



SHAKER HEIGHTS

Neighborhood Revitalization & Development Committee Minutes
Via Zoom Due to COVID-19 – Public Health Emergency
6:00 P.M.
Wednesday, December 8, 2021

Members Present: Tres Roeder, Chair, Council Member
Anne Williams, Council Member
Nancy R. Moore, Council Member
Rob Zimmerman, Council Member
Eric Bevilacqua, Committee Member
Dr. Donna Whyte, Committee Member
Benjamin Woodcock, Committee Member
Laura Englehart, Director of Economic Development
Kyle Krewson, Director of Building & Housing
Colin Compton, Neighborhood & Housing Specialist

Others Present: Mayor David E. Weiss
Jeri Chaikin, Chief Administrative Officer
William Gruber, Director of Law

The meeting was called to order by Tres Roeder at 6:01 p.m.

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Approval of the October 13, 2021 Meeting Minutes

Tres Roeder, Chair:

Good evening everyone, welcome to the December 8th Neighborhood Revitalization and Development meeting, our last committee meeting of the year. We have three items on the agenda tonight, approval of our minutes, a discussion around Coventry then a discussion around Neighborhood Engagement. The second item requests a vote. The third item is a discussion item only, no vote is expected of this group tonight.

Let's start with the minutes. Are there any changes to the minutes? And if there are none I'd entertain a motion to approve. Moved by Benjamin Woodcock, and a second, Anne Williams. So moved by Ben Woodcock and seconded by Councilmember Anne Williams. All those in favor, I, or thumbs up. Those opposed, any abstention, motion carries. Thank you.

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Sale of City-Owned Half of a Duplex at 2840 Coventry Road

The second item is sale of City owned half of a duplex at 2840 Coventry Road. Director Krewson will talk us through this situation.

Kyle Krewson, Director Building & Housing:

Thank you Councilmember Roeder. This is actually a joint memo from Law Director, Bill Gruber and I. I will start with some of the background and how we got to where we are today, then I will kick it over to Director Gruber to go into the specifics of the agreement. This is a side by side duplex. There are two photos in the memo. I can share my screen here and can give you a little bit of description of what you're looking at. The photo on the left is of the 2840 Coventry side of the side by side duplex. The photo on the right is you can see portions of both parts of the duplex.

If you look at the gable, the peak of the gable roof on the left and then the chimneys, if you can imagine that's a line, a dotted line that goes through and divides the structure into two pieces. The left portion of the structure in this photograph is 14101 Drexmore and the right portion is 2840 Coventry. It's two separately platted parcels that the structure straddles the parcel line and shares a party wall. So with that background on the property, the side by side duplex was built in 1930. The City-owned side, 2840 Coventry, is about 2,400 square feet of living area, and like I mentioned before, the party wall is shared with 14101 Drexmore. Both of these parcels were in tax foreclosure in 2012 and were slated for sheriff sale. If neither property sells at either of two sheriff sales the City has the option of acquiring the property. Both properties were in a distressed condition. The intent of the City at the time was to acquire both properties and demolish the structure and consolidate the two parcels into a single parcel for future development. The City was successful in gaining control of 2840 Coventry, and it transferred to the City on March 11, 2014. However, the property at 14101 Drexmore was ultimately sold at Sheriff's sale back to the lender Wells Fargo bank who subsequently then transferred the property to Mr. Kelly Mickler's Limited Liability Company, KYM Properties, LLC.

At that time our strategy shifted, because tearing down half of the structure was not possible. We reached out to Shaker Renovators, realtors, nonprofit partners, and neighbors to find someone to partner with us, to renovate the City's portion and sell it. However, due to market conditions, poor condition of the property, and the unique nature of this side by side duplex, we were unsuccessful in finding a partner to take on this project. We did conduct a point of sale inspection in 2019 to know what we're dealing with and what citations would need to be corrected in the event the City was successful in finding a buyer. We identified about a 145 total violations, totaling what we estimated to be about \$120,000 in repairs.

In the years since, the strategy for the City has been to wait and see what happened with 14101 Drexmore. That property did go into the tax foreclosure process on at least one occasion and the taxes were paid off before sheriff sale. Again the delinquent tax balance rose to \$31,000 by the end of 2021. However, there was a substantial fire at the dwelling and the insurance proceeds of that fire went to pay off the delinquent tax balance. The remaining insurance proceeds are being used by Mr. Mickler to rehabilitate his portion of the structure. The fire damage was largely isolated to the kitchen; however, there was smoke damage throughout. As a result, the entire interior has been gutted and is being restored, permits have been obtained. That work is ongoing.

In the last 60 days we have reached back out to Shaker Renovators as well as other private renovators. We did initially get some interest from one such renovator, however upon thorough inspection of the property they deemed there was too much risk involved and too much cost involved to bring that property into a modern dwelling. They were afraid they wouldn't be able to get their return on investment. We also, out of due diligence, reached back out to the County Land Bank to gauge their interest in the property. They toured the property several weeks ago, and they came to the same conclusion as the developer, that there is too much

risk involved. They sincerely doubted that the market would support the cost it would take for the repairs of the property. The anticipated gap between what the cost would be and what they would be able to sell it for in the open market was estimated to be \$75,000. They did mention they would take on the property, however they would want the City to commit to covering that gap, be it \$75,000 or \$50,000 or \$150,000. We do believe that we've exhausted all options that do not involve the City putting money back into the property. The only other option we're left with is to continue to sit on this property for an indefinite amount of time, continuing to put money into the property for landscaping, regular maintenance, ensuring the envelope of the building is weather tight. We have spent about \$12,000 in costs over recent years just on the exterior maintenance of the property. However, we have been in discussions with Mr. Mickler for some time now about him purchasing the City's property and in doing so he would consolidate the parcels into a single parcel and would renovate the structure to be a single family home by creating openings between the two structures, consolidating into a single kitchen and making other improvements, as well as addressing all point of sale violations. Mr. Mickler did agree to the terms of a proposal. With that I will kick it over to Mr. Bill Gruber to review the terms of that agreement.

William Gruber, Law Director:

Thank you Director and good evening. As you heard, the City obtained this property through tax foreclosure, and normally we would not express an interest in a property like this, a duplex, if we could only obtain one side. But as Director Krewson said, we were hoping we would get both sides. We took the chance and ended up with just one of the two sides. We have had a couple of these around the City. They always prove to be problematic for the City. When they're in foreclosure we have very little choice, especially because we only get them through foreclosure, as you know, if no one bids on them and no one else is interested. So that's what happened with this property. What would happen is that, if we didn't express an interest, they would end up in state forfeiture, which is really a limbo type of arrangement where the state takes no responsibility for the property and the City ends up with it anyway. It just continues to be a nuisance. That's why we ended up with this. There were no good options, but I have to say that the Building Director and staff, and the Neighborhood Revitalization Director, before them had made valiant efforts to try to find someone to rehab this structure, so that if we could have found someone do this side, our side, we would've been more incentivized to reach out and really try to buy the Drexmore side. With the fact that no one is interested it didn't seem like a reasonable alternative for the City to try to buy the other side and have that owner sell to us for some large amount of money, because he's now living there with his family or had been living there with his family before the recent fire.

Again, we have not a lot of options. The Mayor has worked on this considerably, spent a lot of effort on this. I have to say as has Ms. Chaikin and a lot of City staff. So at this stage, we really believe that this is the best option for the City. It's not a perfect option. It doesn't mean that we haven't had issues with Mr. Mickler, and there's no denying that he owned a property on South Park at Lee that was problematic. That has turned out to be a good situation because another buyer came along and has been working on the property. But we are trying to, if we are successful at the conditions, and he purchases the property under these conditions, we think we have enough guidelines that it really will be a better situation than certainly than we have now.

You've seen in the memo the conditions, the \$4,000 purchase price, all of these are right now negotiated terms because we've been talking about this with Mr. Mickler for several years. This is not just something brand new. We didn't want to come to a Council Committee and Council until we really knew what Mr. Mickler would agree to. He has signed off on these provisions. The \$4,000 is to take some of the sting off of what the City has already spent on our side. It will help to address some of those costs. Certainly he will have to keep up with his property taxes, depending on how long this takes. He has paid up right now for his side, and we will want to make sure that that continues.

We do apply the point of sale process to this. Because it's a City owned property we can waive the point of sale process entirely under our ordinance, or we can negotiate the point of sale process to the best interest of the City as we agree upon. We're not tied to the strict letter of the ordinance under a special provision that applies when the City owns the property and is involved with a purchaser. We did negotiate at least \$40,000, we'll go into escrow or 150% of the approved estimate. We anticipate that would be more than \$40,000, so it probably will be a maximum of \$40,000 going into the escrow. That will be very helpful. Mr. Mickler does a lot of the work himself, he will have to do it correctly. It'll be inspected and it will have to be done right. I think he is assuming that a lot of the costs will be lower because he's able to do a lot of the work himself, but he will still be under the timeframes under a point of sale, which is typically 90 days to show significant progress. And if it is not finished in that timeframe, as long as he is showing significant progress, there will be extensions. But we have every right under our point of sale ordinance and our City ordinances to enforce those, to make sure that the work is done. Also prior to sale he has to get approvals from the City; zoning, planning, ABR, for whatever changes he might be making. His consolidation of the two lots has to be approved by the planning commission, and that's going to be a requirement so we don't run into this again. It's going to be combined permanently into one property. After transfer we have the City's ordinances and we will require him to correct the violations within those time periods. We have every means to enforce under our ordinances, so the agreement does not in any way substitute for our ordinances and our ability to enforce those. We also have a provision, we want it to be owner occupied for long period of time. This is somewhat of an unusual provision, but we're hoping that this ensures that it doesn't just quickly become a rental property. He has expressed an interest in moving back into the house and live there, so we're hoping that that remains true. If not, then we will have the right to purchase the house for fair market value, and there are provisions as to how we will calculate that. So those are the major provisions and our ability to enforce them. I'm happy to answer any questions that committee may have and I'm sure Director Krewson is too.

Tres Roeder, Chair:

Thank you. I see that we have a question from an attendee and time permitting I would like to get that answered. First I want to make sure that all the panelists here, the committee members, have a chance to comment and share their insights. Councilmember Moore.

Nancy R. Moore, Councilmember:

Thank you. First I'd like to say that I've been handling complaints about both sides of the duplex for over a decade from residents that live nearby. I've also had multiple conversations with Mr. Mickler who was urging the City to sell him the other half of the property once we acquired it. I applaud the City's efforts to resolve this longstanding problem. I think that this is indeed probably the best option available to us at the moment. I would like to suggest that we add some more conditions onto our sale of 2840 Coventry. Perhaps you've already considered these and for whatever reason have not elected to put these into the sale sales agreement, but I'd like to mention them now. I believe that given the fact that Mr. Mickler has been tax delinquent, significantly tax delinquent, and given the fact that his half of the house has been in very poor repair exterior, and obviously from an interior viewpoint, I believe that if the terms of the sale are not met, the City should repurchase the 2840 half for Mr. Mickler for \$4,000, that's what he's paying us. That's what we should pay him. The repair costs, any repair costs that he should entail and spend, should be forfeited by him if he doesn't fulfill the conditions of the sale, and the City should not have to pay fair market value for repairs that are either partially done or not done to the standards of the City. Or should he fall tax delinquent we should not have to have some upgraded fair market value. We should be able to pay what he paid us.

The second condition is if he goes tax delinquent again on the parcel within the 90 day period or thereafter, I think we should make sure that we hold the ability to issue a repair or demolish order. To that point, I normally, with insurance proceeds for fires, there is an amount of money that is retained by the fire department, by the City, for the purposes of demolition if repairs are not made. What's the status of that in this case? I would urge the City to make sure that you keep that money in escrow, because it may be needed

indeed based on past experience. The third condition I would like to suggest is the point of sale escrow should not be either 150% of estimated cost of repair of the violations, which is our current policy or the lower \$40,000 fee. I think that whether Mr. Mickler indeed performs these repairs himself and is qualified to do so, he should be required to do the same thing that any owner of any property does and is required to do in Shaker Heights, and that is 150% of the estimated cost of repair of the violations. I don't see why we are changing our policy for Mr. Mickler in view of our experience with him. And that concludes my comments.

Tres Roeder, Chair:

Thank you, Councilmember Moore. Director Krewson or Director Gruber would you like to respond to those three potential admissions?

William Gruber, Law Director:

I can start out. Here's the problem with regard to buying back the property that we're selling, 2840. The goal here is that the two parcels will be consolidated into one. That's going to be done at the time of sale. That will be a permanent status. There will be one property, not two. The other thing is Mr. Mickler is required to perform work in the houses that will combine them. They're not going to be combined as parcels officially and legally but then left as two separate houses. They must be connected internally to functionally be one house. They may still have attributes of a duplex but they must be combined into one house. There's no way that we're ever going to be able to clawback just 2840. When you say, get back that property for \$4,000 we're, really talking about the entire property for which Mr. Mickler only paid \$11,000 as our understanding for his side, but he will have put in quite a bit of money into his side to fix it up with the insurance proceeds in order to make it habitable again because he has those proceeds and is able to put that money into it. Presumably he's going to want to use every dime he can get through the insurance to fix up his side of the property. And so it should have, and Director Krewson maybe can comment on this better than I, but it should have a much higher value than it did before because that's the only way he is going to get that money. He's not handed a check and then he does what he wants with it. He's only getting the money as he does the repairs. He has a great incentive to do those repairs so his family has a place to come back and live and use up the money and increase the value of his Drexmore side of the property. The overall property will have upgraded in value so I think it may be unrealistic to say we should be able to buy it back, the entire property, for \$4,000.

Nancy R. Moore, Councilmember:

Understand your point, but then I would put a condition on the 90 day period that he do the conversion from two family to single family first, before he looks at other repairs,

William Gruber, Law Director:

We can certainly say that those can be a priority. I don't know from a building perspective how that works, but we can make that a priority for the conversion. But it will be one consolidated parcel that will have been done at the time of transfer. We require that for all such transfers. On the other side of it, I think there is money in escrow with the City, it's officially with the fire department, Director Krewson do you know how much?

Kyle Krewson, Director Building & Housing:

About \$80,000.

William Gruber, Law Director:

Now that money, legally, we can only keep as long as the Drexmore property remains a public nuisance or is not repaired, the fire damage is not repaired, and until it's made habitable again. Once that is done for the Drexmore side we will have a legal obligation to return it to Mr. Mickler. If he doesn't do it we have that money to spend to do those repairs. Even though I understand the point that the point of sale applies really

just to the Coventry side, we are looking at this hopefully as one property with all the repairs done on both sides. We do have this extra \$80,000 to ensure that the Drexmore side is fully repaired. It has been a negotiated term, over two years it took to get to that point. As you know, in many point of sale situations having the cash to fix up a place can be tough for someone.

The reason I would say that we would have different requirements in this case, legally, we can do it because the City owns it. Also because the City owns it and because nobody else is willing to fix this property up, I think our feeling was, Director Krewson and I, we are going to have to give in on some issues because otherwise we're not going to find anybody to fix up this property, and it's going to remain in its current shape. That was one of the areas where we gave in. As to having a substantial amount of money in escrow, yes, though not the full 150% as would normally be required.

Nancy R. Moore, Councilmember:

I think it needs to be said to the whole committee that Mr. Mickler owns multiple properties, and multiple properties have had problems in Shaker Heights that he's owned. I think given his past track record that we ought to be extremely careful to make sure that we have assurances based on our point of sale escrow account that he will indeed do these repairs and actually the way it works is, he does the repair, we release the money.

William Gruber, Law Director:

No, we will not be doing that in this case. These will be the last dollars.

Nancy R. Moore, Councilmember:

They will be the what?

William Gruber, Law Director:

I would intend these to be the last dollars released, so the last work done not the first.

Nancy R. Moore, Councilmember:

I understand. Okay.

William Gruber, Law Director:

That's an excellent point you're making. And normally yes, you're right, we would release dollar for dollar, sort of, we don't have unlimited releases, but dollar for dollar as repairs are made release it, but in this case, because it's just \$40,000 there'll be an estimate for all of the costs and when the last \$40,000 starts to be addressed, then it will be released.

Nancy R. Moore, Councilmember:

Okay. Fine. Thank you for explaining that.

Kyle Krewson, Director Building & Housing:

And if I could just fill in a couple points, Councilmember Moore, you mentioned if at such a point we had to clawback the property how we determine fair market value. If only portions of the repairs were completed, that would be reflected in the fair market value. With regards to the fire dollars, my understanding is that Mr. Mickler's intention is that he completely finishes and addresses the restoration of 14140 Drexmore to satisfy the release of those funds, and he'll be using those funds to then fund the escrow. We would release those funds and then hold those dollars then. Then of course I share some of your hesitation and concerns. We will pursue code enforcement on this property. If things are not moving along, if there's other issues that are

created, we will pursue code enforcement. But the advantage here is that it would be a single property then at that point, a single parcel with a single owner. And that's our ultimate objective.

Nancy R. Moore, Councilmember:

Thank you.

Tres Roeder, Chair:

Very good. So to recap that conversation, what I heard Mrs. Moore is you are generally supportive of this, feel like it's the best of the options on the table. As a result of that conversation, are we going to formally make a request Mr. Gruber that the conversion to single family happens first? And I understand that the plat, as soon as this happens, the property plat will become one. So for some reason, this were to come back into the City's control it would be now one property that would come back in. On that conversion, is that something that could realistically be requested? Mr. Krewson, looks like you'd like to reply?

Kyle Krewson, Director Building & Housing:

I can speak to that. In my discussions with him about how this would work, he is very excited about this prospect, and he's already dreaming up ideas of how this would all work and the two kitchens are on the same party wall. One of the first things he said he would do is take down that wall between the kitchen to consolidate and to make it a cohesive, a larger expanded kitchen. That's certainly something I feel like we can address with him. I'm not sure if we need to reopen the agreement, have him sign a new agreement, but that's certainly something that we could discuss.

William Gruber, Law Director:

I think we can add that kind of term. I consider the agreement finalized, but there are things we need to flesh out and I think that's one of them. I wasn't aware of that Director Krewson. So I think that's very helpful because that indicates that in order for him to fix up the Drexmore side and have his family be able to move back in, he's going have to have the kitchen repaired and fixed up. In order to do that it sounds like he's going need to do the work to combine the two kitchens into one. That is a good incentive for him to do that work immediately. So yes, we can add that as a condition.

Tres Roeder, Chair:

Okay, good. So that term will be added to the contract, understand also that these will be the last dollars, not the first dollars, and, code enforcement will be pursued. So Mrs. Moore, does that address your, questions?

Nancy R. Moore, Councilmember:

Absolutely. Thank you.

Benjamin Woodcock, Committee Member:

I just have a question about how we came to the 10 year owner occupant and should we consider it longer or shorter? If he does a great job fixing it up and he can rent it out, is that a problem? Just curious.

William Gruber, Law Director:

The last point you made that we can always amend something, an agreement, if it came along that he was moving out and he couldn't find a buyer who's an owner occupant, he's going to move out and try to sell, that would be the incentive. We would want him to be incentivized, to sell it to an owner occupant. If he couldn't we've amended agreements in the past to allow rental, if it comes to that, we don't want it to sit vacant. The 10 years, as I said when I presented initially, I don't recall such a long term, it is an unusual provision. It's not unusual that we have an owner occupancy requirement but we often don't state a specific time period. It's the

next party that buys has to be owner occupant so presumably they could sell six months later to someone who's going rent it. But this 10 years is a very long period of time compared to other circumstances that I'm aware. Where it came from, I'm not sure if Director Krewson knows either. I think it was our attempt to make sure this property remains a stable property instead of what it has been.

Kyle Krewson, Director Building & Housing:

And to be clear it's going to be one unit. There's no chance that he could ever rent separately the other unit.

William Gruber, Law Director:

That's true. As long as he lives there it's going to be owner occupied.

Nancy R. Moore, Councilmember:

I just want to say that as a rental property, under Mr. Mickler's ownership there have been repeated problems. There have been derelict cars, there's lack of maintenance. I've had had nothing but complaints from neighbors. I think his track record as an owner that rents is not great.

Benjamin Woodcock, Committee Member:

I understand that and can 100% agree with you Councilperson Moore, but if he wants to sell it to someone later on down the line in seven years, it's in really great shape and they going offer him more money than someone who is an owner occupant, why would we be turning that person away from increasing the potential property taxes? If someone's going offer him \$300,000 to rent it versus someone who's going to offer \$200,000 I wouldn't want to set that precedent.

Mayor David E. Weiss:

I would just weigh in that Ben. I think, Bill correct me if I'm wrong, we can always waive a term. If we decided that it was in this City's best interest, for whatever reason, to go from ten years to nine years because of the particular facts we can always do that. I think the question is the 10 years gives us some leverage and some flexibility down the road. And that's part of the thinking here.

Tres Roeder, Chair:

Other thoughts from the Committee? Let's briefly if we can answer this question from Rhonda Wright who's an attendee. Why does the City purchase these properties? Are they historical?

William Gruber, Law Director:

Well the City really didn't purchase this property. What happened was the property gets into tax foreclosure. And both, as Director Krewson said, both sides in this instance happened to be in tax foreclosure at the same time. I think they had a common owner at that time?

Kyle Krewson, Director Building & Housing:

At one point they did, I don't know for sure.

William Gruber, Law Director:

So they ended up in tax foreclosure and that's not unusual. The City is asked by the prosecutor's office under the state law and their policies, if the City would be interested in the property if no one buys it at sheriff sale. It goes through the normal process. There's a sheriff sale, no one purchases it then the City ends up with the property. In this case, someone did buy one parcel but not the other. Sometimes people buy out of sheriff sale not even realizing that they are duplexes that are attached to each other, they think of a separate parcel, a separate house. They don't even know what they're buying. It's very possible that at this purchase out of

sheriff sale was without real knowledge that it had a party wall or common wall with another parcel that would've probably made it less likely that someone would've bought it out of foreclosure or only bought one and not the other. That's how we ended up with it. The alternative, as I said, it would've ended up in state forfeiture which means no one is taking care of it. Eventually the City or someone might be able to buy it for like \$200 or \$300 out of state forfeiture, which is even a worse situation because that often invites someone who really has no intent to repair the property, but just buy something cheap thinking that maybe they can make a big killing on it by turning around and selling it, or fixing it up for cheap or renting it out without really doing repairs. The City got this property by default in this situation.

Tres Roeder, Chair:

Very good, thank you. If it is the mind of the committee then this would be the time to move for approval and it would be with the adjustments that Councilmember Moore recommended.

Nancy R. Moore, Councilmember:

I'd be willing to make that motion for approval.

Tres Roeder, Chair:

Move approval by Councilmember Moore, seconded by Councilmember Anne Williams. All those in favor of this proposal with the adjustments as mentioned earlier in the meeting, say aye, or indicate some positive. I'm seeing ayes and some waves and some thumbs up, I'm assuming a wave is an aye. Those opposed. Don't see any opposed, any abstentions. Okay, good. Thank you everyone. That motion carries.

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2021 Neighborhood Engagement Planning Process Update

Tres Roeder, Chair:

Our third and final agenda item is a discussion around neighborhood engagement. Mr. Compton, will you be leading the conversation on this? And I'd like to ask as I know that the main point of this is to have discussion since everyone's read through the memo. If we could keep the opening comments fairly brief to make sure that we have time for robust conversation and hopefully get everyone out by seven o'clock.

Colin Compton, Neighborhood & Housing Specialist:

To whomever is the zoom host tonight I do intend to share my screen with my PowerPoint.

Good evening. I'm here to give you another update on the neighborhood engagement long-term planning process that's underway. As Councilmember Roeder mentioned there's no vote tonight and no action tonight. The purpose of tonight is to update you all in the process, to begin to bring in some of the ideas and opportunities that we're thinking about as a result of this process, and then to prepare for January when I will be coming back to give you a report on everything that happened in the network this year and also a contract and a scope for our next phase of work.

I do not intend to read my memo tonight, so I'm not even going to get into that. Before we talk about the planning process update I like to set some really important context because we've spent this whole year talking about this planning process.

Tres Roeder, Chair:

Mr. Compton, I'm sorry to interrupt. Were you intending to share slides now or planning on doing that in a minute?

Colin Compton, Neighborhood & Housing Specialist:

In a minute. Yes.

Tres Roeder, Chair:

I just wanted to make sure, sometimes people think they're sharing and they aren't. So thank you. I'm sorry, go ahead.

Colin Compton, Neighborhood & Housing Specialist:

No problem. The context is we've spent this whole year talking about this planning process, but there is so much else that's been going on. I want to reinforce that this planning process has not been the sum total of our work this year. As mentioned, I'll come back in January to report on everything that happened in the network this year, but I want to set this context because of how important it is to the discussion around this planning process. We saw this year another explosion of activity in the Moreland network. It's shaping up to be probably our most active year yet. I want to give a snapshot as context of some of the stuff that happened this year and I'll be brief. We've had monthly neighbor nights every month, either virtual or outdoors and in person, every month we had 30 to 50 people.

We've had monthly additions of Witness To History with our own Dr. Donna Whyte, and that'll be featured in the next Shaker Life edition as well. We had a neighborhood picnic at Shelton Park with 30 people. We had the planting of a sunflower garden at Hildana Park. We had a community garage sale. We had two backyard concerts by Moreland resident, Mariama Whyte, each with about 30-40 people. We had a neighborhood concert at Chelton Park with Moreland resident Sam Hooper, with over a hundred people. We had a Halloween party with 60 people. We've had ongoing discussions about neighborhood quality of life and specifically traffic calming, which has resulted in a \$220,000 grant to address traffic calming in the neighborhood. We've had small group conversations about mental health, grief, motherhood, food gardening, financial planning, more than a hundred small group sessions around knitting, origami arts and crafts.

In addition to these, Moreland residents also played leading roles in the Shaker PTO's MLK day celebration, the Shaker library's Black History Month, and with the Shaker Historical Society, both the Moreland walking tour and the I Come as One exhibit. That's not even the full list, you'll get type of full list for me in January. I'm providing this context now because it conveys what we're trying to maintain when we talk about this neighborhood engagement long-term planning. If this is the kind of quality of life and the kind of experiences we want residents to be having, this planning process is to talk about finding ways to support it and sustain it long term. As I've said to you in the past, we are surprised by the continual growth of this. We did not plan for this level of success. And up until this point we have not taken time to really step back and say *how do we keep this going?*

That's relatively brief context and framing to reinforce that this planning process is to address the fact that what we set up to start in 2017 and to support looks much different now. That same level of support due to the growth of the network will not suffice. So that's my context. I'm not going to talk about the memo I'm going to touch on the sections and what I'm getting at within each one.

You have intro and background, you know what that is. In the memo you also see existing working structure, which talks about how we're currently staffing this work and how we're currently supporting this work. That's

compared with the section called working structures that we should move towards, which outlines some ideas about how I think we should expand ownership and oversight of this work. You'll see some research and reflection highlights, which includes some high level complexities that we need to plan around for the future. You'll see a sustainability section, which clarifies what I mean by sustainability for this work. It's not about getting it to a place and stepping away, it's about a consistent network of support. Lastly in the memo you see some recommendations including some short term goals and some longer term structures that we can consider to support this work.

Everyone involved in this process has this exact same memo. The Moreland network stewards have gotten this exact same information. The Administration has gotten this exact same information. Kay Coaching has gotten this exact same information. So tonight is the opportunity to present it all to you to get some questions and to get some reactions. Now I'll switch to sharing my screen.

The first two slides are old information. You know this. Why did we begin this process? What are we seeking to address? And how did we approach this process? We talked about this in October in much more detail. I'm going to focus on the latter three slides, which are new information. What's occurred so far? I wanted to give you a concrete snapshot of what I mean when I say all this work happening. We created an existing infrastructure analysis where for the first time we detailed in one place, all the various departments and entities supporting this work and how they're doing it. We've had 12 leadership sessions to date where we talked through planning for the future of this work with the residents doing this work. We also had discussions between residents and city officials. Two discussions regarding the purpose of the work and two discussions regarding how we measure, quantify and report on the work. I've had many discussions with the administration and departments about the existing benefits and for future opportunities of the work, ongoing discussions with Kay Coaching, our consultant partners, and I've had some preliminary discussions with our institutional partners to talk about how this work impacts them, how they go about doing community engagement inside their institution, what their measures of success are, et cetera. Then lastly research, hundreds of pages, reading books, webinars, research papers, et cetera. Here's the interesting stuff, what's risen to the top so far. I want to add one caveat, I still have a handful of residents to talk to, this is what's risen to the top so far, it may change, it may get tweaked, we may add things to it.

The first is reflections on our work in Shaker so far. The first is delineating and acknowledging that we're doing two types of work concurrently. They each have their own level of investment and their own outcomes. The second I touched on already, which is expanding ownership of the work beyond just one department, the third is opportunities and some challenges for greater cross institutional alignment, then fourthly that the new conversation spaces we began this year are very productive and should continue. In my memo I highlighted some research and reflection highlights, which are primarily disruptions that we need to plan around to make sure that this work doesn't end abruptly. Those include funding, staffing and expectations on outcomes. And then metrics, we learned throughout this process that mutually agreed on metrics and progress indicators that both the residents and the city agree on are essential to long term support.

Then lastly, we've had a lot of recent discussions. We had two leadership sessions in November just to talk about this memo. What's risen to the top in those discussions? The first is, we asked residents what do you want to spend time on next year? So far we're hearing three themes. They want to get more new neighbors involved, especially those that are underrepresented in the network: seniors, youth, and young families. They want to have more opportunities to connect with these neighbors through gatherings and projects, and they want to continue and deepen learning around this work and how to support it. Then some very initial conversation themes are that there's curiosity about how we would or could involve additional partners. Network members are interested in taking a more direct role in sustaining the work, including funding. There's a desire to deepen learning around the work and to spread that learning not only outside Moreland

but outside Shaker. Then a discussion around attracting and retaining residents. Residents' visions and reasons for living in the neighborhood are not just bricks and mortar, they're not just about the houses in the streets. This work is uplifting those people assets of why people want to and should want to live in this neighborhood. And like I said there will be more so stay tuned.

Then lastly, what's next. I've got a lot of work to do in the next month to finalize this stage of discussions. From there, I will use all the input and all the ideas and all the themes to develop a scope for our direction for the next phase of work. We'll develop a contract with Kay Coaching for role within that direction. I'll present that to this Committee, to Finance and to Council in January, and then we will set to work.

That is all I wanted to talk about tonight. I will entertain questions. And one additional thing, which is that we used two prompts in November at our leadership session. The first was, "What question do you have about the memo?" And the second was, "Did anything in the memo resonate with you?" As always, I'll take questions, but if you also have something that resonated with you, that helps me to assess these kind common themes and to build that scope.

Tres Roeder, Chair:

Mr. Compton, thank you. Questions, comments, or thoughts on what resonated with you from the committee? Councilmember Moore.

Nancy R. Moore, Councilmember:

Thank you. Because I have to leave early, I'm sorry to hog the time but I'll summarize my feelings. Among the options, first of all I'd like to say that I've been so impressed with the work that the community network building model has done. I've participated in two sessions then just heard so much about it on a firsthand basis. I just want to applaud everyone that's worked on it. I'm very supportive of option three, my reasons are fourfold. I believe that in view of the success of this model it is ready for a transition of support. That means to me that we could take the next year, 2022, in order to transition the community network building model from being staff dependent to be semi-autonomous.

That is extremely attractive to policy makers who believe that there is a time, and the time is certainly at some point when we have to go from an extremely staff dependent model to a more autonomous one. Secondly, there was some hope in the Forward Together process originally that there might be some assurance of producing combined planning through other entities, being the schools and the library for maybe continuing this. I do not know and have no information about whether that might be forthcoming or not. But in view of the fact that I know nothing about it, I have to proceed on the assumption that there isn't going to be a point of convergence for planning from all three entities on this point. Therefore, creating a new backbone organization for other neighborhoods and organizations within our community seems to be the most fruitful way of spreading the success of Moreland. I would certainly be supportive of continuing funding for this in view of the high probability and likelihood that everyone can benefit from the work that has been done to date. So those are my thoughts. Thank you.

Tres Roeder, Chair:

Other thoughts? Any other thoughts on the options? Dr. Whyte.

Dr. Donna Whyte, Committee Member:

Since I am a Moreland resident and I have been significantly involved in much of the work of the network, as a participant, as an observer, as a steward, it is really important for us to know how this has emerged as something that was unexpected. Like it was said, there was no way of knowing that it would be a successful

whatever this success was, and it continues to move forward. I think we approached this year feeling like we were moving more toward autonomy. I think that conversation really has to be one that we are going to have and not necessarily conclude that that's where we will end up. It's significant to me that we are able to bring this to the committee and to the City, to be able to represent much of the work that has occurred. That means that we feel committed to our community in a different way than we did a few years ago. And I've expressed that many times, many times. It's very hard to describe. We just expect things to happen. We expect to know that we're going to come together. We expect to bring more people into our enthusiasm about our community and our enthusiasm about Shaker and Moreland, and that becomes something that I would hope continues. Of course forever. Clearly it's unique to Moreland at this particular time. I think we would have to really think about how it could be either replicated or take on some kind of a similar strategy that we've been able to do in Moreland.

I want to thank Colin and all of the support from the City. I didn't necessarily come into this at the beginning. I kept saying, "What is this?" I think everybody comes in and asks, "What is this?" Then you don't have to necessarily define it, you're just welcome, then you will find your place. It's extremely unique.

Colin Compton, Neighborhood & Housing Specialist:

I appreciate you saying it's hard to describe because that's the story of my life.

Tres Roeder, Chair:

Dr. Whyte, thank you. Councilmember Anne Williams.

Anne Williams, Councilmember:

Thank you, and thank you for this memo. I know this is hard information to put together. One thing that really struck me in reading this was realizing it's not [just] funding, if we're looking at success and ongoing success and what are disruptors to that success, that it isn't what I anticipated to be funding necessarily as a primary driver of that most difficult disruption, but really is continuity in leadership and continued growth in that area. I think that's always a focus in leadership training as part of this has always been so important, but that really struck me again not to lose sight especially as we're going through budget period, it's all about thinking about the money and what do we need to do. It's so much more than that. As far as the recommendations, I can't say that I have reached a conclusion as to one or another, not that you're asking us to at this point. I think it's really important to look at these different proposals. I would just say I want to make sure that we provide whatever support is necessary to make sure that this does continue the work in Moreland and hopefully expand, because I do think it's really important work that we're doing. And appreciate all the effort on the city administration and everybody in the city who's been working on this and everybody in the community, I think it's so important. It's important to continue to have these conversations and really assess what would be the best way of moving forward in terms of funding, in terms of sustainable leadership, and to make it secure for the future. Thank you.

Tres Roeder, Chair:

Thank you. Other thoughts from the Committee? Okay. Very good. Stay tuned, I'm sure we'll be hearing more on this item as Mr. Compton and Director Englehart and their team get back to us with more details.

In closing, this is the end of our two year run as a Committee. I wanted to say thank you. It's been a pleasure to work with all of you, to get to know you a little bit better. Your new Chairman will be Councilmember Carmella Williams. She has been listening to this meeting and will do a wonderful job with this. In terms of your role as committee members, if you have not already heard from the Mayor you will soon, in terms of what next year's committee assignments are looking like.

Personally I wanted to say thank you, wish you all a very pleasant break if you're taking one in the next couple weeks and a very happy new year. And on behalf of the City let you know how much we appreciate your service. Mayor Weiss, did you want to have any closing comments?

Mayor David E. Weiss:

Other than to reiterate your comments, we appreciate your dedication and service to the community and I'll be following up with many of you if I haven't already. But I think it's safe to say we're hoping you'll continue on in your involvement with the City. We'll be reaching out shortly.

Tres Roeder, Chair:

Great. Thanks so much.

Rob Zimmerman, Councilmember:

Thank you for your leadership on this committee. This committee for a long time, while Councilwoman Moore is off the line, she knows the committee very well historically. I think you did a really good job of chairing the committee and engaging all the members. Thank you for that.

Mayor David E. Weiss:

You should mention, for those of you that may not be aware, Mr. Zimmerman is rolling off Council at the end of the month. We've already have and will continue to express our appreciation for his work on Council and on the committees that he serves, including this. You'll be missed.

Rob Zimmerman, Councilmember:

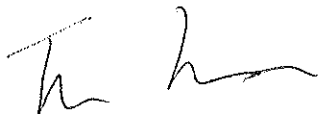
I appreciate that. And I've learned something, I'll leave you with this thought. Many people say that being on Council is a thankless job, the way to make it thankful, just don't run again and people will thank you.

Tres Roeder, Chair:

On Monday, December 20th, at 6:30 PM at City Hall, we will have a special recognition ceremony for Councilmember Zimmerman. We invite all of you to join us for that celebration. Thanks so much, everyone have a blessed holiday. We'll see you next year.

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There being no further business, the meeting was adjourned at 6:57 p.m. The next meeting will be January 12, 2022.



Council Member Tres Roeder, Chair
Neighborhood Revitalization & Development Committee