



## SECTION 4

# IMPLEMENTATION

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

### WHAT'S IN THIS SECTION?

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

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

### HOW DO I USE IT?

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



# ACTIONS & COLLABORATIONS

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

## TYPES OF ACTIONS

The action steps can be categorized in three ways:

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

are meant to underscore positive steps already undertaken and which are important to continue or to improve.

## COLLABORATION

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

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



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## IMPLEMENTATION TABLES

The implementation tables on the following pages link directly to the actions in the Goals and Actions section. The tables outline the Goals and Actions, Projected Timeline, Responsible Parties & Partners, Estimated Cost, Potential Funding Sources, and Status/Date Complete. Responsible Parties & Partners are identified through symbols as shown in the legend on the following page.

While Responsible Parties & Partners, Estimated Timelines, and Potential Funding Sources are outlined, changing circumstances, priorities, and funding streams may require this action table to change. The last column—Status/Date Complete—provides the opportunity to track changes in the implementation of an action and to provide a public record of when a project or action is completed.

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

### COST ESTIMATES

The implementation tables contain three levels of cost estimates: High, Medium, and

Low. Because of the ever-changing nature of projects, costs are variable; however, we have provided ranges to give a general understanding of the scope of a project.

For the purposes of this plan, High, Medium, and Low cost ranges can be understood as follows:

Estimated Cost Range	
High Cost	Over \$500,000
Medium Cost	\$100,000 to \$500,000
Low Cost	Up to \$100,000

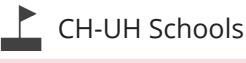
Importantly, estimated costs are only supplied for the action as described. They do not take into account additional steps. For instance, the cost of the action “Advocate that the 32 and 9 bus routes continue to Downtown Cleveland” is only for the advocacy. The cost does not take into account further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

### ACTION PRIORITIES

Priority actions are identified by stars in the implementation tables. Actions with three stars are the highest priority while actions with fewer stars are lower priority.

## RESPONSIBLE PARTIES & PARTNERS LEGEND

### City of Cleveland Heights



CH-UH Schools



Police and Fire

### Private and Non-Profit Entities



Private Property Owners



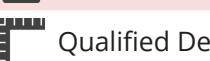
Neighborhood Groups



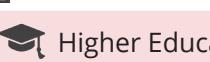
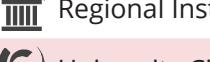
Transit Advocacy Groups

Bicycle Advocacy Groups  
Proposed Community Development Corporation

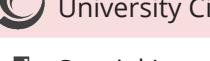
Non-Profits



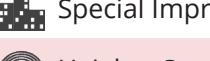
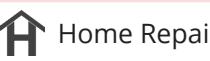
Qualified Design Professionals

Higher Education Partnerships  
Regional Institutions

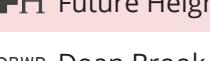
University Circle Incorporated



Special Improvement Districts

Heights Community Congress  
Home Repair Resource Center

Future Heights



Doan Brook Watershed Partnership

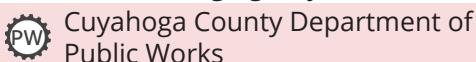


Cleveland Tenants Organization

### Other Governmental Agencies



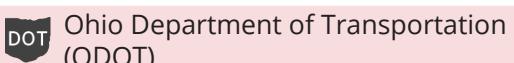
Northeast Ohio Areawide Coordinating Agency (NOACA)



Cuyahoga County Department of Public Works



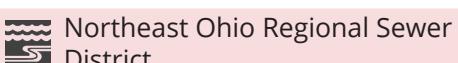
County Planning



Ohio Department of Transportation (ODOT)



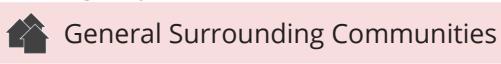
Cuyahoga Arts and Culture



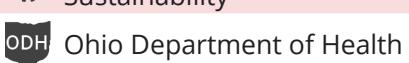
Northeast Ohio Regional Sewer District



Greater Cleveland Regional Transit Agency



General Surrounding Communities

Cuyahoga County Land Bank  
Cuyahoga County Department of Sustainability

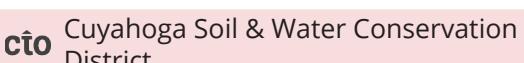
Ohio Department of Health



Heights Libraries



Cuyahoga County Board of Health



Cuyahoga Soil &amp; Water Conservation District

### Priority Level



Lowest Priority



Middle Priority



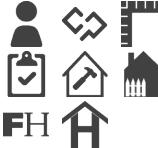
Highest Priority

## FUTURE LAND USE

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Use the Future Land Use map to guide zoning decisions, page 16	Ongoing		Low	—	
Review and update the City's Zoning Ordinance to codify walkability in the City's business districts and office corridors, page 16	1-2 Yrs		Low	—	
Update the City's multi-family zoning district regulations, page 16	1-2 Yrs		Low	—	
Update the City's two-family zoning regulations, page 18	1-2 Yrs		Low	—	
Consider allowing multi-family rezonings in areas adjacent to business districts on a case-by-case basis, page 18	Ongoing		Low	—	
Develop regulations to allow accessory dwelling units, page 18	1-2 Yrs		Low	—	
Update single-family zoning regulations for small lot neighborhoods and allow homes to be built with smaller square footage, page 18	1-2 Yrs		Low	—	

## VIBRANT NEIGHBORHOODS

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Revitalize and rehabilitate neighborhoods affected by blight, abandonment, foreclosure, rental conversions, and demolition, page 24</b>					
Develop Community Reinvestment Areas to incentivize housing investments, page 24	3-5 Yrs	 	Low	Community Reinvestment Area Program	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Develop an Infill Development Board to recommend improvements to the City's infill housing process, page 24	1-2 Yrs		Low	ODSA Local Government Innovation Fund ODSA Local Government Efficiency Program	
Bundle City- or Land Bank-owned properties and proceed with a request for proposals for larger redevelopments that fit neighborhood character, page 24	1-2 Yrs		Low	Community Reinvestment Act Funds Community Development Block Grant Program HOME Investment Partnership	
Aggressively market development opportunities for new infill housing, page 25	Ongoing		Low	—	
Continue to leverage federal funds for rehabilitation, downpayment assistance, or other housing improvement programs, page 26	Ongoing		High	Community Development Block Grant Program HOME Investment Partnership	
<b>Continue to promote the City's neighborhoods to potential residents, especially the workforce in University Circle, page 26</b>					
Complete a housing preferences survey to determine why residents are choosing to live in or move from Cleveland Heights, page 26	1-2 Yrs		Low	—	
Advertise Cleveland Heights as the home for target demographic groups, page 27	1-2 Yrs		Low	—	
Work with University Circle institutions to investigate a secondary housing incentive for living in Cleveland Heights, page 27	2-3 Yrs		Low	The Cleveland Foundation	
Continue to host a workshop for Realtors to promote Cleveland Heights neighborhoods, page 27	Ongoing		Low	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Strategically use local dollars, state and national grants, and comprehensive incentive programs to stabilize the housing market and spur private investment, page 27</b>					
Layer grants, incentives, investments, code enforcement initiatives, and infrastructure improvements within targeted areas as part of a better block program, page 28	Ongoing		Medium	Community Reinvestment Area Program Community Development Block Grant Program HOME Investment Partnership Community Reinvestment Act Funds Home Weatherization Assistance Program Housing Enhancement Loan Program (HELP) Housing Revenue Bond Program Lead Safe Program Heritage Home Program	
Focus initial housing redevelopment efforts in target investment areas identified in the Core Strategy, page 28	5 or More Yrs		Medium	Community Reinvestment Area Program Community Development Block Grant Program HOME Investment Partnership Community Reinvestment Act Funds Home Weatherization Assistance Program Housing Enhancement Loan Program (HELP) Housing Revenue Bond Program Lead Safe Program Heritage Home Program	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Continue to proactively and comprehensively address homes and apartment buildings in need of exterior maintenance, page 30	Ongoing	  	Medium	Community Reinvestment Area Program Community Development Block Grant Program HOME Investment Partnership Community Reinvestment Act Funds Home Weatherization Assistance Program Housing Enhancement Loan Program (HELP) Housing Revenue Bond Program Lead Safe Program Heritage Home Program	
Update the City's housing management software to better monitor and map housing changes, page 31	1-2 Yrs		Low	ODSA Local Government Innovation Fund	
Promote a fix-it first housing strategy while selectively using demolition when required, page 31	Ongoing		High	Community Reinvestment Area Program Community Development Block Grant Program HOME Investment Partnership Community Reinvestment Act Funds Home Weatherization Assistance Program Housing Enhancement Loan Program (HELP) Housing Revenue Bond Program	
Incentivize the conversion of two-family homes to single-family, live-work homes, especially in the North Coventry neighborhood, page 31	Ongoing		Medium	Community Reinvestment Area Program Community Development Block Grant Program	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Continue to promote the preservation of historic homes and buildings, page 31</b>					
Survey and identify at-risk historic buildings to focus preservation efforts, page 31	1-2 Yrs	  	Low	Ohio History Connection's Certified Local Government Grants National Trust for Historic Preservation Grants	
Require an approved site plan and reuse scenario before proceeding with demolition of historic properties, page 31	1-2 Yrs		Low	—	
Become a Certified Local Government with the Ohio State Historic Preservation Office, page 32	2-3 Yrs		Low	—	
Develop a "pattern book" to encourage contextual design of infill construction and compatible alterations to existing structures, page 32	2-3 Yrs		Medium	Ohio History Connection's Certified Local Government Grants	
Host neighborhood information sessions on home renovation and repair, page 32	Ongoing	 	Low	—	
Consider the expansion of historic districts, page 32	Ongoing		Low	Ohio History Connection's Certified Local Government Grants National Trust for Historic Preservation Grants	
<b>Continue to promote and support neighborhood identities to enhance the sense of place and build pride among residents, page 33</b>					
Identify neighborhood planning districts, benchmark them, and provide annual reports, page 33	Ongoing	 	Low	—	
Develop area plans for each planning district, page 34	5 or More Yrs	 	Medium	—	
Continue the Community Improvement and Housing Preservation Awards, page 34	Ongoing		Low	—	

## COMPLETE TRANSPORTATION NETWORK

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Adequately repair and maintain the City's network of attractive streets, page 40</b>					
Continue to target investments to the streets most in need as part of an ongoing capital improvement program, page 40	Ongoing		High	—	
Promote the mobile application as a way to notify the City of service needs, page 40	Ongoing		Low	—	
Improve the Cedar Glen Parkway to be a prominent gateway into Cleveland Heights, page 40	3-5 Yrs	   	Medium	National Endowment for the Arts "Our Town" Grant Cuyahoga Arts and Culture Various Grants Special Improvement Districts The Cleveland Foundation The Kresge Foundation	
Work with property owners to make the Mayfield Road hill a pleasant City gateway, page 40	3-5 Yrs	  	Medium	National Endowment for the Arts "Our Town" Grant Cuyahoga Arts and Culture Various Grants Private Property Owners The Cleveland Foundation The Kresge Foundation	
Add appropriate gateway Signage at all City entrances, page 40	3-5 Yrs	   	Medium	National Endowment for the Arts "Our Town" Grant Cuyahoga Arts and Culture Various Grants Private Property Owners The Cleveland Foundation The Kresge Foundation	
<b>Ensure parking accessibility, availability, technology, and management are conducive to shopping, living, or opening a business, page 41</b>					
Conduct a parking review in business districts and high-density residential areas, page 41	2-3 Yrs	 	Low	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Relax regulations on overnight, on-street parking especially in high density residential areas, page 44	1-2 Yrs		Low	—	
Develop consistent signage for public parking, page 44	2-3 Yrs		Medium	National Endowment for the Arts "Our Town" Grant Cuyahoga Arts and Culture Various Grants Special Improvement Districts The Cleveland Foundation The Kresge Foundation	
Add mobile payment options to the City's existing meters, page 44	2-3 Yrs		Low	—	
Lower Zoning Code parking requirements for residential and commercial structures, page 44	2-3 Yrs		Low	—	
<b>Support the development of high-quality transit connections, and incorporate TOD concepts, page 45</b>					
Advocate for improved transit connections from Cleveland Heights into University Circle, page 45	Ongoing		Low	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program	
Advocate that the 32 and 9 RTA bus routes continue to Downtown Cleveland, page 46	Ongoing		Low	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Develop a bicycle network that incorporates recommendations of the Eastside Greenway Plan and local bicycle plans, and achieves Silver Bicycle Friendly Community Designation, page 46</b>					
Construct the bicycle network outlined in City and regional plans, page 46	5 or More Yrs		High	ODNR Clean Ohio Trails Fund ODNR Recreational Trails Program Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) The People for Bikes Community Grant Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<p>Construct a high-quality "Innovation Connector Trail" between University Circle and the City's business districts and neighborhoods, page 46</p>	<p>5 or More Yrs</p>		<p>High</p>	<p>ODNR Clean Ohio Trails Fund ODNR Recreational Trails Program Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program ODOT Safe Routes to School Program State Capital Improvement Program (SCIP) The People for Bikes Community Grant Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation NEORSD Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants National Endowment for the Arts "Our Town" Grant Cuyahoga Arts and Culture Various Grants Private Property Owners The Cleveland Foundation The Kresge Foundation The Trust for Public Land Cuyahoga County Casino Revenue Fund Grant</p>	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Include bicycle lanes on Noble Road in upcoming reconstruction, page 47	1-2 Yrs	   	Medium	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) The People for Bikes Community Grant Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants	
Develop a maintenance plan for bicycling facilities, page 47	Ongoing	   	—	—	
<b>Promote biking and walking with a system of complete streets that incorporate options for all types of transportation, page 47</b>					
Adopt a complete and green streets policy, page 50	1-2 Yrs	   	—	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Fund streetscape improvements in Cedar Fairmount, Cedar Lee, and Noble Road, page 50	5 or More Yrs	  	High	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation NEORSD Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants Private Property Owners The Cleveland Foundation The Kresge Foundation	
<b>Review the sidewalk network to ensure a well-connected system of routes that are accessible for residents of all abilities, page 50</b>					
Continue to review and improve the City's sidewalks as part of the exterior maintenance program, page 51	Ongoing	  	Low	—	
Review the City's intersections to ensure they are safe and comfortable for pedestrians of all abilities, page 51	1-2 Yrs	  	Low	NOACA TLCI Program NEORSD Green Infrastructure Grant Program	

## ENVIRONMENTALLY SUSTAINABLE COMMUNITY

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>As part of an integrated plan, use green infrastructure in public projects and promote it in private investments in order to minimize the impact on the City's sewer infrastructure, page 54</b>					
Conduct a Citywide storm-water survey to determine the best locations for green infrastructure investments, page 54	1-2 Yrs		Medium	NEORSD Green Infrastructure Grant Program	
Advertise the downspout disconnect program, page 54	Ongoing	DBWP	Low	—	
Invest in green infrastructure in oversized intersections, page 54	3-5 Yrs	DBWP	High	Transportation Alternatives Program NOACA TLCI Program NOACA Surface Transportation Program Congestion Mitigation and Air Quality Program County Surface Transportation Program State Capital Improvement Program (SCIP) Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation NEORSD Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants Private Property Owners The Cleveland Foundation The Kresge Foundation	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Use the City's existing median network to capture stormwater and expand the median network where possible, page 56	3-5 Yrs		Medium	NOACA TLCI Program Congestion Mitigation and Air Quality Program Robert Wood Johnson Foundation Grants Rockefeller Foundation Grants The George Gund Foundation NEORSD Green Infrastructure Grant Program ODSA Alternative Stormwater Infrastructure Loan Program Ohio EPA Surface Water Improvement Fund Ohio EPA 319 Grants Private Property Owners The Cleveland Foundation The Kresge Foundation	

Expand the tree canopy as a way to capture stormwater, page 57	3-5 Yrs		Medium	Keep America Beautiful Grant Programs Tree Research and Education Endowment Fund Horticultural Research Institute Grants	
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<b>Promote and use energy efficient technologies such as LED lights or alternative energy sources to reduce the City's carbon footprint and be more sustainable, page 57</b>					
Install and evaluate LED lights on City streets, page 57	5 or More Yrs		Medium	Eaton LED Street Lighting Modernization Program	
Work with GE Lighting to be the test market and demonstration community for new products, page 57	3-5 Yrs		Low	—	
<b>Promote walking or biking as a more sustainable way to get around, page 60</b>					
Work with bicycle advocacy groups to provide bike education and safety training, page 60	Ongoing		Low	Section 402 Highway Safety Funds Robert Wood Johnson Foundation Grants The Cleveland Foundation	

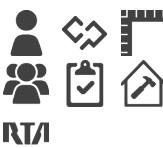
Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Expand the Cuyahoga County bike sharing program to Cleveland Heights, page 60	1-2 Yrs	    	Medium	Cuyahoga County Department of Sustainability The People for Bikes Community Grant The Cleveland Foundation Private Sponsors	
Continue to update and distribute a bicycle map, page 60	Ongoing		Low	—	
Use pop-up bike infrastructure to showcase the opportunity for investments, page 60	1-2 Yrs		Low	—	
Enhance the City's support of "Bike to Work" month, page 60	Ongoing		Low	—	
<b>Link incentive programs to green development and building techniques, such as LEED certification, page 62</b>					
Develop a tiered Community Reinvestment Area that links increased incentives to green building design, page 62	2-3 Yrs		Low	Community Reinvestment Area Program	
<b>Continue to promote sustainability through City regulations, such as the adopted sustainable zoning code amendment, page 63</b>					
Review the City's sustainable Zoning Code amendment annually to ensure it continues to meet its objectives, page 63	Ongoing		Low	—	

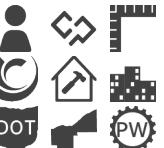
## BUSINESS FRIENDLY

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Partner with institutions and capitalize on proximity to capture University Circle spin-off development, page 66</b>					
Plan for, market, and develop the Mayfield Road corridor as the City's Technology and Innovation Office Corridor, page 66	5 or More Years		High	NOACA TLCI Program Ohio Downtown Redevelopment District Program U.S. Economic Development Administration Planning and Local Technical Assistance Program	
Identify and attract institutions or firms of targeted industries within the Mayfield Road corridor, page 70	5 or More Years		High	Community Reinvestment Area Program Grow Cuyahoga Fund ECDI Cleveland's Microenterprise Loan Fund Program Fund for Our Economic Future	
Promote Cleveland Heights as a working lab for CWRU, CSU, JCU, NDC, UC, and CIA students and projects, page 70	Ongoing		Low	—	
Facilitate mentorship programs for students, page 70	Ongoing		Low	—	
<b>Work with local and regional economic development organizations to increase the number of high-paying jobs available in the City by assisting the expansion of existing businesses and attracting new ones, page 71</b>					
Partner with small business development organizations to attract unique, local retailers, page 71	Ongoing		Medium	Grow Cuyahoga Fund ECDI Cleveland's Microenterprise Loan Fund Program	
Maintain an Economic Development Director position to facilitate business growth and development, page 71	Ongoing		Medium	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Invest in infrastructure that supports businesses, page 71</b>					
Invest in broadband along Mayfield Road, page 71	2-3 Yrs		High	OneCommunity Big Gig Challenge Grant	
<b>Promote and support the City's start-up culture to grow new businesses, page 72</b>					
Establish a business incubator, page 72	3-5 Yrs		High	Ohio Third Frontier Entrepreneurial Services Program	
Investigate the need for improvements to the micro-enterprise loan fund to assist start-up businesses, page 73	1-2 Yrs		Low	—	
Develop a job creation tax incentive program, page 73	1-2 Yrs		High	—	
Promote a culture of innovation through networking, events, and education, page 73	Ongoing		Low	—	
<b>Continue to aggressively market the City as an ideal location for business and investment, page 74</b>					
Develop a cohesive City brand, page 74	1-2 Yrs		Low	—	
Develop consistent marketing of the City's business districts, page 75	1-2 Yrs		Low	National Endowment for the Arts "Our Town" Grant	
Expand the City's economic development website, page 75	1-2 Yrs		Low	—	
Proactively market Cleveland Heights to potential businesses, page 75	Ongoing		Low	—	

## STRONG BUSINESS DISTRICTS

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Redevelop Severance Town Center as a mixed-use and walkable area consistent with the character of Cleveland Heights, page 80</b>					
Develop redevelopment concepts and gather public input, page 80	1-2 Yrs		Medium	—	
Update the site's zoning to correspond with the community's preferred development standard, page 80	1-2 Yrs		Low	—	
<b>Redevelop underutilized and outdated retail space to other uses to focus business in key areas, page 80</b>					
Conduct a retail market study for the City, page 81	1-2 Yrs		Low	—	
Consider down-zoning commercial properties in struggling business districts, page 81	1-2 Yrs		Low	—	
<b>Promote the repair and redevelopment of the City's older commercial buildings, page 81</b>					
Focus initial commercial redevelopment efforts in target areas identified in the Core Strategy, page 81	5 or More Yrs		High	—	
Evaluate the feasibility of establishing a Business Repair Resource Center, page 86	2-3 Yrs		Low	—	
Develop a landlord outreach and information program, page 86	1-2 Yrs		Low	Ohio Local Government Innovation Program	
Purchase key vacant or underutilized properties, page 86	Ongoing		High	—	
Begin an ongoing business inspection program, page 86	2-3 Yrs		Medium	Ohio Local Government Innovation Program	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Consider entertainment district status for the Cedar Lee business district, page 86	1-2 Yrs		Low	—	
<b>Fill vacant, unbuilt, and underutilized parcels with new development, page 87</b>					
Continuously update the City's strategic development plan, page 87	Ongoing		Low	—	
Develop and update lists of vacant spaces and potential businesses to fill them, page 87	Ongoing		Low	Special Improvement Districts	
Work with Special Improvement Districts and property owners to improve the look of spaces that are for-lease, page 87	Ongoing		Low	Special Improvement Districts	
Explore shared services among the City's three Special Improvement Districts, page 88	1-2 Yrs		Low	Ohio Local Government Innovation Program	
<b>Enhance the walkability of business districts as a competitive advantage, page 88</b>					
Conduct a walkability survey of all business districts to identify potential improvements, page 88	1-2 Yrs		Low	Special Improvement Districts	
<b>Create memorable experiences by developing a strong sense of place, page 89</b>					
Enhance entryways into business districts, page 89	5 or More Yrs		Medium	National Endowment for the Arts "Our Town" Grant Cuyahoga Arts and Culture Various Grants Special Improvement Districts The Cleveland Foundation The Kresge Foundation	

## HIGH-QUALITY INFRASTRUCTURE

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Develop an integrated plan to coordinate multiple and simultaneous infrastructure investments in order to lower construction and maintenance costs, page 94</b>					
Map planned infrastructure investments, page 94	1-2 Yrs		Low	—	
Establish a review process to ensure infrastructure investments are coordinated among all departments, page 94	1-2 Yrs		Low	—	
Develop a web page and notification system to alert neighbors and businesses of upcoming infrastructure projects, page 94	1-2 Yrs		Low	Cuyahoga County Department of Information Technology	
Complete Sewer System Evaluation Study and related investigations to obtain detailed sewer system condition baseline, page 94	2-3 Yrs		Medium	—	
Expand the open dialogue with NEORSD to plan for stormwater improvements, page 96	1-2 Yrs		Low	—	
<b>Partner with the City of Cleveland Department of Water to operate and improve the water system, page 96</b>					
Continue progress on efforts to partner with the City of Cleveland Department of Water to operate Cleveland Heights' system, page 96	1-2 Yrs		High	—	
Ensure that improvements to the water system are included in the City's integrated plan, page 96	1-2 Yrs		Low	—	
<b>Capitalize on infrastructure investments to spur growth, page 96</b>					
Link major investments in infrastructure with incentive programs to improve structures, page 96	Ongoing		Medium	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Prepare business retention plans for districts that will be undergoing street reconstruction or streetscaping efforts, page 97	Ongoing		Low	—	

## HUB FOR ARTS AND CULTURE

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

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Use events to activate neighborhoods and business districts, page 100</b>					
Support the expansion of arts events that encourage visitors to explore business districts, page 100	1-2 Yrs	     	Low	Cuyahoga Arts and Culture Various Grants ArtPlace America Grants Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Host a new signature event that features art in multiple City business districts, page 101	1-2 Yrs	     	Low	Cuyahoga Arts and Culture Various Grants ArtPlace America Grants Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Build the block group structure for regular neighborhood events, especially in areas undergoing renewal, page 101	1-2 Yrs	  	Low	—	
<b>Construct, promote, and program vibrant public spaces that act as attractors and points of community pride, page 102</b>					
Use vacant spaces temporarily to showcase the market and its potential, page 102	1-2 Yrs	       	Low	Cuyahoga Arts and Culture Various Grants Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Activate existing public plazas, page 102	1-2 Yrs	      	Medium	Cuyahoga Arts and Culture Various Grants ArtPlace America Grants Heart of the Community Grant Program Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Conduct a Citywide review to document and map existing cultural assets and potential locations for art installations, page 102	1-2 Yrs	     	Low	Cuyahoga Arts and Culture Various Grants Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Work with local, regional, and national groups to invest in community-supported public art in identified locations, page 104	2-3 Yrs	   	Medium	Cuyahoga Arts and Culture Various Grants ArtPlace America Grants Heart of the Community Grant Program Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	
Market existing cultural assets to residents and promote cultural tourism to visitors, page 104	1-2 Yrs		Low	—	
Fund or relocate permanent art installations along the City's proposed "Innovation Connector Trail", page 104	2-3 Yrs	   	Medium	Cuyahoga Arts and Culture Various Grants ArtPlace America Grants Heart of the Community Grant Program Robert Wood Johnson Foundation Grants The George Gund Foundation The Cleveland Foundation The Kresge Foundation	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Support arts organizations that can be linchpins in neighborhood revitalization, page 105</b>					
Work with educational and arts organizations to offer a "Business of the Arts" class to assist artists in monetizing their craft, page 105	1-2 Yrs	   	Low	—	
Promote successful local artists and chefs, page 105	Ongoing	   	Low	—	
Develop a single, community-wide arts calendar, page 105	1-2 Yrs	   	Low	Cuyahoga Arts and Culture Various Grants	

## A DIVERSE AND OPEN COMMUNITY

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Promote and maintain the City's longstanding tradition of diversity and actively foster an environment of inclusiveness, page 108</b>					
Develop an ongoing program to train government employees on the City's diverse population, page 108	Ongoing	  	Low	Ohio Local Government Efficiency Program	
Continue to promote the Fair Practices Board and advertise its ability to investigate discrimination complaints, page 108	Ongoing	 	Low	Community Development Block Grant Program	
Enhance emergency responders' relations through diversity outreach and training, page 108	1-2 Yrs	  	Low	—	
Review the City's language policies to ensure non-English speakers are able to adequately access government information, page 108	1-2 Yrs	  	Low	Community Development Block Grant Program	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Promote affordable housing by continuing to partner with fair housing organizations, investing in a variety of housing options, and continuing to use federal funds to support these efforts, page 109</b>					
Work with developers to use Low Income Housing Tax Credits to develop live-work housing for low-income artists, page 110	3-5 Yrs		Medium	Low Income Housing Tax Credit Program	
<b>Ensure accessible units and opportunities for independent living through incentives and education in designing universally accessible homes, page 110</b>					
Research, develop, and adopt a universal design guidebook, page 110	1-2 Yrs		Low	—	
Encourage Universal Design in newly constructed private homes and require it in homes using government funds, page 110	Ongoing		Low	—	
Identify existing accessible homes and buildings, and advertise the list, page 111	1-2 Yrs		Low	Community Development Block Grant Program	

## A SAFE AND ENGAGED COMMUNITY

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Partner with the School District to promote a quality school system through initiatives to attract and retain families with children, page 114</b>					
Undertake a coordinated, year-long marketing campaign for City schools, page 114	1-2 Yrs		Medium	—	
Conduct a survey of families with children to determine the reasons they might choose to leave the City, page 114	1-2 Yrs		Low	—	
Promote additional family events in the City's neighborhoods, page 114	Ongoing		Low	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Match families with children to existing families in the District to educate them on the School District, page 114	1-2 Yrs		Low	—	
Continue to support the Safe Routes to School Plan, page 115	Ongoing	       	Low	Ohio Safe Routes to School Program	
<b>Continue to develop, encourage, and support a mutually proactive relationship between elected and appointed officials and residents, page 115</b>					
Continue to engage new residents with a welcome packet that identifies opportunities for community involvement, page 115	Ongoing		Low	—	
Organize a Young Professionals Board to promote Millennial involvement, page 115	1-2 Yrs		Low	—	
Continue to host public meetings on issues of importance, page 115	Ongoing		Low	—	
<b>Continue to forge partnerships with community groups to directly respond to unique local needs, page 116</b>					
Form a Community Development Corporation in collaboration with the Special Improvement Districts, page 116	2-3 Yrs	     	High	ODSA Local Government Innovation Fund ODSA Local Government Efficiency Program The Cleveland Foundation The Kresge Foundation	
Collaborate with community groups to accomplish the goals of the Master Plan, page 117	Ongoing	    	Low	—	
Develop a system for citywide group discounts for investments such as sidewalk repairs, page 117	1-2 Yrs	 	Low	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Enhance safety in the City's neighborhoods and business districts, page 117</b>					
Advertise and promote the Cleveland Heights Neighborhood Watch Program, page 117	Ongoing	  	Low	—	
Map police incident data to identify crime hot-spots and target efforts, page 117	1-2 Yrs	  	Low	—	
Seek grant funding for expanded police foot or bicycle patrols, page 118	1-2 Yrs		Low	Department of Justice COPS Hiring Program Department of Justice COPS Community Policing Development	
Consider crime prevention when reviewing building design and placement, page 118	Ongoing		Low	National Crime Prevention Council Programs	
<b>Promote a proactive relationship among surrounding communities and regional entities, page 119</b>					
Establish a Joint Planning Council between Cleveland Heights and University Heights in the Cedar Taylor business district, page 119	1-2 Yrs		Low	ODSA Local Government Innovation Fund	
Develop a collaborative planning culture between Cleveland Heights and surrounding areas, page 119	Ongoing	 	Low	ODSA Local Government Innovation Fund	

## A HEALTHY COMMUNITY

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Ensure all residents have access to a variety of parks, recreation facilities, open spaces, and programs for active and passive recreation that contribute to positive health outcomes and improve quality of life, page 122</b>					
Partner with the School District to open access to school facilities for recreation, page 122	2-3 Yrs	   	Low	—	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
Assess the City's park facilities and outline infrastructure needs for incorporation into the City's Capital Improvement Plan, page 122	2-3 Yrs		Low	—	
Undertake a needs assessment to identify activities or recreation spaces desired by residents, page 122	1-2 Yrs		Low	—	
Conduct a plan for Forest Hill Park through Cain Park to develop a cohesive area, page 122	1-2 Yrs		Low	—	
Engage the public in a long term plan for the future of the former Coventry Elementary site, page 124	1-2 Yrs		Low	—	
Partner with Case Western Reserve University to allow residents access to any future University recreation areas, page 124	1-2 Yrs		Low	—	
Develop a Citywide way-finding program that incorporates consistent signage at entry points to City parks, page 124	1-2 Yrs		Medium	National Endowment for the Arts "Our Town" Grant The Cleveland Foundation The Kresge Foundation	
Ensure that all facilities are sufficiently accessible and meet Americans with Disabilities Act Guidelines, page 124	2-3 Yrs		Medium	Community Development Block Grant Program	
<b>Continue to promote policies that limit exposure to environmental hazards, page 125</b>					
Continue the lead-based paint remediation program, page 125	Ongoing	CCBH	Low	Community Development Block Grant Program	
Continue to promote a robust code enforcement and rental housing inspection program to maintain healthy housing, page 125	Ongoing		Low	Community Development Block Grant Program	

Goals and Actions	Projected Timeline and Priority	Potential Partners	Est. Cost	Potential Funding Sources	Status/ Date Complete
<b>Maintain access to a variety of healthy foods for all residents, page 125</b>					
Promote regularly occurring farmers markets in the Noble Monticello district to improve access to local foods, page 125	1-2 Yrs	    CCBH	Low	USDA Farmers Market Promotion Program	
Work with the Ohio Department of Health to implement a healthy corner stores initiative in areas with low access to healthy foods, page 126	2-3 Yrs	    CCBH	Low	—	
Identify areas for community gardens and work with advocacy groups to allow the reuse of vacant properties for community gardens, page 126	2-3 Yrs	   CCBH	Low	—	