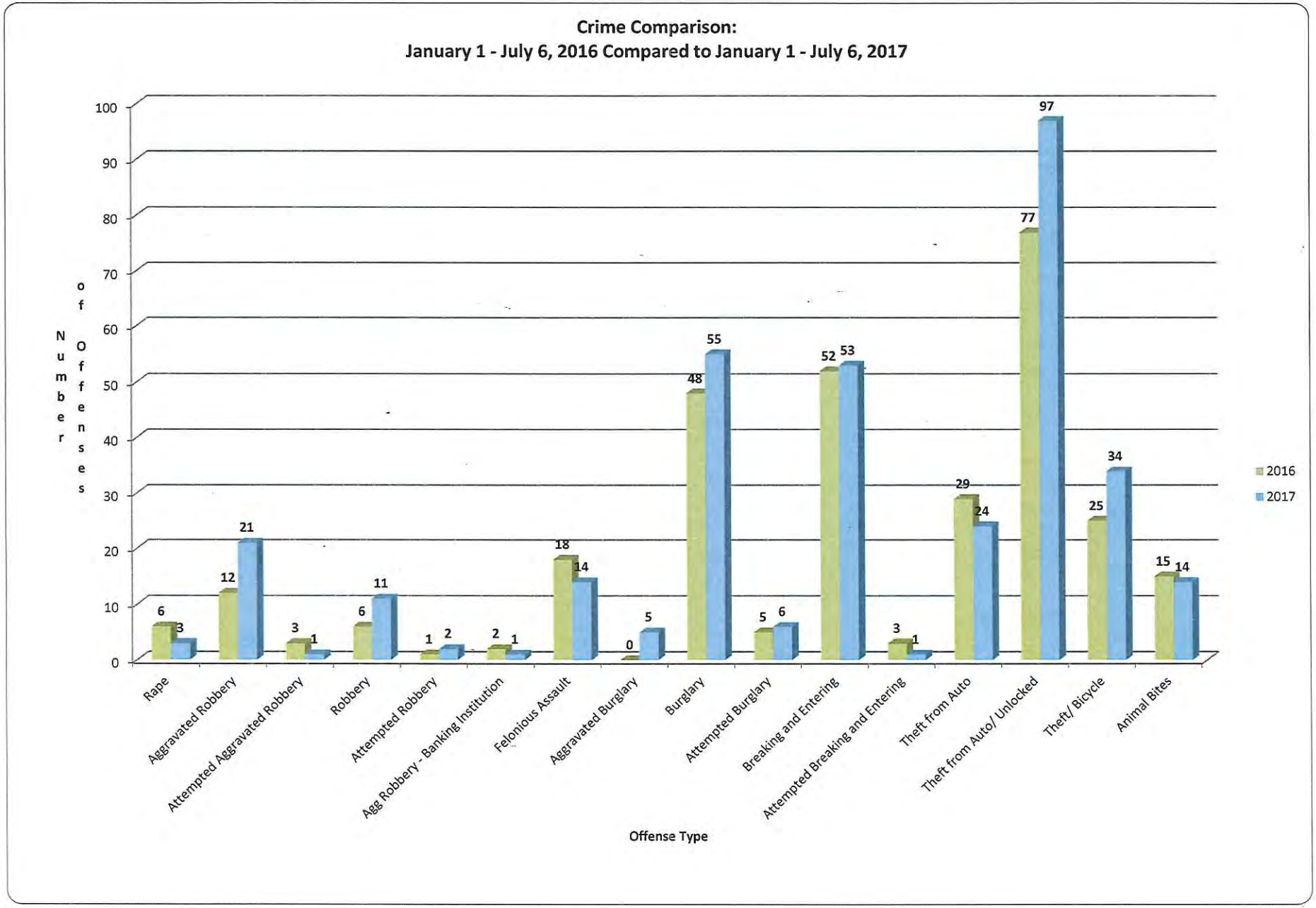
4th Annual
CLEVELAND HEIGHTS SAFETY FORCES NIGHT

Tuesday, August 1, 2017
6:00-9:00pm
1 Monticello Blvd. & Mayfield Rd.
Cleveland Heights Community Center

- Meet and interact with some of the officers of the Cleveland Heights Police Departments as well as the Fire Department.
- Take an interactive look at the tools and equipment both departments use.
- Information on personal safety and fire safety topics.
- Literature, handouts and information about the Cleveland Heights Police Academy and Citizens Police Academy.

S.W.A.T. Team
Bomb Squad
Bike Unit
K9 Unit
Fire Truck
Ambulance
"Fire House"

Complimentary Hot Dogs / Chips / Pop / Water / Sno Cones / T-shirts (while supplies last)
Caricature Artist / Balloon Twister for the kids /Bicycle Raffle
Cleveland Heights residents can also bring their bicycles to get bike licenses free of charge.


Crime Comparison:
January 1 - July 6, 2016 Compared to January 1 - July 6, 2017
Number of Offenses
100
90
80
70
60
50
40
30
20
10
0
6
3
12
21
3
1
6
11
1
2
2
1
18
14
0
5
48
55
5
6
52
53
3
1
29
24
77
97
25
34
15
14
Rape
Aggravated Robbery
Attempted Aggravated Robbery
Robbery
Attempted Robbery
Agg Robbery - Banking Institution
Felonious Assault
Aggravated Burglary
Burglary
Attempted Burglary
Breaking and Entering
Attempted Breaking and Entering
Theft from Auto
Theft from Auto/ Unlocked
Theft/ Bicycle
Animal Bites
Offense Type
2016
2017

Proposed: 7/3/2017

ORDINANCE NO. 84-2017 (PSH),
Second Reading

By Council Member Seren

An Ordinance enacting Chapter 711, "Medical Marijuana," of the Codified Ordinances of Cleveland Heights.

WHEREAS, on September 8, 2016, Ohio House Bill 523 (codified in Ohio Revised Code Chapter 3796) took effect approving a Medical Marijuana Control Program, under which licensed medical marijuana cultivators, processors, dispensaries, and testing laboratories (hereafter referred to collectively as "Medical Marijuana Entities") could legally operate within the State of Ohio; and

WHEREAS, the City of Cleveland Heights has the power to regulate and license Medical Marijuana Entities pursuant to Ohio Revised Code Chapter 3796 and pursuant to its exercise of police powers for furtherance and protection of the health, safety, and general welfare of the residents of Cleveland Heights; and

WHEREAS, this Council has determined that Medical Marijuana Entities should be able to locate within Cleveland Heights so that residents may access this form of medical relief in order to reduce or eliminate pain and suffering caused by the severe medical conditions identified by the Ohio legislature as qualifying for medical marijuana treatment; and

WHEREAS, this Council has determined that the business regulations set forth herein shall ensure the safe and secure operation of Medical Marijuana Entities within the City.

BE IT ORDAINED by the Council of the City of Cleveland Heights, Ohio, that:

SECTION 1. Chapter 711, "Medical Marijuana," of the Codified Ordinances of Cleveland Heights shall be, and is hereby, enacted and adopted in its entirety to read as Exhibit A attached hereto and fully incorporated herein. A complete copy of Exhibit A is also on file with the Clerk of Council.

SECTION 2. Notice of the passage of this Ordinance shall be given by publishing the title and abstract of its contents, prepared by the Director of Law, once in one newspaper of general circulation in the City of Cleveland Heights.

SECTION 3. This Ordinance shall take effect and be in force at the earliest time allowed by law.

CHERYL L. STEPHENS, Mayor
President of the Council

LAURIE SABIN
Clerk of Council

PASSED:

EXHIBIT A

CHAPTER 711
MEDICAL MARIJUANA

711.01 DEFINITIONS.

Unless otherwise defined herein, the terms in the Chapter shall have the same meaning as set forth in Ohio Revised Code Section 3796.01.

(a) "Applicant" shall mean any person or entity applying for a License pursuant to this Chapter.

(b) "License" shall mean a license issued pursuant to this Chapter.

(c) "Licensee" shall mean a person or entity with a valid License received pursuant to this Chapter.

(d) "Medical Marijuana Entity" shall mean a medical marijuana cultivator, processor, dispensary, or testing laboratory authorized by Ohio Revised Code Chapter 3796.

711.02 LICENSE REQUIRED

No Medical Marijuana Entity shall operate within the City, without a valid License, which is in full force and effect and issued pursuant to this Chapter, or without a valid state certificate or license, as applicable.

711.03 LICENSING AUTHORITY

(a) The City Manager or designee is the Licensing authority and, pursuant to this Chapter, shall consider the applications for Licenses and issue, suspend, revoke, or deny issuances of Licenses.

(b) An application for a License shall be granted on the approval of the City Manager or designee at his/her sole discretion.

(c) A renewal application for a License shall be granted on the approval of the City Manager or designee at his/her sole discretion.

(d) Nothing in this Chapter shall be construed to limit the Police Division's ability to investigate unlawful activity in relation to a License or the unlawful operation of a Medical Marijuana Entity.

711.04 LICENSE PROCEDURES AND FEES.

(a) Applicants desiring to operate a Medical Marijuana Entity shall make an application upon a form provided by the City Manager or designee.

(b) All applications shall include a security plan, subject to approval by the Chief of Police, and a non-refundable application fee of Two Hundred and Fifty dollars ($250). Said security plan shall be in a form proscribed by the Chief of Police. Applicant shall supply any and all additional information requested by the Chief of Police to evaluate said security plan.

(c) Upon approval by the City Manager Applicant shall pay a license fee of Five Thousand Dollars ($5,000.00) per calendar year or fraction thereof.

(d) Each License shall be an annual license, which covers the period of the issuance until December 31.

(e) A renewal application shall be submitted by at least October 1 of each year upon a renewal form provided by City Manager or designee.

(f) Any Medical Marijuana Entity that fails to timely obtain a renewal of License shall not operate after the License expires on December 31.

(g) Each License shall be displayed permanently in a conspicuous place on the premise of the Medical Marijuana Entity for which it is issued.

(h) Each License shall be only assignable or transferable, as to person or location, upon written consent of the City Manager or designee.

(i) If, at any time, the Medical Marijuana Entity is subject to any enforcement action by the State of Ohio, the Medical Marijuana Entity shall immediately notify the City Manager and provide any relevant information or documentation requested by the City Manager.

(j) If, at any time, the Medical Marijuana Entity or its employee has a reasonable belief that an actual loss, theft, or diversion of medical marijuana or currency over One Hundred Dollars ($100) has occurred, Medical Marijuana Entity shall immediately notify the Cleveland Heights Police Department, and such notification shall be provided no later than 24 hours after discovery of the loss, theft, or diversion.

711.05 LICENSE SUSPENSION OR RECOVATION.

The City Manager or designee may suspend or revoke any License for violation of any City ordinance, false or incorrect information submitted on the license application, or for failure to comply with the approved security plan.

711.06 SERVICE OF DENIAL OR RECOVATION NOTICE

All notices of denial or revocation issued pursuant to this Chapter shall be served by first-class mail to the address supplied on the License application.

711.07 MEDICAL MARIJUANA REVIEW BOARD.

(a) There is hereby created a Medical Marijuana Review Board (hereafter, the "Board") consisting of the Chairperson of the Public Safety and Health Committee of Council or other member of City Council appointed by the Mayor, the City Manager or designee, and Director of Economic Development or designee.

(b) The presence of two (2) members of the Board shall constitute a quorum. Any action of the Board shall require two (2) affirmative votes.

711.08 HEARING BEFORE THE MEDICAL MARIJUANA BOARD

(a) Any person issued a revocation or denial of a license pursuant to this Chapter may request a hearing before the Board. A hearing request must be made in writing and received by the Director of Law within seventeen (17) calendar days of the date of the first-class mailing of the notice.

(c) The hearing shall be held within a reasonable time from receipt of the request to appeal. The Applicant shall been given at least fourteen (14) calendar days' notice of the date, time, and location of the hearing and shall have the opportunity to present sworn evidence to the Board and cross examine any sworn witnesses presented by the City. The hearing shall proceed in a manner prescribed by the Board.

(d) After said hearing, the Board shall render a written decision affirming or reversing the License revocation or suspension.

711.99 PENALTY

Whoever violates any provision of this Chapter is guilty of a minor misdemeanor on a first offense and a fourth degree misdemeanor on a second or subsequent offense with penalties as provide by Section 501.99 of the Codified Ordinances.

Proposed: 7/3/2017

RESOLUTION NO. 86-2017 (F),
Second Reading

By Council Member Ungar

A Resolution approving the adoption of the 2018 Tax Budget; and declaring an emergency.

WHEREAS, the City Manager has previously prepared and submitted to the Council a proposed 2018 Tax Budget for Council's review and evaluation; and

WHEREAS, the members of the Council have subsequently met with the City Manager and her staff for the purpose of review, evaluation and their recommendations on the proposed Budget; and

WHEREAS, a copy of the proposed 2018 Tax Budget is available for inspection by the general public at the office of the Director of Finance at the City Hall; and

WHEREAS, a notice of public hearing (which will be held July 17, 2018 at 7:00 p.m) will be given at least ten (10) days prior to the public hearing on said 2018 Tax Budget.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Cleveland Heights, Ohio, that:

SECTION 1. This Council hereby approves the adoption of the 2018 Tax Budget as is on file in the office of the Director of Finance, Clerk of Council.

SECTION 2. The Clerk of Council is hereby directed to make a copy of the approved 2018 Tax Budget a matter of record.

SECTION 3. The Director of Finance is hereby directed to file two (2) copies of the approved 2015 Tax Budget with the Cuyahoga County Budget Commission.

SECTION 4. Notice of the passage of this Resolution shall be given by publishing the title and abstract of its contents, prepared by the Director of Law, once in one newspaper of general circulation in the City of Cleveland Heights.

SECTION 5. This Resolution is hereby declared to be an emergency measure immediately necessary for the preservation of the public peace, health and safety of the inhabitants of the City of Cleveland Heights, such emergency being to permit its timely filing with the Budget Commission within the period permitted by law. Wherefore, provided it receives the affirmative vote of five or more of the members elected or appointed to this Council, this Resolution shall take effect and be in force immediately upon its passage; otherwise, it shall take effect and be in force

from and after the earliest time allowed by law.

CHERYL L. STEPHENS, Mayor
President of the Council

LAURIE SABIN
Clerk of Council

PASSED:

ALTERNATIVE TAX BUDGET INFORMATION

Political Subdivision/Taxing Unit City of Cleveland Heights

For the Fiscal Year Commencing January 1, 2018

Fiscal Officer Signature_____Date_____

COUNTY OF CUYAHOGA

Background

Substitute House Bill No. 129 (HB129) effective June 3, 2002, was enacted by the 124th General Assembly in part to allow a county budget commission to waive the requirement that a taxing authority adopt a tax budget for a political subdivision or other taxing unit, pursuant to Ohio Revised Code (ORC) Section 5705.281.

Ohio Revised Code Section 5705.281

Under the amended version of this section pursuant to HB 129, a county budget commission, by an affirmative vote of a majority of the commission, including an affirmative vote by the county auditor, may waive the tax budget for any subdivision or other taxing unit. However, the commission may require the taxing authority to provide any information needed by the commission to perform its duties, including the division of the tax rates as provided under ORC Section 5705.04.

County Budget Commission Duties

The county budget commission must still certify tax rates to each subdivision or other taxing unit, by March 1 for school districts and by September 1 for all other taxing authorities under ORC Section 5705.35, even when a tax budget is waived. Also, the commission is still required to issue an official certificate of estimated resources under ORC Section 5705.35 and amended official certificates of estimated resources under ORC Section 5705.36.

Therefore, when a budget commission is setting tax rates based on a taxing unit's need, for purposes of ORC Sections 5705.32, 5705.34, and 5705.341, its determination must be based on that other information the commission asked the taxing authority to provide under ORC Section 5705.281, when the tax budget was waived. Also, an official certificate must be based on that other information the commission asked the taxing authority to provide.

County Budget Commission Action

On October 11, 2002, during the Cuyahoga County Budget Commission meeting, the commission with an affirmative vote of all members waived the requirement for taxing authorities of subdivisions or other taxing units (Including Schools) to adopt a tax budget as provided under ORC Section 5705.281, but shall require the filing of this Alternative Tax Budget Information document on an annual basis.

Alternative Tax Budget Information Filing Deadline

For all political subdivisions excluding school districts, the fiscal officer must file one copy of this document with the County Fiscal Officer on or before July 20th. For school districts the fiscal officer must file one copy of this document with the County Fiscal Officer on or before January 20th.

GUIDELINES FOR COMPLETING THE
ALTERNATIVE TAX BUDGET INFORMATION

SCHEDULE 1

The general purpose of schedule 1 is to meet the requirement of Ohio Revised Code (ORC) Section 5705.04 which requires the taxing authority of each subdivision to divide the taxes levied into seperate levies. For help use the schedule B issued by the budget commission for the current year and add any new levies. This will help to ensure that no levies are missed.

In column 1 list only those individual funds which are requesting general property tax revenue. In column 2 purpose refers to the following terms, inside, current expenses, and special levy for example. In column 4 levy type refers to renewal, additional, and replacement for example. In column 9 identify the amount of general property tax you wish to request.

NOTE:

The general purpose of column 9 is to demonstrate the need to produce property tax revenues to cover the estimated expenditures for the budget year. ORC Section 5705.341 states in part;

"Nothing in this section or any section of the ORC shall permit or require the levying of any rate of taxation, whether within the 10 mill limitation or whether the levy has been approved by the electors, the political subdivision or the charter of a municipal corporation in excess of such 10 mill limitation, unless such rate of taxation for the ensuing fiscal year is clearly required by a budget properly and lawfully, adopted under this chapter or by other information required per ORC 5705.281."

Property tax revenue includes real estate taxes, personal property taxes, homestead and rollback, and the personal property 10,000 exempt monies.

SCHEDULE 2

The general purpose of schedule 2 is to produce an Official Certificate of Estimated Resources for all funds.
In column 3, total estimated receipts should include all revenues plus transfers in excluding property taxes and local government revenue. All taxing auth must submit a list of all tax transfers.

SCHEDULE 3

The general purpose of schedule 3 is to provide inside/charter millage for debt service. The basic security for payment of general obligation debt is the requirement of the levy of ad valorem property taxes within the 10 mill limitation imposed by Ohio law. Ohio law requires a levy and collection of ad valorem property tax to pay debt service on general obligation debt as it becomes due, unless that debt service is paid from other sources.

SCHEDULE 4

The general purpose of schedule 4 is to provide for the proper amount of millage to cover debt service requirements on voted bond issues. Major capital improvement projects are sometimes financed through the use of voted bonds. The taxing authority seeks voter approval of general obligation bonds and of the levy of property taxes outside the indirect debt limitation in whatever amount is necessary to pay debt service on those bonds.

SCHEDULE 5

The general purpose of schedule 5 is to properly account for tax anticipation notes. See schedule 5 for more details.

DIVISION OF TAXES LEVIED

(Levies Inside & Outside 10 Mill Limitation, Inclusive Of Debt Levies)
(List All Levies Of The Taxing Authority)

City of Cleveland Heights - 2018

SCHEDULE 1

I	II	III	IV	V	VI	VII	VIII	IX
Fund	Purpose	Authorized By Voters On MM/DD/YY	Levy Type	Number Of Years Levy To Run	Tax Year Begins/ Ends	Collection Year Begins/ Ends	Maximum Rate Authorized	$ AMOUNT Requested Of Budget Commission
101-GENERAL FUND	Current Expenses		Inside and Charter		January 1, 2018	January 1, 2018	9.62	$7,900,000.00
232-POLICE PENSION	Current Expenses		Inside		January 1, 2018	January 1, 2018	0.3	$245,000.00
233-FIRE PENSION	Current Expenses		Inside		January 1, 2018	January 1, 2018	0.3	$245,000.00
301-BOND RETIREMENT	Debt Service		Debt Millage		January 1, 2017	January 1, 2017	3	$2,500,000.00
Totals							13.22	$10,890,000

STATEMENT OF FUND ACTIVITY

(List All Funds Individually)

SCHEDULE 2

I Fund BY Type	II Beginning Estimated Unencumbered Fund Balance	III Property Taxes and Local Government Revenue	IV Other Sources Receipts	V Total Resources Available for Expenditures	VI Total Estimated Expenditures & Encumbrances	VII Ending Estimated Unencumbered Balance
101-GENERAL FUND	3,850,000.00	9,455,000.00	33,549,000.00	46,854,000.00	43,004,000.00	3,850,000.00
102-BUDGET STABILIZATION ACCOUNT	1,000,000.00	0.00	1,000,000.00	2,000,000.00	0.00	2,000,000.00
301-BOND RETIREMENT FUND	1,720,000.00	2,500,000.00	799,000.00	5,019,000.00	1,780,000.00	3,239,000.00
232-POLICE PENSION FUND	0.00	245,000.00	855,000.00	1,100,000.00	1,100,000.00	0.00
233-FIRE PENSION FUND	0.00	245,000.00	1,255,000.00	1,500,000.00	1,500,000.00	0.00
201-STREET MAINTENANCE FUND	275,000.00	0.00	1,600,000.00	1,875,000.00	1,600,000.00	275,000.00
202-FOUNDATION GRANTS FUND	55,000.00	0.00	5,000.00	60,000.00	5,000.00	55,000.00
203-FIRST SUBURBS CONSORTIUM FUND	80,000.00	0.00	50,000.00	130,000.00	50,000.00	80,000.00
204-COMMUNICATIONS DISPATCH FUND	0.00	0.00	800,000.00	800,000.00	800,000.00	0.00
205-PUBLIC WORKS MAINTENANCE FUND	400.00	0.00	0.00	400.00	0.00	400.00
206-LAW ENFORCEMENT TRUST FUND	60,000.00	0.00	12,000.00	72,000.00	35,000.00	37,000.00
207-DRUG LAW ENFORCEMENT FUND	125,000.00	0.00	100,000.00	225,000.00	115,000.00	110,000.00
208-COMMUNITY DEVELOPMENT BLOCK GRANT FUND	0.00	0.00	1,800,000.00	1,800,000.00	1,800,000.00	0.00
211-H.O.M.E. PROGRAM FUND	0.00	0.00	170,000.00	170,000.00	170,000.00	0.00
212- FEMA FUND	0.00	0.00	0.00	0.00	0.00	0.00
213-POLICE IMPROVEMENT FUND	40,000.00	0.00	20,000.00	60,000.00	20,000.00	40,000.00
214-LOCAL PROGRAMMING FUND	670,000.00	0.00	200,000.00	870,000.00	200,000.00	670,000.00
215-CAIN PARK FUND	0.00	0.00	750,000.00	750,000.00	750,000.00	0.00
216-RECREATIONAL FACILITIES IMPROVEMENT FUND	0.00	0.00	0.00	0.00	0.00	0.00

STATEMENT OF FUND ACTIVITY

(List All Funds Individually)

SCHEDULE 2

I Fund BY Type	II Beginning Estimated Unencumbered Fund Balance	III Property Taxes and Local Government Revenue	IV Other Sources Receipts	V Total Resources Available for Expenditures	VI Total Estimated Expenditures & Encumbrances	VII Ending Estimated Unencumbered Balance
217-PUBLIC RIGHT OF WAY FUND	25,000.00		8,000.00	33,000.00	10,000.00	23,000.00
221-INDIGENT DUI TREATMENT FUND	200,000.00		2,000.00	202,000.00	15,000.00	187,000.00
222-COURT COMPUTER FUND	50,000.00		120,000.00	170,000.00	120,000.00	50,000.00
223-DUI ENFORCEMENT EDUCATION FUND	100,000.00		5,000.00	105,000.00	50,000.00	55,000.00
225-COURT SPECIAL PROJECTS FUND	1,800,000.00		150,000.00	1,950,000.00	290,000.00	1,660,000.00
226-LEAD SAFE FUND	0.00		300,000.00	300,000.00	300,000.00	0.00
227-NEIGHBORHOOD STABILIZATION PROGRAM FUND	120,000.00		0.00	120,000.00	0.00	120,000.00
230-STREET LIGHTING FUND	700,000.00		960,000.00	1,660,000.00	1,000,000.00	660,000.00
231-FORESTRY FUND	460,000.00		1,109,925.00	1,569,925.00	1,100,000.00	469,925.00
234-EARNED BENEFITS FUND	0.00		600,000.00	600,000.00	600,000.00	0.00
237-FIRST SUBURBS DEVELOPMENT COUNCIL	45,000.00		20,000.00	65,000.00	10,000.00	55,000.00
402-CAPITAL EQUIPMENT/IMPROVEMENTS FUND	765,000.00		1,000,000.00	1,765,000.00	1,000,000.00	765,000.00
411-ECONOMIC DEVELOPMENT FUND	1,600,000.00		30,000.00	1,630,000.00	50,000.00	1,580,000.00
412-CITY HALL MAINTENANCE FUND	55,000.00		35,000.00	90,000.00	15,000.00	75,000.00
415-RING ROAD CONSTRUCTION FUND	35,000.00		0.00	35,000.00	0.00	35,000.00
601-WATER FUND	2,750,000.00		2,000,000.00	4,750,000.00	2,000,000.00	2,750,000.00
602-SEWER FUND	490,000.00		1,500,000.00	1,990,000.00	1,500,000.00	490,000.00
603-PARKING FUND	415,000.00		1,340,400.00	1,755,400.00	1,450,000.00	305,400.00
606-AMBULANCE SERVICE FUND	875,000.00		840,000.00	1,715,000.00	800,000.00	915,000.00
804-OFFICE ON AGING DONATIONS FUND	0.00		4,000.00	4,000.00	4,000.00	0.00
808-YOUTH RECREATION DONATION FUND	30,000.00		5,000.00	35,000.00	5,000.00	30,000.00
809-POLICE MEMORIAL FUND	10,000.00		0.00	10,000.00	600.00	9,400.00
810-YOUTH ADVISORY COMMISSION FUND	70.00		100.00	170.00	100.00	70.00
811-JUVENILE DIVERSION PROGRAM FUND	4,500.00		5,000.00	9,500.00	5,000.00	4,500.00
857-SALES TAX FUND	300.00		30.00	330.00	30.00	300.00
858-MISCELLANEOUS AGENCY FUND	310,000.00		50,000.00	360,000.00	150,000.00	210,000.00
864-NEORSD BILLING FUND	85,000.00		10,000,000.00	10,085,000.00	10,000,000.00	85,000.00

UNVOTED GENERAL OBLIGATION DEBT

(Include General Obligation Debt To Be Paid From Inside/Charter Millage Only)
(Do Not Include General Obligation Debt Being Paid By Other Sources)
(Do Not Include Special Obligation Bonds & Revenue Bonds)

SCHEDULE 3

I	II	III	IV	V	VI
Purpose Of Bonds Or Notes	Date Of Issue	Final Maturity Date	Principal Amount Outstanding At The Beginning Of The Calendar Year	Amount Required To Meet Calendar Year Principal & Interest Payments	Amount Receivable From Other Sources To Meet Debt Payments
2014 - Refund Ring Road Improvement Bonds	07/14	12/29	$2,140,000.00	$187,702.00	
2015 - Off Street Parking Bonds Refunded	04/15	12/28	$4,480,000.00	$460,944.00	
2014 - Various Purpose Bonds	04/14	12/28	$2,170,000.00	$354,223.00	
2015 - Various Purpose Bonds	04/15	12/29	$1,781,000.00	$251,017.10	
2016 - Various Purpose Bonds	04/16	12/30	$1,485,000.00	$143,363.50	
2010 - Motorized Equipment Note	07/17	07/18	$112,000.00	$38,000.00	
2010 - Monticello & Taylor St. Improvement Note	07/17	07/18	$181,000.00	$14,000.00	
2010 - Street Improvement Note	07/17	07/18	$116,000.00	$9,000.00	
2011 - Motorized Equipment Note	07/17	07/18	$105,000.00	$26,250.00	
2012 - Motorized Equipment Note	07/17	07/18	$295,000.00	$60,000.00	
2012 - Computer Equipment Note	07/17	07/18	$51,000.00	$11,000.00	
2013 - Motorized Equipment Note	07/17	07/18	$417,000.00	$70,000.00	
2013 - Computer Equipment Note	07/17	07/18	$8,000.00	$2,000.00	
2013 - Water Line Improvement Note	07/17	07/18	$185,000.00	$5,000.00	
2017 - Energy Conservation Bond	07/17	07/37	$6,050,000.00	$433,000.00	
Totals			$17,436,000.00	$1,877,797.60	

VOTED DEBT OUTSIDE 10 MILL LIMIT

(Bonds Or Notes Must Actually Be Issued In Order To Commence Collection Of Property Taxes For Debt Service)

SCHEDULE 4

I	II	III	IV	V	VI	VII
Purpose Of Notes Or Bonds	Authorized By Voters On MM/DD/YY	Date Of Issue	Final Maturity Date	Principal Amount Outstanding At The Beginning Of The Calendar Year	Amount Required To Meet Calendar Year Principal & Interest Payments	Amount Receivable From Other Sources To Meet Debt Payments

TAX ANTICIPATION NOTES

(Schools Only)

SCHEDULE 5

Tax anticipation notes are issued in anticipation of the collection of the proceeds of a property tax levy. The amount of money required to cover debt service must be deposited into a bond retirement fund, from collections and distribution of the tax levy, in the amounts and at the times required to pay those debt charges as provided in the legislation authorizing the tax anticipation notes. (ORC Section 133.24)

The appropriation to the fund which normally receives the tax levy proceeds is limited to the balance available after deducting the amounts to be applied to debt service.

After the issuance of general obligation securities or of securities to which section 133.24 of the ORC applies, the taxing authority of the subdivision shall include in its annual tax budget, and levy a property tax in a sufficient amount, with any other monies available for the purpose, to pay the debt charges on the securities payable from property tax. (ORC Section 133.25)

	Name Of Tax Anticipation Note Issue	Name Of Tax Anticipation Note Issue
Amount Required To Meet Budget Year Principal & Interest Payments:		
Principal Due		
Principal Due Date		
Interest Due		
Interest Due Date		
Interest Due		
Interest Due Date		
Total		
Name Of The Special Debt Service Fund		

Amount Of Debt Service To Be Apportioned To The Following Settlements:		
February Real		
August Real		
June Tangible		
October Tangible		
Total		
Name Of Fund To Be Charged		

Proposed: 7/17/2017

RESOLUTION NO. (MS)

By Council Member

A Resolution authorizing the City Manager to apply to the State of Ohio, through the Office of the District One Public Works Integrating Committee, for Ohio Public Works Commission funds to be used for the Mayfield Road Signalization Project (along the Mayfield Road corridor between Kenilworth Road and Warrensville Center Road); and declaring an emergency.

WHEREAS, pursuant to the Ohio Constitution, the State of Ohio is authorized to issue bonds and other obligations of the State for the purpose of financing public infrastructure capital improvements of political subdivisions as designated by law; and

WHEREAS, pursuant to Section 164.06 and 164.05 of the Ohio Revised Code, the District One Public Works Integrating Committee has been created to accept, evaluate and recommend, and the Ohio Public Works Commission to accept and approve, applications for state financing of capital infrastructure improvement projects of political subdivisions in Cuyahoga County; and

WHEREAS, the City has conducted a capital inventory and needs assessment, and has determined that it is necessary to submit an application for financial assistance for the Mayfield Road Signalization Project (along the Mayfield Road corridor between Kenilworth Road and Warrensville Center Road); and

WHEREAS, in order to secure Ohio Public Works Commission funds, it is necessary to make application immediately.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Cleveland Heights, Ohio, that:

SECTION 1. The City Manager be, and she is hereby, authorized to make application to the State of Ohio, through the Office of the District One Public Works Integrating Committee and the Ohio Public Works Commission, for financial assistance for the Mayfield Road Signalization Project (along the Mayfield Road corridor between Kenilworth Road and Warrensville Center Road).

SECTION 2. The City Manager is further authorized to enter into any agreements necessary to obtain such financial assistance, upon forms approved by the Director of Law.

SECTION 3. Notice of the passage of this Resolution shall be given by publishing the title and abstract of its contents, prepared by the Director of Law, once in one newspaper of general circulation in the City of Cleveland Heights.

SECTION 4. This Resolution is hereby declared to be an emergency measure immediately necessary for the preservation of the public peace, health and safety of the

inhabitants of the City of Cleveland Heights, such emergency being the need to make said application prior to the deadline. Wherefore, provided it receives the affirmative vote of five (5) or more of the members elected or appointed to this Council, this Resolution shall take effect and be in force immediately upon its passage; otherwise, it shall take effect and be in force from and after the earliest time allowed by law.

_____
CHERYL L. STEPHENS, Mayor
President of the Council

_____
LAURIE SABIN
Clerk of Council

PASSED:

Proposed: 7/17/2017

RESOLUTION NO. (MS)

By Council Member

A Resolution authorizing the City Manager to apply to the State of Ohio, through the Office of the District One Public Works Integrating Committee, for Ohio Public Works Commission funds to be used for the Meadowbrook Boulevard Reconstruction Project (between South Taylor Road and the eastern border); and declaring an emergency.

WHEREAS, pursuant to the Ohio Constitution, the State of Ohio is authorized to issue bonds and other obligations of the State for the purpose of financing public infrastructure capital improvements of political subdivisions as designated by law; and

WHEREAS, pursuant to Section 164.06 and 164.05 of the Ohio Revised Code, the District One Public Works Integrating Committee has been created to accept, evaluate and recommend, and the Ohio Public Works Commission to accept and approve, applications for state financing of capital infrastructure improvement projects of political subdivisions in Cuyahoga County; and

WHEREAS, the City has conducted a capital inventory and needs assessment, and has determined that it is necessary to submit an application for financial assistance for the Meadowbrook Boulevard Reconstruction Project (between South Taylor Road and the eastern border); and

WHEREAS, in order to secure Ohio Public Works Commission funds, it is necessary to make application immediately.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Cleveland Heights, Ohio, that:

SECTION 1. The City Manager be, and she is hereby, authorized to make application to the State of Ohio, through the Office of the District One Public Works Integrating Committee and the Ohio Public Works Commission, for financial assistance for the Meadowbrook Boulevard Reconstruction Project (between South Taylor Road and the eastern border).

SECTION 2. The City Manager is further authorized to enter into any agreements necessary to obtain such financial assistance, upon forms approved by the Director of Law.

SECTION 3. Notice of the passage of this Resolution shall be given by publishing the title and abstract of its contents, prepared by the Director of Law, once in one newspaper of general circulation in the City of Cleveland Heights.

SECTION 4. This Resolution is hereby declared to be an emergency measure immediately necessary for the preservation of the public peace, health and safety of the inhabitants of the City of Cleveland Heights, such emergency being the need to make said application prior to the deadline. Wherefore, provided it receives the affirmative vote of five (5)

or more of the members elected or appointed to this Council, this Resolution shall take effect and be in force immediately upon its passage; otherwise, it shall take effect and be in force from and after the earliest time allowed by law.

_____
CHERYL L. STEPHENS, Mayor
President of the Council

_____
LAURIE SABIN
Clerk of Council

PASSED: