



CITY OF CLEVELAND
Mayor Frank G. Jackson

2013 State of the City Positioning Cleveland for the Future Institutionalizing Success

“I am positioning Cleveland for the future and institutionalizing a pathway to success. That means we are changing how we as a city operate and how we work with the private sector to encourage investment in our community to build a sustainable economy and ensure that everyone has access to opportunities for success. Everything we do as a city, whether neighborhood service delivery or economic development and investment, should have direct benefit for our residents, our companies and our local economy. To institutionalize success, we need to stay focused on education, community benefits, and engaging the community in a way that raises expectations and ensures accountability. When we do this, Cleveland will be well-positioned to succeed in the future, regardless of who is Mayor.”

Mayor Frank G. Jackson
March 13, 2013

This year, in lieu of a traditional State of the City speech, Mayor Jackson participated in a public conversation with local journalist Leon Bibb (News Channel 5). This was an unscripted, live interview in front of an audience of approximately 1,000 people, followed by a Q&A session with the audience. The following information is provided as background regarding recent accomplishments by the Jackson Administration and information regarding city programs, policies and initiatives. The following information does not represent a formal speech, nor the exact topics discussed during the State of the City event.

Media Note: If you would like more information about any of the topics listed below, please contact the Mayor’s Office of Communications at 216-664-2200.



CITY OF CLEVELAND
Mayor Frank G. Jackson

2013 Updates on City Programs, Policies and Initiatives

City Finances: While the city has seen economic growth, as a host city for a casino and as a result of other business development and activity, the impact of the growth has been minimized by the State's previous budget cuts. Additional revenue loss could yet occur given pending state and federal fiscal policies. Mayor Jackson's conservative fiscal approach allowed him to present a balanced budget to Cleveland City Council in February, maintaining and even increasing service in some areas. The 2013 General Fund operating budget of \$538.4 million supports current operations and includes:

- \$1.7 million for 25 additional officers in the Division of Police to create a specialized unit to focus on guns and violent crime;
- \$400,000 for 8 additional fulltime Traffic Controllers to address substantially increased vehicle and pedestrian traffic to entertainment, sports and visitor venues;
- \$2.3 million for 40 additional Emergency Medical Technicians and an increase in the number of ambulances on duty from 15 to 18;
- Stadium debt service of \$9.8 million which is no longer funded by sin tax collections.
- Declines in a number of revenue streams, including:
 - \$4.1 million in property taxes, as a result of the full property valuation performed by the County in 2012;
 - \$3 million loss in Grant Revenue from COPS grants, a federal grant that was used to support police payroll and is no longer available;
 - \$14.3 million loss in one-time land sale revenue which is revenue received from the sale of land for Med Mart and Chagrin Highlands;
 - 6.1 million loss in Local Government fund which is a full year of the 50% reduction of revenue sharing imposed by the State of Ohio

Citywide Efforts

Customer Service and Accountability: The City is institutionalizing an approach to increase accountability throughout city operations through a standardized performance management process that draws data from Citistat, 311 and the Mayor's Action Center as well as creates annual employee performance goals.

800 MHz Communications System and Interoperability: Phase II of the new \$31.8 million voice communications system, an 800 MHz radio system is underway. A citywide project, 2013

will bring the new system to the Department of Public Safety and increase interoperability with other cities and external agencies.

City facility improvements: The Mayor's Office of Capital Projects is focused on furthering the City's sustainability goals, assisting with neighborhood revitalization and enhancing the City's facilities, including:

- ◆ Installing over \$850,000 worth of electrical infrastructure and light fixtures at four of the City's athletic complexes allowing night games including the first season of night games at Maplewood Park;
- ◆ Completing over \$2.2 million of energy efficiency upgrades at City health centers, police and fire stations, and numerous recreation centers; and,
- ◆ Completing renovations at major city facilities, including:
 - ◆ Cleveland Public Auditorium for the 2012 Rock & Roll Hall of Fame induction ceremony
 - ◆ Market Square Park to celebrate the centennial of the West Side Market; and,
 - ◆ \$6 million in improvements at Browns Stadium in time for the 2012 home opener.

Economic Development: Positive momentum in 2012 was measured with multi-billion dollars of public-private investment, including the opening of the Horseshoe Casino; job creation, and significant public infrastructure improvements. The downtown office vacancy rate declined from 22.9 % to 18.6%. Total downtown housing units increased 4,193 to 4,636 and maintained a 97% occupancy rate.

2013 will bring the opening of the \$465 million Global Center for Health Innovations and Convention Center and the \$272 million Flats East Bank mixed use development. This summer, Cleveland will host 14,000 athletes for the National Senior Games; and, next year, we will host the 2014 International Gay Games, with more than 13,000 artists and athletes from around the world.

Some highlights from the past year include:

- **Alexander Mann Solutions**, an international recruiting firm, chose Cleveland over Raleigh, North Carolina and opened their U.S. headquarters at Erieview Towers. This will result in 300 new jobs in Cleveland;
- **BrandMuscle** moved 160 jobs to the 9/12 District downtown;
- **Britton Gallagher**, an insurance broker, relocated to One Cleveland Center bringing with them 80 jobs;
- The Health Tech Corridor is now home to 65 health care start up companies and 45 tech companies, including **Talis Clinical**, **Cleveland Heartlab** and **CardioInsight Technologies**; and,
- **Cleveland CycleWerks**, a global company that manufactures and sells motorcycles and related parts in the U.S., European Union, South Africa, Australia and many other

countries, will soon call Detroit Shoreway home when it locates its US Headquarters for motorcycle production there. They will share the 18,252 square foot space with **Cultura Design**, a full service consulting group concentrating on product design and development, marketing, sourcing and quality control.

Brownfield Development: In 2012, the City of Cleveland secured \$7.2 million in outside funding to assist with brownfield redevelopment in the city; brought over 35 acres of clean land to market through completion of remediation; assessed 15 sites, consisting of 164.3 acres of land; and conducted remediation activities on 12 sites, totaling 89.17 acres.

Lakefront Development: The Mayor's Advisory Committee is preparing to issue a Request for Qualifications for developers this spring for North Coast Harbor and the docks north of First Energy Stadium. In addition, the Department of Port Control took major steps in launching the Downtown Lakefront Plan, including:

- Signing a development agreement with Geis Companies at Burke Lakefront Airport;
- Selecting Kokosing Construction Company to design and construct the new North Coast Harbor Transient Marina; and,
- Contracting with the Downtown Cleveland Alliance to handle property maintenance and special events management for North Coast Harbor.

Cleveland Hopkins International Airport: At CLE, we have launched the CLE Parking Redevelopment Program, which includes the introduction of Smart Parking Technology in the Short Term garage; an enhanced Valet Service with additional customer service amenities; and additional close-in surface parking. New state-of-the-art Flight/Baggage Information Display and Messaging Screens will be deployed at CLE this summer. The CLE Taxicab Service has upgraded all vehicles with 2013 Dodge Caravans to enhance passengers' travelling experiences.

Office of Equal Opportunity:

- ◆ Held a **Community Benefits Agreement (CBA)** symposium to discuss the importance of creating a CBA model. Over 150 people participated in the symposium. CBA Model. Over 150 people participated in the symposium. This event and meetings with several business, civic, labor and trade organizations led to the signing of a Memorandum of Understanding for Community Benefits and Inclusion in March, 2013.
- ◆ Monitored 133 construction contracts whose values were greater than \$100,000 to ensure compliance with the Cleveland Resident Employment Law requirement to hire at least 20% city residents. For the third consecutive year, prime contractors have exceeded the resident requirement. In 2012, the average was 22%.
- ◆ Provided technical assistance and training to both contractors and City employees regarding the new Contract Compliance and Certification Monitoring software system, B2GNow, a web-based program that provides for greater accountability and transparency.

Workforce Development

- ◆ Provided more than 430 individuals with occupational, on-the-job training in demand industries;
- ◆ Exceeded federal performance requirements related to job placement, retention, and average earnings for eligible program participants; and,
- ◆ Assisted 700 in-school youth with services in attaining their high school diploma or GED and offered more than 300 out-of-school youth demand driven occupational training.

Sustainability: Mayor Jackson is committed to making city operations more sustainable as well as transforming our economy into a sustainable economy through Sustainable Cleveland 2019, now in its fourth year. Recent accomplishments include:

- Opening the Sustainable Cleveland Center in Tower City to provide a physical home and public engagement space for sustainability and launching a new website to make it easier for Sustainable Cleveland 2019 participants and the general public to stay updated and to take action;
- Implementing nearly \$4 million in Energy Efficiency and Conservation Block Grant projects;
- Achieving LEED Silver certification for the Collinwood Recreation Center and the Cleveland Bike Rack;
- The Evergreen Cooperatives Green City Growers hired 25 residents and planted their first winter crop in their greenhouses;
- With the support of Co-Bank, Agri-Bank and Farm Credit Services of Mid-America, expanding the Gardening for Greenback program that funds urban food producing businesses out of the Department of Economic Development; and,
- Helping to increase community gardening; the City now has more than 3,600 gardeners who cultivate more than 40 acres at 180 gardens in all 19 wards of the City.

Education:

- The **Higher Education Compact**, formed in 2011, continues to provide Cleveland students and their parents with the information, resources, financial aid and counseling they need to help the students go to and graduate from college.
- The **Cleveland Plan for Transforming Schools:** A public-private partnership that drove legislative change at the State level, supported a winning school levy campaign and has begun implementation of efforts to dramatically change education in Cleveland. The Transformation Alliance has convened to monitor and report out to the community on the progress of the transformation efforts.

City Operations, Departmental Programs and City Services

Cleveland Water: Cleveland Water, one of our greatest regional assets, serving more than 1.4 million people in more than 70 Northeast Ohio communities, successfully completed its Customer Service Turnaround Project in 2012, achieving:

- 99% on-time billing;

- Significantly reduced call wait times; and,
- Increased collection of delinquent money owed to Cleveland Water.
- These improvements, increased efficiencies and new technology led to the announcement early in 2013 of our goal of a 0% water rate increase for the years of 2016 to 2020.

Cleveland Public Power: An LED Streetlight Pilot is underway to test different types of LED streetlights based on the combination of average savings, lowest energy consumption and highest light output. As many as 800 streetlights are included in the Pilot and will generate data throughout seasonal weather patterns.

Water Pollution Control (WPC): Water Pollution Control completed a series of Stormwater Management Demonstration Projects at its main facility on Kirby Avenue, showing five best practices for managing stormwater in heavily-paved urban areas, including: bioswales; rain gardens; pervious asphalt; pervious concrete; and a rain harvesting system that collects 15,000 gallons of rain water to be reused in WPC operations. These projects represent a permanent display to the community of the use of sustainable stormwater design, and are open for public tours.

Aging:

- Established an operational **Aging and Disability Resource Center (ADRC)** as part of the Western Reserve Area Agency on Aging's five-county Aging and Disability Resource Network.
- Provided case management services for 159 seniors 60+ years of age and older and adults with disabilities 50+ who were at risk of homelessness.

Community Relations:

- ◆ Held two **race relations** forums with sponsorship from Metro Health Medical Center where more than 250 professionals and citizens participated in a community conversation to discuss the state of race relations in Cleveland and what steps we can take to improve cross-cultural relationships.
- ◆ Hosted 46 **youth violence prevention** community dialogues in school assemblies, public housing estates, boys and girls athletic leagues at recreation centers, and faith-based institutions.
- ◆ Continued to deploy Peacemaker Alliance members (volunteer outreach and community partners) to areas of conflict (pools, parks, neighborhoods, and recreation centers) where there is Group Member Involved (GMI) and disruptive activity to provide street level mediation with these groups using formerly incarcerated persons, clergy, community activists, and others to provide mentoring and conflict mediation.

Public Health:

- Launched a **new Teen Wellness Clinic** at the J. Glen Smith Health Center aimed at reducing rates of sexually transmitted infections among teenagers.
- Had the most successful **“We Run This City”** youth marathon program to date in 2012, with 740 students participating. Pre- and post-race physical (BMI, body fat, blood pressure and endurance) and self-reported measures all showed significant improvements.

Public Safety:

- Took more than 300 weapons off the streets in 2012 through the Cleveland Police Gun Buy-Back Program. The guns were melted down at the ArcelorMittal furnace and recycled to make steel.
- 25 new officers who have police experience and training from other Ohio police departments will hit the streets in May. The additional staffing will allow CPD to create a specialized unit focusing on gun and violence.
- The **police review** of the facts and circumstances of the pursuit and use of deadly force by Cleveland police officers on November 29, 2012 continues. The Administration is committed to an impartial review and no conclusions or assumptions have or will be made until the administrative review is complete and the committee appointed by the Chief of Police presents their findings to the Chief. At this time, the committee is reviewing evidence and conducting interviews.
- Hired and trained 40 additional EMTs and Paramedics to allow the City to staff an additional 3 ambulances 24 hours a day, seven days a week.
- The **integration of the Divisions of Fire and EMS** is underway with the goal of enhancing service to the community and to respond to an increase in calls for pre-hospital care. (Seventy percent of calls to Cleveland Fire are now medical in nature, rather than for structure fires). To date, we have increased our capacity to provide Advanced Life Support (ALS), created two Tactical Rescue Units to handle specialized and high risk rescue calls, and are positioning EMS ambulances at fire stations for better response.
- **Animal Control Services:** Continued partnerships resulted in the overall placement of 3,157 animals through transfers, rescues, adoptions, and reclamations by owner, a 5.45 % increase; recruited and trained over 100 volunteers to exercise and walk the dogs housed at the kennel; and, continued partnership with the Cleveland Animal Protective League (APL) and American Society for the Prevention of Cruelty to Animals (ASPCA) resulted in grant funding used to purchase supplies, engraved ID tags, and vaccinations to be distributed at four special events in targeted areas. These events are planned for spring/summer 2013.

Public Works

- **Automated Waste Collection and Curbside Recycling** service is now provided to 70,000 households. The program will continue to expand over the next three years until all households are included.
- Began the groundbreaking for the restoration of **Cleveland's historic League Park**. Built in 1891, League Park is the oldest remaining original ballpark in the United States and is noted for many historic milestones including the 1920 World Series won by the Indians. The project includes restoring the historic Ticket House and Grandstand Wall and constructing a Visitors Center with display areas and a concession stand.
- Celebrated the **West Side Market's Centennial** this past year. The WSM is home to more than 100 vendors of great ethnic diversity and rich cultural heritage and traditions in Cleveland. When a fire unexpectedly occurred this past January, the Department responded promptly and initiated a thorough cleaning process that was much needed and helped revitalize the Market's image.
- Awarded a design/build contract to **Grindline Skateparks, Inc.** of Seattle, Washington to construct the new Cleveland Flats Skatepark.

Community Development: Cleveland's housing strategy embodies the core principles of creating healthy mixed-income neighborhoods of choice while preserving and expanding housing opportunities for low & moderate income households, senior citizens and the disabled:

- In 2012, several **senior apartment projects** were completed, including Doan Apartments (45 units), Euclid Corridor Senior Apartments (50 units), and St. Luke's Manor - Phases 1 & 2 (138 units). Senior projects expected to be completed this year include Lee Harvard Senior Apartments, University Tower and Fairfax Intergenerational Housing, one of the nation's first projects designed specifically for seniors raising young children.
- In 2012, there were also newly renovated apartments in Livingston Park and Hawks Landing, which together offer 300 **apartments for low-income families**.
- Greenbridge Commons was completed in 2012 through a city and non-profit partnership. This \$11 million housing development with 70 efficiency **apartments is for chronically homeless persons with disabilities**. Two more such projects are under construction and scheduled to be completed this year: The \$9.4 million, 40 unit development Winton project at 9431 Lorain Avenue and the \$11.5 million, 65-unit Emerald Alliance VI project at 11529 Buckeye will have 65 apartments when it is completed in December 2013.

Demolition: During the Jackson Administration (since 2006), the city has inspected, condemned and demolished 6,597 blighted properties at a cost of approximately \$50 million. In 2012, 8,600 vacant structures were inspected. To date, about 4,500 of those structures have been condemned and deemed uninhabitable. Approximately 3,500 more have condemnation notices in process.