

MAYOR CRANLEY'S FIRST YEAR IN OFFICE

Mayor John Cranley took office on Dec. 1, 2013, at time when Cincinnati was facing great challenges and much uncertainty about the resources that would be available to address those challenges.

The Police Department had been reduced by nearly 200 officers, there were multiple daily fire station brownouts, roads were being neglected and the City's fleet was woefully out of life-cycle. Streetcar construction was proceeding without a plan to fund its operations, and the City was on the verge of leasing its parking meters to a private entity. Moreover, the City's budget was structurally unbalanced, the pension system was facing an \$800 million unfunded liability and the City's bond rating had been downgraded.

In his first year in office, Mayor Cranley brought the following crises to sustainable resolutions: the parking privatization plan, streetcar operating plan, unfunded pension liability, City's credit rating, addressing the structurally unbalanced budget, ending fire station brownouts and addressing the unacceptably low levels of policing. In addition, Mayor Cranley took immediate steps to build a stronger Cincinnati, by doing the following:

Improved Fiscal Health

- **Passed First Structurally Balanced Budget in Nearly a Decade:** In June, Mayor Cranley introduced and passed a structurally balanced budget that prioritized public safety, neighborhood investments and basic services. The budget set the City on a path towards fiscal health, which the rating agencies -- Moody's and Standard & Poor's -- responded to favorably by saying that a future upgrade in the City's rating is likely.
- **Addressed Pension System's Unfunded Liability:** Mayor Cranley crafted a pension plan, which was adopted by City Council, that allows the City Manager to negotiate an agreement with municipal retirees and employees that will address the pension system's \$800 million unfunded liability. Chris Jenkins, a lawyer who represents some current employees, said, "We think it's a great idea... and could bring stability and predictability and reliability to the pension for everybody."
- **Scrapped the Parking Privatization Plan:** Even before taking office, Mayor Cranley worked to cancel the plan to privatize the City's parking meters. Ultimately, the Mayor and a Council majority convinced the Port Authority to scrap the plan. This was an important victory that kept a recurring revenue stream available to balance the City's budget.
- **Passed Streetcar Operating Plan that Doesn't Cut Current General Fund Spending:** Mayor Cranley insisted that no General Fund revenues be used to pay for the streetcar operations, stating he would not stand for cuts to basic services to run the system. In November, City Council passed a streetcar operating plan that uses new sources of revenue to pay for streetcar operations without touching

existing city spending.

- **Worked with City Manager to Create an Office of Performance & Data Analytics:** Emulating Baltimore’s CitiStat model, which works to find efficiencies to better operate the government, Mayor Cranley worked with City Manager Black to create the Office of Performance & Data Analytics. This department is expected to result in significant cost savings.

Economic Development & Job Growth

- **General Electric Locates Global Operations Center at The Banks:** Mayor Cranley negotiated and passed an incentive package that helped bring GE to The Banks. The deal is expected to bring 1,800 GE jobs downtown while creating another 1,910 jobs due to GE’s presence.
- **Mercy Health Locates Headquarters in Bond Hill:** Mayor Cranley negotiated and passed legislation to help Mercy Health build a new headquarters in Bond Hill. The deal will keep 400 Mercy employees in the City and add another 600 from outside of Cincinnati.
- **Cincinnati Bell Moves 600 Jobs to Cincinnati:** Shortly after taking office, Mayor Cranley met with Cincinnati Bell CEO Ted Torbeck. At that meeting, Torbeck mentioned the possibility of moving jobs into Cincinnati and Mayor Cranley responded, “We want you in the City.” Within months, a deal was in place to move 600 jobs to downtown Cincinnati.
- **Other Economic Development Deals**
 - Supported Corryville development that will result in the construction of a 233-space parking garage and 142 rental units.
 - Building a parking garage at 7th and Sycamore streets that will result in the construction of a new Holiday Inn.
 - Worked with Tom + Chee to keep 65 jobs downtown at a new headquarters.
 - Worked with Kroger to add 200 jobs in Oakley.
 - Worked with the Walnut Hills Redevelopment Foundation to acquire and rehabilitate properties in Walnut Hills and East Walnut Hills, which neighborhood leaders think “will spark further development.”
 - Worked with Huntington Bank to bring 45 jobs to Cincinnati.
- **Passed Anti-Poverty Jobs Plan:** Mayor Cranley passed his Hand Up Initiative, which works with best-in-class job readiness training programs to give long-term unemployed Cincinnatians the training they need to enter the workforce. The program is expected to result in nearly 400 unemployed Cincinnatians finding long-term employment.

Improved Public Safety

- **Implemented Comprehensive Safety Plan:** In February, Mayor Cranley passed a comprehensive public safety plan that added \$600,000 in overtime spending to target 23 crime hotspots, reconstituted the Police Department's gang unit and directed the City administration to begin adding police officers to the department.
- **Added 80 New Police Officers:** Mayor Cranley submitted and passed a budget that paid to add 20 lateral transfers and 60 new recruits to the Police Department.
- **Worked with the Fire Department to End Brownouts:** By increasing overtime spending and winning a SAFER grant, the City was able to drastically reduce brownouts with the expectation that brownouts will end as new recruits come online.

Building Stronger Neighborhoods

- **Invested in Transformative Projects:** Throughout the year, Mayor Cranley led efforts to invest in transformative neighborhood projects. Those projects include:
 - **Madcap Theater:** Invested \$500,000 to keep the theater in the City and move them to Westwood Town Square.
 - **Incline Theater:** The City is building a parking garage that will allow the Incline Theater to be built in Price Hill.
 - **Evanston Business District:** Invested \$400,000 in efforts to revitalize the Evanston Business District.
 - **Pleasant Ridge Business District:** Invested \$150,000 in efforts to improve the Pleasant Ridge Business District.
 - **Price Hill Boys & Girls Club:** Worked with Major League Baseball to build a new Boys & Girls Club in West Price Hill.
 - **Walnut Hills Mixed Use Development:** The City worked with developers to fund the construction of Trevarren Lofts, which is a \$21 million mixed use development in Walnut Hills that will have 78 market-rate apartments and 36,000 square feet of commercial space.
- **Ended the One Trash Can Policy:** Mayor Cranley pushed the administration to come up with a plan to address the problems that resulted from limiting households to one trash can. The resulting plan allows families to purchase and put out as many conforming trash cans as they need while taking steps to clean up the illegal dumping that occurred because of the one trash can policy. Additionally, the plan increases efficiency in daily garbage pickup, allowing the City to spend more time collecting large items.
- **Supported Improved Bicycle Infrastructure:** Over the course of the year, Mayor Cranley pushed for improved biking options. The projects he supported include:
 - **Invested in Bike Trails:** In June, Mayor Cranley passed legislation that invested nearly \$800,000 into the expansion of four bike trails.
 - **Bike Share:** At Mayor Cranley's urging, the City invested \$1.1 million into the start up of Cincy Red Bike. The bike-sharing program has been wildly

popular and exceeded all projections for ridership.

Improved Minority Inclusion

- **Began Disparity Study:** In order to include race and gender in contracting decisions, the City must conduct a disparity study that demonstrates a history of discrimination. Mayor Cranley led the effort to fund and start the disparity study.
- **Created A Minority Inclusion Task Force:** Mayor Cranley convened an economic inclusion task force that is developing a plan for the creation of an Office of Minority Inclusion. As part of the task force's work, delegations have traveled to Cleveland and Atlanta to learn about best practices, a public hearing was held to receive citizen input, and work has begun on providing better opportunities for minority- and women-owned businesses.
- **Created Fast Track Process that Has Led to Increased Contracting with Minority- and Women-Owned Business:** Under Mayor Cranley's leadership, the City created a fast track process that involves reaching out to minority- and women-owned businesses to make them aware of contracting opportunities with the City. This outreach has resulted in 25 minority- and women-owned businesses receiving City contracts.