

# **Reclaiming Cleveland**

## **Target Area Plan (TAP)**

### **September 2011**



# Reclaiming Cleveland

Target Area Plans | Neighborhood Stabilization Program



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## about the neighborhood stabilization program

The Housing and Economic Recovery Act of 2008 created the Neighborhood Stabilization Program (NSP1), which provided \$3.92 billion to states and certain local governments to mitigate the negative impact of foreclosures on communities. In 2009, President Obama signed the American Recovery and Reinvestment Act, which allocated an additional \$1.93 billion toward a second round of Neighborhood Stabilization Program funds. Referred to as NSP2, states, local governments and nonprofits can use the funds to buy foreclosed or abandoned homes to be rehabilitated, sold, or demolished in order to stabilize neighborhoods.

NSP2 is a component of the Community Development Block Grant (CDBG) program. CDBG's primary objective is developing viable urban communities through decent housing, a suitable living environment, and economic opportunity. NSP2 is designed to help achieve this objective by preventing further decline of home values and reducing or eliminating vacant and abandoned residential properties in targeted neighborhoods.

NSP2 differs from NSP1 in several important ways:

- Funds were distributed on a competitive basis.
- Non-profit organizations can be grantees.
- Vacant or demolished properties can be redeveloped only as housing.
- Demolition of public housing is prohibited.
- Recipients can use only ten-percent of the NSP2 award for demolition, unless HUD determines that the locality needs a greater share of funds for this purpose.
- NSP2 recipients may not refuse to lease a unit benefiting from NSP2 funds to an applicant based on his or her status as a Section 8 voucher holder.
- Funds can be used to establish land banks for all residential properties.

### DEADLINES

All NSP recipients must expend 50 percent of their award within 2 years of the date funds were available to the recipient, and all of the funds must be expended within 3 years. [Cleveland's award was made Feb 2010.]

### WHO CAN OBTAIN FUNDING

States, local governments, nonprofits and consortia of nonprofit entities [were eligible] for NSP2 grants. [Successful applicants] must request at least \$5 million and return at least 100 abandoned or foreclosed homes back to productive use or mitigate their negative effects on the targeted communities.

Applicants [had to] demonstrate geographic need, which [was] based on estimated numbers and percentages of foreclosures and vacancy rates. HUD stated that applicants who are not typical CDBG grantees but are capable of a high level of capacity (such as local transit boards and public housing authorities) [were also] eligible to apply.

### HOW NSP FUNDING CAN BE USED

NSP2 funds can be used for:

- Establishing financing mechanisms for purchase and redevelopment of foreclosed homes and residential properties.

- Purchasing and rehabilitating abandoned or foreclosed homes and residential properties in order to sell, rent, or redevelop these homes and properties.
- Establishing land banks for homes and residential properties that have been foreclosed upon.
- Redeveloping demolished or vacant properties as housing.
- Demolishing blighted structures.

NSP2 funds cannot be used for foreclosure prevention activities, demolition of structures that are not blighted, or purchase of properties that have not been abandoned or foreclosed. Programs must meet the following principles:

- Invest in programs and projects that will revitalize targeted neighborhoods and reconnect those neighborhoods with the economy, housing market, and social networks of the community and metropolitan area as a whole.
- Rapidly arrest decline of targeted neighborhoods

that have been negatively affected by abandoned or foreclosed properties.

- Ensure that at least 25 percent of the funds are used to purchase and redevelop abandoned and foreclosed properties to provide housing for individuals and families whose incomes do not exceed 50 percent of area median income.
- Invest in affordable housing that will remain desirable and affordable for the longest feasible period.
- Demonstrate that the project will optimize economic activity and the number of jobs created or retained, or that it will provide other long-term economic benefits.
- Integrate neighborhood stabilization programs with other federal policy priorities and investments, including energy conservation and efficiency, sustainable and transit oriented development, integrated metropolitan area-wide planning and coordination, improvements in public education, and access to health care.

- Augment neighborhood stabilization programs with other firmly committed resources.
- Eliminate destabilizing influences, such as blighted homes.
- Set aggressive, but achievable, goals for outputs and outcomes.
- Ensure accountability for all programs, keep citizens actively informed, and provide all required NSP and Recovery Act reporting elements.
- Additionally, projects must comply with Fair Housing and Civil Rights laws, and improvements must be energy efficient and incorporate cost-effective sustainability.

*(courtesy National Housing Law Project)*

## about the planning process

The City of Cleveland was able to secure more than \$23.5M in NSP2 funding. Those funds were expendable immediately upon their delivery in February of 2010 and will continue to be available until they are either exhausted or expire in February 2013, at which point any unused funds will be returned to the federal government. The funds are being administered by the Department of Community Development, under the direction of Director Daryl P. Rush, Neighborhood Stabilization Program Manager Michael Cosgrove, and Senior Development Officer James Downing.

### APPROACH

While everyone involved is grateful for the resources provided, the size and scope of economic decline in the Cleveland metropolitan area – accelerated in part by the 2008 foreclosure crisis – is far greater than can be comprehensively addressed with the amount of funding awarded. With over 19,000 vacant or abandoned homes and nearly 3,500 acres of vacant land the City of Cleveland has made a concerted effort to assemble the following

strategic vision for the expenditure of this funding in the predetermined Target Areas. This Target Area Planning (TAP) process aspires to channel these resources in a contextually-specific manner that will result in immediate and sustainable improvements for some of the area's most critically-affected neighborhoods.

### COLLABORATION

To facilitate the TAP process, the City enlisted Neighborhood Progress, Inc. (NPI) as an independent contractor, who – in turn – enlisted the support of five non-profit partners, sixteen community development groups, and twelve planning liaisons. Established in 1988 to “restore and maintain the health and vitality of Cleveland’s neighborhoods” NPI exists solely to support innovative and successful community organizations and initiatives across the City. This role has allowed NPI to become a “pivot-point” for community development and, as such, is intimately familiar with the dynamics of the community and its various advocacy groups.

Led by Enterprise Rose Architectural Fellow Wayne Mortensen, NPI coordinated a far-reaching field survey and more than 100 meetings in order to assemble target area plans for each eligible area. Partner organizations brought both technical savvy and contextual familiarity to the process while the “host organizations” (CDCs/CDOs) provided local credibility and the ability to enfranchise community stakeholders in the effort.

### SCHEDULE

Over the course of six months, TAP liaisons worked with designated staff and community stakeholders to catalogue existing conditions and facilitate community aspirations into plans that align with HUD aspirations.

#### 2010

FEB: NSP2 Funding Allocated to the City  
AUG: NPI Agrees to Facilitate Planning Process  
SEP: Field Survey Instrument Developed  
OCT – DEC: Background Materials Received, Field Surveys Completed

#### 2011

JAN: Liaisons Assigned, Community Stakeholder Mtgs  
FEB: Stakeholders Interviewed, Site Analysis  
MAR: Target Areas Selected, Planning Options  
APR: Draft TAP Proposal, Draft Implement. Strategy  
MAY – Aug: TAP Refinement  
SEP: TAP Report Completed  
SEP – DEC: Funding Decisions Made, Implementation Assist. by Neighborhood Stabilization Team (NST)

#### 2012

JAN – DEC: Implementation Assistance by NST

#### 2013

JAN: Implementation Assistance by NST  
FEB: NSP2 Funding Deadline

This process allowed for the quick assembly of sixteen resident-informed target area plans that are both aspirational and practical. Each community has

identified a 5 to 10-year project that utilizes NSP2 funding as a launching pad to stabilize their community and develop areas of strength.

### PRODUCTS

Each Target Area Plan is comprised of four distinct sections, which present the range of deliverables assembled during this process.

**OVERVIEW** - Discusses the who, what, and where of each planning effort, including the findings of stakeholder interviews.

**SITE ANALYSIS** – Presents the findings of the field surveying effort as well as subsequent graphic analysis and contextual research completed for the Target Area.

**TARGET AREA PLAN** – Proposes an approach to utilize NSP2 funding as part of a concerted stabilization effort in each neighborhood.

**IMPLEMENTATION STRATEGY** – Details how the proposed plan can be realized on a parcel-by-parcel basis and what additional resources (beyond NSP2) can be brought to bear on the improvement effort.

### CAVEAT

As mentioned previously, the funding allocated to the City of Cleveland is not sufficient to meet every stabilization need for every neighborhood. Due to its funding limitations, NSP2 monies will be applied to those recommendations which have the best chance for success. The Target Area Plan, in itself, does not guarantee a particular community funding. Further, the extent and scope of parcel treatment recommendations contained within the respective Implementation Strategies are positioned in a manner that will allow the host organization to continue their work well after the NSP2 resources have been exhausted.

## what makes these communities great

### **Ansel / Newton**

This historically-significant community is directly adjacent to two of the area's most significant assets (Rockefeller Park and the University Circle community) and offers opportunities to own an historic home affordably. PAGE 13

### **Buckeye - Larchmere**

Conveniently located near some of Cleveland's most significant amenities (Shaker Square, Downtown, University Circle, etc.), the area has a distinctive history that boasts both Hungarian and African American roots. Recent investment and unfiltered access to human capital anchors its current, upward trajectory. PAGE 27

### **Colfax / Garden Valley**

With Heritage View and CMHA headquarters under construction and future development of the Opportunity Corridor, NSP2 funding can both polish the neighborhood and prepare lots for future development. PAGE 39

### **Collinwood**

North Collinwood is a true "edge" community, both in terms of its geography and an eclectic arts scene, which cannot be artificially replicated in a sterile suburb separate from its historic and demographic context, copious community assets, and current development trajectory. PAGE 51

### **Corlett**

The Corlett Target Area Plan leverages the recently reconstructed John Adams High School to promote community engagement and stabilize the intergenerational neighborhood. PAGE 71

### **Cudell**

The lake-adjacent neighborhood has the historic character and housing diversity necessary to accommodate a range of lifestyles, while convenient access to major vehicular corridors make it an accessible community for residents and visitors in central Cleveland. PAGE 87

### **Detroit Shoreway**

The Detroit Shoreway EcoVillage aspires to foster an ecologically-sensitive lifestyle in an equitable way. It is diverse neighborhood that promotes small business, is directly connected to public transit, and offers a wide array of housing. PAGE 99

### **Fairfax**

Having completed several recent planning efforts, the community chose to forego the planning phase and focus on the implementation of proposed projects previously defined. PAGE 115

### **Glenville**

This proposal suggests that Glenville can leverage its adjacency to University Circle to reinvigorate its southernmost fabric into a diverse community that will, literally, become a local and national example of how committed neighbors and partner organizations can reshape an at-risk area into a place of pride. PAGE 121

### **Lee Miles**

The target area has good housing stock that is occupied by owners, is close to economic assets such as South Pointe hospital and Chagrin Highlands and provides the feel of a suburban community with access to diverse shopping and the freeway within the City. PAGE 137

### **Mt. Pleasant**

A strong base of engaged residents, channeled through a series of community programs that include Mt. Pleasant NOW, Murtis Taylor Hall, Arts District Committee, CPL, the Alexander Hamilton Recreational Center, and various block clubs – all of which conspire to provide evidence of the community’s commitment to strengthen the community. PAGE 149

### **Old Brooklyn**

Centrally located within the Region, the community is a stable residential neighborhood with proximity to plentiful active and passive recreational opportunities,

retail options and specialized health care which are highly attractive amenities to both current and prospective residents. PAGE 165

### **Slavic Village**

With the growth of its anchor institutions, schools, outdoor activities, and some fine-tuning with NSP2 funding, Slavic Village could be an even better area to raise a family. PAGE 179

### **St. Clair - Superior**

Just East of Downtown, St. Clair - Superior is one of the last communities in Cleveland where things are still “made”; expressed most frequently through its robust artist community. This dynamics is matched only by its robust Asian population and, together, these advantages conspire to create one of the most lively and diverse neighborhoods in greater Cleveland. PAGE 191

### **Tremont / Clark**

Tremont is a diverse, resilient Cleveland neighborhood that combines its proximity to downtown with an array of housing and accessibility options. Tremont’s ability to adapt has produced an all-inclusive neighborhood with amenities for families, urbanites, young professionals, artists, and seniors. PAGE 203

### **Westown**

Westown is a distinctive neighborhood with a strong residential fabric, two well-established commercial corridors and an emerging ethnic business and residential community. PAGE 215

## what the plans say

### **Ansel / Newton**

This plan lays the foundation for the neighborhood's revitalization, beginning with the selective removal (or mitigation of) certain physical conditions, which present obstacles to progress. Targeted improvement is proposed for areas in which such investment has the greatest potential to realize improvement. PAGE 13

### **Buckeye - Larchmere**

The overall objective for the Buckeye-Larchmere plan is to leverage the Saint Luke's and Harve Rice Complex by rebranding the target area as an empowerment zone for students, while attempting to deal with blight that threatens new investment. PAGE 27

### **Colfax / Garden Valley**

The need to "be bold" was repeated throughout the planning process and is reflected in the plan itself, which suggests that not only will Colfax/Garden Valley grow to sustain itself, but could leverage major planned

investments to become a preferred area for future market rate and transit-oriented development. PAGE 39

### **Collinwood**

The overall framework for the Target Area Plan centers on the rehabilitation of East 156th Street as a pedestrian-scaled, residential street, integral to the success of the Waterloo Corridor and greater Collinwood. PAGE 51

### **Corlett**

The Corlett Target Area Plan leverages the recently reconstructed John Adams High School to promote community engagement and stabilize the intergenerational neighborhood. PAGE 71

### **Cudell**

The identified target area for this neighborhood is a wedge-shaped piece of land that serves as a divisive boundary between North and South Cudell. The former Monarch Aluminum/Trinity Building sites have

been underutilized for many years and the Cudell Improvement Association (CIA) was eager to explore alternative approaches. PAGE 87

### **Detroit Shoreway**

This plan aims to leverage past investments in the EcoVillage as well as direct future initiatives in a manner that improves the functionality of the area and further develops the district's brand as a welcoming and environmentally-responsive neighborhood. PAGE 99

### **Fairfax**

The implementation strategy developed in consultation with community development staff targets five specific projects within the community previously conceptualized and planned. PAGE 115

### **Glenville**

Concurrent to the Target Area Planning process, Famicos Foundation engaged noted community planner, David

Boehlke, in an intensive investigation and strategic planning effort. The TAP Liaison engaged with Famicos to complete early investigation and site analysis, but later gave way to Mr. Boehlke's process. PAGE 121

### **Lee Miles**

This plan leverages an important corridor within a peripheral Cleveland community to enhance and define the identity of Lee-Miles and attract new residents and visitors to the neighborhood. PAGE 137

### **Mt. Pleasant**

Mt. Pleasant has been dramatically affected by abandonment and blight. Despite the dire state of the community, present conditions provide a unique opportunity to reinvent itself inserting recreational amenities that did not exist previously. By reorienting the neighborhood around a green network, it has an opportunity to be a community of choice. PAGE 149

### **Old Brooklyn**

The intent of this target area plan is to capitalize on existing planning efforts and enhance their missions through strategies that are based on the rehabilitation of the existing housing stock as well as the creation of new public spaces. PAGE 165

### **Slavic Village**

The Slavic Village TAP connects and leverages existing community assets to create a more legible, connective, and safe urban framework that directs future investment in a manner that reinforces and builds on the spine of the community. PAGE 179

### **St. Clair - Superior**

The plan for St. Clair – Superior can be broken down into several discrete and interrelated initiatives, including a street connection and beautification program, expanded housing options, and the re-appropriation of currently vacant land for public space. PAGE 191

### **Tremont / Clark**

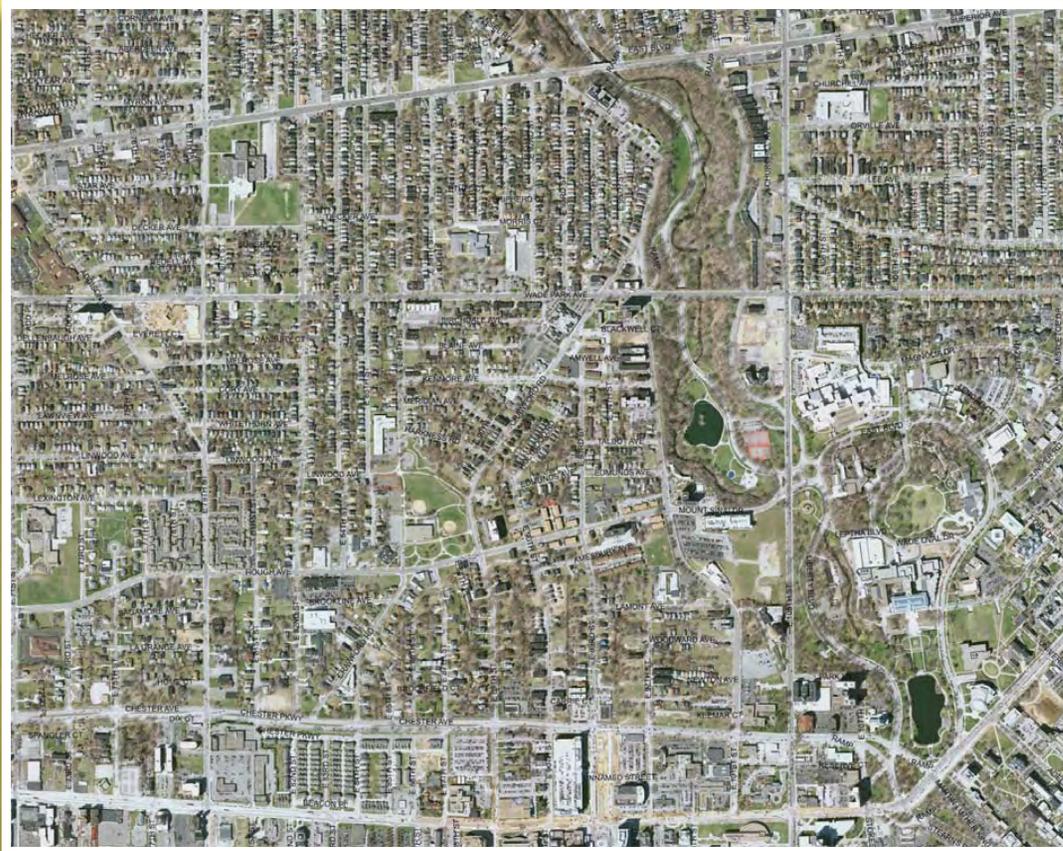
The goal of this Target Area Plan is to rebuild challenged portions of the Community's housing stock that are in close proximity to schools and recreational amenities to further promote family-oriented housing options with a high standard of living. PAGE 203

### **Westown**

The Westown Target Area is ten square blocks along Lorain Avenue that mirrors the Variety Village Strategic Initiative Area. Selected because there are already several initiatives underway, the NSP2 resources could be leveraged in a manner that deals with adjacent nuisance properties and advances an area central to the identify and success of Westown. PAGE 215



## Ansel / Newton



**DESIGNATED TARGET AREA**

(1) Ansel / Newton

**HOST ORGANIZATION**

St. Clair Superior Development Corporation (SCSDC)

**LEADERSHIP TEAM**

Fred Collier, City Planner  
Austin Kotting, TAP Liaison  
Wayne Mortensen, TAP Manager  
Cory Riordan, SCSDC Executive Director

**ENGAGED STAKEHOLDERS**

Jackie Rogers-Overby, SCSDC Real Estate Liaison  
Ron Stephen's, SCSDC Real Estate Liaison  
TJ Dow, Councilman (Ward 7)  
Lillian Mosley, Resident  
Deena Reeves, Resident  
Jean Hogan, Resident

**ABSTRACT**

This plan lays the foundation for the neighborhood's revitalization, beginning with the selective removal (or mitigation of) certain physical conditions, which present obstacles to progress. Targeted improvement is proposed for areas in which such investment has the greatest potential to bring about improvements.

**STAKEHOLDER FEEDBACK**

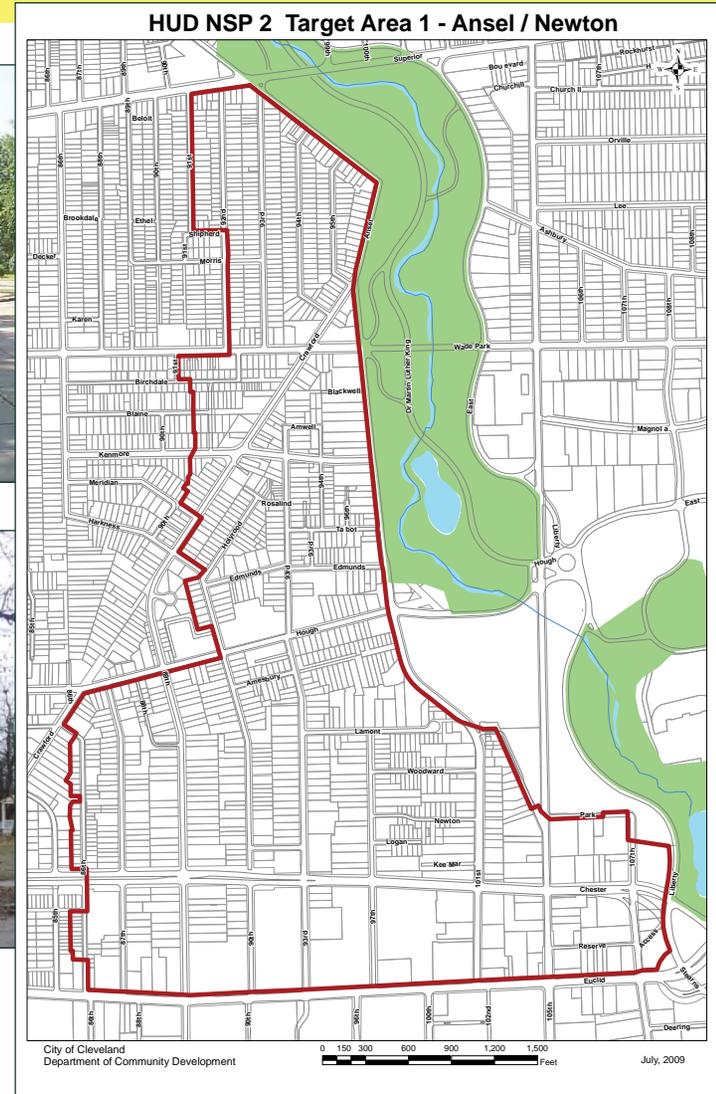
Over the course of the Ansel/Newton stakeholder meetings, a few opinions regarding the area were stated clearly and unequivocally, while other topics were introduced and discussed without reaching consensus in the time allotted to the project.

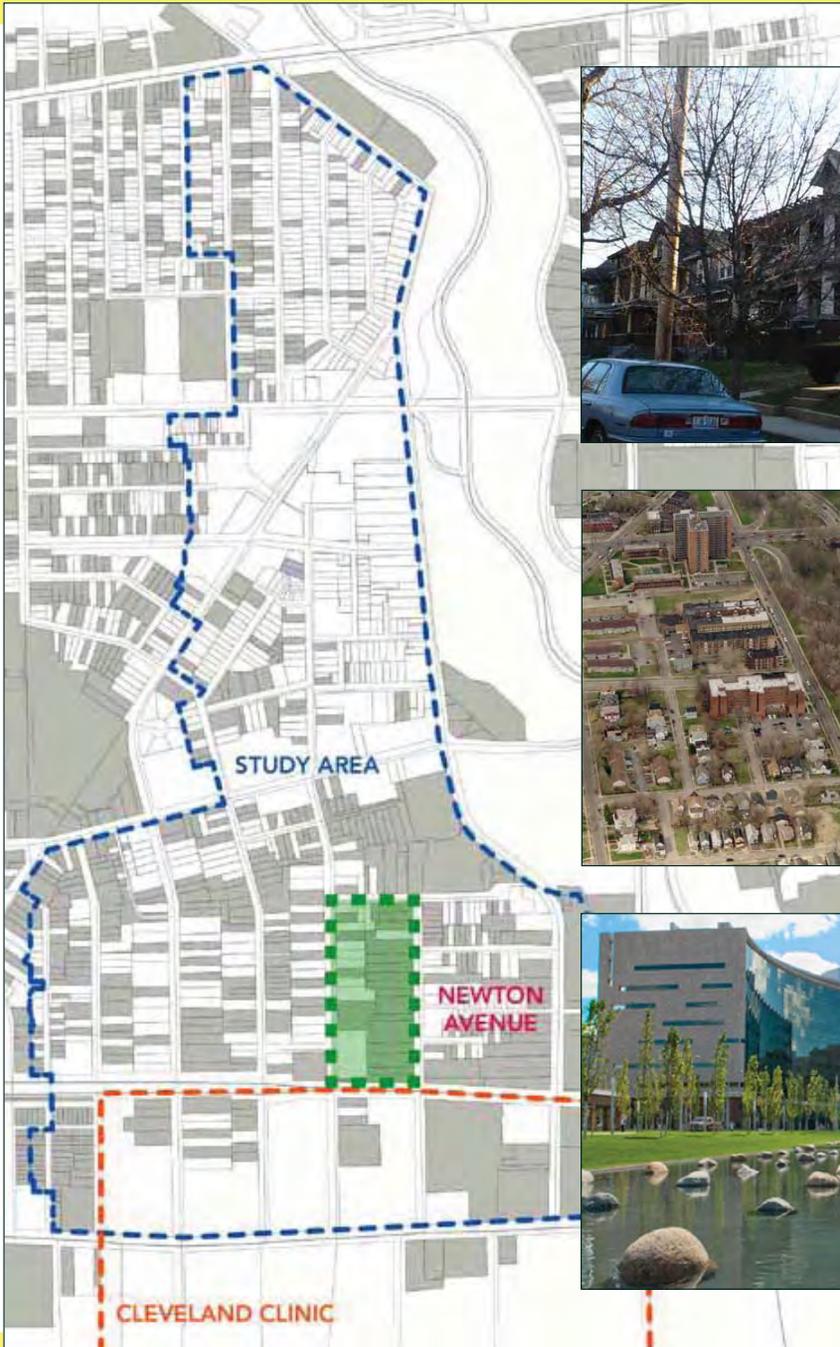
One point of consensus is the need for a park, or at least for some type of recreation in the neighborhood. Residents have consistently brought up the desire to balance this need with the safety concerns that often



accompany public spaces, including loitering, drug dealing, and other unwanted or illicit activities. Most of the concerns about the park can only be addressed later in the design process, such as appropriate lighting, elimination of easy hiding places, and appropriate programming. Residents were eager for the implementation of safe, accessible places that are welcoming to everyone, including tennis courts, bike paths and more passive

recreational options (perhaps as simple as trails and benches). Further along in the process, this desire for spaces for relaxation should be reconciled with issues of public safety and security that are precedents to any successful public space.





A few undesirable aspects of the neighborhood were identified during the meetings. In particular, two were stated with near-unanimity and could be mitigated under the scope of this program: the derelict housing projects at Kenmore Estates and the harsh boundary condition between the neighborhood and Rockefeller Park.

Another point of consensus is that the population – while shrinking and increasing in average age – is highly committed to the future of the neighborhood. It was adamantly stated several times that this area is not comprised of helpless ghetto dwellers, but of people who are there of their own volition and are willing to help turn the neighborhood around.

In the long term, it was agreed upon that the neighborhood will need some form of community-supportive retail in order to reach its full potential. In the meantime, it was generally considered to be out of the reach of this planning process to bring about conditions suitable for commercial reinvestment in the area. Several proposals from community members to undertake aggressive renovation efforts – most near the intersection of East 93rd Street and Wade Park Avenue – were discussed, but none garnered the necessary traction with the group and could be rated as speculative at best.

The time constraints of the planning process did not allow for Ansel/Newton stakeholders to achieve consensus. Some residents are in favor of emphasizing the southern part of the site adjacent to the perceived strength of the Newton Avenue Historic District, while others favored investment in the areas of the neighborhood with the most acute needs. Subsequent community efforts should fully vet these ideas and determine the direction that will best advance the interests of the community.

OVERVIEW

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

**FIELD SURVEY**

An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.



**LOT STATUS**

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).



**LAND USE**

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.

ANSEL  
NEWTON  
BUCKEYE  
LARCHMERE  
COLFAX  
GARDEN VALLEY  
COLLINWOOD  
CORLETT  
CUDELL  
DETROIT  
SHOREWAY  
FAIRFAX

### LOT CONDITION

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.



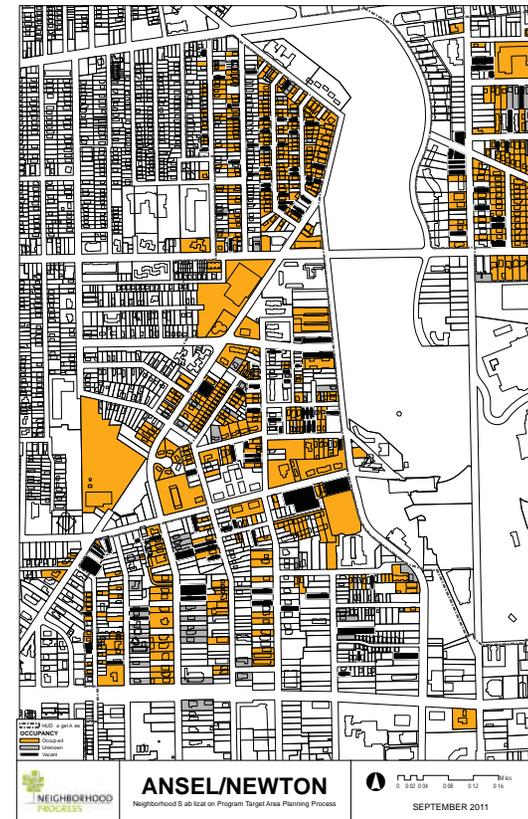
### BUILDING CONDITION

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.



### BUILDING OCCUPANCY

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

### SITE ANALYSIS

Ansel/Newton is a neighborhood in strong contrast to the other community that the SCSDC oversees, St. Clair-Superior. Where St. Clair Superior has a high diversity of ethnicities and use types, Ansel/Newton is primarily residential and the overwhelming majority of its population is black. Where St. Clair-Superior is quick and easy to access from downtown, Ansel/Newton feels isolated from both Downtown and University Circle, despite its fortuitous location. Most traffic between Downtown Cleveland and University Circle bypasses the area to either the South, North, or through Rockefeller Park along its Eastern boundary. Without destination commercial areas or employment centers, few of these people have cause to enter the community. These dynamics result in an area that, in the short-run, has great inherent potential as a quiet, but accessible residential neighborhood.

SITE ANALYSIS

The City of Cleveland provides a matching grant for home improvements to income-qualifying homeowners in certain geographic areas of the City. At present, the southern edge of one of these areas is Wade Park Avenue, which cuts through the northern part of the study area. Interviews with CDC staff revealed that many residents who live just outside of the HUD Target Area boundary are willing and enthusiastic to make some investments in their own properties, but need financial assistance such as what this grant provides.

TARGET AREA PLAN

The societal fabric of the area is solid. Many residents have lived there for their entire lives and have a deep personal investment in the neighborhood and its well-being. Any development initiatives in the area should be cognizant that the community's residents are, by and large, aware of the value of what's around them and looking to take steps to shape and improve their neighborhood. A critical part of any development or planning process will be ensuring that the citizens have

IMPLEMENTATION



the tools that they need to circumvent situations that disempower or weaken them.

One such situation is the size and type of housing stock in the area. Once a wealthy neighborhood, Ansel/Newton still has several very large and beautiful homes, which create grand streetscapes, but also require significant investments in maintenance and utilities. This mismatch between housing stock and the modest economic means of the population results in widespread disrepair and projects the impression that the neighborhood has been forfeited, when the reality is just the opposite.

Street front beautification was a priority expressed by the Ansel/Newton stakeholders, with the hope that the face of the neighborhood will more accurately represent its social strength. That said, there are several obstacles keeping this area from reaching its full potential as a

desirable place to live. As stated previously, there is a significant lack of commercial activity in the area. Especially problematic is the absence of any kind of grocer. The existing Martin Luther King, Jr. Plaza at Crawford and Wade Park Avenues is centrally located, but also in disrepair. The center has recently changed hands, though, and the new ownership has expressed an interest in working with the community to renovate the property in concert with improvements to the surrounding neighborhood. At one point, a grocery store was a plaza tenant, so this would be a likely destination if one were to move into the area. Adjacent to the plaza is a branch of the Cleveland Public Library, which creates a potential neighborhood center with a diversity of uses and access to other neighborhoods via Wade Park Avenue.

Another amenity ironically lacking in this area is a park.



This irony is easily substantiated when one considers that the majority of the target area's Eastern boundary is one of the City's most interesting and celebrated public parks. Ansel Road forms a hard edge between Rockefeller Park and the community. Along most of Ansel, there is a rusting chain-link fence that formally eliminates access to the park from the street and sends a clear message: "off limits". Within the area itself there are several areas with high concentrations of vacant lots, but none of this open space has actually been transformed into usable public space yet. Birchdale Avenue, in particular, has been called out as being largely vacant and a strong candidate to be re-imagined as a park that could host urban agriculture as well as recreational program. Many

area residents (both children and adults) frequently ride bicycles and would benefit from a network of bike paths serving both recreational and commuting purposes.

As this report is assembled several groups are working toward urban agriculture in Ansel/Newton. There is even a proposal to start a farm behind the Thurgood Marshall Recreation Center. Multiple vineyards are already operational in the Hough area and demonstrate the only limits in the area are the imagination. Strategically-located urban agriculture has been put forth as an important short-term component of any vacant land reuse strategy in the area, in addition to a community market at which produce could be sold; helping to



ANSEL  
NEWTON

BUCKEPE  
LARCHMERE

COLFAX  
GARDEN VALLEY

COLLINWOOD

CORLETT

CUDELL

DETROIT  
SHOREWAY

FAIRFAX

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

mitigate the lack of access to fresh food that many inner-city communities struggle with in Cleveland.

**COMPARATIVE ADVANTAGE**

This historically-significant community is directly adjacent to two of the area's most significant assets (Rockefeller Park and the University Circle community) and offers opportunities to own an historic home affordably.

SITE ANALYSIS

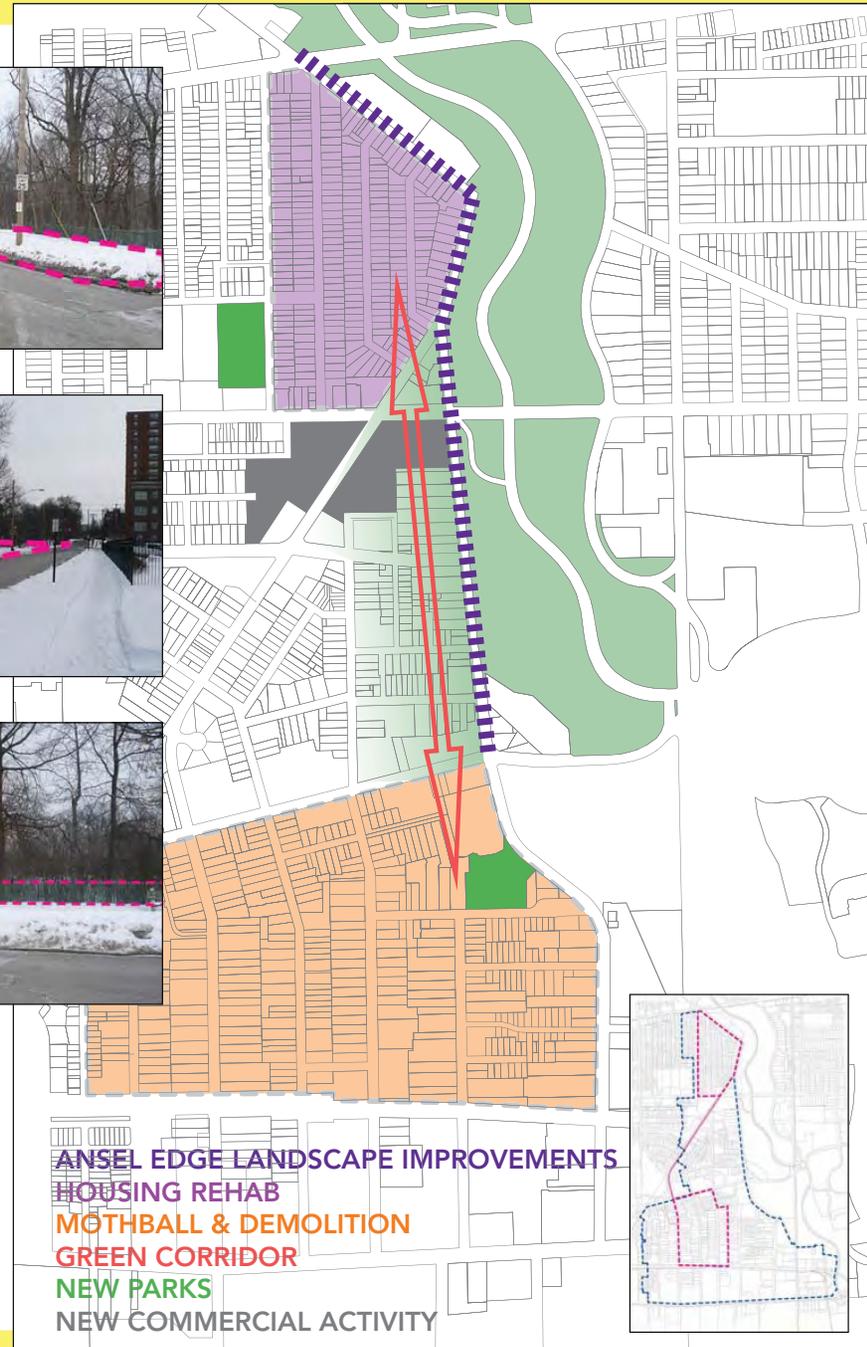
**TARGET AREA PLAN**

The intent of the Ansel/Newton master plan is to lay the foundation for the neighborhood's revitalization. This will begin with the removal or mitigation of certain physical conditions which present an obstruction, and then proceed to targeted improvements in areas in which such investment has the greatest potential to bring about improvements. Probably the "lowest-hanging fruit", so to speak, is the boundary "seam" between the neighborhood and Rockefeller Park. Stakeholders and community members were in agreement that the rusty chain-link fence is an eyesore and that landscape improvements along Ansel Road would be a significant and tangible community improvement. Such an effort could compel the community to establish and strengthen its connection with the park Rockefeller Park to better steward the community asset. Beyond the simple removal of the physical boundary, the community should consider vacant land reuse projects that would literally bring the park INTO the community, especially to denote public entrances to the park. Such an effort would leverage the value of the adjacent amenity and exploit its potential to stabilize the residential fabric.

TARGET AREA PLAN

IMPLEMENTATION

According to the most recent census data corroborated by on-the-ground experience in the area, the two zones of greatest strength in the Target Area are in the Northeast corner [between Wade Park and Superior Avenues and East of East 92nd Street] and the area

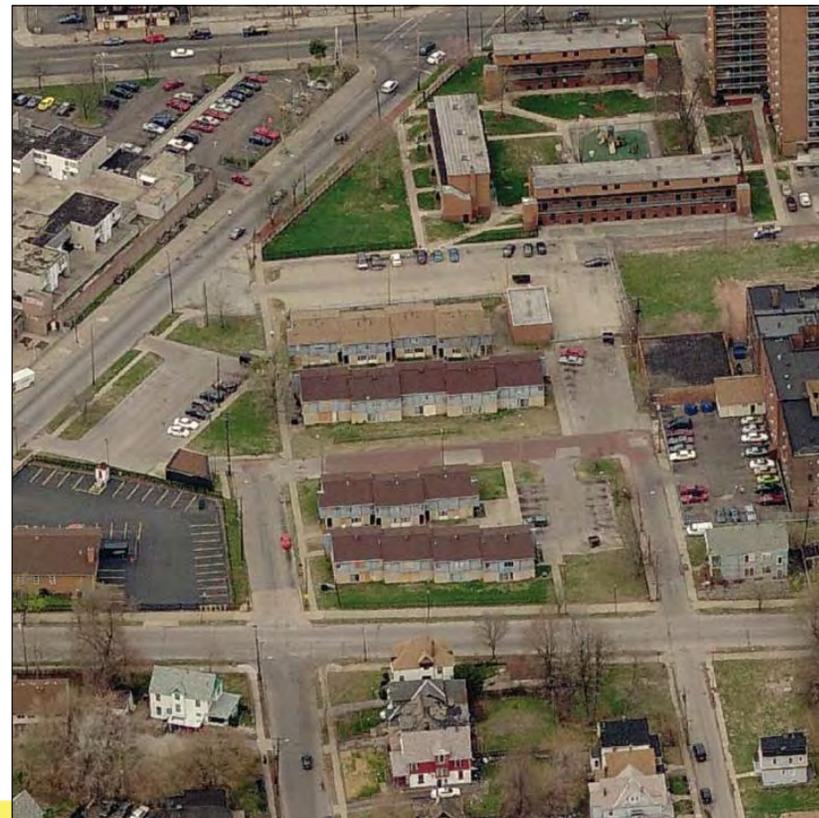


South of Hough, including the Newton Avenue Historic District and some new developments just across the street from the Cleveland Clinic. These areas are separated by a swath of derelict residential and commercial properties around which the majority of illicit activity seems to be concentrated. Therefore, the investment strategy is a broadly-shaped barbell. The northern and southern residential areas will see the most renovation, mothballing, and demolition in order to create community stability in those areas as quickly as possible, while a connection between the two will be established through the adaptation of vacant land into safe and well-lit public spaces.

**Partial Mothball** – Throughout the planning process one dynamic repeatedly surfaced as a key concern for the community: the mismatch between the grand historic housing stock of the area and the demographic of current residents. These old homes require consistent maintenance and are tremendously expensive to heat and cool in the extreme seasons of Cleveland. Neither of these conditions of historic building ownership align with the capacity of those in the community that need housing most. The idea of a “partial mothball” was introduced early in the process and remains a proposal that still needs further development. Essentially, the program would subdivide the homes into two to six smaller units that would be well sealed and have their

own climate control zones. The resources of the NSP2 program could be utilized to rehabilitate the “shell” of the building and update its systems prior to subdivision, but the rental restrictions that accompany the funding could be prohibitive to many property management companies. Also, the structure of the mothball program makes a “partial mothball” unachievable.

Such a strategy could be undertaken on an informal basis, wherein a contractor is obtained to seal off portions of a home that a tenant is not using and better insulate those that they are, but this would be a half-measure that does not address the long-term viability of the structures. It would also not affect the property taxes still assessed



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

on the entire building. The community feels that this idea is worthy of further consideration if only to develop a city program that is able to create affordable housing solutions for residents in communities that have a housing stock and demographic base similar to Ansel/Newton (and there are many) that maintains the proud architectural history of the community and its economic viability going forward.

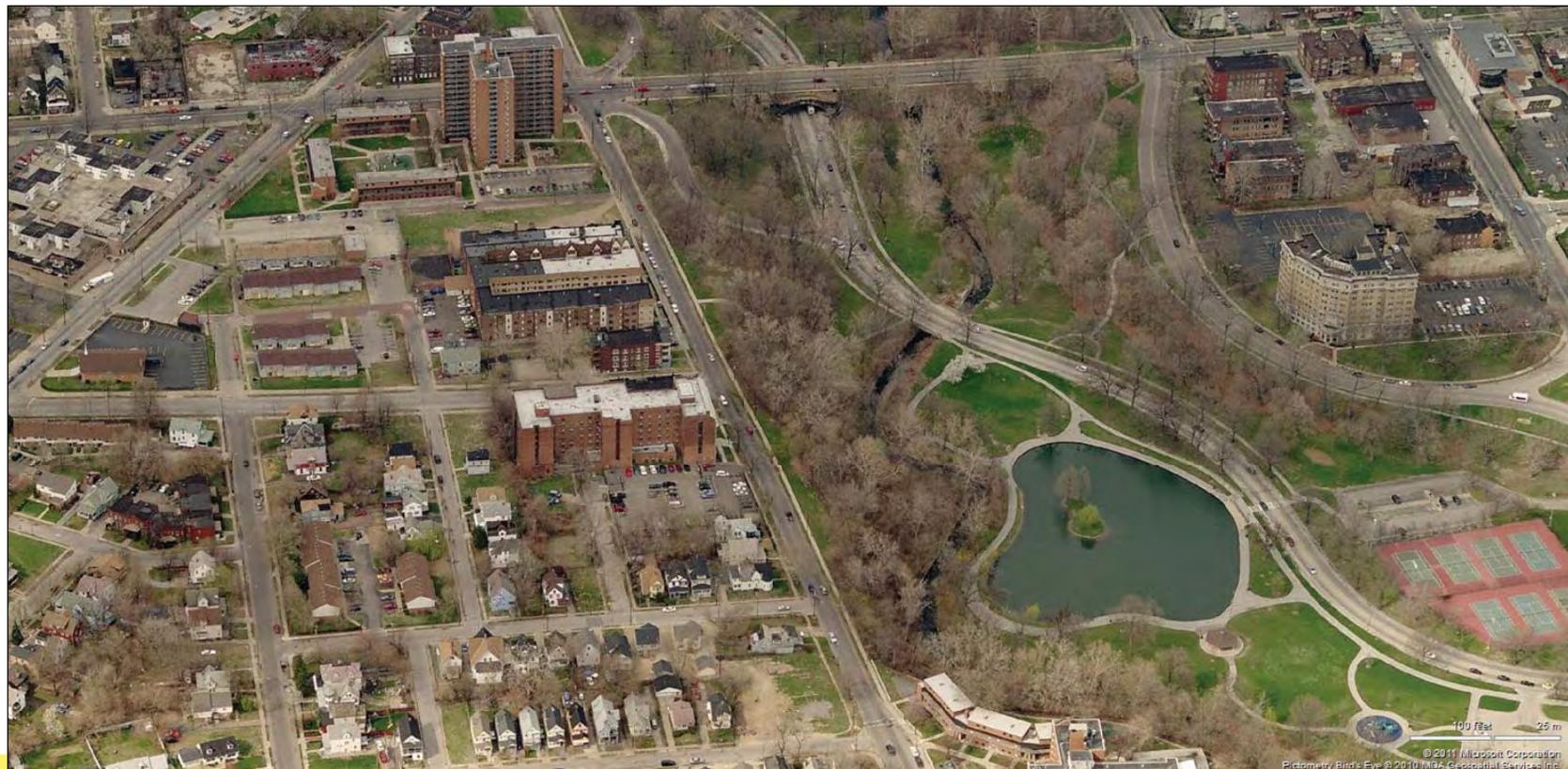
**Upper Chester Plan** - This connection is critical for several reasons. The northern and southern halves are different in character and it will be important to ensure that the region maintains its identity. This is especially critical while there are tentative redevelopment plans for

a project known as "Upper Chester" that the economic collapse has severely threatened. If it does take place, what, where, and how big it will actually be are all elements that will be reconsidered. Different publications throughout the history of the project have shown a differing set of boundaries for the project and scopes of intervention ranging from a complete re-building of the entire territory to a more infill-based approach with targeted new construction in critical points. In any case, investment in the "Upper Chester" area has the potential to spur additional development and community benefits. As such, the community should be prepared to take the necessary steps to ensure that this investment is fully leveraged and capable of spinning off to the North.

Another critical point is that the perception of any Upper Chester project among the residents is one of great hesitation and skepticism, so any planning effort must empower the residents of Ansel/Newton to play an active role in the process. Planning efforts such as these empower residents to envision their community and strengthen its fabric and make unilateral action from an outside investor less likely. From an investor's perspective, these efforts speak to the assistance they will be able to expect from the community.

SITE ANALYSIS

TARGET AREA PLAN



IMPLEMENTATION

**IMPLEMENTATION STRATEGY**

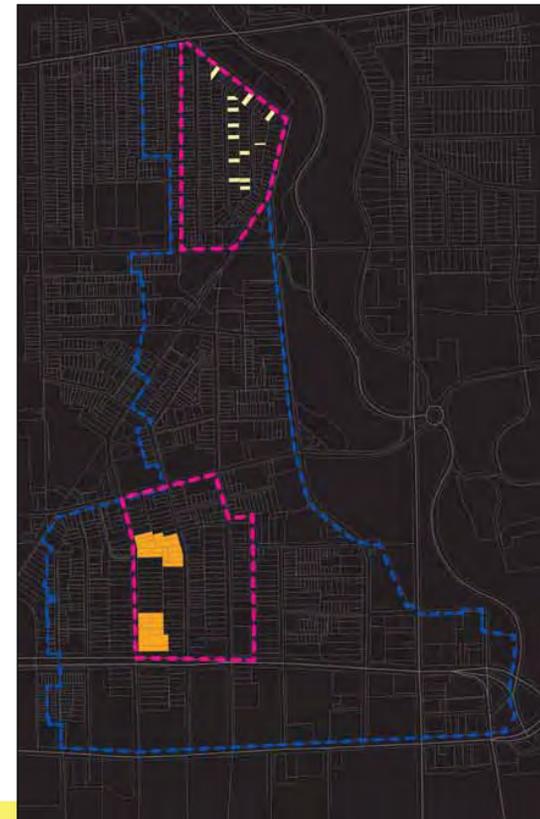
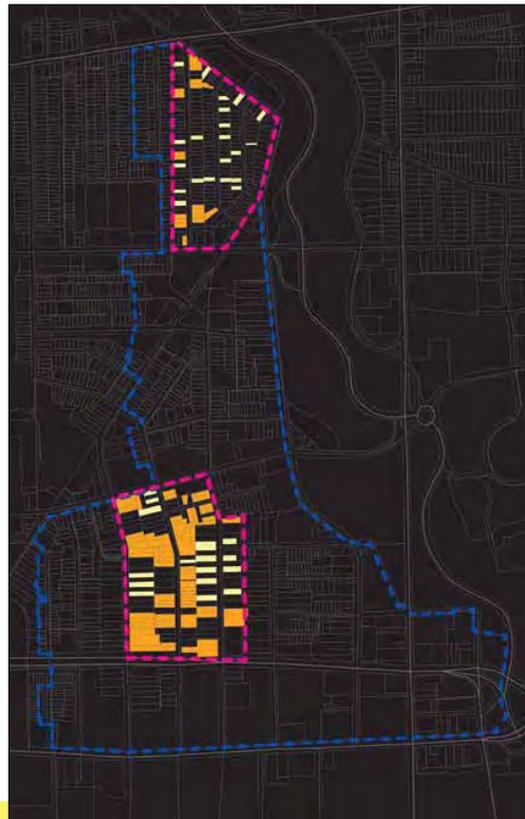
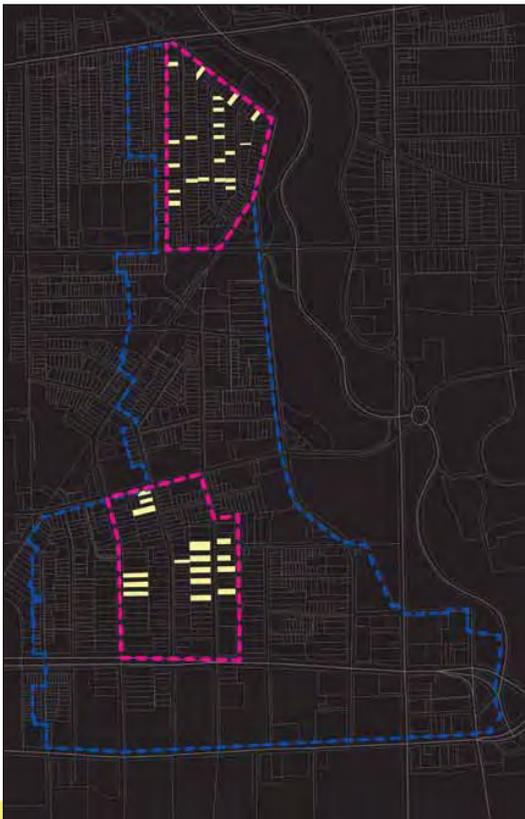
**Rehab** – The presence of a large number of grand old houses in the neighborhood that have exquisite character, but are, generally, in poor condition demands aggressive mothballing and rehabilitation strategies. In order for rehabilitation of vacant houses to pay immediate dividends, it's necessary to identify the houses that have the most potential to be sold quickly. The population statistics in the area's four census tracts show that although each area has lost population (as has the city as a whole), tract 1189 (South of Hough Avenue) and tract 1126.02 (East of E. 93rd and North of Hough) show significantly less population loss than the rest of the area. New housing development between

Chester and Euclid Avenues as well as the relative strength of the Newton Avenue Historic District are likely factors that mitigate the population loss in 1189. In 1126.02 the reason for the relatively slower rate of population loss is less obvious. The map of vacant properties corroborates this observation that the area of this census tract North of Wade Park Avenue is, in fact, a point of strength for the neighborhood. Most of the vacant homes in this area are isolated (located amongst occupied homes), which makes them strong candidates for rehabilitation and immediate sale.

**Mothball** – The southern portion of the site contains many clusters of vacant homes of historic value. This

historic value, as well as the probability that there may be large-scale investment in the area in the next few years (whether that be in the form of the Upper Chester plan or some other initiative) makes these properties ideal candidates for mothballing. The East 89th Street Historic District and the areas around the Newton Avenue Historic district, in particular, are prime target areas for this strategy.

**Vacant Land Reuse** – In order to realize the transformation of Ansel-Newton into a desirable residential community, it will first be necessary for our planning to contribute to an improvement in personal safety and the provision of other basic needs to



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

residents. At the same time, these interventions must be able to maintain usefulness after the neighborhood has stabilized and is on its way to regaining its vitality. Of the five NSP2 funding tools, vacant land reuse – if used to improve the public environment – has the greatest potential to positively impact the lives of current residents while providing a framework for future recreation and real estate investment.

SITE ANALYSIS

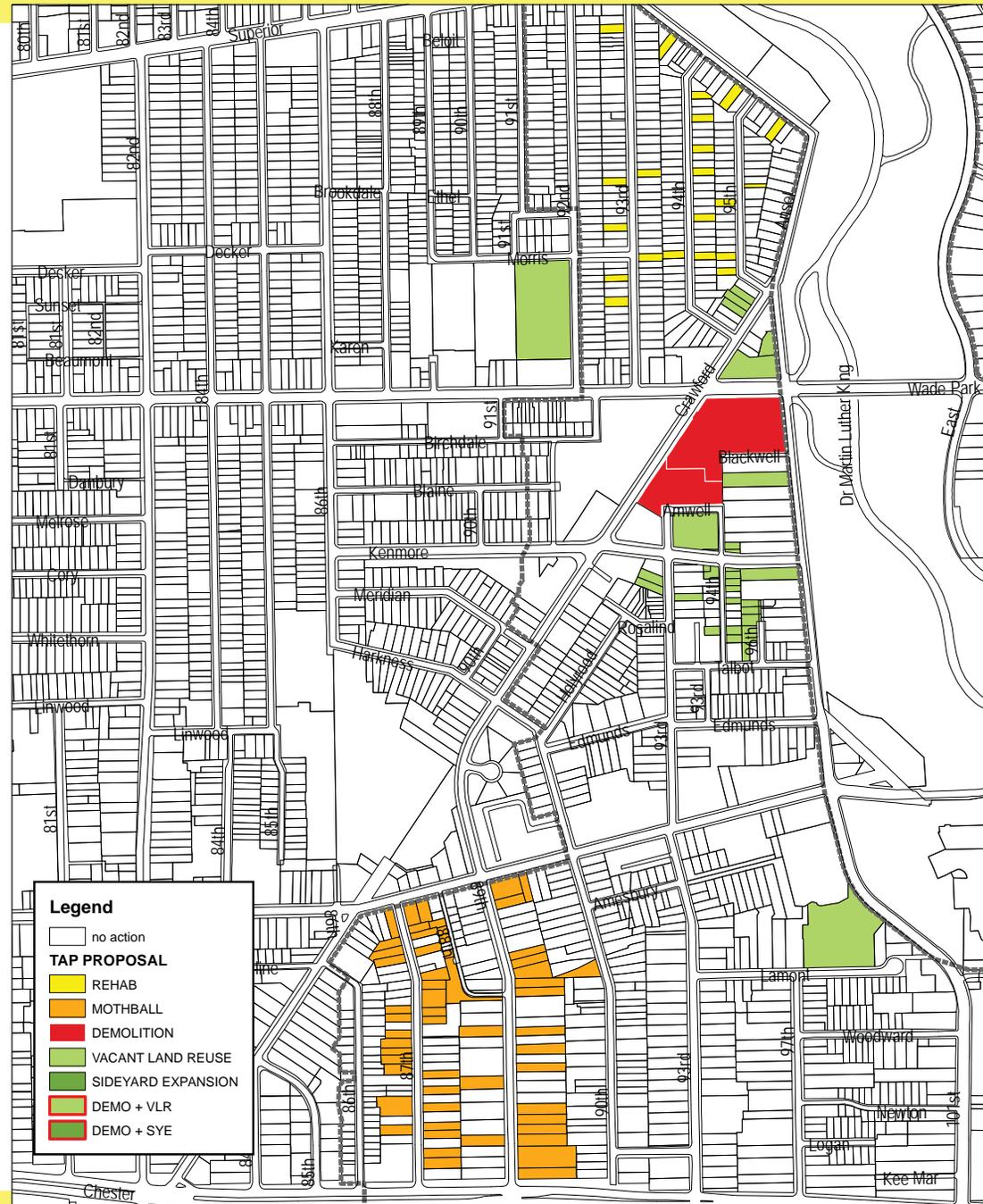
A properly designed public park will be well-lit and deter problem behaviors by improving visibility. If the park is programmed with active uses such as basketball, tennis, exercise circuits, and bike trails, the neighborhood residents will be able [and have a reason] to spend time outside, which contributes “eyes on the street” and improves safety. As the neighborhood stabilizes and begins to revitalize, recreation areas will be a major public amenity and draw for potential residents. In addition to providing a boost to the area’s quality of life, the improved safety, visibility, and foot traffic provided by the introduction of a park could be part of the equation required to make some part of the study area suitable to attract the type of community-supportive retail necessary to create a sustainable neighborhood.

TARGET AREA PLAN

The amount of vacant land in the neighborhood means that there is no single place that jumps out as most suited to becoming a park. The space will have to be strategically located in such a way that the greatest number of residents can profit from its presence. The locations of the previously discussed mothballing and rehabilitation efforts – in addition to the possibility of development South of Hough under the Upper Chester initiative – create another criterion for the placement of any recreational amenities.

IMPLEMENTATION

A consistent message throughout the community engagement process was that whatever happens to the



Upper Chester site, the community must be at the table for the process and the message must be sent loud and clear that the land in question is a valued part of the Hough neighborhood. A physical connection between the two major areas can be established with a public and communal green space. By reusing vacant land along the western edge of Ansel Avenue as a linear parkway, it will be possible to make this connection and erode the harsh boundary between Rockefeller Park and Ansel/Newton.

**Demolition** – The amount of vacant land in this area means that it will be very difficult for a demolition strategy to have much impact except in very specific

circumstances. One of these circumstances are the Kenmore Estates, which is a derelict housing project sitting on a plot of land that separates the intersection of East 93rd Street and Wade Park Avenue from the Ansel Road frontage on Rockefeller Park. Removing these buildings will eliminate a leading community eyesore and node for illicit activity. Additionally, the demolition of these outmoded units will provide additional sites for future commercial development. The other area where demolition can have a measurable and immediate impact is in highly visible areas that front onto Chester Avenue to the South of the Target Area.

**Conclusion**

The Ansel/Newton community is facing many critical challenges, but is not without a population willing to face them head-on. The people of the area desire to be involved in planning efforts that directly impact them and are willing to consider radical solutions (such as partial mothballing) in order to advance and strengthen the community.

The area’s adjacency to several economically robust areas of the City suggests that the appropriate question for Ansel/Newton is not “if” but “how”.

PARCEL	Developed	Vacant	Condition	REHAB	MOTHBALL	DEMO	VLR	VLR-SY	OTHER
107-12-033	Y	Y	U	1					0
107-12-052	Y	Y	U	1					0
107-12-058	Y	Y	U	1					0
107-12-080	Y	Y	U	1					0
107-12-083	Y	Y	U	1					0
107-12-091	Y	Y	U	1					0
107-12-098	Y	Y	U	1					0
107-12-117	Y	Y	U	1					0
107-12-120	Y	Y	U	1					0
107-12-137	Y	Y	U	1					0
107-12-145	Y	Y	U	1					0
107-12-148	Y	Y	U	1					0
107-12-155	Y	Y	U	1					0
107-12-173	Y	Y	U	1					0
107-12-182	Y	Y	U	1					0
107-12-183	Y	Y	U	1					0
107-12-184	Y	Y	U	1					0
107-12-188	Y	Y	U	1					0
107-12-188	Y	Y	U	1					0
107-13-012	N	N	F				4		0
107-13-017	Y	Y	F	1			4		0
107-13-018	N	N	F				4		0
107-13-019	N	N	F				4		0
107-13-020	Y	Y	U	1					0
107-13-021	Y	Y	U	1					0
107-13-038	N	N	P				4		0
107-13-064	Y	Y	U	1					0
107-13-087	Y	Y	U	1					0
107-13-109	Y	Y	U	1					0
107-13-141	Y	Y	U	1					0
107-13-148	Y	Y	U	1					0
107-13-149	Y	Y	U	1					0
107-13-154	Y	Y	U	1					0
107-13-158	Y	Y	U	1					0
107-13-159	Y	Y	U	1					0
107-13-171	Y	Y	U	1					0
107-13-172	Y	Y	U	1					0
107-13-174	Y	Y	U	1					0
107-13-186	Y	Y	U	1					0
107-13-193	Y	Y	U	1					0
107-13-194	Y	Y	U	1					0
107-13-194	Y	Y	U	1					0
107-13-200	Y	Y	U	1					0
107-13-208	Y	Y	U	1					0
107-17-040	Y	Y	P						0
107-17-049	N	N	P			3			0
107-17-050	N	N	P			3			0
107-21-001	Y	Y	P						0
107-21-043	N	N	F				4		0
107-21-066	N	N	P				4		0
107-21-068	N	N	P				4		0
107-21-074	N	N	P				4		0
107-21-076	N	N	F				4		0
107-21-077	N	N	F				4		0
107-21-081	N	N	G				4		0
107-21-083	N	N	F				4		0
107-21-084	N	N	F				4		0
107-21-085	N	N	F				4		0
107-21-088	N	N	P				4		0
107-21-089	N	N	P				4		0
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107-21-091	N	N	F				4		0
107-21-092	N	N	F				4		0
107-21-093	N	N	F				4		0
107-21-095	N	N	P				4		0
119-05-014	Y	Y	P		2				0
119-05-017	Y	Y	P		2				0
119-05-023	Y	Y	P		2				0
119-05-025	Y	Y	F		2				0
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119-06-046	Y	Y	P		2				0
119-08-073	Y	Y	P		2				0
119-09-003	Y	Y	P		2				0
119-09-004	Y	Y	P		2				0
119-09-011	Y	Y	P		2				0
119-09-026	Y	Y	P		2				0
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119-09-054	Y	Y	P		2				0
119-09-074	Y	Y	F		2				0
119-09-078	Y	Y	F		2				0
119-09-091	Y	Y	F		2				0
119-09-091	Y	Y	F		2				0
119-13-014	Y	Y	F		2				0
119-13-022	Y	Y	F		2				0
119-13-052	N	N	F						4





## Buckeye - Larchmere

OVERVIEW

**DESIGNATED TARGET AREA**

(2) Buckeye - Larchmere

**HOST ORGANIZATION**

Buckeye Area Development Corporation (BADC)

**LEADERSHIP TEAM**

Marka Fields, City Planner  
Wayne Mortensen, TAP Manager  
Erica Robinson, BADC Staff Liaison  
Khrystalynn Shefton, TAP Liaison

SITE ANALYSIS

**ENGAGED STAKEHOLDERS**

John Black, Reverend  
Victoria Dennis, Resident/Employee  
John Hopkins, BADC Director  
Yvonne Jackson, Resident  
Pamela George Merrill, Shaker Area Development  
Mamie Mitchell, Councilwoman (Ward 6)  
Lucille Short, Resident  
Deepa Vedavayas, BADC Assoc. Dir.

TARGET AREA PLAN

**ABSTRACT**

The overall objective for the Buckeye-Larchmere plan is to highlight the assets of the community, particularly the Harvey Rice Complex, by rebranding the target area as an empowerment zone for students, while attempting to deal with blight that threatens new investment.

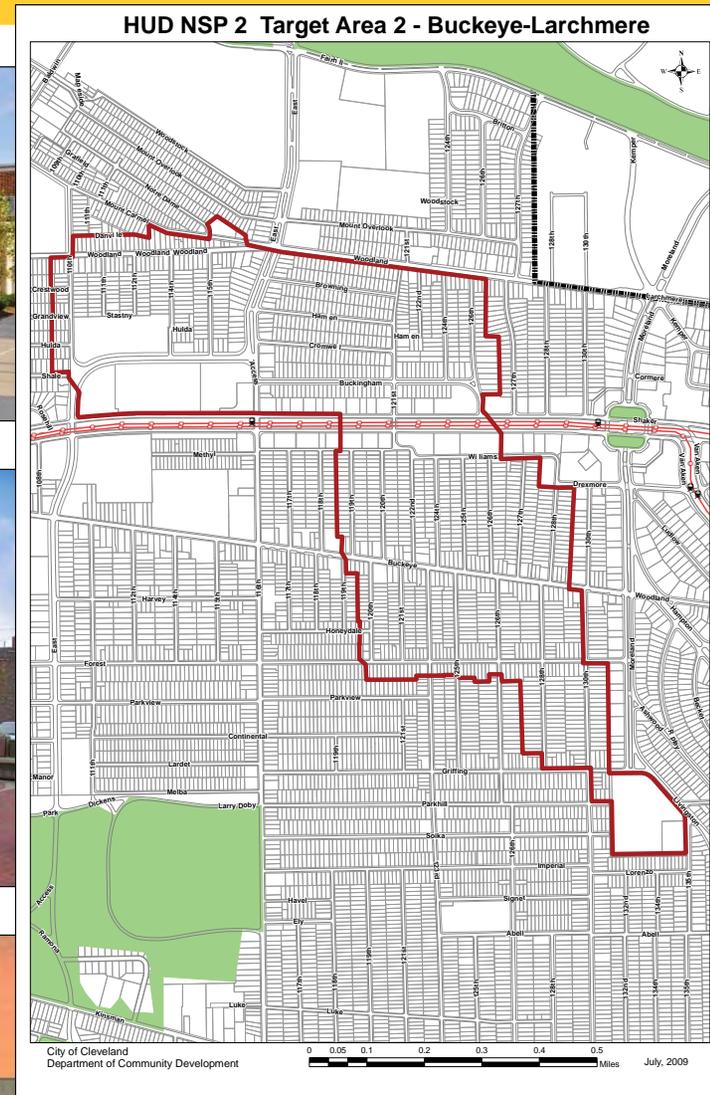
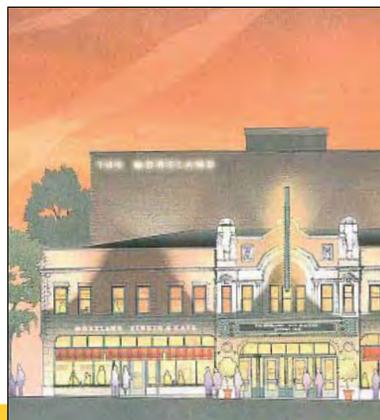
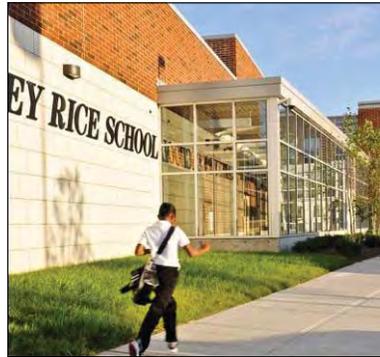
**STAKEHOLDER FEEDBACK**

In order to establish a more nuanced understanding of the Buckeye community, a group discussion was held with several community stakeholders. The themes of that meeting have been sorted into two categories and are summarized below.

IMPLEMENTATION

**COMMUNITY STRENGTHS**

- Local retail within target area
- Long term home ownership



- Concerned residents (grass roots organizing)
- Streetscape plans
- Security plan
- Culture
- St. Luke’s plan
- The location to amenities around the city, particularly Shaker Square/University Circle
- CDC involvement in the neighborhood
- Variety of housing types
- Political support for the area
- Availability of transportation
- History of the neighborhood

- Amount of current investment
- COMMUNITY CHALLENGES
- Crime and the perception of crime
  - Limited resources
  - Vacant land/number of foreclosures
  - Availability of capital resources for the area
  - Lack of businesses
  - Community awareness/involvement
  - Historic disenfranchisement
  - Lack of jobs



COMMUNITY CONCERNS

- CHN is a potential partner in the acquisition of rehab properties (the BADC does not have lease/own property).
- The BADC will be seeking assistance in applying for funds to realize the Target Area Plan.
- There are implementation concerns as the staff of the BADC is already stretched.
- A community meeting will need to be scheduled with residents to highlight the plan’s initiatives.
- There are lingering concerns about the maintenance of any lots or open spaces that result from this work.

COMMUNITY OBJECTIVE

The overall objective we are attempting to achieve with the Buckeye-Larchmere plan is to highlight the assets of the community while attempting to deal with the blight that has developed over time. The foreclosure crisis, paired with the economic downturn that followed, has left many abandoned – as well as occupied – homes in an undesirable state, but with little funds for homeowners to address issues quickly.

Our core objectives will be to:

1. Redevelop a vacant lot at the southeast corner Cromwell Avenue and East 116th Street that is currently a loitering destination and community concern into an outdoor classroom/park/empowerment zone.
2. Rebrand the target area, focusing particularly on the community youth and their role in advancing the community.
3. Strategically raze, mothball, and rehabilitate identified parcels that have to potential to destabilize the model blocks or learning campus.

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**FIELD SURVEY**

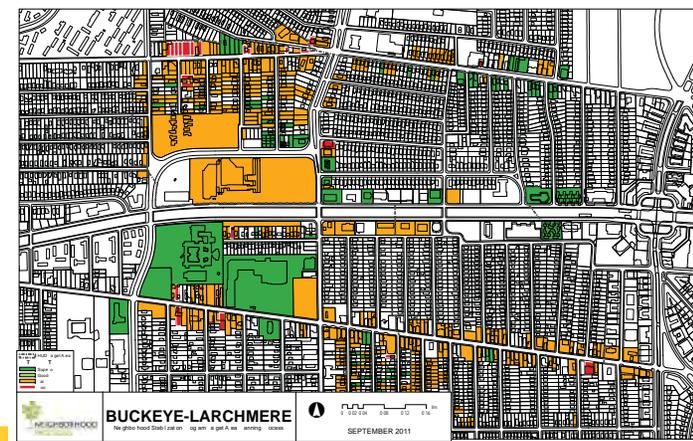
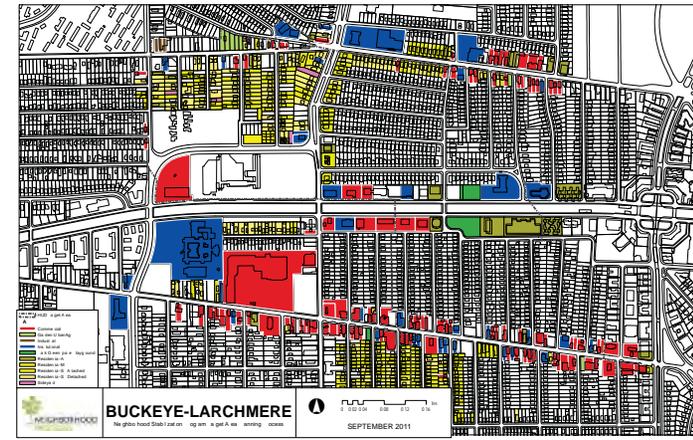
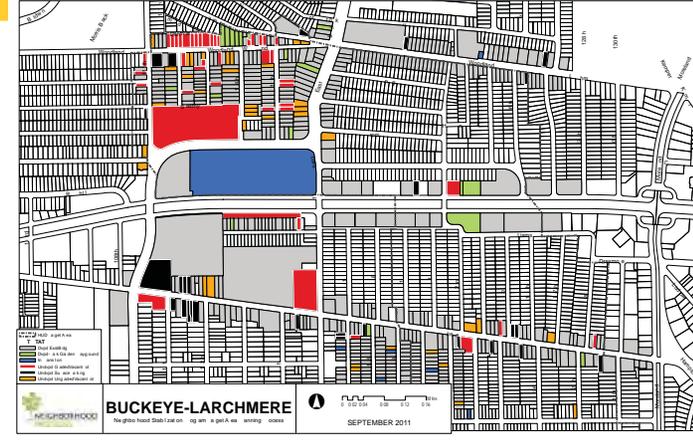
An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION





TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

**SITE ANALYSIS**

The Buckeye-Larchmere neighborhood has faced many challenges and setbacks in recent years, the largest of which was the shuttering of the Saint Luke's Medical Center in the summer of 1999. The closing of that facility – which employed more than 800 people – marked the end of an era in Buckeye and the beginning of a decade in which many have attempted to rebrand the area as a neighborhood of choice. With the loss of such a stabilizing institution – and the beginning of the foreclosure crisis looming on the horizon – the area was overtaken by population loss and the blight which accompanies a lack of economic opportunity.

Within the last few years, however, area residents, the City government, and private investment have come together to commence a renaissance of the Buckeye neighborhood. New investment has come in the form of a new community school (Harvey Rice Elementary), the continued rehabilitation of a neighborhood landmark (the Moreland Theater), a redeveloped rapid station (East 116th), myriad housing developments and rehabilitations, and the adaptive reuse of none other than the Saint Luke's hospital building into a senior housing facility. All told, Buckeye will be the benefactor of close to \$130M in community investment. Buckeye now needs to eliminate any concern in the areas surrounding these developments. Through conversations with both Shaker Area Development (SHAD) and BADC it was agreed that the focus should be on designated model blocks immediately North of the Saint Luke's campus and near Harvey Rice School. BADC also expressed a need to strengthen some of the side streets off of Buckeye Ave, specifically Forest Avenue where a large amount of abandoned housing and blight has begun to attract a criminal element. The number of razed properties has created convenient cut-throughs for suspects fleeing the police. Additionally, with the amount of construction occurring on major nodes, drug activity has moved

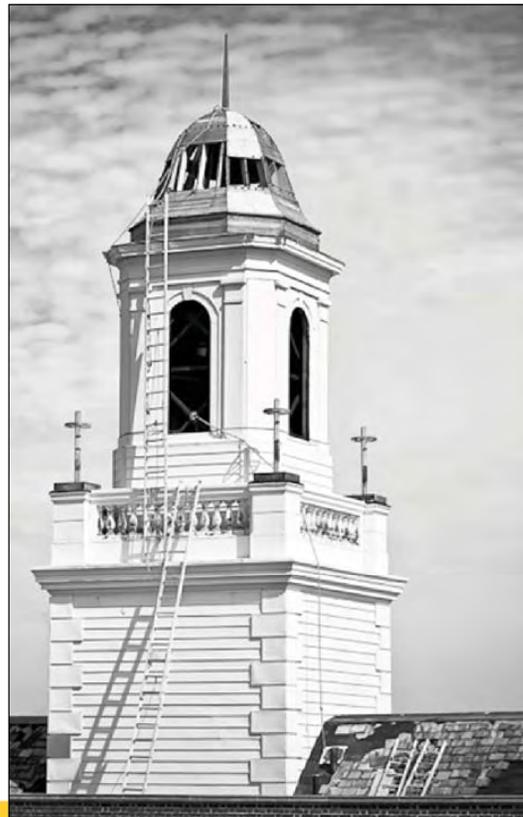


ANSEL  
NEWTON  
BUCKEYE  
LARCHMERE  
COLFAX  
GARDEN VALLEY  
COLLINWOOD  
CORLETT  
CUDELL  
DETROIT  
SHOREWAY  
FAIRFAX

from major streets like Buckeye, Shaker, and Woodland Avenues to side streets like Forest. Concentrating on this area would begin to stabilize Forest and hopefully reduce potential criminal activity.

After several meetings with both SHAD and BADC the desire to address a vacant parcel from a recently-razed apartment building at the corner of Cromwell Avenue and East 116th Street [11602 Cromwell] was noted as a top priority. The site is now an overgrown lot with a few dead trees and covered, mostly, in hay. Next to the lot is another empty apartment building, which could be a good candidate for mothballing. The vacant lot site is ideal as it sits at the end of the SHAD model

block [Cromwell Avenue] and is directly adjacent to the Harvey Rice learning campus and seems to align with the aspirations of the Neighborhood Stabilization Program.



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**COMPARATIVE ADVANTAGE**

Conveniently located near some of Cleveland's most significant amenities (Shaker Square, Downtown, University Circle, etc.), Buckeye - Larchmere has a distinctive history that boasts both Hungarian and African American roots. Recent investment and unfiltered access to human capital anchors its current, upward trajectory.

**TARGET AREA PLAN**

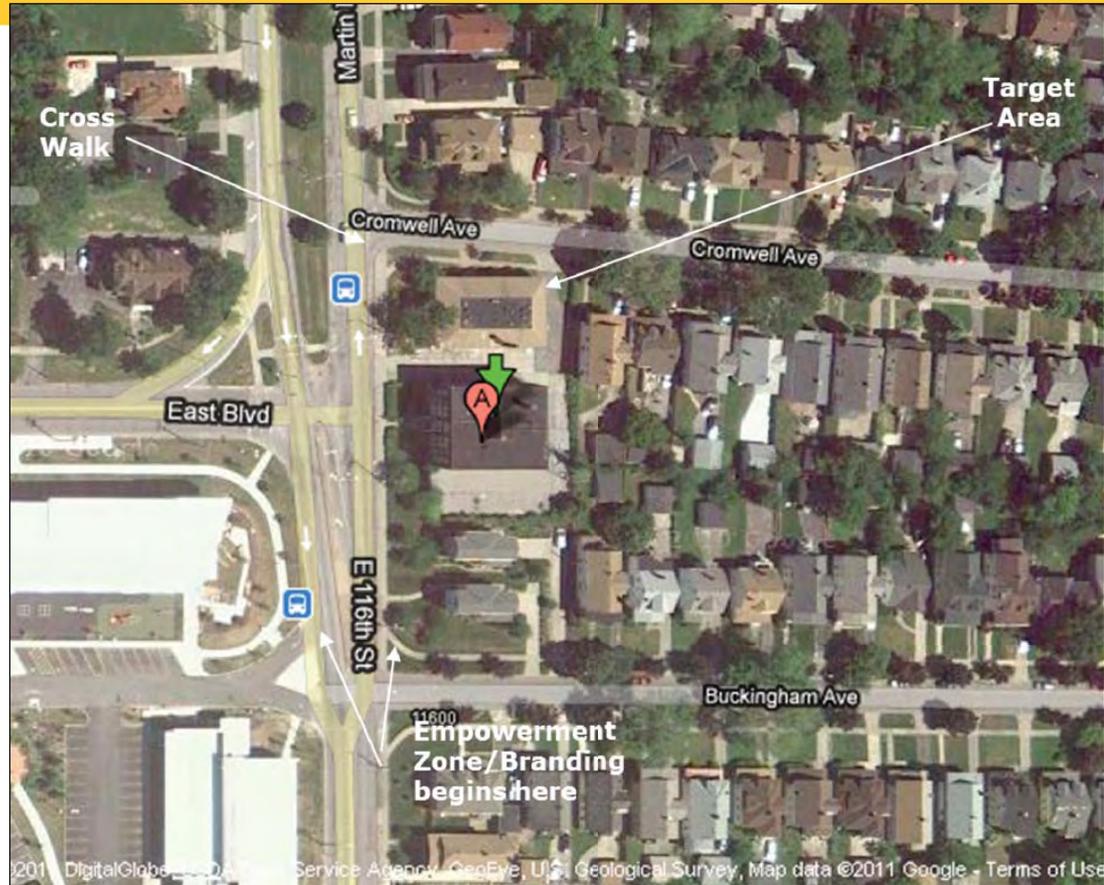
In conjunction with the recent development surrounding the area, a vacant lot at the corner of Martin Luther King, Jr. Boulevard (East 116th Street) and Cromwell Avenue and the BADC NPI model blocks were selected as the primary target for Buckeye-Larchmere. The site, located at the heart of the Legacy Pointe Master Plan and the learning campus was chosen to further strengthen an area which is steadily becoming a strong residential neighborhood. Legacy Pointe brings with it welcome signs of the Buckeye neighborhood's recovery after twelve years of vacancy. The completion of the new Harvey Rice School and adaptive reuse of Saint Luke's Hospital ushers in new hope for the future for the once vibrant community. The proposed open space, now a vacant lot, sits directly across from both development sites as a reminder of the remaining work needed to complete Buckeye's return.

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

With its proximity to Harvey Rice and with Buckeye's fresh focus on art, one of the first suggestions was to create an art park, but with CMSD's renewed focus on innovation in education that suggestion quickly morphed into an outdoor classroom. The expansion of the idea from a simple park to an outdoor classroom provides this space a dichotomy for which creative programming for the schools, MetroHealth, and other venues can be achieved. Using the Harlem Children's Zone as precedent, the space will be filled with art that is inspiring to students and parents, effectively rebranding the neighborhood. Keeping with the theme





of empowerment, one of the imaginative ideas to give new life to a busy crosswalk, which leads to the target area is to enliven the conventional white horizontal lines of the crosswalk by painting, instead, closely-spaced words like “love,” “believe,” and “hope”. This furthers the empowerment theme while also bringing something new and unique to the area. Utilizing the design skills and technical assistance of ParkWorks and community sweat-equity, the lot (currently filled with dead trees and hay) could become the crowning jewel of the neighborhood. Using beautiful benches, sculptural elements that double as chalk boards, and clearly denoted native vegetation the open space can multi-task as a park, garden, and classroom.

Today, the lot is used as a cut through for students going to and from school and sits next to an abandoned apartment building. The owner of the vacant building which sits next to the target area is presently looking for rehabilitation funding and the proposed outdoor classroom could potentially facilitate that transaction. Additionally, 15% of the community population is between the ages of 5 and 14 and the empowerment branding is something that will bolster the students and foster a positive attitude.

Beyond the outdoor classroom, there are several properties dispersed throughout the BADC Model Block that are sorely in need of rehabilitation and/or razing. Those have been identified as part of this process and will be addressed as quickly as possible with any NSP2 resources that are awarded to the community. Going forward, the opportunities posed by large-scale parking lots near major thoroughfares (such as that near Giant Eagle) should be fully reconsidered for their urban and ecological impacts.

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**IMPLEMENTATION STRATEGY**

The first – and most pressing – consideration for moving forward is designation of the group principally charged with the execution and maintenance of the proposed outdoor classroom. This should be an organization that is interested in frequently using the space and will not be too challenged to maintain, in part, the space. Since this initiative lies in the boundary areas of two CDCs and is proximate to an elementary school the possibilities are there for any number of arrangements, including a shared responsibility between all three. A formal arrangement will be necessary, though, in order to define who the grantee of any fundraising will be and what the maintenance plan is. The popular maxim applies in Buckeye as it does in most places: what is everyone's responsibility is nobody's.

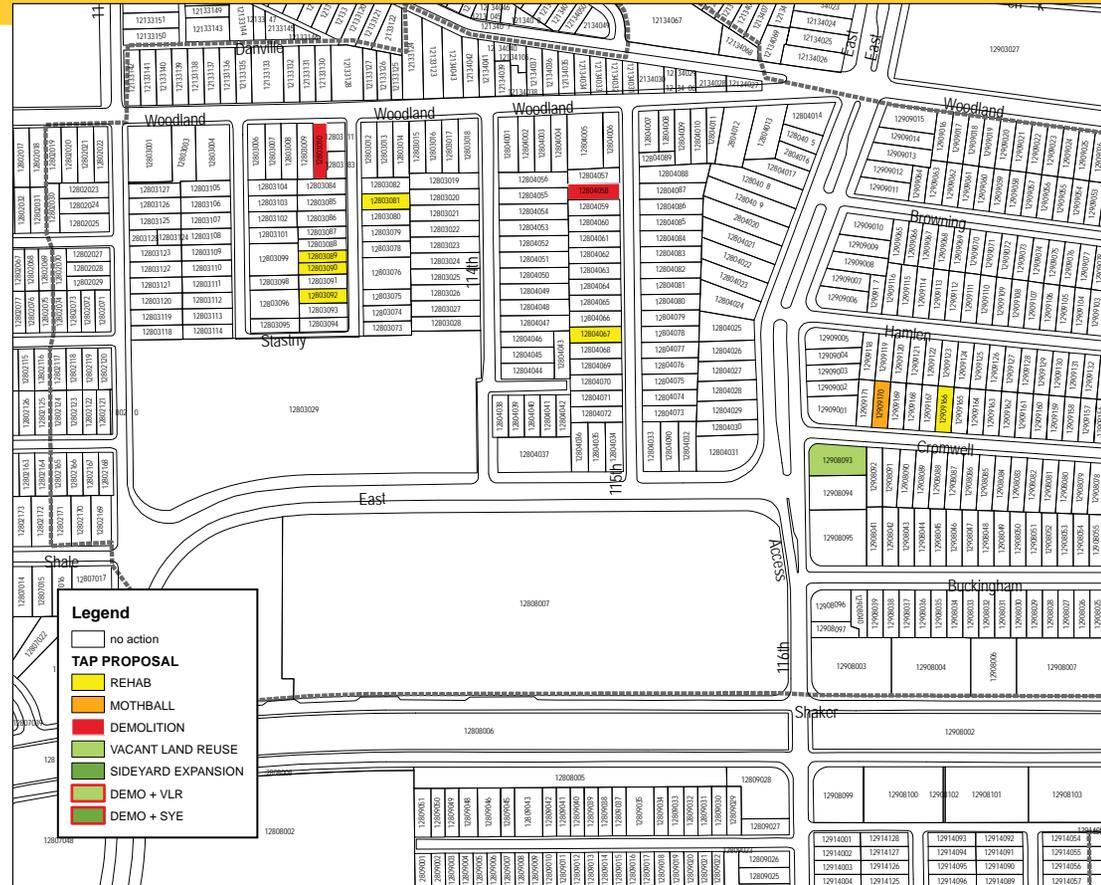
SITE ANALYSIS

1. Parcel must be transferred to the City Land Bank as quickly as possible (existing encumbrances dealt with).
2. Application for funding/grants for the development of the target area.
3. Community meeting should be held to discuss the plans for the park with residents.
4. NSP2 funds can be used to clear and grade the lot; additional funding will be necessary to complete the park.
5. Secure parcels identified in the target area plan for rehabilitation.
6. Connect the park to the Harvey Rice complex through signage and brand the area as a children's empowerment zone.
7. Mothball and raze identified parcels from target area plan.

**DESIGN CONSIDERATIONS**

To ensure that the park goes beyond cliché, the kid's input will be necessary throughout the process. If at all possible, the art should be interchangeable so that every

TARGET AREA PLAN



ANSEL  
NEWTON  
BRUCKE  
LARCHMERE  
COLFAX  
GARDEN VALLEY  
COLLINWOOD  
CORLETT  
CUDELL  
DETROIT  
SHOREWAY  
FAIRFAX

couple of years the art can be redone in collaboration with students currently attending Harvey Rice.

1. Emphasis on lush natural, sustainable, and native vegetation to be used as a teaching aid.
2. The space should be open and not too cluttered to ensure ease of visibility.
3. Ground lighting to ensure maximum visibility at night, using something like Sun Bricks (solar-powered LED lights that require no bulbs and would have no on-going cost).
4. Pictures and murals should be used throughout the

immediate area to connect the park/school to the community.

5. Posters and murals should be incorporated throughout the space that use empowerment words and phrases. This art could also double, in some instances, as white boards for potential outdoor classroom possibilities.
6. Moveable seating is a critical element of any outdoor classroom.
7. Low profile plants and shrubbery ensure visibility and reduce maintenance.
8. The innovative crosswalk will need to be repainted

and clearly marked.

9. Crossing guards should be posted during morning and afternoon school cycles.
10. Due to heavy traffic along MLK, the primary park entrance should be located off of Cromwell Avenue.
11. New lighting throughout the surrounding area to increase “eyes on the street”.
12. Clearly-posted hours of use and loitering enforcement via patrol and video surveillance.

PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTHBALL	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
128-03-010	Y	Y	G			3			
128-03-079	Y	U	G						
128-03-081	Y	N	G	1					
128-03-089	Y	Y	F	1					
128-03-090	Y	U	G	1					
128-03-092	Y	U	G	1					0
128-04-058	Y	Y	P			3			
128-04-067	Y	N	P	1					
129-08-093	N	Y	F				4		
129-09-166	Y	Y	F	1					
129-09-170	Y	Y	F		2				
129-18-023	Y	Y	F			3			
129-19-058	Y	Y	F			3			
129-19-059	Y	Y	F			3			
129-21-013	Y	Y	G		2				





## Colfax / Garden Valley

**DESIGNATED TARGET AREA**

(3) Colfax/Garden Valley

**HOST ORGANIZATION**

Burten Bell Carr Development, Inc. (BBC)

**LEADERSHIP TEAM**

Joy Johnson, BBC Staff Liaison  
Wayne Mortensen, TAP Manager  
Lilly Russell, TAP Liaison  
Kim Scott, City Planner

**ENGAGED STAKEHOLDERS**

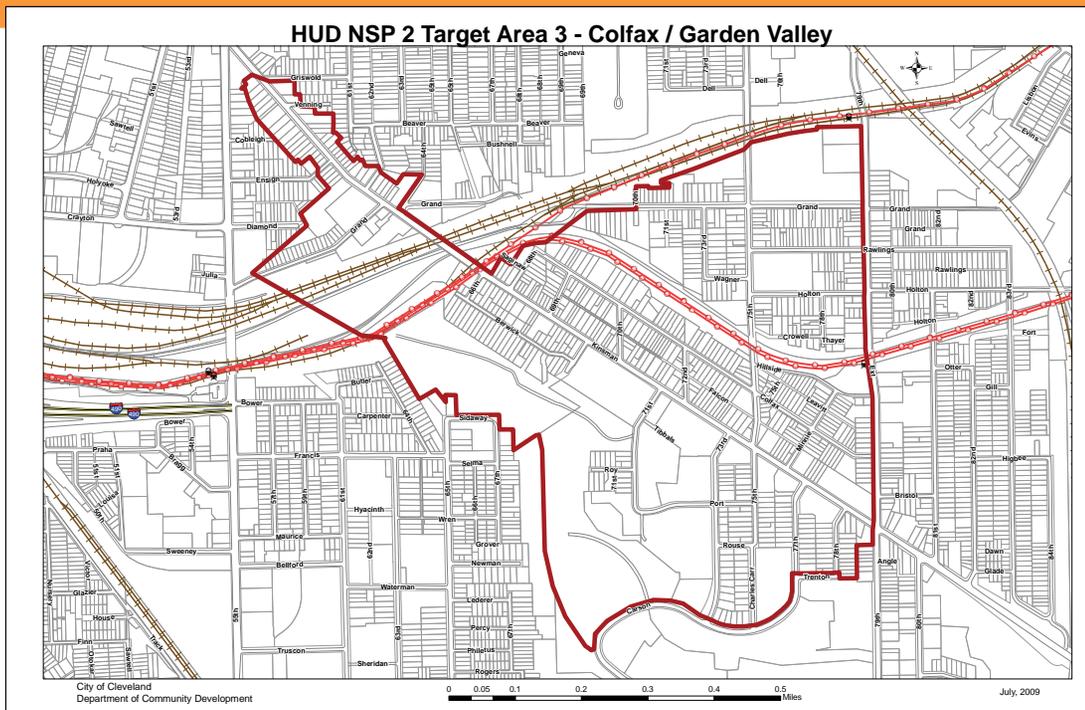
Veronica Anthony, Resident  
Nadine Head, Resident  
Bernard and Sharon Hudson, Residents  
Zenobia Lane, BBC Staff  
Original Harvest Church, stakeholder  
Sharon Owens, Resident  
Tim Tramble, BBC Director  
Mr. WaQuib, stakeholder  
Emily Wheeler, BBC Staff  
Vera White, Resident  
Nora White, Resident

**ABSTRACT**

The need to “be bold” was repeated throughout the planning process – by both community residents and CDC staff – and is reflected in the plan itself, which suggests that not only will Colfax/Garden Valley grow to sustain itself, but could leverage major planned investments to become a preferred area for market rate, transit-oriented development in the near future.

**STAKEHOLDER FEEDBACK**

Issues – The area has a dearth of supportive businesses; residents notice the absence of restaurants, banks, laundromats, and pharmacies (“community-supportive retail”) most acutely. An absence of these establishments



leads directly to the loss of jobs and money from the community and means that there are fewer amenities to attract new residents. The lone business in the community – a “grocery store” – features substandard products sold at considerable mark-up. The business also allows loitering and other illicit activities in its parking lot, creating an uneasy situation for nearby residents.

The public perception of Garden Valley also carries with it a negative connotation and this is not aided by observations of a lack of area pride. Much of this stems from widespread poverty within the community amongst acres of poorly-maintained public housing. New CMHA housing is being constructed within the community, but significant strides will have to be made in order to reverse its public image. For example, Rainbow Terrace – a recently renovated multi-family public housing



facility – still has a negative community stigma and continues to have problems with pests, maintenance, and problem tenants. To compound matters, area youth do not have sufficient access to programming and activities and problems with housing vacancy leads to illicit activities that frequently draws children into unproductive situations. A major employer in the area, Cleveland Laminating, has also relocated its business, taken dozens of community jobs out of the area and



created yet another vacant industrial building.

**Assets** – The new CMHA Headquarters and Heritage View housing development will have a profoundly positive effect on the area; creating more empowering homes and, possibly, luring new residents with a more developed sense of community pride. The new Anton Grdina School within the housing development will provide a vast upgrade to the former, poorly-maintained school building. Over the last several years, the urban agricultural concept has, literally, taken root in the community. Two “Summer Sprouts” gardens are utilized in the TAP area, a new hydroponics garden is planned for East 55th Street and Kinsman Avenue, and a master plan for the “Urban Agricultural Innovation Zone” along East 80th Street will be underway shortly. The concept of the innovation zone is to upscale urban agricultural production to a level of efficiency not currently possible

in any other Cleveland location. In order for the district to become an attractive investment opportunity, environmentally progressive infrastructure will have to be implemented throughout the district in addition to a creative operational framework.

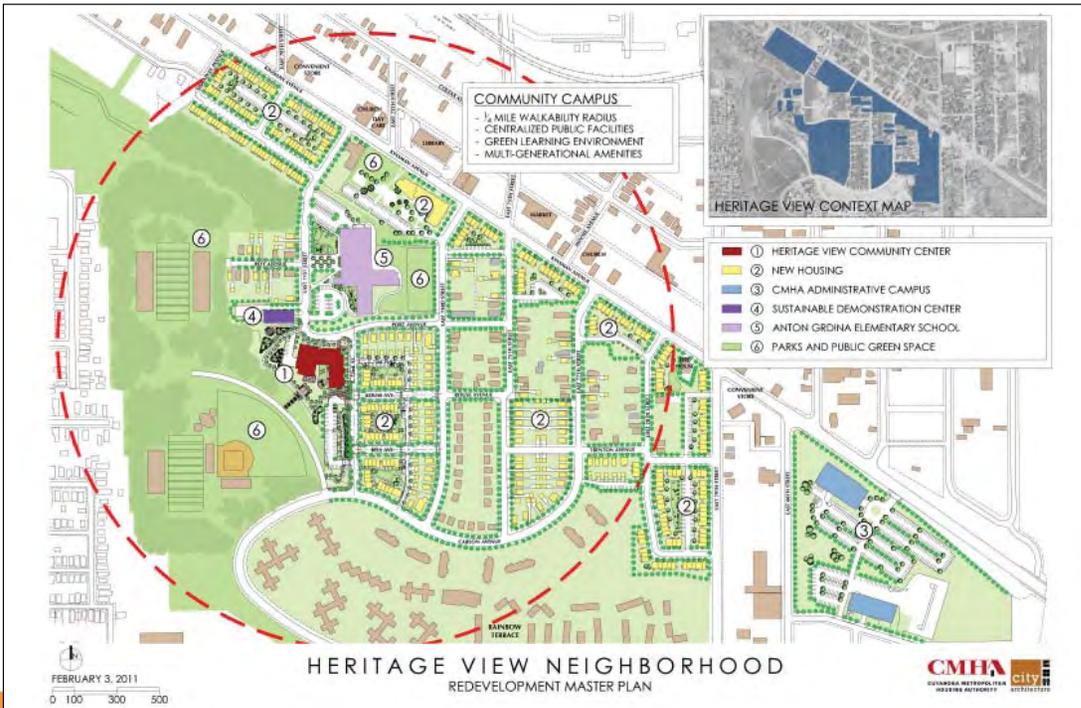
The residents are also looking forward to the possibility of a new splash park in Heritage View development as well as other recreational facilities. The area’s biggest employer, Orlando Baking Company, plans to expand its current facility.

**Opportunities** – Area residents would like to see Colfax, Heritage View, and Rainbow Terrace united into one cohesive neighborhood while the investment is still new. Residents and CDC staff hope that focused community organizing with residents while the area still looks freshly renovated will result in a reinvigorated sense of community pride. Additionally, resident hope that the new development will create the leverage necessary to attract new businesses, including a more productive environment for youth and community programming, such as a recreation center. Also, a generous community garden within Heritage View could provide a fresh and inexpensive produce alternative to the current grocer.

The implementation of the much ballyhooed Opportunity Corridor in the northern portion of the study area provides the impetus necessary to assemble vacant parcels for future development that could possibly include market rate housing and community-supportive retail. Vacant lot improvements, such as landscaping upgrades and fencing improvements that make lots appear owned and cared-for would also make a dramatic improvement.

**NSP2 Funding Possibilities**

- Demolish vacant buildings before they attract crime.
- Mothballing is not an option for the neighborhood.
- Assemble contiguous parcels to leverage future.



**FIELD SURVEY**

An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.



**LOT STATUS**

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).



**LAND USE**

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.

ANSEL  
NEWTON  
BUCKEYE  
LARCHMERE  
COLFAX  
GARDEN VALLEY  
COLLINWOOD  
CORLETT  
CUDELL  
DETROIT  
SHOREWAY  
FAIRFAX

### LOT CONDITION

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.



### BUILDING CONDITION

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.



### BUILDING OCCUPANCY

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

### SITE ANALYSIS

NST Maps and Field Surveys – The area South of Kinsman Avenue is dominated by Garden Valley Public Housing with a few blocks of single family housing mixed in. A limited amount of the single family housing is salvageable as most of it has already been demolished, is vacant, or is considered an at-risk property. The area North of Kinsman is characterized by vacant and abandoned businesses and is dotted with active churches. Along Colfax Avenue, most of the homes are in good condition – some are almost brand new, despite a high percentage of vacant lots in between them. Vacant homes throughout the area are in poor condition.

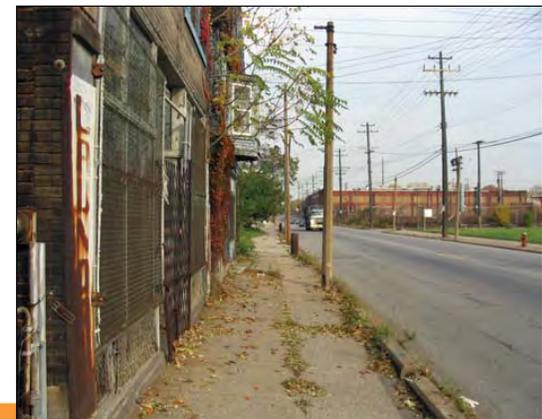
There are very few structures in the area between the Rapid Transit Authority's rail lines, including Orlando's and a single block of mostly-occupied housing. The remainder is open field.

**New Construction** – On the former Garden Valley site, the new Heritage View townhomes represent a new age in public housing. They will be replacing mid-rise public housing built in the sixties and seventies that was considered unfit for rehab due to lack of maintenance, poor construction, poor layout, and destructive tenants. The new townhomes are currently under construction and the first phase has even had tenants move in while later phases are still going through demolition and construction activities. New single family market rate homes are filling in some of the gaps between the few houses surrounding the new school and Heritage View; these will hopefully spur additional infill and help stabilize the area. The new Anton Grdina elementary school will also replace the existing school within the Garden Valley area. This building is currently under construction and the old will be demolished upon its completion to make way for more housing units.

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION



Sited near the Garden Valley properties, the new CMHA headquarters (currently under construction at East 80th Street and Kinsman Avenue) will draw nearly a thousand employees and clients into the area on a daily basis. Having a large employer in the area will hopefully be

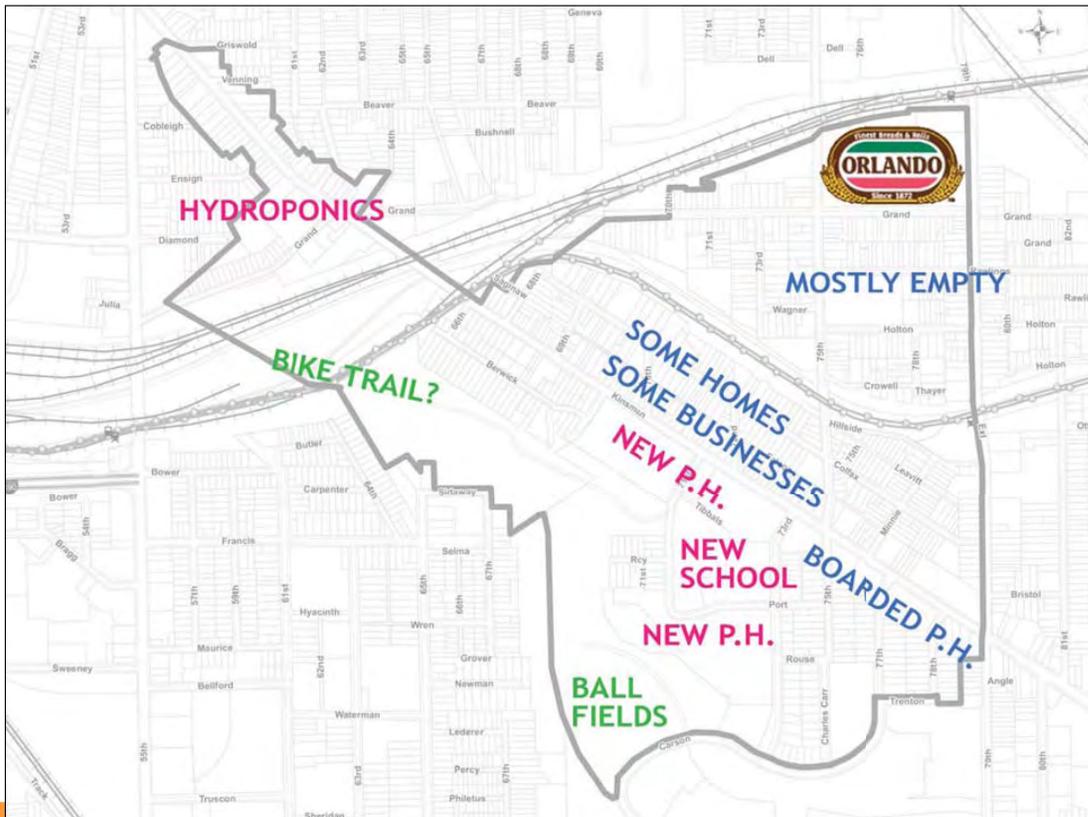


able to leverage some new development, even as simple as a pharmacy or restaurant, which the area is currently unable to support.

**Assets** - Orlando Baking is one of the few stable entities left within the rail circle around Grant Avenue and East 75th-79th Streets. Numerous bread products are baked fresh daily and trucked throughout the area, along with an expanding market of frozen products. This employer also plans to expand its current facility. A branch of the Cleveland Public Library was recently constructed adjacent to the Heritage View project across Kinsman Avenue in a retail center that also includes the offices of Burton Bell Carr Development. Although suburban-

style strip centers are, generally, not promoted in the City, this represents a bright spot along an otherwise challenged corridor. Garden Valley also has easy access to all three Rapid Transit lines (Red, Green, & Blue) at both East 55th and 79th Streets as well as numerous bus routes that crisscross the area. The East 55th Rapid station is currently undergoing a major renovation and will be a far more attractive facility upon completion. Both rapid stations at East 79th, though, are in poor condition (especially the Red Line station). Neither is handicap accessible.

**Proposed** – A new recreation center is in the works as part of the Garden Valley redevelopment. The facility would service area residents after the existing one on Kinsman has closed. A few baseball diamond at Marion Motley Park that are in rough shape have also been added to the renovation list. This project also includes the addition of space for a football field and bleachers. This project is including in the City's capital improvements list, but does not have an estimated completion date. As part of the Towpath Trail and other biking networks, the Kingsbury Run bikeway would run from the Marion Motley fields, through the culverted Kingsbury Run riverbed, and then along the rail lines to meet up with the Towpath Trail. Urban gardening is also picking up steam in the area as a new hydroponic lettuce facility has been proposed to fill a ten acre site between Kinsman Avenue, East 55th Street, and Ensign Road. The Urban Agriculture Innovation Zone was initiated by the Ohio State University Extension Office and has started constructing green homes North of Kinsman, between East 80th and East 83rd Streets. Finally, the Opportunity Corridor is also proposed for the community, running across Kinsman Avenue, at East 66th Street, and then along Grand Avenue.



OVERVIEW

### COMPARATIVE ADVANTAGE

With Heritage View and CMHA headquarters under construction and future development of the Opportunity Corridor, NSP2 funding can both polish the neighborhood and prepare lots for future development.

### TARGET AREA PLAN & IMPLEMENTATION

Be bold. No group of TAP stakeholders was more adamant than those of Colfax/Garden Valley who insisted that the recovery of their community was a worthy endeavor that would necessitate a proactive and aggressive approach for all involved. The need to “be bold” was repeated throughout the planning process and is reflected in the plan itself, which suggests that not only will Colfax/Garden Valley grow to sustain itself, but could leverage major planned investments to become a preferred area for market rate, transit-oriented development in the near future.

**Create the Community [Z]ONE** – The community [Z] ONE initiative suggests the need to unify the community (“one”) and to proactively address the site’s principle challenges by creating a z-shaped zone that connects the Anton Grdina School with the East 79th Street Rapid Stations along Kinsman and Minnie Avenues. These upgrades should promote a pedestrian-oriented corridor along Kinsman that includes a fresh produce market (in collaboration with the Urban Agriculture Innovation Zone) as well as any other community-supportive retail offerings. The pedestrian route should feature repaired sidewalks and enhance lighting, especially along Minnie and East 71st Streets. A need to tame Kinsman Avenue traffic in order to provide safer pedestrian access to the bridge necessitates crossing signals at the Kinsman and Sidaway intersection. The realignment of East 70th Street to Sidaway, as well as the possible elimination of East 69th Street, would funnel more pedestrians to the crosswalk and avoid the routine occurrence of children unsafely crossing the busy corridor.

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

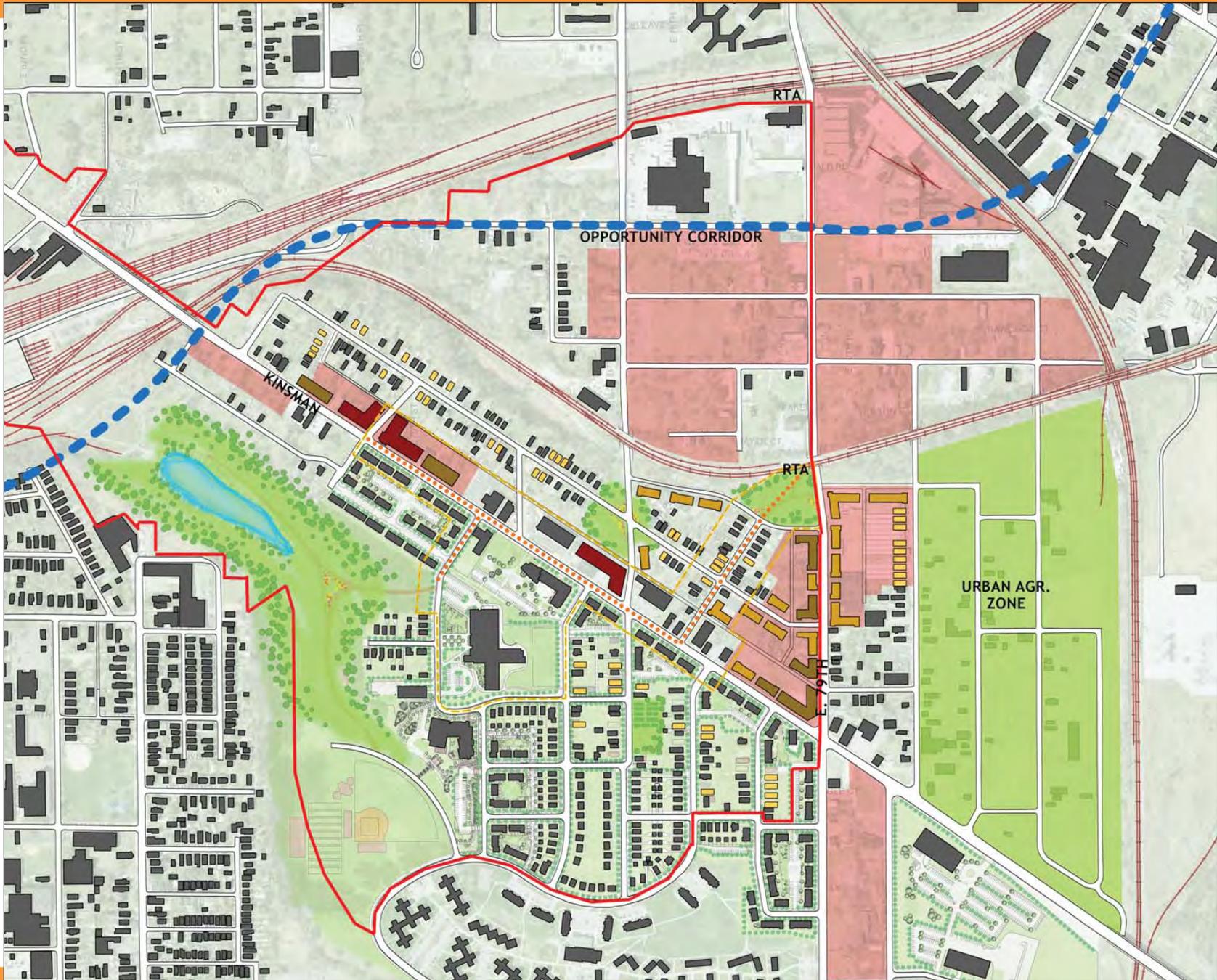
Business entry placement, designated crosswalks, and recreational areas should also be exploited to bridge the neighborhood divide that is Kinsman Avenue.

**IMPLEMENTATION:** The multi-pronged approach necessary to realize “the [Z]ONE” will necessitate a mixture of several capital sources, including neighborhood stabilization, federal grant, sweat equity and City capital improvement funds. Infrastructure upgrades and reconfiguration will have to be budgeted and implemented through the city with the close involvement of the Councilman. Neighborhood stabilization funds can be allocated to accomplish some of the “low-hanging fruit” that presents itself, but the implementation of the plan will also require the successful procurement of federal grant monies (Safe Routes to School, for instance) and philanthropic support from organizations like the Robert Wood Johnson Foundation (healthy communities). The Councilman’s annual funding stream and private investment will also be necessary.

**Protect Investments** – Vacant homes in the Colfax area that are intermingled with the new Heritage View developments should be removed. This will protect the major CMHA investment and also make current residents more comfortable if they do not have to worry about what activities are going on in the vacant structures. Other homes throughout the target area should be improved through City grant support for home repairs to the few occupied homes that are in the focus area and in need of repair (most homes in this area are either vacant and in need of demolition or are brand new with no work needed).

**IMPLEMENTATION:** Use NSP2 funding for demolitions if CMHA is not financially responsible and a mix of CASH, HELP, and Paint Reimbursement funding to provide the necessary residential upgrades.





ANSEL  
NEWTON

BUCKEYE  
LARCHMERE

COLFAX  
GARDEN VALLEY

COLLINWOOD

CORLETT

CUDELL

DETROIT  
SHOREWAY

FAIRFAX

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**Enhance Park and Open Space** – Contiguous vacant land in the area should be enhanced with plantings and trees in order to transform them from blighted areas to a neighborhood asset. CPED design guidelines should be employed to reduce the possibility of crime and make pedestrians feel comfortable.

**IMPLEMENTATION:** A portion of Hillside Park should be the first prioritized project. The park at the corner of Colfax Avenue and East 75th Street would “complete” the corner and promote frontage infill home development. Grassroots community assistance, in addition to Re-Imagining Cleveland grant support, NPI Strategic Investment Initiative (SII) grant support, and NSP2 Vacant Land Reuse funds should be utilized to realize this project.

Two Summer Sprouts gardens exist in Garden Valley/ Colfax area, but none within the Heritage View housing development. By supplementing the development with a community garden (located in some of the contiguous vacant lots), the residents receive a community amenity where there once was blight, an inexpensive source for fresh food, and a community-building activity. The Ohio State University Extension provides free starter seeds, classes, and also helps with permits and water sourcing.

SITE ANALYSIS

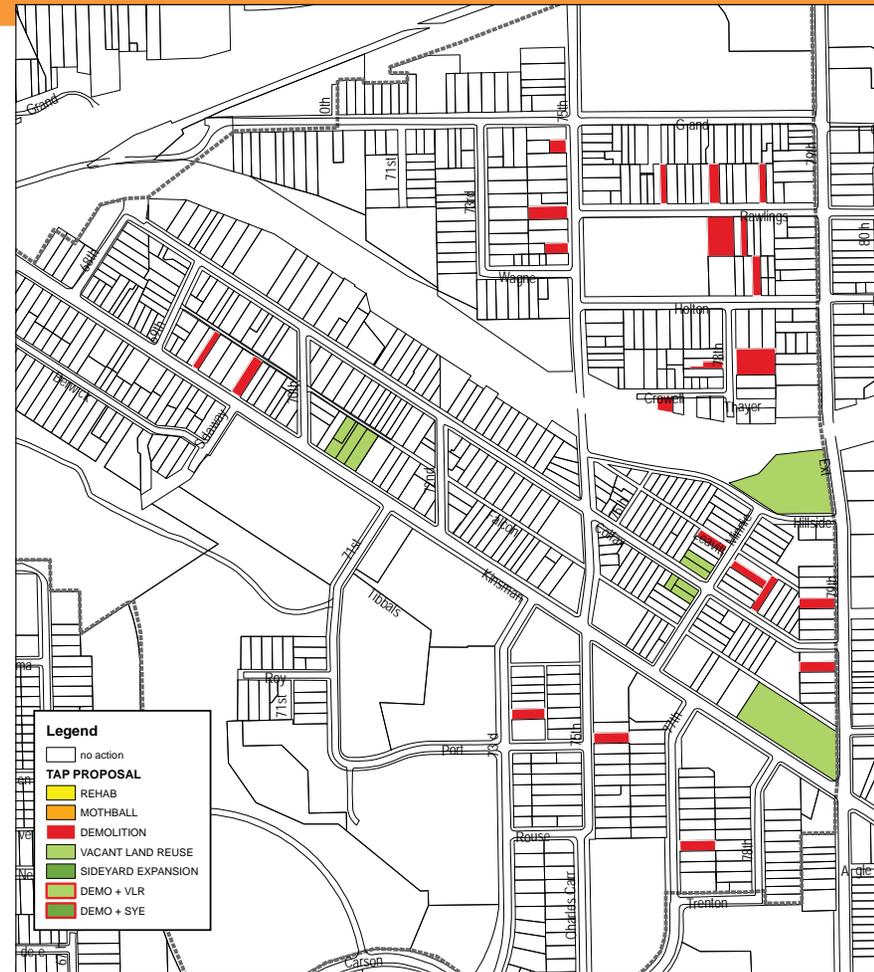
TARGET AREA PLAN

**Create the Kingsbury Wetlands** – The culverted Kingsbury Run (under the Sidaway bridge) should be combined with surrounding parks in collaboration with the Northeast Ohio Sewer District to create a multiple-acre wetland capable of capturing and passively treating large amounts of stormwater. This green infrastructure opportunity should be landscaped in a way that provides a semi-natural amenity that residents engage in. CPED design considerations are also critical in this area’s landscaping strategy. A walking path around the pond or wetland, for instance, could connect to Marion Motley

Park, Heritage View homes, Kingsbury Run Bikeway, and, eventually, to the Towpath Trail via the rail right-of-way.

**IMPLEMENTATION:** The Sewer District has access to \$43M in federal funding to realize – in whole or in part – major passive stormwater diversion projects in order to ease City reliance on active infrastructure and guard against the pollution of Lake Erie and the Cuyahoga River. They are seeking large areas in communities that have existing combined sewer operation (CSO) and the Garden Valley presents an ideal opportunity. They have expressed interest in this site in particular because of its slope, the possibility to tie in the Opportunity Corridor, and that it is over five acres in size.

Plan for Future Transit-Oriented Development – Mostly vacant land in the target area directly coincides with two RTA Stations located along 79th Street. This presents an interesting opportunity when the proposed alignment of the Opportunity Corridor is considered.



Should the public housing renovation make strides in stabilizing the community, the development of higher-density market-rate housing adjacent to renovated RTA stations becomes possible. The development could accommodate housing with ground-floor retail in a development envelope that promotes a sustainable lifestyle and brings amenity to a community eagerly ready to welcome it. Markets for low-income or market-rate high-density housing are residents that would like to leave Rainbow Terrace, students working in and

PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTHBALL	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
124-24-042	Y	N	F			3			
124-24-045	Y	Y	P			3			
124-24-050	Y	N	P			3			
124-25-041	Y	?	F			3			
124-26-030	N	Y	F						0
124-26-039	N	Y	G				4		
124-26-040	N	Y	F				4		
124-26-041	N	Y	F				4		
124-26-051	Y	N	G			3			
124-26-056	N	Y	F				4		
124-27-042	Y	N	G						0
124-28-012	Y	Y	P			3			
124-28-055	Y	N	G			3			
124-28-061	Y	Y	F			3			
124-28-066	Y	N	G			3			
124-28-072	Y	N	G			3			
124-28-074	Y	N	G			3			
124-29-010	N	Y	F				4		
124-29-036	Y	N	?			3			
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124-30-089	Y	Y	P			3			
124-30-100	N	Y	F				4		
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124-30-111	N	Y	F						0
124-30-112	N	Y	F						0
124-30-114	N	Y	F						0
124-30-117	N	Y	F						0
125-18-013	Y	Y	P			3			
125-19-019	Y	Y	P			3			
125-19-040	N	Y	F						0
125-19-041	N	Y	F						0
125-19-047	Y	Y	P			3			

around the Urban Agriculture zone, employees of the CMHA headquarters, and visitors along the Opportunity Corridor.

**IMPLEMENTATION:** Use NSP2 funds for vacant land reuse to fund a few simple improvements that would allow for future development.

**Assemble Developable Parcels** – Several blocks in the northern portion of the target area are almost wholly vacant, save for a few isolated properties and remnant fencing and stone walls that remain from razed structures. The ability to create contiguous development sites of about two to eight acres could exploit the potential of the Opportunity Corridor to leverage investment and attraction of amenities to the Garden Valley community. Efforts should be made to work closely with the Northeast Ohio Sewer District to plan for future development and implement passive stormwater management strategies, including retention areas that could double as community amenities as well as the necessary disconnection of the unused sewer infrastructure.

**IMPLEMENTATION:** Some residential structures can be demolished utilizing NSP2 funding, others will come down in the new Opportunity Corridor right-of-way, but a few other commercial structures will need to come down with city demolition and other funding. No resident should be forced to relocate, but should be given an opportunity to relocate within the community to a home that meets their social and physical needs.

ANSEL  
NEWTON

BUCKEYE  
LARCHMERE

COLFAX  
GARDEN VALLEY

COLLINWOOD

CORLETT

CUDELL

DETROIT  
SHOREWAY

FAIRFAX



central  
multi-purpose  
greenspace

bistro & coffee house

residential  
rehab

infill

HUNTIERE AVE



# Collinwood

artist's living  
& studio  
rehab

pedestrian  
median



patio bar



**DESIGNATED TARGET AREA**

(4) Collinwood

**HOST ORGANIZATION**

Northeast Shores Development Corporation (NSDC)

**LEADERSHIP TEAM**

Freddy Collier, Chief City Planner  
Brian Friedman, NSDC Director  
Wayne Mortensen, TAP Manager  
Greg Soltis, TAP Liaison

**ENGAGED STAKEHOLDERS**

East 156th Street Block Watch  
Debbie Gulyas, Resident  
Pat Harrison, Resident  
Andrea Hinton, Resident  
Mary Louise Jesek Daily, Legislative Aide (Ward 11)  
Camille Maxwell, NSDC  
Michael D. Polensek, Councilman  
Bobbi Reichtell, NPI Vice President

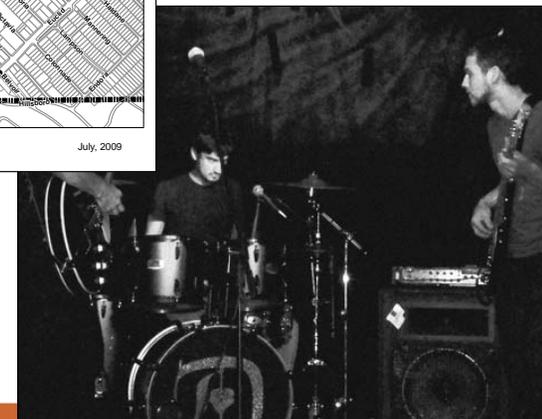
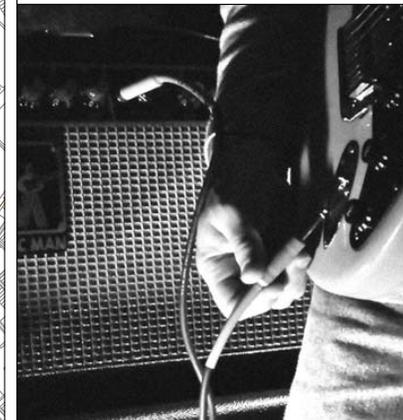
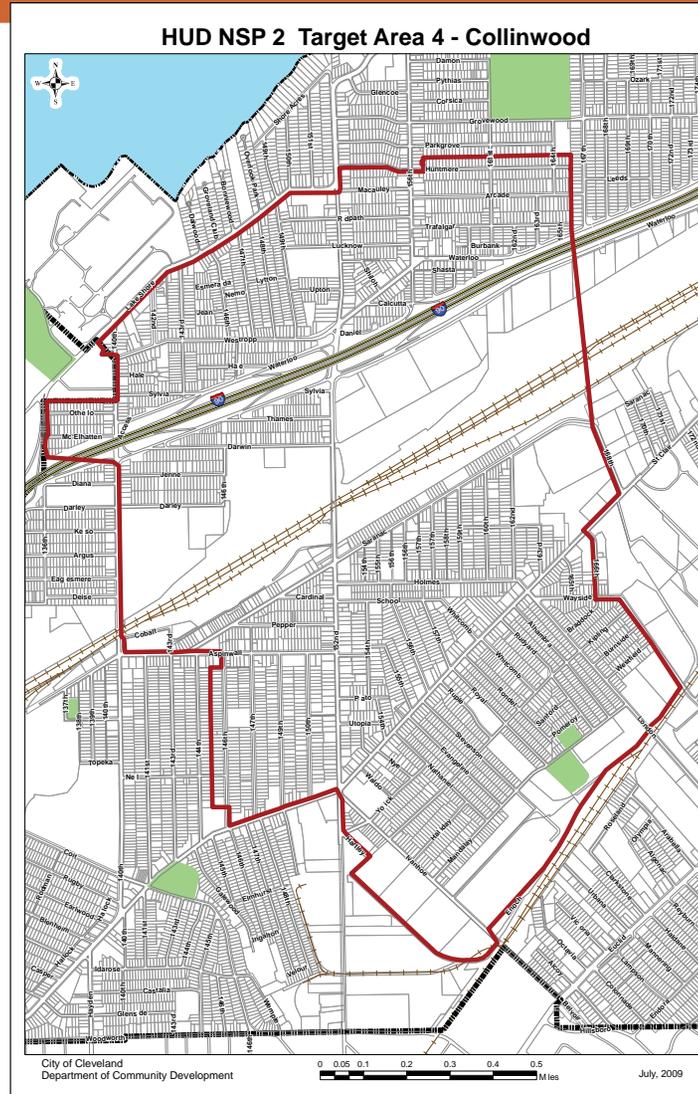
**ABSTRACT**

The overall framework for the Target Area Plan centers on the rehabilitation of East 156th Street as a pedestrian-scaled, residential street that is integral to the success of the Waterloo Corridor and greater Collinwood.

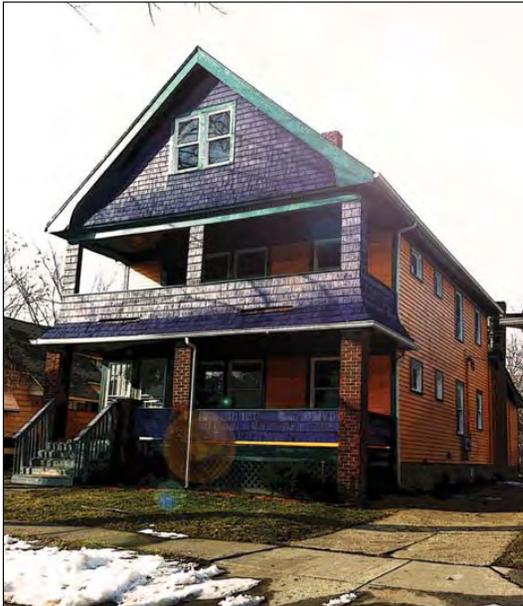
**STAKEHOLDER FEEDBACK**

In order to gain a more nuanced understanding of the community dynamics, several key community stakeholders took part in confidential interviews. The following summary reflects the observations of that collective group.

**Rock and Roll** – Collinwood’s Waterloo Corridor is Cleveland’s preeminent “Rock-n-Roll” neighborhood; a funky, eclectic neighborhood where the culture of rock-n-roll is evident in the people, the community’s



offerings, and the physical surroundings. Coventry, as it existed 30 or 40 years ago, was referenced as an example. On Waterloo, this is most strongly represented by the Beachland Ballroom, which is the main draw – setting the tone for the neighborhood. Hosting musical



acts from around the globe in an intimate setting that was once the Croation Liberty Home and Ballroom, the Beachland Ballroom reflects Collinwood’s ethnic roots. Waterloo Road is lined with eclectic shops such as CD and Vinyl stores, a head shop, vintage stores, a furniture repair shop, various automobile service entities, sausage shops, and Arts Collinwood campus (which includes the cafe and art gallery they operate). This mix of retail reflects what Waterloo was and is becoming again. There is an uneasiness between the old and the new, but that concern seems to lessen with time.

**East 156th Street** – The focus of this study is 156th Street, which runs perpendicular to Waterloo and serves as the North/South spine of the neighborhood. It connects Waterloo Road and the Freeway to Lakeshore Blvd, but its connection to Lake Erie is poor and needs reinforcement. 156th is lined with a mix of single-family homes and two and three-story multifamily apartment buildings—some with street-level retail. High density and multifamily buildings predominate and most buildings originate from the early 20th century. Those interviewed had two aspirations for the corridor: one faction wanted the street to evolve towards a single-family housing corridor (NSDC has been successful in rehabilitating old homes and selling them to artists who want to be in an arts neighborhood, but also want the amenities that come with a single family home). The other segment of the group wanted to use the existing high density environment to recruit a new demographic into the community, perhaps reflected in the Beachland Ballroom’s typical clientele (20 or 30-somethings who desire urban living in an eclectic neighborhood, but prefer renting to owning).

**Concerns** – The relationship between the neighborhood

and the freeway is troubling to most residents. Many believe that the sound walls are ineffective and are, indeed, destructive as they hide the neighborhood from those passing by on Interstate 90. The perception of crime also troubles residents as does the condition of the vacant building at the corner of East 156th Street and Waterloo. All feel that is it a very prominent building and is most people’s first impression of the neighborhood as they exit the freeway.

**Green Space** – Most residents expressed great interest in using the vacant spaces in the neighborhood for a variety of gardens. They also mentioned sculpture gardens to reflect the artistic bent of the neighborhood and that they would like to see additional park and playground space as well as community gardens.

**A Personal History and Remembrance** – From a historical perspective, Waterloo used to be the home to thousands of people who depended upon the Collinwood Rail Yards for their livelihood. The Rail Yards were built in the late 1800’s and still operate to this day, albeit in a far-diminished capacity. Up until the 1980’s they were the foremost employer of Collinwood. Back when the rail yards were fully operational (and prior to I-90’s construction) the neighborhood of Waterloo was directly connected to the rail yards and was full of activity (Waterloo Road used to continue East, across what is now the freeway to where the rail yards are). People walked most places as the density of the neighborhood and the amenities it contained supported the lifestyle. In the mornings, one would witness thousands walking the sidewalks on the way to work in the rail yards, lunch pails in hand. Waterloo Road was the center of the neighborhood’s commercial activity. It was full of patrons day and night, utilizing its many

OVERVIEW

shops, bakeries, bars, banks, and restaurants. It was a self-sustaining neighborhood.

**IDENTIFIED CHALLENGES**

- Limited Lake Access
- Neighborhood Not Visible from Freeway
- While Central, Still Isolated from Rest of Cleveland
- Perception of Crime
- Physical Barriers (Fences, Walls, Private Streets)
- Suburban Style Development in Recent Decades
- Segmentation of Community by Infrastructure

**COMMUNITY STRENGTHS**

**Lake Erie & Green Space** - First and foremost is Collinwood's proximity to Lake Erie. The neighborhood's boundaries include 2.75 miles of shoreline. In addition, close to half mile of that shoreline is parkland as Euclid Beach Park and Wildwood State Park sits where the Euclid Creek meets Lake Erie. Humphrey Park lies to the South of Lakeshore Boulevard and just to the West of the entrance to Euclid Beach, and Wildwood State Parks.

**Accessibility** - Northshore Collinwood is nestled between Bratenahl, Euclid, the Cleveland Memorial Shoreway and Lake Erie offering it the feeling of a private neighborhood, while also affording it a tremendous amount of accessibility. The neighborhood is 15 minutes by car to the two largest employment centers in the metropolitan region, Downtown Cleveland and University Circle. Access to I-90 means that Collinwood is within an hour's drive of close to 3 million of Northeast Ohio's 5.5 million residents. This allows residents of Collinwood easy access to all that Northeast Ohio offers, and also makes Collinwood easy to get to for those visiting. In addition, the area is served by the rail network which makes it a good place to do business for manufacturers and shippers, and an ideal site for future RTA rapid transit service.

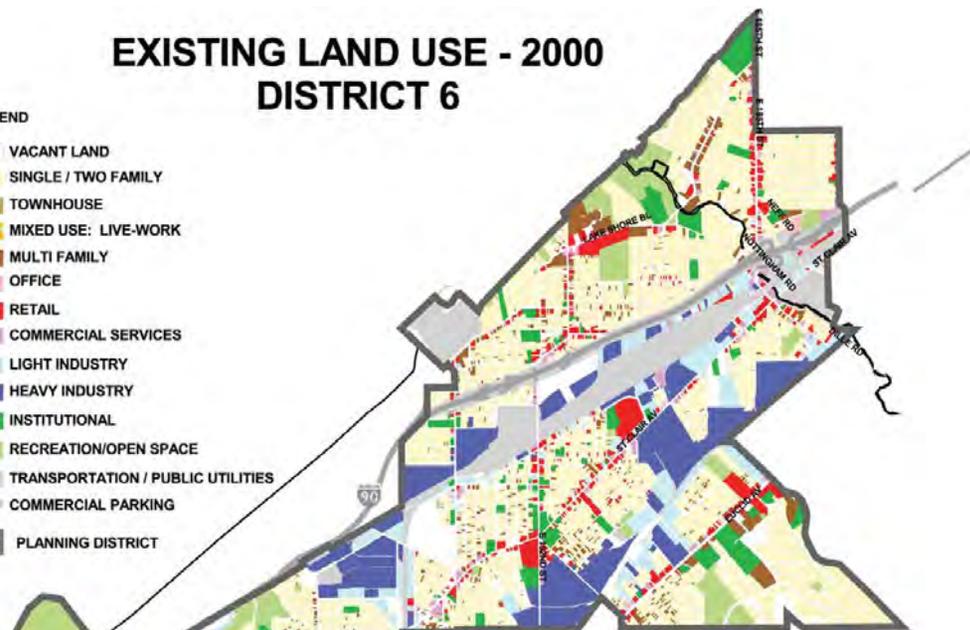
SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

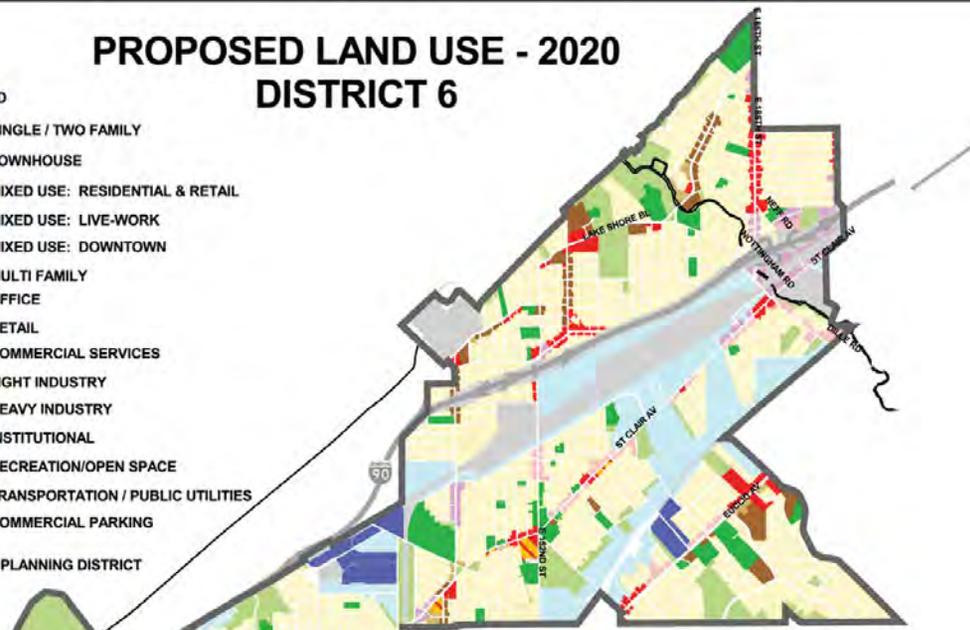
**EXISTING LAND USE - 2000  
DISTRICT 6**

- LEGEND
- VACANT LAND
  - SINGLE / TWO FAMILY
  - TOWNHOUSE
  - MIXED USE: LIVE-WORK
  - MULTI FAMILY
  - OFFICE
  - RETAIL
  - COMMERCIAL SERVICES
  - LIGHT INDUSTRY
  - HEAVY INDUSTRY
  - INSTITUTIONAL
  - RECREATION/OPEN SPACE
  - TRANSPORTATION / PUBLIC UTILITIES
  - COMMERCIAL PARKING
  - PLANNING DISTRICT



**PROPOSED LAND USE - 2020  
DISTRICT 6**

- LEGEND
- SINGLE / TWO FAMILY
  - TOWNHOUSE
  - MIXED USE: RESIDENTIAL & RETAIL
  - MIXED USE: LIVE-WORK
  - MIXED USE: DOWNTOWN
  - MULTI FAMILY
  - OFFICE
  - RETAIL
  - COMMERCIAL SERVICES
  - LIGHT INDUSTRY
  - HEAVY INDUSTRY
  - INSTITUTIONAL
  - RECREATION/OPEN SPACE
  - TRANSPORTATION / PUBLIC UTILITIES
  - COMMERCIAL PARKING
  - PLANNING DISTRICT



**Urban Density and Walkability** – Due to its coming of age during the streetcar era, Collinwood and the sub-neighborhood of Waterloo are dense and walkable. Density provides residents with an urban environment that makes life easy, diverse, visually interesting, and green. Within a 15 minute drive from downtown lie numerous residences of all types, a variety of places of business, convenient shopping, and plenty of outdoor recreation and entertainment establishments.



**Rich Neighborhood History** - New arts organizations, galleries, entertainment venues, and boutique shops now call the Waterloo neighborhood home. All of these collectively offer an additional layer of experience to residents and visitors alike.

Arts Collinwood and The Beachland Ballroom have fostered much of the growth in the cultural assets of the neighborhood in recent years. They add to the cultural and architectural complexity that has been built up since Collinwood was an orchard well over a century ago. This layering within an urban neighborhood is what makes Collinwood so interesting.



**Historic Architecture** – The side streets of Waterloo are lined with homes in a variety of styles dating from the late 19th Century up to the present day. East 152nd and 156th Street, Lakeshore Boulevard, and Grovewood Avenue each have a unique architectural character, the Colonial Revival apartment block. These three to five-story brick buildings – many with ironwork balconies – give the neighborhood a certain charm. All throughout Collinwood one can also find large, beautiful churches that speak to the many ethnic groups that settled the neighborhood, many of whom still call it home.



Over time, the built environment has responded to many different settlement patterns, popular modes of transportation, and styles of architecture that were en vogue during different eras. This complexity is something that comes about in an organic way and cannot be reproduced. It, along with its diverse residential population, makes Collinwood unique.

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**FIELD SURVEY**

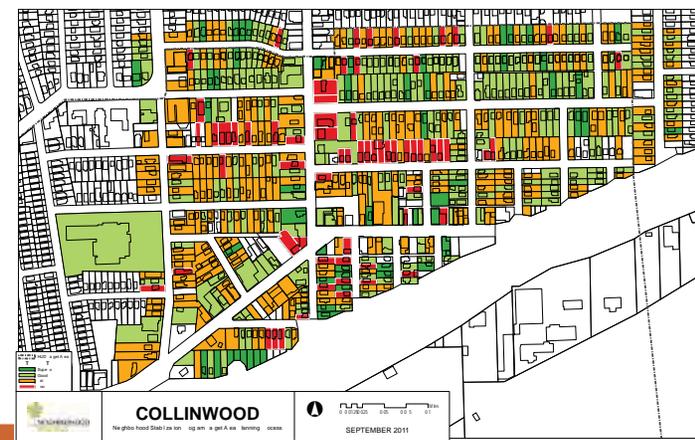
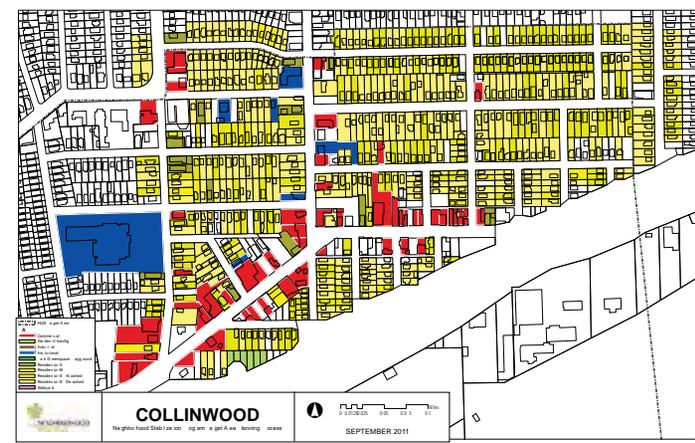
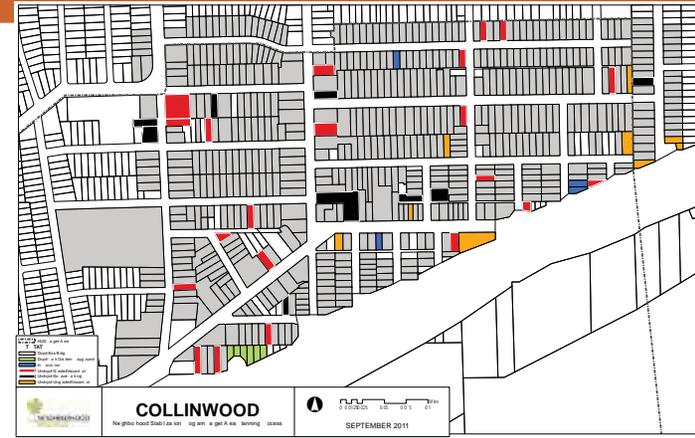
An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

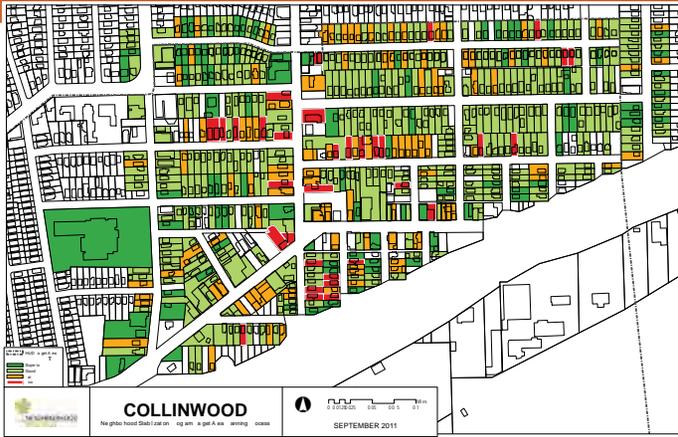
Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.

SITE ANALYSIS

TARGET AREA PLAN

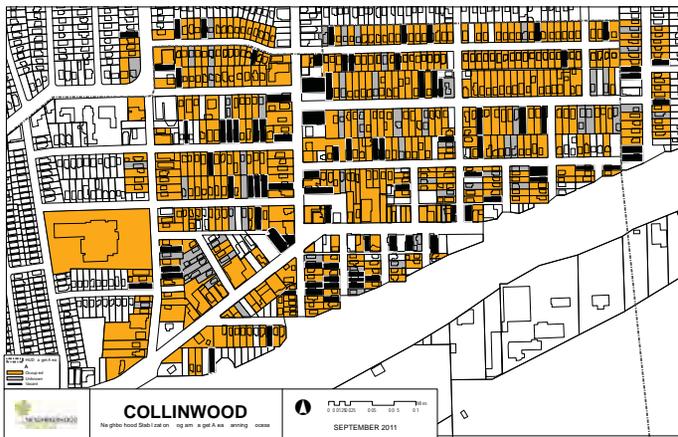
IMPLEMENTATION





**LAND USE** (middle left)

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.



**LOT CONDITION** (bottom left)

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.



**LOT STATUS** (top left)

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).

**BUILDING CONDITION** (top right)

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.

**BUILDING OCCUPANCY** (middle right)

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.

OVERVIEW

**SITE ANALYSIS**

**Neighborhoods** - North and South Collinwood are actually considered by the City to be two separate neighborhoods and, within them, there are five sub-neighborhoods: Waterloo, Lakeshore, East 185th, Nottingham Village, and Five Points. The focus of this study, however, is on a community strength: the Waterloo Arts District and, more specifically, along East 156th Street.

**Existing** - The City of Cleveland's 2020 plan is about making connections; this analysis and target area plan for East 156th Street and Waterloo derives its inspiration from that precedent. Below is the city planning

commission's analysis of existing land use conditions as of the year 2000, the most recent available.

**Proposed** - As shown here, the city planning commission is proposing East 156th Street become a street primarily composed of multi-family residences. Commercial uses predominate where East 156th Street intersects Waterloo Road to the South, and Lakeshore Boulevard to the North.

**Neighborhood Conditions** - This map illustrates the current state of properties within the targeted area in Waterloo. Those parcels in black were identified by Northeast Shores as assets. Where they lie along

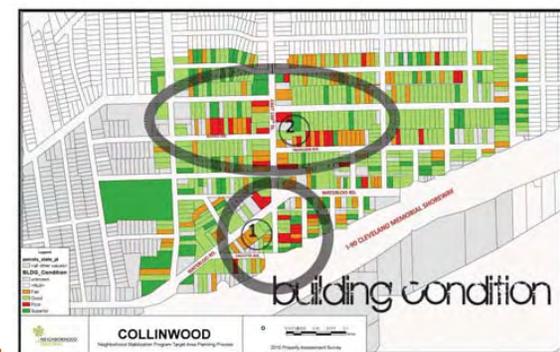
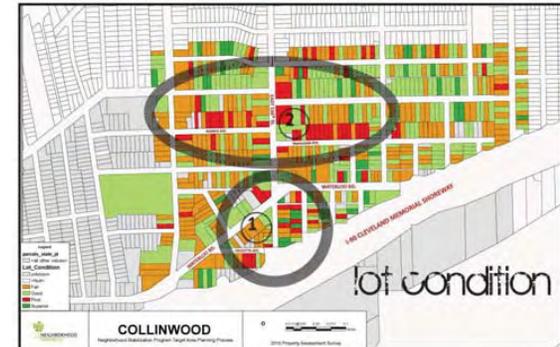
Waterloo Road they are commercial assets such as The Beachland Ballroom (15711), Little Hands Daycare (15721), Music Saves (15801), STAR POP Vintage + Modern (15809), Blue Arrow Records & Boutique (16001), Azure Stained Glass Studio (15602), and Arts Collinwood and The Arts Collinwood Café (15601). Other assets include the NSDC offices (317) on 156th Street and recently rehabilitated houses.

**Building and Lot Conditions** - There are two main areas where poor building conditions and poor lot conditions coincide: (1) along 156th Street, South of Waterloo Road and North of the I-90 Shoreway, and (2) along Trafalgar Avenue and Ridpath Avenue as they approach 156th Street, including the adjacent blocks of East 156th Street.

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION



**Waterloo Road** - The primary use of land along Waterloo Road is commercial. There are apartment dwellings and multifamily uses interspersed with commercial uses.

**East 156th Street** - Characterized by diversity. The only other mixed-use street in the area is East 152nd Street (most side streets in Waterloo are lined with residential uses).

**Industrial Era Neighborhood** - Waterloo is a dense, walkable neighborhood that typifies “streetcar-oriented” development of the late industrial era, flanked on the North and South by newer, automobile-oriented neighborhoods.

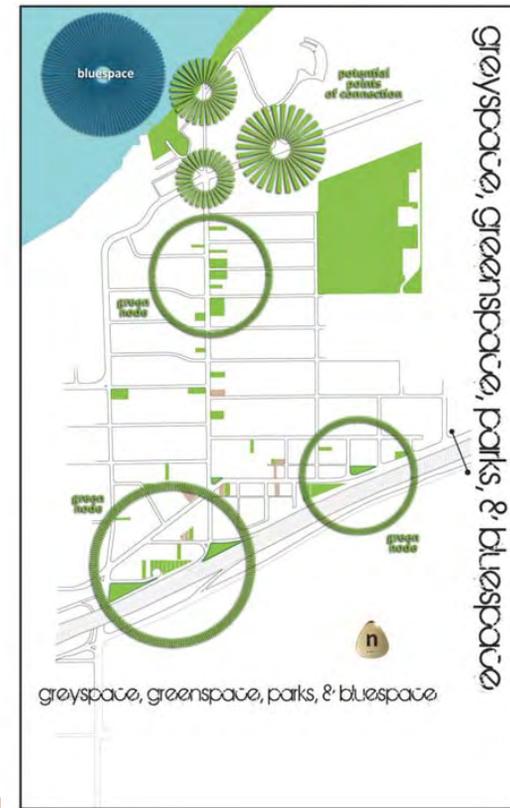
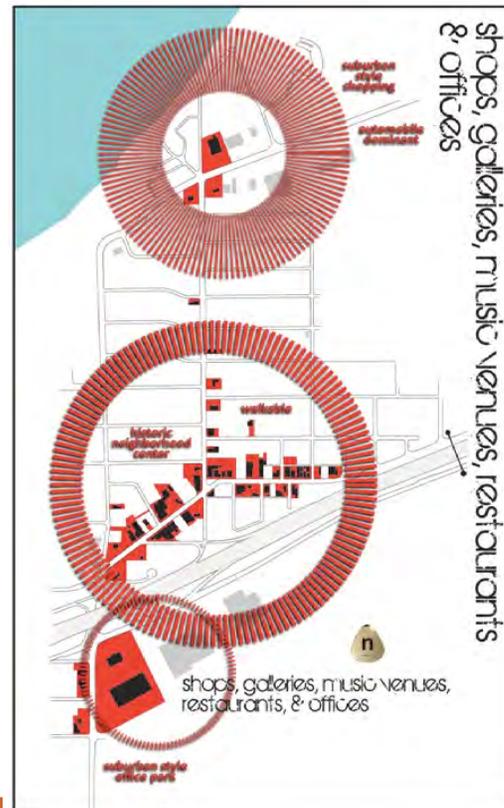
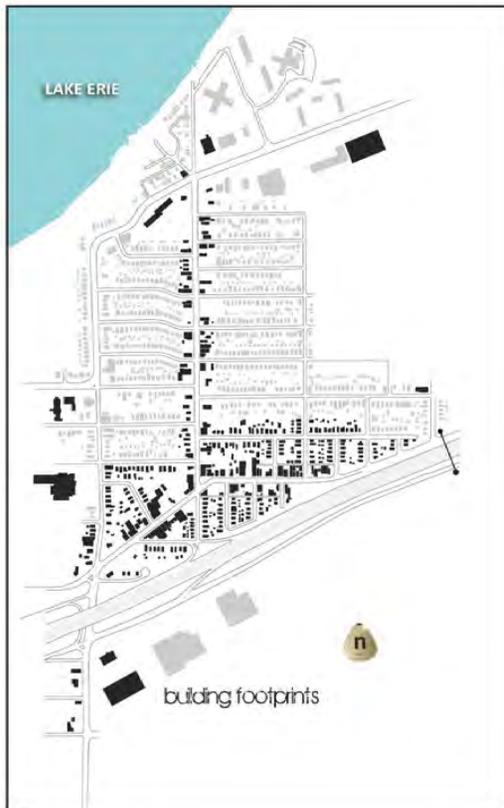
**Tree-Lined Residential Streets** - Waterloo’s side streets are primarily lined with colonial revival single family and two family ‘up-down’ homes. East 156th Street has a concentration of houses near Ridpath Avenue and a scattering of houses closer to Lakeshore Boulevard.

**Existing Nodes of Density** - East 156th Street and Waterloo are generally characterized by the predominance of apartment and mixed-use buildings from the early 20th century. They are a building typology distinguished by a mix of colonial revival styles, the use of brick, and balconies that overlook the street.

**Religious** - There are myriad places of worship in the Waterloo neighborhood. Of note architecturally are Saint Jerome Catholic Church on Lakeshore Boulevard and Immanuel Presbyterian on 156th.

**Adaptive Reuse** - The adaptive reuse of a big box store along Lakeshore Boulevard North of Humphrey Park is also noteworthy as it is scheduled to be the new home of the Collinwood Recreation Center.

**Space** - Due to recent demolition, there is a plethora of vacant lots along East 156th Street. This vacant land joins the existing vacancy created decades ago by aligning the freeway through existing neighborhoods.



OVERVIEW

**The Future of East 156th Street** - Part of the goal of this study is to determine whether East 156th Street should move in the direction of single or multi-family housing. In order to do this, we must first analyze existing uses as they relate to each other. This image shows the building footprints of apartments, institutions, and commercial spaces. The following image illustrates a mix of houses with institutions and commercial buildings.

SITE ANALYSIS

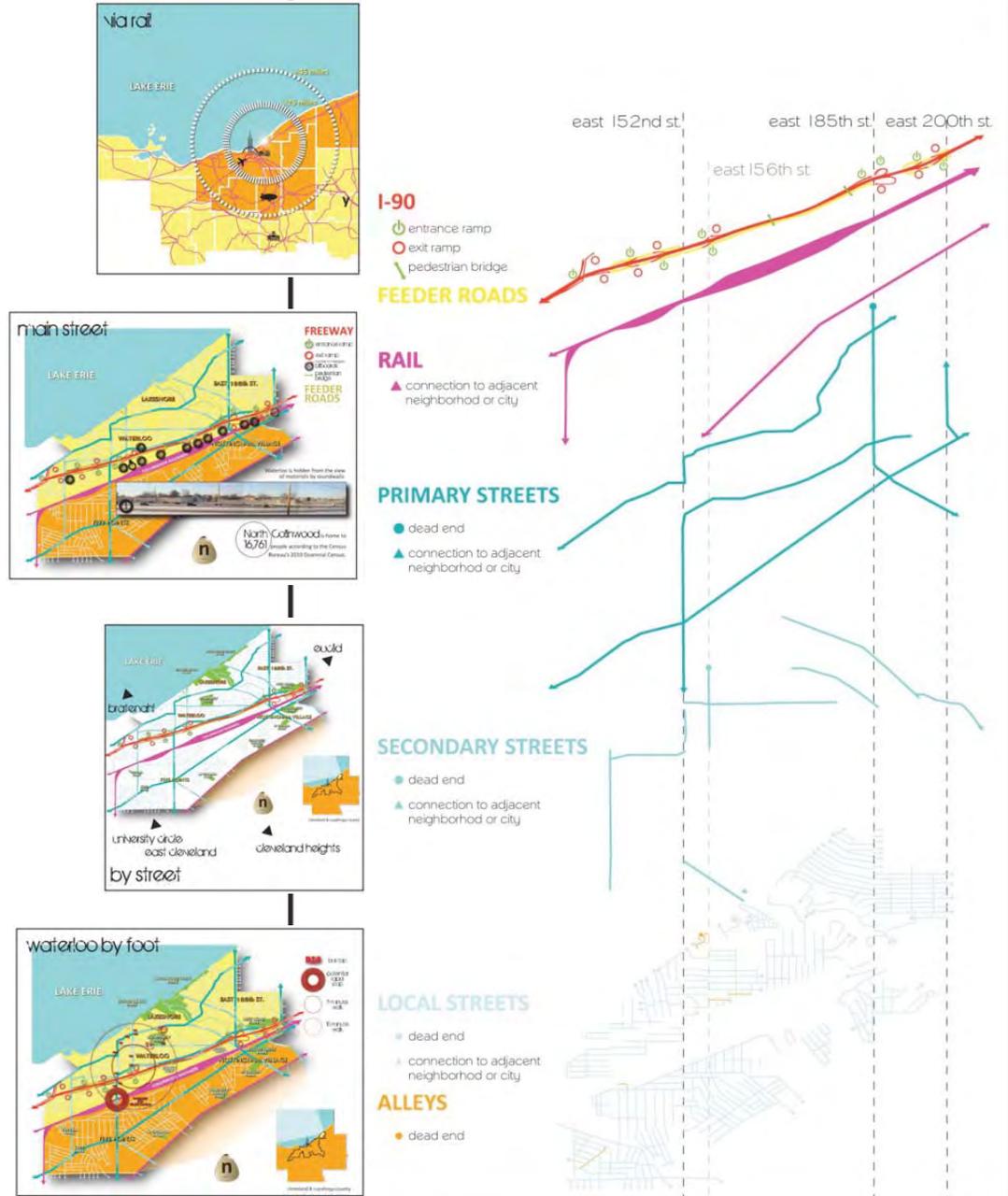
**CONNECTIVITY**

**Via Automobile** - Collinwood is central to Greater Cleveland and easily accessible to most of the region. Within a one hour drive of Collinwood live almost 3 million of Northeast Ohio's 5.5 million inhabitants. Over 125,000 cars pass through Collinwood on I-90 every day (according to a 2009 NOACA count). There are 21 billboards and numerous signs advertising private businesses between the 142nd and 200th Street exits. On that note, there are three exits off of I-90 Westbound into Collinwood and five exits if one is traveling Eastbound. Since nearly 30,000 call Collinwood home and thousands more frequent the neighborhood, it is worth considering the placement of signage that at least notifies motorists relative to how they can access the community. After all, Collinwood is larger - in both population and area - than many suburban communities that DO have signage along the thoroughfare.

**Via Rail** - Ohio has over 6,000 miles of rail crisscrossing the state; more per square mile than any other state. Northeast Ohio contains an even higher proportion and Cuyahoga County specifically has an extensive network that hosts several inter-modal freight railroad terminals. Amtrak provides daily service to Cleveland with the Lakefront line running from New York to Chicago (through Collinwood) and the Capital Express running between Chicago and Washington, DC. The Greater Cleveland Regional Transit Authority (RTA) operates 18 miles of heavy rail (Red Line) with

TARGET AREA PLAN

IMPLEMENTATION



18 stops and an additional 18 miles of rail (Blue, Green and Waterfront Lines) which contain 35 stops between them. Collinwood has excellent access to rail, but poor connectivity to Rapid Transit as the system stops well short of the Eastside community. In its 2020 plan, the City Planning Commission recommends reconnecting

Collinwood to downtown and Tower City by extending the lakefront line. This makes sense on a number of levels as Collinwood is positioned between the two largest employment centers in the region, and the northeast shore suburbs in Lake County. Over 250,000 people live in Lake County and many work Downtown and in University Circle.

**BRANDING & GATEWAYS**

**Draw & Direct** - An existing plan, completed by URS, exists for branding Waterloo while at the same time creating gateways into the core of the neighborhood. Additional branding and gateways on the periphery of the neighborhood could more effectively direct people to the Waterloo Road corridor.

**3 Names 1 Street** - Waterloo continues West over 152nd Street and to the East under the 167th Street pedestrian bridge. However, at each of these points, its name changes (to Westropp Avenue at 152nd and Villaview Road at 167th). Meanwhile, "Waterloo Road" actually continues (in name) as a feeder street for I-90. In order to access this portion of the street, however, necessitates a left turn onto East 152nd and then a right a block later.

**Via RTA** - Currently Collinwood is served by 5 bus lines that take anywhere from 40 minutes to over an hour to get Downtown (compared to driving, which gets you there in less than 15 minutes). Getting to University Circle by bus from Collinwood takes nearly as long, and is again, only 15 minutes by car.

**On Foot** - From the intersection of 156th & Waterloo, most of the Waterloo neighborhood can be walked in about ten minutes. The densities within the neighborhood make the walk not only convenient, but somewhat interesting (as compared to walking a similar distance in an homogenous suburban community).



OVERVIEW

**COMPARATIVE ADVANTAGE**

North Collinwood is a true “edge” community, both in terms of its geography and eclectic arts scene, which cannot be artificially replicated in a sterile suburb separate from its historic and demographic context, copious community assets, and current trajectory.

**TARGET AREA PLAN & IMPLEMENTATION**

The overall framework for the Connecting Collinwood Plan centers on the rehabilitation of East 156th Street and its environs. In addition to East 156th, streets that intersect it (or are within the core of the neighborhood and were deemed to be important to the overall well-being of Waterloo) are included as well. Those additional streets are Waterloo Road, Daniel Avenue, Calcutta Avenue, Trafalgar Avenue, Ridpath Avenue, Macauley Avenue and East 157th, 160th, 163rd, and 165th Streets.

NSP2 funds can be used for rehabilitation, mothballing, demolition, vacant land reuse, side yard expansion, and even new construction in some instances. Other sources of funding are available and when they are used they are noted in the implementation section that follows each recommendation. All lots included in the plan, their conditions, and their future uses are detailed in the Implementation Spreadsheet. NSP2 funding must be utilized within three years and this narrative and plan speak to that timeline, unless otherwise mentioned.

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

**The Greening of East 156th Street** - The abundance of vacant land that has been created due to recent demolitions along East 156th Street makes it natural in the short-term (the three year NSP2 timeline) to seek green initiatives for their use. These initiatives include parks, community gardens, rain gardens, and gardens related to the artistic nature of Waterloo, such as a proposed sculpture garden. Where there are buildings in disrepair or vacant, rehabilitation and mothballing have

been sought as the first plans of action with demolition being used as a last resort.

The “Central Park” green space in the middle of East 156th Street seeks its funding primarily from NSP2 under the category of “vacant land reuse”. In order to fully realize the planned green space, additional actions must be taken. First, it is suggested that the automotive repair shop where Macauley Avenue dead ends into East 156th Street is relocated (NSDC has found suitable options for such a move and will present them to the owner). Second, the addition on the front of the Fanny’s building could be demolished, leaving the original structure to be rehabilitated (NSDC is considering acquiring the structure).

(Note on Green Space Maintenance: In order to take care of Collinwood’s many green and public spaces, NSDC has proposed to seek out recent immigrants families with backgrounds in farming. They will be offered a renovated home as a place for their family to live and given a plot of land for their own personal farming uses. In exchange, they will cultivate,



tend to, and oversee the many green spaces in Waterloo.)

**East 156th Street** -

Below Waterloo (along East 156th Street) the plan calls for the immediate rehabilitation of homes for residential use. Long-term, the area is envisioned as an urban office park that would utilize the housing stock as offices and a bed and breakfast to suit “new media” firms. This is a natural fit that would complement the existing artistic element within Waterloo. North of Waterloo Road, before Lucknow Avenue on the West side of the street, is a vacant lot that sits between Fotina’s and a brick commercial structure. This lot is planned to be transformed into an outdoor dining patio and demonstration rain garden that would serve Fotina’s and the Arts Collinwood Café.

Further up East 156th Street, past Lucknow, on the West side of the street sit a row of houses. Since these houses lie along a main thoroughfare of the neighborhood, they should be rehabilitated and sold to artists seeking ground floor studio space that would double as a semi-public showplace for their work. Between Lucknow and Ridpath Avenues (still on the West side of East 156th Street) are additional homes. The home at the corner of East 156th Street and Lucknow is badly damaged and is slated for demolition, while the following two would follow the model of rehabilitated “artist’s homes” mentioned previously.

04-21

# Connecting Collinwood

waterloo 3.0 - 5.0 yr plan

greening east 156th street



OVERVIEW

At the Intersection of East 156th Street and Ridpath Avenue, on the same side of the street, exists a vacant lot that could be an attractive central green space for the neighborhood. The programmatic elements of this “central park” include artistic sculpture, a vegetable garden for local restaurants (a greenhouse down the road would eventually supersede this space), and a rehabilitated Fanny’s restaurant that could be transformed into a coffee house and light-fare bistro that would use only the original structure (the addition could be removed). This park is envisioned as a demonstration green space that illustrates, in a real way, what the Northeast Shores Development Corporation does in Collinwood. It was chosen for this use for many reasons, not least of which is its proximity to the NSDC offices.

SITE ANALYSIS

North of Huntmere, where it intersects with East 156th Street sits a red-brick, apartment block of the “Colonial Revival” type that is prevalent in Waterloo. In the short-term, this building is to be mothballed. Future plans, which may be within the three year timeframe, call for it to serve as a model of NSDC’s new rental program targeting the Beachland Ballroom crowd. The hope is to diversify the neighborhood even further by drawing in young adults who prefer renting to buying.

TARGET AREA PLAN

This house could use a combination of sources for its funding, including the City’s Repair-A-Home program, and HTF and NPI Model Block funding. The vacant lot planned to be transformed into an outdoor dining patio and demonstration rain garden for Fotina’s and the Arts Collinwood Café could be funded with a grant from the Sewer District that recognizes innovative open space transformations that proactively address stormwater.

The “Colonial Revival” apartment block north of Huntmere, at East 156th Street is close to being purchased by NSDC and should be immediately mothballed. If any NSP funding is made available for small, multifamily apartments, NSDC will apply to renovate this structure.

**Waterloo Road** - Most of what is hoped for Waterloo Road in this plan builds upon existing plans. They include a new streetscape for the commercial district, a “rolling waves” green space plan for vacant land near the freeway, and place making signage and markers that would identify the neighborhood to outsiders. To complement these existing initiatives, storefronts in need of a face lift would be encouraged to do so – and efforts made, where possible, to connect business owners to available grant and low-interest funding. Where Waterloo Road meets East 162nd Street, the rolling waves green space concept would be taken a step

further to incorporate a play area for the neighborhood’s daycare. The play area would focus on earth shaped into rolling waves that mimic the

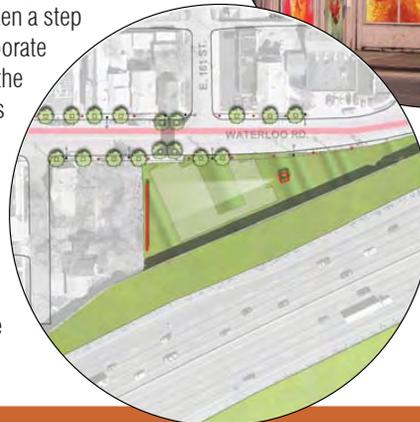
water on Lake Erie, as the primary play “equipment”. The play area would be surrounded by a low wall and would be part of a gateway that welcomes westbound travelers along Waterloo into the center of the neighborhood.

Of particular importance along Waterloo Road is the vacant building on the Northwest corner of East 156th Street and Waterloo Road, which has fallen into disrepair and is an eyesore. The building would be mothballed until a suitable use for it can be found. The building directly to the West of it is already scheduled for demolition.

**IMPLEMENTATION:** The City of Cleveland’s Storefront Renovation program will continue to supply financing for much of what is undertaken along Waterloo Road. NSP2, Re-Imagining Cleveland, and NPI SII funding can be tapped for the “rolling waves” green space and play area at Waterloo and East 162nd Street.

The building on the Northwest corner of Waterloo and East 156th Street presents a critical community challenge and, while it should be mothballed, a sealed building on this site – at the elbow of the Waterloo Corridor – would negatively impact the entire area. Therefore, in addition to mothballing this structure, the NSDC has indicated a desire to use the building as an artistic canvas until such time as someone wants to rehabilitate/redevelop

**IMPLEMENTATION:** Most of the homes along East 156th Street are to be rehabilitated (and one is to be demolished) using NSP2 funding. The exception to this is the home just North of Lucknow Avenue on the West side of the street.



04.21

# Connecting Collinwood

waterloo 5.0 - 100 yr plan

completing and connecting east 156th st.



OVERVIEW

the structure into productive use. NSDC will either hire an artist to design an installation that would complement the commercial strip, or Arts Collinwood could provide the manpower (and Neighborhood Connections, the funding) to celebrate the structure.

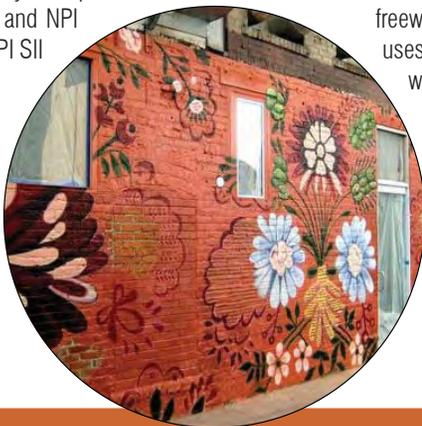
**East 157th Street** - The homes along this short—but historic—street that are scheduled to be part of the overall plan will be rehabilitated and resold.

**IMPLEMENTATION:** The rehabilitation of homes on East 157th Street will use either NSP2 funds exclusively or depend on a mix of the City’s Repair-a-Home program, HTF and NPI Model Blocks, and NPI SII funding.

**East 160th, 163rd and 165th Streets** - One home on 160th Street is to be demolished. Both 163rd and 165th are very short streets that abut Waterloo Road. There are numerous homes in this area that are already under rehabilitation by NSDC (in fact, additional homes are scheduled for rehabilitation in this round of NSP funding).

**IMPLEMENTATION:** The single home on 160th street should be demolished using NSP2, while the rehabilitation of homes on East 163rd and 165th Streets will also use either NSP2 funds exclusively or depend on a mix of the City’s Repair-a-Home program, HTF and NPI Model Blocks, and NPI SII funding.

**Trafalgar Avenue** - Trafalgar Avenue is a main residential street within the core of Waterloo. It is one block North of Waterloo Road,



SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

and intersects East 156th Street. Many of the homes along this street add to the historic nature of Waterloo, but are in disrepair. Two homes on the fringe of this area (East of East 161st Street) are to be demolished. The rest of the homes between East 156th Street and East 161st Street are to be rehabilitated. The one commercial structure near the center of the block is to be demolished. This lot will serve as the site of a new home to be imagined and constructed with the Waterloo artist in mind; it will act as a model home for future construction and a catalyst for future growth in the neighborhood.

**IMPLEMENTATION:** NSP2 funding could be used for the majority of homes on Trafalgar Avenue, whether it be for demolition, rehabilitation, or side yard expansion. The new model home could be financed through NSP2 as well. The combination of City’s Repair-a-Home program, HTF and NPI Model Blocks, and NPI SII funding could fund the remaining four homes.

**Daniel Avenue & Calcutta Avenue** - There is an abundance of vacant land on the block that exists between these two streets. It lies directly next to the freeway and is therefore not well suited to residential uses. Currently, there is a community garden there, which is not well protected and has been frequently looted. Since many who farm there do not live near the garden, the plan calls for these gardeners to be moved to a better and more public location at the Corsica Gardens. That relocation would allow this space to be converted into parking in service of the Waterloo Corridor. The vacant lot along Calcutta Avenue would act as an access point from that street, and Daniel Avenue would



be the other access point. As demand grows, the site could eventually support a parking deck.

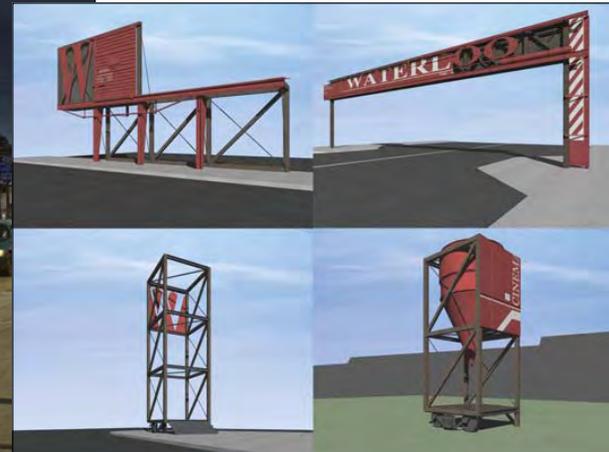
**IMPLEMENTATION:** If permitted, NSP2 funding should be used to transform these empty lots to parking lot uses as vacant land reuses. Corsica Gardens, which lies outside the TAP area, accommodates the misplaced gardeners and will be redesigned with the assistance of the Summer Sprouts program and physically transformed with sweat equity. The transformation is to include decorative fencing to protect the gardeners’ plots and beautify the neighborhood. Reused stone and brick can be recycled for pathways.

**Ridpath Avenue** - One house is slated for demolition.

**IMPLEMENTATION:** Demolition should utilize NSP2 funding if possible.

**Macauley Avenue & East 152nd Street** - There is a large, empty lot at the intersection of these two streets. The space is re-imagined as a barbeque park and play area for families and children. The Western end of Waterloo lacks green space and playgrounds for children and the residents have requested an additional playground. The concept includes fire pits to complement the barbeque establishment across the street and also to foster a family atmosphere.

**IMPLEMENTATION:** The new park and playground at this intersection could employ NSP2 and Re-Imagining Cleveland funding for vacant land reuse.



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NEWTON

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LARCHMERE

COLFAX  
GARDEN VALLEY

COLLINWOOD

CORLETT

CUDELL

DETROIT  
SHOREWAY

FAIRFAX

OVERVIEW

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

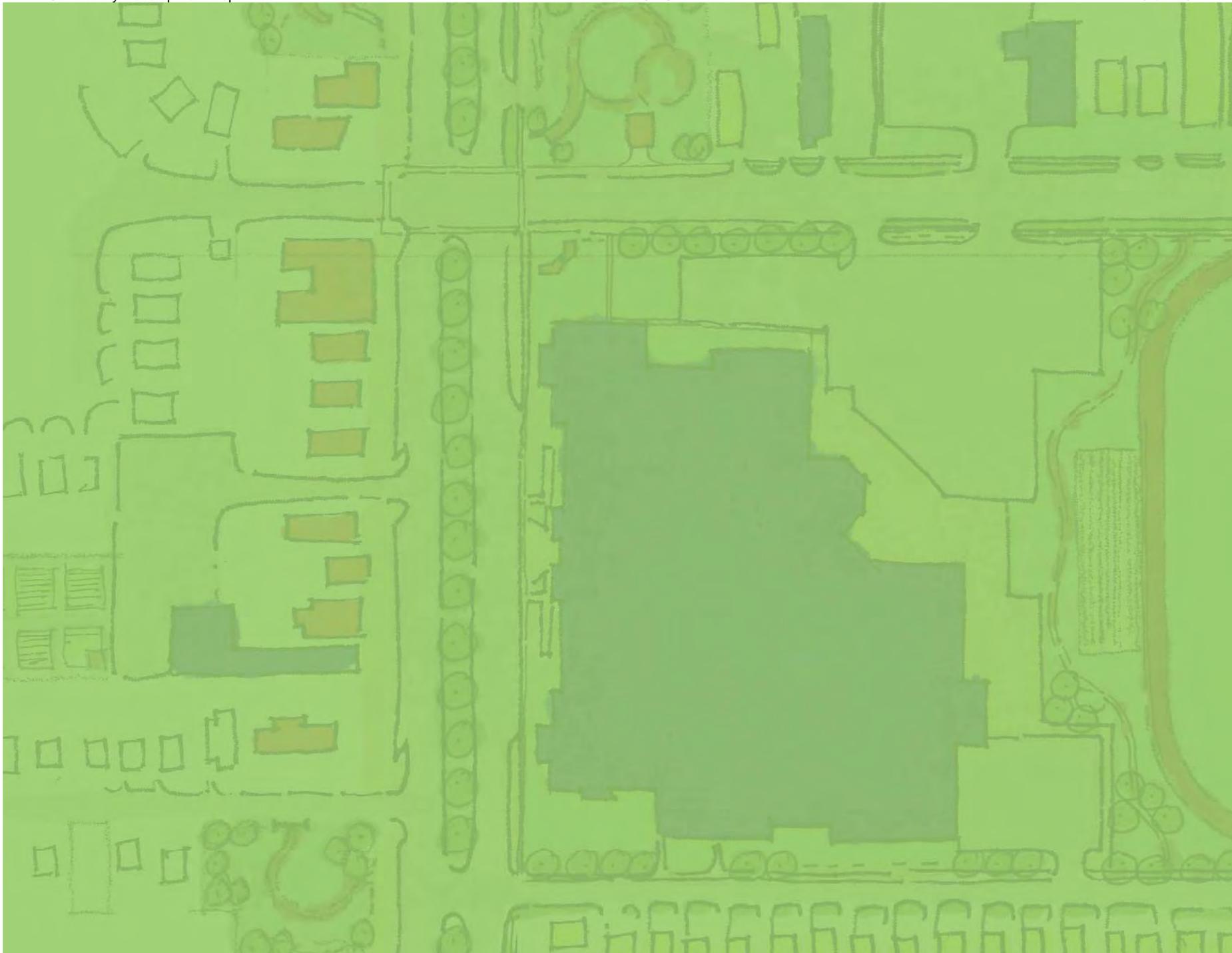


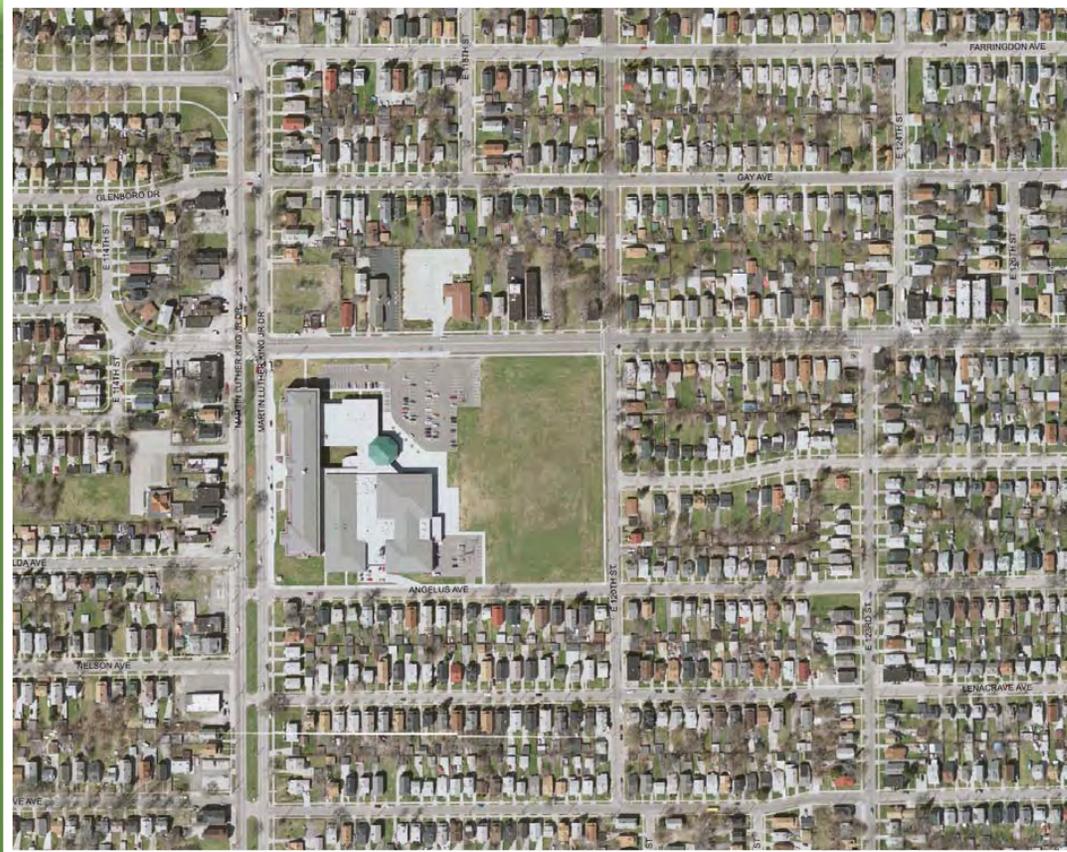
**Legend**

- no action
- TAP PROPOSAL**
- REHAB
- MOTHBALL
- DEMOLITION
- VACANT LAND REUSE
- SIDEYARD EXPANSION
- DEMO + VLR
- DEMO + SYE

PARCEL	Developed	Vacant	Condition	1	2	3	4	5	0
				REHAB	MOTHSBALL	DEMO	VLR	VLR-SY	OTHER
112-16-015	N	Y	F				4		
112-16-016	N	Y	F				4		
112-16-020	Y	Y	U						
112-16-021	Y	Y	P			3			
112-16-035	Y	Y	P			3			
112-16-036	Y	N	G	1					
112-16-037	Y	N	G	1					
112-16-040	N	Y	P				4		
112-16-043	Y	Y	F		2				
112-17-017	N	Y	F				4		
112-17-034	Y	Y	P			3			
112-17-035	Y	N	P						
112-17-037	Y	N	S						
112-17-040	Y	N	P						
112-17-041	Y	N	F	1					
112-17-042	Y	N	F	1					
112-17-043	Y	U	G	1					
112-17-044	Y	N	G	1					
113-15-033	N	Y	U				4		
113-15-034	Y	N	F			3	4		
113-15-035	N	Y	U				4		
113-15-104	Y	U							
113-16-019	Y	Y	P	1		3			
113-16-028	Y	Y	F						
113-16-029	Y	N	F						
113-16-057	N	Y	P				4		
113-16-058	Y	N	P	1					
113-16-059	Y	N	P	1					
113-16-060	Y	N	F	1					
113-16-061	Y	N	P	1					
113-16-062	Y	N	P	1					
113-16-063	Y	N	P	1					
113-16-065	Y	Y	P						
113-16-066	Y	Y	P						
113-16-067	Y	N	P	1		3			
113-16-068	Y	N	P	1					
113-16-069	Y	N	P	1					
113-16-070	Y	Y	P	1					
113-16-072	Y	Y	P						
113-16-073	Y	N	P						
113-16-087	Y	Y	P						
113-16-097	Y	N	U	1					
113-16-100	N	Y	U				4		
113-20-069	Y	Y	F			3			
113-20-075	Y	Y	U			3			
113-20-094	Y	N	U						
113-20-095	Y	N	U						
113-20-096	Y	N	G	1					

FAIRFAX  
DETROIT SHOREWAY  
CUDELL  
CORLETT  
COLLINWOOD  
COLFAX GARDEN VALLEY  
BLUCKE LARCHMERE  
ANSEL NEWTON





Corlett

**DESIGNATED TARGET AREA**

(5) Corlett

**HOST ORGANIZATION**

Union Miles Development Corporation (UMDC)

**LEADERSHIP TEAM**

Tiffany Andreoli, UMDC Staff Liaison  
Manjula Boyina, TAP Liaison  
Wayne Mortensen, TAP Manager  
Marka Fields, City Planner

**ENGAGED STAKEHOLDERS**

James Gresham, Resident, Corlett Street Club Pres.  
Donald Jolly, Principal, John Adams High School  
Janice McMichael, Corlett Street Club Resident  
Debra Prater, UMDC Director  
Zachary Reed, Ward 2 Councilman  
Pam Thomas, Angelus Ave Resident  
Donald Woodruff, UMDC Real Estate Director

**ABSTRACT**

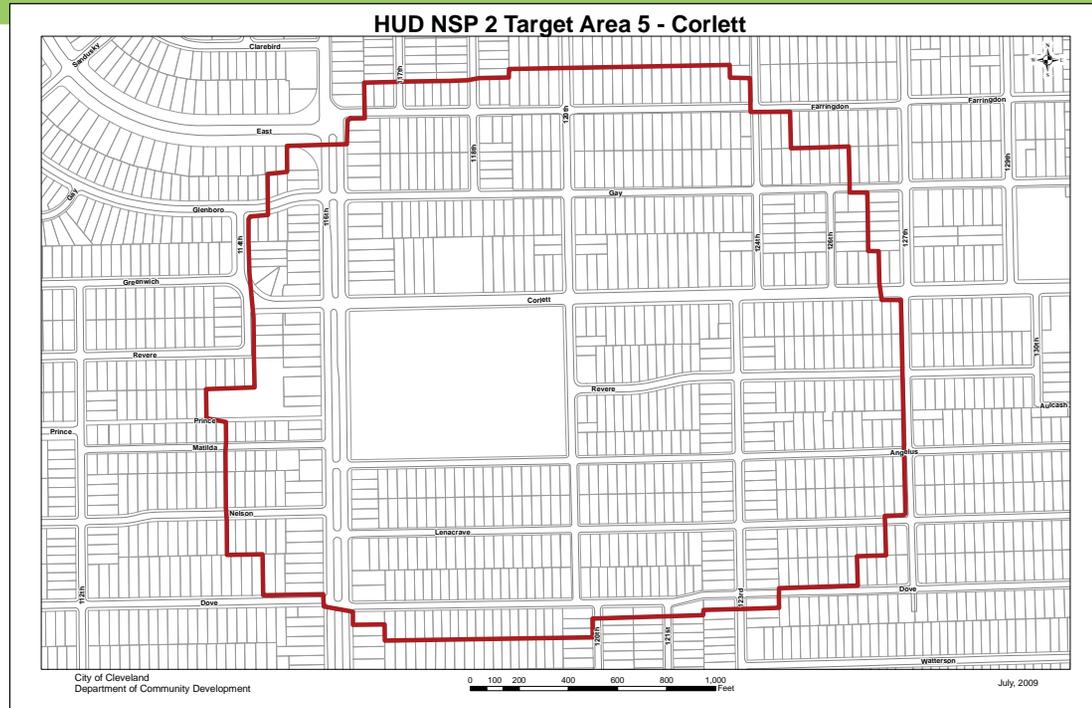
The Corlett Target Area Plan leverages the recently reconstructed John Adams High School to promote community engagement and stabilize the intergenerational neighborhood.

**STAKEHOLDER FEEDBACK**

Eight community stakeholders were engaged in conversational-style interviews as a basis for developing a base-line understanding of the area. Those findings were summarized into the following aspirations and concerns.

**COMMUNITY STRENGTHS**

1. Proud Older Residents that are Committed and Resilient
2. Easy Access to Freeway, Downtown
3. Strong Neighborhood Associations and Street Clubs



4. Two Newly Rebuilt Schools (Charles Dickens and John Adams) with Enthusiastic Alumni
5. Strong Industrial Core with Local Employment Base
6. Strong Transportation Access via Automobile, Biking, Walking, and RTA Bus Lines
7. History of Fundraising to Upgrade Landscaping and Maintain Homes
8. Strong Arterial Network (E116, Corlett Ave, E131) that Serves Area and Increases Visibility\*
9. Pedestrian-Oriented Scale
10. Ongoing and Planned Developments:
  - a. New Charles Dickens Elementary School (E131 and Corlett)
  - b. New John Adams High School (E116 and Corlett)
  - c. Ongoing Commercial Redevelopment at East 131st Street and Miles Avenue
  - d. Planned Streetscape Improvements along Miles



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SHOREWAY  
FAIRFAX



- Ave between E113 and E135  
e. Planned Redevelopment of Retail and Streetscape along E131 to Create a Regional Destination

\* 8,700 and 5,300 cars drive along E116 and Corlett Ave respectively every day

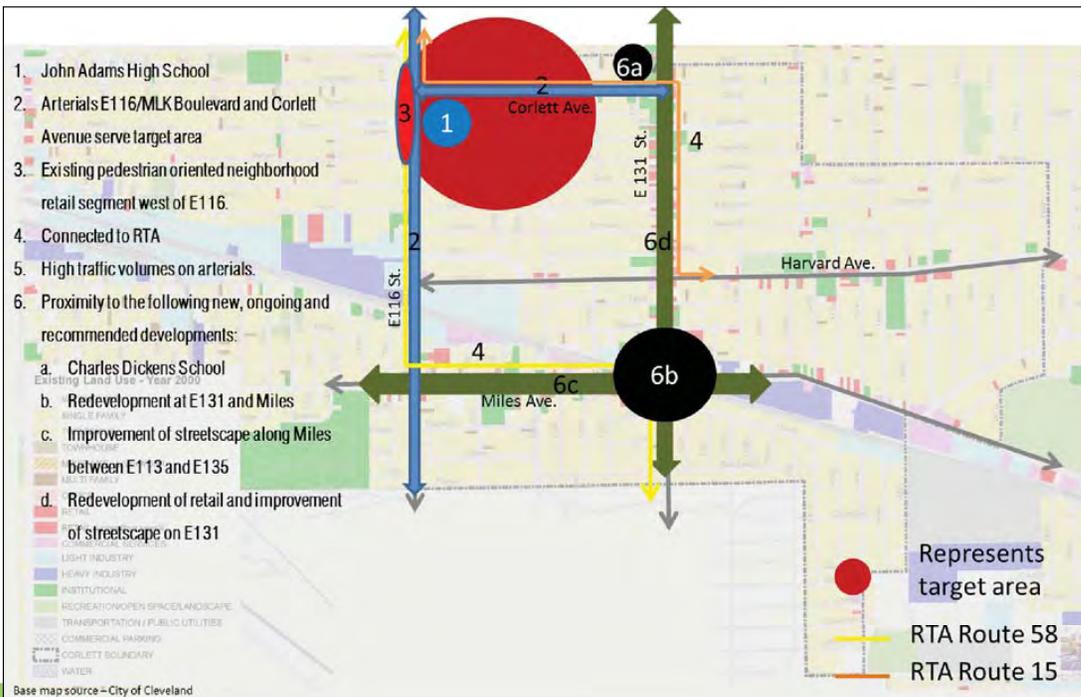
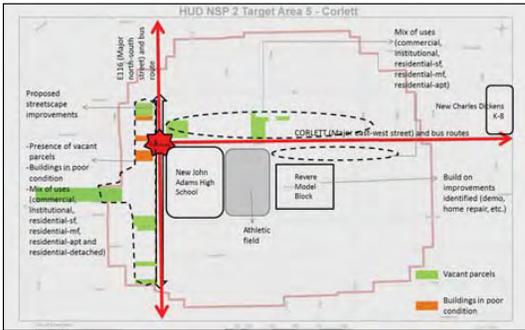
**CHALLENGES**

1. Lack of Coordinated Effort by Various Agencies Working in Area
2. Socioeconomic Conditions that Limit Resident Engagement
3. Lack of Resources for Neighborhood Improvements
4. Brain/Talent Drain\*, Lack of Entrepreneurship
5. Lack of Activities for Disengaged Youth and Adult Residents (18-35)
6. Negative Perception of Public Safety
7. Lack of Definable Community Identify, Sense of

- Place
8. Deteriorating Infrastructure, Vacant Buildings
  9. Lack of Convenient Recreational Opportunities
  10. Poor streetscape along arterials, especially East 116th St. Characteristics include:
    - a. Automobile-Oriented Retail
    - b. Lack of Landscaping
    - c. Poor Signage
- \* High student educational drop-out rate

**OPPORTUNITIES**

1. Vacant Land Adjacent to Adams High School, Along East 116th Street
2. Connective Qualities of Corlett Avenue between East 116th and 131st Street Corridors
3. Recently Reconstructed High School as a Viable Community Anchor
4. Community Need for Affordable and Universal/Intergenerational Housing
5. Convenient Bus Stop Locations Near School
6. Community Interest in Sustainability
7. Ability to Expand Efforts Currently Focused on Revere Model Block
8. Ability to Use Codes and Available Financial Support to Encourage Home Improvements



**THE VISION FOR CORLETT**

- ...a vibrant community with businesses that are sustained by employed residents.
- ...a neighborhood with a diverse and stable housing stock capable of luring back suburban residents.
- ...a safe, pedestrian-oriented community that serves as a home for families throughout their lifespan.
- ...an accessible community that boasts home-ownership and is anchored by excellent schools with frequent events.
- ...a diverse community where residents of varied social and economic backgrounds can thrive.

Base map source – City of Cleveland

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

### SITE ANALYSIS

The target area is anchored by John Adams High School. Committed home owners (home ownership in the area is about forty-five percent), street clubs, and religious congregations are actively engaged in the eight hundred resident neighborhood. About thirty percent of the population is school age (6-17) and another thirteen percent are elderly (over 65). Of the two-hundred and seventy households, over forty percent have an elderly resident while ten percent are intergenerational (children living with their grandparents). There are seven hundred parcels in the target area, of which thirty-five are currently vacant. Another twenty-eight parcels host buildings that could be justifiably demolished. The most dynamic parcels in the community are those on the West side of 116th Street and North side of Corlett as they boast a mixture of uses while the remaining portion of the target area is occupied by single and two-family homes. The housing diversity in the area is highlighted by the fact that, in addition to these challenges, there are forty-two currently vacant buildings that are either in "good" or "superior" condition scattered throughout the area; helpful for any community trying to redefine itself.

SITE ANALYSIS

TARGET AREA PLAN

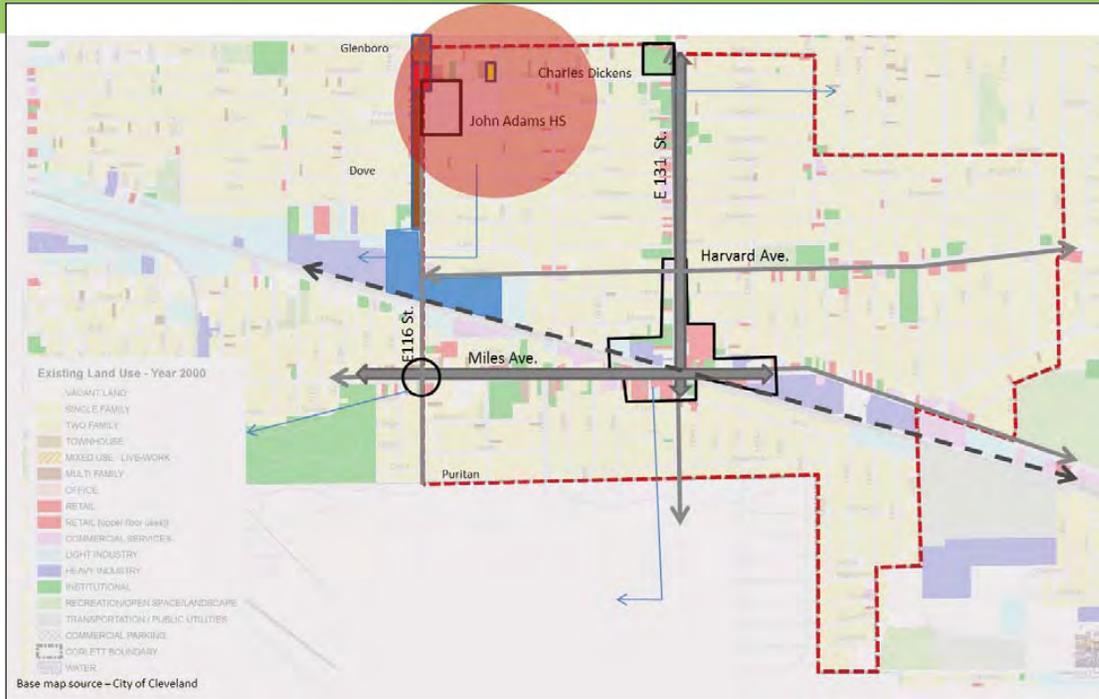
John Adams High School was built on its current site in 1923. Many prominent American figures have passed through its halls over the years, including:

- Albert Ayler\* (1936-1970), jazz musician, composer
- Dick Feagler\* (1938-), columnist
- Frederick Fennell (1914-2004), conductor, educator
- Arsenio Hall\* (1955-), comedian, actor, producer
- Tom Jackson (1951-), ESPN NFL analyst
- Don King\* (1931-), boxing promoter
- Madeline Manning\* (1948-), Olympic Gold Medalist
- Robert Ward (1917-), composer

\* pictured  
(images courtesy corbis.com)

IMPLEMENTATION





A victim of the City's budget shortfall, the School was closed in 1995. The community was outraged. After several years of organizing by the residents, Adams was rebuilt in 2006 and today hosts 1,300 students. A quintessential community school, over eighty-five percent of Adams' student population walks to school. Unfortunately, not everything has gone smoothly for the beloved institution. The 2010 Cleveland Metropolitan School District Transformation Plan revealed that the High School has been consistently under performing academically and is in need of significantly different programming. In response, the school has embraced a smaller academic approach in which it will host a ninth grade academy led by two-three innovative academicians.

ANSEL  
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BUCKE  
LARCHMERE  
COLFAX  
GARDEN VALLEY  
COLLINWOOD  
CORLETT  
CUELLE  
DETROIT  
SHOREWAY  
FAIRFAX



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**FIELD SURVEY**

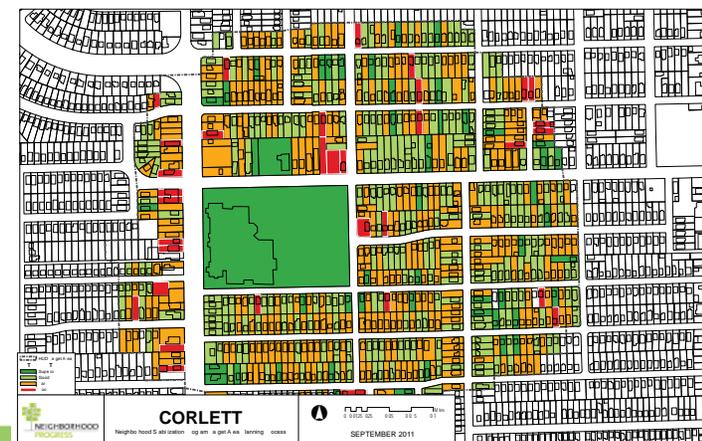
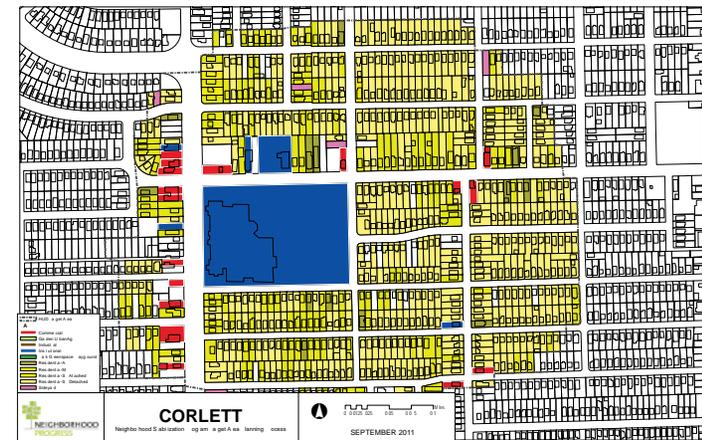
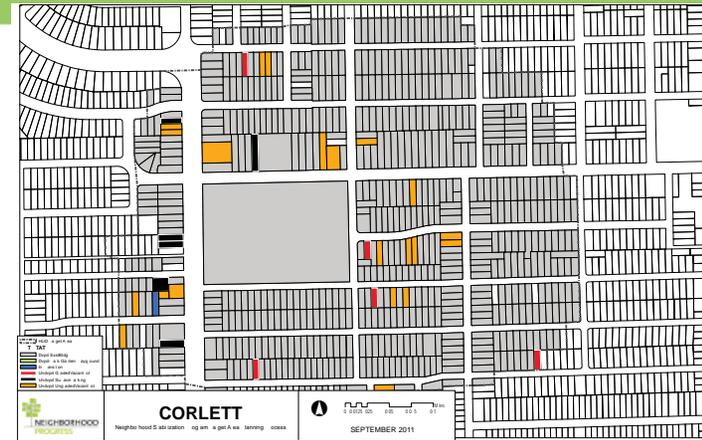
An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

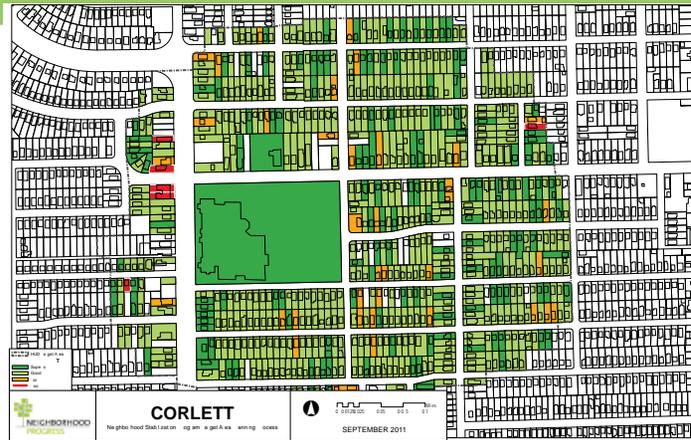
Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.

SITE ANALYSIS

TARGET AREA PLAN

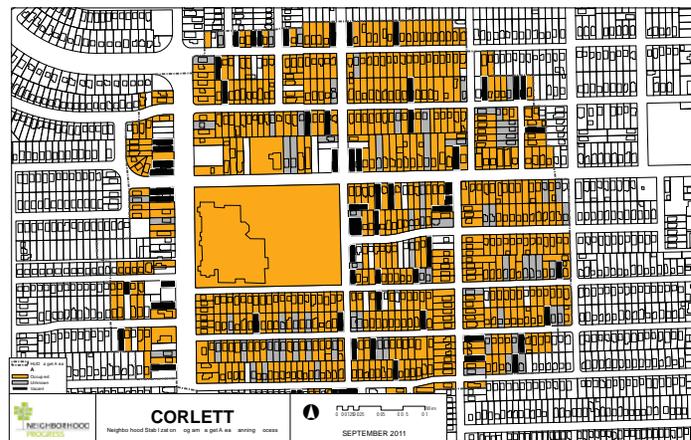
IMPLEMENTATION





**LAND USE** (middle left)

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.



**LOT CONDITION** (bottom left)

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.

**BUILDING CONDITION** (top right)

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.



**LOT STATUS** (top left)

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).

**BUILDING OCCUPANCY** (middle right)

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**COMPARATIVE ADVANTAGE**

The target area is centered on John Adams High School and offers the potential for employing sustainable planning approaches that engage students in vocational programs designed to occupy vacant land and buildings in the area, resulting in the benefit of the students and the neighborhood.

**TARGET AREA PLAN**

The principle goal of the plan is to promote strong engagement between John Adams High School and

the greater neighborhood while making the area more hospitable to intergenerational family needs. To realize this vision, the following actions are proposed:

**1. Construct a Shared Community Athletic Complex behind John Adams High School.**

John Adams Comes Home – Currently, the historically successful athletic teams of Adams play all of their games away from home (either on neutral or “hostile” sites). The ability for these athletes to play games on their own field – and in front of a friendly crowd –

would provide a huge boost to the pride of those young people.

A Community that Walks Together... – As mentioned previously, a large portion of the community is elderly and many others suffer from sedentary diseases such as diabetes and obesity. The community would directly benefit from the inclusion of a walking/jogging track. The surface could be a conventional track around the sports field or be extended to activate the entirety of the block. In either scenario, use of the track by the hundreds of interested residents would be a direct illustration of

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION





the positive benefits of physical activity and community engagement.

**If you Build It . . .** – The ability of the field to also serve as a venue for community events and festivals would fulfill the aspirations of the neighbors that came together to assist in this process for a central gathering space. To this end, the ability to use a synthetic surface, such as “Field Turf” for the playing surface would open up limitless possibilities to utilize the project as a dynamic (and all-weather) community venue.

**Get the Kids Involved** – The need to juxtapose youth recreational opportunities with more conventional exercise offerings is demonstrated by the community’s significant intergenerational population. That way, Grandparents who are the guardians of young children could lead a more active lifestyle while entertaining the “young ones”.

**2. Create “Lab 116”, a vocational training venue on the West side of 116th Street.**

**Engage the Student Body** - The lab space would

effectively engage John Adams High School students in relevant, meaningful, and hands-on coursework while improving the vitality of the corridor. The program could:

**Explore the Construction Trades** – Through the dissection and renovation of vacant and abandoned buildings, students will get a first-hand look at how buildings were historically assembled and will be exposed to modern building techniques. This coursework would provide students with confidence to pursue careers in the manual trades.

**Fields of Success** – Through the maintenance and care of school-sponsored gardens located on vacant land along E116 students would gain an appreciation for horticultural science, agricultural methods, and healthy eating. This experience would arm the students with real-world skills to enter the agricultural or food service industries.

**Partner** – To accomplish this innovative vocational training, Adams could partner with Cuyahoga Community College, ITT Tech, and local Businesses to provide instructional support and programmatic direction.

**3. Revitalize a Stretch of East 116th Street.**

**A Marketable Garden** – A market at which produce raised locally can be cycled back into the community and improve the diets of area residents.

**Install Art** – In partnership with Adams’ art classes, vacant parcels can be used as installation spaces for quarterly/semester art displays and sculpture classes. Those same students can publish their work alongside other school achievements on banners affixed to utility poles along the corridor that would reinforce the community identity and enliven the environment. To accomplish this, the school can establish partnerships with local



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

professional artists and non-profit organizations like Cleveland Public Art. Support Community-Supportive Businesses – The area lacks basic retail outlets to meet their basic needs. A small grocery or restaurant would be a much-celebrated achievement for the corridor; as would basic services such as health care and financial literacy training. Adjacency to the newly-developed athletic complex could legitimize the siting of a sports-related equipment or retail shop or a small café able to capitalize on the spurts of activity happening at the complex.

SITE ANALYSIS

Enhance the Frontage – Building facades should be strategically improved with the use of awnings, projecting signs, planters, and physical improvements such as window replacement and tuck-pointing. Designated parking areas should also be defined along the corridor and carefully shielded from the street with landscape screening methods.

TARGET AREA PLAN

4. Develop the intersection of East 116th and Corlett as a community node, including:

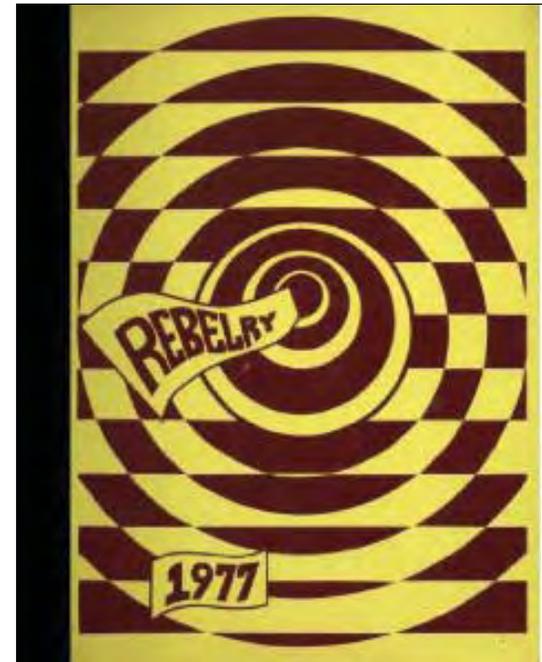
Announce Your Presence – Utility Post Banners (See Recommendation 3)

Get Creative in Crosswalks – Turning the banal into an interesting opportunity for community branding is a creative way the community can directly brand itself and reach-out to residents and visitors alike.

Just Sit Around – A piece of vacant land on the Northeast corner of 116th and Corlett would be an ideal place for the Corlett sitting plaza, an expanded waiting area for both seniors and students that are RTA riders. While not a revenue-generating land use, it could dramatically improve the image of the community if thoughtfully designed. A central sculpture designed collaboratively between the school and local artist would be a welcome addition.

IMPLEMENTATION

Show Your School Spirit – On the Southeast corner of the intersection, a generous setback and lawn space provides an opportunity for the High School to promote





community pride through a school-related planting or specialized landscape.

**5. Connect the schools and improve the character of Corlett Avenue.**

**Find a Rhythm** – Trees are curiously absent along large swaths of the corridor. Planting trees in the right-of-way would instantly provide scale and humanity to the community.

**Leverage Front Yards** – Helping private home-owners improve their front yards as well-maintained yards or active gardens.

**Learn from Landscapes** – Varying demonstration gardens can be planted in vacant lots on either side of Corlett Avenue. Along the school boundary (South side) of Corlett, a combination of trees and art elements can humanize the area.

**6. Promote the “Eco Block” District in the area immediately surrounding the school and Revere model block (developed radially from those assets).**

**It Takes a Village** – Intergenerational housing should be developed by renovating or retrofitting existing homes.

These units will, generally, be renovated to house elderly residents on the first floor and younger people upstairs. **Put Rain to Work** – Utilize vacant parcels and community gardens to deal with stormwater and promote the use of rain barrels throughout the community.

**Get Green** – Promote passive and advanced sustainable building technologies in all rehab and new construction projects.



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BUCKEYE  
LARCHMERE

COLFAX  
GARDEN VALLEY

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TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**IMPLEMENTATION STRATEGY**

1. The Corlett athletic complex is central to the recovery and future success of the community. Since NSP2 resources cannot be used to implement the project, every effort should be made to secure grant and philanthropic funding support for the high school amenity and intergenerational community recreational space. See the list of grant resources for funding sources.

2. Focus on Priority Parcels to concentrate NSP2 and other available resources. These include the area immediately around the school, Revere Model Block, and those along East 116th Street and Corlett Avenue. Since the target area has other parcels that need attention, it includes only the following parcels:

a. Those parcels outside the area identified as having vacant buildings in "fair" or "poor" condition. These structures have been targeted for demolition.

b. Those parcels outside the area identified as having vacant buildings that are in "good" or "superior" condition. These buildings have been targeted for rehab. These resources are the most difficult to secure, though, since they are competitively distributed and successful applicants have well-established partnerships.

3. Engage John Adams High and its students to facilitate community projects adjacent to the school. Collaboration with the school and the integration of community service into vocational training settings is instrumental to the recovery of the community.

4. Promote stormwater management best practices in other vacant areas throughout the priority parcel area.

**POTENTIAL FUNDING SOURCES**

- Liberty Mutual - Responsible Sports Community Grants | Youth Sports Grants
- U.S. Department of Education's Physical Education Program PEP grant application

- Pepsi Fresh Project
- Cuyahoga County Community Development Block Grant - Playground Grant
- U.S. Department of Health and Human Services Grants.gov source for federal grants
- Responsible Sports Grants - Youth Sports Grants from Liberty Mutual
- Youth Garden Grants
- National Recess Week
- Frosted Flakes - for baseball or football fields
- NFL Play 60
- PNC Grow Up Great

- Akron Community Foundation
- Shade Structure Grant Program
- Access to Recreation
- Federal Government Grants
- Home Depot Grant Opportunity
- Nike Grant Program
- U.S. Department of Education (ED)
- Grants for Shade Structure
- Christopher and Dana Reeve Foundation: Quality of Life Grant Program
- Lowe's Outdoor Playground Grant
- Hasbro Children's Fund

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTHBALL	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
135-21-021	Y	Y				3			
135-21-022	Y	Y				3			
136-06-014	Y	Y				3			
136-06-025	N	N	P				4		0
136-06-026	Y	N							0
136-06-027	Y	N							0
136-06-028	Y	N	G						0
136-06-029	N	N					4		
136-06-102	Y	Y				3			
136-06-106	Y	Y				3			
137-09-136	N	Y					4		
137-14-016	Y	Y				3			
137-14-031	Y	Y				3			
137-14-058	Y	Y				3			
137-15-077	Y	Y				3			
137-15-094	Y	Y				3			
137-16-042	Y	Y				3			
137-16-043	Y	Y				3			
137-20-005	Y	N							0
137-20-009	Y	Y	F			3			
137-20-049	Y	N							0
137-21-051	Y	Y	F			3			
137-22-040	Y	Y				3			
137-22-055	Y	Y				3			
138-02-005	Y	Y	F			3			
138-02-168	Y	Y				3			

ANSI NEWTON  
BUCKE LARGHIERE  
COLFAX GARDEN VALLEY  
COLLINWOOD  
CORLETT  
CUDELL  
DETROIT SHOREWAY  
FAIRFAX

- CVS Caremark
- Land and Water Conservation Fund
- Recreation Trails Program
- Lowe's Outdoor Classroom Grant Program
- Lowe's Toolbox for Education
- National Oceanic and Atmospheric Administration

- Bay Watershed Education and Training Program
- L.L. Bean Conservation and Recreation Grants
- Environmental Protection Agency Environmental Education Grants
- Toyota Tapestry Grants
- Rosie's For All Kids Foundation - Early Childhood

- Care and Education Grants
- General Mills Youth Nutrition and Fitness Grants
- NRPA Step Up to Health Healthy Communities Start in Parks Grants
- Reader's Digest Make it Matter Grant
- National Education Association Student Achievement
- American Academy of Dermatology's Shade Structure Grants
- Youth Garden Grants
- Captain Planet Foundation Grants
- The Lorrie Otto Seeds for Educational Grant
- GreenWorks! Grant Program
- American Honda Foundation
- Staples Foundation For Learning
- DonorsChoose.org
- ING Unsong Heros
- Kids in Need Teacher Grants
- Education Mini Grants Funded by the Entomological Society of America
- The Melinda Gray Ardia Environmental Foundation
- Richard C. Bartlett Environmental Education Awards
- Operation Green Planet Free Seed Grants
- NIKE Bowerman Track Renovation Program
- Women's Sports Foundation Grants
- Rapides Foundation Re-Opens Walking Trail Mini-Grant Program
- Fiskars' Project Orange Thumb to Support Garden Programs
- USA Football Equipment Grants
- The Finish Line Youth Foundation
- LPGA-USGA Girls Golf Program
- United States Golf Association Grants
- Tony Hawk Foundation Skatepark Grants
- The Wal-Mart Foundation Grants
- United States Soccer Foundation Program & Field Grants
- FSF Junior Golf Grants
- CDC(Center for Disease Control) grants for nutrition and physical activity
- KaBOOM



### Work Program - Corlett

	Strategy and Action Steps	Time frame			
		0-6mo.	6 mo.-2 yrs	2-5 yrs	5-10 yrs
OVERVIEW	<b>1. Community Stabilization</b>				
	a. Demolish 14 Requested Structures	↑			
	b. Vacant Land Reuse Projects		↗		
SITE ANALYSIS	<b>2. Adding athletic field</b>				
	a. Identify potential grant source	↑			
	b. Apply for grant	↑			
	c. Seed Money	↑			
	d. Design Charrette		↗		
	e. Fundraising		↗	↘	
	f. Design Development, CDs			↘	
	g. Construction			↘	
TARGET AREA PLAN	<b>3. Creating "Lab 116" west of E116</b>				
	a. Prepare inventory of vacant buildings and parcels in area	↑			
	b. consumption in the neighborhood				
	i. Identify strong partner with experience to work with students	↑			
	ii. Develop a plan by engaging students		↗		
	iii. Develop garden		↗		
	c. Prepare a school program to develop art installations on parcels and banners along corridor				
	i. Identify strong partner with experience to work with	↑			
	ii. Develop a plan by engaging students		↗		
	iii. Create art projects by engaging students		↗		
	iv. Install art work			↘	
	d. Explore vocational training agencies that will be housed in the renovated vacant buildings				
	i. Identify agencies	↑			
	ii. Develop a plan with incentives for them to be housed in neighborhood		↗		
iii. Work with building owners		↗			
e. Attract sports retail, doctors office, drug store to area			↘		
IMPLEMENTATION	<b>4. Improving E116 and Corlett Ave. intersection</b>				
	a. Develop a sitting park/waiting area at northeast corner of E116 and Corlett Ave.				
	i. Identify professionals that would volunteer and engage students in developing and building park	↑			
	ii. Prepare plan and engage students in development of plan		↗		
	iii. Construct park		↗		
	b. Install sculpture at southeast corner of E116 and Corlett Ave.				
	i. Identify art agency that would work with students	↑			
ii. Engage students in development of plan for sculpture		↗			
iii. Develop and install sculpture			↘		

				ANSEL NEWTON
c. Development of creative cross walks				
i. Understand limitations of art within right-of-way	↑			
ii. Identify agency to work with	↑			
iii. Engage students in designing		↘		
iv. Engage students in painting		↘		
5.Improving character along Corlett between E116 and E120				BUCKE LARCHMERE
a. Create a combination of trees and art elements along school boundary				
i. Explore agency that will work with students	↑			
ii. Work with students for ideas		↘		
iii. Engage students in preparing art work		↘		
iv. Plant trees		↘		
b. Create a series of learning landscape gardens on vacant parcels between John Adams and Charles Dickens				
i. Explore agency that will work with students	↑			
ii. Work with students for ideas		↘		
iii. Engage students in preparing art work		↘		
iv. Plant trees		↘		
c.Create signage for learning landscapes and pedestrian crossings and connections		↘		
d. Promote landscaping on front yards				
i. Conduct annual Corlett Ave. contest for best front yard.	↑			
e. Plant trees in missing portions of right-of-way		↘		
6. Improving streetscape along E116, Corlett				CORLETT
a. Discourage parking in front of building				
i. Define parking area between buildings and use landscaping to screen parking from E116	↑			
ii. Construct parking area		↘		
iii. Work with property owner to develop landscaping		↘		
iv. Prepare plan		↘		
v. Identify group to maintain landscaping		↘		
b.Enhancing building facades				
i. Identify designers that help with low cost designs	↑			
ii. Connect businesses and designers		↘		
c. Improve west side for on-street parallel parking where possible				↓
d. Infrastructure Improvement				
i. Capital match request to pursue NOACA funding	↑			
ii. Streetscape design and prioritized improvements		↘		
iii. Work with ODOT, Public Works, and CPC in order to pursue any repairs or plan recommendations			↘	
7. Focusing on "Eco-Block" area (priority parcels) around school and Revere Block to rehabs dwelling units for intergenerational housing				DETROIT SHOREWAY
a. Rehab existing units for intergenerational living by expanding and/or converting them using land on adjacent vacant parcels				↓
b. Promote rain gardens on vacant lots	↑			
c. Market available resources for all homeowners to improve property		↘		
d. Promote green building				↓
				FARFAX

ANSEL  
NEWTON  
BUCKE  
LARCHMERE  
COLFAX  
GARDEN VALLEY  
COLLINWOOD  
CORLETT  
CUDELL  
DETROIT  
SHOREWAY  
FARFAX





Cudell

FRANKLIN AVE

OVERVIEW

**DESIGNATED TARGET AREA**

(6) Detroit-Shoreway/Cudell

**HOST ORGANIZATION**

Cudell Improvement, Inc. (CII)

**LEADERSHIP TEAM**

Michael Bosak, City Planner  
Anita Brindza, CII Director  
Utkarsh Kankariya, TAP Liaison  
Wayne Mortensen, TAP Manager  
Priyanka Rathi, TAP Liaison

**ENGAGED STAKEHOLDERS**

Birgit Hilliard  
Jan Kappenhagen  
Joanne Newbury  
Jeanette Toms  
Jay Westbrook, Councilman

SITE ANALYSIS

**ABSTRACT**

The identified target area for this neighborhood is a wedge-shaped piece of land that serves as a divisive boundary between North and South Cudell. The former Monarch Aluminum/Trinity Building site has been underutilized for many years and the Cudell Improvement, Inc. (CII) was eager to explore alternative approaches.

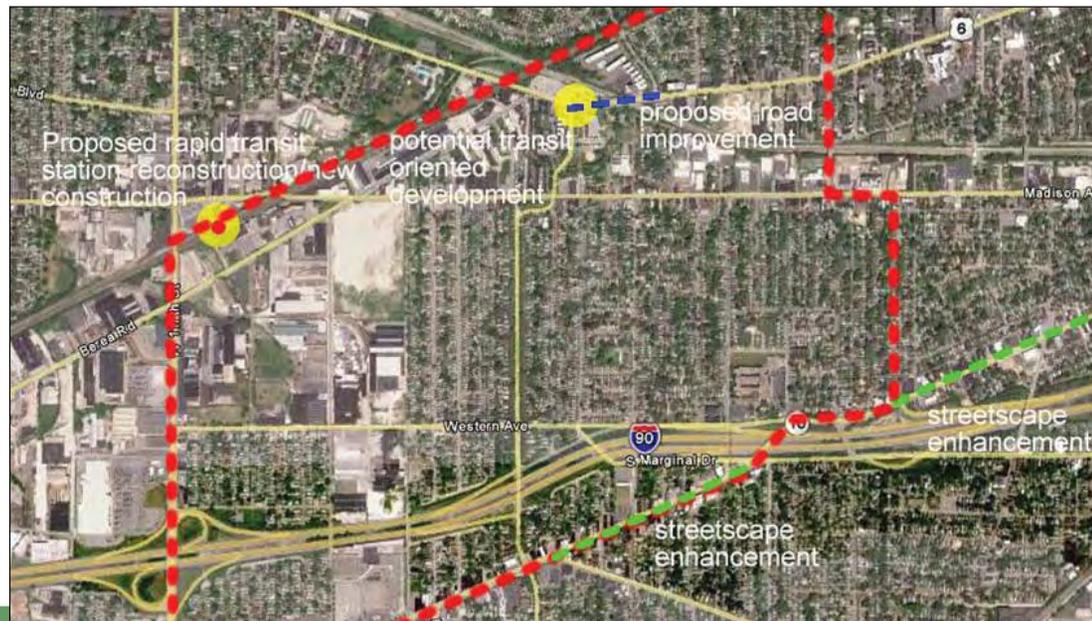
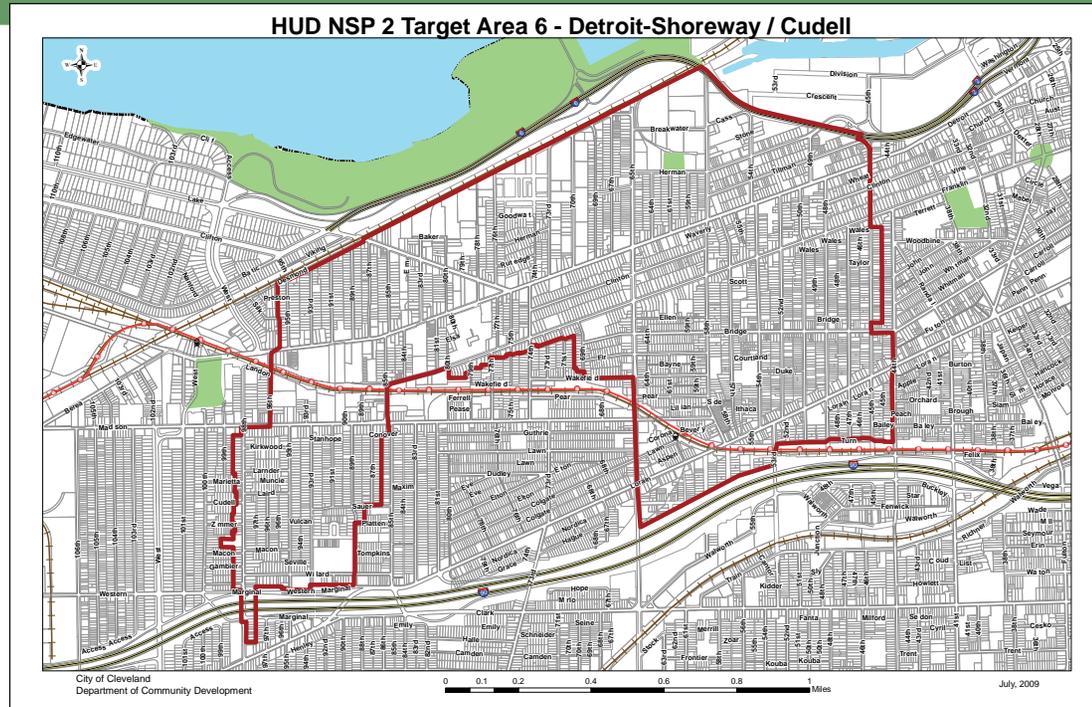
**STAKEHOLDER FEEDBACK**

Cudell is a fairly desirable neighborhood with a plethora of multifamily housing. One of the most celebrated of those properties is the West Tech Lofts. The facility is a stunning example of an adaptive reuse of a school building (West Tech High School) and now hosts 189 residential units.

Cudell Improvement, Inc. (CII) has a handle on its housing needs, though. Instead of exploring those issues

TARGET AREA PLAN

IMPLEMENTATION



ANSER  
NEWTON  
BRUCKER  
LARCHMERE  
COLFAX  
GARDEN VALLEY  
COLLINWOOD  
CORLETT  
CUDELL  
DETROIT  
SHOREWAY  
FAIRFAX

specifically, they asked their appointed Target Area Plan Liaisons to look at an area that is critical to the long-term viability, coherence, and success of their community: a piece of land known as the “Trinity” site. The property is a wedge-shaped site between Detroit Avenue and the Red Line Rapid Transit rail line that is the former home of Monarch Aluminum. A brief overview of that site:

- In 1998, a Philadelphia-based architecture firm was awarded the commission to study the site for housing, but the project was abandoned because the City decided it did not want residential development at environmentally-impaired site.
- Another proposal by the Cleveland Green House Group was also unsuccessful.
- Lackluster marketing strategies and site constraints have minimized developer interest (more than 25

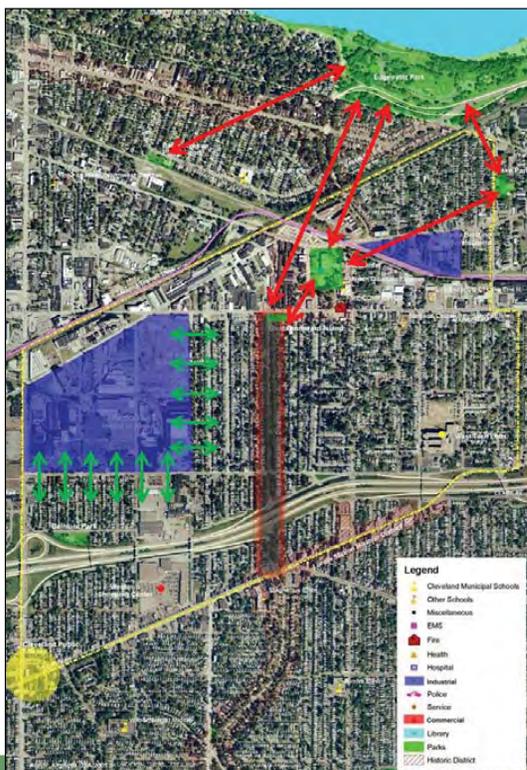
developers have been approached by CII).

- A pedestrian bridge over the transit line was torn down in 1978 because of its deteriorating condition and pedestrians are now required to use a walkway included in the recently reconstructed Detroit Avenue overpass. While the path is in good condition, the incline of the bridge creates an obstructed site line that causes many to fear for their safety.
- The absence of way-finding signage in the community confuses Interstate 90 travelers from accessing Edgewater Park through Cudell.
- The area is a designated Superfund site. As such, it has access to federal funding as well as a Clean Ohio Grant that is being used to decontaminate the site. This effort is expected to be complete by the end of 2011.

- Local retail establishments on the North side of Detroit Avenue are community assets.
- Many motorists are confused by the configuration of the intersection of West Boulevard and Detroit Avenue as West “jogs” and intersects Detroit at two separate locations.
- The Cudell Recreation Center’s entrance now feels like a “back door”.
- Concerns have been expressed about a new bike route path suggested to run through residential neighborhoods.

GOALS FOR THE SITE

- The site is shallow enough – and with enough road frontage – for use as retail, but with the lackluster commercial market, the CII realizes that another programming solution is necessary.
- CIA would like to create a facility where independent contractors and emerging businesses could access storage (warehouse) and light-manufacturing space, with access to freight delivery and customer service (also known as flex space for office or warehouse use).
- A forty-tree fruit orchard at 8610 Franklin Avenue (parcel no. 001-31-056) has been funded and planted since the completion of this planning process.



### FIELD SURVEY

An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This allows the user to chronicle local conditions and also analyze findings across all target areas.

Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.



### LOT STATUS

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).



### LAND USE

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.

ANSER  
NEWTON  
BLUCKE  
LARCHMERE  
COLFAX  
GARDEN VALLEY  
COLLINWOOD  
CORLETT  
CUDELL  
DETROIT  
SHOREWAY  
FAIRFAX

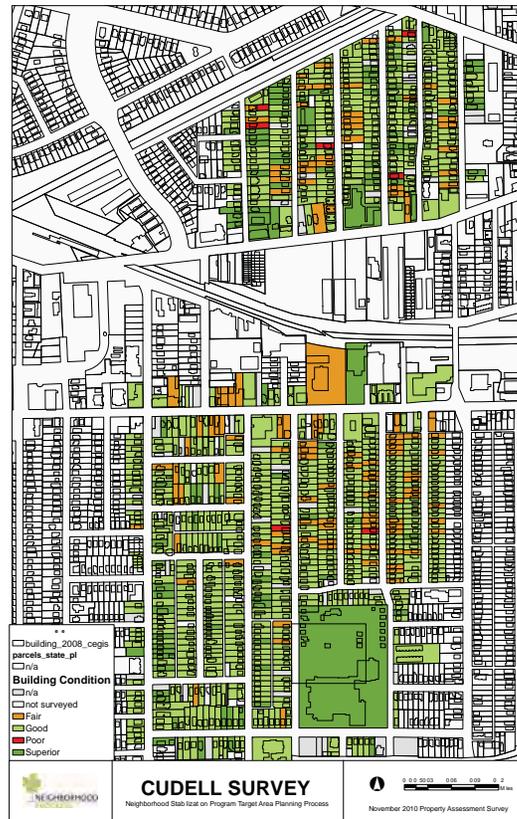
### LOT CONDITION

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.



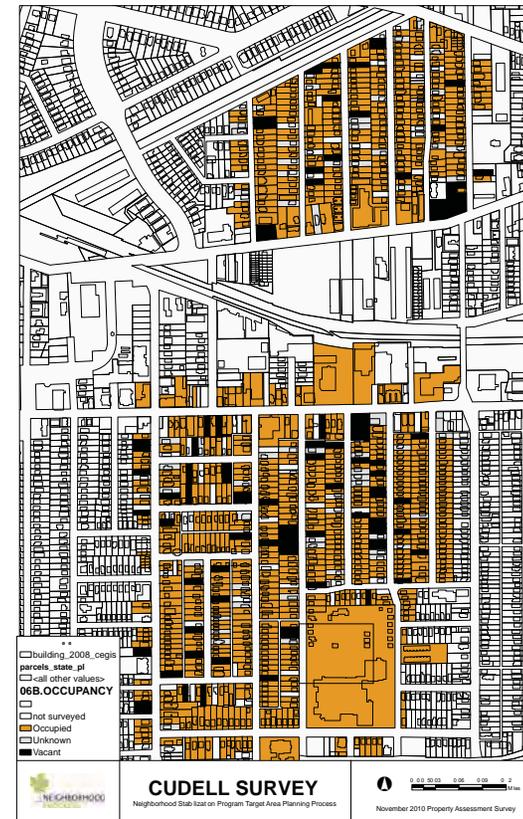
### BUILDING CONDITION

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.



### BUILDING OCCUPANCY

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.





in its wake.

- Deficiency of parks, open spaces in the South part of neighborhood is problematic as this area has high percentage of households with children.

**Community Assets:**

The Cudell neighborhood boasts several land use categories, which provide a framework for a sustainable community. Among the neighborhood's most important assets are the Cudell Recreation Center, Clifton Boulevard West Boulevard Historic District, WEBCO industrial area and Westown Shopping Center. It will be critical to maximize the impact of public investment in these assets in order to strengthen the surrounding

neighborhood. What follows are some strategies to spur this enhancement beyond these assets.

1. Brown fields – Cleaning up and reinvesting in these sites would, typically, provide community benefits by upgrading the aesthetics of the community to would-be investors while removing any prohibitive environmental threats.
2. Industrial Reuse – Re-appropriating industrial sites for job producing uses (i.e. Monarch aluminum and Midland Steel sites) would transform one of Cudell's greatest challenges (vacant industrial buildings) into assets.
3. Commercial Upgrades – Continue reinvestment and building renovations throughout the neighborhood.

**Neighborhood Objectives:**

1. Engage Business Owners
  - a. Support existing industrial interests and help them expand where possible (while protecting the residential areas from adverse impact).
  - b. Enhance the retail mix in commercial areas to better serve the needs of the residents and to foster community supportive retail.
2. Foster a connective green network that ties together existing parks, open spaces, and trails to enhance the quality of life for all residents.
  - a. Increase lot maintenance/upkeep throughout the community by promoting available resources and community clean-up days.
  - b. Combat the perception that parts of the neighborhood are unsafe through low-cost lighting solutions and citizen education programs.
3. Facilitate Projects Proposed in 2020 Connecting Cleveland Plan
  - a. Potential transit-oriented development (TOD) at existing "W. 117" rapid station (intersection of West 117th and Madison Avenue).
  - b. Proposed rapid transit station redevelopment (intersection of 114th Street and Madison Avenue).
  - c. Proposed roadway improvements along Detroit Avenue.
  - d. Streetscape enhancement at the edges of the neighborhood.



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**COMPARATIVE ADVANTAGE**

The lake-adjacent neighborhood has the historic character and housing diversity necessary to accommodate a range of lifestyle choices, while convenient access to major vehicular corridors make it an accessible community for residents and visitors in central Cleveland.

**TARGET AREA PLAN**

The identified target area for this neighborhood is the former Monarch Aluminum/Trinity Building property and surrounding area which is located at between Detroit Avenue on North and Landon/Franklin Avenues to the South, West 85th Street on the East and West Boulevard on the West.

SITE ANALYSIS

Target Area Strengths:

1. Proximity to Cudell Recreation and Fine Arts Center.
2. Ease of transportation with the help of West Blvd Cudell Rapid, which is walkable to entirety of Target Area.
3. Direct access to Edgewater Park, along West Boulevard
4. Importance of the West 85th Street as a Connector to Interstate 90

Target Area Challenges:

1. Attempts to market the largest vacant lot (Trinity building property) in the target area have been unsuccessful; largely because of the length of time it has taken to accomplish the clean-up.
2. Other potential small vacant lots remain undeveloped.

3. Challenged housing stock needs improvement in appearance.
4. Rear orientation of Cudell Recreation and Fine Arts Center syphon's activity from Detroit Avenue.
5. Traffic congestion problems on the narrow W 85th St corridor.
6. The Detroit Avenue overpass is a visual barrier because of its incline.

Plan Recommendations

1. Develop the small triangular lot as an urban park.
2. Develop the existing Trinity/Monarch Aluminum site into a small business enterprise center for emerging industrial businesses and independent contractors.
3. While the site is waiting for redevelopment, a sunflower bio energy garden reclamation can fill the lot. (PPN: 001-30-006)

TARGET AREA PLAN



IMPLEMENTATION



4. Reorient Cudell Recreation and Fine Arts centers toward Detroit Avenue by transforming the east wall into a dynamic mural (partner with Cleveland Public Art or Mural My Neighborhood) and emphasizing the northern entrance.
5. Maintain apple orchard on the vacant site at 8610 Franklin Avenue. (PPN: 001-31-056)
6. A parking lot for Algart Nursing Home has been proposed. The lot should be developed with urban sensibilities and proactively filter stormwater through an on site bioswale. (PPN: 001-30-069)
7. Improve the appearance of existing townhomes with historic character to contribute toward the overall character of the neighborhood. (PPN: 001-31-003, Dindia Terrace)
8. Streetscape development to create opportunity for bike and pedestrian travel along Detroit Ave.
9. Necessary infrastructure upgrades to ensure appropriate circulation and sustainable treatment/management of stormwater.

PROJECT PHASING

YEAR 01 - Implementation of the bio energy garden on the Trinity/Monarch Aluminum site along Detroit Avenue to create a visual barrier as a precursor to later redevelopment.

YEAR 02 - Improvements to the historic townhomes through acquisition of the property or facilitation of resources for private owner. (Possible strategy: apply to NPS for historic designation.)

YEAR 03 - Enhance streetscape along frontage of Cudell Recreation and Fine Arts Center.

YEARS 04-05 - Construction of emerging contractor enterprise center on the Trinity/Monarch Aluminum site.

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**IMPLEMENTATION STRATEGY**

Vacant Land Reuse - Transfer of NSP2-eligible vacant or abandoned parcels to CII or City land bank for development as pocket parks or urban agriculture sites. Funding covers property acquisition/transfer and basic lot upgrades (clearance, grading, fencing, etc.).

- (1) The triangular pocket at the junction of Detroit Ave and W 96th St can be converted into landscape feature
- (3) Bio energy garden at Trinity Site along Detroit Ave.
- (5) Maintenance of Apple Orchard.

Neighborhood Historic Preservation and Heritage Home Programs - Grant program for qualifying historic structures (No Income Restrictions, Administered by Cleveland Restoration Society).

- (7) Improvement of existing townhomes, including the Neal and Dindia Terraces (1910).

Storefront Renovation Program (SRP) - Technical, design, & financial assistance to commercial property owners whose retail buildings are located in twenty-seven designated target areas (40% rebate, up to \$25k). (where applicable)

Other:

- (10) Capital Improvements Budget: Construction of road access to proposed enterprise center on Trinity site.
- (6) Northeast Ohio Sewer District: Looking for effective demonstration projects to sustainably manage stormwater.

NSP2 Mothball - Comprehensive "board-up" of vacant and abandoned structures to save for future sale or rehabilitation (approximately \$10k/project).

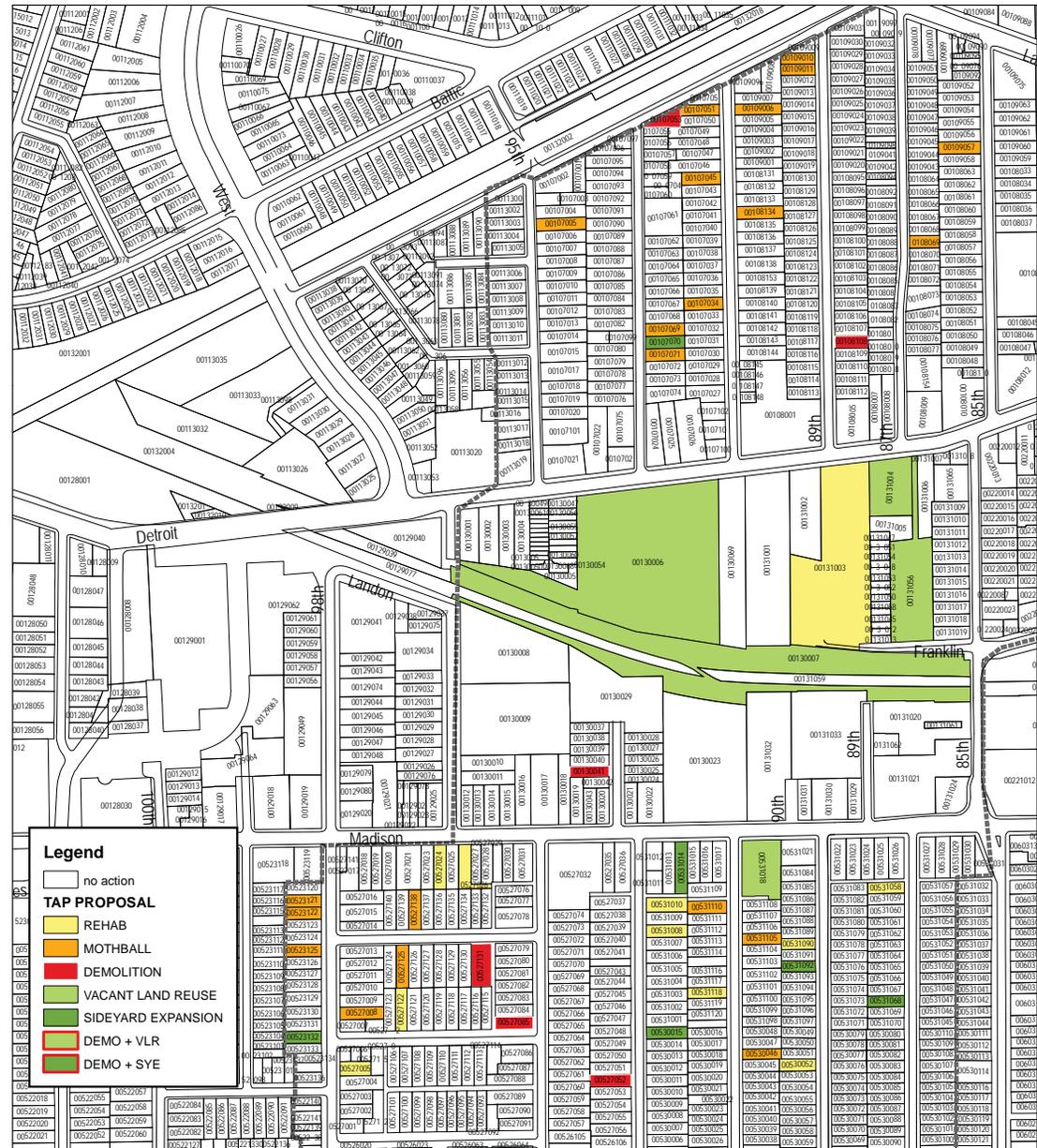
(The vacant residences in fair or good condition around the target area can be secured for future sale/rehab by mothballing.)

NOTE: Afford-A-Home Program or Housing Enhancement

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION



PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTHBALL	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
001-07-003	Y	N	P						0
001-07-005	Y	Y	F	1	2				
001-07-006	Y	N	P						0
001-07-034	Y	Y	F	1	2				
001-07-036	Y	N	P						0
001-07-045	Y	Y	G		2				
001-07-051	Y	Y	F	1	2				
001-07-053	Y	Y	G			3			
001-07-069	Y	Y	F	1	2				
001-07-070	N	Y	F					5	
001-07-071	Y	Y	F	1	2				
001-08-007	Y	Y	G						0
001-08-009	Y	Y	G						0
001-08-069	Y	Y	G		2				
001-08-108	Y	Y	P			3			
001-08-134	Y	Y	F	1	2				
001-09-006	Y	Y	G		2				
001-09-010	Y	Y	F	1	2				
001-09-011	Y	Y	G		2				
001-09-057	Y	Y	G		2				
001-30-001	Y	N	F						0
001-30-002	Y	N	G						0
001-30-003	N	N	G						0
001-30-004	N	Y	G						0
001-30-006	N	Y	P				4		
001-30-007	N	Y	F				4		0
001-30-041	Y	Y	P	1		3			0
001-30-069	N	Y	G						0
001-31-003	Y	N	F	1					
001-31-004	N	N	F				4		
001-31-009	Y	N	F						0
001-31-010	Y	Y	G						0
001-31-011	Y	N	G						0
001-31-012	Y	N	S						0
001-31-013	Y	N	S						0
001-31-014	Y	N	P						0
001-31-015	Y	N	F						0
001-31-016	Y	N	F						0
001-31-018	Y	N	F						0
001-31-042	Y	N	F						0
001-31-043	Y	N	F						0
001-31-044	Y	N	F						0
001-31-048	Y	N	P						0
001-31-053	Y	N	F						0
001-31-054	Y	N	P						0
001-31-055	Y	N	F						0
001-31-056	N	Y	G				4		
001-31-058	Y	N	F						0

Loan Program (HELP) can also be beneficial.

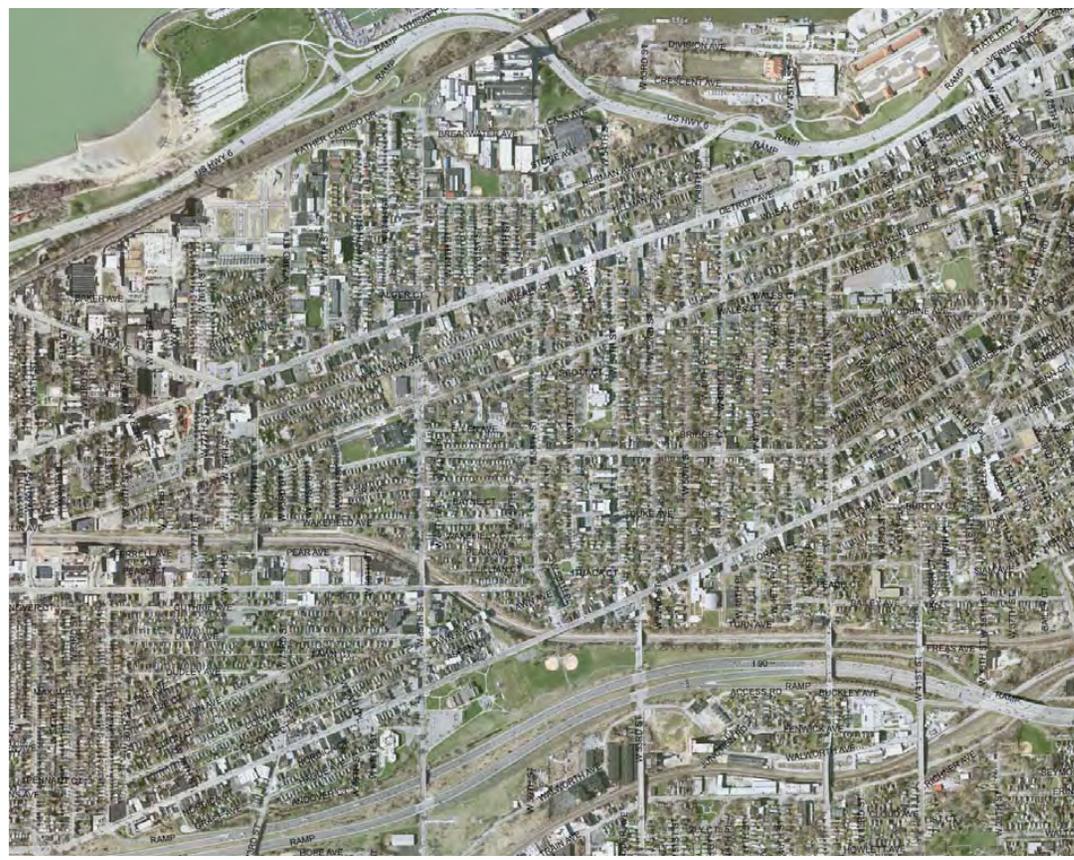
NSP2 Demolition – Razing of existing vacant and abandoned property and basic site improvements (approx \$10k/project).

- ( ) List has been provided to City Building and Housing Department. The CDC should continue to track the progress of these requests and utilize Neighborhood Stabilization Team meetings to brainstorm solutions to barriers.
- ( ) The vacant properties in poor condition around the target area can be demolished or given the choice of Repair-a-Home (RAH) or Housing Enhancement Loan Program (HELP) for betterment.

Since large portions of the focus area are not eligible for NSP2 funding, much of the success of CIA's ability to secure these resources will rely on their ability to appropriately target residential properties that contribute to the community and lay the "ground work" for a reinvigorated community gateway.

ANSI  
NEWTON  
BLUCKE  
LARCHMERE  
COLFAX  
GARDEN VALLEY  
COLLINWOOD  
CORLETT  
CUDELL  
DETROIT  
SHOREWAY  
FARFAX





**Detroit Shoreway**

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**DESIGNATED TARGET AREA**

(6) Detroit-Shoreway/Cudell

**HOST ORGANIZATION**

Detroit Shoreway Community Development Organization (DSCDO)

**TAP LEADERSHIP**

Marissa Butts, TAP Liaison  
Trevor Hunt, City Planner  
Wayne Mortensen, TAP Manager  
Walter Wright, SII Liaison  
Matt Yourkitch, DSCDO Staff Liaison

**ENGAGED STAKEHOLDERS**

Justin Glanville, Resident  
Nicole Magee, Resident  
Gregory Peckham, Resident  
Jeff Ramsey, Executive Director  
Matt Zone, Councilman

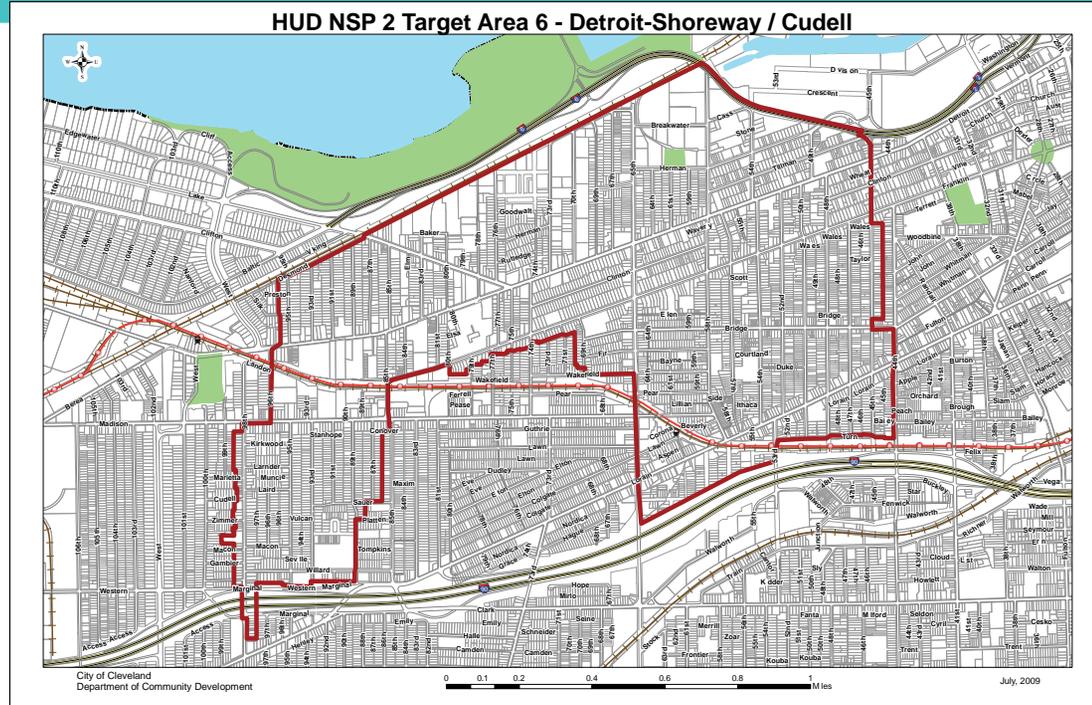
SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

**ABSTRACT**

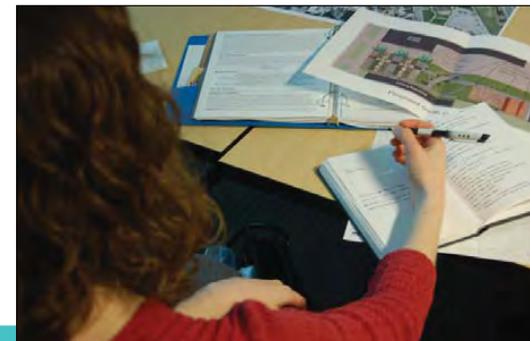
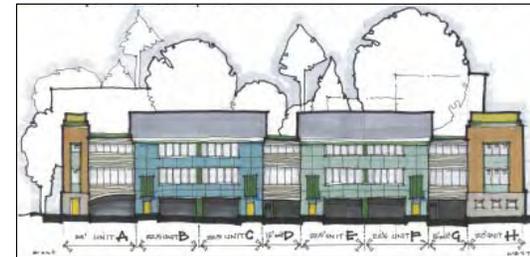
The Target Area Plan (TAP) for Detroit Shoreway focuses on the EcoVillage – an area loosely defined by Franklin Avenue on the North, Interstate 90 on the South and 55th and 73rd Streets to the East and West respectively. Much of the development of the district to-date has concentrated around the West 65th Rapid Transit Station and a five-and-a-half block stretch of West 58th Street, between Lorraine and Bridge Avenues. This plan aims to leverage past investments and direct future initiatives in a manner that improves the functionality of the area and further develops the district’s brand as a welcoming and environmentally-responsive neighborhood. The EcoVillage has been the target of several housing program activities, such as model block programs and, as such, is well-suited for the primarily residential resources available through the Neighborhood Stabilization Program’s Phase II allocation.



**COMMUNITY FEEDBACK**

Stakeholder input for Detroit Shoreway’s TAP revolved around the coordination of resources in ways that would substantiate the EcoVillage “brand”. The district has several recently-completed and proposed projects that should be carefully coordinated with available NSP2 resources to strengthen the implementation of the TAP and advance the district. Those projects are listed below.

Community leaders should also look to organizational partners such as ParkWorks and Cleveland Public Art to elevate, holistically, the physical environment of the EcoVillage. For example, Cleveland Public Art could be an instrumental contributor to the creation of a fencing design standards and ideas manual proposed as part of this plan.



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**OPPORTUNITIES / ASSETS**

1. Collaboration with Anticipated Housing Projects
2. Access to Proposed Train Ave Greenway Bike Path
3. Connection/Proximity to Edgewater Park
4. Rapid Transit Station
5. Community Gardens

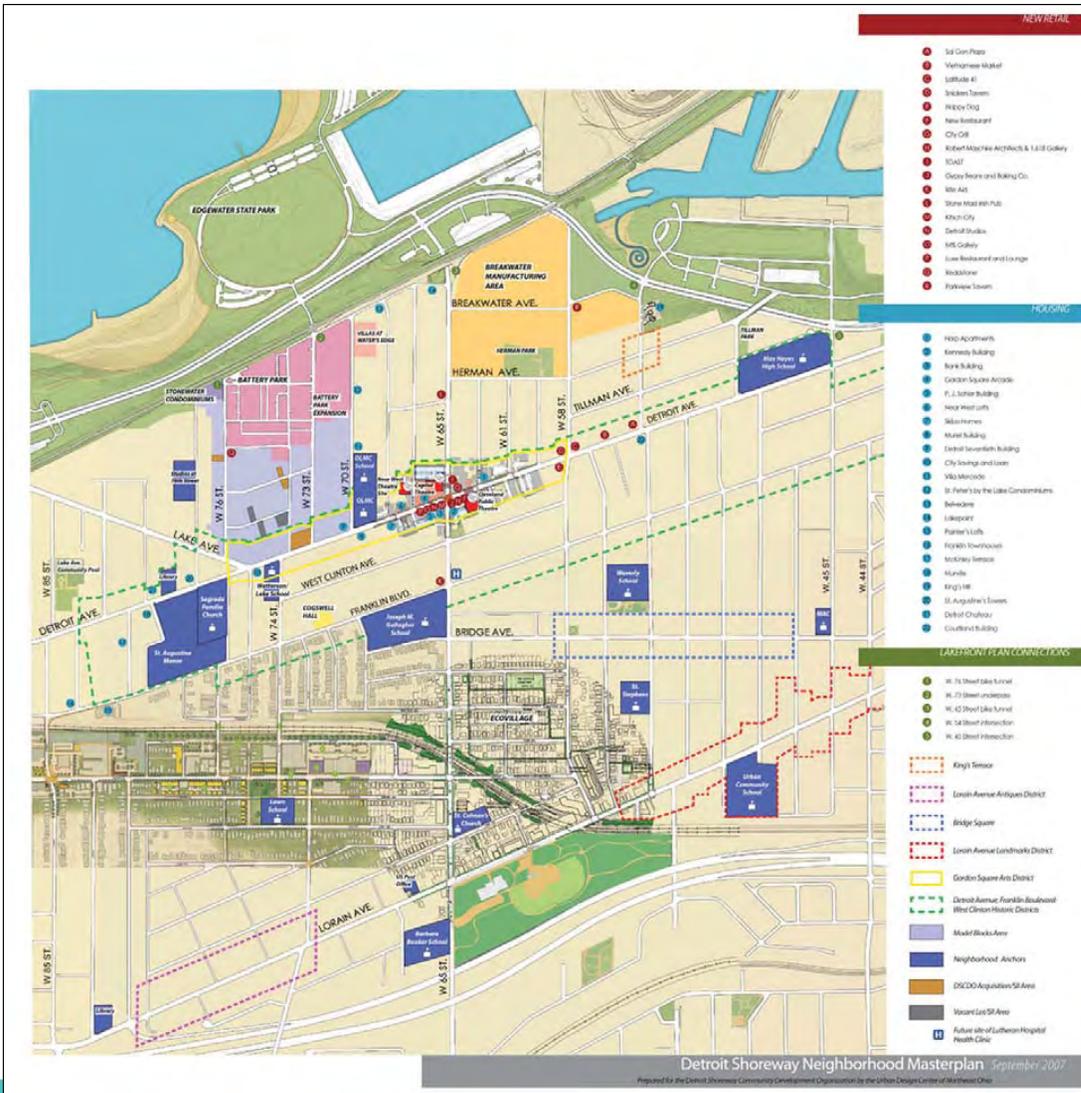
6. Churches
7. Recreation Center and Green Space Plan
8. Existing Examples of Energy-Conscious Homes
9. Future/Planned Investment
10. Foresight in Establishment of EcoVillage

**RISKS / CHALLENGES**

1. Branding and Regional Identity
2. Diverse Juxtapositions between Properties
3. Access, Building Restraints Caused by Underpass
4. Lot Conditions
5. Road Conditions
6. Inadequate or Disjointed Street Parking
7. Safety Concerns
8. No 'Sense of Arrival' From RTA Station
9. Pedestrian and Bicyclist Safety, Particularly on 65th Street and Lorain Avenue
10. Lack of Community/Lifestyle-Supportive Retail

**PLANNED PROJECTS**

1. "Bridge 10", a residential town-house development, is to be located on the southeast corner of Bridge Avenue and West 58th Street. There is a possibility that this project, could expand onto an adjacent lot, thereby increasing its proposed unit count from ten to seventeen.
- 2/4. The EcoVillage Homes initiative intends to rehabilitate thirteen vacant and abandoned properties. To-date, the program has acquired two properties for this purpose.
3. DSCDO has asked The Cuyahoga Metropolitan Housing Authority to improve the appearance of its twenty-unit residential complex on West 58th Street. Requested upgrades would include façade and landscaping improvements and a reconfigured site plan that relocates the parking area with the assistance of DSCDO.
5. An effort to implement Green infill housing models throughout the district has commenced. To accomplish this, DSCDO has partnered with Habitat for Humanity and Neighborhood Progress, Inc.
  - 5a. Design development has been completed for the Habitat home with completion set for Aug 2011.
  - 5b. Preferred parcels have been identified for the NPI model that is still in design.



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

6. The City has allocated capital improvement funds to improve pedestrian connections to the West 65th Rapid Station. A deteriorating automotive bridge along Madison Avenue (between 65th and 61st Streets) will be replaced with a newly constructed pedestrian bridge and the existing pedestrian bridge on West 61st Street will be upgraded.
7. A resurfacing of West 58th Street is included in Councilman Zone's 2012 capital improvement budget. This provides an opportunity to secure additional funding for a more significant corridor reconstruction to bring it into closer alignment with the environmentally-progressive goals of the EcoVillage. More integrated green infrastructure, including multi-modal transit and passive stormwater management strategies should be aggressively pursued.
8. The Michael J. Zone Recreation Center is receiving a \$3 Million facility improvement and site enhancement (completed by 2012).

SITE ANALYSIS

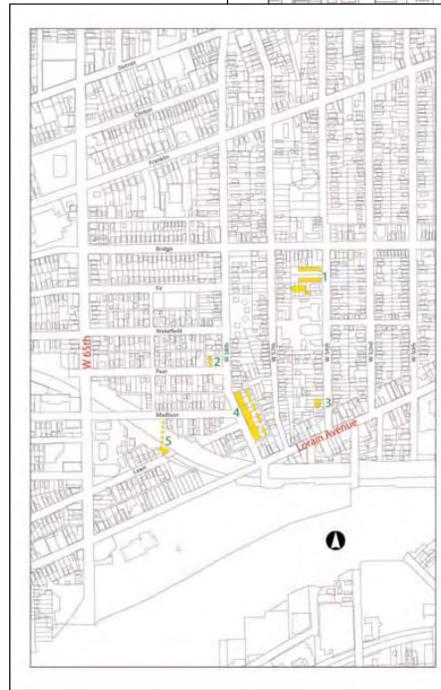
- Bicycle connections are planned to connect the community to the Train Avenue Greenway and Edgewater Park by way of West 65th Street. West 58th Street (between Lorain and Bridge Avenues) is a designated "NPI Model Block", which makes additional financial resources available to existing homeowners to improve their property.
- St. Stephen's Church controls a vacant parcel that they plan to transform into a meditation garden. They are currently seeking implementation funding and plan to construct the new landscape soon.

TARGET AREA PLAN

**ASSETS**

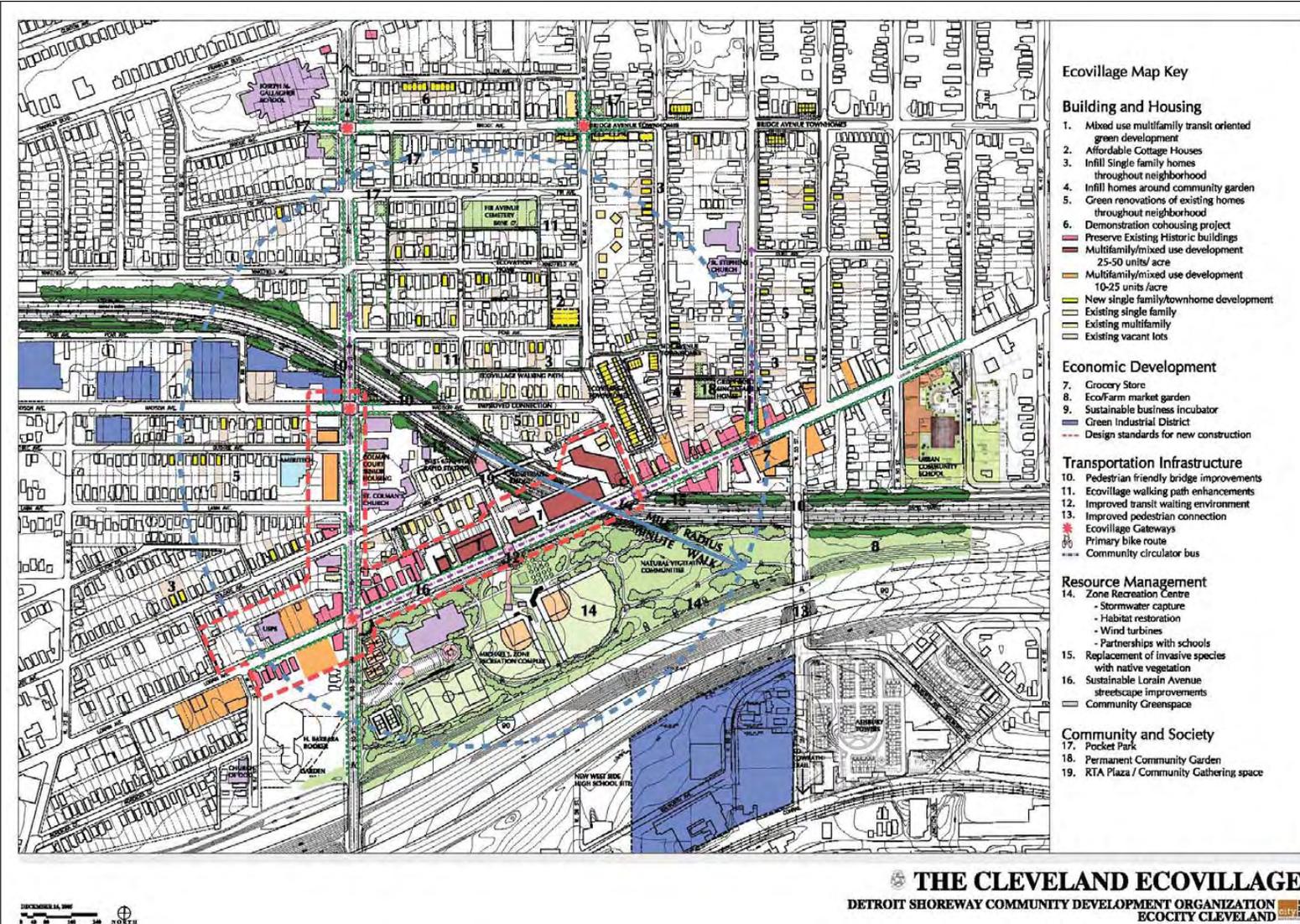
When asked to identify neighborhood assets, the rapid transit station was frequently referenced. It is a long-term goal that this station be leveraged to support a transit-oriented neighborhood lifestyle and surrounding development that benefits from multi-modal accessibility. Along with the community

IMPLEMENTATION



gardens, recreation center, and green housing models, the West 65th Station legitimizes the EcoVillage brand. Promoting buy-in to this identity will require the constant engagement of these assets in the daily lives of district residents. Another asset cited by stakeholders

is the area's demographic and housing diversity. This condition allows the community to be envisioned as a home for residents of all income levels and backgrounds dedicated to a more sustainable lifestyle.



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SHOREWAY  
FAIRFAX

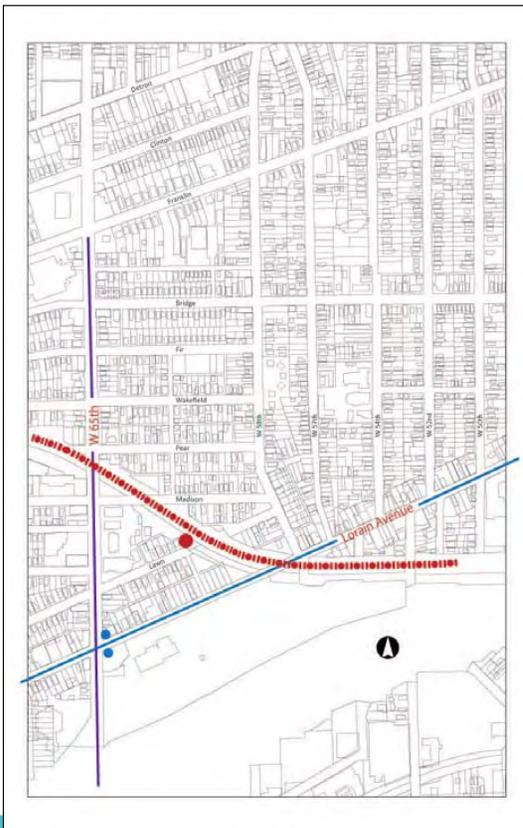


continue to grow in size and importance. These assets would be well-served by improved means of connection (particularly the connection across Lorain to the recreation center). At present, this is a dynamic setting for the pedestrian or cyclist, containing both pleasant routes down tree-lined residential streets as well as unsafe and difficult-to-navigate segments. These agents of the “eco-lifestyle” are the major generators for new streetscape, path, and retail building construction guidelines with the goal of creating an environment that is more connected by—and conducive to—these means of travel. For example, the EcoVillage aspires to strengthen its connection to Edgewater Park along the Lake Erie shoreline by improving West 65th Street as a

North-South connector with bike lanes and landscape enhancements.

This area is challenged to brand a cohesive identity. The EcoVillage is eager for residents and visitors to recognize the distinctiveness of the district and gain a sense of ownership and geographical recognition that many developers and planners have already ascribed to the evolving area. The identity imagined for the EcoVillage is not a stylish or chic brand, but rather a living demonstration of the positive consequences that

emerge from the creation of adaptive environments that supports an affordable, healthy, and engaged lifestyle. Establishing a basis of values for this lifestyle at a grass roots level is necessary to helping the TAP and other similarly-oriented investments succeed.



### Site Analysis

#### Lot and Building Conditions

- Vacant land
- City Land Bank
- Vacant building
- Fair building condition
- Poor building condition
- Fair lot condition
- Poor lot condition



### FIELD SURVEY

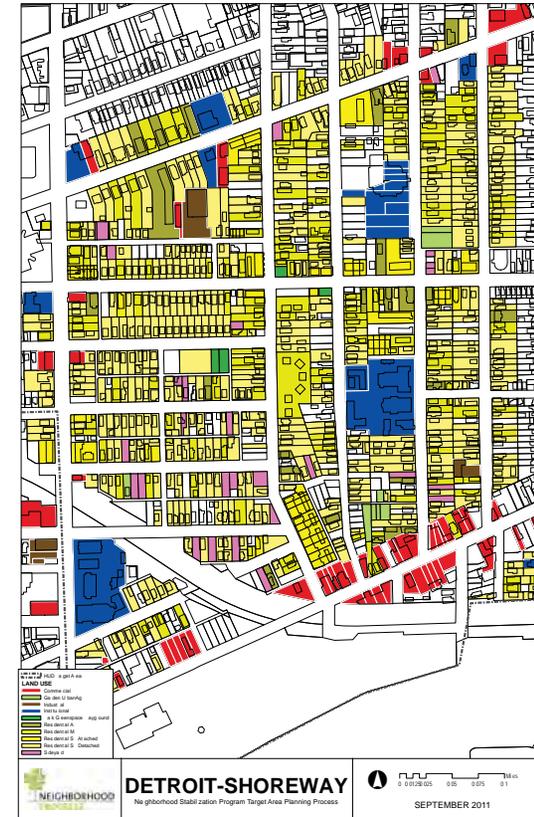
An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This allows the user to chronicle local conditions and also analyze findings across all target areas.

Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.



### LOT STATUS

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).



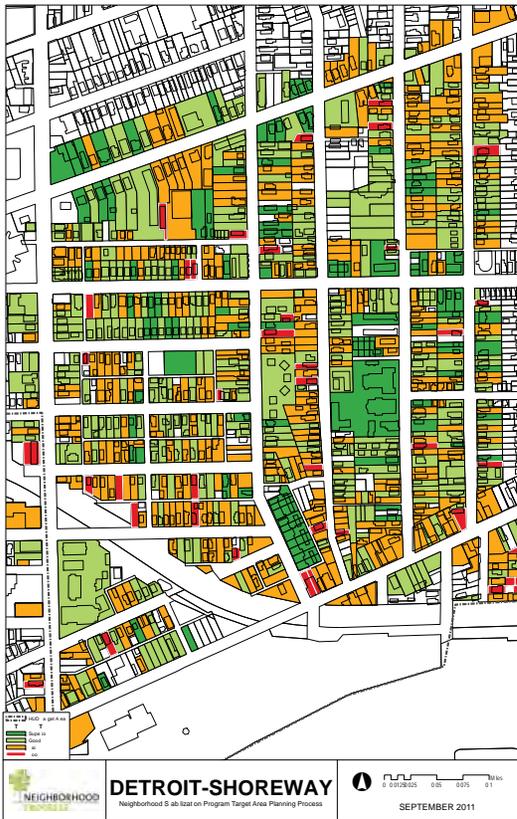
### LAND USE

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.

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### LOT CONDITION

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.



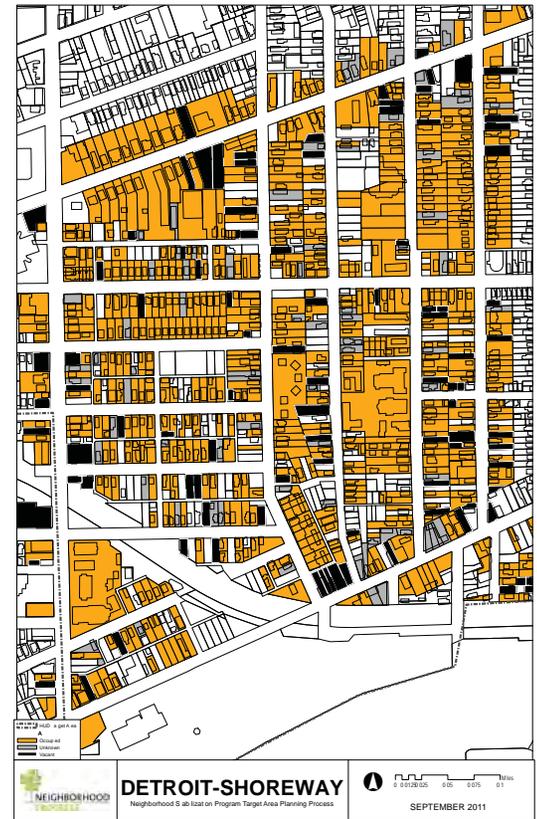
### BUILDING CONDITION

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.



### BUILDING OCCUPANCY

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**COMPARATIVE ADVANTAGE**

The Detroit Shoreway EcoVillage aspires to foster an ecologically-sensitive lifestyle in an equitable way. It is diverse neighborhood that promotes small business, is directly connected to public transit, and offers a wide range of housing, including increasingly green models.

**TARGET AREA PLAN**

The target area plan focuses on the development of housing around a green infrastructure network that will create a cohesive foundation for the neighborhood by promoting multi-modal transit, stormwater management, and environmental stewardship. The West 58th Street corridor will be the principle example of the myriad components that support and form the EcoVillage identity - from the development of the corridor itself into a model of sustainable infrastructure (with assistance from Councilman Zone and the Sewer District) to the housing that lines either side of it.

SITE ANALYSIS

A key part of the district's identity and function is the West 65th RTA Station, which is a central asset to the target area. This plan recognizes the potential of the renovated pedestrian bridges along Madison Avenue by emphasizing a connection to the neighborhood walking path that combines improved alleyways and smaller streets, such as 64th and 61st. At the intersection of these paths, the plan also proposes a pocket park that provides neighborhood picnic space on a triangular site of presently vacant land (maintaining much of the trees that currently buffer it from the RTA tracks). The small streets mentioned will be the focus of a fencing improvement effort, including the creation of prototypes developed in partnership with Cleveland Public Art. The desire to focus on these streets is an alternative to dedicated pathways that cut through blocks since the majority of the blocks in this area are already urban-scaled. There are, however, some instances of paths traversing between 58th and 57th Streets. Foremost is

TARGET AREA PLAN

IMPLEMENTATION



the path between the CMHA housing complex and St. Stephen's Church/Metro Catholic, which intersects a proposed parking lot to be shared by both. The proposed parking lot suggests the replacing the existing CMHA parking lot with a more attractive gathering space with street frontage. The second path on this block presents an alternative to walking down Side Ave with an incorporated playground (this is one of the few actions that may or may not be possible due to presently occupied housing and is therefore a longer-term strategy). This path would

create greater connectivity to the community gardens on Ithaca Court. The other instance of longer-term park/green infrastructure amenity is the lot at the Northwest corner of Lorain Avenue and West 58th Street.

Additionally, the plan suggests sites for future green infill housing on vacant lots. This infill strategy focuses on the sites where there are several adjacent vacant lots. Like the 2020 plan, this strategy also suggests new development adjacent to the RTA Station, but perhaps at

a more modest scale. Within this development, the plan maintains visibility to Lorain Avenue to the station and incorporates an outdoor space that connects the station to the fields of the Zone Recreation Center.

Phasing focuses principally on the visibility of the properties on West 65th and the actions to be taken on West 58th (with the exception of the park and playground that suggest future options). Key projects in this phase include the historic structure at the intersection of Lorain and W 58th, the Bridge 10 development, and the CMHA housing improvements and parking to be shared with St. Stephen's. Phase Two focuses on Madison Avenue and West 57th – building upon the scheduled pedestrian bridge improvements, St. Stephen's garden and new parking area, and the community gardens. The third phase looks to future infill and a concentrated fencing improvement program for the district (especially along 61st and 64th Streets).



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW



SITE ANALYSIS



TARGET AREA PLAN



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ANSEL  
NEWTON

BUCKEYE  
LARCHMERE

COLFAX  
GARDEN VALLEY

COLLINWOOD

CORLETT

CUDELL

DETROIT  
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TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

**STRATEGY**

The implementation of the Target Area Plan is based on several principles to address multiple situations of challenged properties. The implementation chart lists all of these properties and hopes to find the most suitable resource for each by showing potential applicability. Properties that are currently vacant take priority as they are directly eligible for NSP2 funding. If a property is not vacant, it should be determined whether it is within a designated Model Block (City HTF or NPI). If the property is in neither of these designated areas or is a commercial property, other resources need to be secured. This strategy assumes the efficient utilization of resources to ensure that funding is allocated both for work on vacant and abandoned properties and for improvements to private property coordinated in collaboration with current residents. Relative to vacant land reuse project, the community could also address the stated death of available parking in the community by creating informal lots as corridors are reconstructed. The fencing initiative suggested in this proposal presents the community an ideal opportunity to work closely with Cleveland Public Art and ParkWorks in order to develop unique fencing standards and options for the EcoVillage.

A balance between investment in vacant and abandoned properties and improvements to private property will strengthen the local housing market, encourage resident involvement, and increase the chance of long-term sustainability.

OVERVIEW

SITE ANALYSIS

TARGET AREA PLAN

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PARCEL	Status		Condition	1	2	3	4	5	0
	Developed	Vacant		REHAB	MOTHBALL	DEMO	VLR	VLR-SY	OTHER
002-27-024	N	Y	F				4		
002-27-038	Y	Y	G	1					
002-27-048	Y	Y	P	1					
002-28-001	Y	N	F	1					
002-28-060	N	Y	G						0
002-28-062	Y	Y	G	1					
002-28-073	Y	Y	G	1					
002-28-080	Y	Y	P			3			
002-28-081	N	Y	F						0
002-28-082	N	Y	F						0
002-28-088	N	Y	P				4		
002-28-091	Y	UN	F	1					
002-28-096	Y	Y	F	1					
002-28-109	Y	Y	G	1					
002-29-001	N	S	UN				4		
002-29-003	Y	Y	F	1					
002-29-033	Y	Y	UN			3			
002-29-049	Y	Y	P			3			
002-29-084	Y	Y	F	1					
002-30-035	Y	Y	P			3			
002-30-043	Y	Y	F	1					
002-30-098	Y	N	F	1					
002-31-072	Y	Y	P			3			
002-31-080	Y	N	P	1					
002-31-089	Y	N	F	1					
002-31-099	N	Y	UN						0
002-31-109	Y	Y	G						0
002-31-149	N	Y	UN						0
002-31-150	N	Y	UN						0
002-31-151	N	Y	UN						0
002-31-152	N	Y	UN						0
002-31-153	N	Y	UN						0
002-32-006	Y	Y	F	1					
002-32-010	Y	UN	P	1					
002-32-016	Y	Y	P			3			
002-32-025	Y	Y	F						0
002-32-029	N	Y	F						0
002-32-030	N	Y	F						0
002-32-040	N	Y	F				4		
002-32-041	N	Y	F				4		
002-32-044	Y	Y	F	1					
002-32-053	Y	UN	F	1					
022-28-094	N	Y	UN				4		
022-31-084	N	Y	F						0
022-31-085	N	Y	UN						0
022-31-100	N	Y	UN						0
022-31-101	N	Y	UN						0

### PROJECT PHASING

#### Phase One – West 58th and 65th

- West 58th Street Improvements (resurfacing, bioswales, shared bike lane)
- NE Corner of West 58th & Lorain NE (historic building renovation/redevelopment)
- CMHA and St. Stephen's Parking & Walking Trail
- NSP2 Rehabilitations, Model Block Improvements
- Bridge 10 Development

#### Phase Two – Madison and West 57th

- Madison/West 65th RTA Station Pedestrian Bridge Improvements
- 'Picnic Park' Connector from Madison Ave
- St. Stephen's Garden
- NSP2 Rehabilitations
- HTF Model Block Improvements
- NPI Model Block Improvements

#### Phase Three – West 64th and Long-Term

- Green Infill Housing
- Mini-Park between 65th and 64th Streets
- Playground at the End of 64th Street
- Additional Long-Term Green Infrastructure Amenities

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COLFAX  
GARDEN VALLEY  
COLLINWOOD  
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**Fairfax**

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**DESIGNATED TARGET AREA**

(8) Fairfax

**HOST ORGANIZATION**

Fairfax Renaissance Development Corporation (FRDC)

**TAP LEADERSHIP**

Kandice Anderson-Williams, SII Liaison  
Justin Fleming, Neighborhood Progress  
Vickie Johnson, FRDC Executive Director  
Wayne Mortensen, TAP Manager  
Anthony Whitfield, FRDC Econ. Dvpmnt. Director  
Debra Wilson, FRDC Real Estate Manager

**ABSTRACT**

The Fairfax Renaissance Development Corporation (FRDC) determined early in the TAP process that they had done sufficient recent planning in the community around targeted initiatives. It was felt that this planning would allow the community to bypass the overt process facilitated for each of the other participating communities. The following proposal was developed over the course of two working sessions between the CDC and TAP process liaisons and represents the entirety of the work done in collaboration with the FRDC, relative to the Target Area Planning process.

Going forward, the FRDC would choose to utilize any NSP2 resources that are secured to address any/all of the following, prioritized target areas.

**AREA ONE (LOWER RIGHT)**

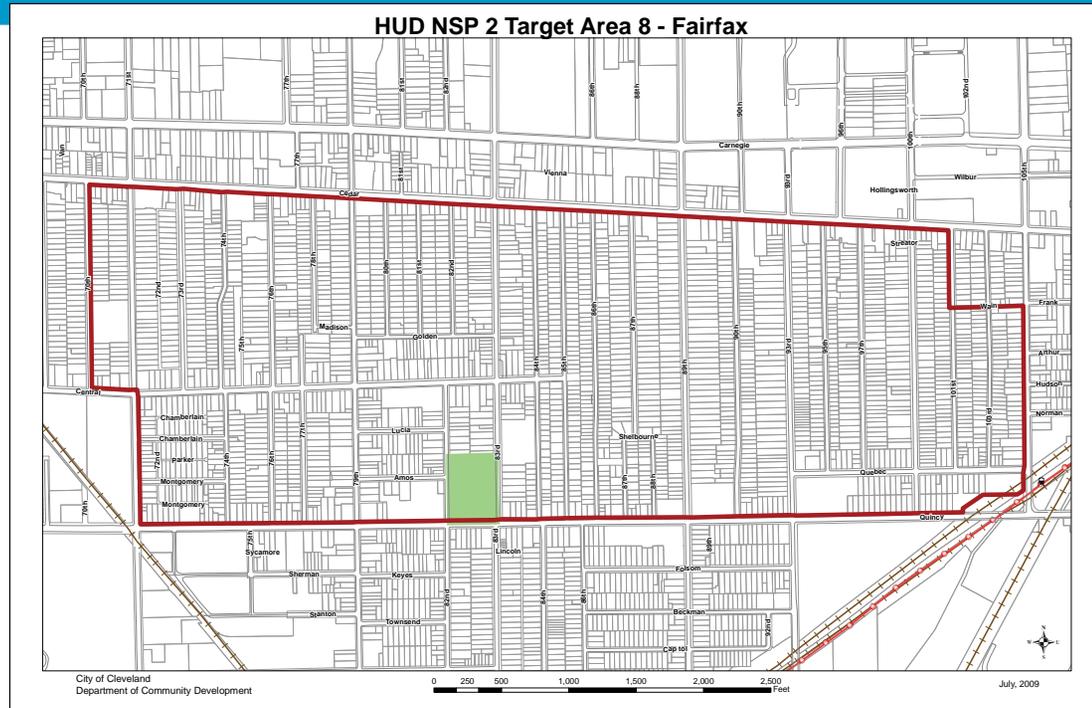
Location: East 90th Street to 93rd along Quincy Ave.  
Project: Integrated Garden, Art, Landscaping, & Food Production

This is a highly visible site located northwest of the new Cuyahoga County Juvenile Justice Center. This initiative will be a collaboration between FRDC, Cleveland Botanical Gardens, Olivet Institutional Baptist Church,

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION



Karamu House and the Juvenile Justice Center. The Cuyahoga County Juvenile Court has committed to have juveniles training in landscaping work on this site.

The site is comprised of eighteen (18) vacant parcels. FRDC is working diligently to obtain site control of the final parcel. The Board of Revisions filed foreclosure action on this parcel in March 2011.

**AREA TWO (OPPOSITE, UPPER LEFT)**

Location: Lucia Ave, between East 79th and 82nd  
Project: Model Block Neighborhood Greening and Infill Strategy (as designed by CUDC)

This site is in FRDC's first Model Block area and is adjacent to a blighted home owned by LAND (NPI). The house was acquired at Sheriff's Sale and is scheduled to be deeded to the City of Cleveland and demolished. When this happens, FRDC will move forward with





landscaping of the vacant lots abutting the Renaissance at Fairfax Park senior building. The seniors living there lack green space and this area is ideal for this initiative. FRDC would open the fence and add a gate to this new landscaped area for the seniors and residents to enjoy.

**AREA THREE (LEFT)**

Location: East 89th Street Model Block Initiative.  
Project: Side Yard Lot Development

One of FRDC's partners has a keen interest in East 89th Street. If FRDC raises at least \$10,000 specifically to launch a Model Block initiative on East 89th Street it would create a 3 to 1 match. FRDC identified two houses with a vacant lot in between to provide assistance with exterior improvements to the homes and the reuse of the vacant lot.

**AREA FOUR (NOT PICTURED)**

Location: East 79th Street  
Project: Fairfax Urban Farm



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

FRDC is in preliminary discussions with Cleveland Botanical Garden. Both properties will need to be demolished whether or not the Botanical Gardens expands the Urban Farm site.

**AREA FIVE (BELOW)**

Location: Langston Hughes House - East 86th Street  
Project: Reading Garden

FRDC is renovating a house that was once home to Langston Hughes. The property has been designated as a landmark by the Cleveland's Landmarks Commission. A reading garden honoring Langston Hughes is planned for the vacant lots contiguous to the property.

SITE ANALYSIS

TARGET AREA PLAN

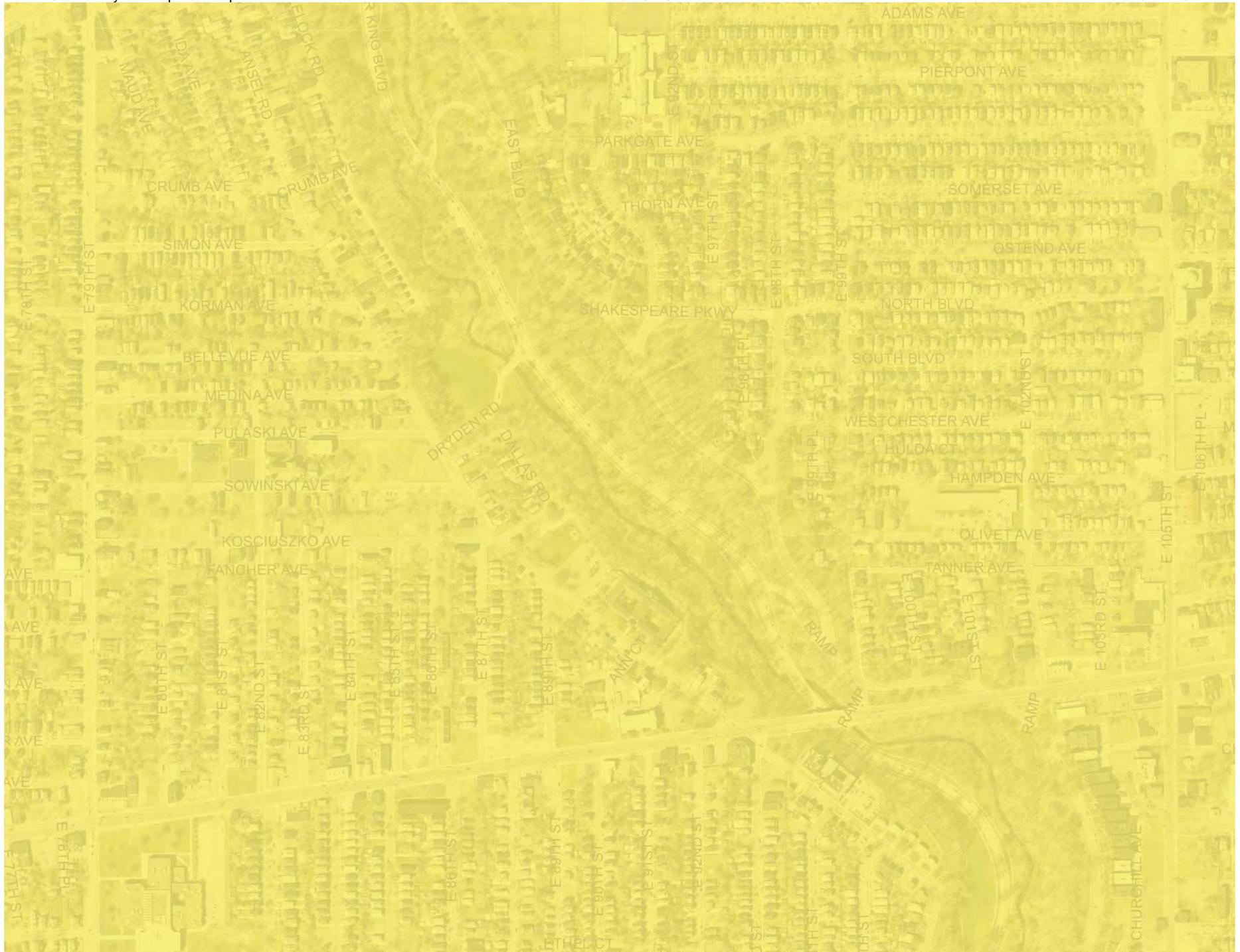


IMPLEMENTATION



PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTHBALL	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
<b>AREA 1</b>									
119-34-026	N	Y	UK				4		
119-34-027	N	Y	UK				4		
119-34-028	N	Y	UK				4		
119-34-029	N	Y	UK				4		
119-34-030	N	Y	UK				4		
119-34-031	N	Y	UK				4		
119-34-034	N	Y	UK				4		
119-34-035	N	Y	UK				4		
119-34-036	N	Y	UK				4		
119-34-037	N	Y	UK				4		
119-34-038	N	Y	UK				4		
119-34-039	N	Y	UK				4		
119-34-082	N	Y	UK				4		
119-34-083	N	Y	UK				4		
119-34-084	N	Y	UK				4		
119-34-085	N	Y	UK				4		
119-34-086	N	Y	UK				4		
119-34-087	N	Y	UK				4		
<b>AREA 2</b>									
119-27-109	Y	Y	P			3	4		
119-27-137	N	Y	UK				4		
<b>AREA 3</b>									
119-32-053	Y	N	UK			3			
119-32-054	N	Y	UK					5	
119-34-004	N	Y	UK					5	
119-34-005	Y	N	UK						0
<b>AREA 4</b>									
119-26-068	Y	Y	UK			3	4		
119-26-069	Y	Y	UK			3	4		
<b>AREA 5</b>									
119-29-039	Y	Y	UK			3	4		
119-29-040	N	Y	UK					5	
119-29-041	N	Y	UK					5	
119-30-066	Y	Y	UK	1					

ANSEL  
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COLEMAN  
GARDEN VALLEY  
COLLINWOOD  
CORLETT  
CUDDELL  
DETROIT  
SHOREWAY  
FAIRFAX





OVERVIEW

**DESIGNATED TARGET AREA**

(8) Glenville

**HOST ORGANIZATION**

Famicos Foundation

**LEADERSHIP TEAM**

Chuck Ackerman, Famicos Asst. Dir.  
Fred Collier, Chief City Planner  
David Maniet, TAP Liaison  
Wayne Mortensen, TAP Manager

SITE ANALYSIS

**ABSTRACT**

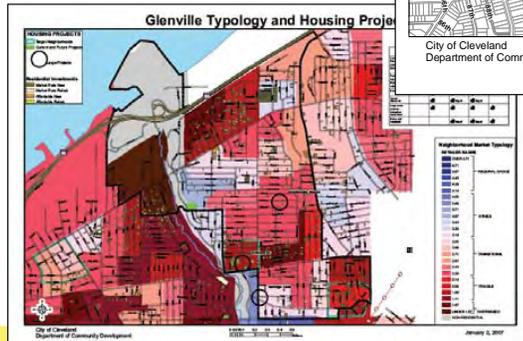
Concurrent to the Target Area Planning process, Famicos Foundation engaged renowned community planner, David Boehlke, in an intensive investigation and implementation strategy. The TAP Liaison engaged with Famicos to complete early investigation and site analysis, but later gave way to Mr. Boehlke's process. That executive summary is included here and takes the place of Glenville's Target Area Plan.

TARGET AREA PLAN

**STAKEHOLDER FEEDBACK**

Staff members of the Famicos Foundation were individually engaged over a period of three weeks to help formulate a nuanced understanding of the target area. Several themes wove through those conversations, including the perception of the target area in the community (including personal safety), the community's strong culture and tradition, its various housing issues, and the needs of residents in sustainable communities. The housing stock of the neighborhood was one of the commonly-repeated topics of the discussions. There are many sections of deteriorated housing that are an eyesore, and even a danger, to residents. In many cases, though, rehabilitation seems to be a sufficient solution and several local requests and plans for the renovation of existing structures have been made. Beyond those "rehab", there are other locations where it seems that

IMPLEMENTATION



demolition is the most effective solution, especially in the short-term. Clusters of abandoned property frequently lead to increased crime levels and one such example of that can be found along Lee Road. If some focused demolition can occur in this area it could add a level of visibility that would positively affect area crime.

Taking steps toward this goal would also address one of Glenville's biggest challenges, the perception of personal safety. Glenville struggles with the real and perceived lack of community safety. The rough-around-the-edges neighborhood projects an impression of a not

so safe location, which is reinforced by the students and faculty of University Circle who are told to avoid this area for their own safety. Local residents seem to know from where most of the local criminal activity emanates and local community watch organizations are sprouting up. Improving this dynamic will be important to making a successful plan for the community that can reassure residents and revitalize the local business market.

Some neighborhood strengths referenced in the stakeholder meetings included the community's willingness to engage. According to CDC staff, there is a

large amount of human capital available to accomplish things in the neighborhood. Many older residents have a lot of pride in the community and channeling their collective will toward plan implementation will be critical. Unfortunately, the younger population of Glenville does not have as strong an attachment, but depending on their involvement in activities this may be flexible. In fact, just having a completed plan and using the community manpower to help implement will enfranchise all residents in the development. Currently, members of the community, while willing to participate, have trust issues with plans that are developed without their participation. Enrolling them in the implementation will assist with the resident's ownership of Glenville's future.

In many ways, the biggest challenge facing the Famicos Foundation is the engagement of the people themselves. Finding a way to implement a plan that promotes community safety and is attached to the residents of Glenville will help assure the long-term success of the plan.



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**FIELD SURVEY**

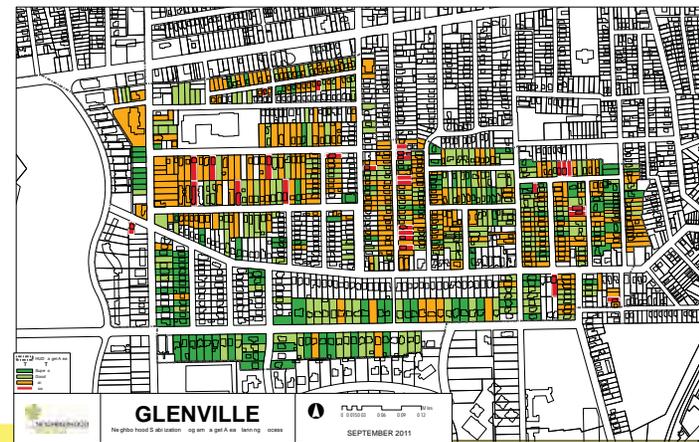
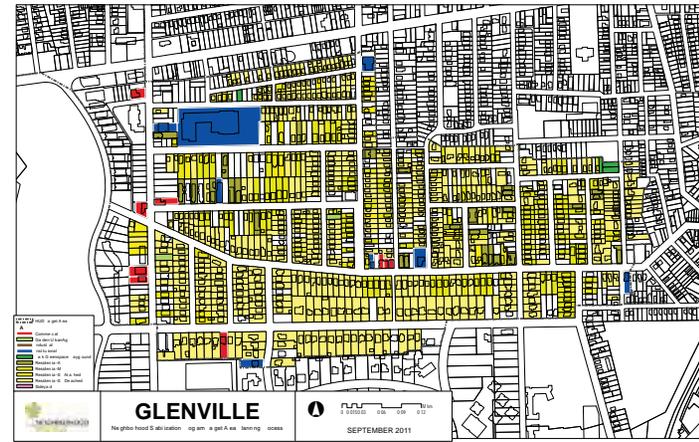
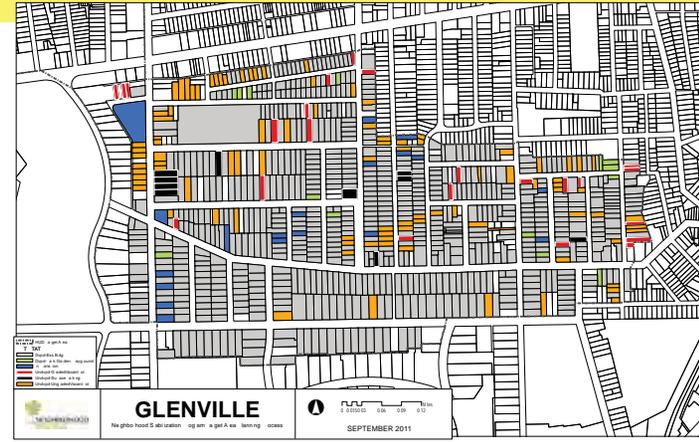
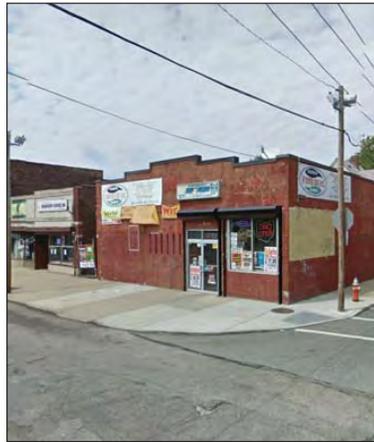
An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

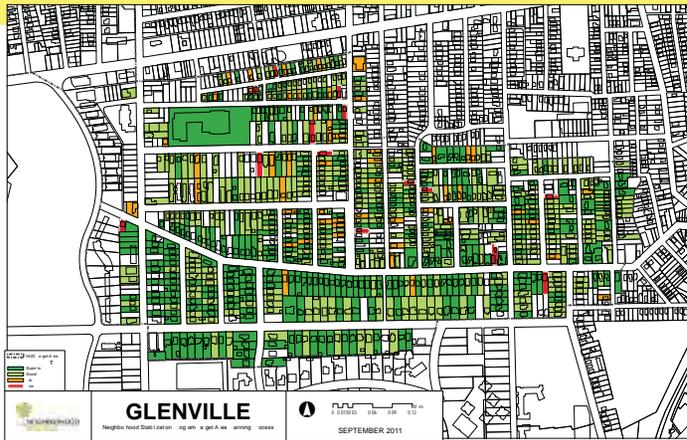
Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.

SITE ANALYSIS

TARGET AREA PLAN

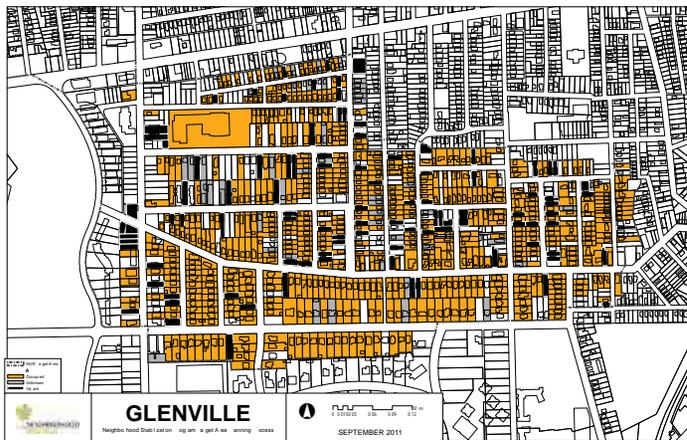
IMPLEMENTATION





**LAND USE** (middle left)

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.



**LOT CONDITION** (bottom left)

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.



**LOT STATUS** (top left)

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).

**BUILDING CONDITION** (top right)

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.

**BUILDING OCCUPANCY** (middle right)

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.

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Glenville is positioned on the east side of Cleveland and amongst some of the regions largest economic drivers. Its adjacency to Rockefeller Park -- an under-recognized treasure and home to the City's cultural gardens -- is further proof of serendipitous geography. Building upon these geographic adjacencies, it is important to mention that the community has great automotive connectivity to both these regional amenities as well as to the interconnective interstate system for long-distance travel.

These factors combine to make a sensible case for a renewed community effort that will focus on housing improvement initiatives. This is especially true when the housing stock is taken into account. While deterioration is occurring, there exists a large investment in the Southern area of Glenville thanks to myriad planning and community development efforts, including the nearly-complete VA hospital facility expansion. Similar growth both in and outside the community will spark the revitalization of the neighborhood fabric.

SITE ANALYSIS

TARGET AREA PLAN

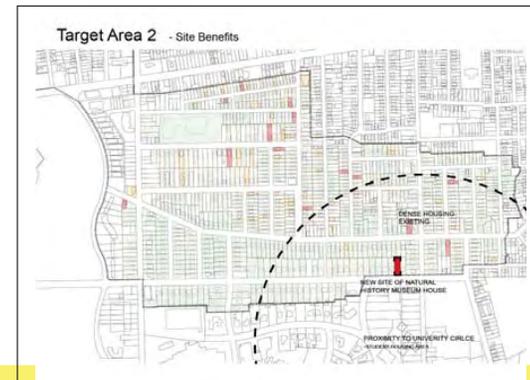
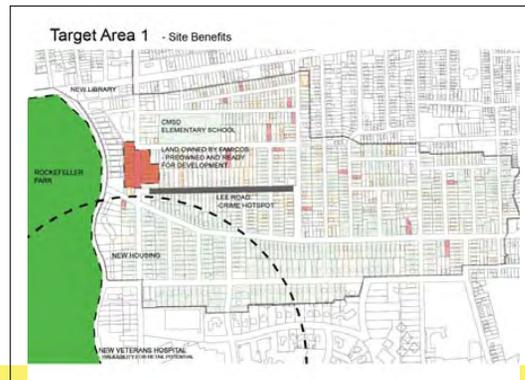
IMPLEMENTATION



GLENVILLE  
LEE MILES  
MT. PLEASANT  
OLD BROOKLYN  
SLAVIC VILLAGE  
ST. CLAIR SUPERIOR

TREMONT  
CLARK  
WESTOWN

PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTHBALL	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
120-03-034	Y	Y	U			3			
120-08-028	Y	Y	C		2				
120-08-042	Y	Y	C	1					
120-08-068	Y	Y	C			3			
120-08-071	Y	Y	P			3			
120-08-073	Y	Y	P			3			
120-09-013	Y	N	C			3			
120-09-025	Y	N	A	1					
120-09-080	Y	Y	B			3			
120-09-109	Y	Y	C			3			
120-10-072	Y	Y	C			3			
120-10-116	Y	Y	U			3			
120-10-124						3			
120-20-058	Y	N	A	1					
120-20-071	Y	Y	C	1					
120-21-005	Y	Y	C	1					
120-21-011	Y	N	A	1					
120-22-103	Y	Y	P			3			



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**COMPARATIVE ADVANTAGE** *(courtesy D. Boehlke)*

The University Circle community is renowned as one of America’s most attractive and dynamic urban centers. At least six residential neighborhoods are closely linked to the Circle and one such place – the Southernmost part of Glenville – consists of the blocks immediately North of the institutional anchors. This proposal suggests how these blocks can be reinvigorated as a diverse community that will, literally, become a local and national example of how committed neighbors and partner organizations can re-shape an at-risk area into a place of pride.

SITE ANALYSIS

**RECREATING A COMMUNITY OF CHOICE:  
Engaging Neighbors in Recovering Neighborhood**

Remarkably, University Circle’s success didn’t happen through one grand vision or a single plan. Over more than a century, the community constantly changed to meet new opportunities and new needs. Today this transformation continues through significant institutional investment, but these actions are only part of the story. At least six residential neighborhoods are closely linked to the Circle. Each is unique and each has potential to strengthen the larger community.

TARGET AREA PLAN

This proposal suggests how the area can be reinvigorated as a diverse community that will literally become a local and national example of how committed neighbors and partner organizations can re-shape an at-risk area into a place of pride. To achieve this, two target areas were chosen, based on their potential for success.

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1. The two-dozen residential blocks Eastward from 106th Street have the location, buildings, and leadership that are the basis for a healthy, thriving neighborhood of choice.
2. East 105th Street and East Boulevard are both highly visible corridors that have incredible

potential for revitalization as thoroughfares leading into University Circle.

Taken together, these two sites can demonstrate how community, government, and institutional partners can create and support an innovative renewal. The unique approach will rebuild market demand for quality housing while simultaneously assuring that the recovering neighborhoods have both diversity and sustainability.

**VISION:  
Real Change Requires Community Commitment**

The transformation requires an unparalleled commitment of leadership, resources, and ingenuity. It moves beyond subsidies as the principal tool for neighborhood change. It fully engages resident leaders and insists that neighbors are the strongest agents for positive change. It directly addresses the lack of consumer demand for housing. It creates both new and renovated residential and commercial facilities that diverse customers are seeking. When it succeeds, it will be achieve a community where residents from all income groups and backgrounds cooperate with area institutions to achieve a place of pride and economic worth.

Famicos Foundation, Inc., working with the city government, local leaders, and funders, is reaching out to institutions, government agencies, and businesses to participate in the multi-faceted comprehensive strategies that will accomplish this transformation. Famicos is committed to an aggressive intervention that operates at a very large scale, that leverages the input of dozens of partners, and that uses the tested Healthy Neighborhoods Concept to drive the renewal process.

**CONCEPT:  
Practical Approach to Community Investment**

The proposed concept argues that the community North of University Circle can only recover if:

1. The community has a positive image, with which people choose to identify,
2. The real estate market attracts strong buyers and renters and encourages current residents and property owners to invest themselves and their resources in the properties,
3. The conditions of the neighborhood and its properties are at a high standard that demonstrates community pride and individual responsibility, and
4. The residents demonstrate that they value each other and are willing to work together to create and sustain their community as a place of choice.

There will be two distinct strategic initiatives to accomplish these outcomes. One will be called the Circle North Project and it will substantially revitalize the residential blocks above Wade Park Avenue by developing higher quality housing options and by setting better standards of property maintenance. The second will be called Gateway105 and it will dramatically change the largely commercial and rental blocks along East 105th Street and East Boulevard. Both activities will invest significantly in creating positive neighborhood images and identities and in engaging the residents in nearly every aspect of the projects. To achieve the dynamic community envisioned in this proposal, the following reflects the working draft goals.

**Goal:** The Circle North project area is a safe, attractive, high-energy community with involved and responsible neighbors. The Gateway105 area reinforces those outcomes and creates a positive image for both its commercial and multi-family facilities.

**Goal:** The Circle North project area offers an improved real estate market for a diverse group of customers seeking quality rentals and home buyer opportunities

and stimulates sufficient demand to support conventional housing market activity. The Gateway105 area strengthens this real estate market by providing attractive market rate apartments, affordable units, and desirable retail and office space.

**Goal:** The Circle North project area consists of high quality houses on good blocks with excellent standards of upkeep. The Gateway105 area demonstrates that these same high standards of maintenance and attractive curb appeal can also be achieved in an area of businesses and multi-family structures.

**Goal:** The Circle North project area has a wide range of opportunities for residents to participate in managing the blocks and the larger neighborhood through neighbor circles, neighborhood associations, and special projects. The Gateway105 program strengthens this effort by engaging both renters and business owners as good neighbors and engaged citizens.

To achieve these goals requires strengthening what is already succeeding while minimizing the negative conditions that threaten the community. Fortunately, significant public and private dollars are committed to the first steps in renewing a half-dozen residential blocks through programs such as NSP1, SII, and others. Initial actions are also aimed at managing the East 105th Corridor and for introducing some high profile activities, such as a demonstration farm and a Farmers' Market. Taken together, this work is clearly headed in the right direction.

Regrettably, the current programs are too limited to make a real difference in the disinvestment trend in the neighborhood. This is not because there are too few involved neighbors or too few project opportunities. Nor can it be said that there are too few dollars for subsidized

properties. While more dollars can always be used, the dollars should not be spent as they have in the past. More of the same will not accomplish real change.

**THE REALITY OF THE REAL ESTATE MARKET:  
Ultimately You Can Only Sell What People Want**

One basic fact must be acknowledged. The neighborhood cannot recover unless it addresses a fundamental challenge: there are too few households – with sufficient resources – who are willing to invest in this community. Both the corridor and the residential blocks don't have the product that enough customers are seeking. Without the right products and the right incentives, the community is squandering its potential as a community of choice. This proposal is structured to address these concerns and to reposition market demand and supply at all economic levels.

During the next five years there will be reinvestment in the full range of property types: affordable units, workforce housing, and market rate houses and rental apartments. Over that time period, about 80 residential properties will be upgraded through substantial home improvements and, in many cases, new ownership. All renovations will be of superior quality, so that regardless of the income levels of the households, all properties will set high standards. While these structures will show the most dramatic change, they will be reinforced by nearly 100 properties, which will be upgraded through major repairs, such as a new roof, a rebuilt porch or replacement windows. Moreover, an additional 180 to 200 properties will benefit from exterior upgrading through curb appeal programs and minor repair loans and grants. In five years, this level of investment means that two-thirds of the properties will be improved to a standard that encourages long-term equity growth and stability.

During that same time, the larger rental and commercial properties will be re-developed as strong community resources. There will be a wider range of rental options; both market rate and affordable units will be developed to a high standard. Good design will be used throughout the corridors to add color and curb appeal. There will be a farmers' market with a variety of healthy foods, entertainment, and educational programs with a focus on health. A large-scale gardening project will operate a small farm. Further, new landscaping, improved signage, promotional banners, and dozens of small actions will recreate the corridors.

But, imaginative programming and more housing production will not substantially re-position the neighborhood. There must be increased diversity, especially a wider range of renters and owners. Some will work at local businesses and institutions and some will be students; others will be attracted from outside the community by the positive changes. But most will be current residents, who will see the improvements and will decide to stay and invest. These people will represent the renewed community, one with proud residents who will work together to maintain the blocks and their homes.

**THE ROLES OF THE PARTNERS:  
Recovery Must Have Broad Support**

This work will be accomplished through a coordinated work plan among more than three dozen partners, including numerous government agencies, a similar number of local non profits, more than a dozen local and city institutions, various small businesses and individuals, and a number of corporate and foundation funders. Some partners will provide technical expertise in marketing, health and wellness programs, and the arts. Other partners will offer access to their employees for outreach regarding home buying and renting. The

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health and safety departments of the city government will coordinate and target their services to maximize effectiveness. Demolitions will be quicker and more strategic. Non profits will commit to investments in keeping with the economic integration goals of the initiative. The lending partners will provide financial and lending assistance and workable construction and first mortgage loans. Most of the partners will be asked to make financial commitments no matter how large or small to support this community-wide initiative.

**NEXT STEPS:**

**Nothing Changes Unless We Invest in Change**

The work plan is not fully refined, because the exact direction of the program needs to reflect the involvement and expectations of the partners, but the trajectory of the work is already well known. This initiative must focus on rebuilding the housing market. The issue is not housing supply; it is housing demand. That demand exists, but it is seeking better products. This initiative will address that challenge.

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The intended result is clear. This community must again be a “community of choice”. If it continues on its current path, the economic picture is bleak. The larger houses nearest the Circle will still be desirable, but many of the owners will have a difficult time maintaining these properties if housing prices remain so low. The more affordable smaller houses further North will continue to be impacted by disinvestment that is happening on the Western, Northern, and Eastern edges. Too many rental buildings and commercial sites in the corridor will remain marginal. While this fine neighborhood has withstood much disinvestment, there is no doubt that a final tipping point will happen unless there is an aggressive plan to change direction.

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During 2011, the critical decisions about this community will be made by scores of organizations and individuals.

If those decisions are positive, there is no doubt that this will be a local and national model for recovering neighborhoods through partnership. And it will be a place where people choose to live and invest themselves and their resources, which is what a neighborhood ought to be.

**INTRODUCTION TO THE INITIATIVES**

The next challenge in this process of recovery is to demonstrate how severely under-invested neighborhoods can be re-positioned as communities of choice. The neighborhood immediately North of University Circle is an outstanding candidate for such an action. While currently at-risk for further disinvestment, this community has the quality houses, a close-in location, committed resident leaders, an experienced nonprofit, and the potential for effective partnerships with nearby institutions. Moreover, the first steps in community recovery – both commercial and residential - are already taking place and signs of positive change are on nearly every block. In other words, this community is a great place to invest at this critical point in Cleveland’s recovery.

The site is bordered on the South by Wade Park Avenue and on the West by Rockefeller Park and extends to the East almost to the city line. The Northern boundary of the project is less definitive because historically the Glenville designation covered a vast number of blocks. For our purposes the Circle North Project area includes those 600 or so structures that line the two or three blocks North of Wade Park Avenue.

In this area there are two distinct sections. The first is the largely residential blocks Eastward from E.106th Street and the second part is E. 105th Street and blocks of mostly rental properties West to the park. E. 105th Street itself is a major gateway both to the University

Circle institutions and to the neighborhoods extending northward to the lake.

The following two discussion papers are intended to initiate a conversation about the future of this neighborhood. The first paper discusses the core residential area from E.106th Eastward and is identified as the Circle North Project. The second paper focuses on E. 105th Street and the rental community to the West, which together are designated Gateway105

**Circle North Project**

Like so many Cleveland neighborhoods, the central challenge for this historic community is clear: there are too few customers interested in owning or renting in the neighborhood. As we know, when there are too few consumers, housing prices and rents fall. This results in fewer owners willing to invest in the properties, weaker sales prices, and declining standards of maintenance. In a housing surplus city like Cleveland, this pattern creates a disinvestment spiral that usually leads to vacancy and eventually to abandonment.

Fortunately, the blocks North of University Circle are remarkably well positioned to reverse this pattern. The original construction was solid, most of the housing stock is intact, and stable homeowners remain. Moreover, the neighborhood benefits from an excellent location with unparalleled institutional neighbors and a large pool of potential customers for quality housing.

Indeed, that observation exposes the frustrating conundrum. The neighborhood is undermined by the lack of customers, while, at the same time, strong customers are located nearby and could be attracted if the housing products offered by the neighborhood were better.

To attract these desirable customers, it is important that

these blocks re-position themselves as a “community of choice”. Famicos Foundation, an established community development corporation, is proposing to convene residents, civic leaders, city council members, lenders, and institutional representatives to evaluate a multi-faceted transformation, to be known as the Circle North Project. The scale will be daunting. Likely \$20,000,000 will be required in terms of construction financing, purchase mortgages, small rehab grants, large-scale renovation loans, individual home investments, and, of course, property development by Famicos Foundation, the Cleveland Housing Network, private developers, and others.

The selected redevelopment approach has been used with success elsewhere in the country and offers a comprehensive and achievable work plan. But restoring this community will require more than just a well thought-out approach. It will necessitate a true partnership, in which each partner sees a significant direct benefit and in which there is a broad level of involvement by the partners and, most especially, by the residents and local leaders who are critical to the planning and execution of this initiative.

The primary goal is to present the neighborhood as a sound housing market choice for a variety of users. The organizing principles will be drawn from the Healthy Neighborhoods concept, which emphasizes creating a positive identity, improving the real estate market, and setting high standards for maintenance while simultaneously engaging the residents as key players in managing the daily issues of the neighborhood.

A second goal is to offer a viable model for community revitalization in Cleveland that addresses the core issue of market demand. This initiative will illustrate how neighborhoods can revive without heavy dependence on subsidies that concentrate low-income households

or on special tax programs that favor a narrow group of new residents. The intent is to create an intervention that can be replicated in other Cleveland neighborhoods. Practical, realistic, and market-driven investments will shape this product.

The third goal is to demonstrate to the nation how a variety of partners can work together to redevelop a soft market community into a diverse neighborhood of choice. While other cities have done some of these efforts, no civic initiative has attempted to bring as many partners together with such a wide range of tools tailored to address a similarly disinvested community.

These outcomes aren’t just planning fantasies about an imaginary neighborhood. Nor are these outcomes about repairing particular houses or removing selected vacant buildings. The proposal doesn’t suggest improving a few blocks or upgrading some rental properties. The changes must be much more fundamental. The neighborhood cannot be stable unless it stands on its own as a mixed-income community that can attract people that have other options of where to own or rent.

The Circle North Project envisions a neighborhood where there is a positive image of safety, cleanliness, energy and a sort of specialness. It will be a neighborhood where it makes sense to invest in owning and improving a home and where renters are willing to pay for units that offer superior value. It will be a neighborhood where terms like “great curb appeal” and “house proud” reflect the high expectations of the residents. And this will be a neighborhood where people take responsibility for the community and where neighbors simply act neighborly.

To assure that the neighborhood can compete for owners and renters that have the resources and stability to sustain and improve the community, innovative

activities will be put in place to support investment around four critical themes.

1. The image of the neighborhood will be improved through identity-building efforts including the use of history and community events, the media, local information systems, and word-of-mouth campaigns.
2. The real estate market will be strengthened by the sale or rental of higher quality units and by the use of coordinated marketing techniques.
3. The standards of maintenance will be raised by removing distressed properties, upgrading many current eyesores, and renovating standard-setting properties.
4. The residents – individually, through small meetings, and in neighborhood associations – will have a central role in making and sustaining this place as a community of choice.

When the bulk of the work is completed in the next sixty months, approximately one out of six properties will be transformed in terms of home improvements and even ownership. These will be the places with the most dramatic change, but the transformation will be reinforced by an equal number of properties being noticeably improved through a major repair, such as a new roof, replacement windows, or a rebuilt porch. Finally, it is expected that at least two out of six additional properties will receive exterior upgrading through curb appeal and small repair efforts. Taken together, this means that two-thirds of the properties will be improved in just a few years.

But beyond housing production numbers, the community will be fundamentally changed. It will have a wider range of renters and owners. Some will work at local businesses and institutions and some will be students; others will be attracted to the community by the

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positive changes but most will be current residents, who will see the improvements and will decide to stay. To achieve this, some initial goals have been considered and tentative activities projected. The analysis produced the following.

**ACTIVITIES AND OUTCOMES**

Improved Image Goal: The Circle North Project area is seen as a safe, attractive, high-energy community with involved and responsible neighbors.

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Example Activities:

Initially, Famicos will work with residents of Ashbury Avenue and later with the residents of Wade Park Avenue to create “signature” marks, such as a flag, lighting, flower, etc. The intent is to assure that as many houses as possible have a feature with flair that would be noticeable on the façades on these streets.

More than 250 properties will have a community identity logo attached to the structure.

Many of those properties – perhaps 200 or more - will have dusk-to-dawn front porch or yard lights to create a sense of welcome and neighborliness or will be landscaped with plants that are chosen as community identity symbols.

There will be at least eight community banners at key intersections entering the neighborhood and twelve such banners placed in the neighborhood.

An area-wide campaign, coordinated with the work of such groups as University Circle, Inc. will create a dynamic image for the community through media, promotions, and advertising.

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**STRENGTHENED REAL ESTATE MARKET GOAL:**

The Circle North Project area will be an improved market for a diverse group of customers seeking quality rentals and home buyer opportunities, so that soon there will

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be sufficient demand to support conventional market activity.

Example Activities:

Over a five year period, between 15 and 25 properties will be renovated for sale to market rate home buyers through public programs such as Opportunity Housing or through incentives to private developers or purchasers

At the end of 60 months, 25 to 45 properties will be renovated under various programs, such as Cleveland Housing Network, for low-income households as buyers, lessees, or current renters.

Through the project at least 24 units will be renovated and marketed to targeted market-rate renters, including University Circle students and employees at area institutions.

A total of three or four landlords will be assisted in improving their units to demonstrate how to attract new tenants seeking higher quality units.

**UPGRADED PHYSICAL CONDITIONS GOAL:**

The Circle North project area will offer a range of high quality housing options on good blocks with high standards of upkeep.

Example Activities:

Over five years no fewer than 40 vacant or abandoned properties will be removed and the lots will be treated through a vacant lot program using the “Reimagining Cleveland” model.

Through the initiative 25 houses currently owned by elderly and/or disabled households will be upgraded with public dollars, contributed private funds, or volunteer efforts.

More than 15 rental units will be upgraded to serve the current tenants wishing to stay in the neighborhood but seeking better quality units.

Over the term of the project, 30 homeowners will be

assisted in significantly upgrading their houses.

At least six of the currently vacant lots will be upgraded through adoption by an adjacent owner or through a volunteer project.

More than 70 properties will be improved in appearance and curb appeal in addition to those listed above.

**INCREASED RESIDENT PARTICIPATION GOAL:**

The Circle North project area will have a wide range of opportunities for residents to participate in managing the blocks and the larger neighborhood through neighbor circles, neighborhood associations, and special projects.

Example Activities:

There will be at least 30 special projects over the five years, which will identify, engage, and train resident leaders.

At least two neighborhood groups will be mentored and strengthened and there will be resident leadership training classes on matters such as planning meetings, setting agendas, reaching out to new members, and similar topics.

More than four block groups will be established or re-invigorated.

The majority of neighborhood events and celebrations will be planned and carried out by residents over the five-year initiative, but a full time staff position at Famicos will offer mentoring and facilitating of the resident activities cited above.

**FINAL COMMENTS AND NEXT STEPS:**

These four elements – an improved image, strengthen housing market, upgraded physical conditions, and increased resident participation – are critical to the recovery of this community. The task won't be simple or inexpensive: the undertaking must be done at a

significant scale and with commitment to repositioning the neighborhood as a mixed-income community of choice. Nevertheless, if these principals are adhered to, the Circle North Project will succeed and become a model for such investments.

However, to speed this process and to strengthen the long-term stability of the community, it is clear that the key gateway streets are critical to the community. As a result, Famicos Foundation proposes a second initiative to address the primarily commercial and rental neighborhood nearest to Rockefeller Park. This project is the natural companion to the investments in the residential blocks to the East. What follows is a summary of that initiative, which is known as Gateway105.

**Gateway 105 Project**

Gateway105 has enormous potential for positive transformation. The location, visibility, existing structures, and current and potential amenities suggest that this could be an iconic site in Cleveland’s future. Although there is a modern well-used library, the area is mostly known for its rental and commercial structures, but, increasingly, vacant land and buildings also characterize it. The numbers tell much of the story. A large apartment complex and dozen apartment/coop structures (totaling over 80 units) define much of this area. Twenty single-family houses and five actively used commercial structures make up much of the remainder. Finally, there are at least eight buildings currently vacant and a significant percent of this area is the open lots resulting from earlier demolitions.

Beginning at Superior Avenue and stretching South to Wade Park Avenue, East 105th Street is a busy gateway street serving University Circle and the Veterans Administration facility. Whether drivers arrive by Martin Luther King Boulevard or via I-90, thousands of travelers a day get their first impression of the neighborhood

along E. 105th Street. And for most neighborhood residents, this street is a key thoroughfare in their everyday activities.

The portion of E.105th above Wade Park Avenue is a mixture of vacant land and buildings, new townhomes (both occupied and currently for sale), high quality single family rehabs (both occupied and for sale), vacant single family homes, a day care center, a corner grocery, a tire store, and a coffee shop inside an office building.

While today the street reflects neglect and disinvestment, the goal is to transform the impression to one of safety, pride, and vibrancy. The new message will be that “good things are happening and more is coming”.

This message will reinforce the on-going transformation of the Southern section of E.105th as a result of major new construction, including the expansion of the Veterans Administration. This impressive investment consists of a new administration building that will house thirteen hundred employees, a parking facility, and retail space.

**FIRST STEPS FOR CHANGE**

Just North of this investment, the Famicos Foundation is a primary property owner on E. 105th, including over two acres of vacant land, two new for-sale townhomes, and eight single-family homes (either fully or partially rehabbed). Further, Famicos Foundation owns the vacant Doan Classroom Apartments to be renovated as senior apartments in summer 2011. This investment provides an unparalleled opportunity for significant positive impact, both short term and long term.

The Gateway105 project proposes to touch all properties (land and buildings) in ways that transform

the image of both the main street and the adjacent blocks. To accomplish this, Famicos will undertake an assessment of all commercial structures on E.105th. This assessment will include ownership, any property tax or foreclosure info, building conditions (including interior if accessible), existing use and zoning, etc. The initiative will then develop parcel-by-parcel actions, including the following short-term strategies:

1. Most vacant lots (public, private, and Famicos-owned) will receive simple low maintenance landscaping to demonstrate that space is being managed.
2. On particular Famicos-owned land, there will be four high visibility activities.
  - A working farm will be located on several parcels on the East side of E.105th, just South of Doan Classroom Apartments, and will provide training and employment for people who have a developmental disability.
  - A passive park will be developed on the parcel where E.105th, Ashbury and Lee intersect to soften the landscape and to encourage pedestrians.
  - A public art project in the passive park will be completed with local arts groups to add energy and beauty to the blocks.
  - An innovative Farmers’ Market will be operated on parcels on the West side of E.105th at Ashbury.
3. Vacant buildings will be re-boarded with attractively designed boards or other cosmetic approaches and everyone will benefit from cleaner, better-maintained building grounds.
4. Demolition will be accelerated, whenever and wherever appropriate.
5. Famicos will work with the owners of the office building and the day care center to make exterior physical improvements with emphasis on landscaping and signage to reinforce the theme that the blocks and the buildings are being better maintained.

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

6. Residential homes - multi-family and single-family - that can be viewed from E.105th will receive façade improvements as part of a coordinated design effort and to support other neighborhood initiatives.
7. Extensive coordinated property improvements along East Boulevard will improve the appearance of the area and will enhance rental demand for these quality apartments.
8. Famicos will coordinate the design and installation of pole banners to reinforce the re-branding of the neighborhood and corridor streets.
9. Famicos will work with all privately-owned buildings to make significant visible exterior improvements.

SITE ANALYSIS

These strategies will help to stabilize the gateway, while a community planning process is undertaken to develop a longer-range plan. This planning process will engage the residents, property owners, business leaders, elected officials and city staff and will create a practical plan for Gateway105, including potential uses such as retail, office, and housing. We anticipate that the plan will include a number of public and private investments that will achieve a transformation in the appearance and function of the area.

TARGET AREA PLAN

Gateway105 will reinforce the recovery of the whole neighborhood. There will be upgraded rental properties on East Boulevard, including high amenity market rate units. And there will be more neighborhood serving retail and office uses on E. 105th. Public infrastructure will be improved through re-surfaced streets, better lighting, and repaired sidewalks. Imaginative design ideas will upgrade the rears of the East Boulevard rental buildings and will make the Doan Classroom Apartments into an outstanding asset with excellent architectural and landscape features.

IMPLEMENTATION

Increasingly, this corridor will be a great choice for a wider range of buyers and renters seeking high

quality, but still affordable housing. In terms of retail, this community can target consumers and businesses that the nearby neighborhoods can't serve, due to lower property costs and low cost developable space. Gateway105 has potential to be a desirable choice for a large segment of the market.

Clearly, Gateway105 offer a tremendous opportunity to create the exciting, energized blocks that characterize revitalizing neighborhoods in Cleveland. And in this case, there is the benefit that the economic and social mix will be highly diverse and inclusive, which reflects what Cleveland must achieve in its recovery. But the challenge remains: there must be buy-in by all of the institutional, business, and civic partners that are critical to comprehensive neighborhood revitalization. If that is achieved, Gateway105 will become another symbol of the new Cleveland.

**STRUCTURING FOR SUCCESS**

The Circle North and Gateway105 Projects will be comprehensive and complex and will require significant investment capital. This reflects the belief that in a surplus housing city, it is critical to have such a large-scale effort. This community must compete with other city neighborhoods and with nearby suburbs for those residents that have the resources and commitment necessary to make the neighborhood succeed. The many current lower income residents will not see their neighborhood improve unless more people choose to live there.

To trigger such market decisions, a range of funding dollars will be needed, some for capital activities and some for operations. Funding will be necessary for construction projects and there must be solid commitments for permanent mortgage loans. Moreover, flexible resources will be required to manage this effort.

Indeed, it is anticipated that the community development staff of Famicos Foundation will double over the next year. Additional funds will be needed to buy or option properties, which are critical to any effective market intervention. Small project funds, marketing costs, and other program expenses will need to be met through grants or in-kind services from partner organizations. Simply said, change won't happen without a large-scale intervention and that means significant, targeted dollars aimed at rebuilding a market for this community.

Fortunately, these dollars will produce real results. In five years, this neighborhood will be a benchmark of effective community change. It will have truly become a community of choice.

GLENVILLE

LEE MILES

MT. PLEASANT

OLD BROOKLYN

SLAVIC VILLAGE

ST. CLAIR  
SUPERIOR

TREMONT  
CLARK

WESTOWN





Lee - Miles

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**DESIGNATED TARGET AREA**  
(12) Lee-Miles

**HOST ORGANIZATION**  
Harvard Community Services Center (HCSC)

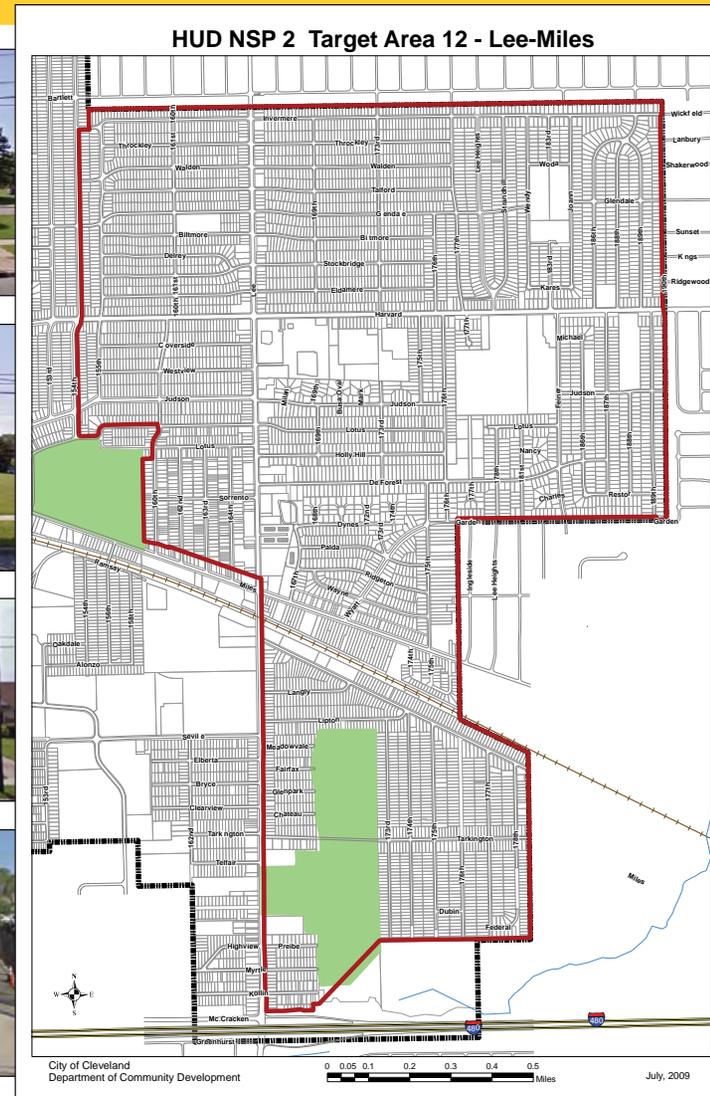
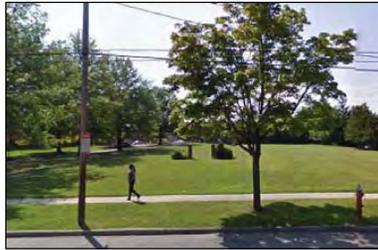
**LEADERSHIP TEAM**  
Manjula Boyina, TAP Liaison  
Wayne Mortensen, TAP Manager  
Calvin Reid, HCSC Staff Liaison  
Kim Scott, City Planner

**ENGAGED STAKEHOLDERS**  
Elaine Golston, HCSC Director  
Donald Woodruff, UMDC Liaison  
Terrell Pruitt, Councilman  
Willie Jones, Resident  
Everjean Stoner, Business Owner

**ABSTRACT**  
This plan leverages an important corridor within a peripheral Cleveland community to enhance and define the identity of Lee-Miles and attract new residents and visitors to the neighborhood.

**STAKEHOLDER FEEDBACK**  
Several community stakeholders were engaged in conversational-style interviews as a basis for developing a base-line understanding of the area. Those findings were summarized into the following aspirations and concerns.

- STRENGTHS**
1. Access to high quality health care (Two hospitals less than 2 miles from neighborhood).
  2. A comparably higher-quality housing, financially-accessible stock than other City neighborhoods.
  3. Proximity to several community schools.
  4. A Cleveland gateway community with desired



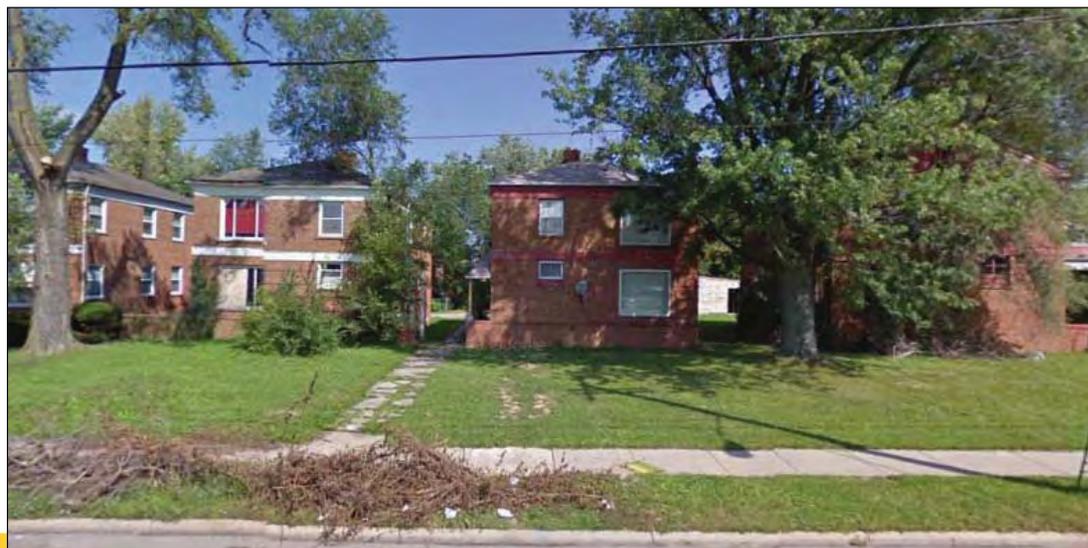
SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

5. A safe and stable community, with an exceptionally-high home ownership rate.

- CHALLENGES**
1. Lack of consistent maintenance/upkeep of rental and inherited properties.
  2. Schools may be inadequately preparing students for local professional jobs.



3. Commercial corridors, southern portion of community showing signs of decay.
4. Rapidly-aging resident population.
5. Non-descript community image.

**OPPORTUNITIES**

1. Harvard Community Center offers several community programs, including family counseling, youth projects, tutoring, street and merchants clubs, senior citizen programming, and daycare.
2. Harvard Avenue is a primary corridor that is at-present under utilized.
3. Several courtyard-style, two-family homes along Harvard could be repurposed or renovated into for-sale condominiums.
4. Kerruish Park has a lot of unrealized potential, especially as it relates to adjacent residential areas and around public transportation.
5. Cuyahoga Municipal Housing Authority has proposed senior housing at Miles and Lee.
6. Former site of Gracemount Elementary School slated to be developed as low-density residential area.
7. The general stability of the area infers that small upgrades would make a large difference.

**THE VISION FOR LEE-MILES**

- ...to be a community of choice.
- ...to provide housing alternatives for seniors, especially in supportive configurations (clustered).
- ...to effectively maintain a highly-occupied and quality housing stock.
- ...to showcase a residential community brand unique to Lee-Miles, especially along Harvard Avenue.

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**SITE ANALYSIS**

Entering the City of Cleveland from the Southeast requires many to pass directly through Lee-Miles, many of whom use Harvard Avenue. As a peripheral community, Lee-Miles is a City neighborhood that boasts ready access to sought-after suburban amenities. With a home ownership rate of eighty-nine percent, the area has a solid housing stock, diverse collection of schools and recreational areas, and strong social service provision. The Cleveland Industrial Park is located in the Southwest portion of the neighborhood while regional employers – South Pointe Hospital and Chagrin Highlands – are less than three miles from the center of the community. The vast majority of commercial development in Lee-Miles is concentrated along its two major corridors, Lee and Harvard Avenues.

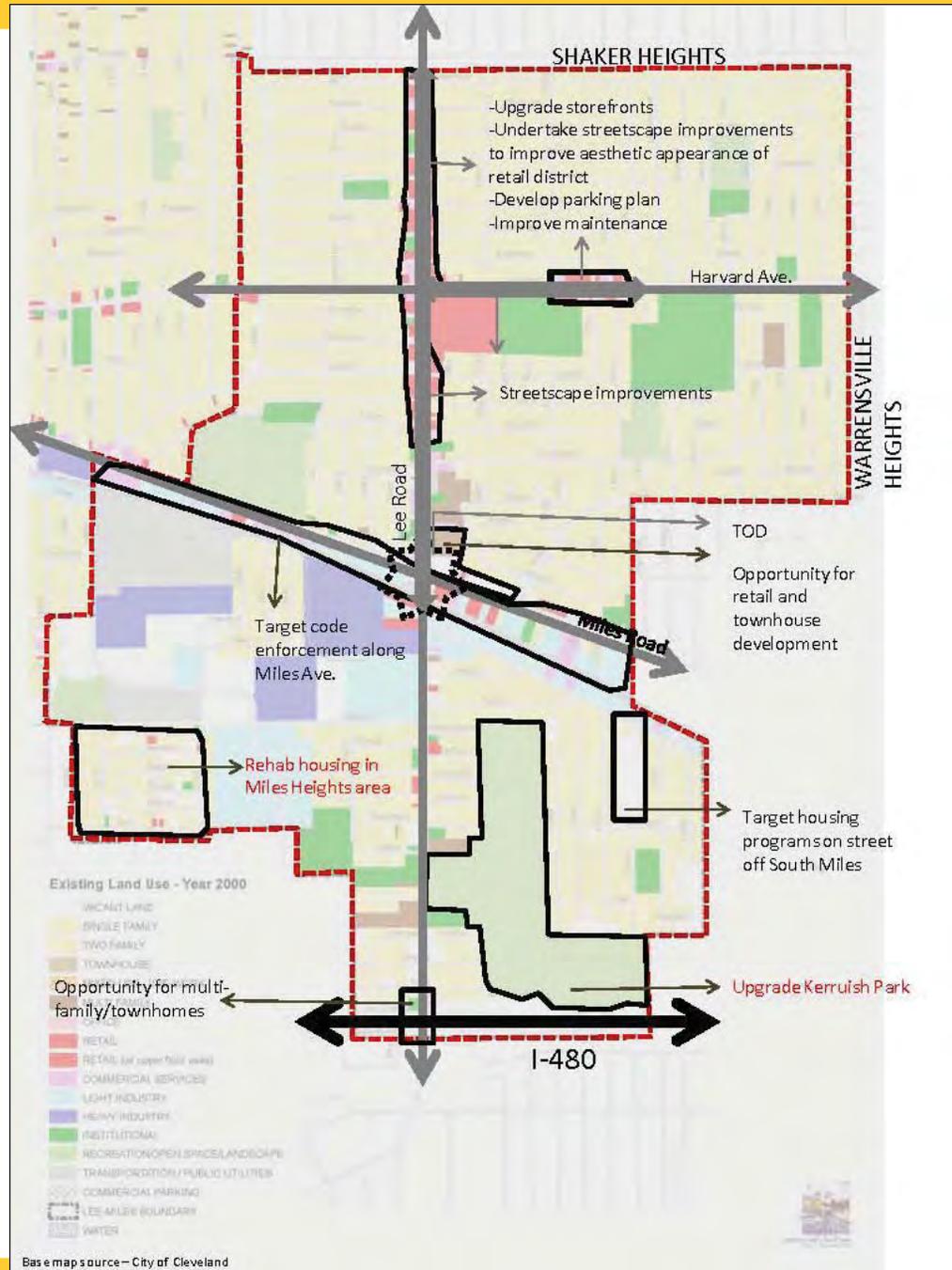
SITE ANALYSIS

The challenges facing the neighborhood are each related to limited housing alternatives (most of the homes here are single-family units), automobile-dependence, struggling commercial corridors, outmoded infrastructure, and a concentrated older population. Several proposed and ongoing development initiatives are planned for the vicinity of the target area and, if properly leveraged, can complement any development that occurs as part of the neighborhood stabilization investment. The identified target area is in the Northeastern portion of the neighborhood, along Harvard Avenue and bound by East 177 Street to the west and the City boundary to the North and East. The area offers the feel of a suburban community with access to the requisite amenities, including diverse shopping opportunities, single and two-family homes, three schools, the Harvard Community Center, two parks, a medical rehabilitative clinic, and religious congregations.

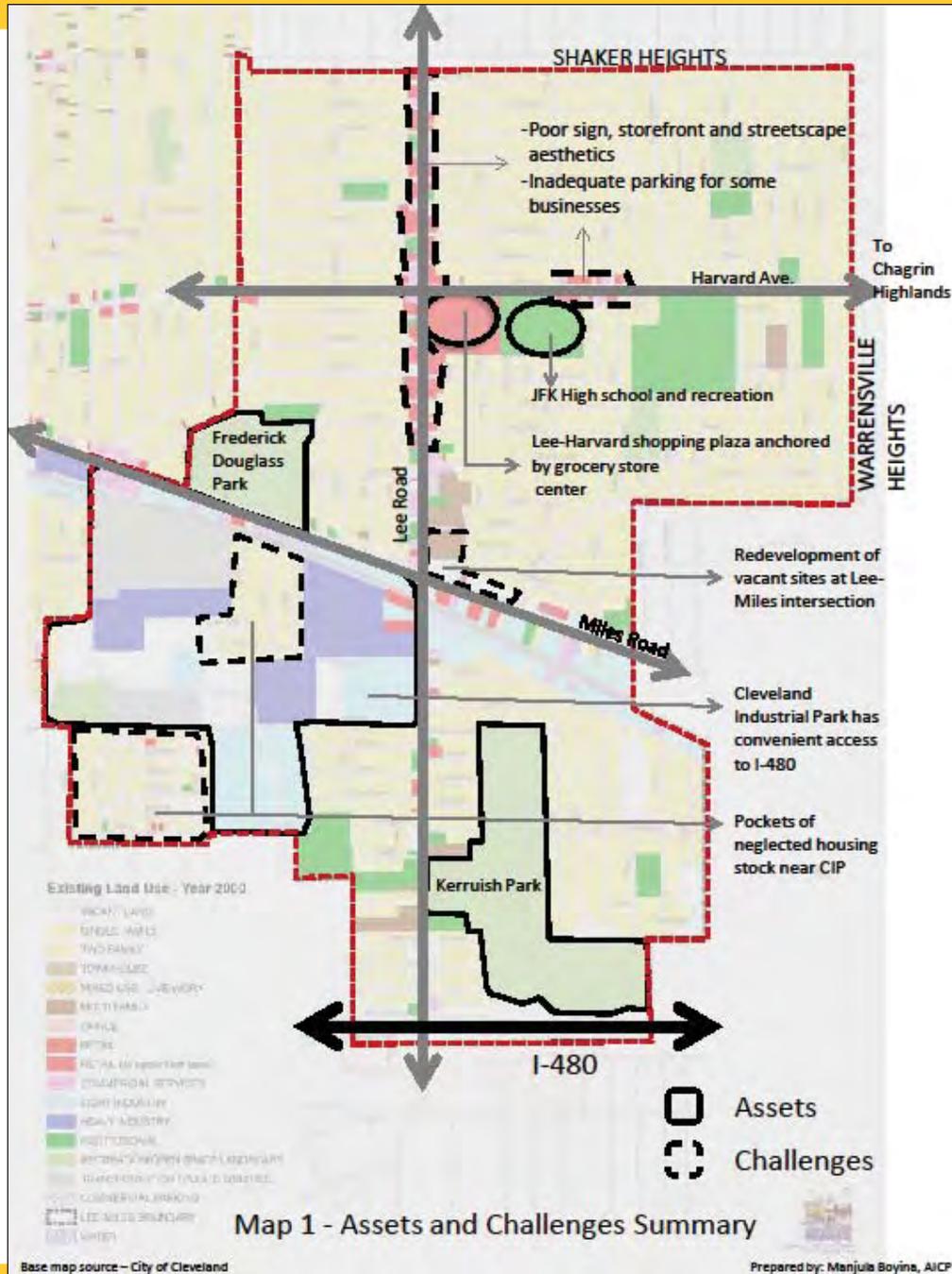
TARGET AREA PLAN

The area has sixty-two vacant buildings, per the NST map (postal vacancies, dated 4/20/2011) and thirty

IMPLEMENTATION



Base map source – City of Cleveland



field-confirmed vacancies. Of these, six were determined to be in “fair” condition, while three others have been targeted for demolition.

The Harvard Avenue corridor has several characteristics which should be taken into consideration for this plan. The corridor, like the community, lacks the distinctiveness fostered by other more successful streetscapes – a condition that is further compromised by the lack of community-specific signage (City of Cleveland and Warrensville Heights signs are both present). Residential properties along the automobile-oriented corridor are mostly well maintained and appropriately manicured, save a stretch of two-family units on the North side of Harvard. The four-lane roadway boasts an average daily traffic volume of 15,000 vehicles and features several RTA bus routes. Befitting of its status as an inner-ring suburban community, the corridor has generous sidewalks and frequent crosswalks.

The area North of Harvard Avenue within the target area is situated around Adlai Stevenson School and JoAnn Park. With the construction of the new school building, the City has plans for a reconfigured JoAnn park which will occupy the former school building site and provide a central green for neighborhood residents. The area immediately west of the target area is occupied by retail uses, which have the characteristics of pedestrian oriented retail development which seem to have been modified to serve the automobile oriented lifestyle of its consumers. As a result, the area now has a few vacant buildings and the parking discrepancy (lack of parking on the South side of the corridor and surplus on the North) needs to be addressed. The general aesthetics of the area, including signage, has a high-amount of improvement potential. To the South, Kerruish Park presents a striking amenity that could be exploited to stabilize and improve community conditions well into the future.

OVERVIEW

SITE ANALYSIS

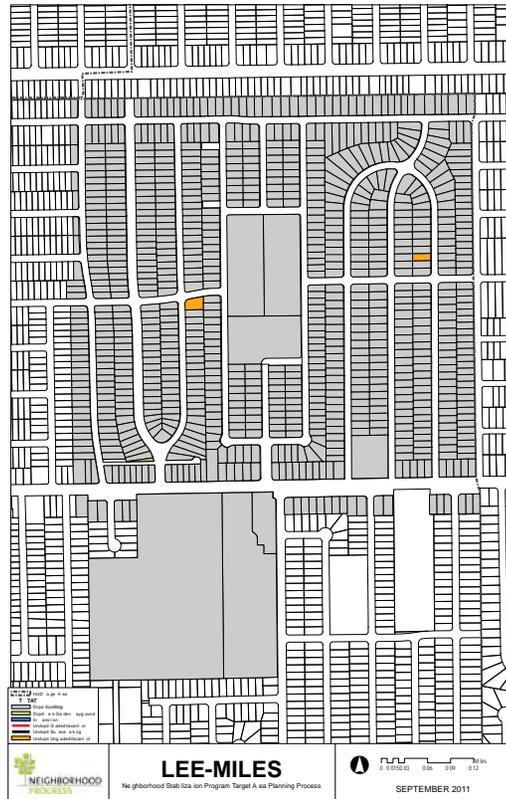
TARGET AREA PLAN

IMPLEMENTATION

### FIELD SURVEY

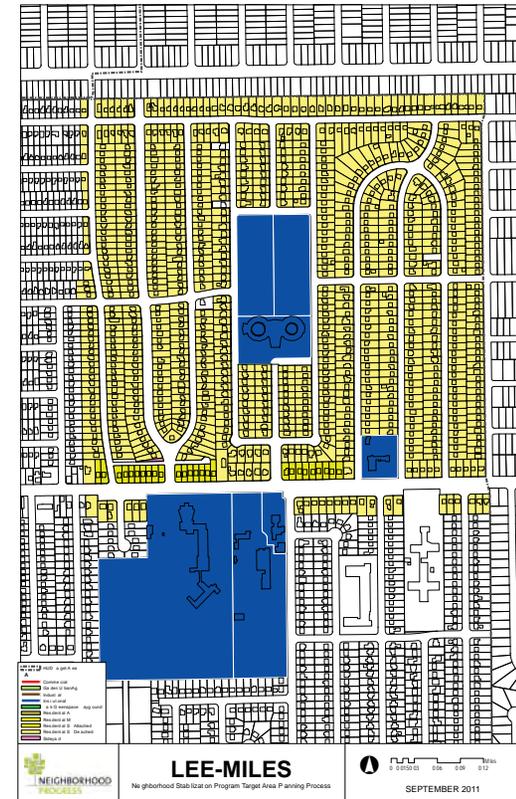
An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.



### LOT STATUS

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).



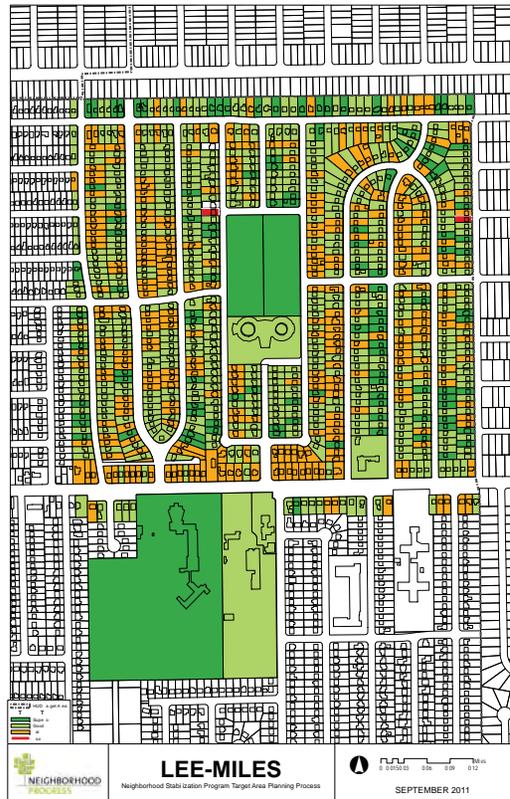
### LAND USE

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.

GLENVILLE  
LEE MILES  
MIT PLEASANT  
OLD BROOKLYN  
SLAVIC VILLAGE  
ST. CLAIR SUPERIOR  
TREMONT CLARK  
WESTOWN

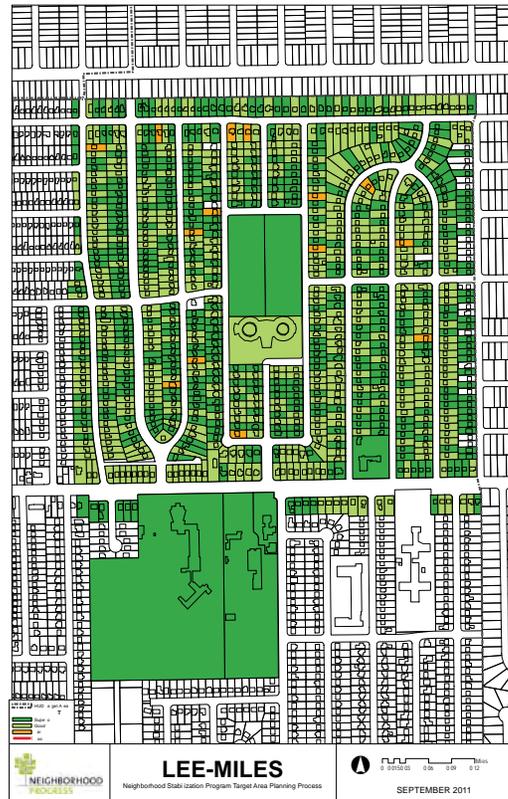
### LOT CONDITION

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.



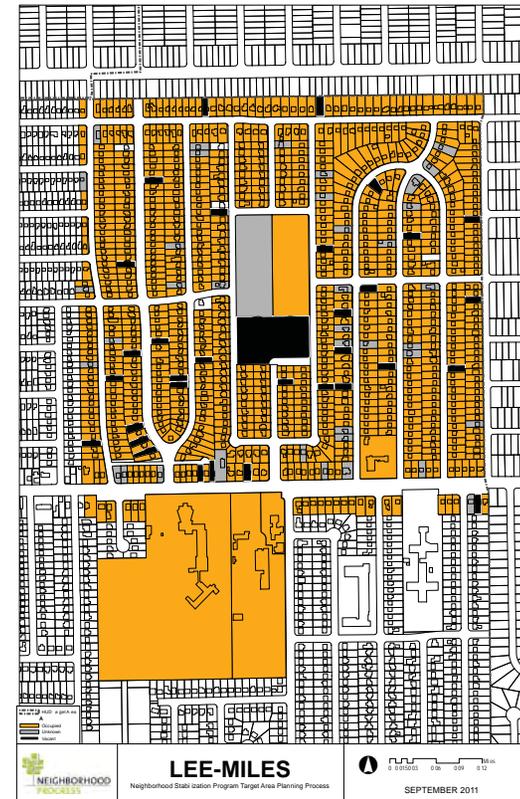
### BUILDING CONDITION

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.



### BUILDING OCCUPANCY

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**COMPARATIVE ADVANTAGE**

The target area has good housing stock that is occupied by owners, is close to economic assets such as South Pointe hospital and Chagrin Highlands and provides the feel of a suburban community with access to diverse shopping and the freeway within the City.

SITE ANALYSIS

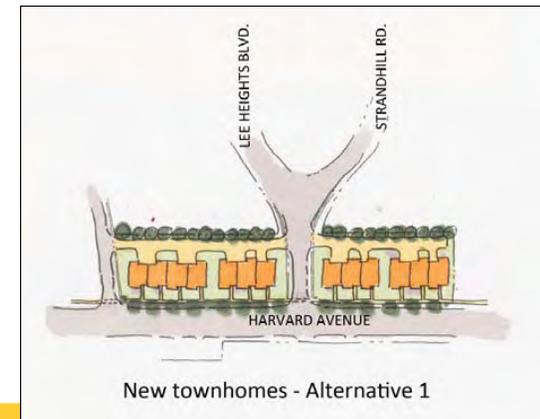
**TARGET AREA PLAN**

This plan leverages an important corridor within a peripheral Cleveland community to enhance and define the identity of Lee-Miles and attract new residents and visitors to the neighborhood.

1. Redevelop two-family homes along Harvard Avenue into market-rate single family and condominium units. This will add housing diversity to the neighborhood and could incentivize employees from regional companies to live in an area, nearer their work.
2. Improve adjacent retail areas (outside the target area) to create a pedestrian-friendly destination.
  - a. Place new and redeveloped buildings within 10'-15' of street (urban setback).
  - b. Relocate patron parking to rear of commercial structures and to central parking areas.
  - d. Create a uniform signage strategy that emphasizes the pedestrian experience.
  - e. Promote aesthetically-pleasing landscape strategies along the corridor, especially where suburban setbacks exist.
3. Implement urban design elements and vacant lot strategies that create a more attractive, cohesive and distinguishing character along Harvard Avenue.
  - a. Public Art along Frontage of Community Center and Schools
  - b. Banners on Utility Poles Collaboratively Created with School Students

TARGET AREA PLAN

IMPLEMENTATION





- c. Pedestrian-Orient Solar Street Lamp Fixtures
  - d. Street Trees
  - e. Electronic Bulletin Board in front of Harvard Community Center to Announce Neighborhood Events
4. Integrate elements that connect the Northern and Southern portions of the target area and make a more pedestrian friendly environment along Harvard Avenue.
    - a. Dedicated or Shared Bike Lanes Along the Corridor
    - b. Attractive and Generous Crosswalks that Encourage Pedestrian Exploration of the Target Area and Beyond
  5. Investigate neighborhood opportunities adjacent to Kerruish Park.
    - a. Stabilize Housing
    - b. Celebrate Community Connections/Entrances
    - c. Propose Reimagining Cleveland Projects

GLENVILLE  
LEE MILES  
MIT PLEASANT  
OLD BROOKLIN  
SLAVIC VILLAGE  
ST. CLAIR SUPERIOR  
TREMONT CLARK  
WESTOWN

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

IMPLEMENTATION STRATEGY

1. Focus on the identified priority parcels to target Neighborhood Stabilization Program resources. Priority parcels include the parcels abutting Harvard Avenue and other high-priority parcels within target area as defined by the following criteria.

- a. Vacant building in “fair” or “poor” condition. These buildings have been targeted for demolition.
- b. Parcels with buildings that are slated for demolition.
- c. Vacant land. These can be used for infill development or side yard expansion of adjacent home owner (short-term strategy: landscape improvement along street).
- d. Vacant buildings per survey in “good” or “superior” condition. These have been targeted for rehabilitation in order to improve their marketability and eventual resale.

SITE ANALYSIS

2. Address other parcels that are vacant but in good condition and occupied but in fair condition by assisting property owners to secure other applicable resources to improve condition of homes.

3. Engage students at schools near the target area in community projects, such as pole banners and art installations within the frontage of the Whitney Young and Harvard Center.

4. Collaborate with regional employers such as South Pointe Hospital and Chagrin Highlands to incentivize employee relocation to Lee-Miles.

5. Expand Harvard Avenue streetscape improvements (proposed between Lee Road and East 177th Street) Eastward from 177th Street to the edge of the neighborhood and promote corridor as “complete street”.

6. Promote city, state, and federal grants available to elderly home owners to improve their home.

IMPLEMENTATION



GLENVILLE

LEE MALES

MIT PLEASANT

OLD BROOKLYN

SLAVIC VILLAGE

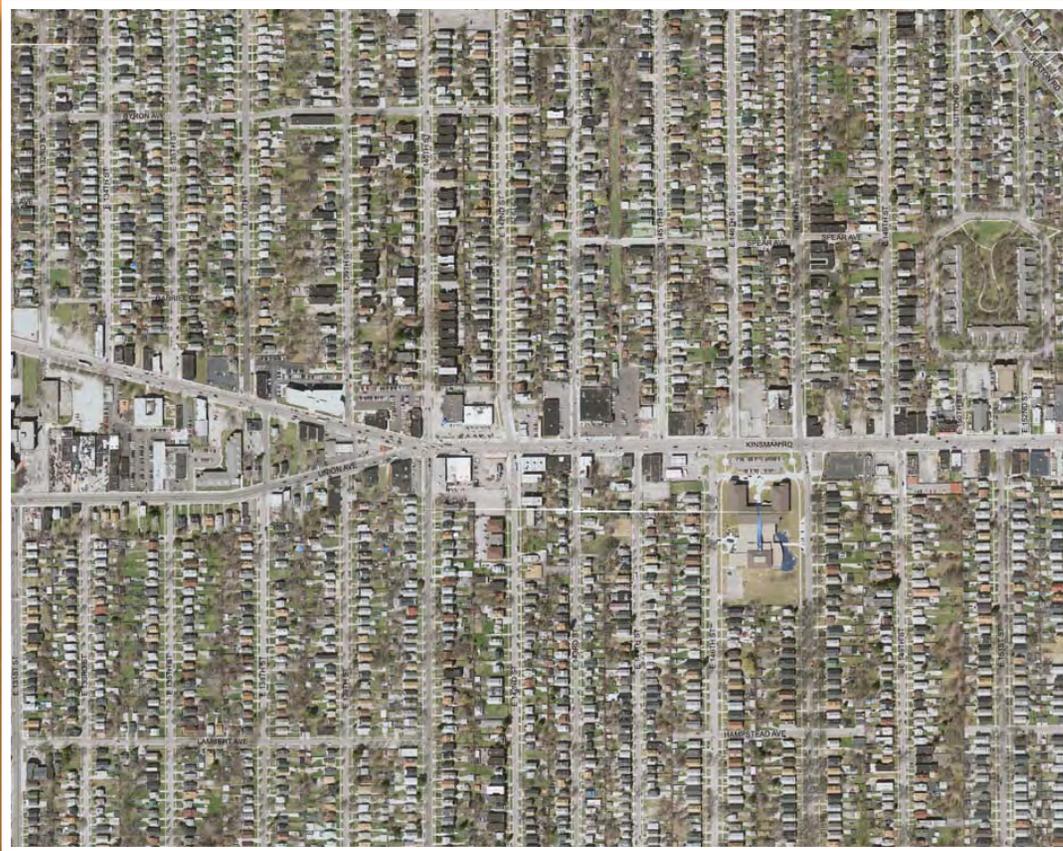
ST. CLAIR SUPERIOR

TREMONT CLARK

WESTOWN

PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTHBALL	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
140-20-025	Y	N	G	1					
140-20-026	Y	N	G	1					
140-20-027	Y	N	G	1					
140-20-028	Y	Y	G	1					
140-20-029	Y	Y	G	1					
140-20-030	Y	N	G	1					
140-20-031	Y	N	G	1					
140-20-032	Y	N	G	1					
140-21-001	Y	N	G	1					
140-21-002	Y	N	G	1					
140-21-003	Y	N	G	1					
140-21-004	Y	N	G	1					
140-21-005	Y	Y	G	1					
140-21-006	Y	N	G	1					
140-21-007	Y	Y	G	1					
140-20-062	Y	Y	G			3			
140-19-058	Y	Y	G			3			
140-22-054	Y	Y	G			3			
140-22-088	Y	Y	F			3			
140-20-040	Y	Y	F			3			
140-21-029	Y	Y	F			3			
140-22-062	Y	Y	F			3			
140-24-047	Y	Y	F			3			
140-18-016	Y	Y	F			3			
140-22-006	N	Y					4		
140-25-078	N	Y					4		
140-23-015	Y	Y	S	1					
140-23-030	Y	Y	G	1					
140-18-051	Y	Y	G	1					
140-19-044	Y	Y	G	1					
140-20-077	Y	Y	S	1					
140-20-082	Y	Y	G	1					
140-20-098	Y	Y	G	1					
140-20-066	Y	Y	G	1					
140-20-064	Y	Y	S	1					
140-20-041	Y	Y	G	1					
140-21-080	Y	Y	S	1					
140-25-027	Y	Y	S	1					
141-16-008	Y	Y	G	1					
140-22-044	Y	Y	G	1					
140-21-104	Y	Y	G	1					
140-26-057	Y	Y	S	1					
140-26-091	Y	Y	G	1					





## Mt. Pleasant

NSMAN RD

OVERVIEW

**DESIGNATED TARGET AREA**

(13) Mt. Pleasant

**HOST ORGANIZATION**

Mt. Pleasant NOW (MPN)

**LEADERSHIP TEAM**

Jesse Sweigart, TAP Liaison  
Wayne Mortensen, TAP Manager  
Michelle Brown, Staff Liaison  
Marka Fields, City Planner

**ENGAGED STAKEHOLDERS**

Steve Davis, Business Owner  
Betty Ewing, East 139th Street Block Club President  
Donna Frazier, Non Profit Director  
Ken Johnson, Councilman (Ward 4)  
Kirkland Lydia, Non Profit Director  
Terrell Pruitt, Councilman (Ward 1)  
Zack Reed, Councilman (Ward 2)  
Tom Stone, Mt. Pleasant NOW Director  
Chandra Williams, East 139th Street Block Club Member

SITE ANALYSIS

TARGET AREA PLAN

**ABSTRACT**

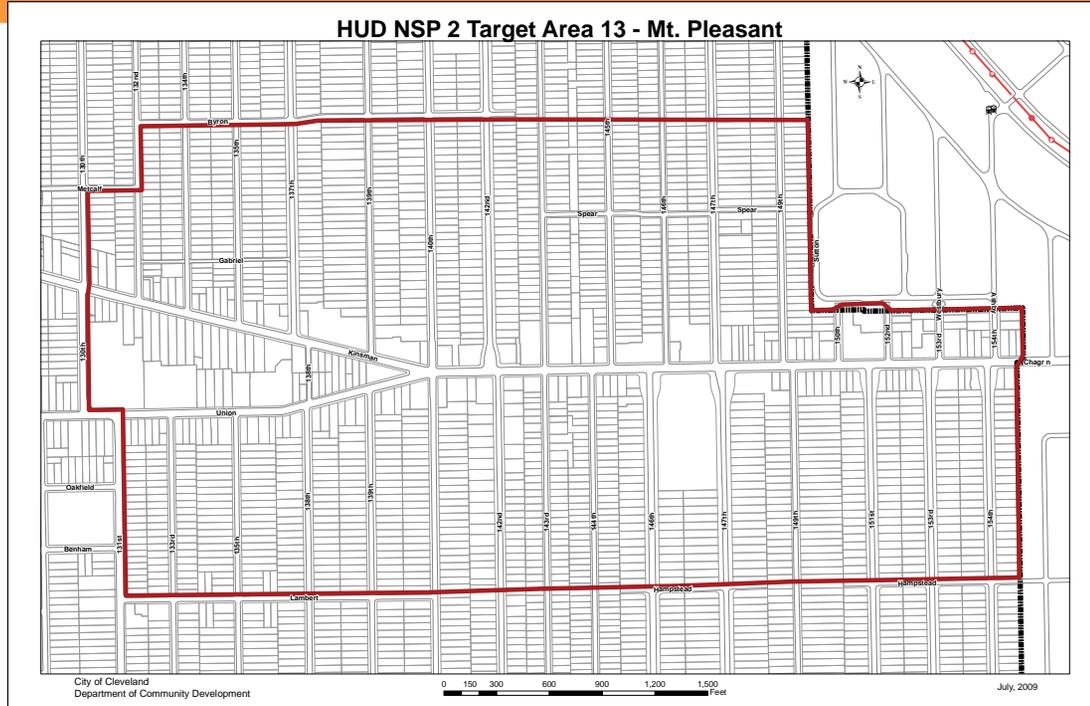
Mt. Pleasant has been dramatically affected by abandonment and blight. Despite the dire state of the community, present conditions provide a unique opportunity to reinvent its residential fabric by “backfilling” recreational amenities that did not exist previously. By reorienting the neighborhood around an interconnected network of parks, gardens, and other public spaces, Mt. Pleasant has an opportunity to not only stabilize, but to become a community of choice.

IMPLEMENTATION

**STAKEHOLDER FEEDBACK**

Throughout stakeholder discussions, two overriding themes emerged. The first was the critical need to stabilize a declining residential neighborhood. The

HUD NSP 2 Target Area 13 - Mt. Pleasant



other was the need to strengthen the community’s key thoroughfare, Kinsman Road.

**COMMUNITY STRENGTHS**

1. Potentially-Available Buildings and Parcels
2. Strong Residential Community with Available Housing Stock (High-Amenity Structures)
3. Network of Social Service Organizations (MTP Exec. Roundtable)
4. Minority Business Owners
5. Conveniently Located Between Employment Centers (Downtown and Inner Ring Suburbs)
6. Mass Transit Access (Bus Line Boasts Highest Ridership in City)
7. Access to Recreational Amenities (Hamilton Rec Ctr, Luke Easter Park)
8. Dedicated Residents and Active Block Clubs
9. Holistic Community Plan
10. Rising Unity and Collaboration in Community

**COMMUNITY CHALLENGES**

1. High Unemployment, Low Income
2. Large Amount of Vacant/Abandoned Property
3. Local Schools & Educational Achievement Insufficient
4. Appearance of Commercial District
5. Lack of Supportive Retail/Commercial Offerings



6. Focus on Negative Aspects of Community
7. Insufficient Resources to Address Needs
8. Crime, Perception of Public Safety
9. Ineffective Programs, Disconnected Resources
10. Stronger, More Effective Business Community Needed that Serves Residents

Additional comments revolved around the need for homeowners to utilize services within the neighborhood, especially those provided by Mt. Pleasant NOW. There are also many great structures along Kinsman that lack the visibility and marketing resources that other commercial districts have. In order to address these dynamics, stakeholders were initially shown three development scenarios that explored investment strategies in the Target Area. Each was conceptually illustrated and introduced.

**Scenario 1** - “Model Street”: Target area focuses on East 139th, 140th, and 141st Streets, with the idea of strengthening a small section of the residential fabric that overlaps an important stretch of Kinsman Road.

- Pros:
- Includes Recent CDC Focus (139th)
  - Focuses on Kinsman Development
- Cons:
- Area is divided between two different Wards (southern



blocks fall under the jurisdiction of a different councilman)

**Scenario 2** – “Elementary School”: Between East 142nd and 147th Streets, this target focused on Rickoff Elementary and its immediate context, while also focusing on the development of Kinsman.

- Pros:
- Protects a Major Asset
  - Focuses on the Kinsman Development
- Cons:
- Area is divided between two different Wards (southern blocks fall under the jurisdiction of a different councilman)
  - Area does not fall within either Model Block or CDC Focus Area Boundaries

**Scenario 3** – “Campus”: Target area focused on/around the triangular area between Union and Kinsman as a possible campus-like development for Mt. Pleasant.

- Pros:
- Makes use of the potential land and assets
- Cons:
- Some land availability is a variable and may not be known
  - Partially beyond the CDC’s TAP area
  - Area not a primary concern

Throughout the conversation, the need for a very focused plan was enumerated several times. In order to best leverage the funds, Mt. Pleasant stakeholders opined, the various funding programs should be stacked atop one-another on the target area. They described that their vision for the community is a wheel that places Kinsman Road as the hub, with the residential streets as the spokes.

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**FIELD SURVEY**

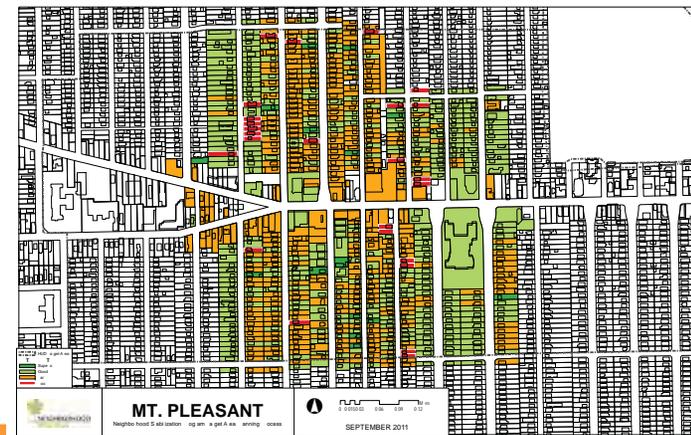
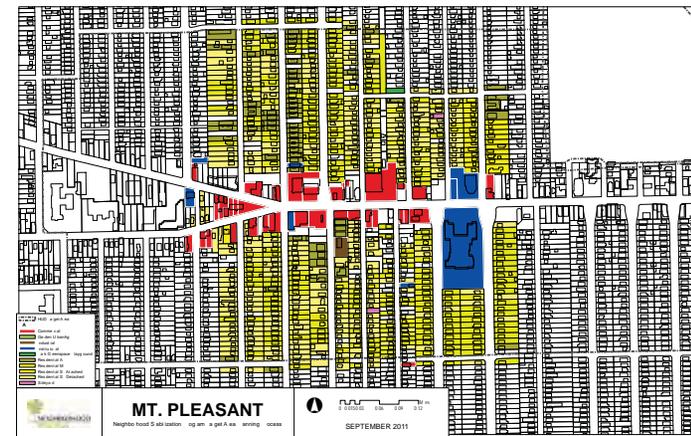
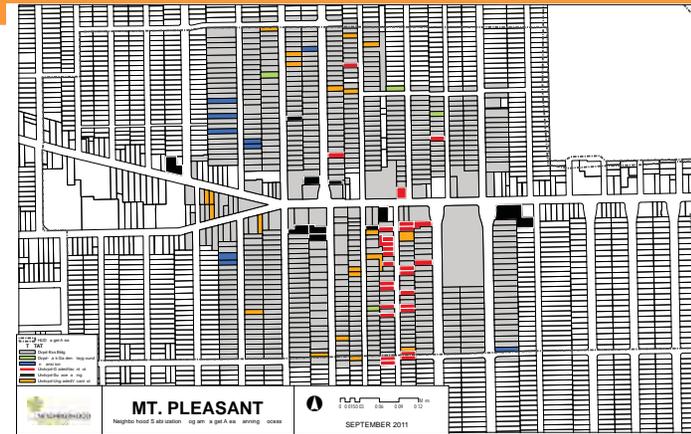
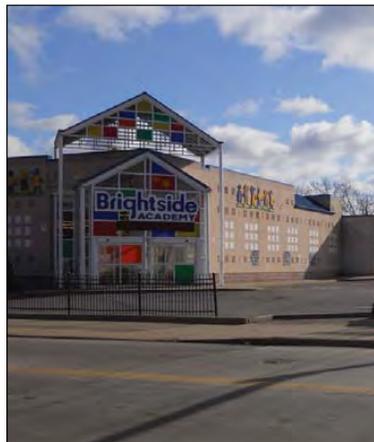
An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

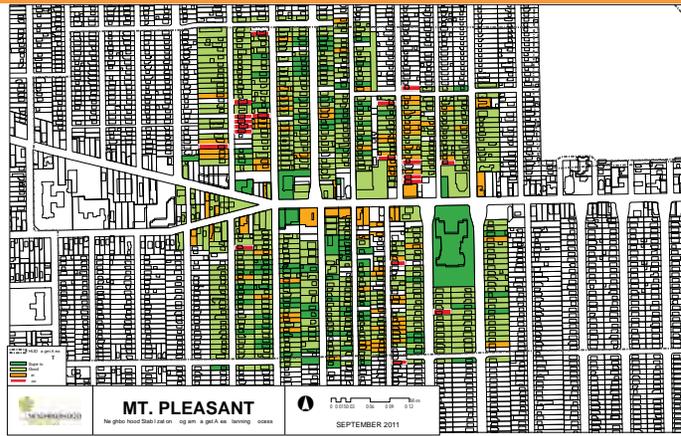
Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.

SITE ANALYSIS

TARGET AREA PLAN

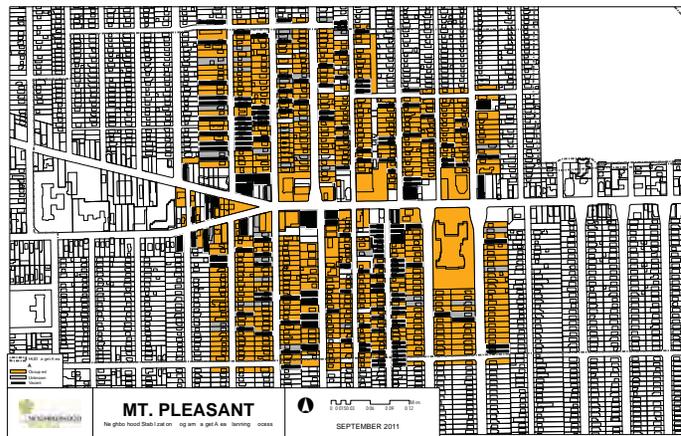
IMPLEMENTATION





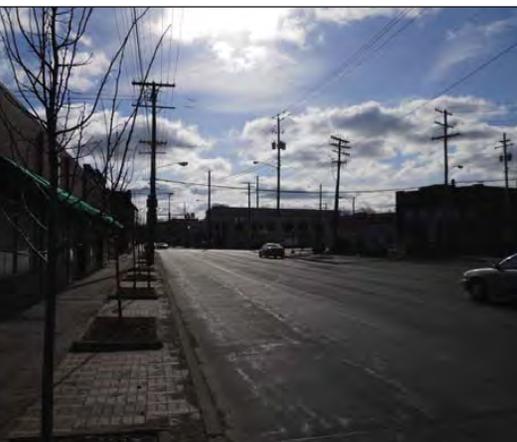
**LAND USE** (middle left)

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.



**LOT CONDITION** (bottom left)

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.



**LOT STATUS** (top left)

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).

**BUILDING CONDITION** (top right)

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.

**BUILDING OCCUPANCY** (middle right)

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.

OVERVIEW

**SITE ANALYSIS**

The first level of analysis mapped all the homes and lots that were determined to be in poor condition. This suggested that the buildings and lots in the TAP area are, generally, in relatively good shape. This remained true once “fair” buildings were also included. However, when “fair” lot conditions were added, a large percentage of the map was immediately covered, suggesting that one of the largest problems facing Mt. Pleasant is its presentation to visitors via vacant lots and isolated blight. Improving overall lot conditions in the community could be a small step toward attracting residents and businesses back to the area; thereby reducing vacancy in the community.

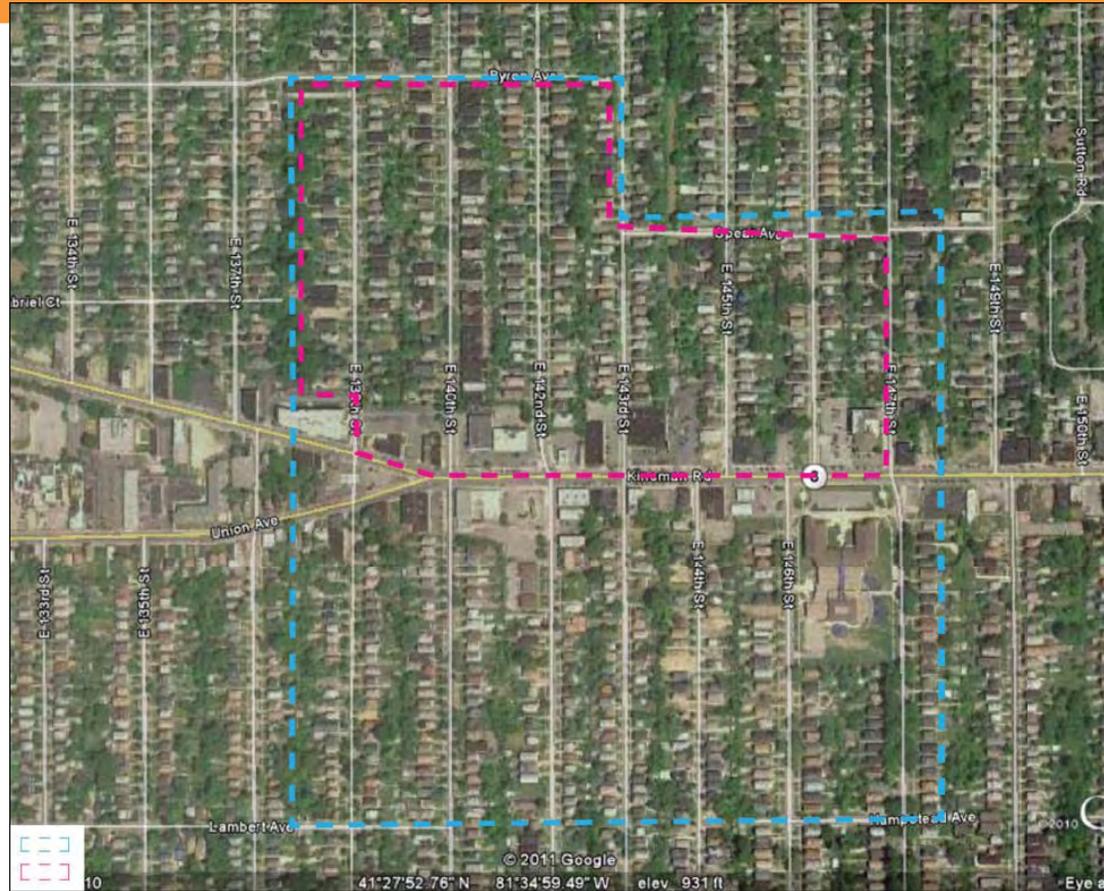
SITE ANALYSIS

On the positive side, Mt. Pleasant has many great assets. For one, it is home to many community and family service programs within the TAP area, including a recreational center, preschool, and family service center. These assets are important to surrounding neighborhoods as well, since they provide services to residents beyond their immediate context. Another strength is Kinsman Road and the possibilities that corridor brings to the community. Its potential as a rejuvenated commercial corridor is illustrated in the 2000 community master plan completed by the Cleveland Urban Design Collaborative (CUDC). The amount of traffic on Kinsman shows how important this route is to connecting the eastern suburbs to downtown Cleveland; by building around these assets, the community could steadily improve the image of the neighborhood.

TARGET AREA PLAN

Stabilizing the housing stock is the principle concern for the community. It is the single-largest impediment to forward progress. As such, the need to determine which houses should be demolished, which should be preserved, and which ones should be rehabilitated is the primary thrust of this planning effort. However, any successful scheme must reinforce the potential of

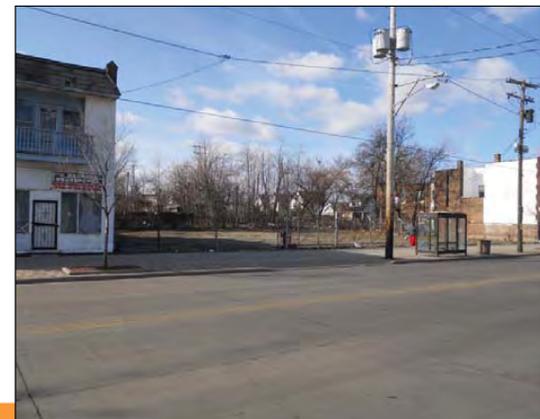
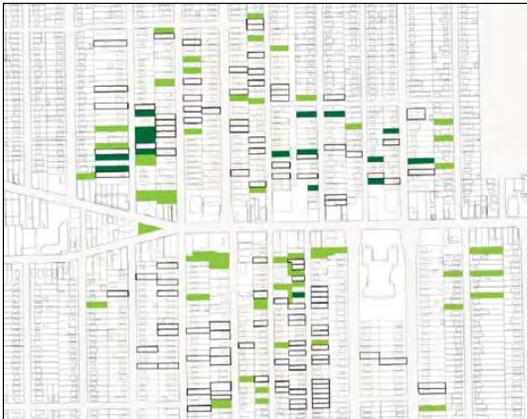
IMPLEMENTATION



Kinsman as a community-supportive commercial corridor as accessible businesses and retail often are a deciding factor in choosing whether or not to purchase a home.

Paramount to these efforts is the improved perception and reality of public safety. Until this is improved even great community assets will struggle; if people do not feel safe the assets will go unpatronized. Upgrades to fair and poor lots can create this feeling of safety, thus, we have come full circle. Onto the plan....





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MT. PLEASANT

OLD BROOKLIN

SLAVIC VILLAGE

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SUPERIOR

TREMONT  
CLARK

WESTOWN

OVERVIEW

### COMPARATIVE ADVANTAGE

A strong base of engaged residents, channeled through a series of community programs that include Mt. Pleasant NOW, Murtis Taylor Hall, Arts District Committee, CPL, the Alexander Hamilton Recreational Center, and various block clubs – all of which conspire to provide evidence of the community’s commitment to strengthen the community.

SITE ANALYSIS

### TARGET AREA PLAN

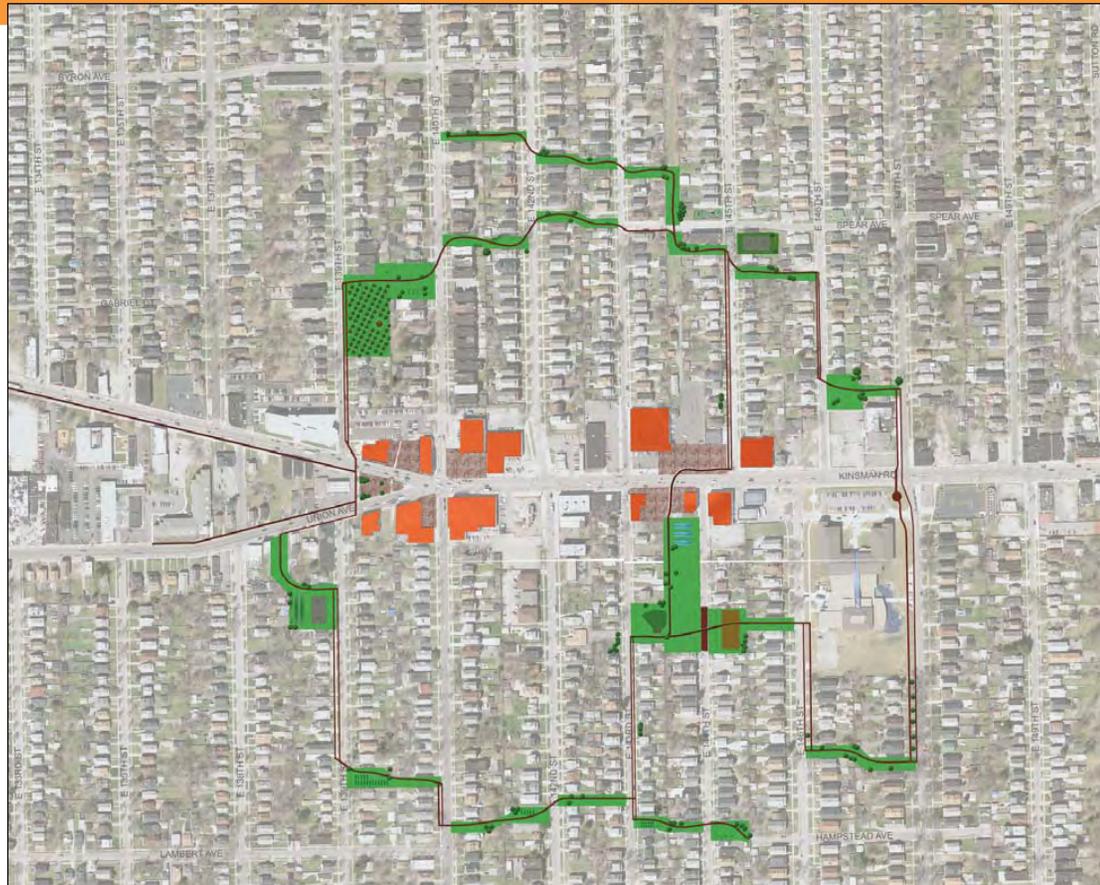
From the information gathered from meetings and interviews it is very important to consider how the residential fabric effects commercial development and vice versa. So, it is important to consider both in the Target Area Plan. Also, it is important to take advantage of opportunities that will allow Mt. Pleasant to distinguish itself from other communities by embracing unique approaches to the construction of community.

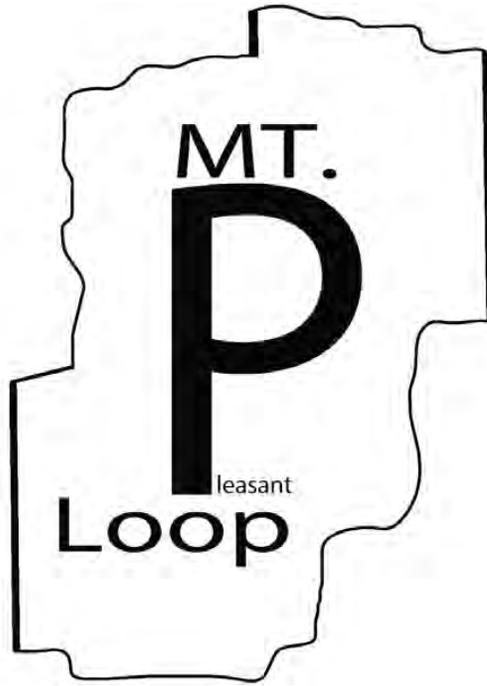
TARGET AREA PLAN

**The Loop** – The Mt. Pleasant Loop is an interconnected green network that stitches the community together through the reuse of blighted land as active recreational and urban agricultural amenities. The initial Loop can begin small and serve as a gateway that announces the intent of the community going forward. Such a bold stroke could be a driver for future investment if an appropriate program and maintenance arrangement is orchestrated. Once the Loop begins to connect various amenities dispersed throughout the neighborhood a framework for new development will be readily apparent. Eventually, the interconnected network could feature community events, such as Frisbee golf tournaments, community fitness programs or “Take Back the Night” walks, Relay for Life fundraisers, music and community health festivals, garden tours, or other community-building events.

IMPLEMENTATION

**Site Plan** – The plan contains three elements: Open Spaces, Pathways, and Retail Squares. The open spaces



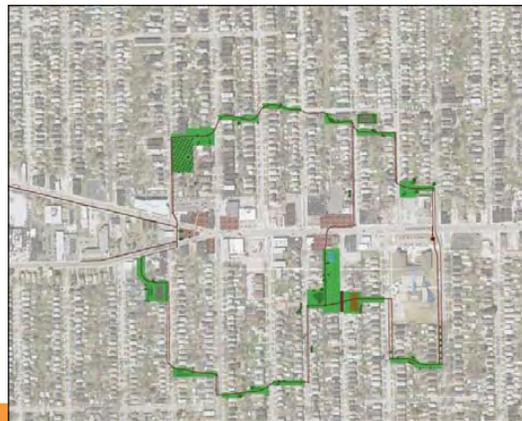
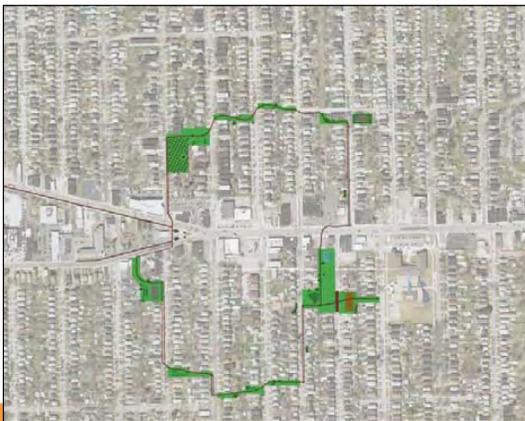


anchor the Loop and create nodes of activity that drives people to the pathways. The pathways connect the open spaces and create a “second frontage” for the community that can help restructure housing investments. The pathway can also help spur commercial development where they intersect with Kinsman Road. The retail squares would, ideally, work with the cultural arts committee in order to “pedestrianize” each square and redevelop or rehab the surrounding commercial buildings. In addition to these planned elements, the Loop could capably connect to many of the neighborhood’s existing amenities by reaching out to the recreation center, senior housing, elementary school, and local churches.

**Path Details**—The most important considerations for path design revolve around safety. Lighting and unimpeded views will be critical to deterring mischievous behavior. Bollard lights serve a dual purpose at street edges: to deter automotive traffic and promote pedestrian usage (one of the bollards should be retractable in order to allow for police and maintenance access). Wayfinding signage will be critical at every intersection between the Loop and neighborhood street so that residents can orient themselves and feel compelled to get out of their car. Because the pathway runs adjacent to many occupied homes and backyards, fencing will be critical. To reinforce the safety and dynamism of the Loop the

surface should be treated as a public art installation or vegetative palette. The only requirements for the barrier are a height of at least 7’ and an opacity that prevents easy visibility into private lots. Other necessities include a smooth pathway that people of all physical abilities can avail themselves of and furniture that allows for resting and observation. The path should be painted where it crosses existing streets and should provide convenient access to community gardening areas.

**Orchard** – One of the proposed open space uses seems to be immediately available. A fruit orchard takes anywhere from 3 to 7 years to mature and can quickly become a new activity for community members while providing a visual cue that Mt. Pleasant is being reclaimed for a new future. The orchard would also provide an opportunity for fruit to be sold or distributed to those in the community that are in need. This plan illustrates miniature fruit trees set inside a 40’ x 40’ grid. The grid allows for the healthy growth of the trees as well as the maximum visibility from a car and sidewalk to help increase the perception of safety. At the center of the orchard, a new gazebo can host small gatherings and community performances. This could be substituted for a piece of public art or bonfire as well. As with all of the open spaces, lighting is an important element here. String lights suspended above the trees in



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TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

a complimentary grid encourages twilight use of the orchard and deters mischievous behavior.

**Park Details** – This is a flexible space that can incorporate myriad programs. What is suggested initially is a playground for use by the public as well as the nearby elementary school. Also, greenhouses are suggested in order to extend the growing season. The greenhouses can be built anew or take advantage of the foundations of demolished buildings. A recessed amphitheater can be installed to host larger-scaled community events, such as poetry readings, plays, movies, or musical events. The residual space can perfectly accommodate public art.

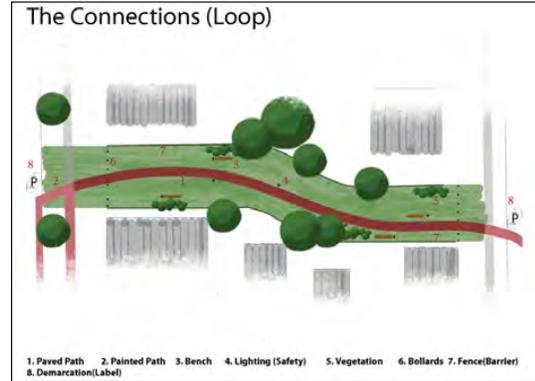
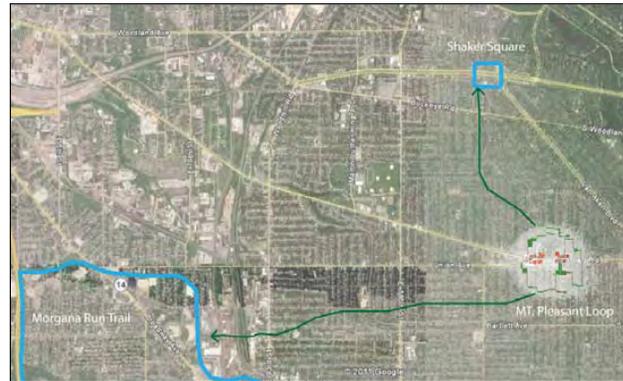
**Northeast Vision** – This open space builds off of an existing playground by adding recreational courts. The ideal design would feature a successful multifamily housing unit on one corner and a renovated playground on the other. Basketball courts on a third corner would balance additional amenities on the fourth if all identified properties can be attained. This would then create a small public square, where the intersection becomes entirely pedestrian friendly – surrounded by dynamic community activities on a regular basis.

**Southwest Vision** – This recreational area would build off of nearby commercial buildings and the senior center access the street. A bocce ball court is shown to provide an example of an intergenerational activity that could bring together many residents of Mt. Pleasant.

**Phase 1 (1-3 years)**

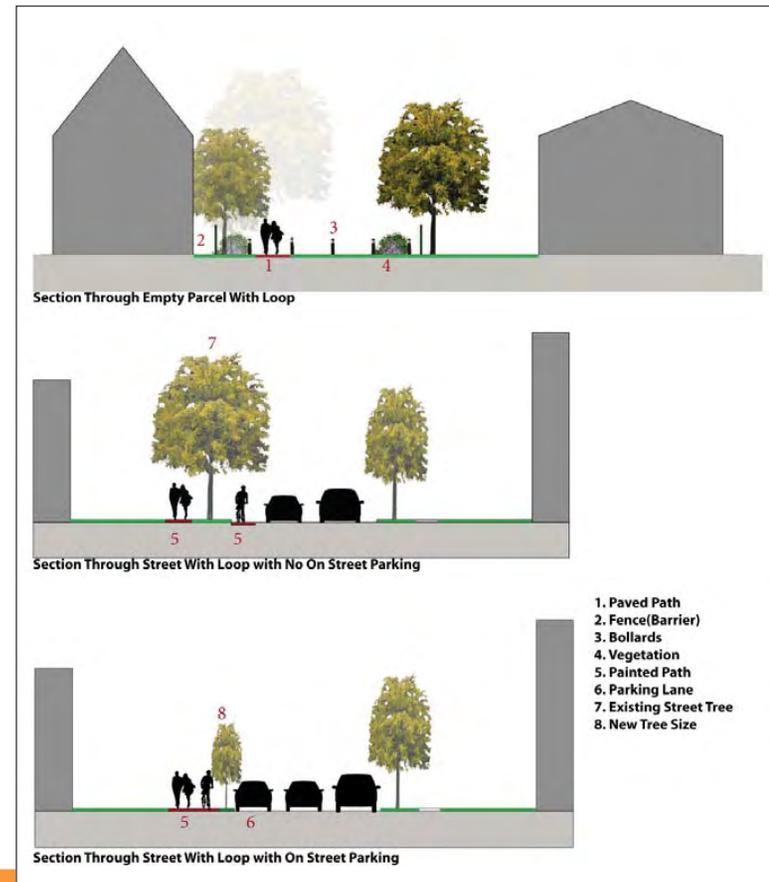
1. Through demolition and vacant land reuse, create and secure the four composite open spaces to anchor the pathways.
2. Develop the East-West Pathways connecting the two Northern and two southern open spaces to one other.

SITE ANALYSIS



TARGET AREA PLAN

3. Utilize side yard expansion to provide parking for multi-family housing on currently vacant/abandoned properties. This would provide more convenient access to these facilities and relieve street congestion.
4. Side yard expansion for vacant or abandoned lots to increase the values of occupied homes.
5. Homes in superior condition that are adjacent to the Loop are mothballed and eventually transferred to residents willing to relocate within the community and help look after a small piece of the recreational network.
6. Begin North-South connections of the Loop which involves painting lanes on streets and sidewalks and marking/branding the Loop.



IMPLEMENTATION



**Phase 2 (3-7 years)**

1. Continue to enhance the Loop through sweat equity and initiate regular community events schedule.
2. Connect existing amenities to the Loop, including the school, church, senior housing, and recreation center.
3. Informally remake the intersections of the Loop and Kinsman Road into pedestrian-friendly areas that provide generous cross walks, seating, shade, and public art.

**Phase 3 (7-10 years)**

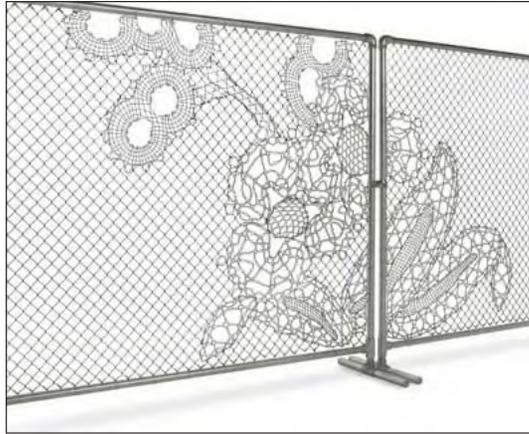
1. Continue to connect the Loop to meaningful assets and make additions as possible to the existing set-aside.
2. The commercial squares are redeveloped through the addition of commercial tenants and rehabilitated storefronts.
3. The community reassesses the viability of the 2000 cultural arts district plan and enacts whatever elements are practical.

**Phase 4 (10+ years)**

1. New housing is added that fronts onto the pathway instead of the street, which gradually alleviates the need for privacy barriers. Homes should be community-oriented and have generous stoops or porches on their "Loop" façade.
2. Kinsman Road is fully rehabilitate and occupied with community-supportive commerce.
3. The Loop features regional connections to the Morgana Run and Towpath Trails as well as to Shaker Square.

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

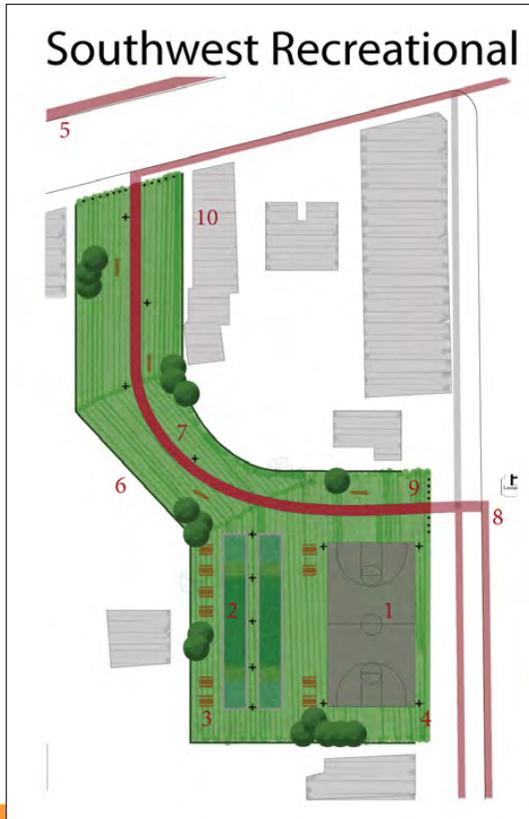
OVERVIEW



SITE ANALYSIS



TARGET AREA PLAN

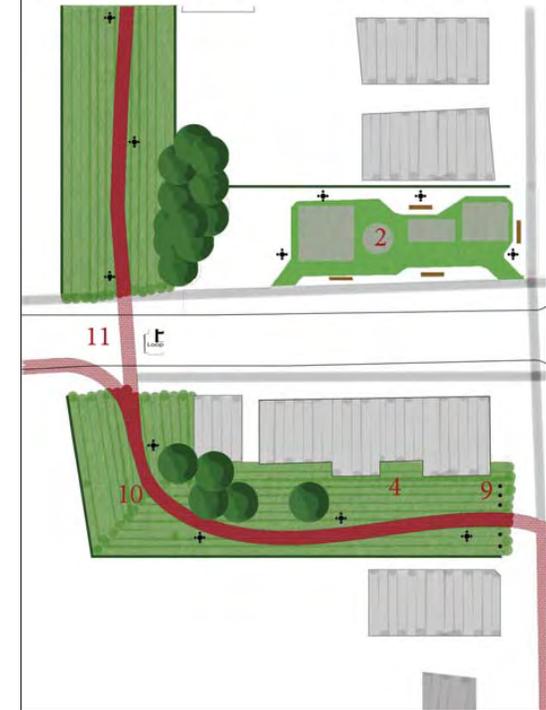


IMPLEMENTATION





## Northeast Recreational



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TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**IMPLEMENTATION STRATEGY**

**Primary Loop and Open Spaces** - This is where a majority of the funding is needed. This process involves demolition and vacant land/side yard resources, but vacant land reuse can also be accomplished through sweat equity investments. The Loop should be a prime candidate for Reimagining Cleveland funding due to its transformative potential. Most critical is the understanding that the Loop should emphasize the creation of value-added place to the community, by carefully considering program and building slowly. The chart goes through each property in a clockwise motion following the trail of the path. There are some properties that are occupied that are in active foreclosure, have delinquent taxes, are notated as a postal vacancy, or are in fair/poor condition. These residents could be relocated within the neighborhood if that is a desirable option, but alternatives should be explored if a property shows signs that it will be difficult to obtain/repurpose since the need to make progress is great and the fabric offers some alternate solutions.

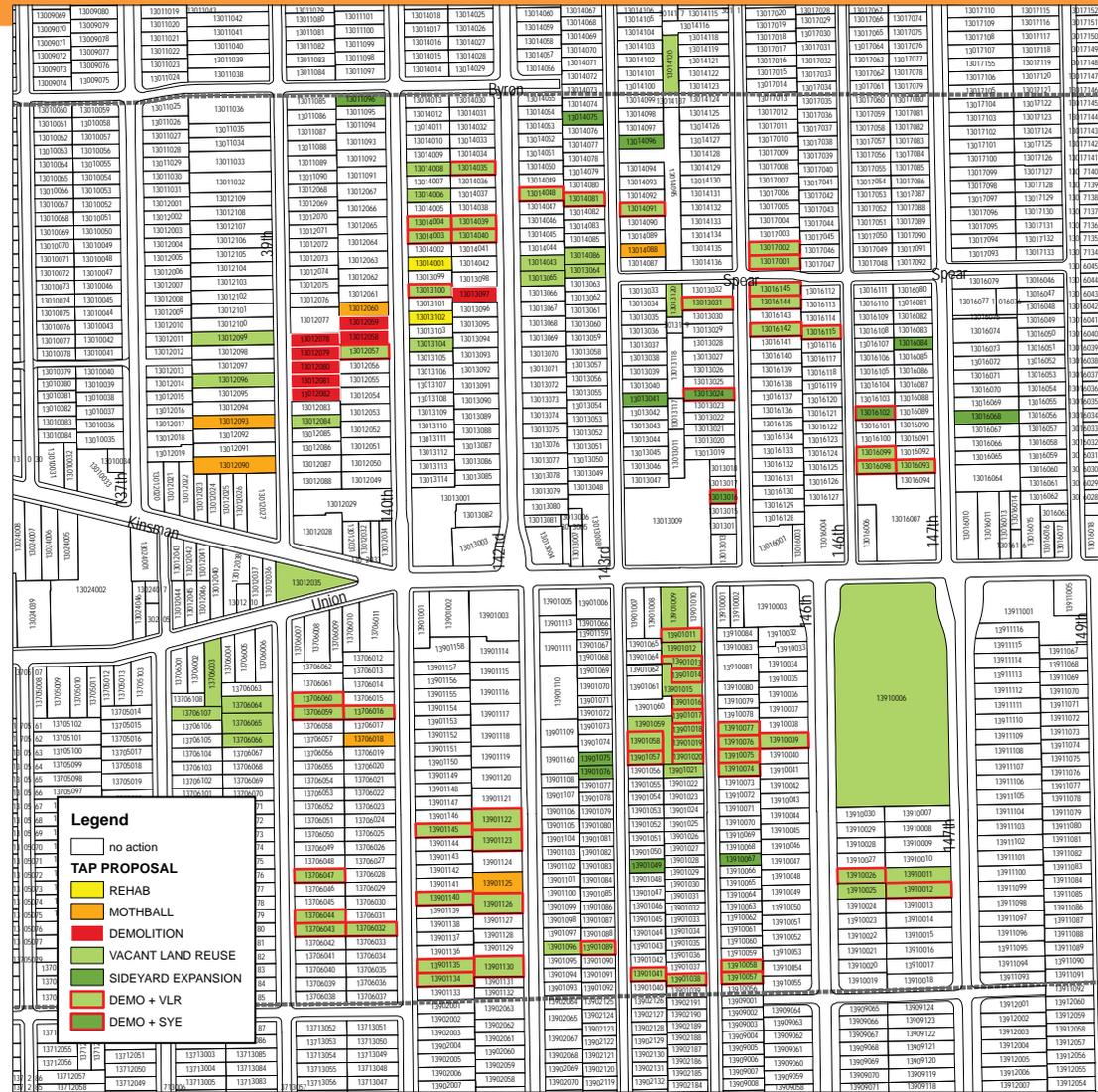
**Path Extension** - From the primary Loop, an extension is suggested that would further incorporate the community's amenities of the school and church. This can be done with the same strategy as the primary Loop, but the usage of city streets can be seen as "fall-back" options if sidewalks are repaired, street trees planted (or consistently present), and painted pathways/wayfinding signage is installed.

**Supportive Loop Developments** - This category includes the properties that would benefit from the development of the Loop. This includes mothballing "superior" homes for resell to new residents that want to live along the Loop. It also helps improve streetscapes where the Loop runs parallel to the street. Also, where the Loop path is ON the street, parking will need to be supplemented so this category also addresses where

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION





vacant lots can be repurposed as parking for multifamily housing to relieve parking congestion.

**Short-Term Side Yard Expansions** – Within the NSP2 time frame it is critical to redevelop as many of the vacant lots as possible.

**Secondary Loop Connections** – After the completion of the Loop, other connections are examined based on present conditions. This, of course, is subject to change as the community evolves and other opportunities are presented.

**Plan B (Primary Loop Alternatives)** – It is likely that the Loop will face difficulties in assembly and could

be obstructed. In an attempt to address this, property alternatives have been defined within areas where this is most likely to happen. The pathway between East 140th and 142nd Streets, North of Kinsman has three alternative routes. Also the pathway between East 140th and 142nd Streets South of Kinsman as well as between East 139th and 140th Streets are listed.

**Commercial Square Improvements** – It is important to create a safe, pedestrian environment where the Loop crosses the street. With NOACA funding, streetscape improvements can be made in these instances. The plan also includes rehabilitating existing storefronts that are part of the Square and Loop. This could pave the way for new retail development at these nodes in the future.

PARCEL	Developed	Vacant	Condition	REHAB	MOTHBALL	DEMIO	VLR	VLR-SY	OTHER
130-11-096	N	Y	U						6
130-12-028	N	Y	S						6
130-12-033	N	Y	F						6
130-12-034	N	Y	N						6
130-12-035	N	Y	G						6
130-12-035	N	Y	G				4		6
130-12-057	N	Y	F				4		6
130-12-058	Y	Y	P			3			6
130-12-059	Y	Y	G			3			6
130-12-060	Y	Y	S		2				6
130-12-078	Y	Y	P						6
130-12-079	Y	Y	P						6
130-12-080	Y	Y	P						6
130-12-081	Y	Y	P						6
130-12-082	Y	Y	G						6
130-12-083	N	Y	F						6
130-12-084	N	Y	F				4		6
130-12-090	Y	Y	S						6
130-12-093	Y	Y	S						6
130-12-096	N	Y	F				4		6
130-12-099	N	Y	F						6
130-13-001	Y	N	S						6
130-13-003	Y	N	G						6
130-13-009	Y	N	G						6
130-13-016	Y	Y	G						6
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130-13-041	Y	Y	S						6
130-13-064	N	Y	F						6
130-13-065	Y	N	G						6
130-13-065	Y	Y	S						6
130-13-097	Y	Y	F						6
130-13-100	Y	Y	F	1					6
130-13-102	Y	Y	F						6
130-13-104	N	Y	F						6
130-13-120	N	Y	F	1					6
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130-14-003	Y	N	G						6
130-14-004	Y	Y	G						6
130-14-006	N	Y	F						6
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139-01-041	Y	Y	F						6
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139-01-058	Y	N	G						6
139-01-059	N	Y	F						6
139-01-075	N	Y	F						6
139-01-076	N	Y	G						6
139-01-089	N	Y	U						6
139-01-091	N	Y	U						6
139-01-096	N	Y	F						6
139-01-122	Y	Y	G						6
139-01-123	Y	Y	G						6
139-01-125	Y	Y	S						6
139-01-126	Y	Y	G						6
139-01-130	Y	Y	G						6
139-01-134	Y	Y	G						6
139-01-135	Y	N	G						6
139-01-140	Y	Y	G						6
139-01-145	Y	Y	F						6
139-10-001	Y	Y	F						6
139-10-002	Y	Y	F						6
139-10-003	Y	Y	G						6
139-10-006	Y	N	G						6
139-10-011	Y	N	G						6
139-10-012	Y	Y	G						6
139-10-025	Y	N	G						6
139-10-026	Y	Y	P						6
139-10-039	Y	Y	G						6
139-10-057	Y	Y	U						6
139-10-058	Y	Y	U						6
139-10-067	N	Y	U						6
139-10-074	Y	Y	G						6
139-10-075	Y	Y	P						6
139-10-076	Y	Y	P						6
139-10-077	Y	Y	F						6
130-13-013	Y	Y	G						6
137-06-066	Y	Y	G						6





OVERVIEW

**DESIGNATED TARGET AREA**  
(14) Old Brooklyn

**HOST ORGANIZATION**

Old Brooklyn Community Development Corporation (OBCDC)

**LEADERSHIP TEAM**

George Cantor, City Planner  
Wayne Mortensen, TAP Manager  
Robyn Sandys, OBCDC Executive Director  
Mathew Spencer, TAP Liaison

**ENGAGED STAKEHOLDERS**

Kevin Kelley, Councilman (Ward 13)  
Jeff Kipp, Resident, OBCDC Board Member  
Christopher Lohr, OBCDC Staff  
Lori Peterson, OBCDC Staff  
Jeff Sugalski, Resident  
David Waldman, OBCDC Staff  
Sheila Walter, OBCDC Staff

SITE ANALYSIS

TARGET AREA PLAN

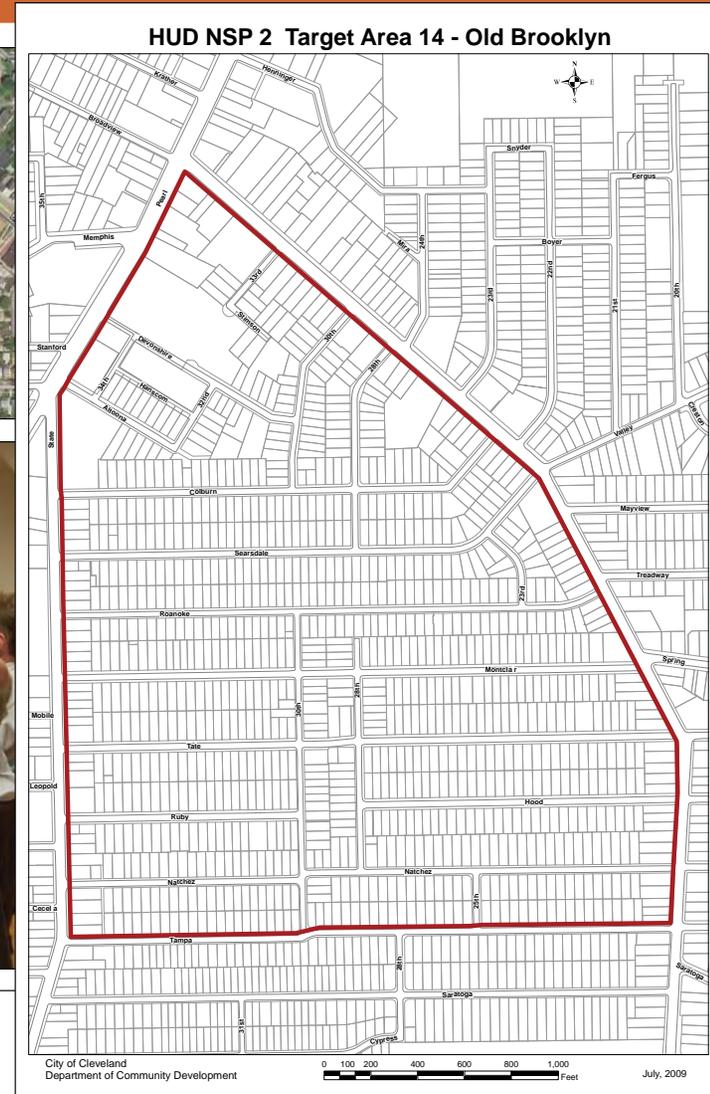
**ABSTRACT**

The intent of this target area plan is to capitalize on existing planning efforts and enhance their missions through strategies that are based on the rehabilitation of the existing housing stock as well as the creation of new public spaces.

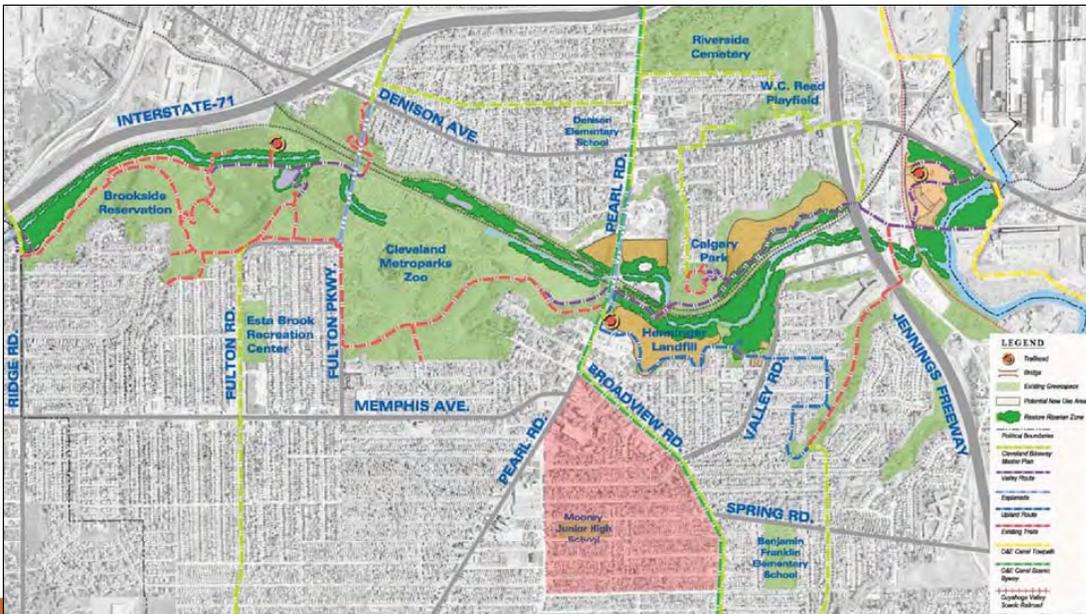
**INITIAL FEEDBACK**

The staff at OBCDC is passionate and excited about the potential and future of the Old Brooklyn community. With a broad purview, the aim of the OBCDC is to be involved in every aspect of development within Old Brooklyn, especially as it relates to Downtown Old Brooklyn and Pearl Road from Wildlife Way (Zoo entrance) at the North to State Road at the South and East from Pearl down Broadview. The community desires a mixed-use district that will provide amenities for both residents and area

IMPLEMENTATION



West 25th / Pearl Road Transportation Plan (Cityarchitecture)



employees. The biggest improvement being pursued by the CDC are streetscape improvements for Pearl Road, which has secured initial funding. The second priority project is the restoration of Lower Big Creek, which has been thoroughly planned and is now in implementation. When complete, this will be a significant recreational asset for residents and will connect the Towpath Trail to the Cleveland Zoo.

The basis of their current housing work revolves around basic code inspections and foreclosure prevention; although those efforts have had unknown impact as many attempts to reach out to homeowners have gone unanswered. Some opportunities participants wanted to explore initially included the possibility of identifying and using funding for deconstruction as well as creating senior-friendly housing that could capitalize on the MetroHealth Senior Health and Wellness Center. At that time, the future of Charles Mooney School (K-8) in the center of the TAP area was still in question (identified as an “at risk” school by CMSD), but Old Brooklyn has

since learned that the school will remain.

Immediately following the initial stakeholder discussion, the CDC staff generated a list of ideas related to housing and potential properties they are interested in doing programs for within the TAP area. Additionally, the in-house code official visited many of the targeted homes in an attempt to better understand the condition of the homes and identify potential areas of intervention. OBCDC is eager to define a concrete plan for the expenditure of NSP2 funding as well as identify potential opportunities available via NSP3 so that the community can be in the best possible position when that funding becomes available.

**IDENTIFIED STRENGTHS**

1. Central Location with Good Freeway/Bus Access to Downtown Cleveland
2. Proximity to Cleveland Metroparks Zoo
3. Proximity to Towpath Trail/Big Creek/Cuyahoga River Valley
4. Community Gardens
5. MetroHealth South Campus/Senior Health and Wellness Center
6. Existing Residential Neighborhood with Dense Building Stock
7. Planning and Streetscape Improvements Coming for Downtown Old Brooklyn
8. Wi-Fi Neighborhood

**IDENTIFIED CHALLENGES**

1. Clean-up and Redevelopment of Henninger Landfill/ Lower Big Creek Greenway
2. Connecting Towpath Trail to Zoo, Brookside Res.
3. Deterioration in Some Pockets of Existing Housing/ Building Stock
4. Redevelopment of Downtown Business Corridors of Pearl and Broadview (Business Improvement District)
5. Empty Old Brooklyn RTA Service Garage

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MIT PLEASANT

OLD BROOKLYN

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ST CLAIR SUPERIOR

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WESTOWN

OVERVIEW

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

### FIELD SURVEY

An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

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### LAND USE

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.

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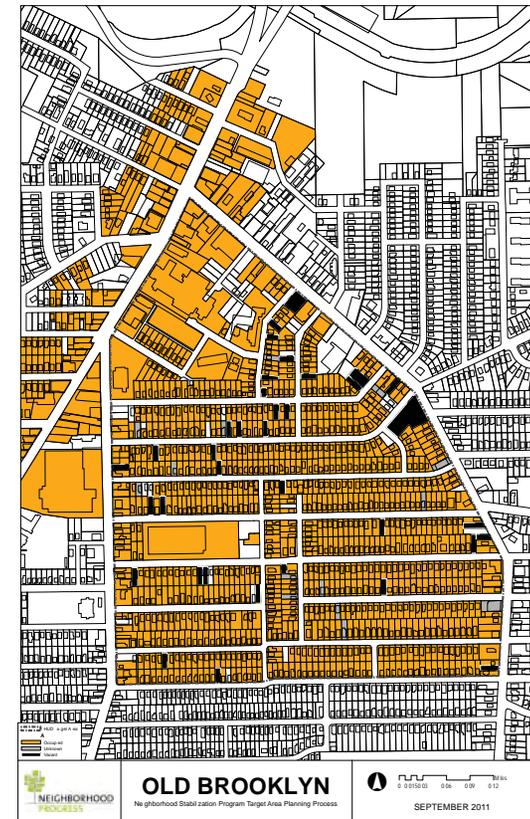
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OVERVIEW

**SITE ANALYSIS**

Already influenced by extensive planning efforts focused on retail revitalization and environmental restoration, the Old Brooklyn Target area features an established neighborhood of existing one and two-family housing between two significant commercial corridors. The neighborhood is well connected to Downtown Cleveland by three Greater Cleveland Regional Transit Authority (RTA) bus lines as well as to the greater region through its proximity to Interstates 71 and 480 as well as Jennings Freeway. State and Pearl Roads, running through the target area, are principal entries for visitors to the nearby Cleveland Metroparks Zoo. In both the “2009 Old Brooklyn/Brooklyn Centre Neighborhood Master Plan” and the “Pearl Road/West 25th Street Transportation Corridor Plan” (2009), the intersection of Pearl and Broadview is slated for revitalization as a “destination downtown”. With building and streetscape improvements, downtown Old Brooklyn will feature many conversions of two to three-story traditional brick buildings into mixed-use structures that include retail, office, service, and, possibly, residential programming.

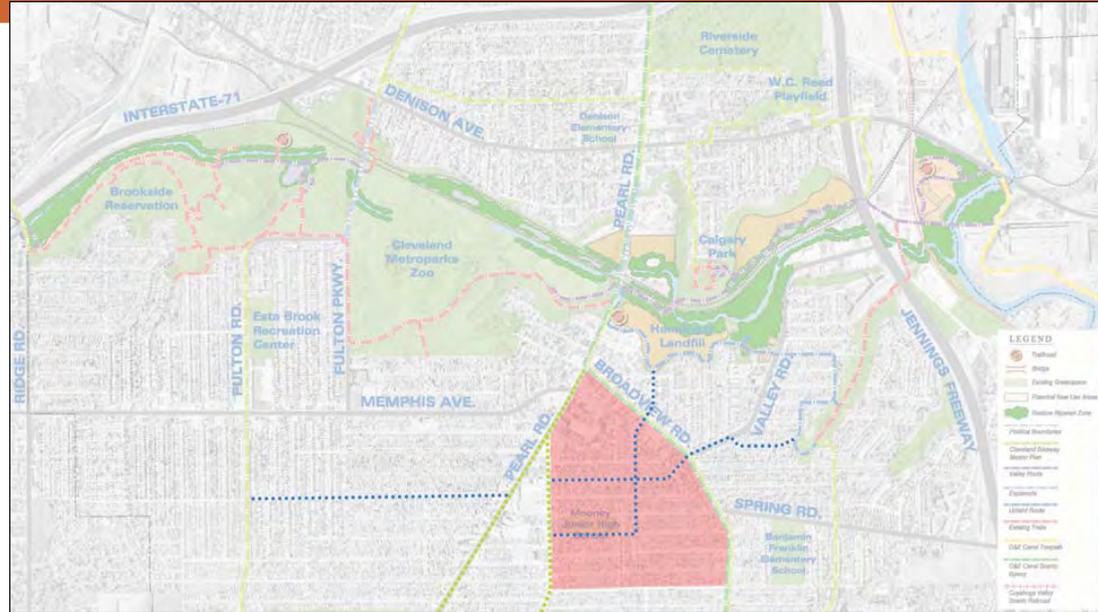
SITE ANALYSIS

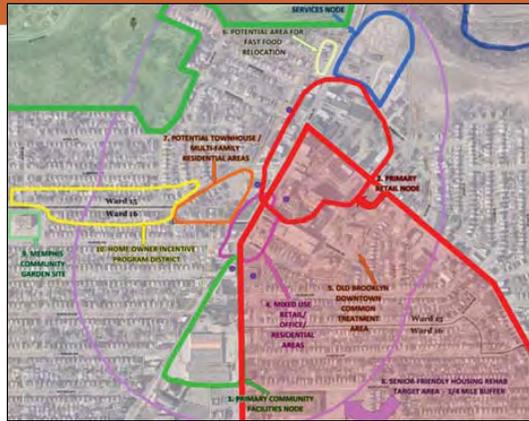
TARGET AREA PLAN

The “Lower Big Creek Greenway Plan” (2008) calls for a vacant area along Big Creek—just North of the Target Area—to be environmentally restored and for the construction of active and passive recreational areas that include urban camping and adventure bicycling. The area will provide a vital link between the Towpath Trail, the Zoo and the Brookside Reservation. While this project will complete the East-West connection, no delineated pathway extends South into existing residential neighborhoods.

IMPLEMENTATION

Two assets within the target area include the MetroHealth Senior Health and Wellness Center and the Mooney School. The neighborhood itself is comprised predominantly of post-World War II era suburban-style housing with a low vacancy rate (as compared to other





target areas throughout the city). While all streets within the target area offer sidewalks and tree lawns, no direct North-South connection through the neighborhood is possible. This is particularly challenging along West 28th.

Challenges the neighborhood faces include vacancies and foreclosures of both homes and businesses, buildings in poor physical condition, a general lack of maintenance to—and decline of—many buildings along the area’s signature streets, an absence of destination shops and unique retail opportunities that attract visitors, and a lack of adequate community public space. With an aging population, the need to craft neighborhoods that are safe and provide convenient access to community-supportive businesses and services (especially for the senior population) can help stabilize the community as it meets the needs of its current residents and positions itself for new residents. A massive infrastructure improvement currently underway for the entire Old Brooklyn community is the installation of free public Wi-Fi access to all residents and businesses. It is hoped that this investment will provide a tangible benefit for residents and announces to the greater community that Old Brooklyn is here to stay.



OVERVIEW

### COMPARATIVE ADVANTAGE

Centrally located within the Region, the community is a stable residential neighborhood with proximity to plentiful active and passive recreational opportunities, retail options and specialized health care which are highly attractive amenities to both current and prospective residents.

### TARGET AREA PLAN

The intent of this target area plan is to capitalize on existing planning efforts and enhance their missions through strategies that are based on the rehabilitation of the existing housing stock as well as the creation of new public spaces. Utilizing Neighborhood Stabilization Program, Phase Two (NSP2) funding, identified homes can be acquired and either demolished (if necessary) or rehabilitated for future resale by the Old Brooklyn Community Development Corporation.

SITE ANALYSIS

Rehabilitation of homes should focus on making all homes in the neighborhood universally accessible (through universal design principles). This includes ground levels that are free of steps and thresholds, wider doors and hallway widths and essential functions (bed, bath, living) that all take place on one level. Existing community assets, including the MetroHealth Senior Health and Wellness Center and Senior Services Center along with the currently available and potential retail sites, make the area a supportive community for seniors and persons with disabilities. The best use of NSP2 funding in this community would be to help provide an adequate housing stock that accommodates the special needs of this demographic in the northern portion of the target area.

TARGET AREA PLAN

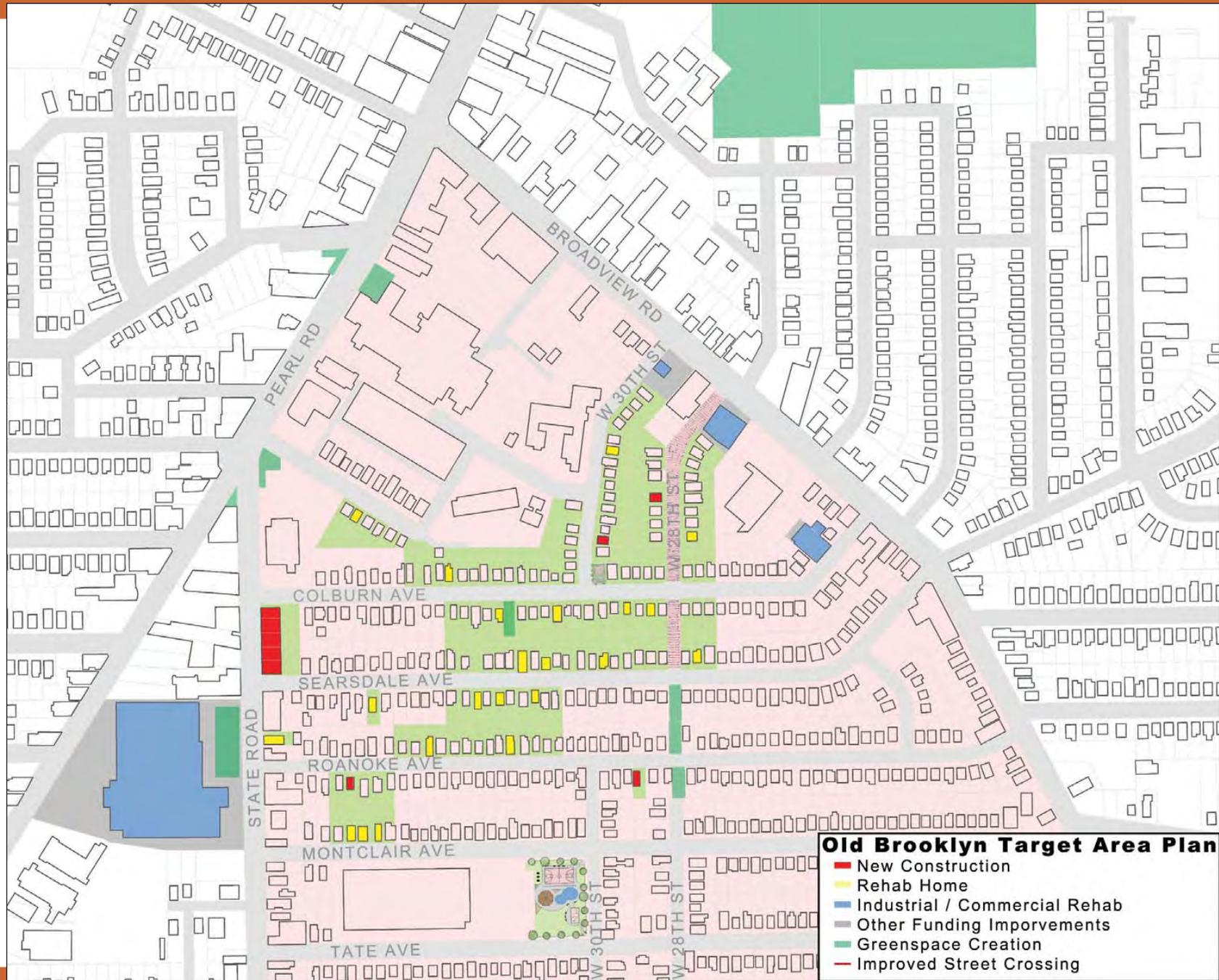
IMPLEMENTATION

In addition to demolition and rehabilitation of homes, any funding acquired should be used to acquire vacant lots throughout the neighborhood in order to provide the requisite pocket parts and community spaces that are



necessary to sustain dynamic communities. The principal vacant land reuse projects include (1) the "Town Square" in a current parking lot at the MetroHealth campus (Pearl and Memphis), (2) the "Senior Playground" on a neighborhood parcel (perhaps at Colburn and West 30th, where a lot is currently in tax foreclosure), and (3) the "Mooney Schoolyard Transformation" into a vibrant community park with a playground, basketball court, and spray park implemented in phases. Additional pocket parks can be created along Colburn and as a vital link that completes the connection of West 28th Street from North to South. Each of these efforts would most likely require additional funding sources for full realization,





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TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

but the unique intent of these projects will provide a distinct advantage in acquiring support.

A stretch of vacant land (along State Road) could be acquired through NSP2 funding with the intent of holding the land for future construction of mixed use or multi-family universally-designed housing. Another initiative not centered on NSP2 funding is the creation of an interior recreation campus at the abandoned RTA Garage. This project could include an indoor cycling and BMX track, skate park, laser tag, cafe and interior/exterior dog park/kennel. This facility, along with improved street crossings in the area, would add a recreational amenity and regional destination to the neighborhood and compliment the efforts underway at the Lower Big Creek. A final project, managed by various partners and non-profits is the creation of a Senior Business Incubator within one or multiple vacant commercial and industrial buildings along Broadview Road. This project aspires to provide flexible space for seniors to use their creative talents and business know-how to create small-scale business endeavors and seek higher amounts of financial independence and productivity.

SITE ANALYSIS



TARGET AREA PLAN



IMPLEMENTATION



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SUPERIOR

TREMONT  
CLARK

WESTOWN

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**IMPLEMENTATION STRATEGY**

The Old Brooklyn neighborhood presents numerous opportunities for use of NSP2 funding that are immediate and readily available, but the OBCDC must begin the process of establishing the partnerships necessary to facilitate and sustain these improvements immediately.

SITE ANALYSIS

Two properties are currently owned by the Cuyahoga County Land Band and acquisition and rehabilitations of those homes can commence right away. The Northern portion of the target area features numerous vacant homes with absentee owners that are in various stages of foreclosure. Whether the OBCDC undertakes these projects or works with private developers to achieve the goals outlined in the target area plan, the process of studying and acquiring vacant homes can occur within the next few months. Concurrently, vacant lots along Colburn and State roads should be acquired for future residential development control. The lots are in decent condition and would require funding mainly for acquisition.

TARGET AREA PLAN

While the passion of the CDC may be to acquire and construct "Town Square" first, the other vacant lot opportunities available in the next few months should not go unnoticed if funding is available. Efforts in 2012 should be rehabilitation of acquired homes into universally accessible homes as well as the raising of additional funding for "Town Square" and the "Senior Playground" to further incubate the idea of this "intergenerational commons". Alongside the rehabs, a targeted sidewalk maintenance enforcement program should be done throughout the Northern portion of the target area. This program should notify homeowners of problem sidewalks and educate them on any available city funding programs to help with repairs. A coordinating group should oversee the option of working with a single contractor to potentially lower costs to all interested homeowners. This work should

IMPLEMENTATION



PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTHBALL	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
011-03-038	Y	N	G			3			0
011-04-001	N	-	G				4		0
011-04-030	N	-	G				4		0
011-04-169	N	-	G				4		0
014-17-041	Y	N	G	1					
014-17-057	Y	Y	G	1					
014-18-001	N	-	G				4		
014-19-002	Y	Y	G			3			
014-19-010	Y	Y	G	1					
014-19-045	Y	U	S			3			0
014-19-049	Y	Y	G	1		3			
014-19-064	Y	Y	S	1					
014-20-007	Y	Y	G	1					
014-20-010	Y	N	G						
014-20-011	Y	N	G				4		
014-20-012	Y	N	G						0
014-20-013	N	-	F				4		
014-20-014	N	-	-				4		
014-20-015	N	-	-				4		
014-20-031	Y	U	G	1					
014-20-032	N	-	G				4		
014-20-036	Y	U	G	1					
014-20-042	Y	Y	G	1					
014-20-044	Y	Y	S	1					
014-20-051	Y	Y	G	1					
014-20-056	Y	Y	G	1					
014-20-058	Y	Y	G	1					
014-20-080	Y	Y	G	1					
014-20-088	Y	U	G	1					
014-20-090	Y	Y	G	1					
014-20-093	Y	U	G	1					
014-20-120	Y	Y	G	1					
014-20-127	Y	U	G	1					
014-20-140	Y	N	G	1		3			
014-20-164	Y	Y	P			3			
014-20-193	Y	Y	F	1					
014-20-194	Y	U	G	1					
014-20-196	Y	Y	G	1					
014-20-200	Y	N	G						
014-21-063	Y	U	G	1					
014-21-097	Y	N	G						0
014-21-098	Y	N	G						0
014-21-150	Y	N	G						0

occur in early spring 2012 and continue every spring thereafter to ensure a safe, walkable neighborhood for a population that requires smooth walking surfaces.

2013 should see the realization of any new housing and/or mixed-use construction on the acquired vacant lots. A partner and plan would also be desirable for the Old Brooklyn RTA garage building by 2013. The final project should be the Mooney School Park grounds project and would require the consent and participation of the school district. The property, currently owned by the Cleveland School System, may not require significant funding to acquire and reprogram. As it relates to NSP2 funding, if completed in phases, the park would require additional outside funding sources. Realized through five phases, the park should be graded and receive street trees and improved sidewalks. The second phase, construction of a playground and addition of decorative fencing, should be designed to not hinder any future phase. Additional development would include a basketball court and benches (phase 3), a restroom and pump house building (phase 4), and a children's spray park (phase 5). These could all be completed as funding becomes available and do not rely on NSP2 funding for anything beyond Phase I. To enhance the marketability and functionality of the neighborhood, "Town Square" and the "Senior Playground" should be prioritized.



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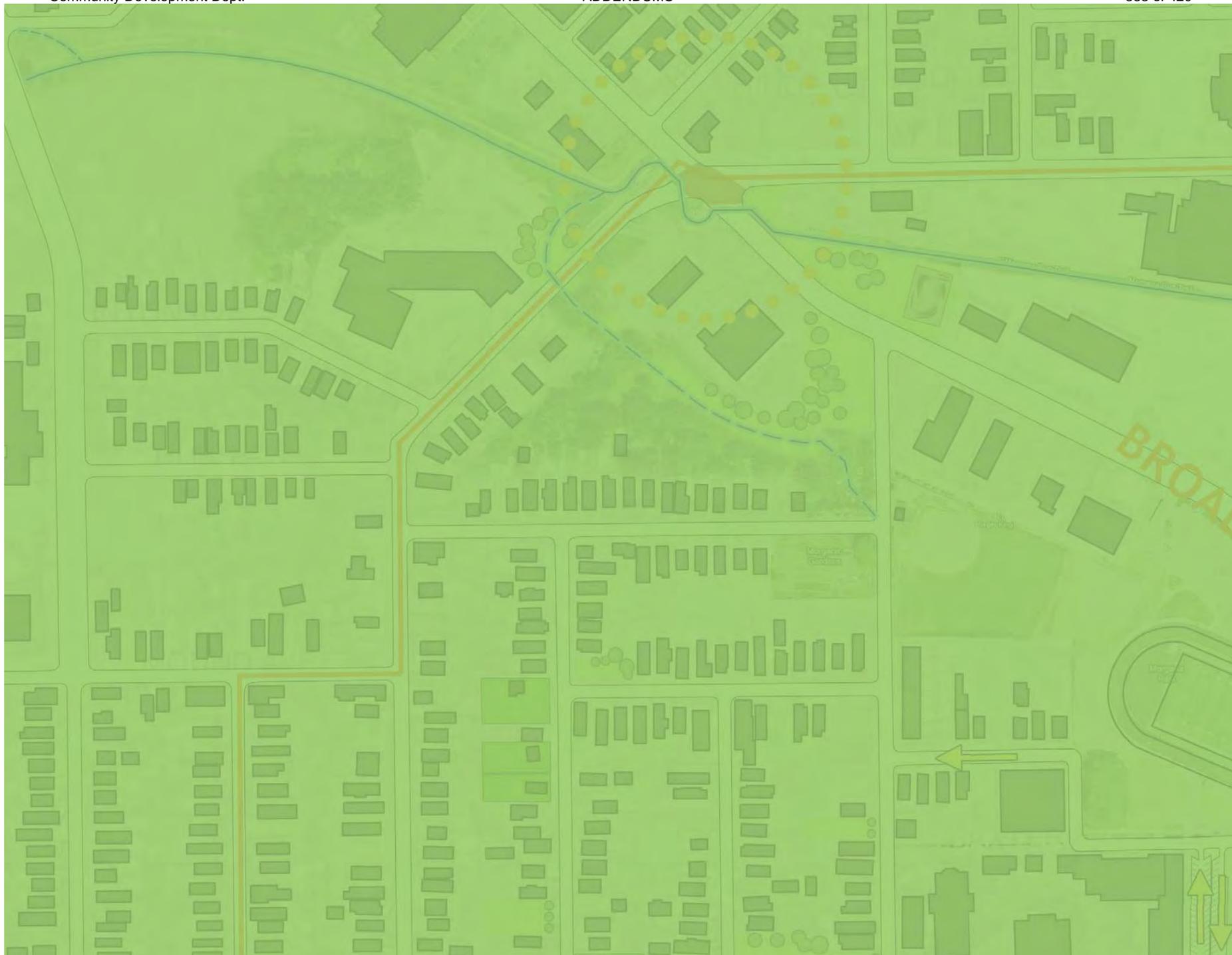
OLD BROOKLYN

SLAVIC VILLAGE

ST. CLAIR SUPERIOR

TREMONT CLARK

WESTOWN





OVERVIEW

**DESIGNATED TARGET AREA**

(16) Slavic Village

**HOST ORGANIZATION**

Slavic Village Development (SVD)

**LEADERSHIP TEAM**

Trevor Hunt, City Planner  
Wayne Mortensen, TAP Manager  
Lilly Russell, TAP Liaison  
Marlane Weslian, SVD Staff Liaison

SITE ANALYSIS

**ENGAGED STAKEHOLDERS**

Bonita Albrecht, Resident  
Anthony Andreoli, Resident  
Anthony Brancatelli, Councilman  
Chuck Gliha, Resident  
Linda Golubski, Business Owner  
Leo Hyland, Cleveland Central Catholic High School  
Tiffany Lane Andreoli, Resident  
Marilyn Mosinski, Resident  
Dennis Strauss, Resident  
Marcelina Sladewska, Resident  
Ben Stefanski, Resident  
Fr. Michael Sulfka, Saint Stanislaus

TARGET AREA PLAN

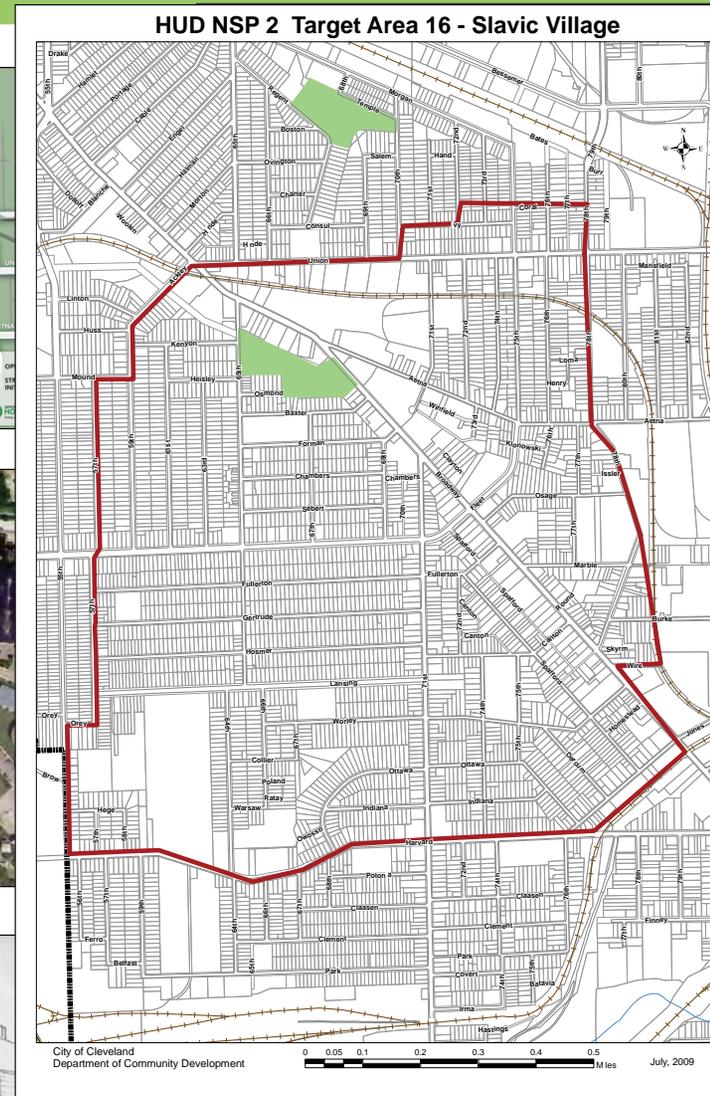
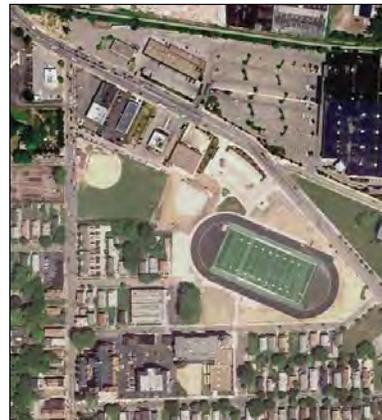
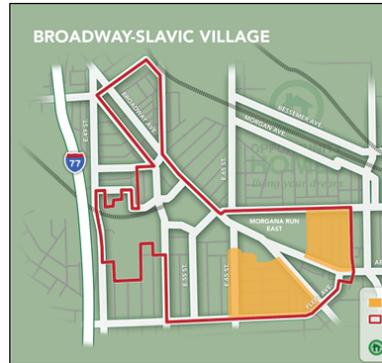
**ABSTRACT**

The Slavic Village TAP connects and leverages existing community assets to create a more legible, connective, and safe urban framework that directs future investment in a manner that reinforces and builds on the spine of the community.

IMPLEMENTATION

**STAKEHOLDER FEEDBACK**

To develop a more detailed understanding of the target area, several stakeholders were confidentially interviewed. The collective findings follow.



**Anchors** - While the residential fabric of Slavic Village has experienced some turbulence, it could be argued that the anchors of the community have never been stronger – and more critical to the future of the area. Saint Stanislaus Parish, Cleveland Central Catholic School, Third Federal, Metro Health, and the Boys and Girls Club are all treasured community institutions and each has made significant recent investments in the community. The newly constructed Mound School will also join that list this fall. An anchor of the social variety is the community’s principle strength, though: the residents. The community is able to support an aggressive programming calendar and implement grassroots projects (often on a “shoe string” budget) due to very active residents that assist in everything from planning efforts to festivals, church activities, outdoor events. Slavic Village also has great access to City’s employment centers (Downtown and University Circle).

**Community Opportunities**

1. Community Anchors - St. Stanislaus, CCC, Third Federal, Metro Health, Boys and Girls Club
2. Recreational Amenities - Morgana Run Bike trail, Golfing, Ball Fields, Rec Center, Mill Creek
3. New schools - Mound School, expanded CCC - and K-12 campus
4. Active residents, block clubs, Development Corporation



5. Strong Employers
6. Property is affordable for young families
7. Ethnic Cultures are present
8. Great access to the largest area employers - Downtown and University Circle
9. Reprogramming of South High

**Foreclosure and Vacancy** - Over the last few years Slavic Village has been the focus of many investigative new stories revolving around the foreclosure crisis. Often identified as the “epicenter” of the crisis, the community (according to many estimates) had the highest percentage of foreclosed homeowners in the country. This negative publicity still echoes in the ears of many suburbanites and prospective home owners. Closely following the foreclosure crisis was an epidemic of vacant structures and vandalism (material “stripping”). Though not violent in nature, this type of crime is easily visible to passers-by and has compounded the difficulty of recovery in Slavic Village by adding another level of concern to existing and prospective home owners.

Special subsets of the vacancy are the many former Polish businesses and abandoned school buildings. The former helped establish the community and provided a distinctive and reassuring brand to the residents of the area. The absence of these buildings leaves the community without much needed commercial services and community identity. The vacant school buildings in the area are all still very much in limbo. This list includes the former Mound School, A.B. Hart School, and South High School (although South High has an active community recreation center that partially occupies the building). Mound and A.B. Hart are slated for demolition, but a new use for South High is still being sought.

**Community Challenges**

1. Bad P.R. and branding- suburbanites do not like to

- come in, potential home buyers shy away
- 2. Missing old Polish businesses and other distinctive businesses, including restaurants
- 3. Aging Housing Stock
- 4. Aging Infrastructure
- 5. No attractive route into the area
- 6. Historic building disinvestment
- 7. Material stripping of buildings still an issue
- 8. Lack of investment awareness by potential residents
- 9. Vacant school buildings- Mound School, A.B. Hart School, South High

**Direction** - While the residents and community institutions of Slavic Village have formed a beating heart and strong lungs, the skin still needs some work. Curb appeal within the community could continue to be upgraded, especially at main access points, such as along Fleet and Broadway Avenues (the retail strip along Broadway is also an area of emphasis). Stakeholders are, generally, aware that the area is being rebranded and are interested to see how much of the community’s heritage can be kept and leveraged in future development.

Recruiting new business is always difficult, but existing and future Village residents still need reasons to live in the area and the integration of community-supportive retail would help to create more vibrance and sustainability. Finally, continued efforts to improve connections between anchors and schools/parks as well as walking/biking trails that connect Slavic Village to other communities are also seen as critical to the long-term success of the area.

**TAP Opportunities**

- Fleet Ave Revitalization, Esp around key nodes
- East 65th Street Revitalization
- Strategic House Demolition
- Children’s Safety around Schools

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

FIELD SURVEY

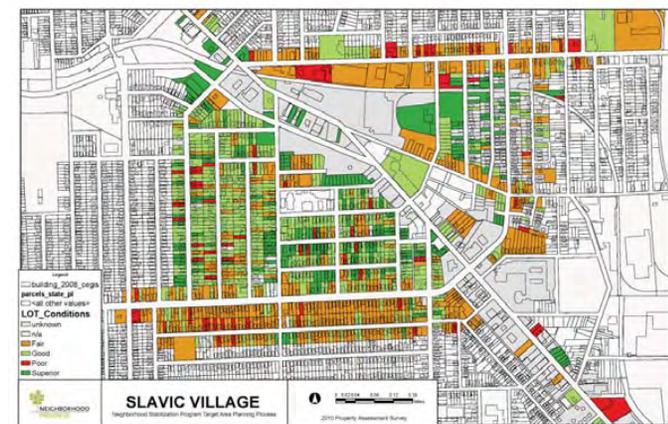
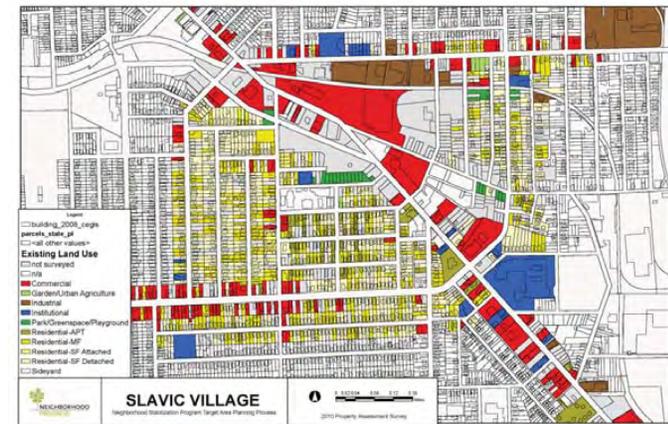
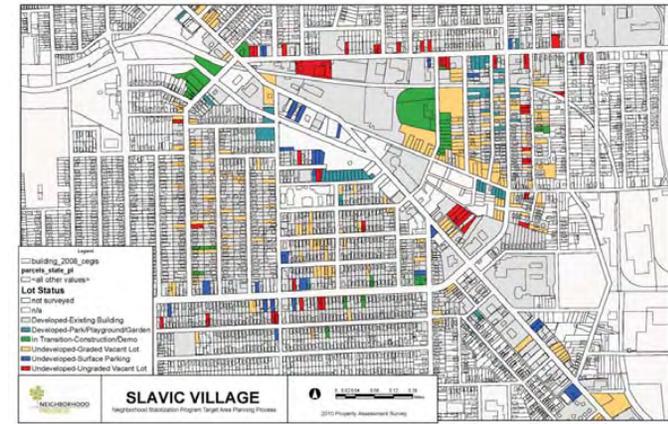
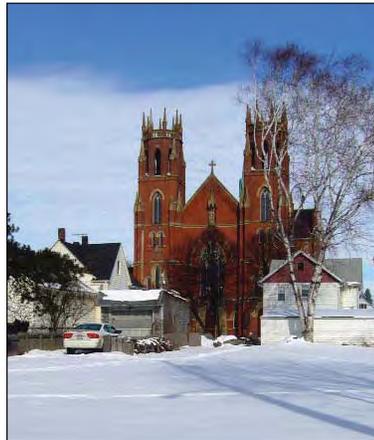
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SITE ANALYSIS

TARGET AREA PLAN

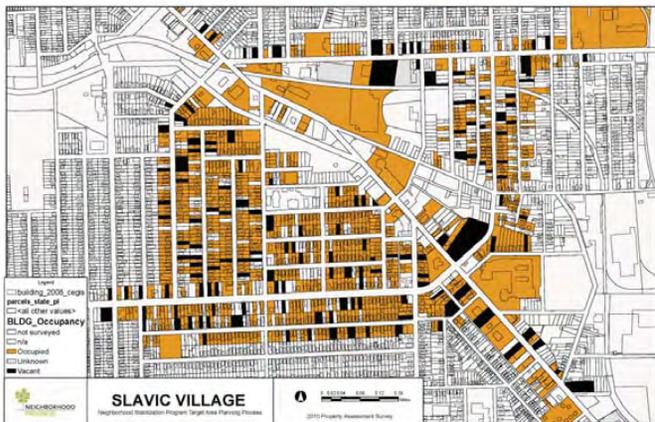
IMPLEMENTATION





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TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**SITE ANALYSIS**

Much of the occupied housing in the area is in decent shape, but there is a direct correlation between vacancy and deteriorating homes. Non-franchise, small businesses in the area are struggling and many have already migrated or closed-up shop – leaving numerous retail spaces vacant (mostly along Fleet). Fleet Avenue, itself, features dozens of structures that have been insensitively retrofit over the years in order to respond to changing market conditions. The result is a “hodgepodge” corridor that lacks flexibility at present.

SITE ANALYSIS

**Completed Projects** - The new Mound School is currently under construction and will be close to both the Morgana Run Trail and the Boys and Girls Club (the community desires to have a safe connection between these facilities for area youth). Passive stormwater management opportunities along paths and surrounding the school should be explored. Also, Cleveland Central Catholic – for the first time in its history – now has a dedicated sports stadium and track, complete with a grandstand and ticket booth. The site was partially occupied by two public baseball diamonds, but the new athletic field has already proven to be a dynamic community facility and will be a popular destination when games start up again this fall. The new Cloister townhome project was developed between St. Stanislaus and Fleet Avenue on East 65th Street on a site of mostly vacant and abandoned properties. 17 of the 22 units have been completed and are currently occupied. The Opportunity Homes program has also been active within Slavic Village. “OpHo” selects homes in Neighborhood Progress, Inc. Strategic Investment Initiative areas that are in distress and completes an exhaustive rehab before reselling them to income-qualifying buyers. A handful of homes in Slavic Village have been selected for the program and three have been completed and sold as of the time of this plan.

TARGET AREA PLAN

IMPLEMENTATION



**Community Assets** - St. Stanislaus Shrine Church has been an instrumental piece of the community since its beginning. Its acquisition of religious treasures has made Cleveland a destination for many polish dignitaries, including Pope John Paul, II. Beyond the church itself, the parish also operates a rectory and elementary school on the grounds. Cleveland Central Catholic has also recently expanded and now boasts an enrollment of about 850 K-12 students from throughout Greater Cleveland.

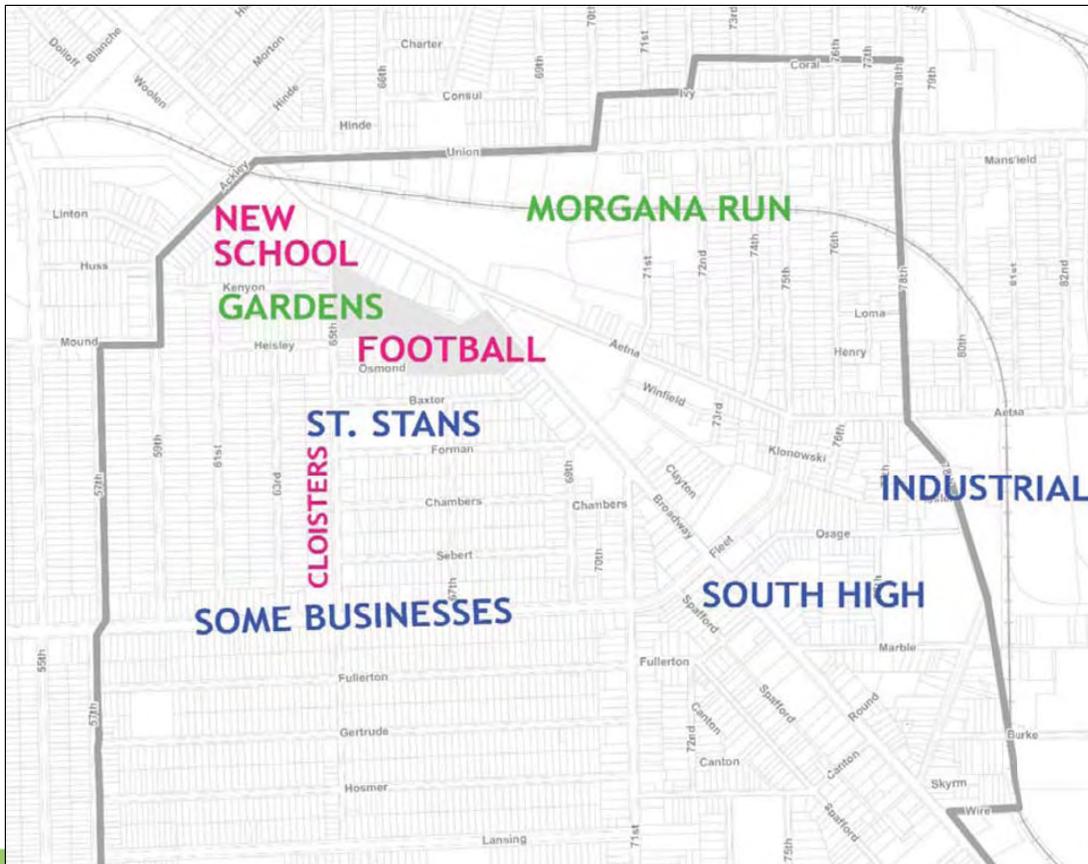
Employers in the area include the recently-built Third Federal banking headquarters that has helped stabilize

the area along with the Metro Health Center. The bank has also chipped in financing assistance for projects nearby and is backing the Morgana East housing development adjacent to its headquarters.

Outdoor activities and healthy living have become key elements of Slavic Village living. Built as a rails-to-trails project, the Morgana Run Bike Trail was an industrial rail spur that is now a popular amenity with Clevelanders. This trail has sparked other activities, such as two murals on the sides of buildings near the trail and weekly walking clubs. The Morgana Gardens is a community garden near both the Mound School and

St. Stanislaus. The garden plots are highly sought after as they come with fencing and water for only \$10 per growing season.

**Proposed** - Morgana East is a proposed housing development adjacent to the Metro Health center with around one hundred units of mixed single-family and townhome-style houses. The land is cleared, but the current housing market has made progress difficult. The Fleet Avenue Improvement Project would include a comprehensive resurfacing and reworking of lanes to convert the corridor into a "complete street" that includes bike lanes, tree buffers, and street parking. This project has been included in the City's 2013 Capital Budget. The Morgana Run trail will continue to be connected to as many adjacent communities and community amenities as practical, especially the Towpath trail, should it continue to progress as planned.



### COMPARATIVE ADVANTAGE

With the growth of its anchor institutions, schools, outdoor activities, and some fine-tuning with NSP2 funding, Slavic Village could be an even better area to raise a family.

### TARGET AREA PLAN & IMPLEMENTATION

**Celebrate Gateways** - Create nodes along Fleet Avenue at East 55th, 65th, and 71st Streets and Broadway Avenue using improved paving and wayfinding/branding signage. A nodal strategy for community-supportive retail should be targeted for Fleet Avenue between East 55th and 57th Streets and at 65th where a node of activity currently exists. Such a strategy would allow commercial activity to be specifically concentrated along the corridor and drives the need to renovate the facades of the structures between to enhance the aesthetic of Fleet as a niche, mixed-use street that is welcoming to new *residents*. Beyond the addition of bike lanes and street trees, the streetscape reconstruction will slow traffic and make the corridor more business and pedestrian friendly.

**Implementation:** The community should do whatever it can to implement passive stormwater management techniques along the length of the corridor as well, such as permeable paving sections in the sidewalks and bio-retention areas around street trees and plantings. Aside from dealing more responsibly and proactively with stormwater, implementation funding may be available through the Northeast Ohio Sewer District.

**Create a Skate Park Park Space** – The corner of Broadway and Union, as a prominent and visible intersection, is critical to the branding and promotion of Slavic Village. With Third Federal’s headquarters and the new football field as a backdrop, only the Morgana Run Trail currently utilizes the key site. As such, it is a great opportunity to create an activity node along the trail and a positive impression on visitors.

**Implementation:** The CDC has engaged a design consultant simultaneously working on a skate park for a City Park. Implementation funding will necessarily come from private and philanthropic sources, in addition to any funding available through Re-Imagining Cleveland and NPI Strategic Investment Initiative grant money.

**Enhance Bike/Walk Routes** - Create a safe biking and walking route between Cleveland Central Catholic, Mound Elementary, the Boys and Girls Club, and play fields using the “paper street” that runs between Ackley and 65th. This can be similar in nature to the Morgana Run Trail, clearly marked for children to understand their way and protect them from traffic as they walk to/from school and other activities. This route will create a way for students to get between the institutions without having to cross Broadway Avenue or ride alongside traffic for long stretches of time. Exploit stormwater options.

**Implementation:** Re-Imaging Cleveland funds could be utilized to create the paper street bike trail and rework the corner of Broadway into a great pausing place along the Morgana Run Trail. Some work on surrounding lots may be accomplished through community sweat equity days for cleanup and planting improvements.

**Rework the Road Network** – Reconfigure the roadway network around St. Stanislaus and Cleveland Central Catholic to more proactively meet the needs of the nearly one-thousand students that are in the vicinity of those two institutions each day. A one-way configuration should be implemented to make drop-offs easier, increase available street parking, and heighten student safety. The plan shows a portion of Baxter being transformed into a plaza that better integrates the campus and creates a more logical circulation approach.

**Implementation:** To complete the formal transformation of the roadway network will take a large amount of

resources to complete the necessary construction and capital improvement. This would ideally feature well-constructed roadways and the removal of unused portions of the existing network in favor of either connective landscaping or a public plaza that restricts automobiles. On an informal basis, Slavic Village can accomplish the same operability with just a few thousand dollars worth of road paint, street barricades (cones or otherwise), and public information efforts.

**Razing Residential** – The trade-off in communities with rich history is usually the age of the housing stock. Such is the case in Slavic Village, where homes average about a century old and those that have been less cared for or vandalized are prohibitively costly to rehabilitate. These should be razed as soon as possible to maintain the aesthetic and social morale of the neighborhood from eroding. Consider public art as land holding strategy.

**Implementation:** Many homes in this area are in need of repair. Vacant homes that are in need of health or safety repairs to go back on the market can utilize NSP2 rehab funding. Formerly residential buildings along Fleet Avenue that were haphazardly converted to storefronts that now lay vacant can also utilize NSP2 funds to convert them back into residential structures. This would eliminate many of the forlorn storefronts that line the corridor whose transformation should be publicly celebrated. Occupied residential structures that are in either of the former situations or just generally need repairs can qualify for funding from one of several City of Cleveland grant programs, such as HELP, CASH, or the Paint Reimbursement program.

Utilize NSP2 demolition funding to clear out blighted homes (some of which have been waiting for city demolition or condemnation inspection) to bring up the appearance of the neighborhood and marginally reduce the housing supply.

GLENVILLE  
LEE MILES  
MT PLEASANT  
OLD BROOKLYN  
SLAVIC VILLAGE  
ST. CLAIR SUPERIOR  
TREMONT CLARK  
WESTOWN



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

**Enhance Park and Open Space** – Transform large, vacant parcels into small neighborhood parks and gardens where residents and resident groups can be found to champion their operation and upkeep. Side yard expansion is an effective use of smaller vacant parcels in neighborhood with less demand, but committed existing residents. This is a permanent solution, though, that will hamper the ability to develop should the market improve, so only isolated scattered parcels should be used for this option. The residential parcels in this area are typically limited to a house and garage, without much space for a yard, so many residents - if able to pay the increased taxes - would probably enjoy having additional yard space. Adjacent vacant lots can be turned into small park spaces, or landscaped near the street as a way to create a sense of ownership and completeness on the lots without forgoing the opportunity to redevelop them in the future.

The current Morganic Garden area is a great community garden, but the demand for plots exceeds supply, so adding another garden to the area could utilize some of the vacant parcels. A section of contiguous vacant parcels exists on Sebert at East 67th Street that could serve a different area of resident than Morganic and can be connected to a cut-through park to the St. Stanislaus/CCC campus area for students to learn about plants.

**Implementation:** Utilize NSP2 funding to facilitate parcel transactions and minor upgrades of side yard expansions and vacant land reuse projects. Re-Imagining Cleveland and SII funding should be pooled to make additional improvements to reuse projects. Seedlings may also be available through the Ohio State University Extension Office's "Summer Sprouts" program. Some vacant corner lots or multiple lots could utilize grassroots community work to upgrade the street frontage with planting or trees, but in a way that could accommodate future development.

**Increase Walkability** – Slavic Village contains some of the largest blocks in the entire city. This reality discourages pedestrian circulation and prevents the area from being as walkable as it could be. The community should utilize vacant lots near the mid-block where

available to create pedestrian connectors. These pass-throughs could range greatly in implementation cost, from sparsely landscaped pathways, to a luxuriously landscaped reflection space.



PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTHBALL	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
132-01-106	N	Y	P					5	
132-01-109	N	Y	G					5	
132-04-016	Y	Y	G	1					
132-06-006	N	Y	G					5	
132-06-023	N	Y	G				4		
132-06-036	N	Y	F					5	
132-06-047	Y	Y	P			3			
132-06-048	N	Y	S				4		
132-06-049	N	Y	S				4		
132-06-051	N	Y	G					5	
132-06-052	N	Y	G					5	
132-06-061	Y	Y	P	1					
132-06-063	Y	Y	P	1					
132-06-064	N	Y	S				4		
132-06-065	N	Y	S				4		
132-06-066	N	Y	S				4		
132-06-068	N	Y	S					5	
132-06-088	Y	Y	P			3			0
132-06-097	Y	Y	F		2				
132-06-105	N	Y	G				4		0
132-06-106	N	Y	G				4		0
132-06-107	N	Y	G				4		0
132-06-108	N	Y	G				4		0
132-06-109	N	Y	G				4		0
132-06-110	N	Y	G				4		0
132-06-116	Y	Y	P			3			
132-07-036	Y*	Y	F					5	
132-07-042	Y	Y	F	1					
132-07-064	N	Y	F					5	
132-07-078	Y*	Y	P					5	
132-08-019	Y*	Y	F				4		
132-08-020	N	Y	G				4		
132-08-021	Y	Y	P			3			
132-08-084	Y	Y	F	1					
132-08-111	Y	Y	F			3			
132-08-122	N	Y	G					5	
132-08-141	N	Y	G					5	
132-08-169	N	Y	G				4		
132-08-170	Y*	Y	P				4		
132-12-018	Y	?	G	1					
132-14-003	Y	Y	G	1					
132-14-005	Y	Y	G	1					
132-14-017	Y	?	G	1					
132-14-019	Y	N?	G			3			0
132-15-001	Y	?	G			3			0
132-15-002	Y	Y	G			3			0
132-15-003	Y	Y	F	1					
132-15-005	Y	Y	G	1					

**Implementation:** These parks would entail paving, landscaping, and fencing under NSP2 vacant land reuse, with lighting, seating, and other elements as additional features that could be donated or fundraised for at a later date if needed. Secure design strategies and effective maintenance arrangements are critical here.

**UNRESOLVED ISSUES**

Ben Stefanski, a long-time resident of the Slavic Village area, has been acquiring properties in the target area for nearly a decade with the intent of creating a mall or plaza-like space between St. Stanislaus and Fleet Avenue, fronted along East 65th and 67th Streets by new housing. With control of approximately eighteen parcels thus far, Stefanski plans to complete a master plan with a community engagement component. While the CDC has been supportive of all residents' improvement initiatives, the Stefanski properties have been the subject of several code violations and maintenance issues that have begun to depress the community further. Also, the protracted timeline has irritated many existing residents and forced others to avoid investing in the community because of the lack of clarity. Still others that would appear to be part of the land acquisition strategy have resolved that they will never leave their property, making the final vision all but unattainable. This is a critical dynamics that needs to be followed as it will continue to have a destabilizing effect on the community until a final plan is realized or abandoned altogether.

GLENVILLE

LEE MALES

MT. PLEASANT

OLD BROOKVIEW

SLAVIC VILLAGE

ST. CLAIR SUPERIOR

TREMONT CLARK

WESTOWN





**St. Clair - Superior**

OVERVIEW

**DESIGNATED TARGET AREA**

(18) St. Clair - Superior

**HOST ORGANIZATION**

St. Clair Superior Development Corporation (SCSDC)

**LEADERSHIP TEAM**

Austin Kotting, TAP Liaison  
Wayne Mortensen, TAP Manager  
Cory Riordan, SCSDC Executive Director  
Kim Scott, City Planner

**ENGAGED STAKEHOLDERS**

Alenka Banko, Business Owner  
Charlie Blubaugh, Resident  
Michael Byun, Non-profit Director  
TJ Dow, Councilman (Ward 7)  
Jamar Doyle, SCSDC Project Manager  
Alex Duong, Business Owner  
Ursula Hite, Resident  
Harriet Gould, Resident  
Jeff Johnson, Councilman (Ward 8)

**ABSTRACT**

The plan for St. Clair – Superior can be broken down into several discrete and interrelated initiatives, including a street connection and beautification program, expanded housing options, and the re-appropriation of currently vacant land for public space.

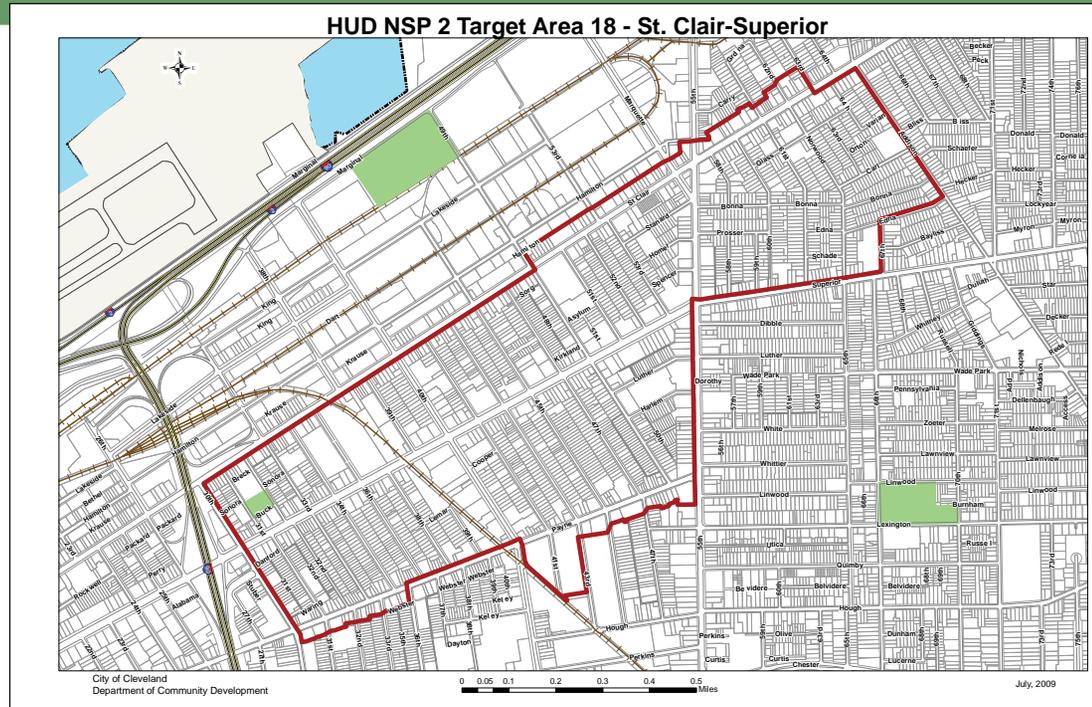
**STAKEHOLDER FEEDBACK**

Speaking with the community stakeholders in the St. Clair – Superior target area has shed light upon a largely healthy and growing community, founded on (and sustained by) waves of immigration from all over the world. As is the case in many immigrant communities, there are issues that need to be dealt with to ensure that current and future growth benefits the larger community. Among these issues include parking, housing choice,

SITE ANALYSIS

TARGET AREA PLAN

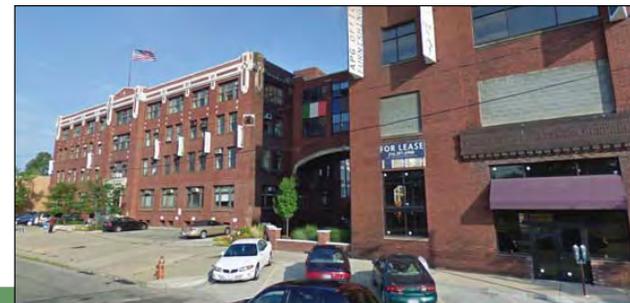
IMPLEMENTATION



aesthetics and neighborhood branding, social divisions along ethnic, racial, and linguistic lines, and public space.

The St. Clair – Superior Community Development Organization has identified East 36th and 38th Streets between Superior and Payne Avenues as priorities for investment. Projects such as Tyler Village and Asian Town Center on Superior are to be connected with other areas of retail investment along Payne Avenue by increasing the perception of personal safety and “curb appeal” on 36th and 38th Streets.

Other priorities for the SCSDC include attracting even more artists to the area. There are already more artists and craftspeople living and working in the neighborhood than anywhere else in



Cleveland (density), but according to the CDC there could be many times more if the profile of the neighborhood was elevated and housing variety improved.

Like most immigrant communities, SCS's Asian community exhibits high levels of self-sufficiency, but also a tendency to avoid contact with the Anglophone establishment. The Asian businesses in the area have historically focused their promotional efforts within their own ethno-linguistic community. The result of this is that, with a few exceptions [mainly restaurants

such as Siam Cafe and Bo Loong], most of the general population of Greater Cleveland is unaware of the amount of commerce that happens in this area. This situation is beginning to shift, though, as the growing success of the Cleveland Asian Festival demonstrates. This event, in particular, indicates that the Asian community is looking to bolster its reciprocal arrangements with other demographics and community groups. Although programming and events are the primary driver for this accelerated integration, thoughtful planning could bolster the long-term success of the community if it takes these events and the unique social dynamics of the community in mind.

Planning for automobile use will be a challenge in this area. According to several stakeholders (and corroborated by personal experience) the area is almost exclusively traversed by car. Because of a combination of factors – including a perception of an unsafe environment and an uninviting streetscape – it is not uncommon for someone to drive a distance as short as three blocks. The SCSDC has proposed a streetscape plan to introduce a more pedestrian-friendly environment along Superior Avenue (from the overpass to 55th Street), but there will still be much more to do

to in order to integrate cars, bicycles and pedestrians (especially on a street as wide as Superior, with several active businesses that require regular vehicle access). Even though the area appears to be over-parked at first glance, there are still conflicts regarding parking spaces between residents and business owners. Owners want to ensure that only their customers park in their lots and residents would rather business patrons not take up residential street parking.

Another issue identified by several stakeholders was the perception of the area as being more unsafe than it actually is. This issue is present among all demographics and a survey of area residents and business owners showed that residents consider the area to be more 'safe' than 'unsafe' by a ratio of two to one, while business owners (whose numbers split almost exactly in half between living in the area and living elsewhere) perceived the area as more 'unsafe' by the same 2 to 1 ratio.

Housing choice is another large issue. As addressed previously, the community has expressed a desire for additional residential typologies that accommodate more lifestyle choices, including communal or cooperative housing. A specific constituent group with unmet needs is artists and craftspeople. Despite the high number of vacant former industrial buildings in the area which appear ripe for renovation and inhabitation, there is significant unmet demand for live/work studio space in the area. This demand has come from both locals and from people outside the region who are considering relocating to Cleveland, based on the strength of the City's various art scenes.



OVERVIEW

**FIELD SURVEY**

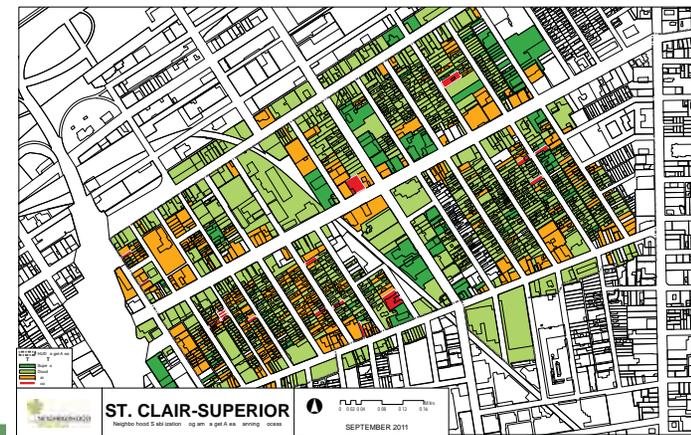
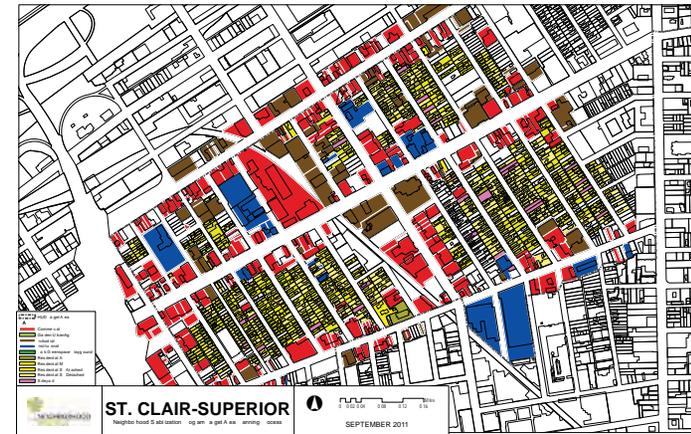
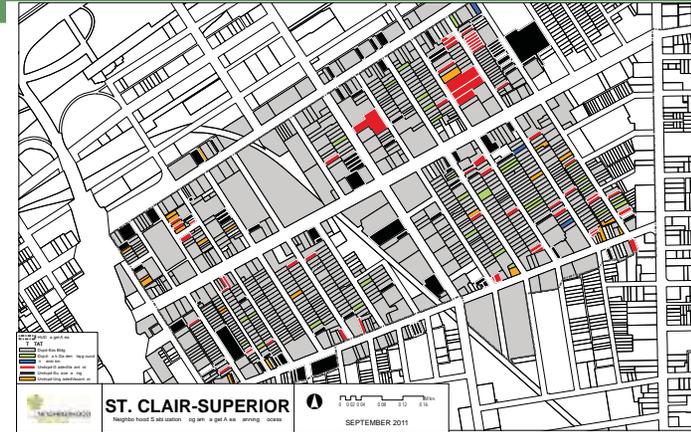
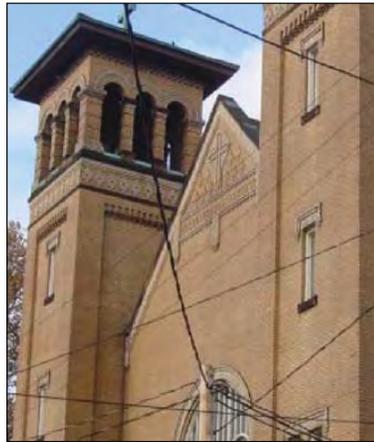
An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

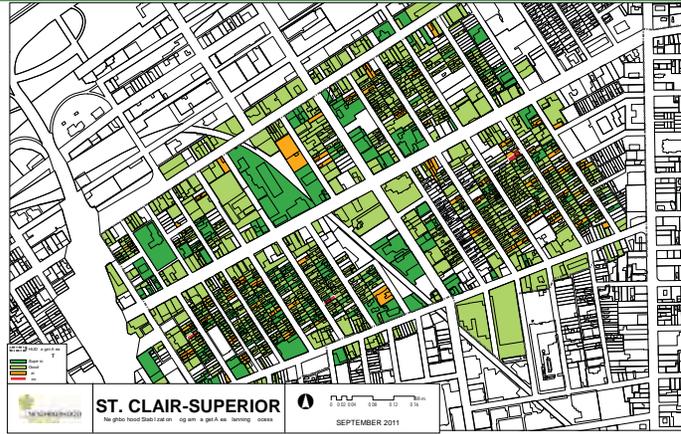
Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.

SITE ANALYSIS

TARGET AREA PLAN

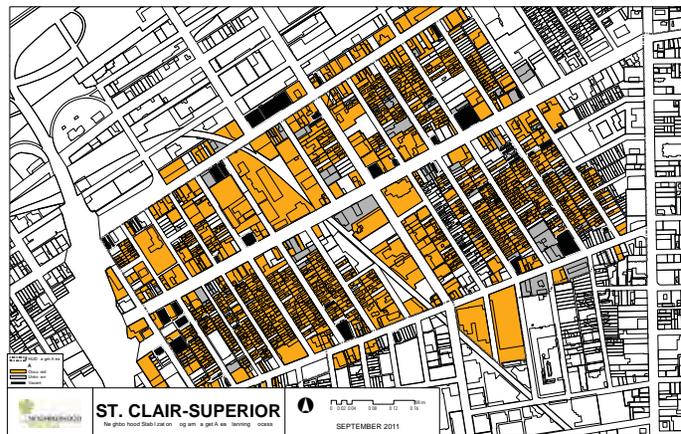
IMPLEMENTATION





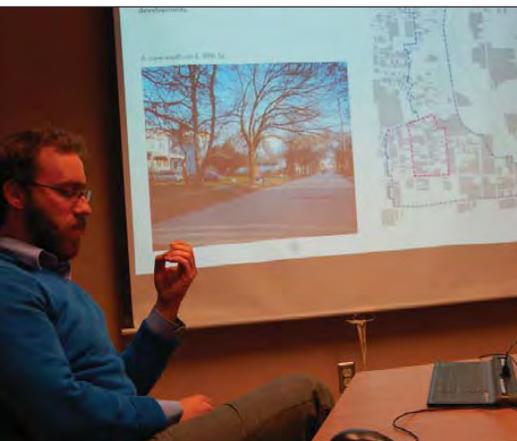
**LAND USE** (middle left)

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.



**LOT CONDITION** (bottom left)

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.



**LOT STATUS** (top left)

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).

**BUILDING CONDITION** (top right)

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.

**BUILDING OCCUPANCY** (middle right)

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.

OVERVIEW

**SITE ANALYSIS**

St. Clair – Superior’s stable residential areas, developing commercial sector, active light & heavy manufacturing, and status as a place for the production of art make it a prime candidate for revitalization and improvement efforts. One project currently on the table is a streetscape renovation and rebranding effort being led by SCSDC. The project is set to be implemented along Superior Avenue, between East 30th and 40th Streets, as well as East 36th Street, between St. Clair and Superior. The aim of this intervention is to create a more pedestrian and cyclist-friendly environment as well as improved wayfinding and community branding. This project is meant to externalize and express the culture and heritage of the area’s large Asian immigrant population via graphic design and public art, while further establishing the area as an entertainment destination.

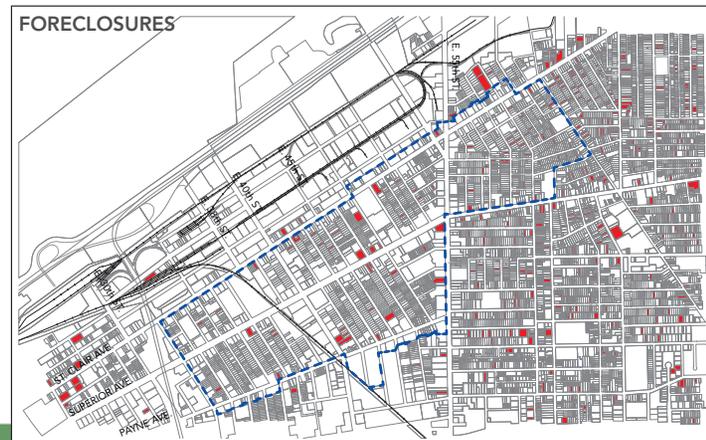
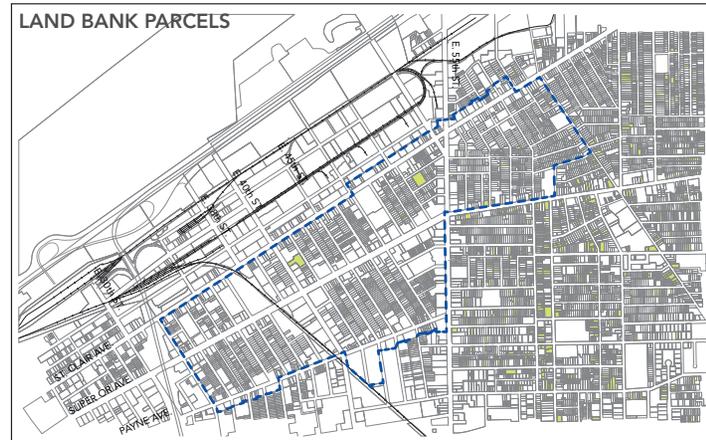
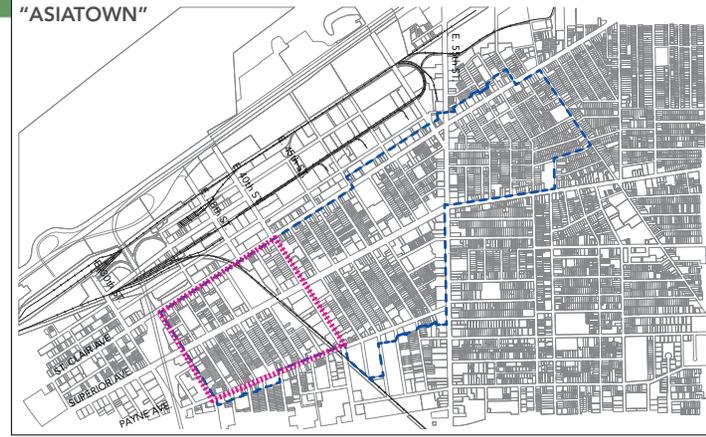
The creation of “Asia Town” as a known entity within the area is already underway. As individual restaurants such as Bo Loong and Siam Cafe grow in popularity, people from outside the immediate area are coming to identify the area by its high Vietnamese, Chinese, and Korean populations. Through the Asia Town Transportation and Streetscape Plan, the SCSDC is seeking to strengthen this nascent neighborhood’s identity and “brand”.

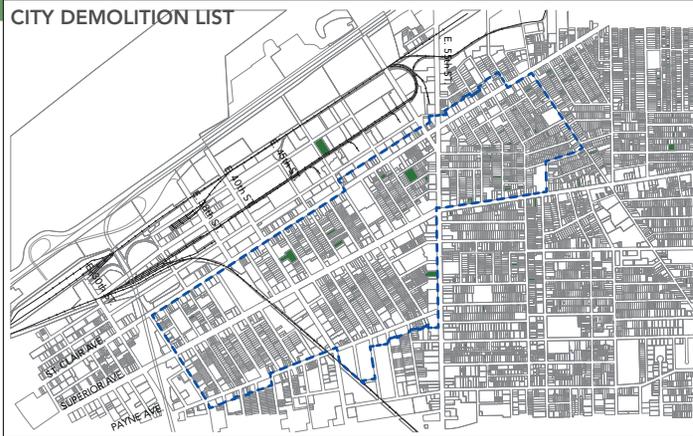
In addition to the study area’s potential to develop into a strong commercial and entertainment destination, it is also home to a wide variety of materially-productive activities. Many artists have taken up live-work-residences in repurposed warehouses in and around the area. Other industrial buildings are still being used for their original purposes, with both heavy and light industry existing in relatively close proximity to each other and to residential and commercial uses. The area’s proximity to railroads, abundant and cheap space, and relatively stable social fabric have historically made it a center of production and this has largely not changed. Artistic, artisanal and

SITE ANALYSIS

TARGET AREA PLAN

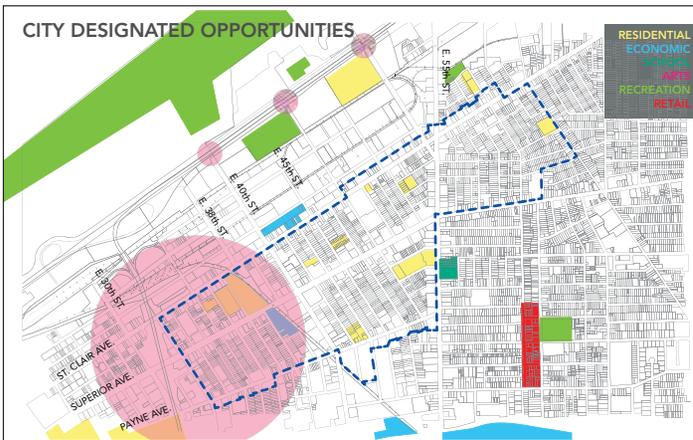
IMPLEMENTATION





industrial production all stand to remain strong in this area for the foreseeable future.

The SCSDC seeks to capitalize on [and augment] the character of the neighborhood by developing new infill housing prototypes to be placed on vacant residential lots. These units would be freestanding single-family homes with associated studio spaces, suitable for use as home offices, art studios, workshops, or other things. Architects have been engaged to prepare preliminary schematics for these.



In addition to the reinforcement of the East-West Superior Avenue axis as described in the Asia Town master plan, SCSDC also places a priority on connecting Superior to additional areas of investment on Payne Avenue. 36th and 38th Streets are targeted for improvement with an eye to establishing them as preferred routes of North-South connectivity between entertainment and commercial destinations on Superior and Payne. How this is manifested as an implementable strategy may become part of this project.

38th and 49th Streets are the closest the area comes to having waterfront access (although Interstate 90 cuts them off from the actual shore) as both reach areas with broad views of Lake Erie and connect to Marginal Road. Constructing new parks is out of the scope of this project, but it is worth keeping in mind that these are the two easiest means of access to Marginal and I-90.



### COMPARATIVE ADVANTAGE

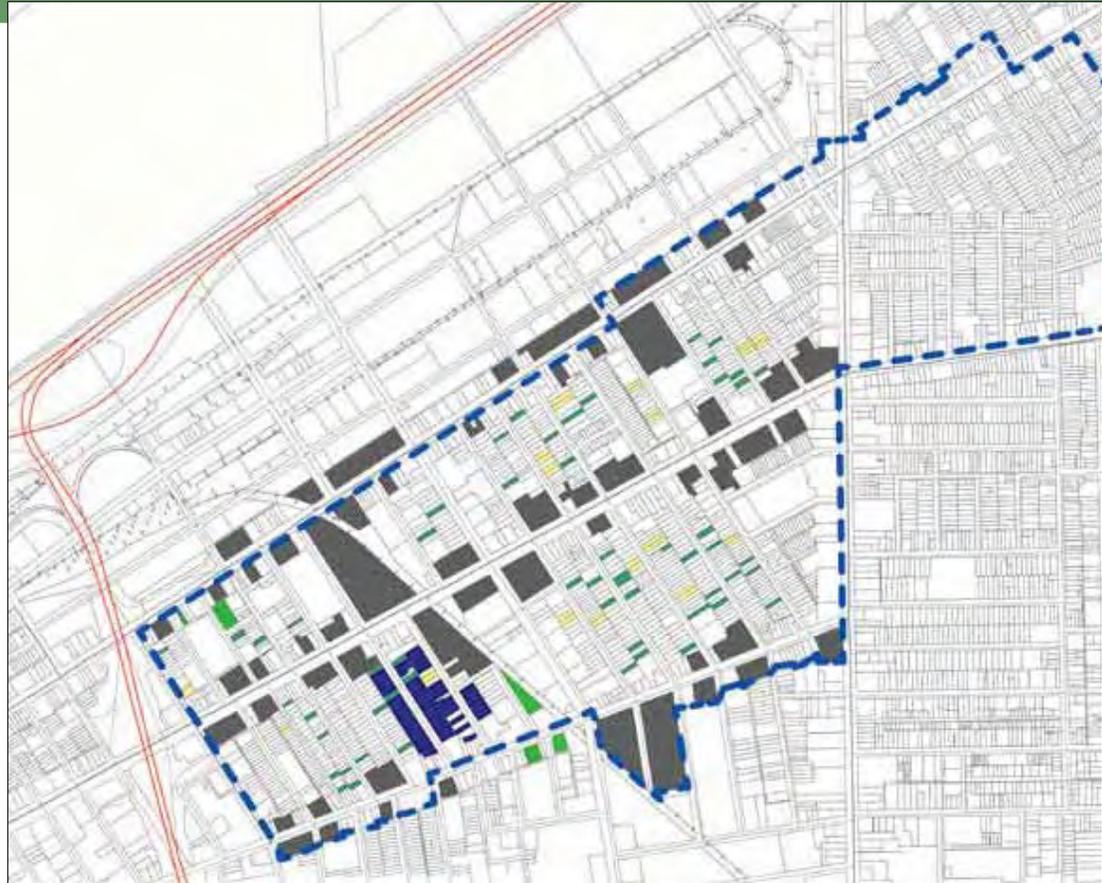
Just West of Downtown, St. Clair - Superior is one of the last communities in Cleveland where things are still "made"; expressed most frequently through its robust artist community. This dynamics is matched only by its robust Asian population and, together, these advantages conspire to create one of the most lively and diverse neighborhoods in greater Cleveland.

### TARGET AREA PLAN

The SCSDC has identified East 36th and 38th Streets as primary avenues of connection between existing areas of investment on Superior and Payne Avenues. As such, aesthetic improvements should be made to homes along this street. As has been done in other parts of the neighborhood, chain-link fences can be painted black to reduce their visual impact. Signature street lighting on 36th and 38th can further reinforce a cohesive identity as well as improving safety.

The neighborhood's housing stock is, generally, in good condition. What is needed is adaptation of selected homes in the area in order to formally embrace a communal living model embraced by residents. When two adjacent properties are unoccupied, NSP2 rehabilitation money could be expended to adapt both of the houses into a new, multi-family, communal housing type. Continuing the agenda of providing genuine housing choice to residents in search of a larger communal option, single vacant properties could be acquired by neighbors via the NSP2 side yard expansion program. Marked in green are all of the isolated residential vacancies in the area, and thus all the potential candidates for such an initiative.

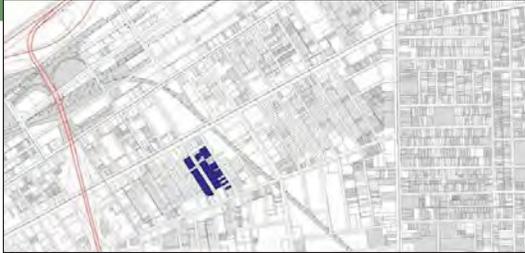
NSP2's Vacant Land Reuse provision can be used in collaboration with existing centers of activity. The Sterling Recreation Center is across the street from several contiguous vacant lots which could be combined to provide a public space that complements



the functions of the Center. Recognizing that baseball is growing rapidly in popularity among Asian-Americans, investment in the Sterling baseball facilities would be a logical follow-up as well.

One of the neighborhood's most exciting businesses, Asia Town Center, plans to improve their surrounding landscape and would greatly benefit from the reuse of the triangular parcel between the railroad and East 38th Street as a small park. This would be equally beneficial to the senior living tower at 38th and Payne. Across Payne lies additional space that could also be repurposed.

Traffic calming measures would be necessary to make such a park accessible to the residents of the center. Any calming that is accomplished would directly benefit businesses along Payne Avenue. All of these public spaces could be a major benefit to the Cleveland Asian Festival if programmed flexibly enough to provide festival and temporary parking space as well as the opportunity for people to meet across ethnic and socioeconomic boundaries.



GLENVILLE

LEE MILES

MT PLEASANT

OLD BROOKLYN

SLAVIC VILLAGE

ST CLAR  
SUPERIOR

TREMONT  
CLARK

WESTOWN

TARGET AREA PLANS – NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**IMPLEMENTATION**

The plan for St. Clair – Superior can be broken down into several discrete and interrelated initiatives. The first is the 36th and 38th Street connection and beautification program. Although these homes are, generally, in acceptable condition, the chain-link fences found throughout the area are generally thought to be an eyesore. The SCSDC’s budget for streetscape improvements can be used to provide matching funds or simple grants to paint the fences a darker color (dark green or black), so as to reduce their visual impact. The other, and more significant aspect, of this initiative is to commission a signature street lighting fixture for the pair of streets. Although the neighborhood is fairly safe, better lighting would have a significant impact on both actual and perceived safety; each is critically important to the functioning of a community. Similar to other programs deployed in Cleveland and elsewhere, the light fixture would be the property of Cleveland Public Power and responsibility for its maintenance would fall with the homeowner. It is imperative that the lighting be at a scale and arrangement that encourages people to walk on the streets (no sidewalks) and feel comfortable exploring the area on foot.

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

The next initiative is an appropriation of currently vacant land for public space. Three places of civic importance have been selected: the Sterling Recreation Center, Asia Town Center, and Asian Evergreen senior housing facility. Each of these is a focus of civic life for a segment of the population, and each stands to benefit from an improvement and expansion of its associated public space. Across 32nd Street from the Sterling Rec Center are a row of vacant lots that could become a park with a less structured program to contrast with the fenced off and heavily programmed play areas at the Rec Center. A triangular piece of land against the railroad tracks off 38th Street between Payne and Superior provides an opportunity for a small, largely non-programmed park to

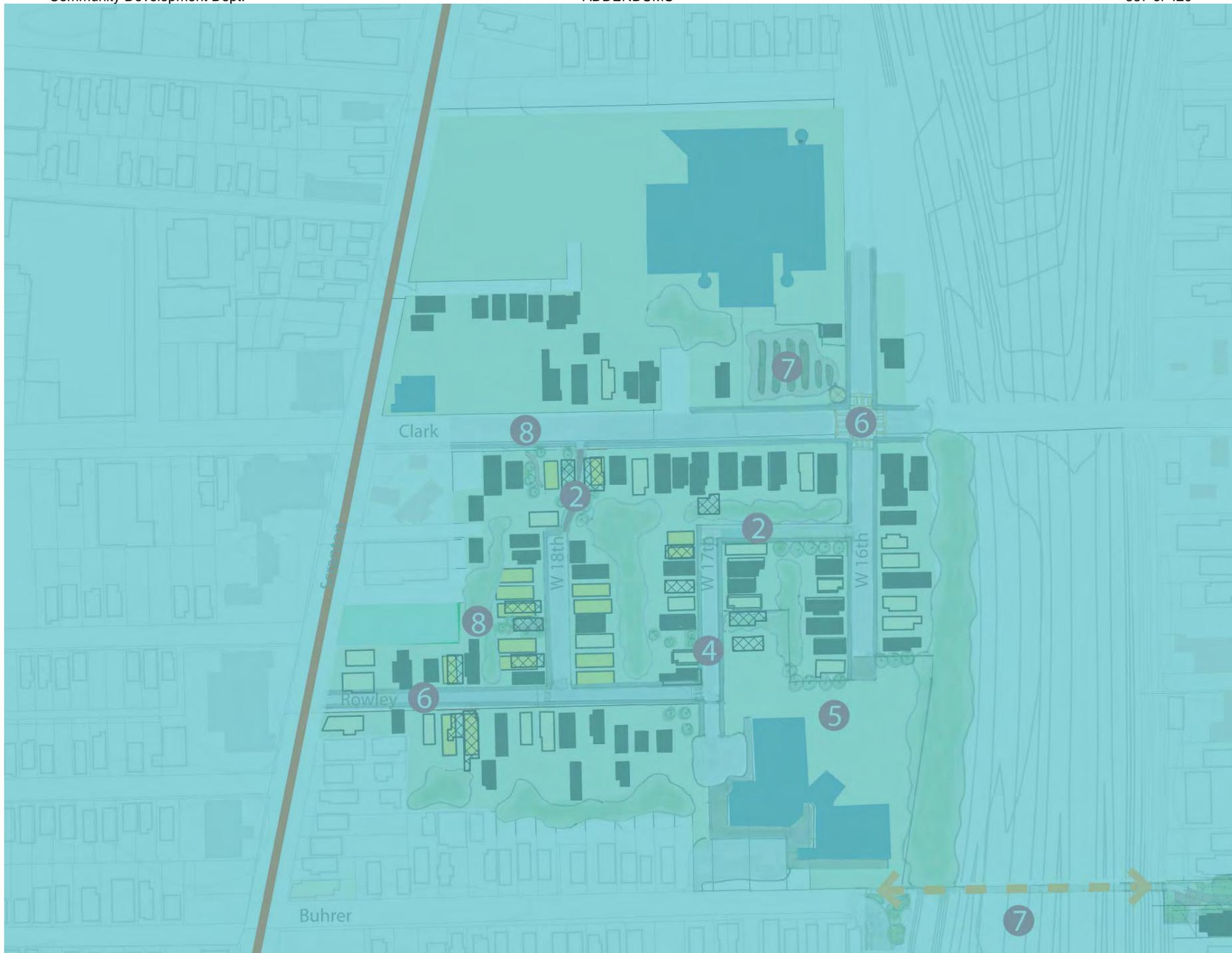
PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTHBALL	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
102-28-120	Y	Y	G					5	0
102-28-091	Y	Y	P					5	0
102-28-106	Y	Y	G					5	0
102-28-036	Y	Y	G					5	0
102-29-159	Y	Y	P					5	0
104-26-074	Y	Y	F					5	0
104-24-045	Y	Y	G	1					0
104-24-043	Y	Y	F	1					0
102-18-063	N	N	F				4		
102-18-064	N	N	F				4		
102-18-065	N	N	F				4		
102-18-066	N	N	F				4		
102-18-067	N	N	F				4		
102-18-068	N	N	F				4		
102-30-053	N	N	P				4		
102-39-013	N	N	G				4		
102-39-008	N	N	G				4		
102-39-009	N	N	G				4		
102-39-010	N	N	G				4		

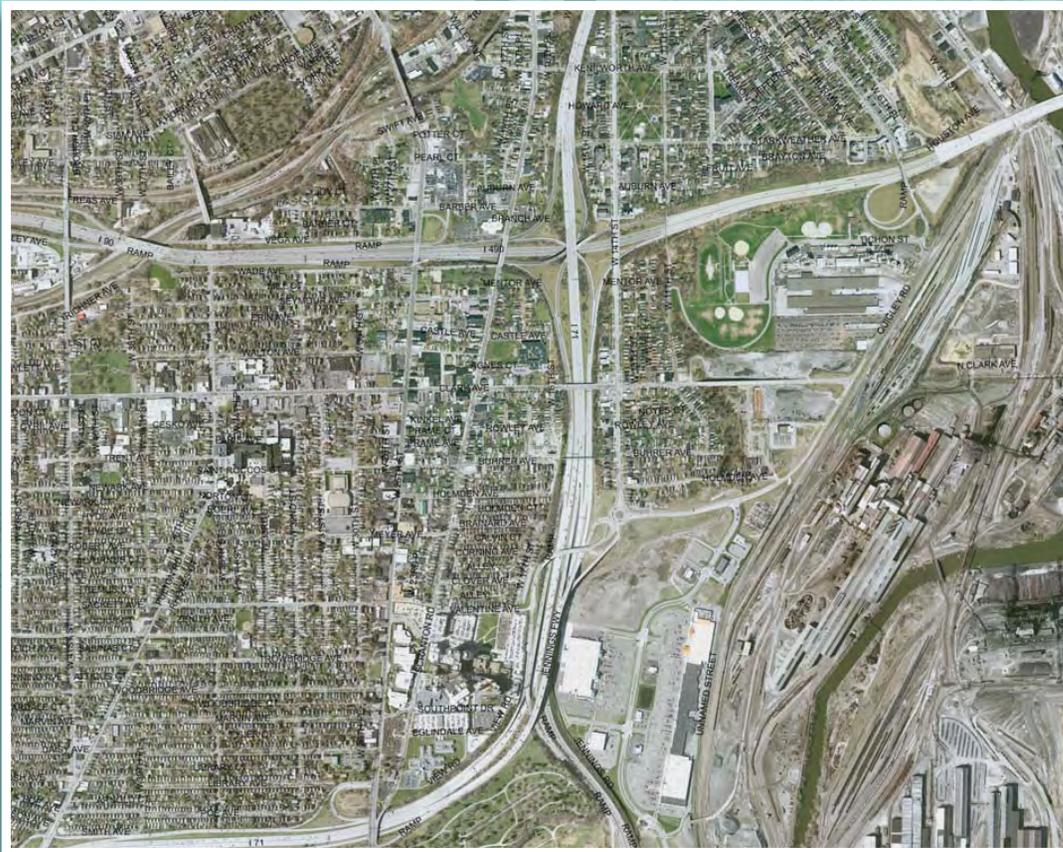
be shared between Asian Town Center, the Senior Living Center, and other residents of the area. On the other side of Payne from the senior housing facility are additional pockets of land that could be adapted for a park use. All of these parcels can be acquired using the NSP2 provision for vacant land reuse. Consistency in branding and landscape design can establish these three regions and contribute to a cohesive neighborhood identity.

A tertiary (and continuing) initiative is an expansion of housing options in the area that accommodate a wider array of lifestyles. Although there are comparatively few vacant houses in the area, the ones that do exist provide an opportunity to meet an unmet need of collective or cooperative housing. The modestly-sized homes in the area do not accommodate larger families or multi-family living arrangements, which leads many families to relocate to the suburbs.









## Tremont / Clark

BASEBALL DIAMONDS  
EL. 600

BASKETBALL  
COURTS

EL. 615

EL. 625

Buhrer

6

3

2

1

OVERVIEW

**DESIGNATED TARGET AREA**

(19) Tremont/Clark

**HOST ORGANIZATION**

Tremont West Development Corporation (TWDC)

**LEADERSHIP TEAM**

Katherine Keller, TAP Liaison  
Wayne Mortensen, TAP Manager  
Kristen Trolio, TWDC Staff Liaison  
George Cantor, City Planner

SITE ANALYSIS

**ENGAGED STAKEHOLDERS**

Sammy Catania, TWDC Development Director  
Joe Cimperman, Councilman (Ward 3)  
Brian Cummins, Councilman (Ward 14)  
Alex Finnarn, TWDC Vista Intern  
Chris Garland, TWDC Director  
Matt Grose, Resident  
Katie Hough, TWDC Ward 3 Coordinator  
Nick Koesters, Resident  
Sue Krosel, Resident  
Becca Riker, Resident  
Henry Senyak, Resident  
Sandy Smith, Resident

TARGET AREA PLAN

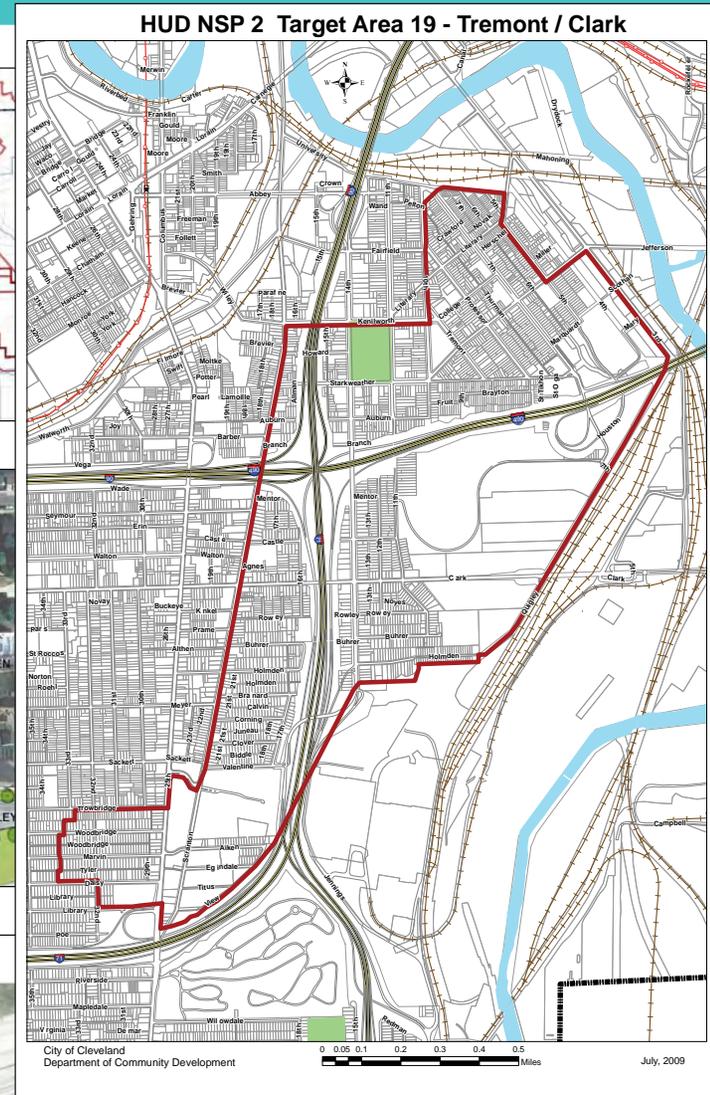
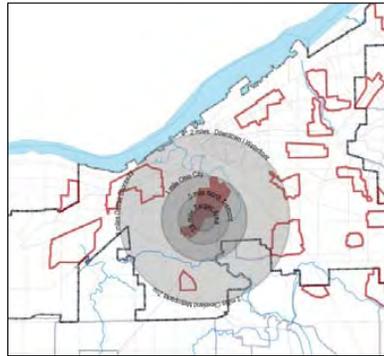
**ABSTRACT**

The goal of this Target Area Plan is to rebuild challenged portions of the community's housing stock that are in close proximity to schools and recreational amenities to further promote family-oriented housing options with a high standard of living.

IMPLEMENTATION

**STAKEHOLDER FEEDBACK**

To formulate a basic understanding of the community, an informal discussion with TWDC staff and community stakeholders was held to focus attention on presumed target areas within the neighborhood. Discussion ranged from general observations of the neighborhood





to presumed assets that could be leveraged and areas of the community that are suffering and/or declining.

### AREAS OF IMPORTANCE

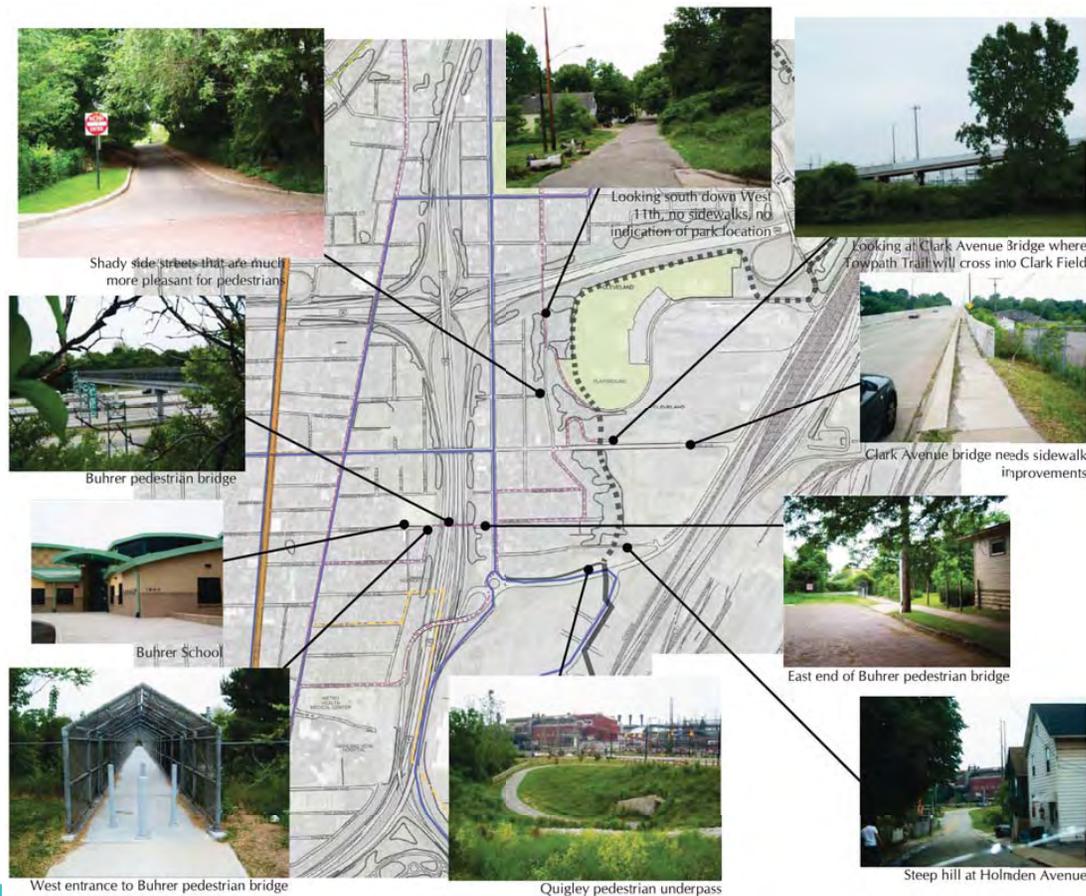
1. Holmden Avenue – Several homes along the corridor are experiencing significant blight, some of which are adjacent to parcels being developed by the Cleveland Housing Network as green homes. Lack of attention to these dynamics creates cause for concern regarding the property value of the new homes. Additionally, parcels with abandoned homes could, potentially be added to the development, resulting in additional homes.

2. Ohio and Erie Canal Towpath Trail – Several poor and vacant parcels are being considered for inclusion in the to-be-constructed greenway, which is awaiting funds for implementation.

3. Buhrer School Campus – A new school has been recently constructed, but is threatened by an immediate context suffering from disinvestment, vacancy, and limited green space. Several parcels (including seven continuous) could be considered for demolition and redevelopment. The area could be reconstructed to provide mixed-income housing and green space adjacent to the school in order to stabilize the area and prevent additional disinvestment.

4. Clover Vacant Parcel – Land needs to be cleared (already approved) in order to accommodate a proposed 4-unit development by Joss Development.

5. Tremont Valley Homes – New development (townhomes/multifamily) is underway, but additional funding is necessary to complete the full scope of this project (currently only a few homes constructed of the total planned).



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**SITE ANALYSIS**

**ASSETS & TRANSIT** - The TAP area is located in South Tremont, divided from North Tremont by Interstate 490 and split vertically by Interstate 71. To the West of I-71 and bordering the Clark/Fulton Neighborhood (West of 25th Street), are several institutional assets, including Buhrer Elementary and Luis Muñoz Marin School. The schools are connected to the Eastern side of I-71 via the Clark Avenue bridge, which can be characterized by heavy traffic and a lack of bike lanes, sidewalks, and fencing, and a pedestrian bridge at the end of Buhrer Avenue.

SITE ANALYSIS

Along Scranton Road (the major North-South boundary) are several religious facilities and the Carnegie South Branch of the Cleveland Public Library. The intersection of Clark Avenue and West 14th Street has three gas stations and minor convenience retail. Continuing down Clark and over the viaduct to Quigley Road is an industrial strip that is burdened with heavy truck traffic and a humble entrance to Clark Field—Tremont’s preeminent recreational space. A series of renovations has been proposed for the Clark Field that corresponds to the Ohio Erie Canal Towpath Trail, which will run along the base of the hill near Steelyard Commons (Cleveland’s newest major retail development) to the Flats near Downtown, and then onto Lake Erie.

TARGET AREA PLAN

Clark Avenue, West 14th Street, West 25th Street, and Scranton Avenue all host principle bus routes and serve as major automobile connectors. Additionally, a footbridge connects the divided South Tremont neighborhood over Interstate 490 at West 11th Street (just past the current neighborhood entrance to Clark Field).

IMPLEMENTATION

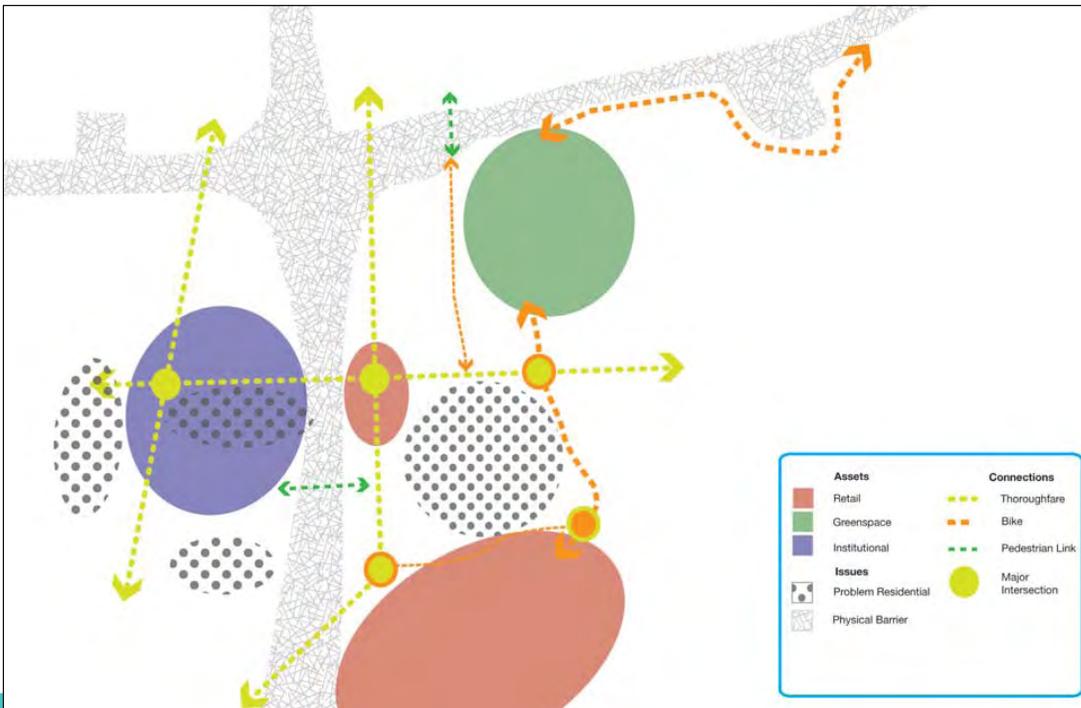
**NECESSARY IMPROVEMENTS** - Paths for bicycle and pedestrian circulation are sorely lacking in the neighborhood. This deficiency will be, necessarily,



comprehensively addressed when the Towpath Trail is fully implemented. The footbridge and pedestrian paths need enhanced lighting and significant renovation, particularly at Buhrer Avenue where the bridge is consistently used by children. Also in conjunction with the Towpath Trail is the possibility to improve the base of the hillside along the former industrial strip to create a “greenway”; possibly with demonstrable green infrastructure, stormwater retention and passive filtration strategies.

Generally, this part of the Tremont community suffers





from a lack of a discernible community identity and is frequently disassociated from the revitalization that has taken place in the Tremont/Clark NSP2 area. Compounding this dynamic is the noticeable absence of the branding techniques and landscaping attention more present in North Tremont. Basic neighborhood improvements and the continuation of volunteer clean-up days could dramatically improve neighborhood character and promote community pride.

**HOUSING** - A few common elements are consistent within areas where the housing market has suffered from the destabilizing effects of foreclosure, vacancy, and abandonment. On either side of Interstate 71 access—both physical and visual—is lacking. On the West side of I-71 dead end residential courts discourage foot traffic and threaten perceptions of personal safety. This is particularly concerning in an area immediately adjacent to an elementary school that is a designation school law enforcement zone. On the East side of the neighborhood, the change in topography and the extent of visual disrepair and vacancy have damaged the psyche of the neighborhood and threaten its long-term viability if not immediately addressed. Both sides of the community are experiencing myriad housing challenges that will require demolition, rehabilitation, or new construction in order to stem the tide of disinvestment and apathy. New housing development by the Cleveland Housing Network (CHN) along Buhrer Avenue could serve as a benchmark for the resident income level, home size, and financing types desirable for this neighborhood. The parcels at the base of Holmden Hill are not currently thought to be eligible for Neighborhood Stabilization Program resources as they have been earmarked for negotiations by the advisory committee of the Ohio Erie Canal Towpath Trail.

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**FIELD SURVEY**

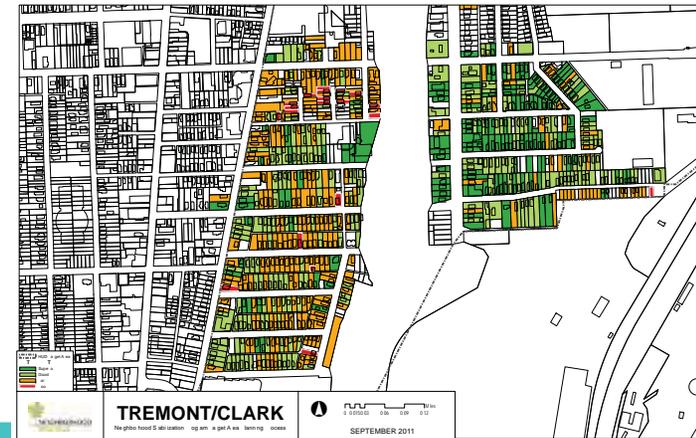
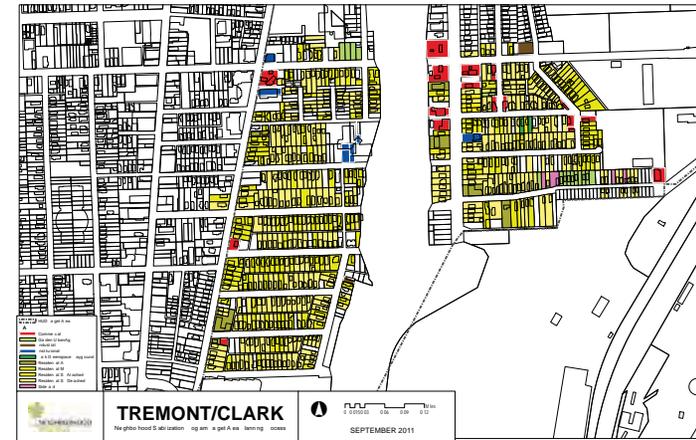
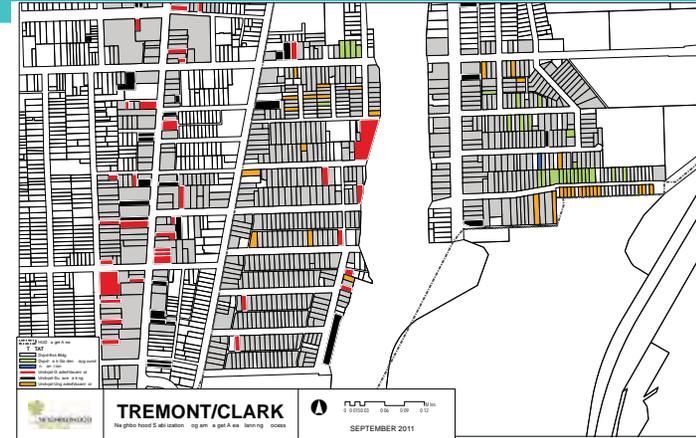
An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

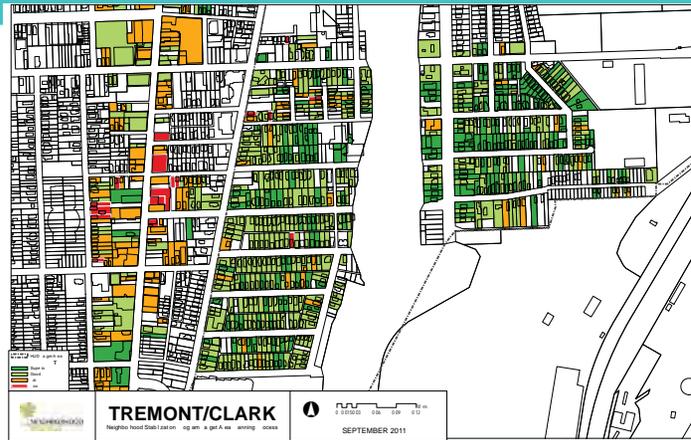
Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.

SITE ANALYSIS

TARGET AREA PLAN

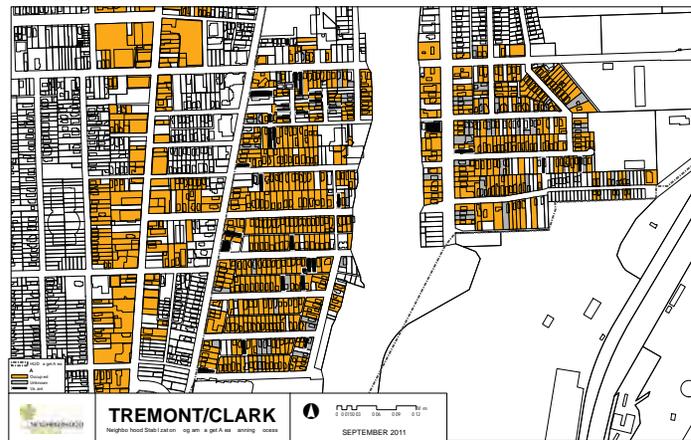
IMPLEMENTATION





**LAND USE** (middle left)

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.



**LOT CONDITION** (bottom left)

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.



**LOT STATUS** (top left)

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).

**BUILDING CONDITION** (top right)

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.

**BUILDING OCCUPANCY** (middle right)

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**COMPARATIVE ADVANTAGE**

Tremont is a diverse, resilient Cleveland neighborhood that combines its proximity to downtown with an array of housing and transportation options. Tremont's ability to adapt has produced an all-inclusive neighborhood with amenities for families, urbanites, young professionals, artists, and seniors.

**TARGET AREA PLAN**

The two target areas of the Tremont neighborhood have similar issues and, therefore, share common recovery strategies in order to alleviate demonstrated housing challenges and community destabilization. The two specific target areas are along Holmden Avenue, a steep hill with considerable vacant land, and the courts off of Rowley Avenue (just North of Buhrer School), where abandonment and safety are key concerns. On Holmden, the proposed housing strategy is driven primarily by acquisition and demolition of homes already foreclosed upon and/or slated for City demolition. The resources of the Neighborhood Stabilization Program should be used to demolish (crimson) and rehabilitate (yellow) the identified properties. Sweat equity, NSP2, and NPI SII funding sources can be used to improve the general condition of the streetscape and vacant land, which could set the stage for later infill development.

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

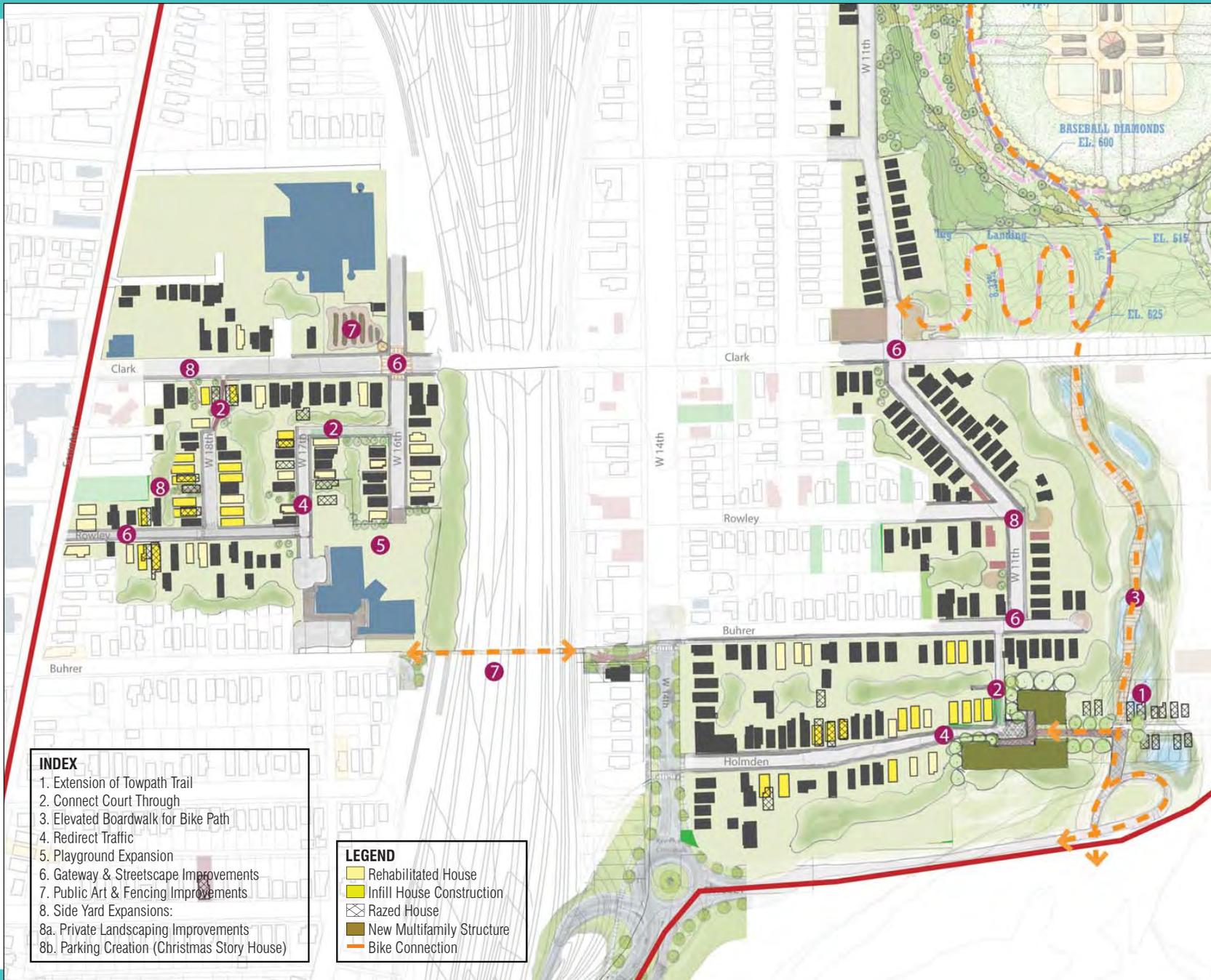
The Target Area Plan also proposes an extension of West 11th Court through to Holmden Avenue, with the possibility of rerouting or changing the direction of Holmden upon the completion of the Ohio Erie Canal Towpath Trail and greenway. The Buhrer School target area has a higher number of parcels with homes that should be demolished (crimson) and either rebuilt or used for the side yard expansion of adjacent private home owners. Several homes in the area also need to be rehabilitated (yellow) and the opportunity to extend 17th and 18th Courts should be seriously considered as parcels are acquired. Ultimately, the goal of this



area would be to better connect the urban fabric, reduce the likelihood of crime, and increase the connectivity of the area to the adjacent community. The housing stock should be eventually rebuilt to strengthen the community around the Buhrer School and promote additional family-oriented housing options in Tremont.



GLENVILLE  
LEE MILES  
MT PLEASANT  
OLD BROOKLIN  
SLAVIC VILLAGE  
ST. CLAIR SUPERIOR  
TREMONT CLARK  
WESTOWN



- INDEX**
1. Extension of Towpath Trail
  2. Connect Court Through
  3. Elevated Boardwalk for Bike Path
  4. Redirect Traffic
  5. Playground Expansion
  6. Gateway & Streetscape Improvements
  7. Public Art & Fencing Improvements
  8. Side Yard Expansions:
    - 8a. Private Landscaping Improvements
    - 8b. Parking Creation (Christmas Story House)

- LEGEND**
- Rehabilitated House
  - Infill House Construction
  - Razed House
  - New Multifamily Structure
  - Bike Connection

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**IMPLEMENTATION STRATEGY**

**BUHRER SCHOOL & ROWLEY AVENUE** - The first phase and primary concern is the removal of condemned, vacant, and potentially dangerous homes near the school campus. Additionally, other homes in need of repair should be monitored and either improved with available City/State funding pools or acquired for NSP2 redevelopment in order to prevent further decay and destabilization. Parcels immediately adjacent to the Buhrer school should be integrated into an expanded campus in order to reaffirm the stability of the community while providing much-needed recreational space for the school children on an otherwise limited site. This would assist in the literal and figurative integration of the school into the neighborhood. Where possible, TWDC should consider pervious paving and stormwater demonstration projects on the Buhrer campus.

SITE ANALYSIS

The second phase would be to replace razed structures with new single family housing to entice new families and homeowners into the neighborhood in the continued rebound of Tremont. Existing dead-end streets should be re-routed as shown or cut through at this time in order to provide a connective and stable neighborhood layout (adjustments to several parcels will be necessary). Projects that require capital investment from the City will be the most difficult to achieve quickly. As such, informal solutions should be implemented where possible. Overdue security and aesthetic renovations to the Burher pedestrian bridge have been proposed and should be implemented as soon as is practicable. Lighting, public art and accessibility options should be closely considered. The garden lots at the corner of West 16th Street and Clark Avenue can be refurbished and art added to each in order to improve the character of the “school district” neighborhood. This critical intersection is a gateway into the neighborhood and, as such, is worthy of significant improvement (lighting, signage, safety elements, public art, etc.).

TARGET AREA PLAN

IMPLEMENTATION

Larger developments in the form of multi-family housing or apartments should be considered once NSP2 resources are awarded and the area begins to stabilize.

**HOLMDEN AVENUE** - Phase one of the Holmden Target Area would be to acquire parcels and demolish abandoned and blighted structures which have been designated as part of the Cleveland Housing Network’s green homes expansion. Other parcels should be considered for side yards and home rehabilitation. Because of its geographic advantages, namely it’s more gradual topography, the hill should serve as the principal neighborhood connection to the expanded Towpath trail. Incidentally, such a gesture would make Holmden a gateway to the greater neighborhood by default; fostering additional scrutiny and development momentum for the area.

In phase two, streetscape improvements and bike lanes will connect the Southern Tremont neighborhood to the Towpath and subsequently, Steelyard Commons, Clark Field, Downtown Cleveland, and beyond, while providing a safe route for bicyclists and pedestrians. Footbridge improvements at Buhrer Avenue and West 11th Street are key to Tremont’s overall connectivity strategy.



The Witt Court/West 11th Street connection would also be ideal for phase two as it relates to Holmden hill’s traffic and potential bike routes. The parcels acquired in phase one – particularly those adjacent to the existing CHN green homes – should be developed and expanded as part of the affordable housing infill project. Similar to the Western Target Area, larger developments should be considered once the neighborhood has begun to stabilize. Such a strategy should consider the gateway role of Holmden Avenue. A market rate, multi-family project could effectively “cap” the corridor while also providing a visceral billboard to all who frequent Steelyard Commons – boldly proclaiming a preferred future is in store for Tremont.



PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTH	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
008-06-027	Y	N	P	1					
008-06-028	Y	Y	F	1					
008-06-031	Y	Y	P			3			
008-06-034	Y	Y	F			3			
008-06-035	N	N	P				4		
008-06-036	Y	Y	P			3			
008-06-037	Y	Y	F			3			
008-06-038	N	Y	F				4		
008-06-039	Y	?	?				4		
008-06-044	N	Y	F				4		
008-06-047	Y	Y	G	1					
008-06-051	Y	N	G	1					
008-06-052	Y	?	?				4		
008-06-054	Y	N	P	1					
008-06-055	?	Y	P			3		5	0
008-06-057	Y	Y	P			3			
008-06-058	N	Y	P				4		0
008-06-064	Y	Y	G	1					
008-06-072	N	N	F					5	0
008-06-073	Y	Y	F			3			0
008-06-074	Y	Y	P			3			
008-06-076	Y	Y	G	1					
008-06-080	?	Y	?				4	5	0
008-06-083	Y	N	?	1				5	0
008-06-085	Y	Y	?	1		3		5	0
008-07-029	N	N	P				4		0
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008-07-032	Y	Y	G	1					
008-07-034	Y	Y	S	1					
008-07-035	Y	N	S	1					
008-07-051	N	N	?				4		
008-07-053	Y	Y	F	1					
008-07-057	Y	N	G	1					
008-07-058	N	Y	?				4		0
008-07-059	Y	Y	C			3	4		0
008-07-061	Y	Y	F			3	4		
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008-11-017	Y	Y		1					
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008-11-123	Y	?	?	1					
008-12-083	Y	Y	G	1					
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008-13-029	Y	?	S	1					
008-13-031	N	Y	F						4
008-13-032	N	Y	G						4
008-13-033	Y	Y	S	1					
008-13-034	N	N	G						4
008-13-035	N	N	S						4
008-13-036	Y	N	G	1					
008-13-040	Y	Y	F						3
008-13-041	Y	Y	S						3
008-13-042	Y	Y	G						3
008-13-051	Y	N	G	1					
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008-14-035	N	N	G						4
008-14-036	N	N	G						4
008-14-037	N	N	G						4
008-14-038	N	N	G						4
008-14-039	N	N	G						4
008-14-068	N	N	F						4
008-14-069	N	N	F						4
008-14-070	N	N	F						4
008-14-071	N	N	F						4
008-14-072	N	N	F						4
008-14-073	N	N	F						4
008-14-074	N	N	F						4
008-14-075	N	N	F						4
008-14-076	N	N	F						4
008-14-077	N	N	F						4
008-14-078	N	N	F						4
008-14-079	N	N	F						4
008-16-017	Y	Y	G	1					
008-16-053	Y	Y	G	1					
015-09-072	Y	?	?	1					
015-10-052	Y	Y	?						3
015-10-055	Y	Y	?						3
015-10-080	Y	Y	?						3
015-10-085	Y	Y	G	1					
015-10-106	Y	Y	F	1					
015-14-014	Y	Y	?	1					3
015-14-026	Y	Y	G	1					
015-15-014	Y	Y	P						3
015-15-063	Y	Y	G	1					

GLENVILLE

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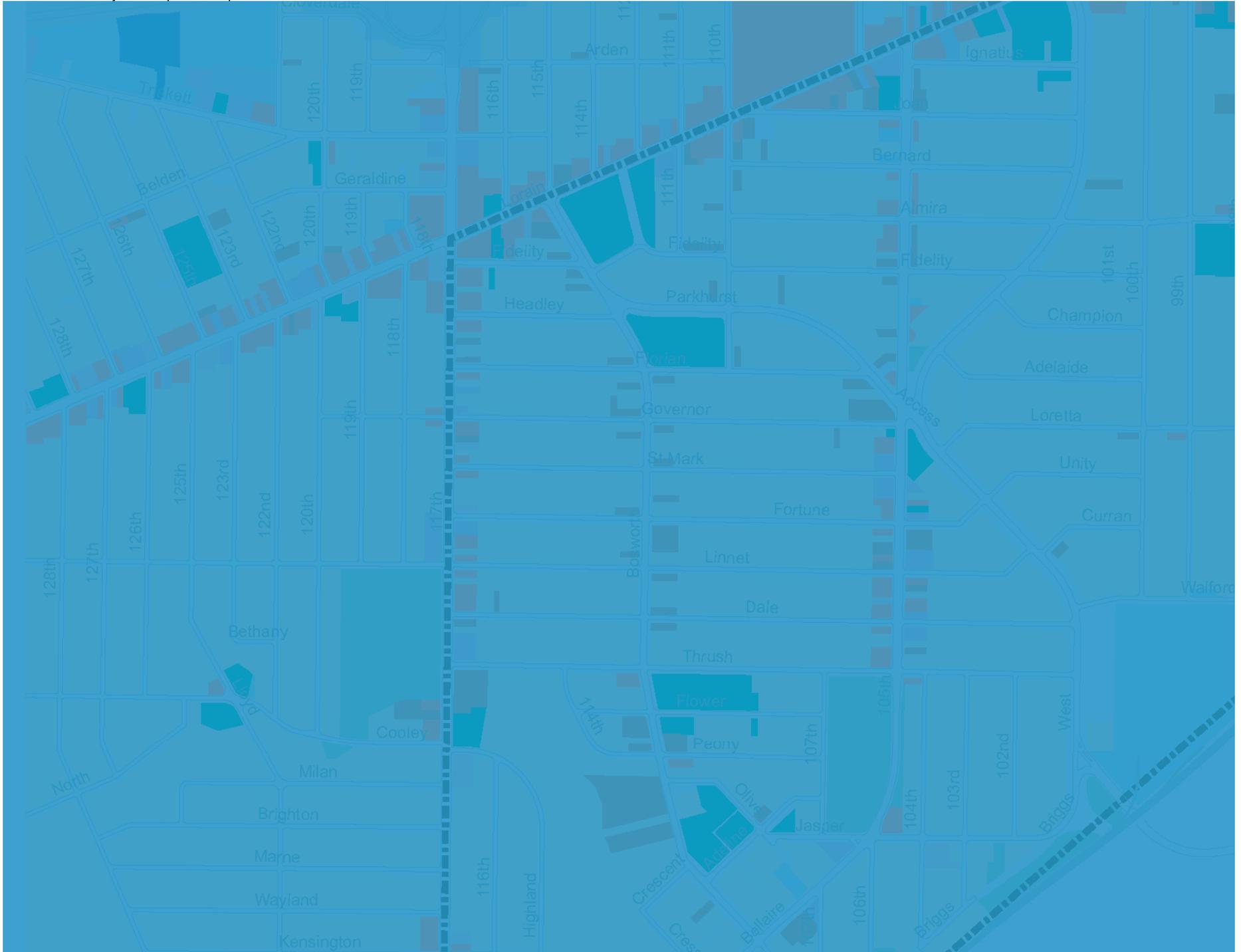
OLD BROOKWIN

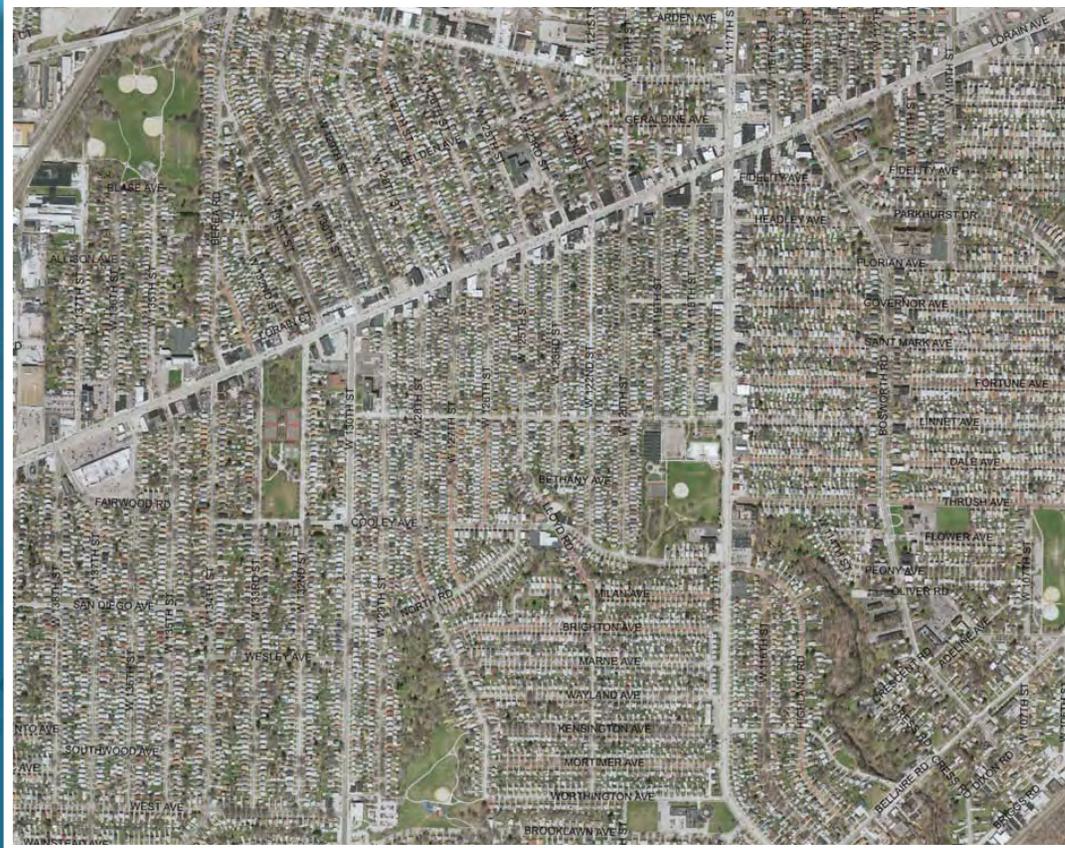
SLAVIC VILLAGE

ST CLAIR SUPERIOR

TREMONT CLARK

WESTOWN





## Existing Land Use - Year 2000

- VACANT LAND
- SINGLE FAMILY
- TWO FAMILY
- TOWNHOUSE
- MIXED USE: LIVE-WORK
- MULTI FAMILY
- OFFICE
- RETAIL
- RETAIL (w/ upper floor uses)
- COMMERCIAL SERVICES
- LIGHT INDUSTRY
- HEAVY INDUSTRY
- INSTITUTIONAL
- RECREATION/OPEN SPACE/LANDSCAPE
- STATION / PUBLIC UTILITIES
- COMMERCIAL PARKING
- WEST BOULEVARD BOUNDARY

# Westtown

Russell

Melber

Ridgmore

**DESIGNATED TARGET AREA**

(20) Westtown

**HOST ORGANIZATION**

Westtown Community Development Corporation (WCDC)

**LEADERSHIP TEAM**

Andrew Batson, TAP Liaison  
Michael Bosak, City Planner  
Peggy Kearsey, WCDC Housing Director  
Wayne Mortensen, TAP Manager

**ENGAGED STAKEHOLDERS**

Chad Dasher, WCDC Executive Director  
Dona Brady, Councilwoman  
Elizabeth Schmidt, Resident  
Francesco Carinji, Business Owner  
Paula Miller, Partner

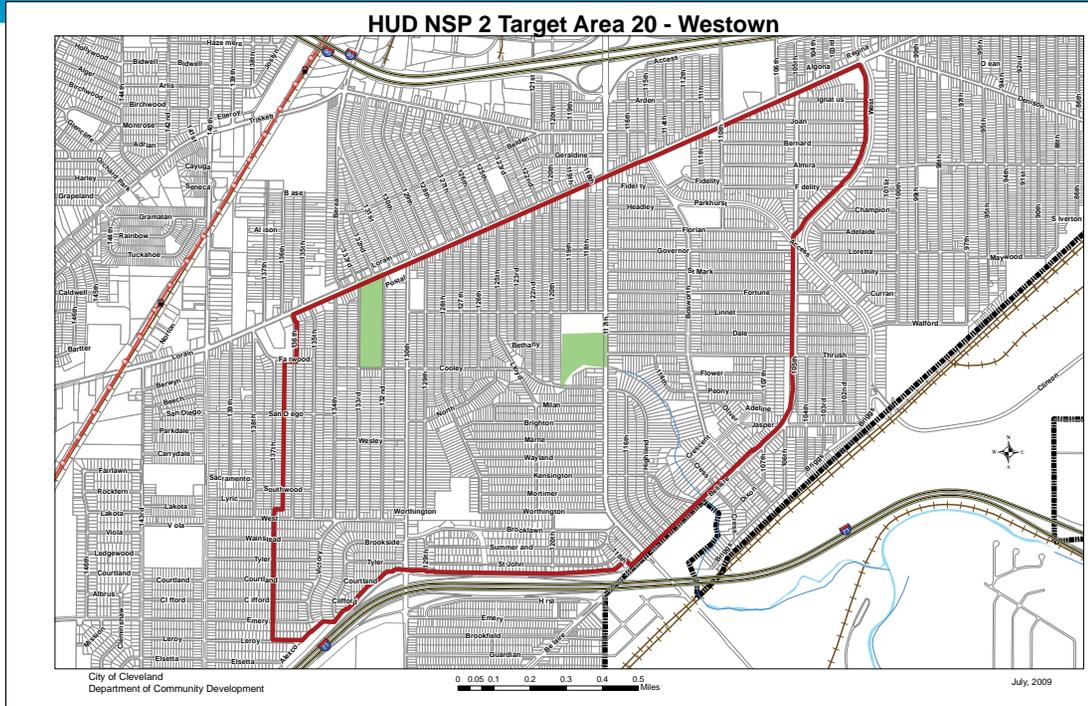
**ABSTRACT**

The Westtown Target Area is ten square blocks along Lorain Avenue that mirrors the Variety Village Strategic Initiative Area. Selected because there are already several initiatives underway, the NSP2 resources could be leveraged in a manner that deals with nuisance properties in the immediate area and advances an area that is central to the identity and success of Westtown.

**STAKEHOLDER FEEDBACK**

Several confidential interviews were executed at the beginning of this process in order to develop a more nuanced understanding of community dynamics and opportunities. What follows are consensus themes from those conversations.

**Community Strengths** – There was consistency among the interviewees regarding the strengths of the neighborhood. All cited the housing stock, which is,



generally, in good condition – especially as it compares with some of the communities in Cleveland harder hit by the foreclosure crisis. The residents of the neighborhood were cited as the driving factor behind the quality of the housing, many of which have lived in the Westtown for a long time. Residential turnover in the community is low and is partially aided by several strong block clubs in the WCDC’s service area.

Halloran Park, located on W 117th (just south of Lorain Avenue) was also a popular theme. The park has received several improvements over the years and is a true asset to the community. The park provides broadly-popular programming for all ages throughout the year, ranging from summer concerts to winter ice skating.

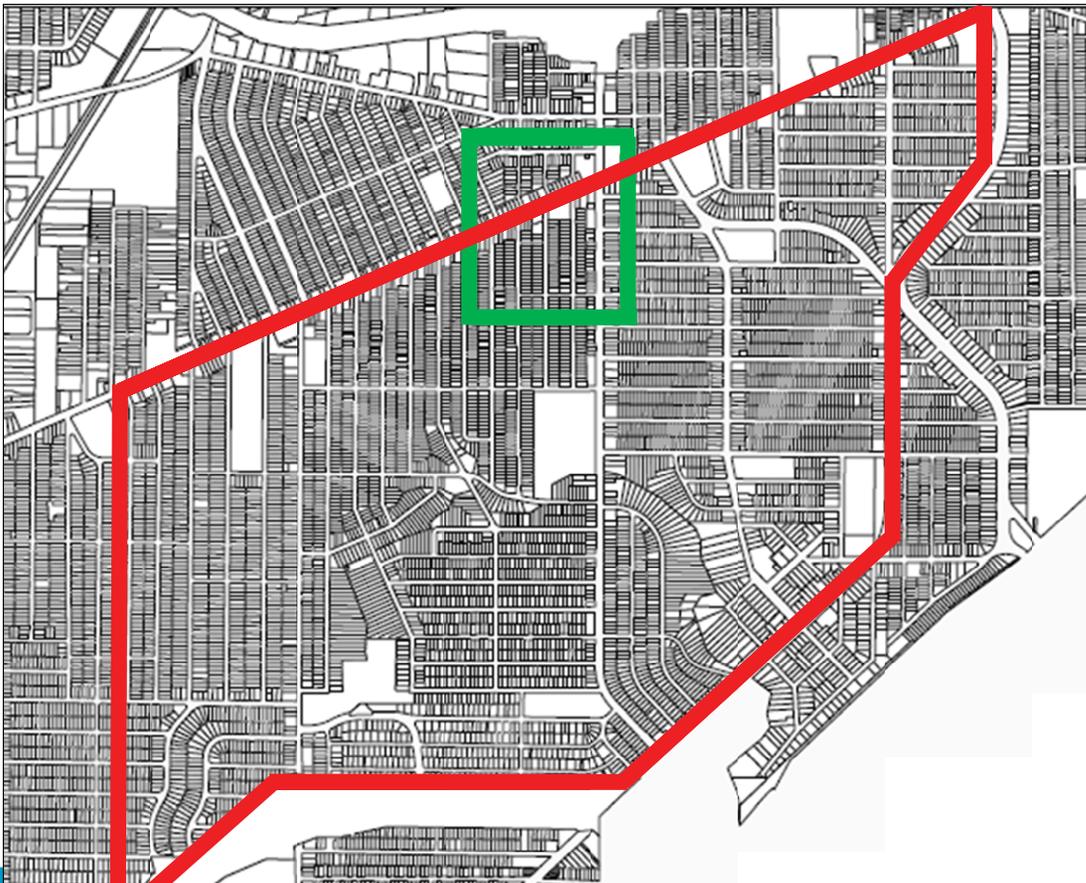
The historic district on Lorain Avenue from West 110th to West 123rd Streets is a strength to the community.





The designation will ensure that the historic buildings along Lorain Avenue will be preserved. In fact, a handful of these buildings have already seen investment and rehabilitation, including the buildings located on the southwest and northwest corners of the Lorain Avenue and 117th Street intersection. One of those buildings in particular – the Variety Theatre – presents a large and visible project that will be central to the community’s identity and CDC work plan.

The Westtown Community Development Corporation is also an active organization. CDC staff have been able



to secure several sources of funding for the community that are available exclusively for Westtown, including a loan program through Neighborhood Housing Services of Greater Cleveland and other somewhat exclusive resource pools such as the City’s HTF Model Block designation and, the purpose of this study, NSP2 funding.

**IDENTIFIED STRENGTHS**

- Long Time Residents, With Little Turn Over
- Strong Block Club
- Quality of Housing Stock, With Low Vacancy
- An Informal Ethnic Business District
- Valued, Sought-After Park
- Coalition: Residents, CDC, Councilwoman, Park Employees, & Police
- Potential of Variety Theatre
- Access to Programs: Model Block, NHS, NSP
- Historic District along Lorain (110 – 123 Streets)
- Strong Commercial Districts

**Challenges** - The condition of Lorain Avenue was cited by all of the interviewees as a weakness. The corridor has several issues, but most pressing are the numerous code violations that exist. The commercial vacancy along Lorain is also quite high. In particular, The Variety Theatre complex is 90% vacant, due to electrical issues in the aging building. Many of the buildings are boarded up or have unwelcoming facades. Efforts should be made to enforce the codes and inform owners of available funding to renovate their buildings, including Cleveland’s storefront renovation program.

Although the housing quality overall is very strong, certain properties of concern were frequently mentioned. From interviews with CDC staff we know that these homes are on their radar and are being addressed. Many of the interviewees also mentioned their frustration with the rental homes in the neighborhood – particularly

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

with the cluster of homes on West 117th Street South of Lorain.

There is also a lot of frustration over the condition of the Variety Theatre, since there is only one business located in the building. Several structural issues need to be addressed, including the electrical system, the roof, and the structural supports for the Lorain Avenue marquee. Compounding this issue, many of the residents donated money to a group formed to spearhead the revitalization called the Friends of the Variety Theater. These donations were solicited several years ago for the creation and installation of the marquee, but because of the aforementioned structural issues the new marquee has still not been installed. If they could just get the marquee up, many residents feel, it would be a real "shot in the arm" for the community.

SITE ANALYSIS

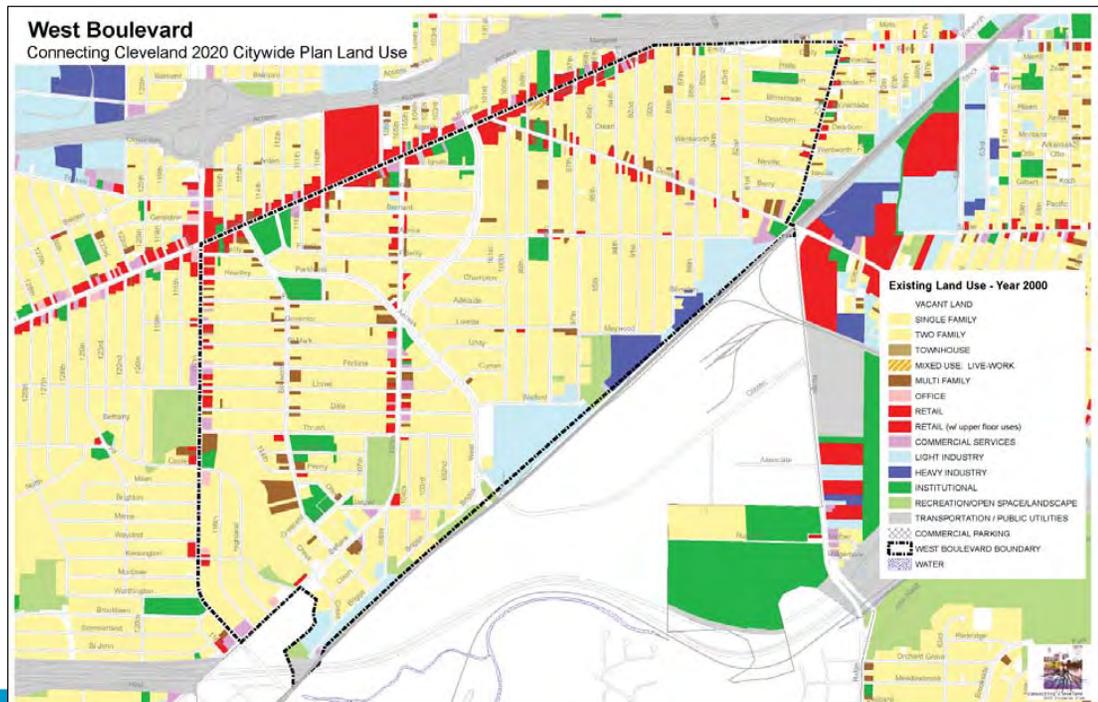
**IDENTIFIED CHALLENGES**

- Commercial Vacancy
- Deteriorating Condition of Commercial Buildings
- Scope of Variety Theatre Revitalization
- At-risk Properties

TARGET AREA PLAN

**Opportunities** - Several projects are either underway or scheduled in the very near future for the community. These investments have the opportunity to leverage each other to have a catalytic effect on the neighborhood. Among the projects scheduled for this current year are electrical upgrades to the Variety Theatre. Apparently, the storefronts are in good condition and could be occupied, but there are severe electrical problems in the building. The electrical upgrades are being funded by a grant from the First Energy Corporation. The apartments located above the Variety Theatre will also be renovated this summer. There are a total of twelve units, four of which have already been renovated and are occupied. The remainder will be renovated and should be occupied by the fall. The funding for the renovations will come

IMPLEMENTATION





from Councilwoman Brady's budget and after all of the units have been renovated and occupied Brady and the WCDC will likely look for a management company to assume the day-to-day management of the property.

Several of the properties of concern referenced above have been condemned and are scheduled for demolition this summer. Several others are in modestly good condition and should be considered for NSP2 rehabilitation or mothball funds once ownership is transferred to the WCDC or the City or Cuyahoga County Land Banks.

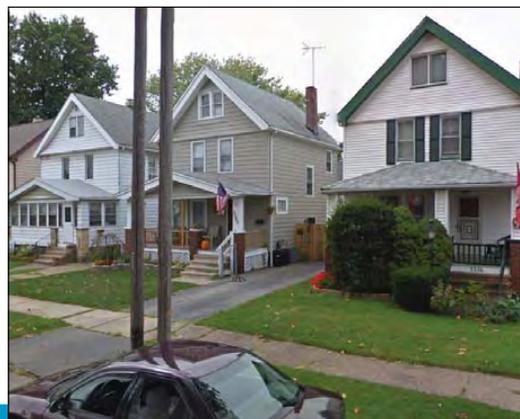


WCDC has recently hired a Commercial Director; this person will work with the staff and business owners to improve the condition of Lorain Avenue and West 117th Street. The first task will be addressing code enforcement and, beginning this summer, a new marketing plan for Westown will be developed. The plan is expected to be rolled out within a year. The development process of the marketing plan will include both residents and business owners. In this process, Westown will look to leverage the strengths and assets of the community (such as the concentration of ethnic businesses and restaurants).

Scheduled for the summer of 2012, Lorain Avenue will be resurfaced and will have a dramatic effect on the corridor. Budgeted in the Cleveland 2012 Capital Plan, the project will include a mill-and-fill of Lorain Avenue from W 110th to W 123rd. It will also include new curb cuts and consolidate utility poles. Following the infrastructure improvements, Lorain will get a new streetscape in 2014, which is currently being designed by City Architecture and will be funded through a NOACA grant.

**IDENTIFIED OPPORTUNITIES**

- Lorain Avenue Resurfacing (out to bid)
- Road and Utility Improvements (Capital Plan, 2012)
- Electrical Improvements at Variety Theatre (2011)
- Renovation of Theatre Storefronts
- Renovation of Theatre
- Renovation of Theatre apartments (2011)
- Installation of the Marquee (2011 or 2012)



### FIELD SURVEY

An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

Five categories were analyzed in the survey: lot status, land use, lot condition, building condition, and building occupancy and each were given a limited range of responses. It was determined that these categories were inclusive of the key dynamics unavailable in other resources (i.e. the NEO CANDO web application) and that a trained community volunteer could quickly assess these dynamics. Neighborhood Progress will continue to refine the survey into a tool that can be implemented city-wide that is easy and quick-enough to regularly update. This evolution may lead to a more sophisticated input mechanism (i.e. with a smart phone) that automatically updates a central database and could be expanded to include code violation information.



### LOT STATUS

This category simply denotes the current status of the parcel in question. Is there a building being constructed or torn down? Is it a vacant lot? Etc. This category helps us immediately identify places within the target area that are most susceptible to quick change. Looking at the orange or red lots, we can quickly identify where the vacant lots within the surveyed area are and if they are graded and ready to go (red) or need a small amount of site preparation (orange).



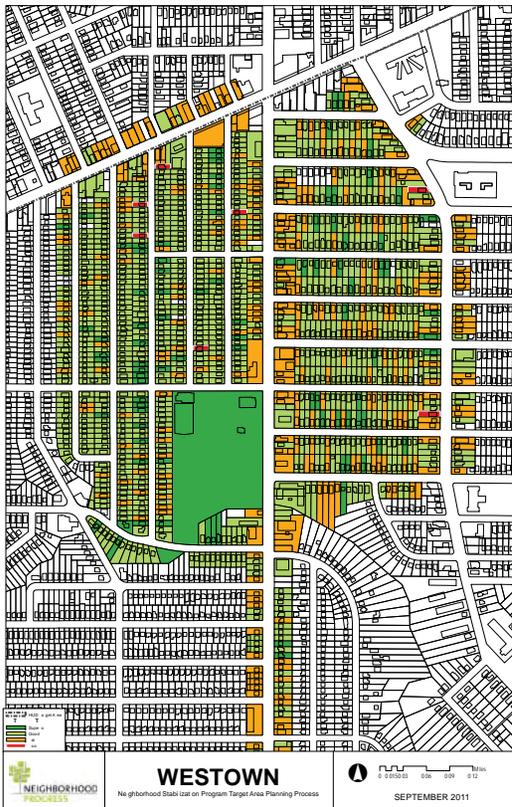
### LAND USE

In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.

GLENVILLE  
LEE MALES  
MT PLEASANT  
OLD BROOKVA  
SLAVIC VILLAGE  
ST CLAIR SUPERIOR  
TREMONT CLARK  
WESTOWN

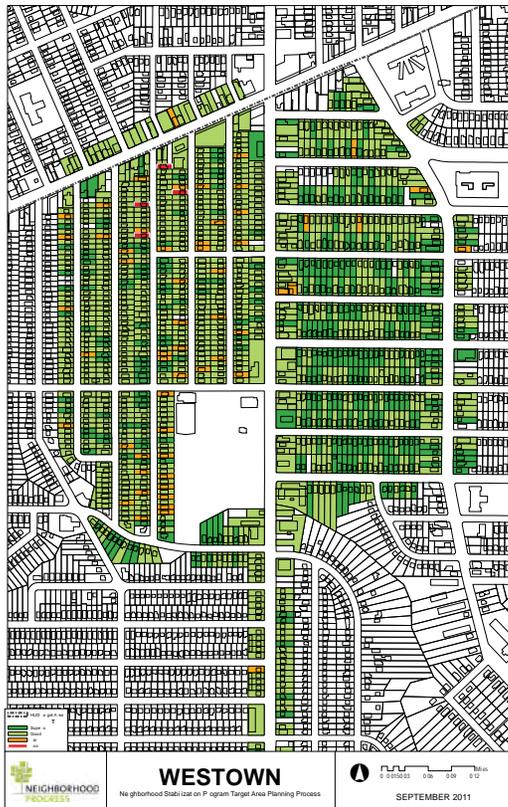
### LOT CONDITION

This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of home owners' tendency to apply limited resources first toward the maintenance of their home.



### BUILDING CONDITION

The structural and aesthetic condition of buildings within an area is critical to the type of community that is fostered. This metric accounts for the wide array of building conditions that exist throughout Cleveland; from buildings that should be condemned to those that were recently constructed, renovated, or are meticulously maintained. The majority of communities in Cleveland have "Good" or "Fair" structures.



### BUILDING OCCUPANCY

This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

### SITE ANALYSIS

Westtown is located on the Western edge of Cleveland. The Neighborhood Stabilization Program, Phase Two (NSP2) Target Area is bound by Lorain Avenue to the North, Interstate 90 to the South, West 105th Street to the East, and West 136th to the West. For the purpose of this initiative, a focus area was designated that mirrors the Variety Village Strategic Initiative Area as defined by the Westtown Community Development Corporation (WCDC). This focus area can be described as a dense residential neighborhood with two heavily-traveled commercial corridors. The homes in this area were generally built in the early 1900s and are in good shape. Most of the homes are single family units, although there are some duplexes in the neighborhood that are primarily along West 117th Street. The residential architecture is fairly homogenous as most of the homes are three stories tall with a basement. Nearly all have either wood or vinyl siding and large front porches.

SITE ANALYSIS

As previously mentioned, the housing stock in the focus area is in good condition. Overall, the homes have been well maintained, but one area of particular concern is along 117th Street, between Lorain and Linnet Avenues. These homes are almost exclusively duplex rental properties and are rapidly deteriorating. A significant amount of code violations exist on this strip and the property owners need both legal and financial incentives to improve the quality of their homes.

TARGET AREA PLAN

The focus area has two main commercial corridors: Lorain Avenue and West 117th Street that boast average daily traffics counts of 11,500 and 18,500 respectively. The two corridors are home to numerous small businesses, including restaurants, markets, clothing stores, and insurance agencies. This commercial district developed in the early 1900s and the architecture is typical of that era. Most of the buildings lining Lorain Avenue are two-story, mixed-use structures with small storefronts on

IMPLEMENTATION

the first level and either offices or apartments above. Lorain Avenue, between West 110th and 123rd has been designated an historic district, which will help preserve the historic aesthetic and feel of the commercial corridor. Although there has been some investment on Lorain Avenue in the recent past, the majority of the commercial buildings could be classified as at-risk. There are numerous buildings on the corridor that have code violations and vacancy is also an issue. As of March 4th, that rate in the commercial district was approximately 32%. Yet, even with the high vacancy, a survey found that 96 small businesses were located in the district. With several capital improvement projects planned for the corridor in the next few years, Lorain Avenue is poised for a transformation.

At the center of the focus area is the Variety Theatre. The Theatre is a commercial complex spanning a whole city block on the South side of Lorain Avenue between West 118th and 119th Streets. The complex includes ten storefronts, twelve apartments, and a theatre, which has been a key redevelopment initiative for the community for more than a decade. Built in 1927, the 1900-seat theatre hosted both movies and live performances as recently as the early 1980s before closing. Many of the residents in the neighborhood have fond memories of attending shows at the theatre as children. The current owners of the complex, the Friends of the Historic Variety Theatre, are a not-for-profit organization dedicated to the successful renovation and operation of the Variety Theatre. The revitalization of this complex will be a true test of the endurance and resourcefulness of the community, but if completed promises to have a catalytic effect on the neighborhood.



GLENVILLE

LEE MILES

MT PLEASANT

OLD BROOKLYN

SLAVIC VILLAGE

ST CLAIR  
SUPERIOR

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CLARK

WESTOWN



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**COMPARATIVE ADVANTAGE**

Westown is a distinctive neighborhood with a strong residential fabric, two well-established commercial corridors and an emerging ethnic business community.

**TARGET AREA PLAN**

The Westown Target Area Plan has three specific initiatives, each with individual phasing directions. The three initiatives include:

- Neutralizing identified housing concerns and monitoring at-risk properties;
- Identifying Lorain Avenue deficiencies and creating an implementation schedule to rectify those issues; and
- Assessing the status of the Variety Village complex and creating an implementation schedule for its redevelopment.

SITE ANALYSIS

First, a discussion of the NSP2, the NSP2 Target Area, and the Target Area Plan is necessary. NSP2 was established to stabilize neighborhoods whose viability has been, and continues to be, damaged by the economic effects of properties that have been foreclosed upon and abandoned. NSP2, which was authorized by the American Recovery and Reinvestment Act of 2009, provides grants to states, local governments, and nonprofits. The Westown NSP2 Target Area is bounded by Lorain Avenue to the North, Interstate 90 to the South, West 105th Street to the East, and West 136th Street to the West. The residential properties within this area are eligible for NSP2 funding.

TARGET AREA PLAN

The focus area of this report is a ten square block area along Lorain Avenue from West 117th to West 123rd Streets. This designated focus area mirrors the Variety Village Strategic Initiative Area defined by the Westown Community Development Corporation (WCDC). This focus area was chosen because there are already

IMPLEMENTATION

several initiatives underway in this neighborhood. By leveraging the current initiatives with the funding that is available through NSP2, this neighborhood has a great opportunity to advance.

**INITIATIVE #1: HOUSING**

An in-depth analysis of the housing stock within the focus area was performed. Each block of the focus area was walked and the condition of each home was assessed. The results of this walking survey were paired with housing information provided by Case Western Reserve and the NST Application to formulate a comprehensive assessment of each house. Overall the results of the analysis found that the quality of the housing within the neighborhood is quite strong. The analysis did however identify nine homes with critical issues requiring immediate attention. A map showing their locations within the focus area is below (see Figure 2). The assessment of these nine critical homes was reaffirmed through the stakeholder interviews with the Westown CDC staff, the focus area's councilwoman, and residents of the community. A review of each home follows.



3455 West 122nd Street is a foreclosed property. The property is owned by the Secretary of Housing and Urban Development and is currently vacant and boarded

up. The home appears to be in fair condition and would be a strong candidate for NSP2 rehab funds. The title of the home should be transferred to the Cuyahoga County Land Bank or the WCDC so that the NSP2 rehab funds can be accessed. The estimated market value is \$66,700 and with minimal rehab dollars the home can return to a productive use.



3419W.118thStreetis a foreclosed property.

The property is owned by the Cuyahoga County Land Bank, is currently vacant, and is boarded up. The home appears to be in fair condition and would be a strong candidate for NSP2 rehab funds. Because the property is already owned by the land bank, it is immediately eligible for those funds. It is my recommendation that the property be rehabbed and returned to productive use.

3394 W. 120th Street is owned by Akarui Enterprises, LLC. The home's occupancy status is unknown, but condemnation proceedings have been filed against the property by the City of Cleveland. The home's condition appears to be fair and would be a strong candidate for NSP2 rehab funds. Once the property has been officially condemned the ownership should be transferred to either the WCDC or the County Land Bank so that NSP2 rehab funds can be accessed. The estimated market value is \$88,100 and with minimal rehab dollars the home can return to a productive use.



house is missing the porch. The city should condemn the property and transfer ownership to the WCDC or the Cuyahoga County Land Bank so that NSP2 rehab funds can be accessed. The building appears to be in good condition. The current estimated market value is \$67,800. With minimal rehab dollars the home can return to a productive use.

3443 W. 120th Street is vacant and boarded up. The current owner is Quinn McConkey. The bank had begun the legal foreclosure proceedings against Ms. McConkey but later withdrew. Ms. McConkey was recently informed that she is still the legal owner of the property. She is currently in the process of trying to regain full control of the property. The home is in fair condition and has a market value of \$78,100. The property does have a delinquent tax balance of \$4,650 which needs to be addressed. A payment plan can be worked out with the county but this needs to be formulized rather quickly. Although the home will not be eligible for NSP2 funds, Ms. McConkey could pursue funds from the Neighborhood Housing Services of Greater Cleveland or the City's multiple homeowner assistance programs for any repairs to the home she wishes to complete.



The buildings condition has been rated as poor. The estimated market value is \$66,700. The structure should be demolished and, if transferred to the City or County land bank the demolition could be covered by NSP2 funding.

3410 W. 120th Street is currently vacant and boarded up. The property is owned by John Urbansky and has multiple code violations that have caused it to be condemned by the City. There is, currently, a delinquent tax balance of \$7,884. The building's condition has been rated as poor. All of these factors point toward demolition, so the property should be transferred in order for it to be demolished using NSP2 resources.



3318 W. 122nd Street is currently vacant and boarded up. The property was foreclosed on by JP Morgan Chase Bank and is currently real estate owned. The property has multiple code violations and has been subsequently condemned by the City. The property currently has a delinquent tax balance of \$7,766. The building's condition has been rated as poor and should be demolished. This



property will not be eligible for NSP2 funding as it is located outside of the Target Area. The property is, however, located within the Variety Village Strategic Initiative Area and the focus area of this report. It is important that this building be demolished to help stabilize the neighborhood.



3404 W. 119th Street is currently owned by Edward Patton Jr. This home has been included in the critical housing list due to its multiple code violations. Authorities have been unable to contact Mr. Patton regarding the code violations and have subsequently ordered a warrant for his arrest. As can be seen in the picture above, the

3387 W. 120th Street is currently vacant and boarded up. The property is owned by Joseph Slezak. The property has multiple code violations and has been condemned by the City. There is currently a delinquent tax balance of \$19,785.



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

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3322 W. 122nd Street is currently vacant and boarded up. The property is owned by William Martin. The property has multiple code violations and has been condemned by the City. There is currently a delinquent tax balance of \$8,081. The buildings condition has been rated as poor and should be demolished. This property will not be eligible for NSP2 funds because it is located outside of the Target Area. The property is, however, located within the Variety Village Strategic Initiative Area and the focus area of this report. It is important that this building be demolished to stabilize the neighborhood.



SITE ANALYSIS

In addition to the nine critical homes presented above, several other homes have been identified as at-risk. First, a query was completed to identify all homes within the focus area that have outstanding code violations. Twenty-five homes were found to have code violations (top left). The owners of these homes should be contacted in an effort to rectify the violations. Several programs exist that provide financial assistance for home improvement.

Next, a query was performed to locate all of the properties within the target area that are currently vacant. In total, seventeen properties were identified (top right). Vacant properties can have a cancerous effect on a neighborhood if they are not carefully looked after and maintained. The WCDC staff should reach out to the owners of these properties to assess what the issues are.

Next, a query was performed to locate all of the properties within the focus area that are active foreclosures. In total, ten properties were identified (far left). Their locations



can be seen in the illustration. The WCDC staff should reach out to these property owners and utilize the myriad foreclosure prevention and foreclosure assistance programs that exist. Everything should be done to salvage these homes from foreclosure as vacancies have a detrimental impact on the marketability of the individual properties and the neighborhood as a whole.

Next, a query was performed to locate all of the properties that are currently real estate owned (REOs). In total, six properties were identified (far middle). A multitude of research has shown the dire fate that most REO properties face, so it is important to do everything possible to make sure these properties end up in the right hands and are returned to productive use. One such option is for the titles of these properties to be transferred to the Cuyahoga County Land Bank.

Lastly, a query was performed to locate all of the properties within the focus area that have delinquent tax balances greater than \$1,000. In total, twenty-seven properties were identified (far right). High delinquent tax



balances are a warning sign that the property owners may be experiencing financial issues, which can lead to more severe financial problems such as foreclosure. The WCDC staff should approach these property owners and inform them of the financial assistance programs that exist.

**INITIATIVE #2: LORAIN AVENUE**

An in-depth analysis of Lorain Avenue was undertaken in the focus area between West 117th and 123rd Streets. The analysis and recommendations for this section within the Lorain Avenue Master Plan were also reviewed. That planning document made five key observations:

- ...the plan area is blessed with an interesting array of older structures, representing different eras and architectural styles;
- ...the Variety Theatre played an important role in the development and history of the Jefferson neighborhood;
- ...a well-planned retail redevelopment strategy should take advantage of proximity to the theatre;
- ...the purchasing power of West side Clevelanders is



more extensive than many have given credit for; and, ... the proper mix of retail shops, inviting streetscape, easy parking, and sense of having arrived at a destination need to work together to ensure the success of any strategy to revitalize the area.

Lorain Avenue was once a bustling pedestrian-filled commercial corridor with many thriving storefronts and a viable neighborhood theater. Lorain Avenue is considered by many to be an excellent example of a traditional mixed-use commercial corridor. Currently though, the corridor is underutilized and deteriorating. One of the difficulties in re-establishing the corridor is the need to engage and align the interests of the numerous individual property owners.

At the start of the TAP process, a storefront occupancy survey was conducted to gain a better understanding of the current state of the commercial district (previous top). The survey identified 141 storefronts on Lorain Avenue and West 117th Street, of which forty-five were vacant (32%). Within the focus area particularly, seventy-three



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

storefronts were identified, of which twenty-nine were unoccupied (40%).

The Variety Theatre is the anchor of the focus area. The Lorain Avenue Master Plan makes specific recommendations for parcels in close proximity to the theatre. One of the key recommendations from the master plan is the need for more well-defined, safe, and accessible off-street parking. The Variety Theatre does not have its own designated parking, which means that any patrons of the complex have to try and find parking either on Lorain Avenue or on one of the side streets. The deteriorating buildings across the street (middle and bottom) could be demolished to create additional parking as was recommended by the Lorain Avenue Master Plan, but only if a site plan can be designed that makes this parking a net benefit to the community, addresses any personal safety concerns, and reinforcing the pedestrian scale of the proposed Lorain Avenue streetscape.

SITE ANALYSIS

The top image shows the current condition of the parcels from an aerial view. The buildings are vacant and the parcels are underutilized. The illustration show a possible layout of the pocket park and parking lot. Parking was noted in the stakeholder interviews as one of the weaknesses on Lorain Avenue. Having a designated, well lit, and aesthetically pleasing parking lot will have a dramatic effect on patron's shopping experience. With the construction of the parking lot it will also be important to install either a traffic light or a pedestrian crossing so that patrons can easily and safely cross the street.

TARGET AREA PLAN

IMPLEMENTATION

The Lorain Avenue Mater Plan addresses the need for infrastructure/streetscape improvements on Lorain Avenue and makes the following recommendations:

- Lorain Avenue resurfacing;
- Utility lines buried underground;

- Sidewalks and curbs replaced where necessary;
- Lighting fixtures and other amenities as nec.;
- New street furniture with better placement; and
- New trash/recycling receptacles.

The Westtown CDC and the councilwoman have been actively working to address the recommendations of the Lorain Avenue Master Plan and have made some progress. Funding has been secured in the 2012 Cleveland Capital Plan to resurface Lorain Avenue and reconfigure curb cuts. Utility poles will also be consolidated in the improvement area.

Funding for the streetscape study has also been secured through a grant by NOACA and is currently underway by City Architecture. The streetscape study needs to focus on the pedestrian experience, especially the lighting and safety realities of the corridor, vibrant sidewalk programming, and foliage/landscaping. The Lorain Avenue Master Plan also identifies the need for street furniture and trash/recycling receptacles and highlights the underutilization of the large sidewalks by businesses as patios or other uses. City Architecture is scheduled to have the streetscape study completed within one year and the WCDC staff is actively working to raise the funding needed for its implementation. Streetscape implementation is scheduled for 2014.

Lorain Avenue is an example of a traditional mixed-use commercial corridor. Currently though, the corridor is underutilized and deteriorating (far middle). Code violations are a serious problem on the corridor and this issue is in need of immediate attention. The aesthetics of Lorain Avenue were mentioned in each of the stakeholder interviews.

The WCDC Staff needs to continue to actively enforce code issues along Lorain Avenue and encourage the property owners to invest. Property owners need to





be aware of the financial assistance programs that are available to them such as the Storefront Renovation Program (SRP). The goal of this program is to make a significant visual and economic impact in neighborhood retail districts through the complete exterior renovation of qualified structures. The City of Cleveland offers rebates and low interest loans to promote the exterior rehabilitation of participating retail structures. The Storefront Renovation Program has been a successful tool in encouraging investment in Cleveland since 1983. In the last five years there has been over \$750,000 in private investment and over \$350,000 in public investment through the program.



One recent example of the SRP is the Durk Building located at 12023 Lorain Avenue (top). Through the program, this three-story building underwent a complete transformation with masonry cleaning and repair, replaced storefront windows, new storefront and apartment doors, new gooseneck lighting, awnings, and the addition of new coach lights at the apartment entrance. The owner's initial investment of over \$45,000 in the Storefront Renovation Program for exterior improvements inspired her to completely renovate the interior of the building, including the eight apartments and the parking lot. This project has now become a \$250,000 investment in the neighborhood, and the building is expected to provide a much higher return on investment than was possible before the renovation.

**INITIATIVE #3: THE VARIETY THEATRE**

The Variety Theatre is the anchor of the Lorain Avenue Master Plan and this report's focus area. The Variety Theatre complex—which includes the theatre, storefronts, and apartments—has much potential. According to the Lorain Avenue Master Plan, "A renovated Variety Theatre will serve as a catalyst for economic development in the neighborhood. The Theatre will serve as a focal point and keep entertainment dollars



within the neighborhood. Additionally, the Theatre should draw visitors from outside the neighborhood, effectively bringing in outside financial support. Ancillary businesses, such as restaurants, coffee shops, and arts and entertainment groups should thrive in the area immediately surrounding the Theatre once renovations are complete. As the existing businesses in the area prosper, the hope is that property owners will invest a portion of the profits in their buildings which will further increase the desirability of the neighborhood. The addition of new businesses will help to fill vacant space and should lead to further investment in the buildings located in the neighborhood, both by existing building owners and by new investors drawn to the revitalization of the neighborhood."

Currently though, the Variety Theatre (bottom) lays dormant. Of its ten storefronts only one is occupied (only four of the twelve apartment are occupied) and the theatre has not held an event in several years. A couple years ago the community raised money to purchase a new marquee for the theatre, but the marquee has still not been installed. Instead, it is sitting in storage. The immediate troubles facing the theatre are numerous and a discussion of each follows.

**Electricity** - The Variety Theatre storefronts are currently 90% vacant, only one business exists. This is primarily due to electrical issues that exist in the building. The majority of the storefronts cannot be occupied due to a lack of connectivity and electrical code issues. The WCDC has worked to remedy this issue and recently was the recipient of a grant from First Energy Corporation to upgrade the electrical system at the theatre. The upgrades are scheduled for this summer and the storefronts will go online shortly thereafter. There have already been several inquiries about the spaces.

**Apartments** - Currently only four of the twelve apartment

TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

units are occupied. Through the stakeholder interviews it was revealed that the low occupancy is due to the subpar condition of the units. The apartments have the potential to be a profitable and stable source of income for the property and a fully-occupied building could also bring some activity to this stretch of Lorain. These units should be renovated as soon as funding is available.

SITE ANALYSIS

**Theatre Programming** - As previously mentioned the theatre has not held an event in several years. As part of the Lorain Avenue Master Plan an analysis of the renovation costs and the end use of the theatre were undertaken. This discussion of the end use for the theatre comes from the master plan, "it is not foreseen that the Variety Theatre will be able to compete on any sort of meaningful level with a multiplex cinema that can offer up to ten different movie options per night. This type of comparison is clearly inappropriate, as the Variety will only have one movie screen, and if, for example, a play is scheduled for a two-week run, the movie screen cannot be available every night of the year. It is much more meaningful to consider how the Variety relates to existing theaters that feature live shows or single-screen, second run movies."

TARGET AREA PLAN

**Renovation Costs** - An analysis (top) of the project costs for the Variety Theatre was completed by Arkinetics, Inc. The analysis included only the costs related to the theatre and general areas; it did not include renovation costs for the apartments or the storefronts. The feasibility study assumes the use of the Federal Historic Preservation Tax Credit as a source of funds for the Project, which provides a credit of 20% of the qualified rehabilitation expenditures (QREs) incurred as part of the restoration. Arkinetics estimated that total renovation costs would be approximately \$5.3 million.

IMPLEMENTATION

It is interesting to note that the restoration and operation of historic theatres is extremely expensive and few

Estimated Project Costs				
Hard Construction Costs		QRE	Non-QRE	Total
Estimated		\$3,250,000.00	\$250,000.00	\$3,500,000.00
Contingency	10%	\$325,000.00	\$25,000.00	\$350,000.00
<b>Total</b>		<b>\$3,575,000.00</b>	<b>\$275,000.00</b>	<b>\$3,850,000.00</b>
Soft Costs			Total	
Architectural/Engineers		\$246,475.84	\$88,524.16	\$335,000.00
Legal		\$50,000.00	\$0.00	\$50,000.00
Other Soft Costs		\$24,647.59	\$8,852.42	\$33,500.01
Fundraising Expenses		\$0.00	\$200,000.00	\$200,000.00
<b>Total</b>		<b>\$321,123.43</b>	<b>\$297,376.58</b>	<b>\$618,500.01</b>
<b>Total Costs w/o Interest</b>		<b>\$3,896,123.43</b>	<b>\$572,376.58</b>	<b>\$4,468,500.01</b>
<b>Construction Interest</b>	7%	<b>\$136,364.32</b>	<b>\$20,033.18</b>	<b>\$156,397.50</b>
<b>Total Cost w/o Developer Fee</b>		<b>\$4,032,487.75</b>	<b>\$592,409.76</b>	<b>\$4,624,897.51</b>
<b>Developer Fee</b>	15%	<b>\$604,873.16</b>	<b>\$88,861.46</b>	<b>\$693,734.62</b>
<b>Total Cost</b>		<b>\$4,637,360.91</b>	<b>\$681,271.22</b>	<b>\$5,318,632.13</b>

Sources and Uses of Funds

for-profit entities have successfully completed the restoration and subsequent operation of an historic theatre. Non-profit entities have had much more success in restoring and operating historic theatres as they have access to grants, government programs and fund raising which provides free or lower costs funds to subsidize the restoration and operation of the theatre. For this reason, the Friends of the Historic Variety Theatre was formed to undertake the restoration and operation of the theatre space. From their analysis, Arkinetics estimated that the Friends of the Historic Variety Theatre would need to raise approximately \$3,780,155.85 to complete

the restoration of the Theatre. While these funds are being raised—which will likely take several years—the Friends of the Historic Variety Theatre should consider short term uses that might be able to utilize the theatre in its current state.



TARGET AREA PLANS - NEIGHBORHOOD STABILIZATION PROGRAM PHASE II

OVERVIEW

**IMPLEMENTATION**

**0-12 Months:** The following document contains an implementation schedule for the initiatives defined in the Target Area Plan Narrative. Several projects in Westtown will be commenced in the next year. Addressing the residential component of the target area plan first, the demolition approvals need to be completed for the properties that have been identified for demolition and transfer of title needs to be satisfied for those identified for renovation. The NSP2 demolition/renovation funding needs to be secured for the properties within the NSP2 target area and requests for city assistance (via related programs) for the properties that are located outside of the target area should be completed. Once the approvals and funding are in place, demolition or renovation can commence immediately. Of particular urgency are any rehabilitation initiatives as that application process is involved and the funding pool will be competitive.

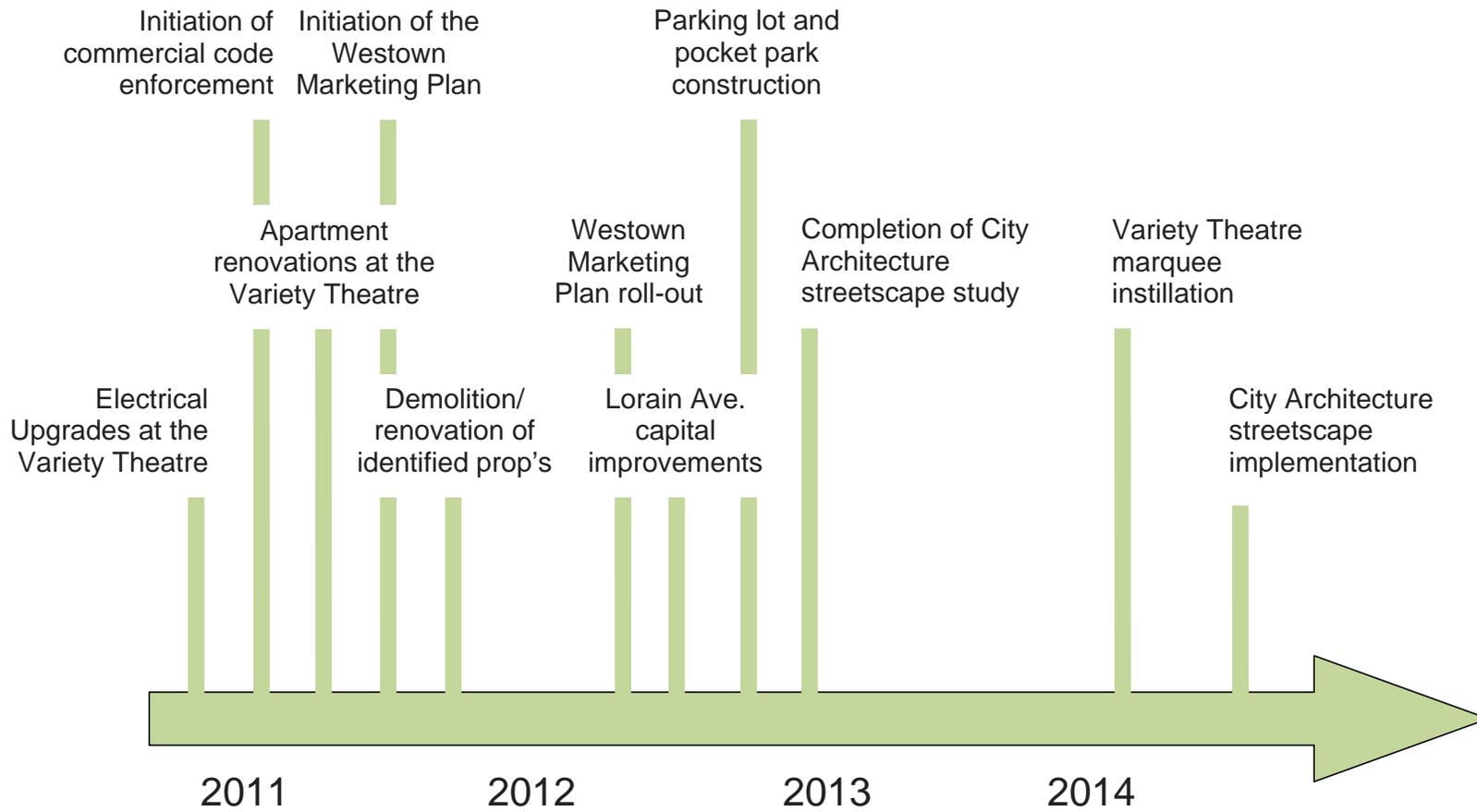
SITE ANALYSIS

Regarding the Variety Theatre, funding needs to be secured for the renovation of the apartments. Once the funding is secured, construction can begin immediately with minimal disturbance to the existing tenants. The funding has already been secured for the electrical upgrades at the Variety Theatre and they are slated to begin very soon. Once construction is complete on the apartments and the storefronts have been rewired, active marketing should begin to fill these units. (Note: until the storefronts are similarly renovated, rent levels will be, understandably, low.)

Now that the WCDC has hired a commercial director, code enforcement on Lorain Avenue needs to be resumed with an added level of intensity. Property owners also need to be aware of the funding programs that are available to them for improvements. Finally, the development of a new marketing campaign needs to be initiated and residents, business owners, and commercial property owners should be involved throughout that process.

TARGET AREA PLAN





GLENVILLE

LEEMANS

MT PLEASANT

OLD BROOKLYN

SLAVIC VILLAGE

ST CLAIR SUPERIOR

TREMONT CLARK

WESTOWN

OVERVIEW

SITE ANALYSIS

TARGET AREA PLAN

IMPLEMENTATION

PARCEL	Developed	Vacant	Condition	1 REHAB	2 MOTHBALL	3 DEMO	4 VLR	5 VLR-SY	0 OTHER
018-04-024	Y	Y	F						
018-04-078	Y	Y	F						
018-05-053	Y	Y	F	1					
018-05-112	Y	N	P	1					
018-05-138	Y	Y	P			3			
018-05-139	Y	U	F	1					
018-05-144	Y	Y	P			3			
021-22-019	Y	Y	P			3			
021-22-020	Y	Y	P			3			
021-22-021	Y	Y	P			3			
021-24-009	Y	Y	P			3			
021-24-010	Y	Y	P			3			

construction project that should be gearing up is the addition of a designated Variety Village parking lot and pocket park. The condemnation process has already begun on the three buildings located in the proposed site and they should be demolished within the next two years. The addition of a pocket park on Lorain Avenue could have a dramatic effect on the corridor. As described in the Target Area Plan Narrative, Lorain Avenue currently has a severe deficiency of foliage and greenery and the park will be visually appealing to the corridor and allow patrons an area to gather and/or relax.

**24-48 Months:** Within forty-eight months, two additional projects will have either begun or have been completed. First, by the fall of 2014 the new Variety Theatre marquee will be installed. The marquee has already been manufactured and is ready for installation, but before it can be installed the electrical improvements funded by First Energy Corporation need to be completed and the structural supports strengthened and inspected. The councilwoman is planning to host a large block party to celebrate the marquee's installation as it is sure to have a very positive effect on the community. Secondly, the City Architecture streetscape study is scheduled to be

implemented by 2014. The WCDC staff should begin working to raise the necessary implementation funding now to avoid any project delays. These two projects will combine to radically transform the pedestrian experience along Lorain Avenue.



GLENVILLE

LEE MALES

MT PLEASANT

OLD BROOKLYN

SLAVIC VILLAGE

ST CLAIR  
SUPERIOR

TREMONT  
CLARK

WESTOWN

## proposed stabilization BY THE NUMBERS



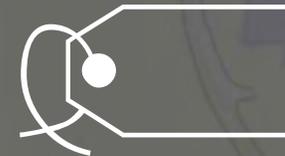
1 6

COMMUNITIES



2 3 4

REHABILITATIONS



8 8

MOTHBALLS



2 3 2

DEMOLITIONS



3 1 1

VACANT REUSES



6 9

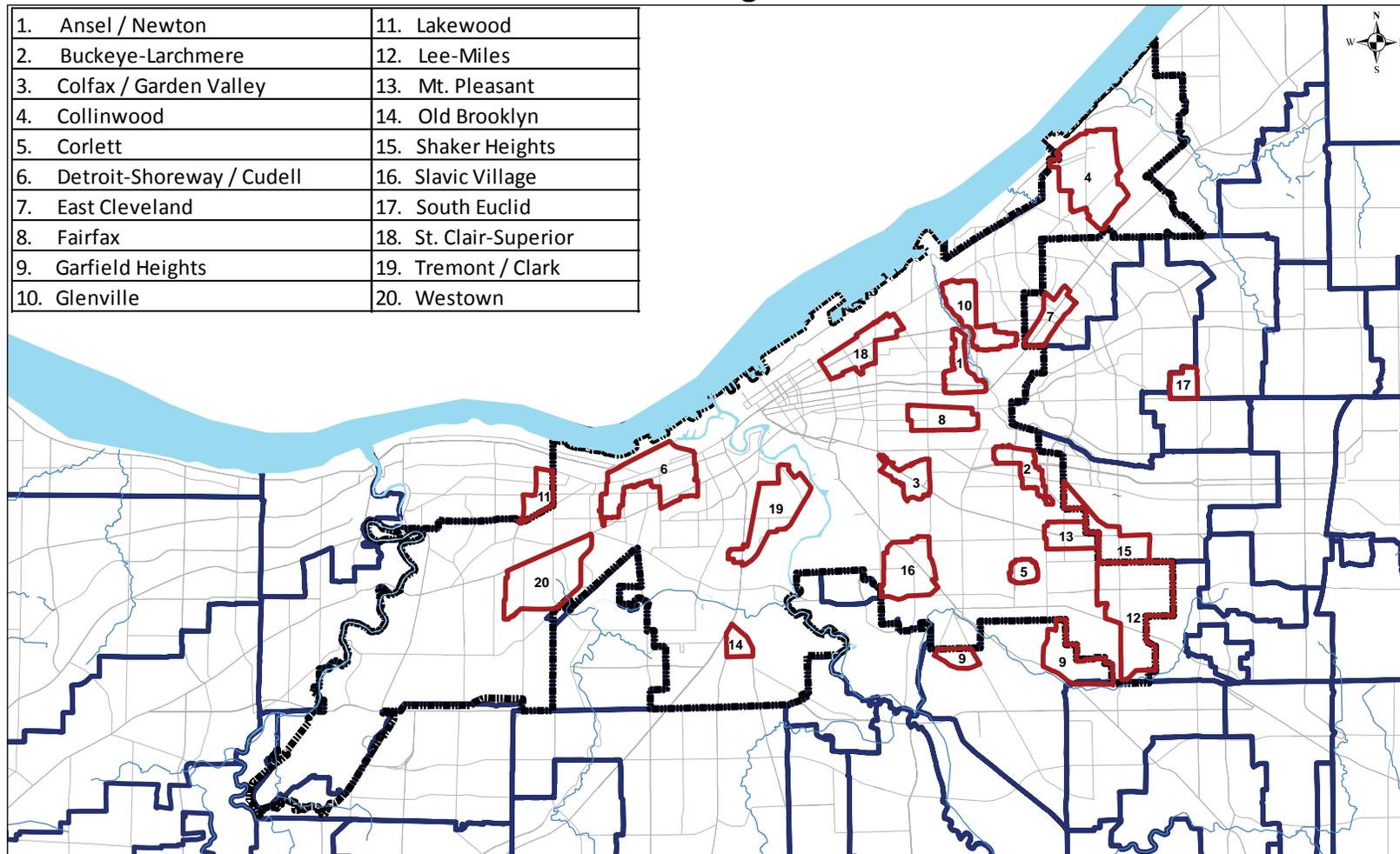
SIDEYARDS



# appendix MAPS

### HUD NSP 2 - Target Areas

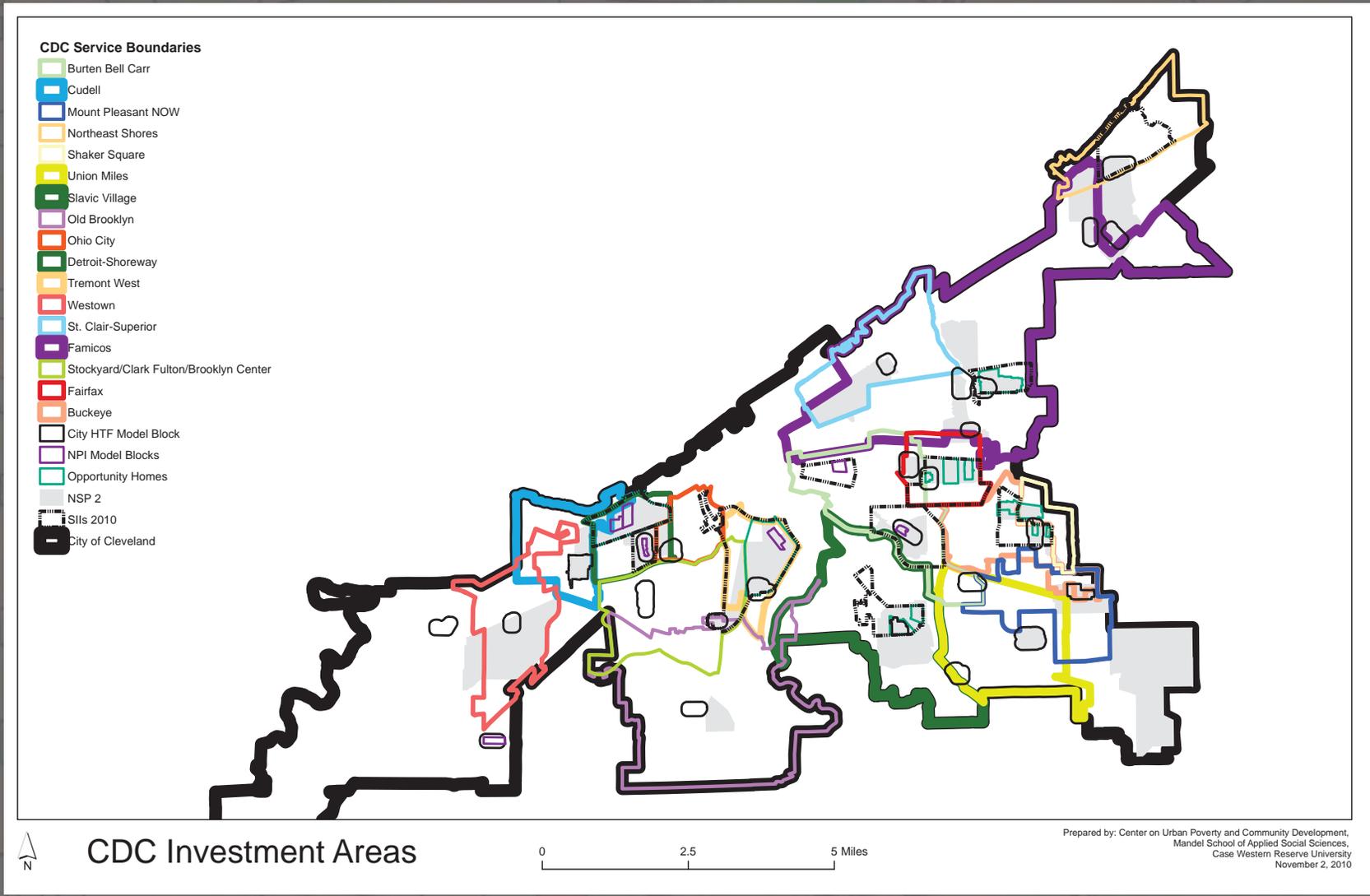
1. Ansel / Newton	11. Lakewood
2. Buckeye-Larchmere	12. Lee-Miles
3. Colfax / Garden Valley	13. Mt. Pleasant
4. Collinwood	14. Old Brooklyn
5. Corlett	15. Shaker Heights
6. Detroit-Shoreway / Cudell	16. Slavic Village
7. East Cleveland	17. South Euclid
8. Fairfax	18. St. Clair-Superior
9. Garfield Heights	19. Tremont / Clark
10. Glenville	20. Westtown

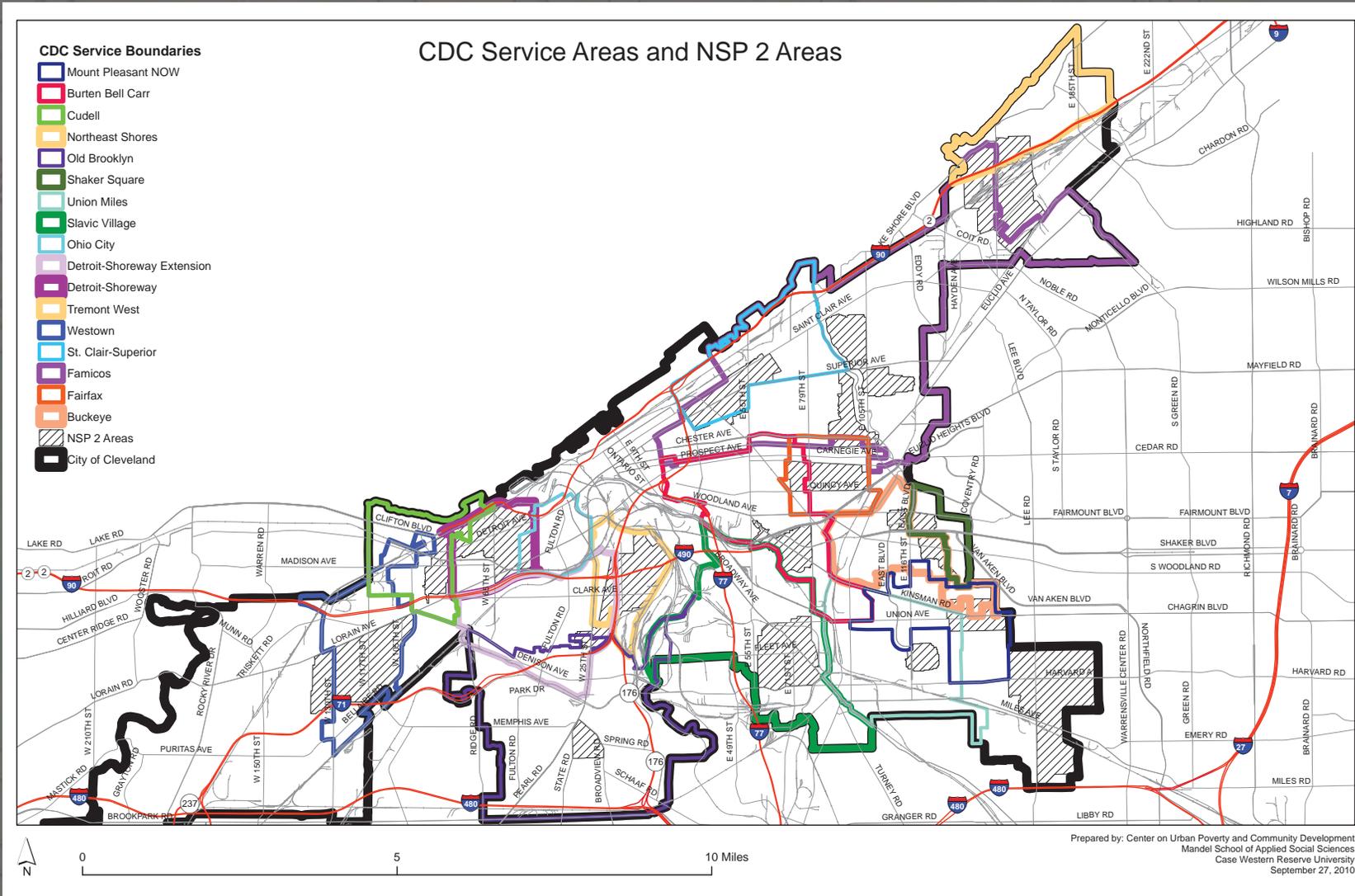


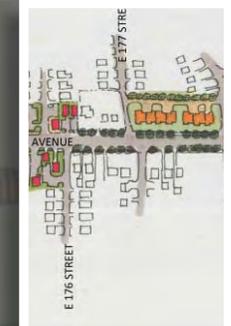
City of Cleveland  
Department of Community Development

0 0.5 1 2 3 4 5 Miles

July, 2009







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Frank G. Jackson, Mayor

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