



CITY OF CLEVELAND
Mayor Justin M. Bibb

Department of Development

2026 Budget Hearings

Joevrose Bourdeau Small, Director
Trudy Andrzejewski, Assistant Director

February 2026



Department of Development

NEIGHBORHOOD REVITALIZATION

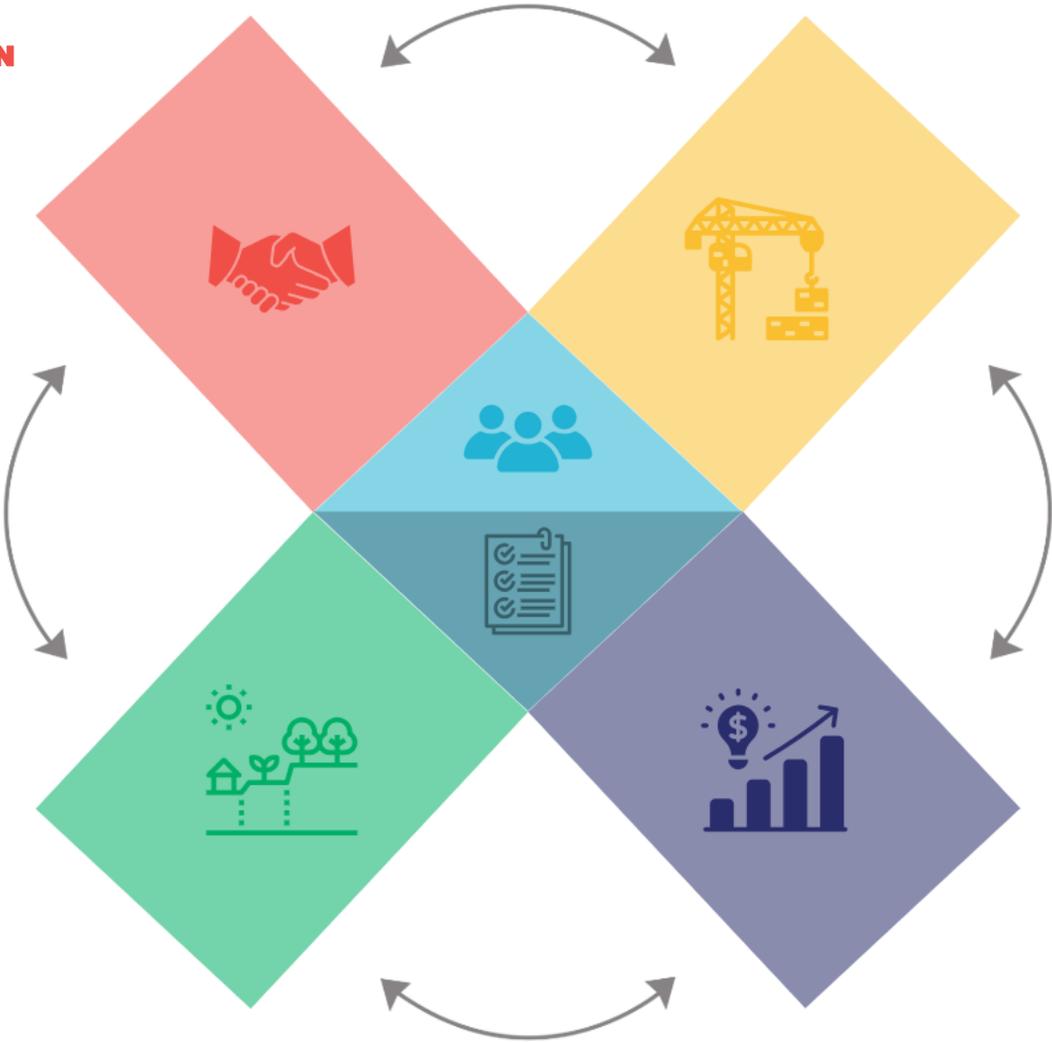
Work directly with business owners, community stakeholders and partners to ensure alignment, reflect community needs and promote departmental resources.

LEADERSHIP

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

LAND STRATEGY

Transforms public assets into thriving commercial, residential, and green spaces, manages landbank, and facilitates site acquisition, remediation and preparation.



MAJOR PROJECTS

Manages the complex commercial and residential development projects and administer the large business development initiatives.

ADMINISTRATIVE+ OPERATIONS

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

BUSINESS GROWTH

Drives business retention, expansion and attraction by proactively targeting growth sectors and providing personalized support to local and relocating companies.



Why a Department of Development?

To streamline a complex development system: prioritizing customer service, speed of business and efficient service delivery.

- Land, incentives, and approvals were split across **multiple departments**
- Staff were spending ample time navigating **disconnected processes**
- Residents, businesses, developers, and partner agencies faced unclear rules and **overlapping contacts** – being shuffled from department to department for the same project

We aim to create **a unified way to lead and facilitate** land access, incentives, and project pipelines



Department of Development Staff Transitions

This process will move the **Housing Development Office, Residential Tax Abatement 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.

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

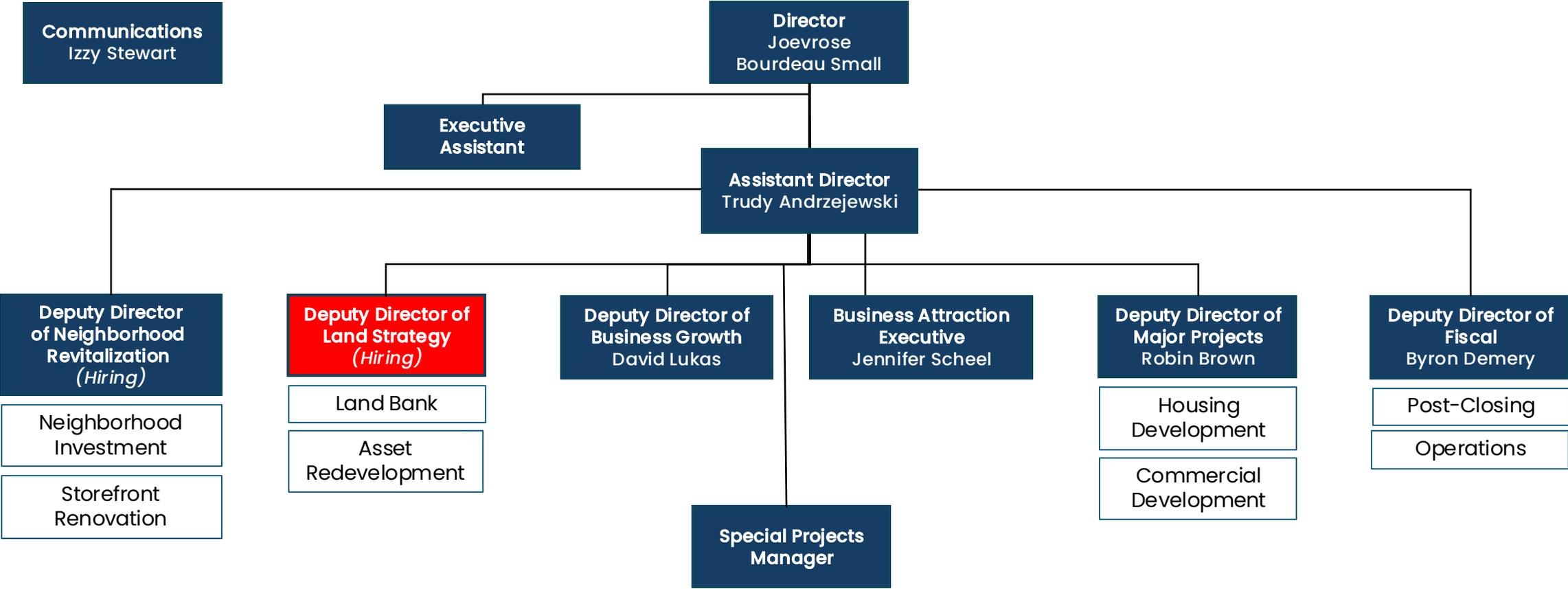
- 15 CDBG
- 3 General Fund

6 New positions will be created:

- Deputy Director of Land Strategy*
- Real Estate Analyst
- GIS Specialist
- TIF Manager
- Staff Accountant
- Downtown Neighborhood Investment Manager

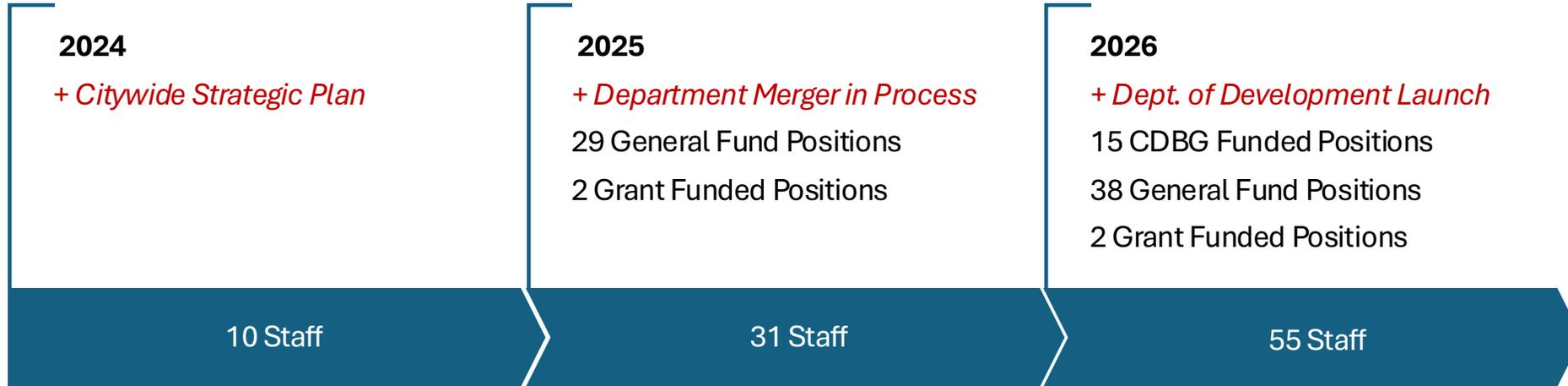


Department of Development Leadership



Reorganization Overview

I. Personnel Growth 2024-2026

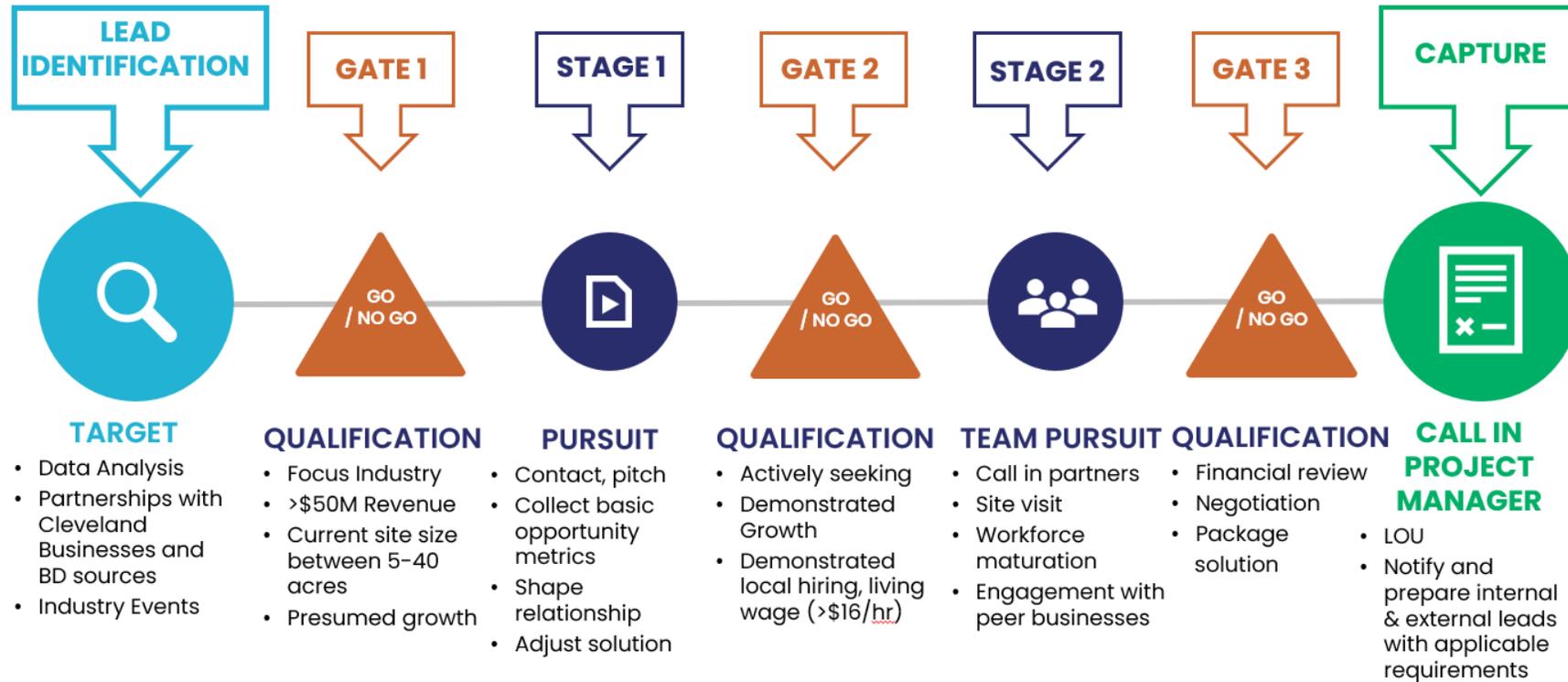


II. Status of Critical Hires



2025 Highlights

Business Development



2025 Highlights

Neighborhood Investment Managers

- I. Southeast Side Small Business Grants
 - I. 21 Businesses Served
 - II. \$1.27 M Grant Value
- II. Steelyard TIF Grants
 - I. 32 Businesses Served
 - II. \$661K Grant Value



Storefront Renovation Program

- I. Sign-Only Program
 - I. 17 Sign-Only Projects
 - II. \$80,606 Rebate Value
 - III. \$188K+ Total Project Investment
- II. Building Renovation Program
 - I. 5 Building Rehabs Closed Out
 - II. \$250K Rebated
 - III. \$516K Total Project Investment



2025 Highlights

I. Cleveland Land Reutilization Corp. (Land Bank)

I. 2025 Accomplishments

- I. 344 Lots Sold
- II. 166 Deeds Recorded
- III. \$641K Sales Revenue Generated
 - I. 85 transactions at \$200 for Homeowner Yard Expansion or Affordable Housing
 - II. 81 transactions at Fair Market Value
- IV. 130+ Lots activated through leases/licenses

II. Pause Commenced 10/2025

- I. Application Backlog 82% addressed
- II. ICLB/Residential Land Bank Coordination
- III. Program & Pricing Workshops in March



2025 Accomplishments

Output Metric			
	2023	2024	2025
Number of Grants, Loans, and Tax Incentives	45	49	100
Total Value of Incentives	\$41,269,252	\$ 38,200,352	\$47,172,748
Grants Value	N/A	\$ 7,221,900	\$9,066,865
Loans Value	N/A	\$ 5,926,606	\$3,354,999
Tax Incentives	N/A	\$ 25,051,846	\$34,750,884
Total Value of Projects	\$487,234,423	\$442,156,388	\$ 391,951,819
Jobs Created/Retained	1,185	2,445	980



2026 Goals: Strategic Implementation of New Department

- I. Salesforce Implementation
- II. Change Management
- III. Analysis of Existing Incentives
- IV. Key Performance Indicators
 - I. UrbanAI Partnership
 - II. Implementation & Public Data





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Thank You.

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