
MEMORANDUM

TO: Members of Council
FROM: Tanisha R. Briley, City Manager
DATE: July 21, 2017
RE: July 24, 2017

MEETINGS & REMINDERS

Monday, July 24	-	6:15 p.m.	-	Committee of the Whole
Wednesday, July 26	-	7:00 p.m.	-	Public Safety and Health Committee Meeting
Thursday, July 27	-	7:00 p.m.	-	Coventry School Site Public Meeting
Monday, July 31	-	6:15 p.m.	-	Committee of the Whole
	-	7:00 p.m.	-	City Council
Tuesday, August 1	-	6:00 – 9:00 p.m.	-	Safety Forces Night

There will be no Council meetings in August. Meetings will resume on September 4.

LEGISLATION

1. Coventry Village SID
2. evo DOMUS Loan
3. Objecting to liquor permits
 - Helen's Game Time
 - Noble Gas
 - Shillelaghs

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.
10. Enclosed is a memo regarding BZA actions.

TRB/jkw
Enclosures



COUNCIL UPDATE

JULY 21, 2017

1. LEGISLATION

- **Coventry Village SID.** This resolution declares the necessity of implementing a public services plan for the Coventry Village Special Improvement District of Cleveland Heights, Ohio Inc.
- **Evo DOMUS Loan.** This resolution authorizes the City Manager to enter into an agreement with K and K One Holding, LLC (dba evo DOMUS), for a commercial revolving loan under the City's Economic Development Loan Fund Program for assistance in the relocation from Cleveland to the Cedar Taylor District in Cleveland Heights.
- **Helen's Game Time.** A Resolution objecting to the renewal of all current liquor permits issued by the Ohio Division of Liquor Control to Fitzdunn, LLC (dba Helen's Game Time), 3962 Mayfield Road; requesting that a hearing on the issue of renewal be held in Cuyahoga County, Ohio.
- **Noble Gas.** A Resolution objecting to the renewal of all current liquor permits issued by the Ohio Division of Liquor Control to Noble Roman, Inc. (dba Noble Gas), 2610 Noble Road; requesting that a hearing on the issue of renewal be held in Cuyahoga County, Ohio.
- **Shillelaghs.** A Resolution objecting to the renewal of all current liquor permits issued by the Ohio Division of Liquor Control to 5855 East Glenn, Inc. (dba Shillelaghs), 2555 Noble Road; requesting that a hearing on the issue of renewal be held in Cuyahoga County, Ohio.

2. LIQUOR LICENSE OBJECTIONS

- In consultation with the Law Department, Chief Mecklenburg is recommending the City object to the renewal of the following liquor licenses: Helen's Game Time, Noble Gas, and Shillelaghs. Letters supporting her objections will be included in next week's packet for Council action at the July 31st Special City Council meeting.

3. ENTERPRISE COMMUNITY PARTNERS PRESENTATION

- Enterprise representatives will present their findings at the Committee of the Whole meeting on Monday. The Enterprise study suggests that working group be formed prior to a final determination on the CDC proposal. The working group would be charged with jointly defining the parameters necessary for a successful partnership including mutual agreement on goals, clear priorities, funding, governance structure, and other important foundational elements.
- It is my recommendation that we proceed with forming a working group to begin this process. I further recommend a nine-person group consisting of a 1/3 each of City representatives, FutureHeights representatives and unaffiliated but interested residents. To avoid further delay, the working group would be appointed by the City Manager and could get underway in August. Finally, in speaking with Enterprise staff, I believe it will be beneficial to enlist the assistance of a facilitator with CDC/community development expertise to assist the working group with these complex decisions and ensure it stays on task. At the conclusion of its work the group would make recommendations to Council for consideration and final determination.
- I met this week with the FutureHeights Board of Directors to discuss the Enterprise Report and address their questions and concerns. It was a productive meeting of the minds and I expect several members of the board to join us on Monday. The board concurred with the findings of the report and requested that the City move forward quickly with forming the working group.
- As a reminder, a hard copy of the report was included in the 7/7/17 packet. An electronic only copy is enclosed in this packet.

4. OPIOID ABUSE REPORT

- As you know the opioid abuse crisis is plaguing the nation. Many cities are dealing with alarming rates of related criminal activity and overdoses. Per the Mayor's request, staff will provide a statistical update to City Council on a bi-annual basis on this topic. Enclosed is a report prepared jointly by Chiefs Mecklenburg and Freeman for the period January 2017 – June 2017 for your review.

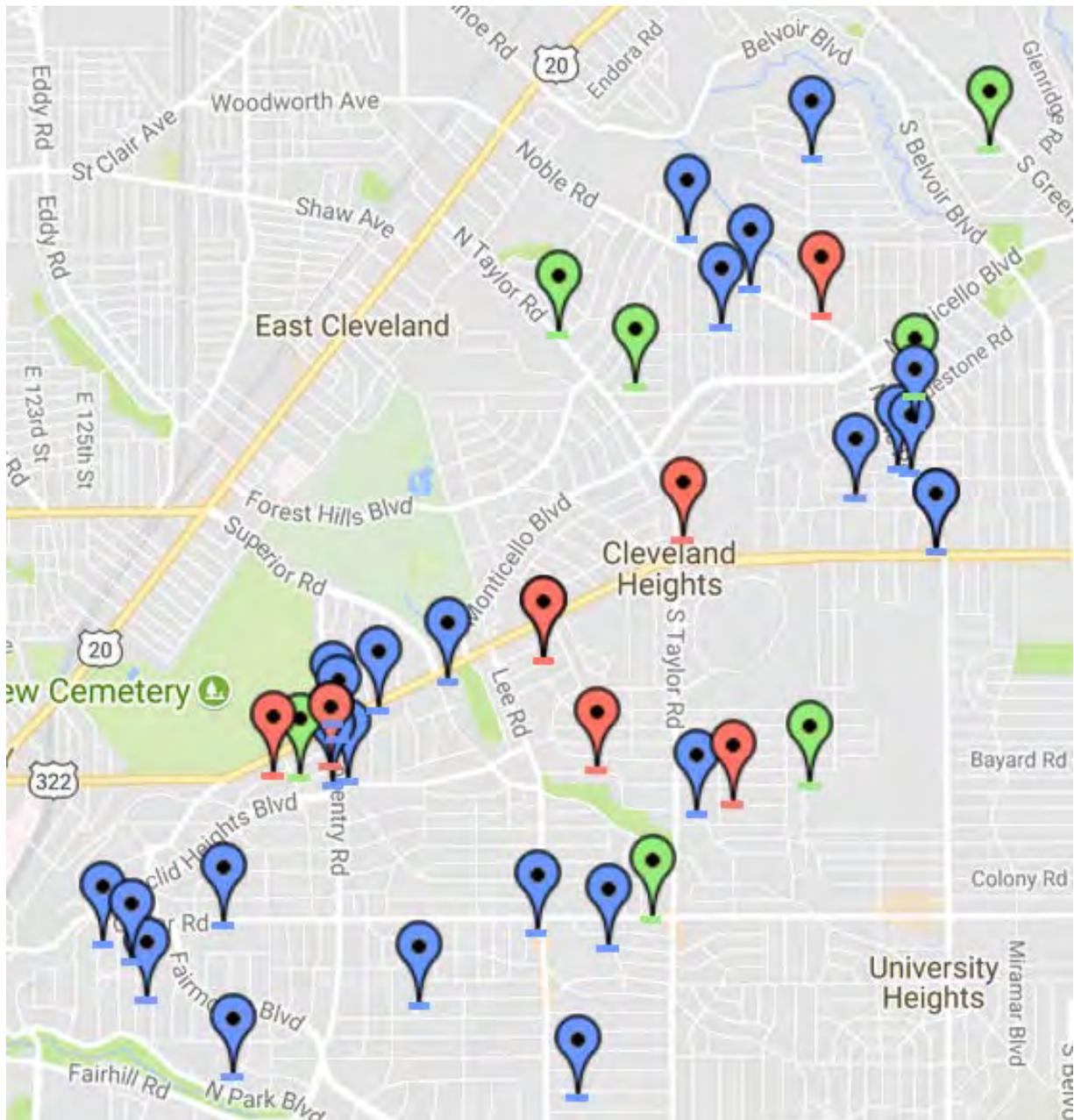
5. CHECKS BETWEEN \$10,000 - \$50,000

- Cedar Fairmount SID - \$28,137.50: 2nd Half Assessment for SID
- CivicPlus, Inc. - \$10,000.00: CivicRec Implementation and Annual Software License
- Snackasaurus Touring - \$18,750.00: Performance Fee for Esperanza Spalding and Andrew Bird

- State of Ohio, Treasurer - \$30,239.55: State Infrastructure Bank Loan #110002 - 2nd Half
- Wade Trim - \$45,267.27: Sanitary Sewer Overflow Control Project
- Willis, Ms. Malikah - \$22,888.65: Releasement of Fire Damage Funds - 1117 Hereford Road

Heroin overdose for 1/1/2016 to 6/19/2017.

Data compiled by A/C John Bryan and Chief Dave Freeman.



Red – Death due to possible heroin overdose by admission or evidence.

Blue – Treated for probable heroin overdose, by admission or evidence.

Green – Treated for possible heroin overdose, unable to determine.

NOTE: All data is considered speculation. Only drug testing by the hospital/coroner can confirm heroin use. Admission refers to either admission of use by party being treated by EMS or bystander statements.

Evidence refers to drug paraphernalia at the scene that indicates heroin use.

Death by age	Gender
24	Male
25	Male
28	Male
30	Male
47	Male
53	Male
70	Male

1/1/2016 to 21/31/2016 Overdose Statistics		
Gender	Age	Total
Female	20-30	4
Female	31-40	0
Female	41-50	0
Female	51-60	2
Male	20-30	12
Male	31-40	2
Male	41-50	1
Male	51-60	2
Male	61-70	2
Total for 2016, all ages/genders		25

1/1/2017 to 6/19/2017 Overdose Statistics		
Gender	Age	Total
Female	20-30	2
Female	31-40	1
Female	41-50	0
Female	51-60	1
Female	61-70	1
Male	20-30	7
Male	31-40	2
Male	41-50	0
Male	51-60	2
Male	61-70	1
Total for 2016, all ages/genders		17

Number of Narcan given	Cases
0	12
1	12
2	12
3	1
4	1
5	4

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

	CURRENT CAPACITY	OPPORTUNITIES
		<p><i>Create strategy for redevelopment of nearby sites</i></p> <p><i>Target small business incentives and marketing in this area</i></p> <p><i>Explore anchor institution involvement</i></p>
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)	<i>Create innovative public-private partnerships the meet goals of both local stakeholders and city</i>
	Future Heights – volunteer small business outreach and promotion activities, marketing and communications	<p><i>Strategic alliance opportunity to increase cooperation & collaboration</i></p> <p><i>Engage, communicate & identify duplication of efforts; Delineate current activities & complement ongoing work</i></p>
	Some overlap in activities between the City + Future Heights	
	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	<i>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)</i>
	Limited involvement of Cleveland foundations & anchor institutions	<p><i>Continue to proactively engage with local foundations and anchors in when pursuing new projects or developing new strategies, leveraging existing connection points</i></p> <p><i>Target additional foundation and anchor involvement through citywide marketing efforts</i></p>
	Cleveland State University Small Business Development Center (housed at the Cleveland Heights Public Library)	<p><i>Engage the library in place-making activities in the surrounding area</i></p> <p><i>Coordinate with the Center on publicizing available business development data and programming</i></p>
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	<p><i>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)</i></p> <p><i>Offer additional business planning classes or programming (businesses need a business plan to apply for a loan through ECDI)</i></p>	

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	<i>Develop housing products more applicable to first-time homebuyers (or showcase where this exists already)</i>

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
		<p>Align homeownership assistance efforts with vacant/abandoned property activities (e.g. offer additional incentives or discounts for city-owned properties)⁹</p> <p>Increased marketing of these programs, particularly the down-payment assistance program, highlighting program outcomes</p>
	<p>Housing rehabilitation - loans and rebate programs for homeowner repairs, lead abatement</p> <p>Joint intake efforts between the City’s Home Preservation Office (HPO) and HRRC to assist homeowners with finding resources to make repairs</p>	<p>Pursue more targeted approach to implementation of housing programs (e.g. establish priority system based on geography)</p> <p>Increased marketing of these programs, highlighting program outcomes</p> <p>Additional types of assistance to allow people to stay in their homes (like emergency rental or mortgage payment assistance)</p>
	<p>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)</p> <p>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</p>	<p>Programming that rewards landlords/property managers for maintaining rental properties well and leasing to low- and moderate-income individuals with housing choice voucher subsidies</p> <p>Continue aligning rehabilitation and code enforcement and explore joint targeting of these efforts</p>
	<p>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</p>	<p>Provide additional education and planning resources as part of these programs to help seniors pay off loans</p>
FUNDING	<p>Major funding sources (CDBG and HOME) focus on 80% AMI or less</p>	<p>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</p> <p>With reduced federal funding for affordable housing programs nationwide, explore creative options that expand choices, including Rental Assistance Demonstration</p>

⁹ EXAMPLE: [Baltimore Vacants to Value program](#)

	CURRENT CAPACITY	OPPORTUNITIES
		<i>(RAD) funds, Mixed financing, 4% & 9% LIHTCs, and remaining CHOICE Neighborhoods funds, and Home Heritage Loan Program</i>
	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	<i>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</i>
	Challenge funding through HRRC and local banks	<i>Identify opportunities to expand the Challenge Fund model with other partners for other programs</i>
STAFFING + PROCESSES	Master Plan	<i>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</i>
	City Land Bank – very limited rehabilitation capacity (so rehabilitation properties generally are passed on to the County Land Bank)	<i>Expand capacity to complete housing rehabs to supplement ongoing work of the County Land Bank</i>
	Limited internal capacity to purchase and redevelop properties (for housing or economic development)	<i>Explore opportunities to build this capacity externally (e.g. establishing a CDC)</i>
	Ongoing GIS training	<i>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</i>
	Responsive citywide public services system	<i>Establish a Community Policing Initiative, partnering with neighborhood and civic organizations particularly in targeted neighborhoods</i>
	RFP process for City-owned properties	<i>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)</i>

	CURRENT CAPACITY	OPPORTUNITIES
	<p>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</p> <p>Two additional staff members in the Housing Inspection Division (rehab specialist in HPO and property investigator to track legal status of problem properties)</p>	<p><i>Use this database to inform programmatic targeting and other investments</i></p> <p><i>Help publicize this database and incorporate it into other City data collection efforts</i></p> <p><i>Increase alignment between code enforcement and other programs/services</i></p> <p><i>Incorporate tracking data on problem properties into centralized open data portal</i></p>
ASSETS	<p>Vacant city-owned properties (many of which were demolished as a result of blight removal/code enforcement efforts) – scattered sites throughout the city</p>	<p><i>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)</i></p> <p><i>Streamline process for transferring ownership to the City for those properties in different phases of ownership</i></p> <p><i>Explore creative options for interim use and upkeep of vacant land (pop-ups, signage, food trucks, outdoor movies, etc.)</i></p>
	<p>Existing parks (including Cain Park)</p>	<p><i>Additional programming in City parks to increase utilization year-round</i></p> <p><i>Work with neighborhoods to permit dog walking in City parks</i></p>
	<p>School District renovations</p>	<p><i>Work with CH-UH CSD to develop plan for maintenance and reuse of soon-to-be vacant school buildings</i></p>
	<p>Historic buildings</p>	<p><i>Pursue place-making activities that showcase history of the City, specific neighborhoods and properties</i></p>
	<p>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</p>	<p><i>Add an ‘aging-in-place’ component to eligible repairs under existing home rehab programs (e.g. adding ramps, first floor bathrooms, handrails, etc.)</i></p> <p><i>Increase affordable housing production that structurally aligns with the senior housing market. This includes utilizing universal design strategies, accessory apartments, and supportive housing options.</i></p>
PARTNERS	<p>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</p>	<p><i>HRRC plans to expand education and engagement with renters and landlords, in addition to homeowners</i></p> <p><i>Coordinate landlord engagement efforts across HRRC, CTO, and City</i></p>

	CURRENT CAPACITY	OPPORTUNITIES
	Future Heights – marketing and communications, neighborhood capacity building, neighborhood clean-up, documenting vacancies	<p><i>Leverage neighborhood capacity building with other neighborhood-level activities like neighborhood planning and place-making</i></p> <p><i>Create platform for efficient data sharing (e.g. open data portal) around vacancies and other data FH is collecting</i></p>
	Western Reserve Land Conservancy	<p><i>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</i></p>
	Heights Community Congress – fair housing enforcement and education, community discussion series, Heritage Home & Garden Tour	<p><i>Incorporate HCC’s existing outreach activities as part of citywide marketing strategy</i></p>
	Cleveland MetroParks	<p><i>Explore collaboration to manage and improve Forest Hill Park and Forest Hill Boulevard</i></p>
	Heights Arts – supports public art and design projects	<p><i>Utilize Heights Arts existing capacity for public art development in target areas for revitalization</i></p> <p><i>Explore partnership between Heights Arts and the school district to involve students (or other residents) in creating new public art</i></p>
	First Suburbs – advocacy for rehab funding, partnership with banks to ensure they meet their CRA requirements and are educated about the community’s need	<p><i>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</i></p>
	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	<p><i>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)</i></p>
	Cleveland Restoration Society – surveys of historic neighborhoods, historic structures reports, acceptance of donated property for resale with preservation covenant, and local advocacy	<p><i>Pursue surveys of historic neighborhoods in Cleveland Heights in conjunction with other development or community engagement efforts</i></p> <p><i>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..)</i></p>

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	Help identify and engage local ambassadors for citywide marketing strategy	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
Identify key external partners (including developers, local foundations, and anchor institutions) to pursue for targeted marketing	Liaise with developers and assist City in developing relationships with other external partners through marketing efforts, based on strategic direction from the City	
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
<p>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.)</p>	<p>Establish relationships with local developers to connect them with local redevelopment opportunities of priority for the City</p>	<p>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</p>
<p>Help facilitate relationships with CDCs in neighboring jurisdictions based on existing relationships</p>	<p>Establish relationships with CDCs from neighboring communities to identify best practices and opportunities for partnership</p>	<p>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</p>
<p>Formalize and streamline the process for redevelopment of properties (including transferring ownership of properties, role of City Land Bank, applicable financing and incentives, etc.)</p>	<p>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</p>	<p>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</p>
<p>Create an open data portal and ensure wide access among partners and residents by hosting on City's website and publicizing data availability</p>	<p>Contribute and maintain datasets, help publicize data availability, use data in decision-making around redevelopment projects</p>	<p>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</p>
<p>Task CDC with public engagement for specific projects and provide support throughout the engagement process (offer meeting space, advertising, staff support, etc.)</p>	<p>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</p>	<p>Leverage each organization's existing relationships, resources, and scheduled meetings to increase effectiveness of public engagement and present a united front to the public</p>

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	<i>Economic Development</i>
Lead administrator	<i>City of Cleveland Heights, Economic Development Department</i>
Program summary	<i>Commercial Loans</i>
Primary funding source	<i>CDBG</i>
Additional program details	<i>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</i>
Total funding (2015-19 ConPlan) 2015 Annual Plan 2016 Annual Plan	<p><i>\$1,000,000</i></p> <p><i>\$190,000 (includes projected Program Income; does not include rollover funds which total \$385,826)</i></p> <p><i>\$150,000 (includes projected Program Income: does not include rollover funds which total \$549,560)</i></p> <p><i>funding is split between three programs as well as Economic Development Administration</i></p> <ul style="list-style-type: none"> <i>• Commercial Loan Program</i> <i>• Storefront Renovation Rebate Program</i> <i>• Storefront Renovation Loan Program</i>
Target population	<i>Cleveland Heights commercial businesses</i>
Target geography	<i>City-Wide</i>
Outputs	<p><i>0 Businesses assisted (2015 CAPER)</i></p> <p><i>0 Businesses assisted (2016 CAPER)</i></p>

Program Descriptions

	Program/Activity
Topic	Economic development
Lead administrator	City of Cleveland Heights, Economic Development Department
Program summary	Store Front Renovation Programs <ul style="list-style-type: none"> • Rebate Program • Loan Program
Primary funding source	CDBG
Additional program details	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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	<p>Variety of programming</p> <p>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.)</p> <p>2) Family Connections - a program for pre-kindergarten children and their families to help prepare them for school</p> <p>3) Open Doors - an after school and summer enrichment program for middle school youth</p> <p>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</p> <p>5) Lake Erie Ink - an after school activity which provides creative expression opportunities and academic support for elementary school children</p>
Total funding (2015-19 ConPlan)	\$434,000
2015 Annual Plan	\$86,780
2016 Annual Plan	\$81,780
Target population	Low-mod income families
Target geography	City Wide
Outputs	1,211 (2015 CAPER) 1,214 (2016 CAPER)

Program Descriptions

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

Program Descriptions

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

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	<p>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.</p> <p>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.</p> <p>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.</p> <p>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</p>
Total funding (2015-19 ConPlan)	\$700,000
2015 Annual Plan	\$145,000 (includes projected Program Income)
2016 Annual Plan	\$132,500 (includes projected Program Income)
Target population	<ul style="list-style-type: none"> • 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

Topic	Program/Activity
Lead administrator	<p>Housing Rehabilitation</p> <p>Home Repair Resource Center(HRRC), HUD certified counseling agency</p> <p>City of Cleveland Heights, Housing Preservation Office</p>
Program summary	<p>This LMI Housing Rehab program provides funds for substantial rehabilitation for low- and moderate-income homeowners.</p>
Primary funding source	<p>CDBG</p>
Additional program details	<p>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.</p> <p>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.</p>
Total funding (2015-19 ConPlan)	<p>\$150,000</p>
2015 Annual Plan	<p>\$15,000 (includes projected Program Income; does not include rollover funds which total \$154,950)</p>
2016 Annual Plan	<p>\$27,500 (includes projected Program Income; does not include rollover funds which total \$91,731)</p>
Target population	<p>Low- and moderate-income homeowners</p>
Target geography	<p>City wide</p>
Outputs	<p>19 (2015 Caper) 23 (2016 CAPER)</p>

Program Descriptions

Program/Activity	
Topic	<i>Home Rehabilitation</i>
Lead administrator	<i>City of Cleveland Heights, Housing Preservation Office</i>
Program summary	<i>Major Home Rehabilitation program</i>
Primary funding source	<i>HOME (through Cuyahoga County)</i>
Additional program details	<ul style="list-style-type: none"> • 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)	<i>\$800,000 includes projected program income</i>
2015 Annual Plan	<i>\$270,680</i>
2016 Annual Plan	<i>\$176,000</i>
Target population	<i>Owner occupants 62 years or older or permanently disabled who meet income eligibility requirements</i>
Target geography	<i>City wide</i>
Outputs	<i>7 (2015 CAPER; reported through Cuyahoga County) 9 (2016 CAPER reported through Cuyahoga County)</i>

Program Descriptions

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

Program Descriptions

	Program/Activity
Topic	<i>Code Enforcement/Housing Inspection</i>
Lead administrator	<i>City of Cleveland Heights, Housing Inspection Office</i>
Program summary	<i>Inspection Program</i> <ul style="list-style-type: none"> • <i>Point of sale inspections</i> • <i>Systematic exterior inspection</i> • <i>Single family, two family, and multifamily rental inspections</i>
Primary funding source	<i>CDBG</i>
Additional program details	<i>City has strong housing inspection and code enforcement programs</i>
Total funding (2015-19 ConPlan) 2015 Annual Plan 2016 Annual Plan	\$300,000 \$55,000 \$65,000 <i>(staff salaries and expenses for one full time housing inspector)</i>
Target population Target geography	<i>City wide, LMI census blocks</i>
Outputs	<i>1,071 units inspected in Low/mod areas</i> <i>1,383 units inspected in Low/mod areas</i>

CITY PARTNERS – PROGRAMS INVENTORY

Organization	Topic	Programming	Target Area/Population
Home Repair Resource Center	Housing counseling, maintenance and repair	<ul style="list-style-type: none"> • Home Repair classes for <ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Actively maintain calendar of events 	Coventry Village district of Cleveland Heights

		<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<i>Non-profit</i>
Total annual budget	<i>\$273,115 (2015)</i>
Primary funding sources	<i>Membership fees Donations to the Annual Fund Sponsorships Grants (CDBG and others) Earned income Fundraising Online Auction</i>
Key partners	<i>City of Cleveland Heights SIDs and Merchant Associations Heights Arts Home Repair Resource Center</i>
Structure	<ul style="list-style-type: none"> • <i>Governed by board</i> • <i>Full time Executive Director</i> • <i>8 staff, including 3 dedicated to the Heights Observer (hyper local community newspaper)</i> • <i>Volunteers</i> • <i>600 due-paying members</i>
Mission/vision	<i>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.</i>
Target population	<i>Residents of Cleveland Heights and University Heights</i>
Target geography	<i>Cities of Cleveland Heights and University Heights</i>

Topic	Program/Activity
Lead administrator	Community Engagement
Program summary	FutureHeights
Primary funding source	FutureHeights Community Capacity Building Program
Additional program details	CDBG
Total funding (2015-19 ConPlan)	Components of the capacity building program
2015 Annual Plan	<ul style="list-style-type: none"> Resident Engagement and Recruitment for Neighborhood Leadership Program, Developing a pilot neighborhood leadership workshop series, Ongoing community building work in neighborhoods
2016 Annual Plan	
Target population	\$150,000
Target geography	\$39,860
Outputs	\$30,000
	Residents in Cleveland Heights neighborhoods
	City Wide
	"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

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Angie Hetrick (Coventry Village SID)

Katie Van Dyke (CSU Small Business

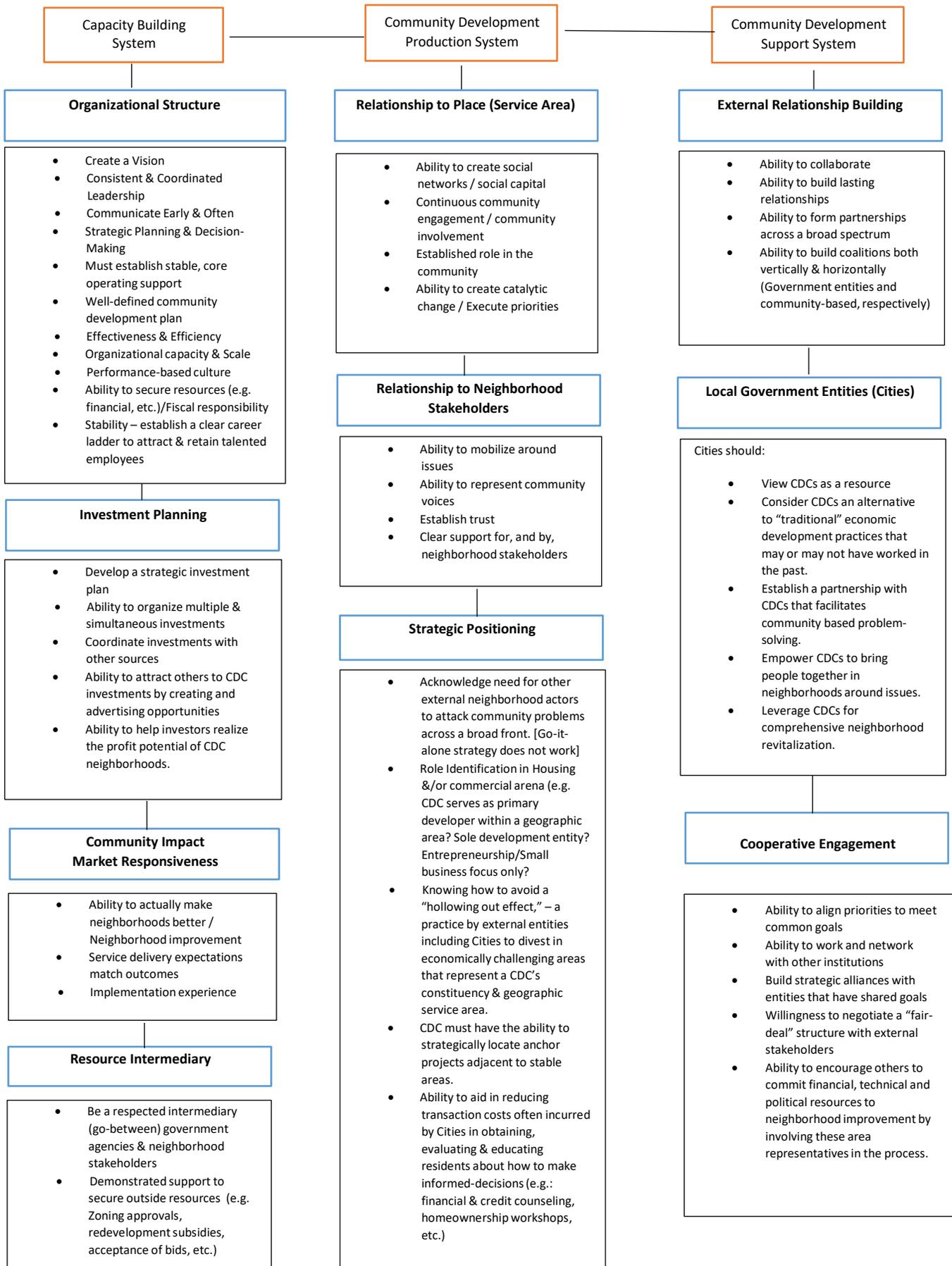
Rev. Jimmie Hicks, Jr. (Start Right CDC)

Development Center)

Leslie Jones (Heights Community Congress)

Appendix 3

ESSENTIAL FACTORS THAT INFLUENCE PERFORMANCE OF COMMUNITY DEVELOPMENT CORPORATIONS



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**

	<i>Partnership</i>	<i>Nonpartnership</i>	<i>Control</i>
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.



CLEVELAND HEIGHTS

Committee of the Whole

July 24, 2017

Agenda

1. Enterprise Community Partners Presentation
2. Mayor & Council Updates
3. Staff Updates
4. Legislation Overview
5. 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

TO: TANISHA R. BRILEY , CITY MANAGER

FROM: SUSANNA NIERMANN O'NEIL , ASSISTANT CITY MANAGER

RE: COMMUNITY OUTREACH UPDATE

DATE: JULY 21, 2017

COMMUNITY RELATIONS:

Upcoming block parties-

- **Saturday , July 29th Rushleigh noon-dusk**
- **Saturday , August 5th Canterbury Rd**
- **Saturday , August 5th Meadowbrook (between Silsby- Goodnor) 10am-dusk**
- **Saturday August 12th Arlington (Fx to Monmouth) 8am -dusk**
- **Saturday August 12th Rumson (Newberry – Burlington) 3pm – 7pm**
- **Saturday August 12th Edgehill (Woodward – Cottage Grove) 3pm-dusk**
- **Sunday August 13th Delaware (Cedar- North Park) 4pm-dusk**

OUTREACH:

- **A Proclamation was prepared for Nathan Mumford a graduate of Heights High who passed away from cancer. He had founded the Mumford Cancer Foundation in honor of his mother and also became a spokesperson for the Seidman Cancer Center. He was 37.**
- **A coalition of staff members is exploring “artsy” bike racks to be installed throughout the City starting with Cain Park. Donations / grants would be the funding source.**
- **The future of the Lee Road mini park is being discussed by the SID, City, Future Heights and a newly formed “friends of the mini park “ group. We hope to put together guidelines as to who is responsible to maintain the various elements in the Park.**
- **The Lee Road Music Hop night (Saturday September 9th) will use the Meadowbrook/Lee Road green space as part of the event. They will not use the garage again because it pulled too many patrons away from the street.**



MEMORANDUM

TO: Tanisha Briley-City Manager
FROM: Alex Mannarino-Director of Public Works
DATE: July 21, 2017
RE: Weekly Update

Cedar Road Resurfacing/Cedar-Fairmount Streetscape

Pavement has been milled and the leveling course of asphalt has been laid from Euclid Heights Boulevard to Norfolk on the south side of Cedar Road. Perk has begun making full depth pavement repairs, and adjusting catch basin and manhole castings within the project phase.

The surface course of asphalt is scheduled to be laid next week from Norfolk to Westminster.

We have not experienced any set-backs.

Lee Road Streetscape

S.E.T. was out at the intersection of Lee and Meadowbrook yesterday and today making a curb repair.

Noble Road Resurfacing (Cuyahoga County Project)

The county is working on sewer and manhole casting adjustments, and curb replacement on the east side of the street. They have not experienced any major set-backs.

Construction Project Updates

Mayfield Signalization

No new updates.

Dominion East Ohio

Cedar Road Accelerated Pipeline Replacement PIR-2083

Red Dirt is wrapping the project up, waiting for the final go ahead from Dominion East Ohio.

Service Department

All operations continued as normal.



Date: July 21, 2017

To: Tanisha Briley, City Manager

From: Collette Clinkscale, Utilities Commissioner

Subject: Utilities Department Weekly Update

Water

- Repaired water main break at 1649 Cumberland
- Replaced curb stop and turned off 3261 Tullamore
- Replaced curb stop and turned of 1087 Carver
- Investigated fire hydrant complaints
- Repaired tree lawns at various locations due to water repairs
- Made street repairs to various locations due to water repairs
- Repaired sewer due to water main break on Roanoke
- Completed all Trace Routes for CWD Billing
- Flushed out curb boxes on CH delinquent accounts
- Obtain final readings for new owners per CWD request

Sewer

- Ran sewer machine on Queenston(2), Orchard, Beechwood, Severn, Caledonia, Stillman, Tullamore, Helmsdale (2) and Coventry
- Jetted house laterals at 3919 Orchard and 2279 Lee Road (note - Lateral Truck now o.o.s.)
- Jetted sewer main at 3411 Henderson
- Flipped invert plated at EHB and Wilton
- Repaired catch basin lateral at 916 Roanoke
- Repaired catch basin at Lee and Whitethorn
- Contacted the County Public Works to unblock sanitary main on Euclid Heights Blvd.
- Implemented a new catch basin inspection detail; Inspectors assigned to check catch basins in four different areas of the city.

Other

- Met with Chagrin River Watershed Partnership to review Stormwater and Erosion Ordinances

MEMORANDUM

To: Tanisha Briley, City Manager
From: Richard Wong, Planning Director
Date: July 21, 2017
Subject: Weekly Update

Architectural Board of Review

Focused on the task at hand, ABR and the applicants proceeded despite a City Hall power outage in the middle of the meeting. We relocated to the skylit atrium and finished before twilight.

- Chef Eric Rogers received approval of a sign for Sylk's Soul Food Cuisine which will be at the space next to Fresh & Meaty Burgers at the northwest corner of Cedar and Lee.
- 3104 Coleridge added a two-story addition including a deluxe master bedroom.
- 3498 Fairmount added a small addition including a full first floor bath.
- Motorcars received approval for Motorcars Collision Center's and Daylight Donuts' signs and extensive landscaping at the corner of Monticello and Mayfield.



A special meeting will occur on Monday, July 24 at 5:30 to review Boss Dog Brewery's sign and patio facing the Cedar Lee minipark.

Board of Zoning Appeals

Highlights were as follows:

- The Orlean Company's revised eight-townhome plan reduced the variance from three single-car garage units to one single-car garage unit.
- 3732 Severn's owners received a variance for a two-story addition including an attached two-car garage.
- The owners of 3867 Glenwood received a variance for a two-car attached garage addition that will have the garage door facing the street. Minimal pavement, stair-free accessibility into the home and a spacious rear yard were the goals.



Cleveland Heights
Economic Development



To: City Manager Tanisha Briley
From: Economic Development Director Tim Boland
Subject: Activities Report – July 21, 2017

Activities and Initiatives:

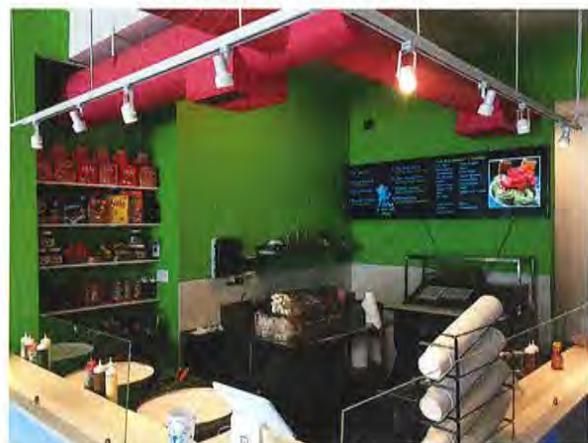
1. Top of the Hill

Staff is ramping up work on the Development Agreement at this time. An important part of this process is holding a community meeting on the project. At this time we are planning on a mid-September date for a community meeting at the Community Center. We will continue to provide updates as the Development Agreement process unfolds.

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

BREAC activity highlights include:

- Seafood Shake opens this weekend in Coventry. The space has undergone an extensive renovation over the last year in its conversion from the former Winking Lizard to the current seafood boil concept. Also opening attached to Seafood Shake, and under the same ownership, is O Below, a Thai street ice cream shop that makes “rolls” of ice cream fresh to order.
- Parnell’s Pub on Lee Road will be moving into the former 10,000 Villages space in the Cedar Fairmount District. They plan on closing late September at their current location and opening early October in Cedar Fairmount. Staff has talked with the Lee Road property owner to discuss opportunities for a new tenant.
- Met with three existing business;
- Assisted with two requests for information related to available commercial spaces;
- Met with two property owners to discuss business attraction;
- Updating of listings on Available Properties web-based tool.



3. Boss Dog Brewery Patio Lease

In February, Council approved legislation permitting the City Manager to enter into a lease with Boss Dog Brewery to use a portion of City-owned property and public right of way for their outdoor dining area. As design work continued, Boss Dog Brewery's plans for their patio now calls for using an additional 114 feet of public right of way than what was originally agreed to by Council. They are requesting approval for the additional square footage in order to incorporate a handicap assessable entrance into the project.

The new agreement would be for +/- 1,074 square feet (613 square feet of City property and 461 square feet of public right of way). The new annual lease rate would be \$2,200. The project was originally approved for 960 square feet and a \$2,000 annual lease rate.

The updated site plan is included in your packet.

4. evo DOMUS

An updated version of the evo DOMUS loan summary is included in your packet. This updates incorporates comments made at the July 17 Committee of the Whole meeting. Any additional comments or questions on this project would be greatly appreciated. Staff is requesting that legislation approving the proposed loan be considered by Council on July 31.

Thank you,

Tim Boland

Economic Development Director

Cleveland Heights Economic Development

**JULY 2017
BUSINESS DEVELOPMENT PROJECT**



EVO DOMUS LOAN REVIEW

EXECUTIVE SUMMARY

Overview

Michelle Kolbe, Alexander Kolbe, and Michael Farinacci, owners of evo DOMUS, a design-build/architectural firm currently located in the City of Cleveland, have applied to the City for a loan from the Commercial Revolving Loan Fund to assist them with the relocation of their business to the Cedar Taylor district. The company specializes in high end, uniquely designed energy efficient homes. While they do have one project currently in Northeast Ohio, the majority of their projects are in larger East Coast markets.

With bank financing, they have acquired the commercial building at 2176 S. Taylor Road, which has been vacant since Taylor Road Discount closed several years ago.

They have applied for support from the City in the form of a Commercial Revolving Loan to help finance the build out and improvements of the commercial building in Cleveland Heights and allow them to move their business to the City. Due to CDBG requirements, this loan would need to be done out of the Economic Development Fund and not the Commercial Revolving Loan Fund.

More specifics are included below.

Borrower: K and K One Holding, LLC
3143 W 33rd Street
Cleveland, OH 44109

Guarantors: Michelle Kolbe
2644 Exeter Rd.
Cleveland Hts., OH 44118

Alexander Kolbe
2644 Exeter Rd.
Cleveland Hts., OH 44118

Michael Farinacci
 5067 Robinhood Dr.
 Willoughby, OH 44094

Amount: \$100,000 Economic Development Fund Loan

Proposed Terms of Repayment: The Borrower will repay the City of Cleveland Heights \$100,000 over five years, at a rate of three percent (3.0%) for the \$100,000 commercial loan. Payments will be deferred for three months from final disbursement.

Interest rate recommendations are based on the current prime rate and the terms of the financing from the participating financial institution. The current prime rate is 4.25% as of June 26, 2017. Depending on the loan fund, governmental RLFs are typically prime +/- 2%. For additional context, their loan with First National Bank is at 4.25% with a 20 year term.

Proposed Security: **The City will file a second position mortgage on the property located at 2176 S. Taylor Rd., Cleveland Heights, OH in the amount of \$100,000. The City will be in second position behind First National Bank's mortgage in the amount of \$156,000.** The County currently places a market value of \$127,200 on the property. An appraisal conducted at the request of the bank valued the property "as is" at the time of purchase at \$90,000. That appraisal also listed the "as improved" market value of the property upon completion of the project as \$345,000. The city will also file a lien on the equipment, furniture and other business assets at 2176 S. Taylor. The City will also secure personal guarantees and cognovit notes from the guarantors.

Purpose of Loan: To assist in the rehab and build out of new office space at 2176 S. Taylor Rd.

National Objective: Because of the high-paying nature of the jobs associated with evo DOMUS, staff recommends pursuing this deal through the Economic Development Fund. Job creation standards under HUD guidelines are one (1) job for a low to moderate income individual per \$35,000 loaned.

The City has used the Economic Development Fund in the past to facilitate projects that could not be completed under CDBG guidelines. Current open loans through the ED Fund include Katz Diner and Cedar Lee Theater.

Use and Sources of Funds:

U S E S		Percentage
-	-	-
Property acquisition	\$84,500	24%
Building Renovation	\$270,000	76%
Soft costs	\$1,500	0%
-	-	-
TOTAL	\$356,000	100%

S O U R C E S		Percentage
-	-	-
Bank loan	\$156,000	44%
Equity investment	\$100,000	28%
CRLF	\$100,000	28%
TOTAL	\$356,000	100%

Type of Business:

evo DOMUS is a design-build company specializing in high end, custom prefabricated, energy-efficient homes.

Employment and Taxes:

evo DOMUS currently has three employees. An additional 3 full time equivalent employees are projected to be added within the first year. Year 1 projected wages/income is \$360,000. This will result in \$8,100 in annual payroll taxes to the City.

Financial Analysis and Staff Recommendation:

Established in 2012, evo DOMUS has experienced consistent growth and has quickly established a portfolio of completed projects across the eastern United States and internationally. An analysis of the income and cash flow projections show that K & K Holdings (dba evo DOMUS) can carry its projected debt over the next three years. Projections may be aggressive relative to the previous three years. However, the company has shown increased revenues and net income over the last three years. Review of their accounts receivable and active projects under contract, shows a minimum of \$4.8 million in expected revenue for 2017. Even at revenue and net incomes levels consistent with the previous three years, the company demonstrates the ability to carry the projected debt. The debt coverage ratio easily exceeds debt to income ratio standards of a minimum of 1.15-1.25.

In terms of collateralization, the City would be secured by a second position mortgage on the real property at 2176 S. Taylor Rd. The property was given an “as completed” market value of \$345,000 in a recent appraisal. First National Bank holds a first mortgage for \$156,000. The “as improved” value of the property provides collateral coverage of approximately \$189,000. The total loan to value ratio (bank financing plus City financing) is 74%. The City’s proposed \$100,000 loan represents 52% loan to value of the collateral coverage provided by the second position mortgage. The City’s guidelines call for a maximum of 75%.

The City will also file a first position lien on the furniture, equipment and other business assets at 2176 S. Taylor Rd.

After reviewing the business plan, financials, projections, and the credit reports of the borrowers, staff is confident in the ability of the borrowers to meet the terms of the loan and grow sales/revenue for the following reasons:

- Sufficient cash flow at current levels to cover debt service;
- Three year history of positive revenue and net income growth;
- Existing pipeline of projects resulting in increased revenues for 2017 and beyond.

Overall, staff is supportive of this project due to the company’s track record and opportunity to grow its revenues. Additionally, this project would bring a company to the City that helps to diversify the local economy that emphasizes creative and sustainable practices. This project will also have a positive impact on the surrounding Cedar Taylor district due to increased investment and occupancy of a currently vacant property.

The project also helps to diversify the tax and employment base with the addition of a high wage employer in a high wage, white collar industry. The City has long been home to many highly educated individuals in the “creative class” that typically commuted out of the City for work. Establishing Cleveland Heights as a business destination for these types of firms would be a positive for the City’s commercial districts and tax base.

Terms and conditions are subject to both Council and Legal Department review.

OPERATING PROFORMA: INCOME AND CASH FLOW PROJECTION

name: K & K Holdings (dba evo DOMUS)
 address: 2176 S. Taylor Road
 Cleveland Heights, Ohio 44106

USES	Percentage	SOURCES	Percentage	Proposed City Financing Terms
Property acquisition	24%	Bank loan	44%	Amount \$100,000
Building Renovation	76%	Equity investor	28%	Rate 3.00%
Soft costs	0%	CRLF	28%	Term 5
TOTAL	100%			

TOTAL \$356,000 100%

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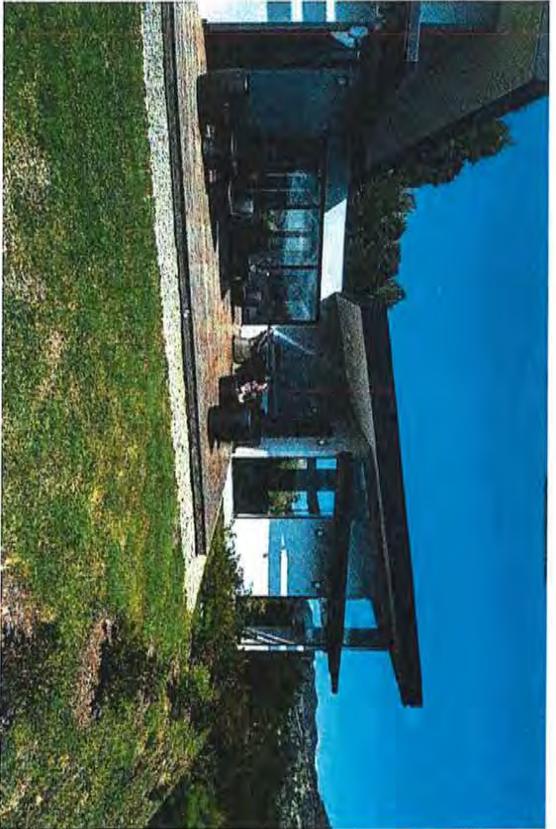
	2014	2015	2016	Year 1 Projections	Year 2 Projections	Year 3 Projections
REVENUES	\$1,302,313	\$1,320,950	\$3,152,687	\$7,400,000	\$9,500,000	\$11,000,000
- COST OF REVENUES	\$853,313	\$849,915	\$2,236,549	\$5,920,000	\$7,600,000	\$8,800,000
GROSS PROFIT	\$449,000	\$471,035	\$916,138	\$1,480,000	\$1,900,000	\$2,200,000
-OPERATING EXPENSES	\$174,058	\$212,589	\$334,632	\$977,000	\$1,145,000	\$1,345,000
= NET OPERATING INCOME	\$274,942	\$258,446	\$581,506	\$503,000	\$755,000	\$855,000

CITY DEBT SERVICE \$21,828 \$21,828 \$21,828

DEBT COVERAGE RATIO 23.04 34.59 39.17

Notes: CRLF monthly payments estimated at \$1,819

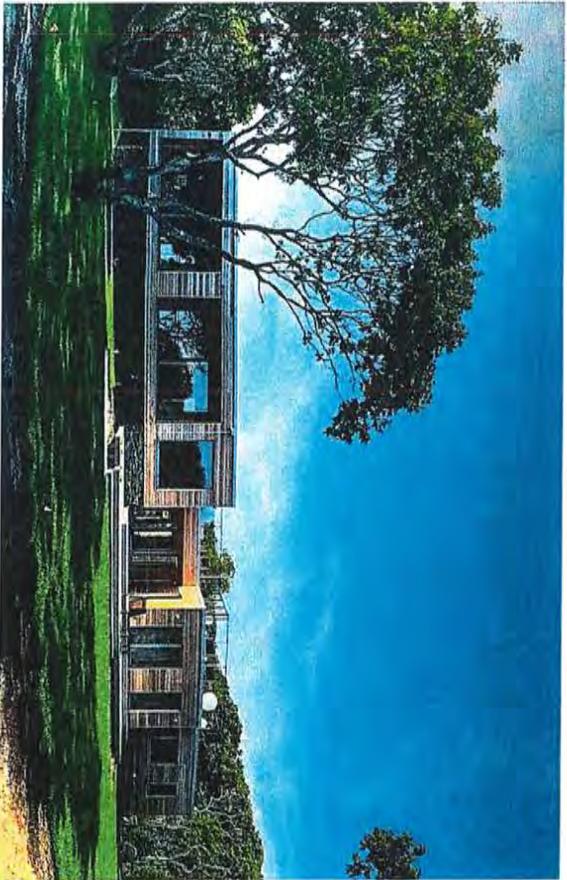
evo DOMUS Example Projects



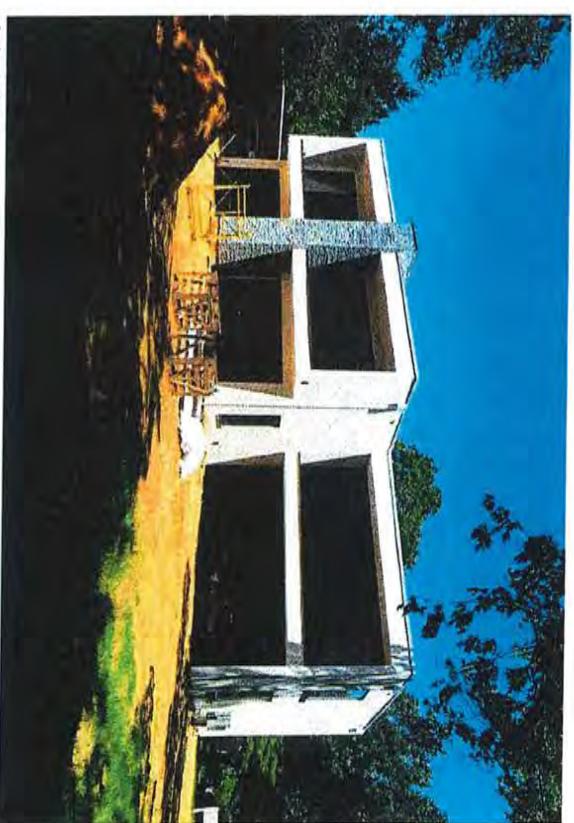
Medilltn, Columbia



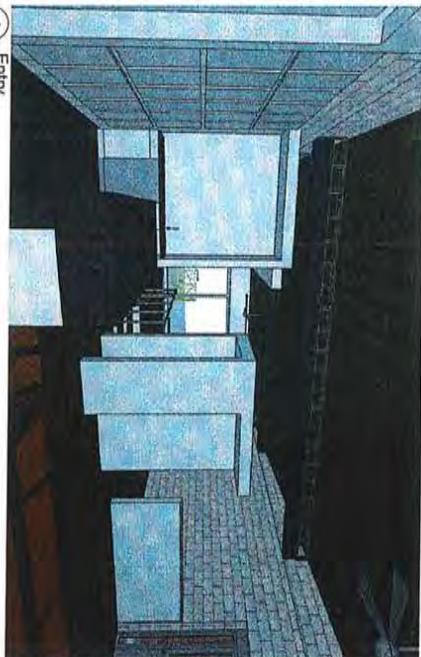
Connecticut



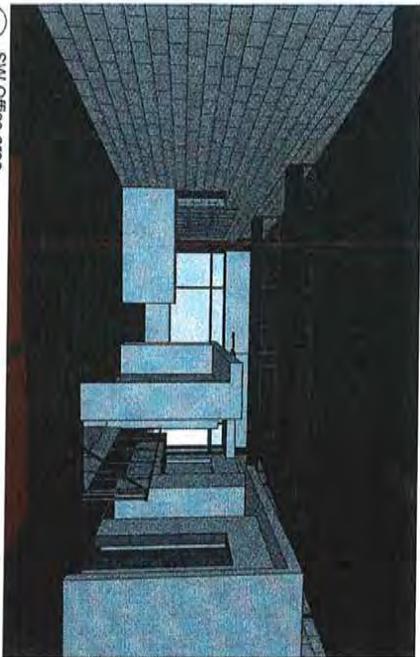
Martha's Vineyard



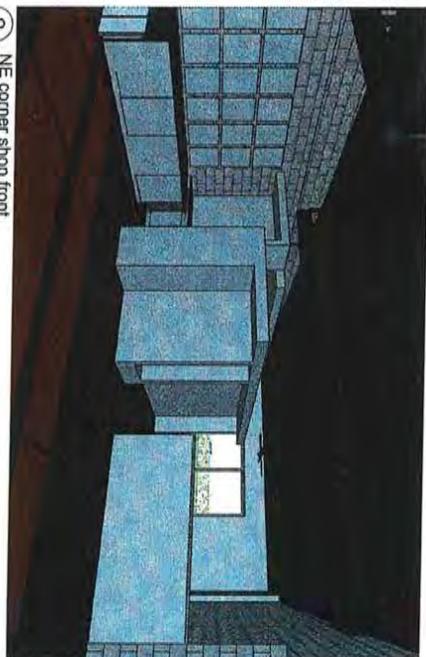
Philadelphia



1 Entry



3 SW Office area



2 NE corner shop front



4 NE Basement Showroom



evoDOMUS LLC
 210 W 3rd Street
 Columbus, Ohio 43215
 Phone: (614) 772-2803

Project Name	evoDOMUS Office
Client	evoDOMUS LLC
Address	210 W 3rd Street Columbus, Ohio 43215
Scale	As Shown
Revision	04.26.2017
Drawn By	FERMIT DRAWINGS
Checked By	A4.02
Date	2/8/17
Sheet No.	#Pin

evo DOMUS 2176 S. Taylor Road, At Purchase



Memorandum

To: Tanisha Briley, City Manager
From: Joseph P. McRae, Parks and Recreation Director
Subject: Parks and Recreation Department Update
Date: July 21, 2017

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

General Announcements

- The City will celebrate the 90th Anniversary of Cumberland Pool with a birthday party on Sunday, July 30 at 4pm. The party will include games, music and food.
- The Annual Cumberland Pool Water Show will take place on Tuesday, August 1 at 8:30pm.
- The 4th Annual Cleveland Hts. Safety Forces Night will take place on Tuesday, August 1 from 6 – 9pm at the Community Center.
- The Community Center will be closed from August 28 – September 4 for Cleaning Week. The Center will reopen on September 5.

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

- 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
- Ernie Krivda Quintet – Sunday, July 23 at 1pm at the Alma Theater
- Andrew Bird with special guest Esperanza Spalding – Tuesday, July 25 at 8pm at the Evans Amphitheater
- Inlet Dance Theatre – Wednesday, July 26 at 1pm; Thursday, July 27 at 8pm at the Evans Amphitheater
- Stephens Stills and Judy Collins – Friday, July 28 at 8pm at the Evans Amphitheater
- Apollo's Fire Baroque Orchestra – Saturday, July 29 at 8pm at the Evans Amphitheater



Cleveland Heights Fire Department

Weekly Activity Report

Total Emergency Calls Year To Date	3,548
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Total Emergency Calls for Period	128
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Report Date Period: 07/14/2017 - 07/21/2017

Fire Data

	<u>Current Period</u>	<u>Year to Date</u>	<u>Last Year to Date</u>	<u>Current Year % of Run Count</u>
Emergency Fire Run Count	22	644	619	18.69 %
Emergency Structure Fire Count		45	36	
Emergency Non Structure Fire Count	22	596	573	
Emergency Vehicle Fire Count		3	10	

Emergency Medical Data

Total Emergency Run Count	106	2,904	2,785	81.31 %
Emergency Medical Run Count	103	2,828	2,683	
Automobile Accident Run Count	3	76	102	
Advanced Life Support Run Count	28	815	748	
Basic Life Support Run Count	79	2,084	2,024	
Total EMS Transports	71	1,919	1,813	
Total EMS Non Transports	35	862	828	

Mutual Aid Run Count to Date

Mutual aid received	SEFD A - 16 SHFD A - 20 ECFD A - 8 UHFD A - 18
Mutual aid given	SEFD A - 23 SHFD A - 14 ECFD A - 16 UHFD A - 11
Automatic aid received	SEFD A - 2 SHFD A - 7 ECFD A - 2 UHFD A - 5
Automatic aid given	SEFD A - 0 SHFD A - 12 ECFD A - 0 UHFD A - 10

<u>Fire Prevention Bureau</u>	<u>Current Period</u>	<u>Year to Date</u>
Total Completed Fire Inspections	94	1,038
Company Fire Inspections	85	278
Fire Prevention Fire Inspections		34
Fire Alarm Test Inspections		3
Kitchen Supression Test Inspections		6
Sprinkler Test Inspections		6
Other Inspections	9	711
Smoke Detectors Distributed	6	53

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 21, 2017

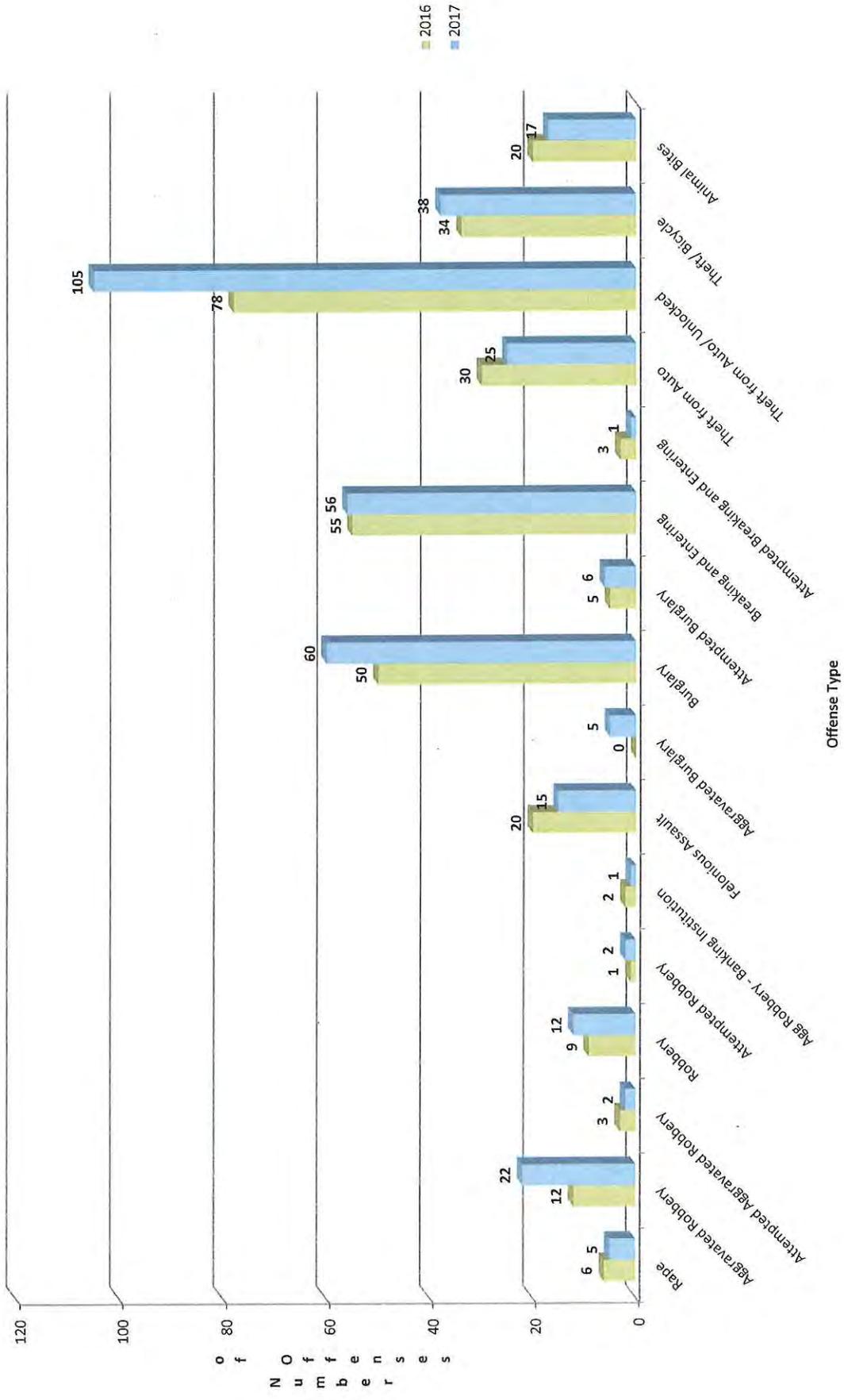
Subject: Weekly Update

On July 20, 2017, Mothers Against Drunk Driving (MADD) held their annual awards luncheon during which 25 Police Officers from throughout Cuyahoga County were honored for their efforts to apprehend impaired drivers. We were in attendance to honor Officer Brandon Reichard who received the Award Of Excellence for his performance over the last year. Congratulations to Officer Reichard for helping to make the streets of Cleveland Heights safer.



On July 18, 2017, 25 year old Christopher Everette was sentenced to 20 years in prison for multiple charges including Aggravated Robbery and Kidnapping. As you will recall, Everette was charged for his role in the Aggravated Robbery that occurred at the BP Gas Station, 2801 Mayfield Rd., on September 26, 2016.

Crime Comparison:
January 1 - July 20, 2016 Compared to January 1 - July 20, 2017





CITY OF CLEVELAND HEIGHTS
ACTIONS OF THE BOARD OF ZONING APPEALS
ON WEDNESDAY, JULY 19, 2017

Calendar No. 3423:

The Orlean Company, 2728 Euclid Heights Blvd., "MF3" Multi-Family District, requests variance to Code Section 1161.03(a)(3) to permit 15 enclosed parking spaces (16 enclosed parking spaces req'd.).

Action: Granted 4-0 with the following conditions:

1. Approval of the Architectural Board of Review
2. Submit for Planning Director approval a landscape plan that includes a tree preservation plan;
3. Submit for Planning Director approval a stormwater management plan;
4. Receipt of applicable Building Department Permits; and
5. **Begin construction within 18 months of City Council's approval of this resolution;**

Calendar No. 3430:

Shimon Munk, 3732 Severn Rd., 'A' single-family district, requests a variance to Code section 1121.08 to permit addition of an attached garage & 2nd story study with 12' setback to rear lot line (min 30' setback req'd.).

Action: Granted 4-0 with the following conditions:

1. Approval of the Architectural Board of Review;
2. Receipt of a Building Permit;
3. Submit a storm water management plan to the Planning Director for approval;
4. The second floor study area may not be converted to a dwelling unit or used as a rentable room; and
5. **Complete construction within 18 months of City Council's approval of this resolution.**

Calendar No. 3431:

Yvette & Jim Goldurs, 3867 Glenwood Rd., 'A' single-family district, requests a variance to Code section 1121.09(b) to permit attached garage with front facing doors (not permitted).

Action: Granted 4-0 with the following conditions:

1. Appropriately filing the plat joining the parcels reviewed and approved by the Planning Commission with the County Recorders;
2. Approval of the Architectural Board of Review;
3. Receipt of a Building Permit; and
4. **Complete construction within 18 months of City Council's approval of this resolution.**

Proposed: 7/31/2017

RESOLUTION NO. (F)

By Council Member

A Resolution declaring the necessity of implementing a public services plan for the Coventry Village Special Improvement District of Cleveland Heights, Ohio Inc.; and declaring an emergency.

WHEREAS, this Council has received a petition for adoption of a five-year public services plan which was executed by the owners of over sixty percent (60%) of the property in the Coventry Village Special Improvement District of Cleveland Heights, Inc., as determined by front footage; and

WHEREAS, by Resolution No. 73-2017, this Council approved said public services plan; and

WHEREAS, estimated first-year assessments for the affected properties, as well as the total costs of the plan, are now on file with the Clerk of Council.

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

SECTION 1. This Council hereby declares it necessary to implement a five-year public services plan for the Coventry Village Special Improvement District, Inc., with such plan being attached hereto as Exhibit A and incorporated herein.

SECTION 2. One hundred percent (100%) of the cost of the public services plan shall be paid for by special assessments.

SECTION 3. The parcels of property to be assessed for the public services plan are as follows:

684-04-001	684-04-071	685-10-065
684-04-060	684-04-072	685-10-066
[includes	684-04-076	685-10-067
684-04-063,	684-04-077	685-11-013
684-04-069,	685-10-001	685-11-014
684-04-070]	685-10-063	685-11-015
684-04-066	685-10-064	685-11-016
684-04-067		

RESOLUTION NO. (F)

SECTION 4. The method of levying the special assessment shall be by a percentage of the tax value of the property assessed.

SECTION 5. The mode of payment shall be annual payments for five (5) consecutive years, payable to the Cleveland Heights Director of Finance/Clerk of Council, with the first annual payment due and owing thirty days after passage of the assessment ordinance under Section 727.25 of the Ohio Revised Code. Successive annual payments shall be due and owing thirty (30) days after receipt of an invoice from the Director of Finance/Clerk of Council.

SECTION 6. No securities shall be issued in anticipation of the levy of the special assessments or in anticipation of the collection of the special assessments.

SECTION 7. The costs of the public services plan and the estimated first-year assessments for affected properties are presently on file with the Clerk of Council and available for inspection.

SECTION 8. The Clerk of Council be, and she is hereby, authorized and directed to serve notice of the passage of this Resolution upon the owners of each of the properties included in the Special Improvement District in the manner provided by law, and to make appropriate record of proof of service.

SECTION 9. 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 10. 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 meet county taxing deadlines. 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 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:

Coventry Village Special Improvement District
Proposed Budget for the 2017 Fiscal Year Ending 10/31/18

EXPENSES

Executive Director	\$30,000.00	
Bookkeeper and Audit	8,600.00	
Advertising/Promotion/Web/Social Media	42,900.00	
Insurance (Property, Liability and Directors & Officers)	5,500.00	
Office Expenses	550.00	
Maintenance/Payroll Taxes	24,000.00	
Equipment Repairs/Supplies	2,000.00	
Dues, Subscriptions and Donations	1,500.00	
	Subtotal	\$115,050.00

Street Maintenance/Beautification:

Electricity	\$3,000.00	
Flowers/Planting	10,000.00	
Hanging Baskets	3,825.00	
Water/Sewer	7,000.00	
Rock Salt	500.00	
Sprinkler Maintenance	3,200.00	
Outdoor Lights (Material / Installation)	2,000.00	
Landscape Maintenance	3,840.00	
Spring/Fall Cleanup	3,785.00	
Mulch	3,000.00	
Pest Control	900.00	
Sidewalk Pressure Washing	3,000.00	
	Subtotal	\$44,050.00

Contingencies	\$6,200.00
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<u>TOTAL EXPENSES</u>	<u>\$165,300.00</u>
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Coventry Village Special Improvement District

1824 Coventry Road, Cleveland Hts., OH 44118 P: (216) 556-0927 F: (216) 321-8377

Table 1: Proposed CVSID 2017 Annual Budget

CVSID Proposed Fiscal Year 2017 Budget by General Categories and Approximate Percentages

Category Description	%
Administration / Coordination of CVSID Programs & Communications	18%
Professional Services, Office Expenses & Insurances	10%
Marketing, Advertising & Promotions	26%
Physical Maintenance: Upkeep & Beautification of Public Areas	42%
Contingencies	4%
TOTAL	100%

CVSID Board recommendation is that Fiscal Year 2017 Annual Budget be set at \$165,300.00.

Table 2: Proposed CVSID Fiscal years 2018 - 2022 Annual Budget

CVSID Proposed Fiscal Years 2018 Budgets by General Categories and Approximate Percentages
(assumes a 3% annual increase over the 2017 Fiscal Year Annual Budget of \$165,300.00)

Category Description	%
Administration / Coordination of CVSID Programs & Communications	18%
Professional Services, Office Expenses & Insurances	10%
Marketing, Advertising & Promotions	26%
Physical Maintenance: Upkeep & Beautification of Public Areas	42%
Contingencies	4%
Category percentages may vary from year to year based on program needs, grants, additional revenues, cash carry-forwards and other factors.	100%

Proposed: 7/31/2017

RESOLUTION NO. (PD)

By Council Member

A Resolution authorizing the City Manager to enter into an agreement with K and K One Holding, LLC (dba evo DOMUS), for a commercial revolving loan under the City's Economic Development Loan Fund Program for assistance in the relocation from Cleveland to the Cedar Taylor District in Cleveland Heights; and declaring an emergency.

WHEREAS, K and K One Holding, LLC (dba evo DOMUS) has applied to the City for a loan under the City's Economic Development Loan Fund Program to assist in the relocation of the current business in Cleveland to a new location at 2176 South Taylor Road, Cleveland Heights; and

WHEREAS, this Council has determined that making the requested loan would be consistent with the objectives of the Economic Development Loan Fund Program and would be in the City's best interest; and

WHEREAS, there are Economic Development funds available for this purpose.

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 execute a loan agreement and all necessary documents to make a loan under the City's Economic Development Loan Fund Program to assist in the relocation of evo DOMUS from Cleveland to 2176 South Taylor Road, Cleveland Heights. The loan shall be in the sum of One Hundred Thousand Dollars (\$100,000.00), at an interest rate of three percent (3%), with a five (5) year repayment schedule after a ninety (90) day deferral from final disbursement. The loan shall be secured by a second position mortgage on the real property at 2176 South Taylor Road; personal guarantees and cognovits notes from the guarantors, Michelle Kolbe, Alexander Kolbe and Michael Farinacci; and a lien on office equipment and furniture and other business assets. All documents hereunder shall be approved as to form by the Director of Law.

SECTION 2. 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 3. 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 meet timely the City's loan

RESOLUTION NO. (PD)

closing goals. 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: 7/31/2017

RESOLUTION NO. (PSH)

By Council Member

A Resolution objecting to the renewal of all current liquor permits issued by the Ohio Division of Liquor Control to Fitzdunn, LLC (dba Helen's Game Time), 3962 Mayfield Road; requesting that a hearing on the issue of renewal be held in Cuyahoga County, Ohio; and declaring an emergency.

WHEREAS, in the matter of Fitzdunn, LLC (dba Helen's Game Time), 3962 Mayfield Road, the applicant has operated the permit premises in a manner that demonstrates disregard for the laws, regulations, and local ordinances of the State of Ohio and the City of Cleveland Heights; the location of the establishment substantially interferes with public decency, sobriety, peace, and good order of the neighborhood where the premises is located; and the premises does not conform to the building, safety, or health requirements of the City of Cleveland Heights; and

WHEREAS, the City Manager, Chief of Police and Director of Law have determined that it would be in the best interests of the City and its residents to object to the renewal of all existing liquor permits for said establishment.

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

SECTION 1. This Council hereby presents the objections and concerns of the officials of the City of Cleveland Heights to the granting of the renewal of all current liquor permits issued by the Ohio Division of Liquor Control for the premises operated by Fitzdunn, LLC (dba Helen's Game Time), 3962 Mayfield Road, Cleveland Heights, Ohio 44121, on the basis that the applicant has operated the liquor premises in a manner that demonstrates disregard for the laws, regulations, and local ordinances of the State of Ohio and City of Cleveland Heights; the location of said establishment substantially interferes with the public decency, sobriety, peace, and good order of the neighborhood where the premises is located; and the premises does not conform to the building, safety, or health requirements of the City of Cleveland Heights within the meaning of Division (A) of Section 4303.292 of the Ohio Revised Code.

SECTION 2. This Council hereby requests that a hearing on the issue of renewal be held in Cuyahoga County, Ohio.

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 meet state deadlines for objection to renewal of permits. Wherefore, provided it receives the affirmative

RESOLUTION NO. (PSH)

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: 7/31/2017

RESOLUTION NO. (PSH)

By Council Member

A Resolution objecting to the renewal of all current liquor permits issued by the Ohio Division of Liquor Control to Noble Roman, Inc. (dba Noble Gas), 2610 Noble Road; requesting that a hearing on the issue of renewal be held in Cuyahoga County, Ohio; and declaring an emergency.

WHEREAS, in the matter of Noble Roman, Inc. (dba Noble Gas), 2610 Noble Road, the applicant has operated the permit premises in a manner that demonstrates disregard for the laws, regulations, and local ordinances of the State of Ohio and the City of Cleveland Heights; the location of the establishment substantially interferes with public decency, sobriety, peace, and good order of the neighborhood where the premises is located; and the premises does not conform to the building, safety, or health requirements of the City of Cleveland Heights; and

WHEREAS, the City Manager, Chief of Police and Director of Law have determined that it would be in the best interests of the City and its residents to object to the renewal of all existing liquor permits for said establishment.

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

SECTION 1. This Council hereby presents the objections and concerns of the officials of the City of Cleveland Heights, Ohio to the granting of the renewal of all current liquor permits issued by the Ohio Division of Liquor Control for the premises operated by Noble Roman, Inc. (dba Noble Gas), 2610 Noble Road, Cleveland Heights, Ohio 44121, on the basis that the applicant has operated the liquor premises in a manner that demonstrates disregard for the laws, regulations, and local ordinances of the State of Ohio and City of Cleveland Heights; the location of said establishment substantially interferes with the public decency, sobriety, peace, and good order of the neighborhood where the premises is located; and the premises does not conform to the building, safety, or health requirements of the City of Cleveland Heights within the meaning of Division (A) of Section 4303.292 of the Ohio Revised Code.

SECTION 2. This Council hereby requests that a hearing on the issue of renewal be held in Cuyahoga County, Ohio.

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 meet state deadlines for objection to renewal of permits. Wherefore, provided it receives the affirmative

RESOLUTION NO. (PSH)

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: 7/31/2017

RESOLUTION NO. (PSH)

By Council Member

A Resolution objecting to the renewal of all current liquor permits issued by the Ohio Division of Liquor Control to 5855 East Glenn, Inc. (dba Shillelaghs), 2555 Noble Road; requesting that a hearing on the issue of renewal be held in Cuyahoga County, Ohio; and declaring an emergency.

WHEREAS, in the matter of 5855 East Glenn, Inc. (dba Shillelaghs), 2555 Noble Road, the applicant has operated the permit premises in a manner that demonstrates disregard for the laws, regulations, and local ordinances of the State of Ohio and the City of Cleveland Heights; the location of the establishment substantially interferes with public decency, sobriety, peace, and good order of the neighborhood where the premises is located; and the premises does not conform to the building, safety, or health requirements of the City of Cleveland Heights; and

WHEREAS, the City Manager, Chief of Police, and Director of Law have determined that it would be in the best interests of the City and its residents to object to the renewal of all existing liquor permits for said establishment.

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

SECTION 1. This Council hereby presents the objections and concerns of the officials of the City of Cleveland Heights to the granting of the renewal of all current liquor permits issued by the Ohio Division of Liquor Control for the premises operated by 5855 East Glenn, Inc. (dba Shillelaghs), 2555 Noble Road, Cleveland Heights, Ohio 44121, on the basis that the applicant has operated the liquor premises in a manner that demonstrates disregard for the laws, regulations, and local ordinances of the State of Ohio and City of Cleveland Heights; the location of said establishment substantially interferes with the public decency, sobriety, peace, and good order of the neighborhood where the premises is located; and the premises does not conform to the building, safety, or health requirements of the City of Cleveland Heights within the meaning of Division (A) of Section 4303.292 of the Ohio Revised Code.

SECTION 2. This Council hereby requests that a hearing on the issue of renewal be held in Cuyahoga County, Ohio.

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 meet state deadlines for objection to renewal of permits. Wherefore, provided it receives the affirmative

RESOLUTION NO. (PSH)

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: