



# Cleveland Heights Economic Development

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# First 30 Days – Setting the Stage

- ▶ Community engagement – targeted approximately 40 key stakeholders and partners:
  - SIDs, merchant groups
  - Individual businesses
  - Non-profits, community leaders
  - Regional partners
- ▶ Provided a strong framework regarding the perception of the City, challenges facing it and paths forward;
- ▶ Initiated preparation of an outline of a strategic approach towards quality of life focused economic development for Cleveland Heights.

# Impressions

- ▶ Importance of the nexus between strong business districts and vibrant residential neighborhoods;
- ▶ Tremendous community assets to build upon - passionate and engaged citizenry;
- ▶ Challenges & Opportunities;
- ▶ Collaboration / partnerships to be forged;
- ▶ Marketing & Image building.

# Next Steps - Tier 1

## Goals/objectives to be completed 4Q of 2016

### ► Web-Based Inventory of available sites & buildings:

- Allows visitors to website to research availability;
- Allows staff to respond more quickly and efficiently to leads/prospects;
- Customer service oriented.

### ► Outline of the business development process:

- Work with other departments to produce a checklist/guidelines;
- Ability to clearly articulate the City's development process is a vital step in improving the business friendly perception of the City;
- Assist businesses in navigating the City development process;
- Available online and as a hard copy document.

# Next Steps – Tier 1 (cont.)

## Goals/objectives to be completed 4Q of 2016

- ▶ **Launch a business retention, expansion, attraction & creation (BREAC) program:**
  - Create a standardized, clear program that identifies and sets targets in terms of:
    - Types and # of businesses to meet with;
    - Information to be collected;
    - Organization and reporting of activities.
  - Allows staff to proactively identify potential projects and to work towards removing obstacles to development;
  - Identifies trends and common issues in the business community;
  - Emphasizes follow-up activities to address business concerns.

# Next Steps – Tier 1 (cont.)

## Goals/objectives to be completed 4Q of 2016

- ▶ Create an inventory and review effectiveness of existing / historical incentives:
  - Community Reinvestment Areas (CRA's)
  - Tax Increment Financing (TIF)
  - Loans - Review of Storefront Renovation, Commercial Loan and Economic Development Loan programs
  
- ▶ Communications / Marketing:
  - Launch business/economic development focused newsletter -
    - Feature activity in the business community
    - Highlight development opportunities and City programs & initiatives

# Next Steps - Tier 1 (cont.)

## Goals/objectives to be completed 4Q of 2016

- ▶ **Housing / Neighborhood Redevelopment Strategy Outline - Vibrant neighborhoods support commercial districts:**
  - Evaluate inventory of City owned property for redevelopment;
  - Diversity of housing options that complement existing neighborhoods;
  - Issue of aging housing stock;
  - Determine approaches to incentivize redevelopment of these sites.

# Next Steps - Tier 2

## Goals/objectives to be completed in 2017

### ► Communications/marketing:

- Review/revision of website
- Cleveland Heights Business Channel - YouTube Business Testimonials
- Providing current demographic information to the development community

### ► Evaluation of economic development tools:

- Current programs
- Additional “best in class” tools to be considered

### ► Identify strategy for city-led development:

- Create priorities and outline plan to redevelop city controlled properties



# Next Steps - Tier 2 (cont.)

## Goals/objectives to be completed in 2017

### ► Economic development events:

- Up to 2 stakeholder events a year;
- Highlight current/recent “wins” and provides outlook for development in the city for 2017 and beyond;
- Targets both internal stakeholders in the City as well as developers and real estate professionals.

### ► Improving the development process:

- Build off of the documentation of the current business development process;
- Identify steps to make Cleveland Heights the premier location to do business;
  - Creation of One Stop Shop for businesses/development;
  - Streamline the development process where possible.

# Current Projects

- ▶ Master Plan implementation
- ▶ Top of the Hill Development
- ▶ Severance Town Center Redevelopment
- ▶ Follow up on active leads/specific business projects

# Establishing Performance Measures

- ▶ Begin tracking a variety of metrics:
  - Job creation/retention
  - New & retained/expanded businesses
  - Payroll creation
  - Vacancy rates
  - New investment levels
  
- ▶ Dashboard Reporting
  - Updates to City Manager/Mayor/Council
  - Quarterly and year end reporting
    - Reports on the identified metrics being tracked
    - Provides activity overview - Contacts, leads, prospects, etc.



# Questions/Comments