

# MAYOR BIBB'S RESCUE & RECOVERY STRATEGY

## **PRIORITY AREA**

### STRATEGIC FRAMEWORK

#### VISION

**The vision is the overarching objective for the priority area's ARPA investment. It is a broad description of where we want to be in the future and the high-level, long-term outcomes we are attempting to achieve through ARPA funding.**

#### GOALS

**The goals are statements of what we must do well or barriers we must overcome to achieve our vision for each priority.**

#### METRICS

Metrics are ways by which we can measure success in achieving our goals and ultimately our vision for each priority, and are the quantifiable outcomes of our specific initiatives. As such, the metrics (what we are measuring) may shift as initiatives are evaluated and selected to be funded.

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## ARTS AND NEIGHBORHOOD AMENITIES

### STRATEGIC FRAMEWORK

#### VISION

This strategy aims to sustainably fund the preservation and expansion of public art in public arts deserts and the activation of vacant spaces in green deserts that ensures that the arts have a transformative impact. The strategy promotes policies that establish Cleveland as a flourishing place that values neighborhood vibrancy and the culture that breathes life into the city. It aims to advance more resilient and sustainable communities by funding initiatives that holistically advance vibrant neighborhood spaces and engage the mind, body, and spirit. As a result, more people will choose to move to Cleveland for the location or affordability, but will want to stay because of the culture and access.

#### GOALS

**Promote and sustain public art & culture for holistic neighborhood healing, embedded throughout public life** Infusing arts and culture into neighborhoods to heal socially, mentally, and physically through the work of artists and culture makers.

**Increase equitable access to green space through activated parks and green infrastructure** Activate park space with residents in neighborhoods with inequitable access to green space or green infrastructure, while addressing vacant land challenges.

#### METRICS

# youth involved in arts and culture

# public artworks installed and # repairs to public art

# residents with access to new or revitalized amenities

XX vacant land parcels converted to neighborhood green space, driven by community

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## BUDGET STABILIZATION

### STRATEGIC FRAMEWORK

#### VISION

In the aftermath of the three most recent economic downturns (2001, 2008, and 2020), the City had to rely on a combination of lay-offs, service cuts, hiring freezes, salary and benefit reductions, and one-time federal money to continue operations. Using a portion of the one-time federal money received by the City to enhance the City's fiscal resiliency will promote the City's ability to (a) maintain staffing and service levels through future economic downturns and (b) enhance its creditworthiness.

#### GOALS

##### Ensure City's Ability to Maintain Service in Future Economic Downturns

by maintaining a fully-funded rainy day reserve and creating and funding a payroll reserve. Though the Ohio Revised Code permits the City to maintain a fund balance in the Rainy Day Reserve equal to 10% of revenues, current fund balance equals 7%. Ohio Revised Code permits the City to create and fund a payroll reserve fund. This can be used to pay certain eligible payroll expenses.

##### Enhance City's Creditworthiness

By maintaining at least 90 days cash and attaining a credit rating upgrade. The minimum recommended cash balance for municipalities is 60 days. Cities reliant on volatile revenue (income tax) and shared revenues (local government fund) should maintain cash in excess of 60 days. The City is currently rating AA+ (S&P) and A1 (Moody's) and aims to attain an upgrade from at least one rating agency.

#### METRICS

↑ bond credit rating

↓ interest rates

At least 90 Days Cash on Hand (Rainy Day + Payroll Reserve + Unencumbered GF = 108 days)

# MAYOR BIBB'S RESCUE & RECOVERY STRATEGY

## CIVIC PARTICIPATION FUND

### STRATEGIC FRAMEWORK

#### VISION

To foster a more democratic, resilient, and engaged Cleveland by enabling an inclusive determination of public funding through a pilot participatory budgeting process that touches residents in each City ward. Ultimately, this priority aims for systems change - to boost sustained voter turnout throughout Cleveland and improve engagement among diverse residents in the overall civic environment.

#### GOALS

##### Explore Effectiveness of Participatory Democracy Approaches in Cleveland

Pilot program to understand if and how it results in innovative, meaningful, community-driven initiatives and increases civic engagement in Cleveland.

##### Engage Historically-Excluded Communities in the Civic Process

Activate and include residents representing diverse groups which have been historically marginalized or not part of Cleveland's civic life.

##### Boost Sustained Civic Engagement

In recent elections, fewer than 20% of Cleveland's eligible voters cast ballots. This process aims to spark civic ownership and recognition of ability to affect local community, with the goal of resulting in higher voter participation and sustained civic engagement.

#### METRICS

# residents engaged in Civic Participation process: Broad, diverse involvement in the process, reaching all wards and including traditionally excluded, ineligible, or marginalized groups.

# community-serving projects: Successfully-executed projects valued by the community

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## CLOSING THE DIGITAL DIVIDE

### STRATEGIC FRAMEWORK

#### VISION

**Affordable, high-quality broadband is not a luxury—it is a necessity. Yet today, many homes in Cleveland lack sufficient internet connectivity. Mobile devices provide limited access, but a cellular connection still leaves residents behind. To establish Cleveland as a model municipality in the 21st century, the potential of the internet must be fully accessible to every Cleveland resident.**

#### GOALS

##### SHORT TERM

###### **Promote Digital Adoption**

Providing education, training, devices, and support for people who do not currently engage effectively online to do so.

###### **Provide Affordable Access to Quality Internet**

Providing free or low-cost (to qualifying residents) internet service that provides market-rate level bandwidth and keeps pace with consumer demands.

##### LONG TERM

###### **Build Fiber Infrastructure**

The City's physical internet infrastructure is not prepared for the bandwidth demands of business and residents in the 21st century. We need a massive fiber build-out.

###### **Deploy Smart City Technologies**

Cleveland has not deployed Internet-of-Things tech at any scale. These are opportunities for the City to provide better services and save money over the long-term (smart parking, smart grid/utilities, improved security, etc.).

#### METRICS

*Primary:* ↑ residents with home wireline broadband in 4 years.

*Secondary:* ↑ Speed/bandwidth/quality of affordable broadband plan, ↓cost of high-quality broadband plan, ↑ % of residents with access to an affordable and high-quality broadband plan

*Secondary:* ↑ % of residents with access to digital adoption services

↑ % of residents with access to fiber optic infrastructure

↑ % of businesses with access to fiber optic infrastructure

Deployment of “Smart City” infrastructure, IoT, & edge solutions (strategy in development)

# MAYOR BIBB'S RESCUE & RECOVERY STRATEGY

## EDUCATION FOR EVERYONE

### STRATEGIC FRAMEWORK

VISION

Every Clevelander deserves access to high-quality learning opportunities that help them thrive today and be prepared for tomorrow. Yet today, too few young people are academically on a path to meaningful college and career options. We must stabilize our educational systems while expanding quality offerings in early childhood, K-12, and out-of-school time offerings.

GOALS

#### Stabilize and Strengthen the Educational Foundation

Early Childhood Education is the foundation for life-long success. Improvements in facilities and programming will encourage more CLE families to access this critical entry point to educational success. We must also invest in wrap-around efforts to support student success.

#### Establish an Equitable Family-Friendly Enrollment System

The retention, engagement and quality of student learning are all shaped by the school they attend. Providing a unified enrollment system for public K-12 schools will strengthen our ability to ensure families have equitable access to schools they choose.

#### Increase Access to High-Quality School

We need many more great schools in CLE. This is especially true in majority Black neighborhoods where there are only 2 schools rated A or B on the state report card. We must take this on by making access to today's quality seats more equitable and growing high-quality school options.

#### Expand Quality Learning Experiences through the Learning Innovation Center

Learning is a life-long, community-wide endeavor. We must support innovative learning practices outside the traditional k-12 school system in ways that contribute to overall success of Clevelanders.

METRICS

↑ # students enrolled in early childhood education and improve service quality

↑ # quality facilities serving early education students

1+ pilot program to ↑ # talented teachers/youth development or mental health professionals

↑ # schools showing significant student progress (↑ Gap Closing ratings and ↑ Progress ratings)

↑ student participation in high quality after school and summer programming

↑ 5-year graduation rate, especially for students of color & students with disabilities

# MAYOR BIBB'S RESCUE & RECOVERY STRATEGY

## HOUSING FOR ALL

### STRATEGIC FRAMEWORK

#### VISION

This priority aims to create a suite of initiatives that assist with building generational wealth by increasing homeownership, creating housing stability, boosting housing values, improving housing security for renters, and adding additional affordable housing options in Cleveland's opportunity and middle neighborhoods, with a focus on vulnerable populations. From helping seniors age in place to attracting young talent to establish new roots in the City, the strategy addresses housing challenges faced by our elderly neighbors, young professionals and everyone in between. The strategy is framed by the city's 10-year housing plan and its equity pillars: Protect, Preserve, Produce, and Position & a 5<sup>th</sup> pillar: Restore.

#### GOALS

##### Build Generational Wealth by Rebuilding Homeownership

The foreclosure crisis disproportionately affected Black neighborhoods, which haven't recovered. Little to no mortgage activity in these neighborhoods an influx of out-of-state investors, create barriers to homeownership. Boosting homeownership can reverse these trends and lead to generational wealth building.

##### Improve Housing Stability and Security for Renters

Homeowners and landlords struggle to maintain aging housing stock and investors are maximizing profit while decreasing investment in maintenance. Sustained, accessible funding in opportunity and middle neighborhoods can create stability and security.

##### Boost Housing Values

A decline in housing values in certain neighborhoods from disinvestment and the foreclosure crisis demands substantial investment through innovative, sustaining funds and financing options.

##### Share Neighborhood-Level Insights

Research to create a neighborhood-level housing dashboard of home sale trends, bank lending analysis, foreclosure and tax delinquency statistics, poverty and income analysis, and investor behavior can equip the city and partners to better solve present and future problems.

##### Support Vulnerable Populations

Unique communities, such as seniors, refugees, LGBTQ youth, veterans, & people with mental health conditions, are at higher risk for homelessness and eviction. Housing for all aims to address this reality with special attention to these populations.

#### METRICS

↑ bank lending and accessible, sustained funding pool availability (HDMA data)

# homes renovated or repaired / improvement in housing stock condition

↑ % of homeownership (census estimates)

↑ home values (annual median home sale prices in neighborhoods)

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## INCLUSIVE ECONOMIC RECOVERY

### STRATEGIC FRAMEWORK

#### VISION

**Inclusive economic recovery focuses on an interconnected virtuous cycle: residents gain skills to obtain & advance in quality jobs from expanding CLE businesses, and the resulting growth & wealth-building stabilizes neighborhoods & provides resources to improve quality of life. These prompt the next cycle of investment & growth. Our ARPA strategy will focus on investments that feed into this cycle, maximizing partnerships with key players in our regional economy, ensuring the City has the sites & people to fuel quality growth, and bringing resources to bear on critical places to benefit all residents.**

#### GOALS

##### **Leverage Local & Regional Partnerships**

both local and regional, in: business attraction, retention / expansion; workforce development; and entrepreneurship and innovation.

##### **Position the City as a Great Place to Build Business & Work**

by establishing ready-to-go competitive sites that match market needs, reimagine processes to ensure that CLE is an easy place to do business, and create talent attraction/retention programs.

##### **Harness Resources to Activate Key Places**

to reactivate neglected but promising neighborhoods and create world-class places that can attract businesses and visitors.

#### METRICS

Short-term input metric: Matched funds leveraged for major projects

↑ \$ loaned to minority contractors for critical projects

↑ % of high-quality, developable sites

# of businesses attracted

\$ equity invested in critical development projects

\$X billion of non-residential commercial/industrial development over 5 years

↑ XX% City tax base over 5 years

Partner metrics: Metrics from ED partners w/ City goals (CIP, Team NEO, GCP)



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## LEAD-SAFE CLEVELAND

### STRATEGIC FRAMEWORK

VISION

To move with urgency towards a lead-safe Cleveland by enabling more homeowners to fix their homes through additional, non-restricted financial capacity; increasing workforce capacity to address homes with identified lead; expanding proactive preventative efforts; and increasing coordination with City-wide partners to maximize outcomes.

GOALS

#### Boost Homeowner Capacity to Fix Homes

Establish a Lead-Safe Home Repair Gap Fund to enhance and subsidize existing HUD funds, allowing owners to make necessary repairs for the home. This ultimately expands Cleveland's affordable housing options for residents.

#### Increase Workforce Capacity to Address Lead in Homes

Leverage local contractors and equip existing employees to conduct specialized lead work and address lead in homes at the neighborhood level.

#### Expand Existing Proactive Prevention & Testing Efforts

Build and extend the prevention, education, and remediation efforts executed by the Lead Safe Cleveland Coalition partners and, through policy, increase the number of children who get lead tested each year.

#### Develop a Holistic Action Plan

Align and collaborate with civic and private stakeholders to: educate the community, screen and test all at-risk children, renovate and abate all homes with lead problems, and eventually have an overwhelmingly affordable, lead-safe housing stock.

METRICS

↑ # certified lead abatement contractors, certified lead abatement workers, & EPA RRP professionals

↑ # lead-safe properties

↑ # residents served through the Lead-Safe Resource Center

↓ % decrease in Cleveland children with elevated blood levels

↑ # grants to homes for lead-safe properties

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## MODERN & TRANSPARENT CITY HALL

### STRATEGIC FRAMEWORK

#### VISION

Through tech innovation and physical space design, modernizing City Hall means improving the user experience for all who engage City Hall and enhancing our staff's ability to deliver services every day. Modernizing City Hall's technology and physical space will allow staff, residents, partners and visitors to connect, communicate, and conduct business in an accessible, reliable, & efficient manner, thus improving quality of life for the people of Cleveland. This strategy aims to equip City Hall staff with the tools, skills, processes, and spaces necessary to improve service delivery; to provide those who engage with City Hall a better user experience; and to bring City Hall to people in their neighborhoods through digitization of City services.

#### GOALS

##### Modernization of Digital Capabilities and Services

Modernizing back-office capabilities and helping employees to build their digital skills will empower City Hall departments to improve performance and accelerate tasks to better the resident user experience. Digitizing city processes also gives residents option to complete tasks remotely, bringing City Hall to the people.

##### Modernization of Physical Space

A well-designed and pleasant physical space is essential to providing a positive experience and enhanced functionality for residents and employees of City Hall. With ARPA funding, plans for the modernization of the space plus necessary, cost-saving building upgrades can be accomplished.

#### METRICS

% of annual city budget saved, calculated by time saved with new platforms/digitized processes and building operating cost from reducing space footprint

# ↑ of digital skill-building opportunities for City Hall employees

# square feet modernized for a more pleasant, accessible, sustainable City Hall

# platforms updated within departments/offices at City Hall

\$ of resident cost saved, calculated by time/transit cost saved by bringing City Hall to residents via digitized processes

% ↑ of residents using digital services to access City Hall needs remotely

# services digitized, offering residents/businesses access from their neighborhoods

# processes modernized or streamlined within and across departments/offices at City Hall

# MAYOR BIBB'S RESCUE & RECOVERY STRATEGY VIOLENCE PREVENTION & PUBLIC SAFETY

## STRATEGIC FRAMEWORK

### VISION

This strategy seeks to tackle root causes of violence and to use interventions and public safety approaches for gun violence, violence against women and girls, and violence involving youth. This priority aspires to address violent crime before it happens through intervention and prevention, communication and engagement, and social justice and public safety while ensuring that our first responders are equipped to perform effectively.

### GOALS

#### Explore and Provide High-Quality, Resident-Driven Violence Prevention

Pilot and employ evidence-based, community-driven models of violence prevention in neighborhoods.

#### Expand Violence Interruption Efforts

Build on successful models of violence interruption and co-responder models within the City and across the country to help reduce incidences when force is used by responders.

#### Equip First Responders with Innovative Technologies

Ensure our police, fire, and EMS workers are able to perform at the highest levels by providing them with the equipment necessary to best serve community needs.

### METRICS

↑ protective factors to ↓ incidences of violence (including gun violence, partner/domestic abuse, sexual violence, human trafficking, and violence against children and elders)

↓ incidences when force is used by responders

↑ # partnerships with local gun violence prevention organizations

↑ # research-informed, community-driven, & sustainable programs for mental health needs, de-escalation or intervention programs, or employment/rec/enrichment/education opportunities