

**Comprehensive Services Plan  
For the  
Gordon Square Arts District-Cleveland Improvement Corporation**

**Section I: The Business Plan for 2021-2025**

**Background:** Since 2011, The Gordon Square Arts District – Cleveland Improvement Corporation (GSAD-CIC) has provided enhanced maintenance, beautification, safety and marketing services for the Special Improvement District (SID) which includes the eight-block stretch of Detroit Avenue, between West 58<sup>th</sup> and West 73<sup>rd</sup> Streets. These supplemental services strengthen the neighborhood’s reputation as a great place to do business, shop, dine and visit, all while increasing the GSAD-CIC members’ property values. Beginning in 2021, these services will be extended to include participating properties extending to the W. 7400 block on the north side of the street.

The business plan, based upon collective input from annual membership meetings as well as ongoing one-on-one conversations with individual property owners, targeted the following services for the entire District:

- **Enhanced Maintenance Services**, including trash and graffiti removal, district power washing, sidewalk and public parking lot snow removal, and seasonal landscaping.
- **Enhanced Security Services**, including either foot patrols by off-duty law enforcement officials and/or “safety ambassadors,” use of existing security cameras, or a combination of the two services.
- **District Marketing**, including special event support; Gordon Square Arts District promotion; and, at a minimum, holiday lighting displays, with the possibility of decoration in other seasons as well as other potential physical improvements.

The assessment methodology will be the linear front footage method.

A more detailed rationale for the proposed services is as follows:

**A. Maintenance Services:** The objective is to provide for ongoing maintenance and beautification of the Streetscape as well as create a clean, attractive and visually inviting area for businesses, employees, and visitors. Enhanced maintenance throughout the District will also allow (1) uniformity of services (example: sidewalk snow removal throughout the district, ensuring uniform access to all businesses at all times); (2) speed (centrally administered removal of graffiti and unsightly litter); and (3) cost savings (economies of scale). Examples of services to accomplish these objectives may include:

- Daily snow removal from District sidewalks (in season, as needed).
- Snow removal in public parking lots (in season, as needed), including the Gordon Square Arcade lot, the Kennedy Building lot; the CPT south lot; the CPT north lot; the Near West Theater lot; and any future public parking lots developed within District boundaries.
- Clean all District sidewalks and public spaces on a regular basis; litter removal on sidewalks/receptacles and in designated public areas.
- Pressure washing of District sidewalks and designated public areas two times per year (Spring and Fall).
- Graffiti removal from District sidewalks, buildings and public rights of way.
- Maintenance and repair of Streetscape amenities such as benches, bike racks, and pavers on an as-needed basis.
- Maintenance of trees and landscaping in designated public areas on a seasonal basis.

**B. Security Services:** The objective is to provide quality safety services for employees, businesses and visitors in the District, especially to strengthen the public perception of safety in the District. Services to accomplish these objectives may include:

- Foot patrol.

“Safety ambassadors” and/or off-duty law enforcement officials will be deployed throughout the District to provide coverage in critical areas (areas and hours of highest pedestrian activity). These personnel will wear clearly recognizable uniforms that designate them as “ambassadors.” The types of services provided include:

- Deterring, documenting and reporting nuisance crimes
- Acting as the “eyes and ears” for police
- Carrying radios that can interface with police dispatch systems
- Providing information to visitors and pedestrians
- Acting as witnesses against persons that commit crimes
- Direct street populations to appropriate human service agencies

- Security cameras.

Security monitoring services can be effective deterrents of crime, and can also facilitate the apprehension of wrongdoers.

**C. District Marketing:** The objective is to support special events in the district and assist with basic services mainly consisting of holiday lighting and other seasonal decoration. A portion of this work will also include the continuation of the Gordon Square Arts District brand and promotional work.

**Management & Reserve:** The administration of the District will require professional staff to manage the deployment of services, advocate for the continued improvement of the District and communicate with and be accountable to property owners. The management staff person will provide the following key functions:

- Represent the District property owners and oversee the deployment of all programs.
- Keep property owners informed and engaged.
- Provide assistance as needed to the District Board of Directors.
- Financial control and bookkeeping.
- Manage vendor contracts/services and provide administrative support.

Program management costs including an annual audit, insurance, supplies and other costs of operations, are part of the budget.

Ongoing collaboration with DSCDO will be critical to the success of this Plan. This arrangement will avoid duplication with ongoing neighborhood improvement efforts and already existing City services.

**Comprehensive budget of the SID:** A five-year comprehensive plan and budget proposal has been developed incorporating all costs of operating the District, which are costs permissible under O.R.C. Section 1710.07.

The total assessed costs for the Plan will be the sum of the annual budget amount for the five-year period of the plan. The annual budget in year 1 shall be \$171,162.26 and increase by 2.5% annually in years 2-5.

On a preliminary basis, the budget estimate will be allocated across the following costs and services:

<u>Costs and Services</u>	<u>Approximate Percentage of Estimated Budget:</u>
• Maintenance Services	45%
• Security Services	25%
• Marketing	15%

- Administrative Costs\* & Contingencies 15%
- 100%**

**Other services:** This Plan authorizes activities permitted under O.R.C. Section 1706(a) in addition to the “Public Services” defined herein. In the event that certain costs were not anticipated, but are necessary to provide the services outlined in this Plan, the Plan authorizes them as long as the services are permitted under O.R.C. Section 1706 (a).

**Section II: The Area to be Serviced**

The area to be included in the District will consist of Detroit Avenue, between West 58<sup>th</sup> and the 7400 block (north side of the street) as well as a portion of the west sides of both West 65<sup>th</sup> and 67<sup>th</sup> Streets, as shown on Exhibit C. It shall not include church property or property owned by the state, county, municipal, or federal government, unless a church, county or municipal corporation has specifically requested in writing that the property be included in the district.

**Section III: Method of Assessment**

The assessment will be fixed on a date not more than 60 days prior to any action by the City of Cleveland to levy the assessments. The proposed assessment methodology is based upon each property’s linear front footage.

**Section IV: Period of Assessment**

The term of the assessment will be for five (5) years from January 1, 2021 through December 31, 2025.

**Section V: Additional Provisions**

**Governance.** The Gordon Square Arts District-Cleveland Improvement Corporation will continue to manage the activities of the District. The corporation is a nonprofit corporation pursuant to Chapters 1702 and 1710 of the Ohio Revised Code, which provide that all owners of real property paying assessments in the District are members of the new corporation. The corporation is organized under the Articles of Incorporation, which were submitted to and approved by the City of Cleveland (Appendix C).

All elections of the Board of Directors shall be held at a November annual meeting of the membership.

The Board of Directors manages the day-to-day activities of the District. Specific duties and responsibilities include:

- Setting the annual budget and work programs.
- Developing policies and procedures related to implementing the work program.
- Recommending future plans for services or improvements.
- Scheduling and conducting an annual meeting
- Developing a strategic plan for the renewal of the District.
- Hiring professional management staff.

**Contract Services.** In addition to providing services to property owners within the District, the District may contract to provide safe, clean, and other services to properties adjacent to but outside the formal District boundaries. The District may also seek to contract for service arrangements with property owners that are excluded from the District under the Ohio statute. Contract services will be arranged at a rate not less than the rate paid by property owners within the District.

**Safeguards.** The following safeguards are incorporated into the District to maximize accountability to property owners. The District professional management staff to complete these tasks:

- **Annual Property Database Update.** Each year the District property database will be updated.
- **Annual Property Owner Satisfaction Surveys.** The District may undertake annual surveys of property owners to determine overall satisfaction with district services and to identify areas of improvement.
- **District Term.** The District is proposed to have a term to not exceed five (5) years. At the expiration of its term, renewal and subsequent renewals of the District will require the creation of new business plans and a petition by property owners representing 60% of front footage.
- **Annual Report & Meeting.** At its Annual Meeting, the District will provide an annual report to all property owners at its annual membership meeting. The report will give a summary of the progress made on each element of the Plan outlined herein.
- **Protocol Agreements.** The District will continue its protocol agreements with the City of Cleveland to document current levels of City services being provided in the District and monitor those levels on an ongoing basis to ensure the service level remains constant.