



CITY OF CLEVELAND
Mayor Justin M. Bibb

Integrated Development Cluster: Reorganization Overview

November 2025



Objective Overview

What we want to accomplish:

- **Change the name** of Department of Economic Development (ED) to Department of Development (DoD)
- **Amend the Director powers** (ED + CD) to reflect new authority structure
- **Allow for transfer** of all surplus land in the city into appropriate land bank
- **Transfer 18 existing staff positions** from Department of CD, **using their existing federal funding sources** to DoD. These positions will come from the **Housing Development Office, Land Bank Office** and **Asset Redevelopment Office**. We will also create an **Office of Land Strategy** within the DoD. This will also move the **function of excess property disposition** from MOCAP to DoD but not staff.
- **Add 5 new positions in 2026 budget to support this work, including a new position** for Deputy Director of Land Strategy in **2025**.

What this legislation does NOT do:

- Change land bank policy
- Remove council oversight or authority



Background: Cleveland Operational Strategic Plan



CITY OF CLEVELAND
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Cleveland Operational Strategic Plan

Fiscal Years 2024-2034

VOLUME I – 2024 RELEASE

Methodology

The strategic planning process was heavily reliant on staff and leadership collaboration across City departments. Workshops, focus groups, surveys, and brainstorming sessions allowed for open dialogue and identification of City-wide priorities. Valuable input from staff engagement played a key role in developing the City's Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. In parallel, extensive research was conducted to identify best practices and successful strategies implemented by other City governments. Insights from these various sources, in turn, informed the strategic planning process, resulting in a plan that is responsive to both internal capabilities and external opportunities.

Stakeholder Engagement Summary

 100+ Interviews and Focus Groups	 965 Staff Survey Respondents
 1,500+ Written Survey Responses	 17 Current State Department Reviews
 200+ Proposed Initiatives	 8 Strategic Planning Workshops
 100+ Unique Workshop Participants	 26 Staff Feedback Sessions, Briefings, and Open Houses

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Objective C

Modernize and Optimize City Services (Performance)

INITIATIVE C4: Restructure and consolidate the City's real estate functions

Lead Department or Office	Office of the Mayor, Integrated Development Cluster, MOCAP
Anticipated Timeline	Q3 2025 to Q4 2026

DESCRIPTION

As part of the effort to optimize the City's organizational structure, an initial organizational assessment review was conducted to identify challenges within the City's real estate functions currently spread out across six departments and explore opportunities for consolidation. The recommendation of the assessment are as follows:

- All Real Estate "transactions" functions and processes (acquisition, disposition, etc.) currently aligned to MOCAP, Community Development, and Economic Development will be consolidated into a Division of Real Estate that would live within the Department of Economic Development under the Integrated Development Cluster. There would no longer be a Division of Real Estate within MOCAP, however, MOCAP would retain its other current divisions.
- The City will also retain the current functions of the Division of Property Management within the Department of Public Works (part of Operations Cluster).
- Stakeholders acknowledged a clear functional difference between Real Estate transactions and management and agreed that the transactions functions are best aligned to Integrated Development, while management is best aligned to Operations.
- As part of the organization assessment, benchmarked compatible cities showed that Real Estate transaction functions were commonly aligned to Economic Development Departments and Development "clusters".
- The City will consider appropriate leadership positions for the newly formed Division of Real Estate and the expanded Division of Property Management.

IMPACT

Efficient resource utilization: Consolidating real estate functions into two departments will enable more efficient resource allocation. Shared resources and expertise contribute to optimized operational efficiency and cost-effectiveness.

Enhanced efficiency in transaction-related activities: Consolidating the transactional elements of real estate (acquisition, disposition, etc.) under one new department will allow the City to better streamline all real estate processes and execute upon the City's real estate strategy.

KEY NEXT STEPS

- Conduct a deeper analysis of all real estate functions and processes for consolidation into the proposed divisions aimed at better understanding the impact to the legacy departments and divisions. Using this analysis, finalize the Level 1 functions that will go into each division.
- Develop change management strategy, roadmap, and timeline for proposed changes. Seek necessary buy-in and approvals for the change to "go-live."
- Develop communication and collaboration protocols and SOPs to support the collaboration between the Division of Real Estate management and Division of Property Management.
- Assess leadership of both divisions for appropriateness.

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Staff Engagement and Change Management

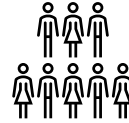


Strategic Direction

Cluster-wide workshop with managers and leadership

Staff defined priorities, values, and early strategic priorities

Staff gave insight to guide organizational structure



Collaboration and Feedback

ED, CD, and MOCAP managers met biweekly to surface challenges and connected workstreams

8 focus groups with impacted staff + ongoing CD 1:1s gathered feedback and supported morale



Process Improvement

Staff input informed CRM requirements and technology build

Process improvement workshops with Urban AI to map ideal future state workflows



Why?: Technology alone won't solve our problems



Our investments in Salesforce and Accela modernization give us necessary tools to work more efficiently.

But without an **organizational structure** that fosters shared strategy, maximizes resources, encourages purposeful collaboration, and aligns people around the most effective path to achieve growth, neighborhood stabilization, and thriving communities, **we will continue to leave value on the table and provide suboptimal service.**



Why?: The current system isn't working

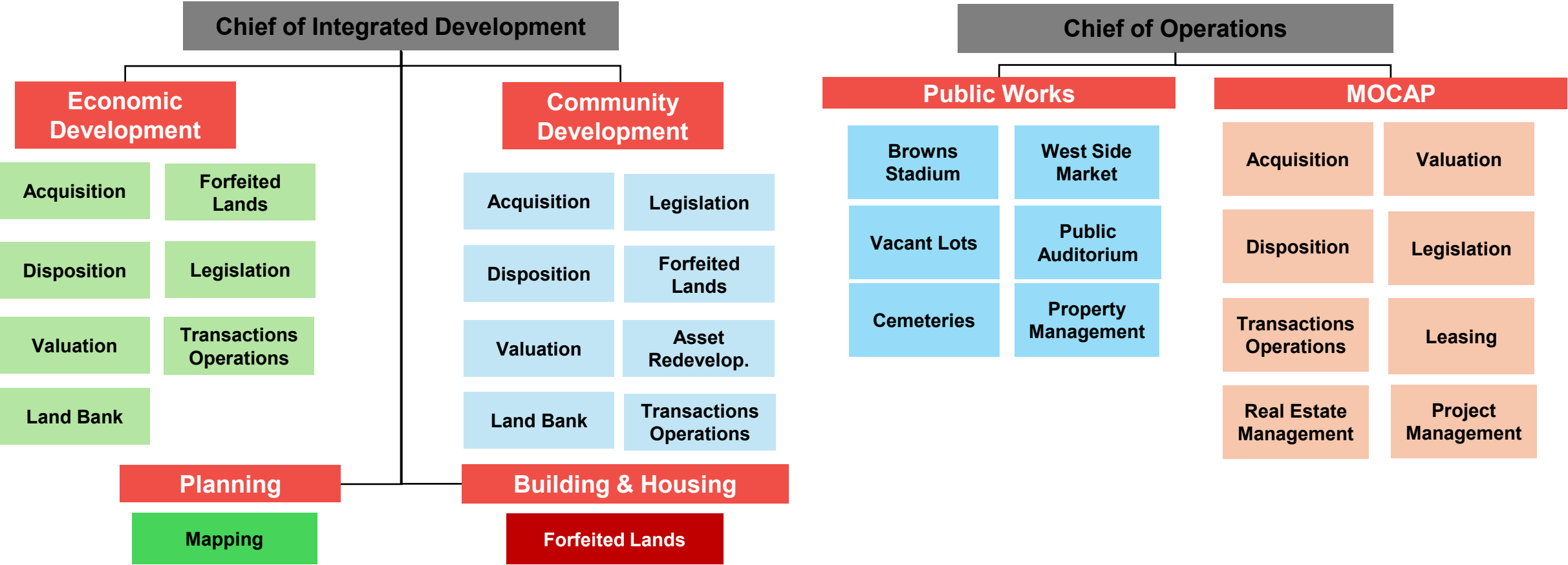
Development in Cleveland is overly complex.

- Land, incentives, and approvals are split across **too many departments**
- Staff spend too much time navigating **disconnected processes**
- Residents, developers, and CDCs face unclear rules and **overlapping contacts** – being shuffled from department to department
- There is **no unified way to manage** land, incentives, or project pipelines

This creates delays, confusion, and **barriers to getting work done inside and outside City Hall**. It also makes it difficult for the City to do transformational neighborhood work.



Why?



Reorganization Goals and Objectives

Clear Front Door: Singular department for individuals, organizations, and businesses looking to invest in the City

Increased Accountability: Single decision-making tree

Leverage Tools: By placing all real estate tools, resources, and assets in one place we unlock their potential for comprehensive neighborhood transformation.

Empowering Employees: Creates a more collaborative environment allowing employees to do transformational work.

Strategic Land Use: Land acquisition and disposition that maximizes civic value



Reorganization Impact

Efficient Resource Utilization:

Consolidating development functions will enable more efficient resource allocation. Shared resources and expertise contribute to optimized operational efficiency and cost-effectiveness.

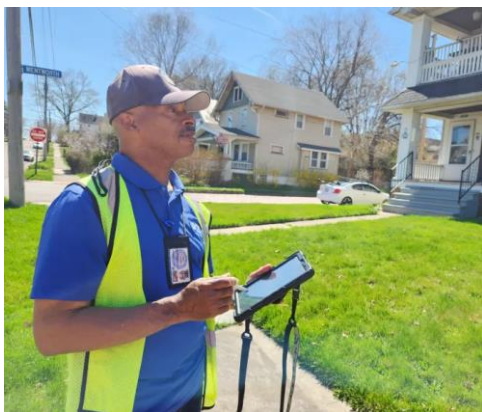
Enhanced Efficiency in Transaction-Related Activities:

Consolidating the transactional elements of real estate (acquisition, disposition, etc.) under one new department will enable the city to better streamline all real estate processes and execute the City's real estate strategy.



Vision for a Rebalanced Structure

The departments of **Building & Housing**, **City Planning**, **Community Development**, and **Development** work in tandem to spark opportunity for our residents through strategic alignment on a compelling long-term vision, inclusive economic growth, housing and neighborhood revitalization.



Building & Housing
Regulation and Preservation



Planning
Overarching Vision



Community Development
Neighborhood Stabilization
& Housing Policy



Development
Implementation



Department of Development Staff Transitions

This process will move the **Housing Development Office, Land Bank Office, and Asset Redevelopment Office** from Community Development into the new Department of Development, while creating a new **Office of Land Strategy** within the Department. Will also move the **function of excess property disposition** from MOCAP into the new Department with no staff transition.

18 staff positions will transition from CD to into the New DoD

- 14 employees impacted

5 New positions will be created:

- Deputy Director of Land Strategy
- Real Estate Attorney
- Real Estate Analyst
- TIF Manager
- Staff Accountant



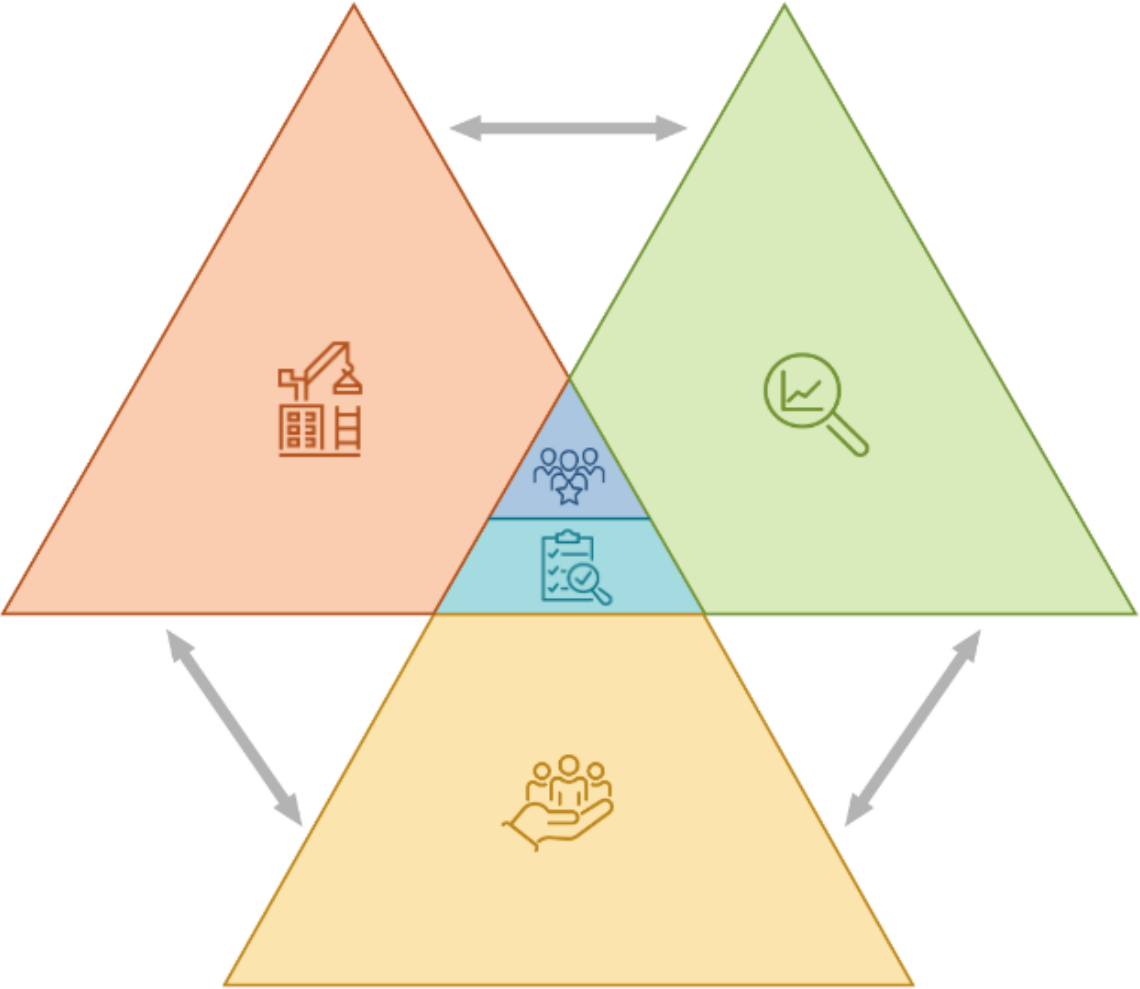
Former Department of Economic Development

MAJOR PROJECTS

The team of Commercial Development Officers manage the complex real estate development projects and administer the large business development initiatives.

LEADERSHIP

Drives strategic vision, policy development and decision-making to foster economic growth and neighborhood revitalization.



BUSINESS GROWTH + SITE DEVELOPMENT

Drives business retention, expansion and attraction, manages landbank, and facilitates site acquisition, remediation and preparation.

ADMINISTRATIVE + OPERATIONS

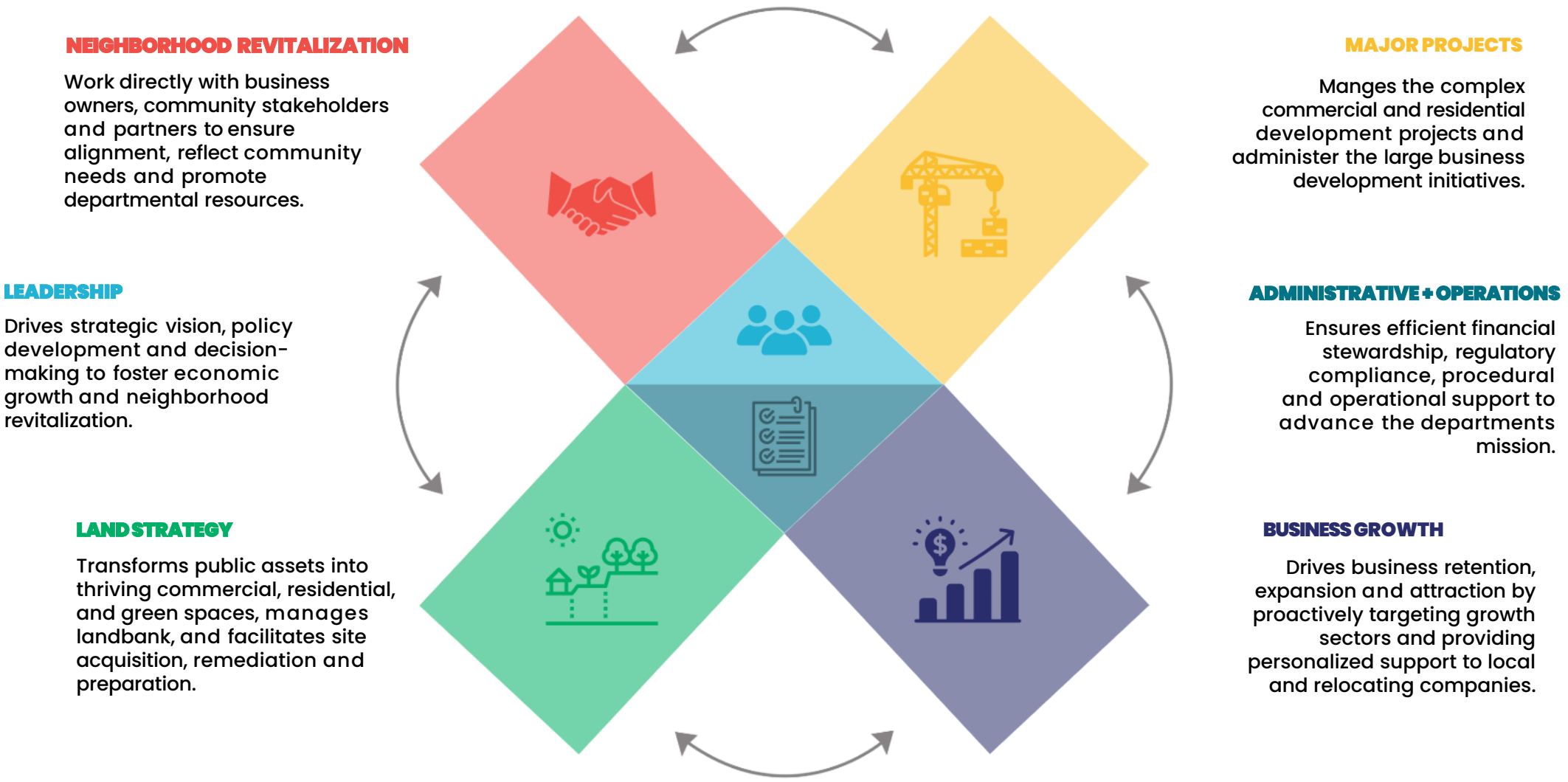
Ensures efficient financial stewardship, regulatory compliance, procedural and operational support to advance the departments mission.

NEIGHBORHOOD REVITALIZATION

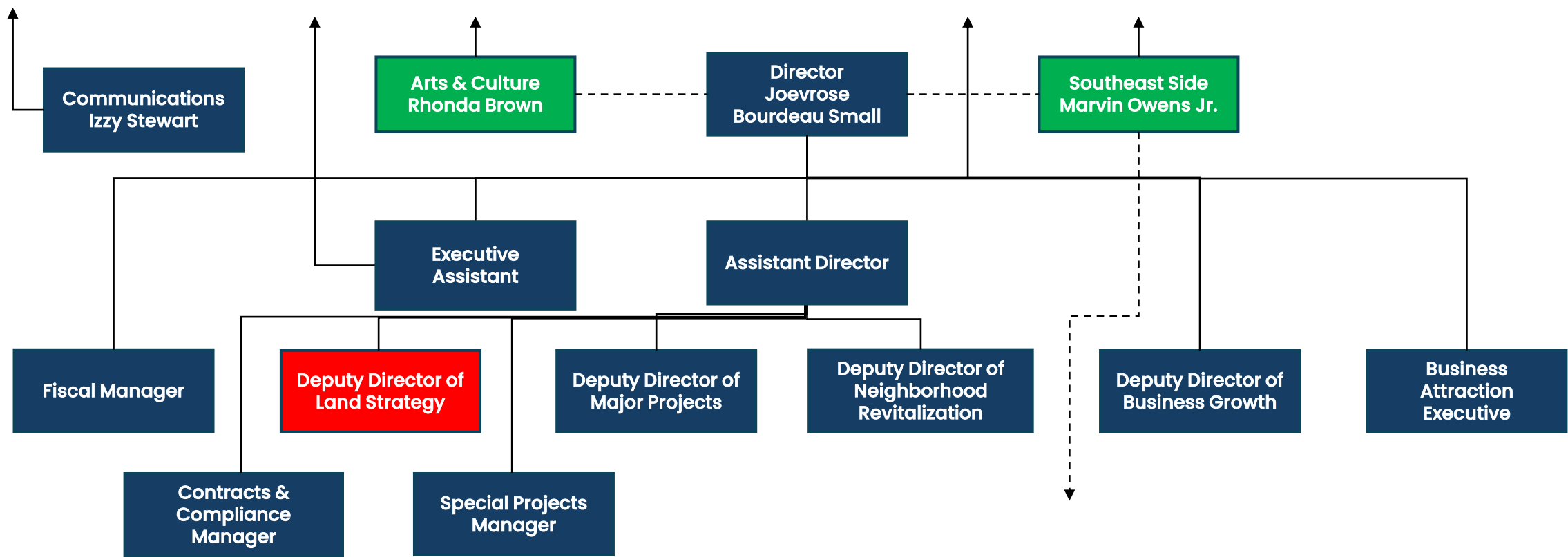
Work directly with business owners, community stakeholders and partners to ensure alignment, reflect community needs and promote departmental resources.



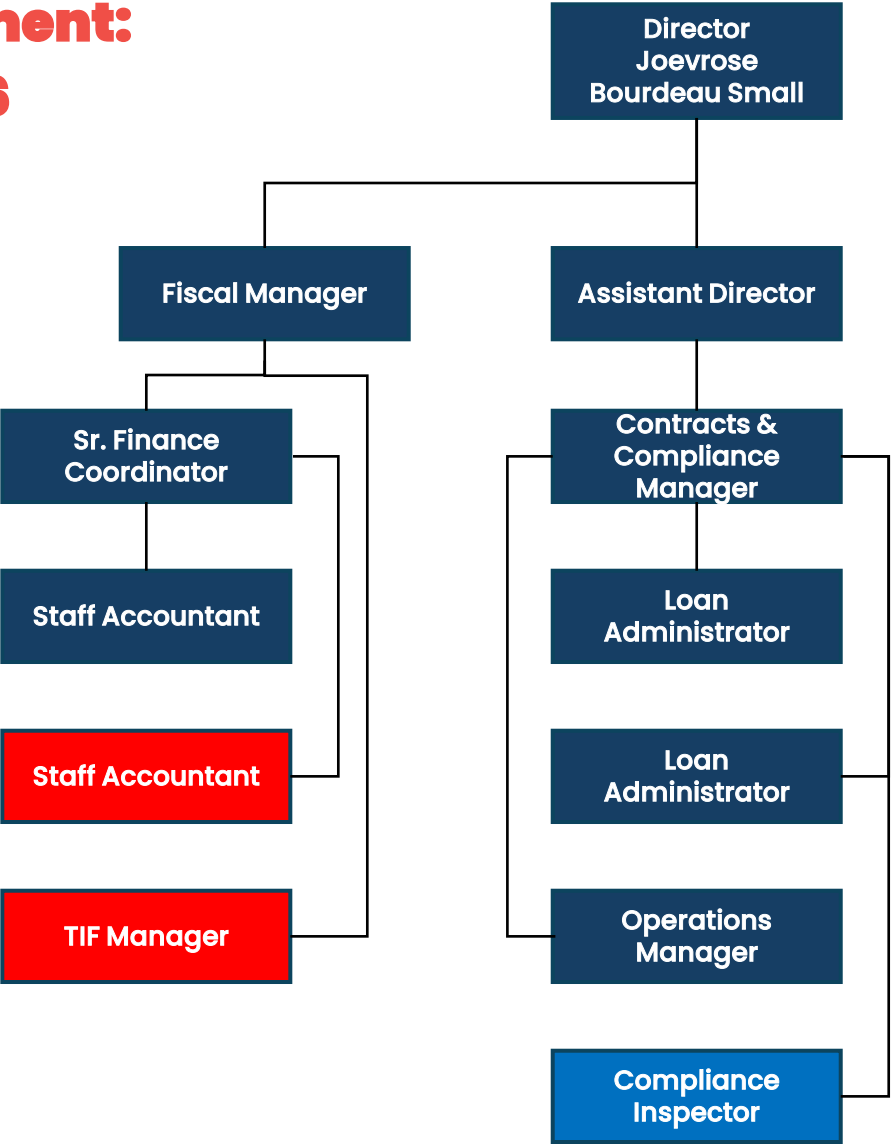
Future Department of Development



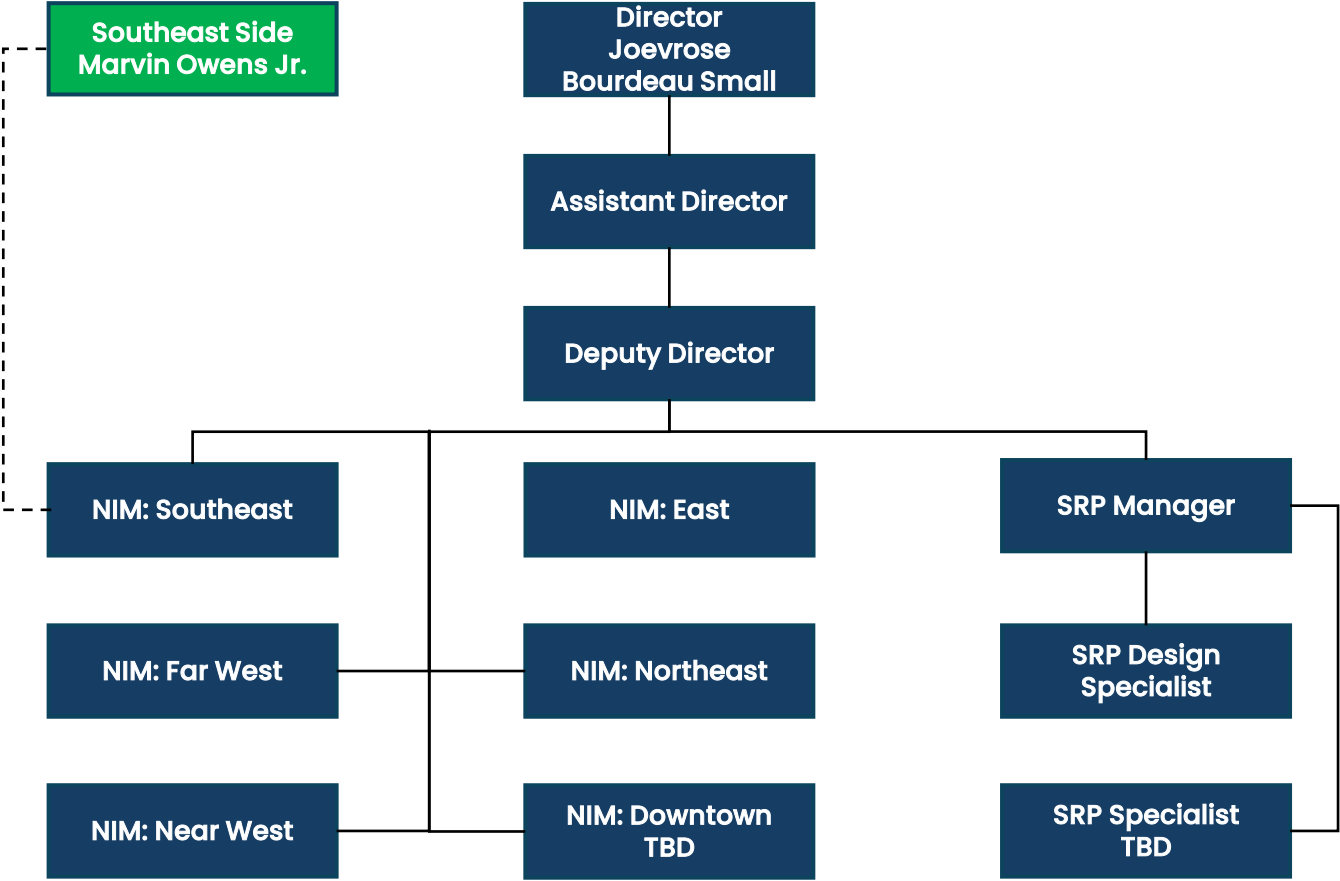
Department of Development Leadership



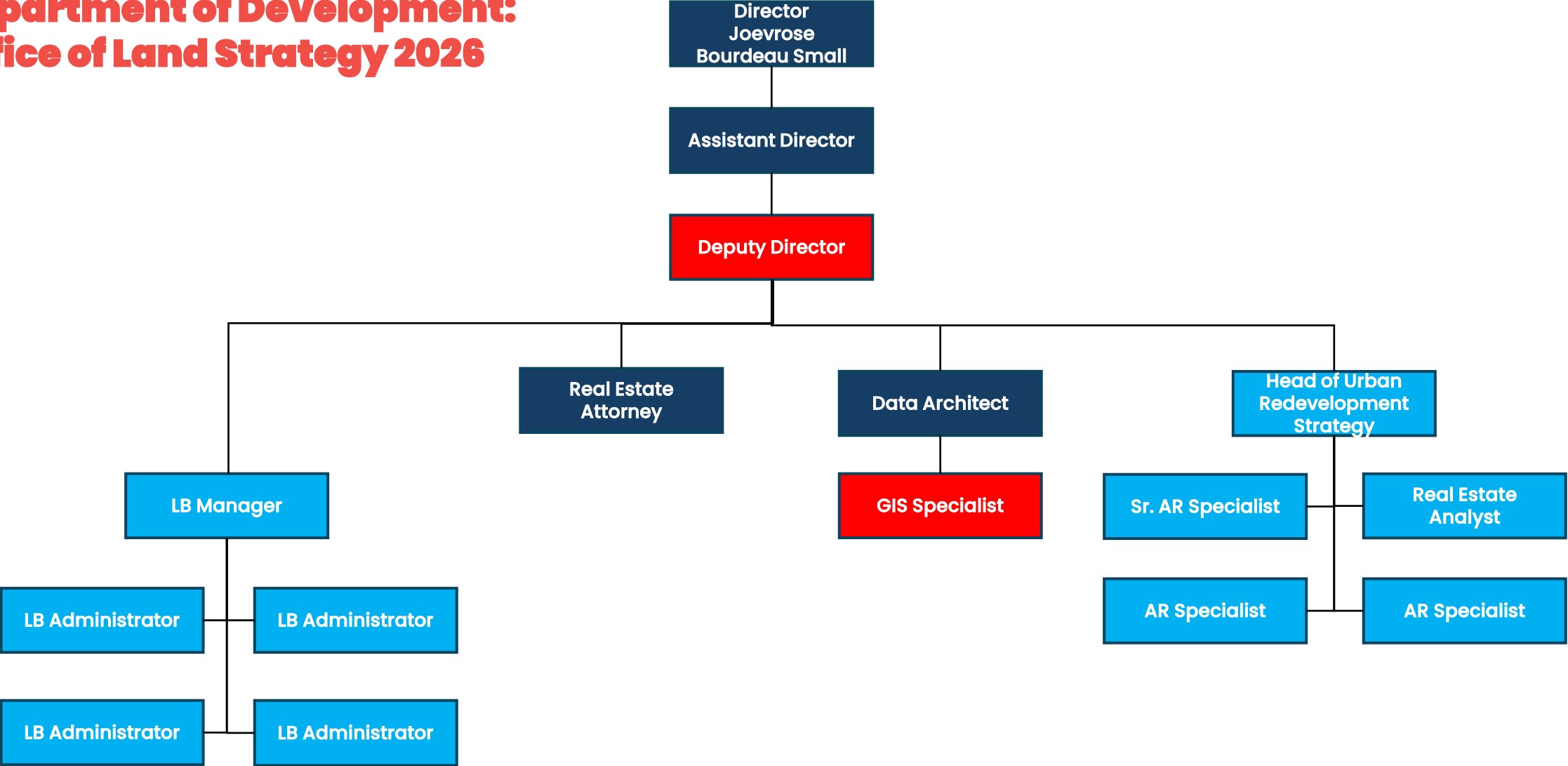
Department of Development: Office of Operations 2026



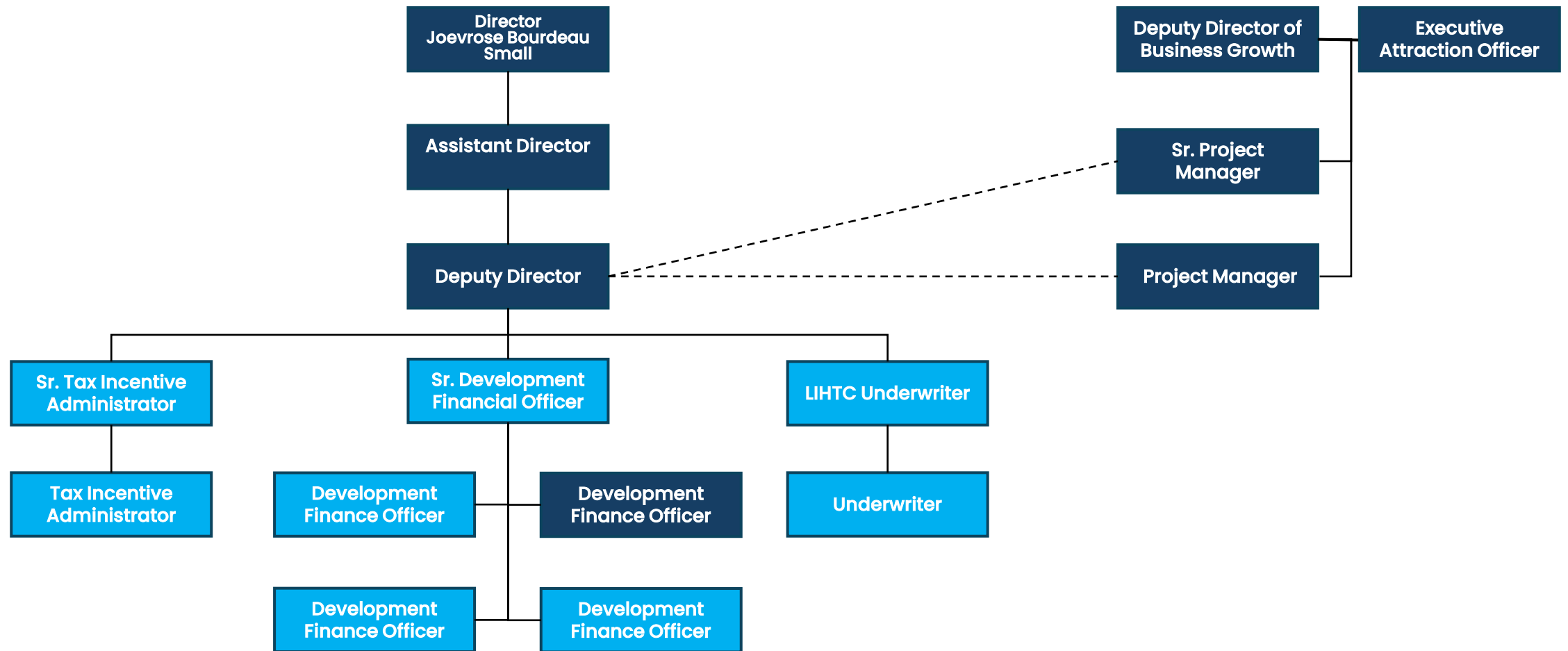
Department of Development: Office of Neighborhood Revitalization 2026



Department of Development: Office of Land Strategy 2026



Department of Development: Office of Major Projects & Business Growth 2026



THE CITY'S

BUSINESS RETENTION & EXPANSION PROGRAM

Our BRE program will focus on targeted and proactive relationship management with the City's top employers and mid-market companies.

BR&E Core Objectives

Leads & Projects

Identify opportunities for growth and expansion while preserving current jobs and identifying risk of closure/relocation.

Referrals

Provide value to Cleveland companies through connections to resources outside of Cleveland's incentive programs.

Targeting

Target companies in our high-performing industries (food processing, aerospace, defense, polymers, life sciences, and advanced manufacturing) to ensure those clusters remain competitive for future growth.

Collaboration

Foster and develop relationships with our economic development partners across the city to promote a healthy, cohesive ED ecosystem.

RETENTION & EXPANSION

VALUE ADDS + BENEFITS

TO THE BUSINESS

- Economic Development staff can unlock solutions, resources, and partnerships that were previously unknown to the company.
- Clear entry point into city hall for any future city-related issue.
- On-site visits provide the City with a deeper understanding of day-to-day operations, enabling faster problem-solving and more customized support.

TO THE CITY

- Early warning system that helps mitigate or minimize the impact of relocations, downsizing, or closures.
- Identifies opportunities to facilitate capital investment and support long-term growth.
- Generates referrals for our technical assistance and ecosystem partners.
- Provides direct insights from the business community to strengthen our business climate and sharpen our attraction strategy.
- Collects and analyzes data to better understand Cleveland's economic performance relative to state and national trends.
- Strengthens cross-department coordination by channeling issues (permitting, utilities, safety, infrastructure) into a single, organized workflow.

MORE BUSINESSES BRING

An aerial photograph of a city skyline, likely New York City, featuring a river, train tracks, and various skyscrapers under a clear sky. The image is used as a background for the infographic.

More employer withholdings

→ 63% of the City's revenue

More good jobs

→ Supports workforce, family stability, and mobility

Resilient tax base

→ Capital for infrastructure, housing, safety, and modernization

Innovative partnerships

→ Supports R&D and talent initiatives

Rising visibility

→ Helps recruit staff and secure grants

WHAT WE'RE ALREADY DOING

Building a Pipeline

F&B Manufacturing

Advanced Manufacturing

Tech

Building Partnerships

Local Economic Development Organizations

Cleveland Businesses

Cleveland Asset Holders

Modernizing Messaging

Tailoring for Cleveland

Integrating win themes from Talent & Tourism

Delivering tailored pitches

Preparing the Solution

Gathering the Assets

Developing a Predictable Process

Building the Team

THIS IS THE MOMENT TO PLAY OFFENSE

WE ARE IN THE CLEVELAND ERA



**LOW CAPEX &
OPEX**

TALENT POOL

**R&D
POWERHOUSES**

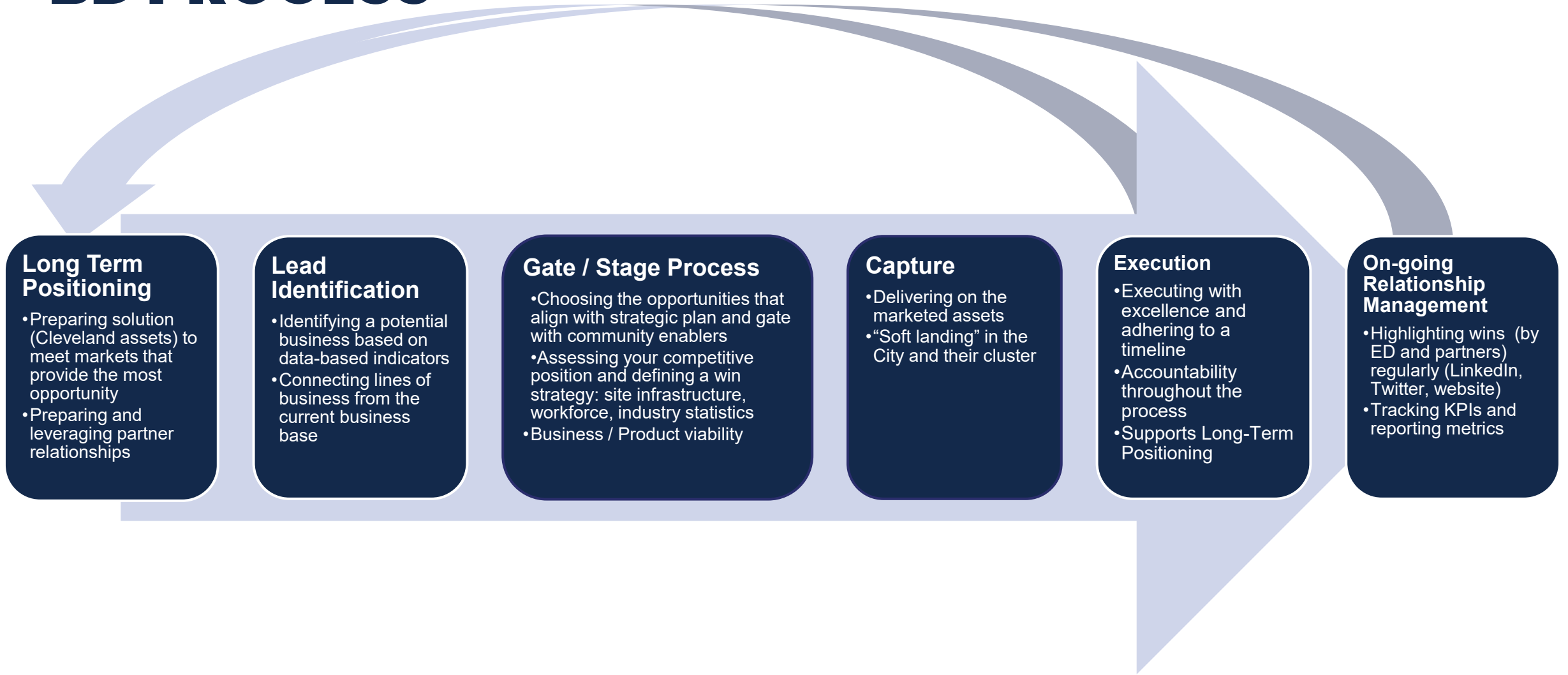
**STABLE
OPERATIONS**

SITES



STANDARD

BD PROCESS



Legislative and Budget Overview

What this legislation does:

- **Changes name** of Department of Economic Development (ED) to Department of Development (DoD)
- **Amend Director powers** (ED + CD) to reflect new authority structure
- **Blanket transfer ordinance** of all surplus land in the city into appropriate land bank
- **Transfers 18 existing staff positions** from Department of CD, **using their existing federal funding sources** to DoD.
- **Creates new head count** for Deputy Director of Land Strategy.

What this legislation does NOT do:

- Change land bank policy
- Remove council oversight or authority

Budget Implications:

- 17/18 CD staff transfers maintain existing federal funding sources
- 5 new general fund positions to support this work totaling \$572,100 in 2026 Budget
- Total budget impact: \$701,900

