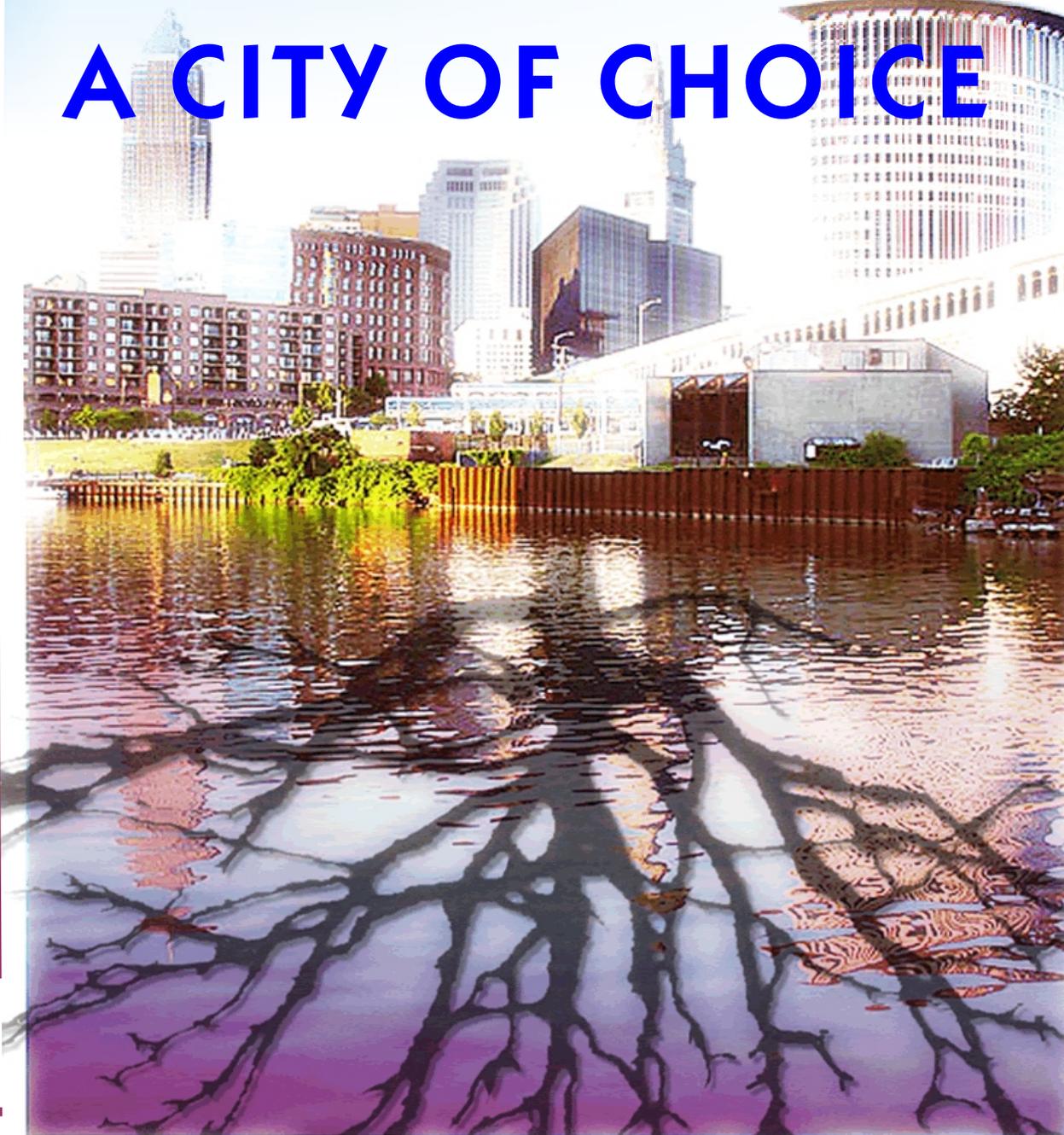


MAKING CLEVELAND A CITY OF CHOICE

A Strategy for Development and Revitalization in Cleveland

Frank G. Jackson, Mayor
January 2007



Cleveland: A Community of Choice

vital > vibrant > connected!



Cleveland is becoming a “*community of choice*” for residents, businesses and visitors by becoming a city that is *vital*, *vibrant*, and *connected*.

Vital! Cleveland is becoming a vital community with a prosperous economy fueled by new jobs in healthcare, medical research, information technology, product design, professional services and advanced manufacturing.

Vibrant! Cleveland is becoming a 24-hour community with a vibrant downtown and vibrant neighborhood “town centers” where people live, work, shop, dine and visit in places that are mixed-use, mixed-income, walkable, transit-accessible and truly urban.

Connected! Cleveland is becoming a place of “connections” where residents are connected to all the amenities of urban living – from education to jobs, from shopping to culture, and from entertainment to unique urban waterfronts – and, most important, where *neighbors are connected to one another* in neighborhoods that demonstrate the true meaning of “community.”



CLEVELAND: *A COMMUNITY OF CHOICE*

Making Cleveland and its neighborhoods “*communities of choice*” is a principal goal of the administration of Mayor Frank Jackson. A *community of choice* is a place that residents and businesses and visitors choose because of the exceptional quality of life and amenities that it offers.

The roadmap to creating communities of choice in Cleveland is presented in the *Connecting Cleveland 2020 Citywide Plan*, Cleveland’s new long-term comprehensive plan. The directions to reaching each of the destinations along the way to that goal are presented in the plan itself as well as in the initiatives and programs of each City department that has a role in making Cleveland a community of choice.

The departments of *Economic Development* and *Community Development* are taking the lead role in implementing the plan’s recommendations for development and revitalization. The following document presents the development initiatives of those departments as part of the *Citywide Plan’s* broader vision for the future of Cleveland and its neighborhoods.



HOW TO MAKE CLEVELAND A COMMUNITY OF CHOICE

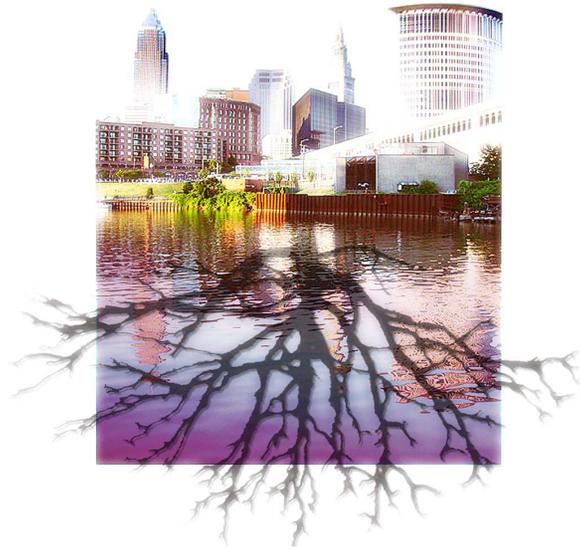
How can Cleveland be made a “community of choice for residents and businesses alike? The *Connecting Cleveland 2020 Citywide Plan* proposes:

...making Cleveland a community of choice for residents by:

- offering uniquely urban neighborhoods that are mixed-use, diverse, walkable and accessible to transit;
- providing superior city services and affordable housing in neighborhoods that are safe, healthful and sustainable;
- connecting all residents – from the most privileged among us to the least among us – to Cleveland’s wide array of amenities and opportunities, including a quality education and opportunities for employment and wealth creation;
- re-connecting Cleveland, its neighborhoods and its downtown to our greatest natural assets – Lake Erie and the Cuyahoga River – as well as to stream valleys, trails, parks and public spaces;

...making Cleveland a community of choice for business by:

- building on our emerging assets in medical care, medical research and higher education;
- building on our legacy assets in manufacturing, and linking those assets to our strengths in technological innovation;
- capitalizing on Cleveland’s unparalleled resources in transportation, energy, water and communications as incentives for economic development;
- re-positioning Cleveland as a “sustainable city,” fueled by industries that serve the emerging markets for environmental remediation, alternative energy and high-performance building.



PLANS FOR 36 NEIGHBORHOODS

We have developed neighborhood plans for each of the City's 36 statistical planning areas. They are grouped in 6 districts in the last tab of the document.

For example, consider these highlights from three sample areas:

Downtown includes:

- Continue conversion of under-utilized upper stories on Euclid Avenue to residential use
- Attract technology-oriented businesses to the Euclid Corridor area
- Rebuild or build a first-class convention center
- Rebuild Perk Park

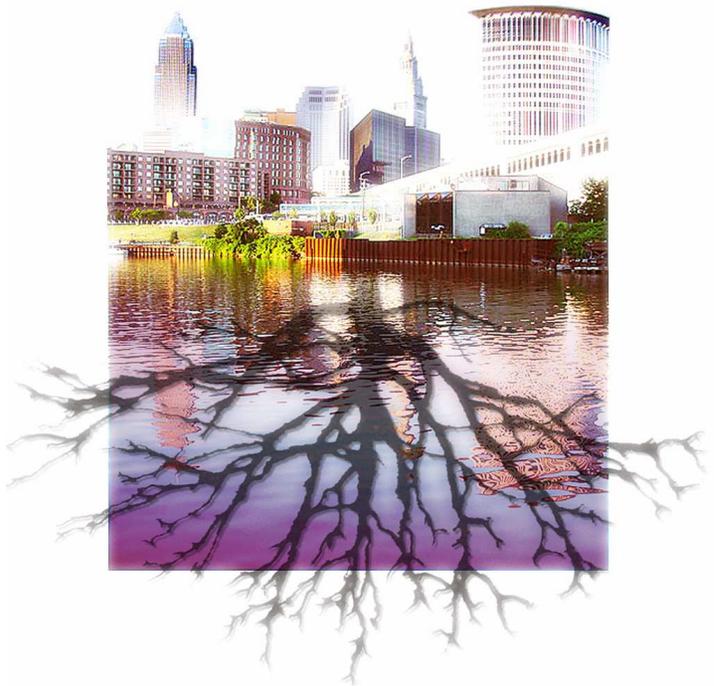
Glenville includes:

- Implement the Heritage Lane housing development along East 105th Street, just north of University Circle
- Focus retail at nodes at East 105th/St. Clair, East 105th/Superior and Garrett Square
- Restore the 88-acre Dike 14 into an accessible natural resource area on the lakefront
- Capitalize on the heritage of Glenville residents through arts and cultural initiatives celebrating the accomplishments of its many former residents

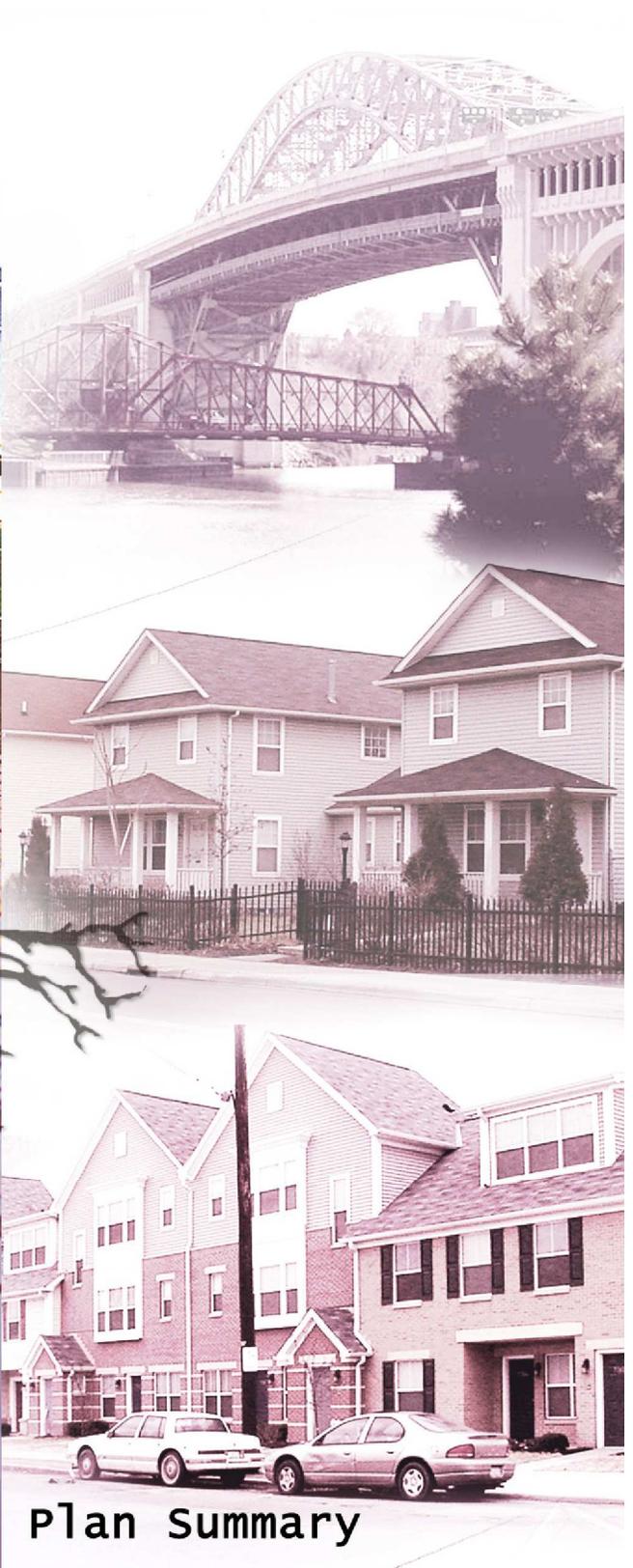
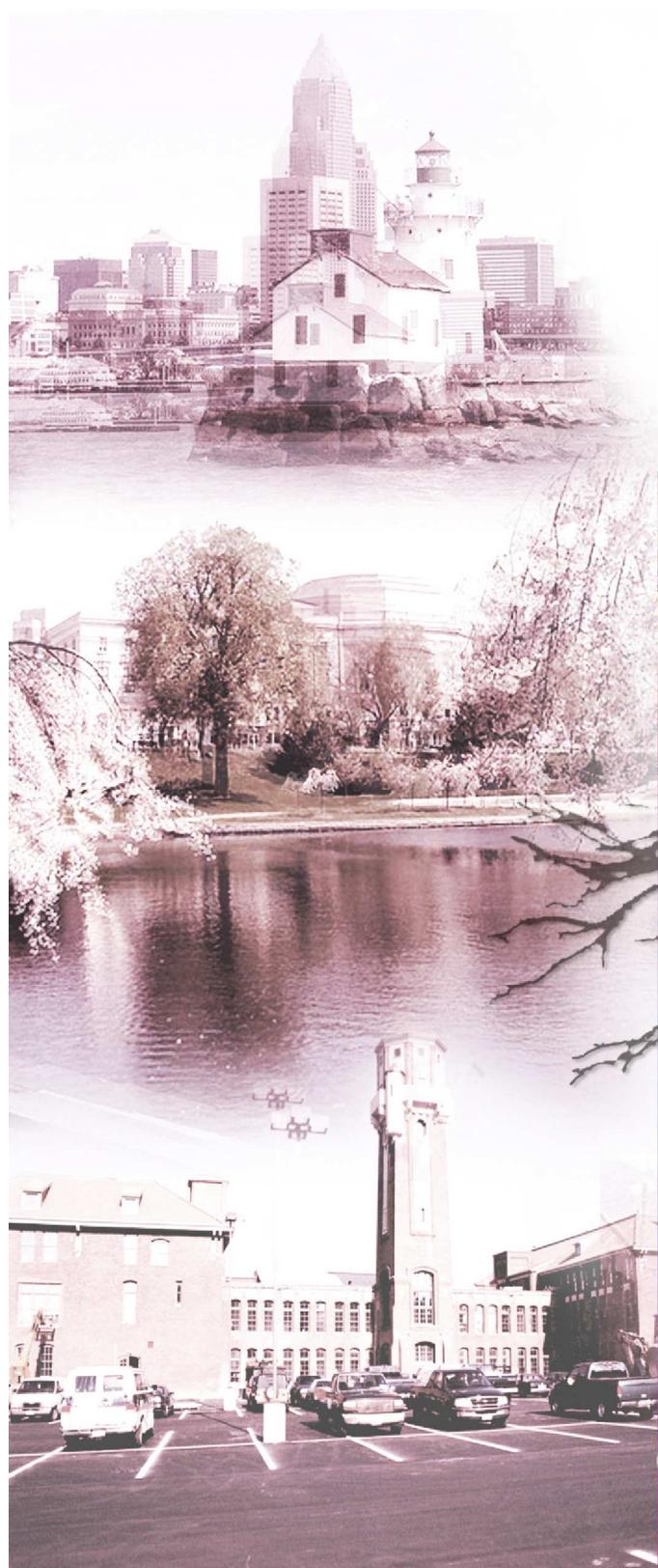
Detroit-Shoreway includes:

- Transform the West Shoreway from an expressway to a boulevard and create additional and strengthened connections from the existing street grid to the lakefront

- Develop housing on vacated industrial sites along the bluff to take advantage of lake views
- Strengthen the “arts district” along Detroit Avenue as the keystone of neighborhood-wide revitalization



CITYWIDE PLAN



Connecting Cleveland
2020 Citywide Plan Summary



Cleveland City Planning Commission

601 Lakeside Avenue, Room 501
Cleveland, Ohio 44114
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<http://planning.city.cleveland.oh.us/>

July 2006

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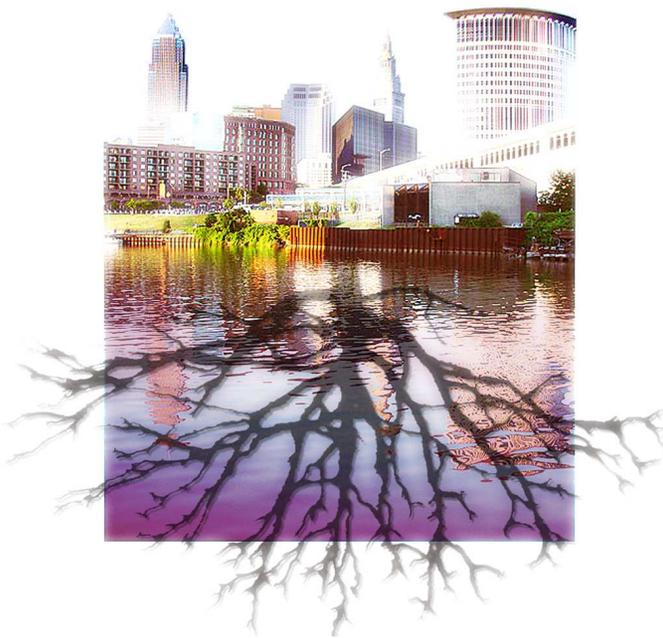
FUNDING

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Special thanks for the contributions of the Cleveland Neighborhood Development Coalition and all its member organizations, Cleveland City Council, Neighborhood Progress, Inc, and all the departments of Cleveland City government, Cuyahoga County government and regional agencies that contributed to the preparation of this plan.

This plan is dedicated to the memory of Richard A. Shatten for his extraordinary vision and leadership in advancing planning and economic development in Cleveland and the region.

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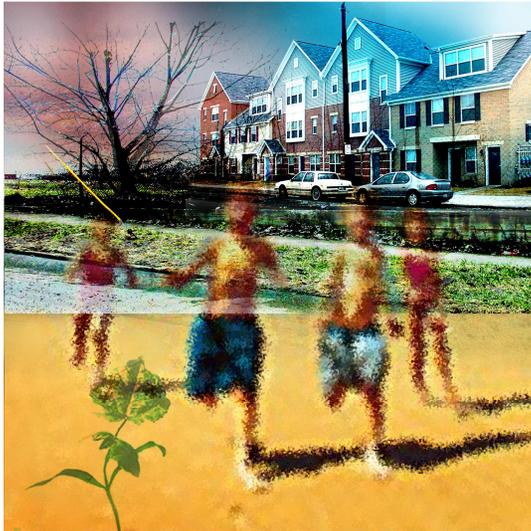
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OVERVIEW



What is the measure of a great city? The height of its skyscrapers? The size of its convention center? The number of Fortune 500 companies within its borders? The records of its sports teams? Although each of these can contribute to greatness, the ultimate measure of a city's greatness is the quality of life it offers to its citizens.

A great city connects its citizens to great choices in housing, education, employment, services, shopping, entertainment and culture as well as to opportunities to live in neighborhoods that are safe, secure and vibrant. A great city truly can be a place that nurtures the body, the mind and the spirit of those who choose to make the city home.

Just as importantly, a great city is a "city of choice and of choices" not just for its most privileged but also for those who have been denied access to many of the pathways that can lead to success and fulfillment in life.

*The **Connecting Cleveland 2020 Citywide Plan** is a new tool in Cleveland's climb to become a city of choice – a city that connects people and places and opportunities. This **Summary** introduces the plan and highlights its citywide recommendations. The full plan treats these citywide issues in greater detail, presents a block-by-block "future land use map," and focuses attention on each of Cleveland's 36 neighborhoods. [The complete plan is available online at <http://planning.city.cleveland.oh.us>.]*

THE COMPREHENSIVE PLAN

Cleveland's City Charter (in Section 76-2) directs the City Planning Commission to "make and adopt a general plan for the development and improvement of the city." This "general plan," more commonly known as a "comprehensive plan," serves as a blueprint or a roadmap for development and revitalization activities in the City.

The comprehensive plan establishes an overarching vision of the City's future, typically looking out at least ten years, and provides guidance on development-related decisions that must be made on a day-to-day basis. Although some of a plan's recommendations will occur quickly, it is important to understand that other recommendations will occur only when market conditions are right or when necessary funding becomes available. Given this limited availability of public funds and the limited availability of land, the comprehensive plan is an essential tool in ensuring that the City makes the best use of scarce resources and in preventing the City from pursuing policies or supporting projects that work at cross-purposes.



CLEVELAND CIVIC VISION 2000 CITYWIDE PLAN

EVOLUTION OF A CIVIC VISION

Between 1950 and 1990, Cleveland lost nearly half of its population and more than half of its jobs in manufacturing, historically the city's top job-producing sector. The concurrent increase in urban sprawl left behind a host of problems including vacant property, unemployment and contaminated land. As these challenges became increasingly evident, so too did the lack of a comprehensive strategy to address them and to take advantage of the emerging market for redevelopment.

Cleveland's *Civic Vision 2000 Plan*, completed in 1990, confronted these challenges by presenting a vision to re-structure Cleveland as a smaller but more viable city. The plan fostered the concentration of retail businesses in strategically located "neighborhood town centers." The plan also facilitated creative re-use of excess industrial and commercial land, a resurgence in residential development, new industrial parks near freeway interchanges, and increased attention to urban design issues.

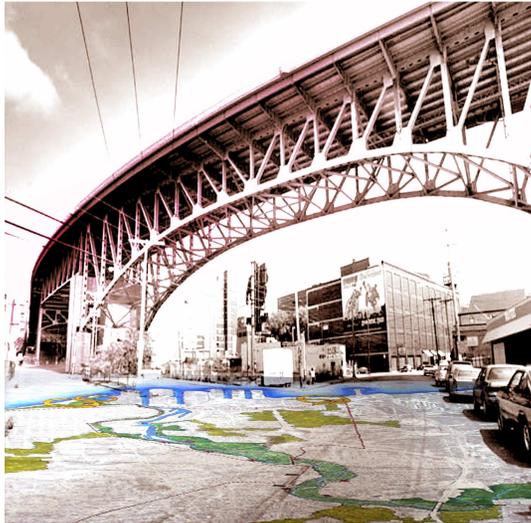
Although *Civic Vision*, in many respects, put Cleveland back on track, it has been aptly observed, "*even if you are on the right track, you will get run over if you just sit there.*"*

The 21st century presents Cleveland with challenges and opportunities that were not fully anticipated in 1990. Among the most pressing is the accelerating shift toward a knowledge-based economy – both a challenge and an opportunity for a city struggling to educate its children, yet rich in institutions of higher education and medical innovation. Just as significant are new opportunities to create competitive, mixed-use urban communities, fueled by changing demographics and changing lifestyles.

The redevelopment successes of the 90's made it increasingly evident to Clevelanders that physical development is not enough, as debilitating poverty persisted in the shadows of new buildings rising across the urban landscape. Unaddressed social needs have a way of undoing the best-laid plans of architects and planners. It is clear that "place-based" strategies addressing land use and physical development must be coupled with "people-based" strategies that address people's needs for *connections* to education, jobs, services, recreation and the arts, as well as the need for "*connectedness*" to neighbors and to a supportive community.

Cleveland, however, is a resilient city that has the ability to use the assets it built during its peak years to re-invent itself as a competitive place to live and do business for generations to come.

* *Will Rogers, early 20th century American humorist*

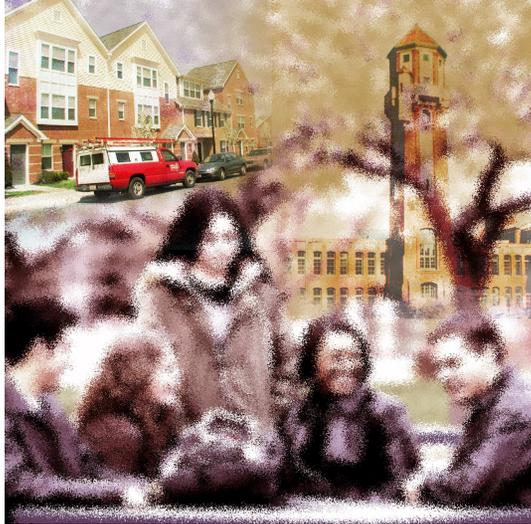


CONNECTING CLEVELAND

The theme of the new *Citywide Plan* is "**connections.**" The plan is premised on the understanding that a great city is not merely a collection of buildings, but it is a place of connections – connections between *people* and *places* and *opportunities*. At its simplest, a connection can be a bike path that connects a neighborhood to the waterfront or a bus line that connects people to jobs. At its most fundamental, a connection can be a *shared space* – an urban plaza, a neighborhood park, a community institution or even a coffee shop – that connects people to one another in a way that creates a sense of "place" and a sense of belonging – that elusive but enduring thing that we call "community."

Other essential connections link people to the diverse *opportunities* available in a city – opportunities that for some city residents are so close but yet have remained just out of reach. These are connections to education, social services, jobs, health care, shopping, entertainment, the arts and culture – the full array of opportunities and resources that only a large metropolitan area can provide. In this sense, the *Connecting Cleveland 2020 Citywide Plan* is a plan that *connects the "physical" and the "social"* to create communities that are truly viable and sustainable.

CLEVELAND IN PERSPECTIVE



INTRODUCTION

As technology continues to make the world a smaller place, people and businesses have never been so mobile. Gone are the days when parents could expect their children to grow up and remain close to home, and gone too are the days when communities could expect their hometown stores and businesses to remain as fixtures for a lifetime. For Cleveland to grow and prosper in the 21st century, Cleveland must find new ways to compete in attracting residents and businesses, not just in competition with its suburbs, but also in competition with other metropolitan areas across the nation and the world.

How does Cleveland rank against other U.S. cities and metropolitan areas? Frankly assessing Cleveland's deficiencies and aggressively building on its strengths is a prerequisite for Cleveland's renewed success. It cannot be denied that Cleveland has fallen from the heights it had reached when it was the nation's 5th largest city, with rapid job growth and a school system that was the envy of the region and the nation. Cleveland, however, is a resilient city that has the ability to use the assets it built during its peak years to re-invent itself as a competitive place to live and do business for generations to come.

STRENGTHS

Cleveland's strengths range from the inherent advantage of its location on Lake Erie to the cultural and civic assets it developed when it was one of the nation's very largest cities to the newly developing assets flowing from the innovations of its medical and educational institutions. More specifically, Cleveland's principal strengths relative to other U.S. cities and regions include the following.

Metropolitan Population. Cleveland is the central city of the 16th largest metropolitan area in the nation, making Cleveland a major economic market.

Downtown Population. The population of downtown Cleveland, although still relatively small, increased by 1/3 between 1990 and 2000, one of the largest gains recorded among major U.S. cities.

Medical Innovation. Cleveland is home to the Cleveland Clinic, consistently ranked as the nation's top cardiac care center, and University Hospitals, featuring one of the nation's top-ranked pediatric hospitals.



Cleveland's institutions of higher learning have become increasingly important assets for economic development. *[Peter B. Lewis Building at Case Western Reserve University]*

Higher Education. Cleveland is home to Case Western Reserve University, the only Ohio institution ranked among the nation's top 50 universities, and Cleveland State University, featuring one of the nation's top ten colleges of urban affairs.

Information Technology. Cleveland has been recognized as a national leader in creating the "ultra-broadband" network needed to fuel information technology business development.

Water. Lake Erie gives Cleveland a supply of fresh water – supporting both manufacturing and residential development – that is the envy of cities across the nation, particularly in regions where fresh water is a scarce and precious commodity.

Waterfronts. The shorelines of Lake Erie and the banks of the Cuyahoga River and its tributaries give Cleveland unparalleled opportunities for waterfront recreation.

Location and Accessibility. Cleveland is centrally located in the most populous region of the United States. In 2004, Cleveland was ranked first in the Midwest and fourth in the nation as a location for "logistics management," with Cleveland's interstate highway access cited as its top-ranking asset. In the most recent annual study of traffic congestion across the nation, the University of Texas ranks Cleveland 73rd in delays caused by congestion – making Cleveland one of the most accessible metropolitan areas in the United States

Neighborhood Institutions. Cleveland is a city known nationally for the quantity and quality of its neighborhood organizations, including community development corporations that combine grassroots connections with technical skills to create unique capabilities for revitalizing neighborhoods.

Philanthropic Support. Cleveland benefits from unusually strong philanthropic support from the non-profit and corporate sectors, including the Cleveland Foundation, the nation's oldest and second largest community foundation and the model for community foundations worldwide.



Five decades of population loss in Cleveland have left a legacy of abandoned houses, particularly in near east side and near west side neighborhoods.

CHALLENGES

The Brookings Institution analyzed data from the 2000 U.S. Census for Cleveland and 22 other cities. That analysis leaves no doubt that Cleveland faces serious challenges in creating a quality of life and an economic climate competitive with that found in its peer cities. Among the most significant findings in the Brookings analysis are the following.

Population. Cleveland is now the 33rd largest city in America (in 2000), after having peaked as the 5th largest city in America in 1920 and having held onto a position in America's top ten most populous cities until 1970.

Income. The median income of households in the City of Cleveland grew during the 1990s but ranks third lowest among the 100 largest cities in America.

Poverty. The poverty rate in Cleveland declined in the 1990s but still ranked third highest among the 23 target cities in the 2000 U.S. Census. Cleveland has the second-highest black and Hispanic poverty rates of the 23 target cities in the *Brookings* analysis.

Education. The percentage of Cleveland adults holding bachelor's degrees is fifth lowest among the 100 largest cities. Cleveland has the fourth highest share of older teens who left high school without a diploma.

Employment. At the time of the 2000 U.S. Census survey, Cleveland had the highest unemployment rate among the 23 target cities.

Immigration. Cleveland had the lowest foreign-born population share among the 23 cities studied by the *Brookings Institution*. In addition, only one in six Cleveland residents arrived within the last five years, giving Cleveland the sixth lowest share of "new arrivals" among the 23 target cities.

College Students. Cleveland has the second smallest university student population among the 23 target cities.

Economically Dependent Population. Seventy children and seniors are being supported by every 100 of Cleveland's working-age adults – the second highest percentage of economically dependent population found among the 23 target cities.

Households and Families. Compared to the other cities, Cleveland has a relatively small married-couple family population and a large single-parent family population.



The loss of over 150,000 manufacturing jobs has left Cleveland with the challenge of finding productive re-use for abandoned industrial buildings. [near East 55th and Central Avenue]

Segregation. Although the proportion of non-white population in Cleveland is roughly the same as the average in the 23 cities studied by the *Brookings Institution*, segregation of blacks from whites and of blacks from Hispanics, however, is far greater in Cleveland, with Cleveland ranking the 8th most segregated among the 23 cities.

Jobs in Manufacturing. The percentage of Cleveland workers employed in manufacturing – a sector of the economy that has experienced significant job losses – is nearly double the average for the 23 target cities.

Job Location. Only four of the 23 target cities have a smaller percentage of their working residents employed inside the city's boundaries than is the case in Cleveland. Over half of all commutes in the Cleveland metropolitan area begin and end in the suburbs.

Age of Housing Stock. Half of Cleveland's housing units were built before World War II – the second highest percentage among the 23 target cities.

NOTE: The 23 cities included in the analysis by the *Brookings Institution* area as follows (in order of population):

New York, Los Angeles, Chicago, Philadelphia, Phoenix, Dallas, San Antonio, Detroit, Indianapolis, Columbus, Minneapolis-St. Paul, Baltimore, Boston, Washington, Seattle, Denver, Portland, Cleveland, Kansas City, Atlanta, Oakland, Miami, Newark

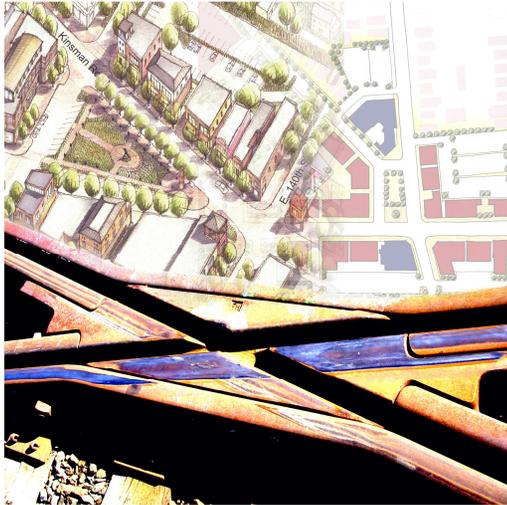
PLAN AND IMPLEMENTATION



THE VISION

What kind of place will Cleveland be in the year 2020? The *Connecting Cleveland 2020 Citywide Plan* presents a vision of Cleveland as a community that has learned how to make the most of its strengths and has re-positioned itself as

- a national leader in **biomedical technology** and **information technology** – with connections to the Cleveland Clinic, University Hospitals, Case Western Reserve University, NASA and other world-class innovators
- a center for **advanced manufacturing** – a national model for connecting new technologies to traditional industries
- a community with connections to **good jobs for all residents** and connections to the education and training demanded by those jobs
- a city known for **safe neighborhoods** that are **family-friendly** and **senior-friendly**, with **first-class city services** provided to all residents
- a pioneer in improving **public education** through partnerships to provide resources based on the needs of students rather than the wealth of communities
- a city known for its **accessible lakefront and riverfront**, connected to waterfront neighborhoods and unique recreation opportunities
- a city of **vibrant urban neighborhoods**, with mixed-use districts and “live-work” spaces that attract creative and entrepreneurial individuals from across the region and the nation
- a community where racial, ethnic and social **diversity** is not simply tolerated but is embraced and celebrated in every neighborhood as one of Cleveland’s greatest assets
- a mecca for the **arts and culture**, with world-renowned institutions like the Cleveland Orchestra and the Cleveland Museum of Art joined by a vital local arts scene and public art in neighborhoods throughout the city
- a model for **healthy living** and **sustainable development**, with walkable neighborhoods, bike routes, ecological design, and community partnerships to provide recreation opportunities to Clevelanders of all ages, incomes and ability levels



THE GUIDING PRINCIPLES

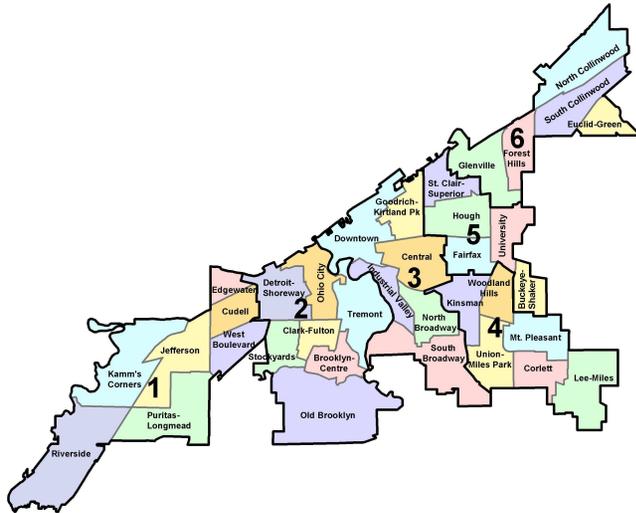
In crafting its vision, the *Connecting Cleveland 2020 Citywide Plan* is guided by the following principles:

- **Connections:** connecting people and places and opportunities
- **Assets:** building on assets in the city and each of its neighborhoods
- **Opportunity:** “re-imagining” Cleveland to turn challenges into opportunities
- **Place:** creating competitive urban “places” with character and identity
- **Choice:** creating “communities of choice” in Cleveland for residents with many choices as well as for those with relatively few choices
- **Diversity:** embracing and celebrating diversity in people, housing and opportunities
- **Sustainability:** building a community that is healthful and viable

These are the principles that underlie the plan and are incorporated into its goals, policies and recommendations for the City and for each of its neighborhoods. These principles will also inform and guide future actions on planning and development issues that emerge in the years after the plan’s adoption.

A NEIGHBORHOOD-BASED PLAN

Planning Districts 1 – 6 and Neighborhood Areas*



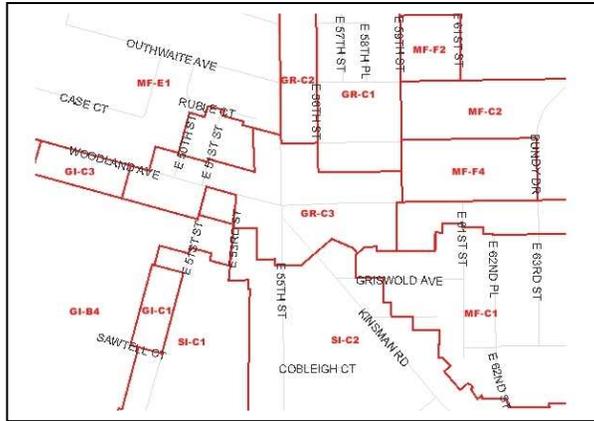
*Neighborhood areas are known as “Statistical Planning Areas” (SPAs)

The *Connecting Cleveland 2020 Citywide Plan* is built on a foundation of plans created by neighborhood residents and stakeholders.* These grassroots plans are the building blocks for the *Citywide Plan*, firmly grounding the plan in the reality experienced by those who live and work in each neighborhood. By connecting neighborhood-based plans to a citywide planning context, Cleveland’s *Citywide Plan* is able to address neighborhood-level issues with policies that require a citywide approach. Just as importantly, the integration of neighborhood-based plans into the *Citywide Plan* makes it possible for the plan to address neighborhood issues with a degree of detail not typically seen in a citywide general plan.

In crafting and presenting its vision, the *Connecting Cleveland 2020 Citywide Plan* organizes the City around clusters of neighborhoods, rather than wards, as was the case with the plan’s predecessor, *Civic Vision 2000*. This neighborhood-based structure allows that plan to focus holistically on each City neighborhood as a building block of the larger plan. In order to consider the interaction between neighborhoods, the plan then groups 36 Cleveland neighborhoods (also known as Statistical Planning Areas) into six “districts,” which closely correspond to the City’s six Police Districts and Community Relations Districts.

Connecting Cleveland 2020 devotes a separate chapter to each of these six planning districts. Within each district chapter, the plan draws a portrait of each of the district’s neighborhoods, identifying the assets and opportunities that characterize that neighborhood. Issues that transcend neighborhood boundaries are discussed at the district level.

*Copies of many of these neighborhood plans can be viewed through electronic links on the web-based version of the *Citywide Plan*.



Zoning is a key tool for implementing recommendations of the *Connecting Cleveland 2020 Citywide Plan*.

IMPLEMENTATION

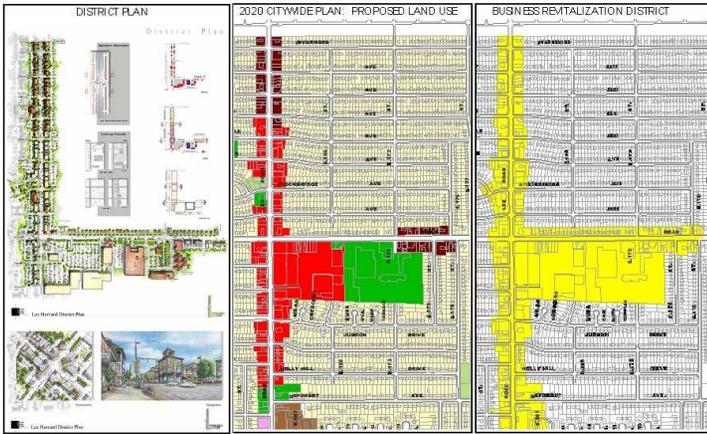
It has been said, only partly in jest, “*to plan is human, to implement is divine.*” Plans that fail to produce results are, in fact, so common that the phrase “plans that sit on the shelf” has become a part of our vocabulary. To avoid this fate, the *Connecting Cleveland 2020 Citywide Plan* has been designed to “jumpstart” its implementation by incorporating implementation strategies and capital improvement recommendations into the plan itself.

No plan, however, can implement itself. Implementation of the *Connecting Cleveland* plan will require the coordinated efforts of all segments of City government and, critically, a precedent-setting degree of *regional cooperation*. Many of the tools necessary to implement the plan are already in place, but some of these tools are outdated and need to be re-thought and re-configured if they are to be effective in realizing the emerging vision for Cleveland’s future. An effective implementation strategy for the *Connecting Cleveland 2020 Citywide Plan* needs to include the following components.

Marketing. Cleveland is a community rich in assets – from its location on a Great Lake to the excellence of its cultural life and from its national transportation connections to its affordable cost of living. Effectively marketing these and other assets can attract businesses and residents to Cleveland without an over-reliance on financial incentives that deprive the City and its schools of the revenues required to provide first-class services.

Neighborhood Connections. One means of improving the quality of life in Cleveland’s neighborhoods is to view each neighborhood holistically – with the goal of better coordinating and focusing the multitude of governmental and private services that are provided to that neighborhood.

Zoning. Innovative zoning regulations and an updating of the City’s zoning map are core components in implementing the *Connecting Cleveland Citywide Plan*. That process has already begun and includes creation of the City’s first research district, first live-work district, first pedestrian-oriented retail district, and the City’s first zoning district that mandates mixed-use, multi-story development – each designed to implement aspects of the plan’s vision. Along with the zoning initiatives are *design guidelines* established to ensure that new development enhances the character of Cleveland’s neighborhoods and retail districts.



Neighborhood-based plans form the building blocks for the *Citywide Plan's* future land use map. Specialized zoning districts are being used in implementing the plan.

Capital Improvements. The *Citywide Plan* identifies capital improvement projects that can be catalysts for the plan's development recommendations – such as a new road or a new transit connection proposed to provide improved access for economic development. In addition, the *Citywide Plan* is already being used as input for the City's newly re-instituted 5-year capital planning process, thereby helping the City to make strategic use of limited funds.

Incentive Programs. Financial subsidies have fueled much of Cleveland's recent redevelopment. The *Citywide Plan* recommends that current incentive programs be re-evaluated to ensure that they achieve their objectives in a manner that minimizes use of limited City resources. The plan also recommends that programs be restructured or created to meet newly defined objectives, such as the promotion of "green" building, transit-oriented development, mixed-use development, technology transfer initiatives, and healthy lifestyles.

Funding Resources. It is recognized that City resources alone will not be sufficient to achieve the goals laid out in the *Citywide Plan*. Consequently, the plan emphasizes the need for creative partnerships between the City, other governments and the private sector in pursuit of the plan's goals. A listing of current funding sources is incorporated into the text of the full plan.

Community Engagement. Meaningful and broad-based public participation is critical in ensuring that the plan has the community support necessary for its implementation. The fact that the *Connecting Cleveland* plan is built on a firm base of community engagement is a good start, but the success of the plan will depend on a commitment on the part of the City and neighborhood-based organizations to continue that engagement.

GOALS AND POLICIES



Providing alternative housing types, such as “live-work” units, is one way of capitalizing on the City’s urban character to attract new residents. *[Loftworks in Goodrich-Kirtland Park neighborhood]*

GOAL: *Provide new and renovated housing that meets the needs and preferences of Clevelanders of all incomes, ages and lifestyles*

HOUSING

Issues

After decades with virtually no significant housing development, Cleveland now leads the region in the creation of new housing. Hundreds of new single-family houses and townhouses are breathing new life into neighborhoods in every part of the City. Conversion of obsolete warehouses into upscale housing and “live-work” spaces has attracted thousands of new residents seeking uniquely urban living environments. At the same time, programs for affordable housing and supportive housing are creating housing opportunities for those whose needs are not served by the private market. In the effort to meet its housing goals, the City must address issues as divergent as homelessness and suburban competition. More specifically, among the housing issues facing Cleveland are the following.

- current housing choices that fail to fully meet the needs of individuals of all ages and incomes and ability levels
- inadequate supply of housing that can attract mobile individuals with many housing choices
- adapting housing incentives to changing market conditions
- homelessness and the associated needs for supportive services
- excessive numbers of dilapidated and abandoned residential buildings
- weak private market for housing rehabilitation even in neighborhoods where new housing is being developed
- obstacles to assembling sites for large-scale housing developments

Policies

1. **Decent and Affordable Housing.** Give highest priority among the City’s housing initiatives to the provision of decent and affordable housing for all Clevelanders.
2. **Alternative Housing.** Attract residents seeking an urban lifestyle by offering alternative housing types, including townhouses, condominiums, live-work spaces, and converted commercial, industrial and institutional buildings.



Outstanding design and affordability do not have to be mutually exclusive goals in the development of new housing. *[Arbor Park Village low-income housing development in the Central neighborhood]*

- 3. Competitive Places.** Create and preserve neighborhoods that are competitive urban places, characterized by mixed-use development, pedestrian-friendly design and transit access.
- 4. Housing Choice.** Provide a diversity of housing types in neighborhoods throughout the City, maximizing choices for residents of all economic and social circumstances.
- 5. Code Enforcement.** Target residential code enforcement in a manner that helps stabilize neighborhoods without causing undue hardships for low-income households.
- 6. Housing Incentives.** Ensure that financial incentives for housing development are the minimum necessary to be effective, and do not result in undue losses of revenue for city services or the public schools.
- 7. Rehabilitation.** Give priority to housing rehabilitation as the most effective means of making affordable housing available to the greatest number of residents.
- 8. Land Assembly.** Promote housing development through strategic, proactive land assembly.
- 9. Homelessness.** Address homelessness through a multi-faceted strategy that includes emergency shelters, permanent supportive housing, medical and social services, and job training.
- 10. Senior Housing.** Develop housing for senior citizens in proximity to shopping, medical facilities, social services, and public transportation.
- 11. Design.** Ensure that the design of new and renovated houses complements the character of the surrounding neighborhood, through a design review process that is effective, expeditious and equitable.
- 12. Neighborhood Plans.** Locate infill houses where neighborhood plans ensure a supportive environment for residential development.
- 13. Green Building.** Encourage use of “green building” techniques in new and renovated housing through code changes and financial incentives.



A central focus of the *Citywide Plan's* retail strategy is to re-establish the competitiveness of Cleveland's neighborhood retail districts by building upon their traditional strengths as pedestrian-oriented, mixed-use districts with distinctive architectural character. [West 25th Street in Ohio City]

GOAL: *Provide Cleveland residents with a broad range of high quality, conveniently located retail shopping opportunities*

RETAIL

Issues

Recent years have seen a marked improvement in shopping opportunities in many Cleveland neighborhoods, with the development of contemporary shopping centers and the renovation of historic retail buildings through the City's Storefront Renovation Program. Nonetheless, Clevelanders remain underserved with respect to the quality and variety of shopping opportunities available in their neighborhoods and in their city. Studies show that Cleveland residents spend over a billion dollars a year in retail stores outside the City – thirty-three cents on every dollar spent on retail purchases.

As new and renovated housing has risen in Cleveland's neighborhoods, there is a growing mismatch between the increased spending power of residents and the lesser quality and variety of the retail shopping that serves their neighborhoods. The lack of a full range of quality retailing, along with the poor physical condition of some retail makes these otherwise attractive districts, neighborhoods less desirable as places to live. These issues and others, as highlighted below, must be addressed if Cleveland is to meet its goal to provide all Cleveland residents with a broad range of high-quality retailing.

- poor-quality and limited variety of retailing in many neighborhoods
- mismatch between residents' spending power and retail shopping opportunities
- unattractive "streetscapes," signage and storefronts
- retail districts lacking distinctive identities, consistent business hours, joint marketing, etc.
- lack of convenient parking and transit options
- intrusion of auto-oriented development into pedestrian-oriented districts
- sparse retailing and vacant building and lots along major streets
- safety problems and perceptions
- absence of "big draw" retail anchors
- lack of assembled land for large-scale retail development
- ability of locally-owned businesses to compete with national chains



Strategically located large-scale shopping centers can complement services offered in traditional urban retail districts. *[site of Steelyard Commons shopping center]*

Policies

1. **Building on Strengths.** Re-establish the competitiveness of Cleveland's neighborhood retail districts by building upon their traditional strengths as pedestrian-oriented, mixed-use districts with distinctive architectural character.
2. **Preservation.** Give priority to renovation and infill development, as opposed to large-scale new development, as the principal means of providing competitive retail shopping in Cleveland.
3. **Building Smart.** Strategically locate and design a limited number of large-scale shopping centers in a manner that will stem the outflow of retail spending from the City of Cleveland, while complementing the City's traditional retail districts.
4. **Consolidating.** Consolidate retail shopping to create and reinforce mixed-use "town centers" that serve as focal points of neighborhood activity.
5. **Niche Marketing.** Transform selected retail districts into regional attractions by clustering stores around common themes – including arts and culture, ethnic identities, antiques, and recreation and scenic resources.
6. **Tapping the Market.** Improve the quantity and quality of retailing in Cleveland neighborhoods by tapping into the hidden market that is often overlooked by national retailers, particularly in neighborhoods with large numbers of minorities and immigrants.
7. **Creating Wealth.** Maximize opportunities for Cleveland residents to own and operate retail businesses in the City.
8. **Connecting to Transit.** Link new and revitalized retail development to public transit, as well as to bicycle routes and cyclist amenities.
9. **Building Safe.** Design retail developments to maximize public safety, and work with merchant and community organizations to ensure ongoing safety.
10. **Streetscape.** Improve the appearance and vitality of retail district "streetscapes" through use of public art, banners and signs, benches, street trees, decorative paving, underground wiring, sidewalk cafes, etc.
11. **Parking.** Develop strategically located shared parking lots and garages in neighborhood retail districts that are under-served by parking.



Cleveland can capitalize on the presence of leading medical and educational institutions to attract bio-medical and information technology businesses. [Cleveland Clinic Heart Center]

GOAL: *Increase economic prosperity through job creation and improved access to jobs and business ownership by all segments of the Cleveland community*

ECONOMIC DEVELOPMENT

Issues

During the first half of the 20th century, Cleveland's economy boomed in an era when the steel industry was king. Workers from Europe and later from the rural south flocked to Cleveland to find work and to raise families. Many of these manufacturing jobs paid well and required relatively little education.

Today, another wave of opportunities is rolling in, except that this time the revolution is taking place in digital technologies and other knowledge-based occupations. The members of today's work force want the same things their grandparents wanted—namely, security, stability and the opportunity to build wealth—but in order to ride this new wave of opportunity, workers must have the desired skills upon entry, both for new and for existing industries. For the latter are busily reinventing themselves by replacing manual infrastructure with digital systems and creating a leaner work environment. For these highly sophisticated new systems of production, unfortunately, come with limited opportunities for high paying jobs.

And, as happened in the 1950s and '60, new industries require a new workforce. Education and job creation are linked as never before. In fact, if it is to survive and prosper in the new so-called "knowledge economy", Cleveland is going to have to become a knowledge and training center, as well as an incubator, for that new economy. The City must be able to forecast what the most lucrative industries are going to be and then help to lay the foundations for the companies of tomorrow. To retain, and attract, the people who can do that kind of work, generate those ideas and keep Cleveland competitive, we are going to have to create not only the opportunities, but the educational and training resources they will require, and settings—neighborhoods of choice—attractive and varied and distinctive and nourishing enough to make them want to make Cleveland their home.

Policies

- I. New Technology.** Capitalize on the presence of world-renowned medical and educational institutions to generate and attract bio-medical and information technology businesses.



Despite long-term job losses, heavy manufacturing remains a vital part of Cleveland's economy. [train at Mittal Steel plant on Cuyahoga River.]

2. **Traditional Strengths.** Capitalize on Cleveland's strength in metals-related manufacturing and other traditional manufacturing to generate advanced manufacturing jobs associated with those sectors of the economy.
3. **Alternative Energy.** Forge a regional leadership role in advancing alternative energy production technologies such as biomass, fuel cell, solar, and wind power generation.
4. **Quality of Life.** Create vibrant urban neighborhoods and downtown districts capable of attracting individuals who will participate in "new economy" businesses.
5. **Education.** Strengthen public education in Cleveland as the foundation for economic development and personal prosperity.
6. **Job Training.** Improve access to job training opportunities that enable Cleveland residents to more fully participate in growing sectors of the economy.
7. **Inclusiveness.** Ensure that minorities and City residents are fully represented in all employment sectors.
8. **Arts and Culture.** Utilize the arts, cultural offerings and recreation opportunities to attract highly talented and skilled individuals to live and work in the city.
9. **Regionalism.** Participate in a regional strategy for economic development, capitalizing on the combined assets of the central city and the larger northeast Ohio region.
10. **Land Assembly.** Assemble freeway-accessible sites large enough to accommodate industrial development.
11. **Infrastructure.** Provide roadway and other infrastructure improvements necessary to foster industrial retention and development.
12. **Investment.** Expand the availability of venture capital funds for businesses in high-growth sectors, as well as for minority-owned and female-owned businesses.
13. **Brownfield Remediation.** Facilitate the remediation of brownfield sites to permit productive re-use of contaminated properties.
14. **Eco-Industry.** Capitalize on the presence of brownfield sites to generate businesses specializing in environmental remediation.
15. **Green Building.** Make Cleveland a national leader in the development and application of "green building" and "sustainability" technologies.



Maximizing public access to waterfronts is an essential ingredient in any recipe for making Cleveland a more competitive place. *[Whiskey Island on Lake Erie]*

GOAL: *Provide high-quality recreation opportunities and facilities that meet the needs of Clevelanders of all ages, ability levels, incomes and interests*

RECREATION & OPEN SPACE

Issues

Recreation amenities are becoming increasingly important to communities competing to attract and retain residents. In addition, the link between recreation and good health has become more and more evident. Bikeways, walking trails, climbing walls, skateparks, health clubs and marinas are now among the recreation amenities expected by residents choosing a place to live, in addition to such traditional facilities as playgrounds, baseball fields, swimming pools and the like.

Although Cleveland is extraordinarily fortunate to be located on a Great Lake and along a major river valley, the region has failed to take full advantage of these natural assets as places of recreation. That is changing and will change even more dramatically as Cleveland's current waterfront plans are implemented. The potential for enhanced waterfront access gives Cleveland an historic opportunity to transform its image to a place where urban amenities are joined by scenic beauty and unique outdoor recreation activities.

Another set of issues facing Cleveland revolves around the City's network of 140 parks, playgrounds, swimming pools and recreation centers. As the City's population has declined over the decades, its ability to maintain and program these facilities has been severely tested. The principal issue facing the City in this respect is how to provide the quality of recreation facilities and programs demanded by residents while living within the budget of a community with a reduced population and reduced resources.

Policies

- 1. Waterfront Access.** Maximize public access to the lakefront, riverfront and stream valleys, including safe and convenient access from nearby neighborhoods for pedestrians and bicyclists.
- 2. Waterfront Recreation.** Develop and expand publicly accessible recreation sites along the lakefront and waterways.
- 3. Bikeways.** Create a comprehensive network of bicycle routes, bicycle lanes and multi-purpose trails, safely linking neighborhoods to recreation sites, schools,



Extension of the Towpath Trail to downtown Cleveland will open new recreation opportunities for City residents and will serve as the spine of a regional network of bike routes. *[Ohio & Erie Canal Reservation]*

shopping areas, places of employment and other destinations throughout the City and the region.

4. **Bicycle and Pedestrian Amenities.** Provide bicycle racks, benches, water fountains and other amenities to encourage bicycling and pedestrian travel throughout the City.
5. **Serving Neighborhoods.** Ensure that a wide range of recreation facilities are equitably distributed throughout the City, with playgrounds located within approximately ¼-mile (a 5-minute walk) of all residents.
6. **Quality of Facilities.** Provide recreation facilities competitive with the best available in the region, consolidating large-scale facilities at transit-accessible locations.
7. **Diverse Programming.** Offer a diversity of recreation programs to serve the recreation needs and interests of Clevelanders of all ages, incomes, lifestyles and ability levels.
8. **Serving Working Adults.** Provide recreation services and equipment geared to the interests and schedules of working adults, supplementing recreation services oriented principally to children and seniors.
9. **Sharing Resources.** Increase the availability and quality of recreation services through shared use of facilities owned by the City, School District, YMCA and other non-profit organizations.
10. **Sharing Responsibilities.** Improve maintenance at public parks and recreation centers through “adopt-a-park” programs and corporate sponsorships.
11. **Community Gardens.** Reserve land for both temporary and permanent use as community gardens in every neighborhood throughout the City.
12. **Preserving Natural Areas.** Identify and protect natural areas characterized by stream valleys, wetlands, hillsides, forests and other environmentally sensitive and valuable features.
13. **Urban Forest.** Protect and expand the supply of street trees and landscaped areas within Cleveland’s urbanized districts, maximizing environmental and aesthetic benefits.



Schools can be designed and operated to serve as multi-purpose community centers, with a variety of activities offered during non-school hours. *[Nathan Hale Middle School in Mt. Pleasant]*

GOAL: *Connect communities and their institutions in a manner that nurtures the physical, mental and spiritual life of all residents*

COMMUNITY SERVICES

Issues

The quality of life offered by a neighborhood is measured not only by the quality of its housing but by the quality of its *services*. Schools, libraries, medical offices, social service agencies and other community facilities provide services that are the prerequisites for a superior quality of life. These services have the power to connect all members of the community to opportunities to achieve economic security and personal fulfillment.

Beyond the services themselves, the buildings that house these facilities can be powerful symbols of community. They embody our shared values and they are a visible acknowledgement that we are only as strong as the weakest among us and that our community's future depends on our ability to maximize the potential of every member of the community.

The *Connecting Cleveland 2020 Citywide Plan* recognizes that even the best of services will be poorly delivered if the service facilities are not properly located, sited and designed. Those considerations are, therefore, critical elements of the plan and its implementation. Underlying most issues regarding the provision of community facilities and services is the commitment on the part of the wider community to provide financial and creative resources commensurate with the needs of residents in the City and in each of its neighborhoods.

Policies

- 1. Schools as Community Resources.** Utilize schools as centers for community education, open in the evenings and weekends for use by students as well as other neighborhood residents, as financial resources permit.
- 2. School Design.** Ensure that schools are designed and sited so as to facilitate excellence in education and connections to the surrounding community.
- 3. Education Partnerships.** Encourage businesses, institutions, universities and faith-based organizations to partner with local schools in offering diverse education and training opportunities for students and adults.



Convenient access is a prerequisite to providing effective community services to residents of City neighborhoods.
[MetroHealth medical center on Broadway]

4. **Equitable Funding for Schools.** Advocate for a statewide system of school funding that responds to the needs of students rather than to the wealth of communities.
5. **Education Options.** Provide Clevelanders with education options that include traditional schools, magnet schools and charter schools, both public and private.
6. **Coordinated Neighborhood Services.** Facilitate cooperation between local service providers and community organizations to work at the neighborhood level to address the comprehensive needs of residents for education, training, health care, and social services.
7. **Personal Development.** Create locally-based programs that foster personal development and ethics as the foundation for strengthening the social fabric of communities and ensuring a better quality of life for residents.
8. **Community Libraries.** Support full-service libraries as centers for lifelong learning and intergenerational learning in each of Cleveland's neighborhoods.
9. **Community Health Care.** Ensure that medical offices are located so as to supplement full-scale hospitals in serving residents of all Cleveland neighborhoods and that critical health care education is provided to students in elementary and secondary schools.
10. **Capital Improvements.** Coordinate capital improvements planning between the City and the School District to maximize the effectiveness and efficiency of those expenditures.



Design features such as front porches and windows that put "eyes on the street" can make a significant and long-term contribution to improving neighborhood safety.

GOAL: *Improve public safety through safety-conscious design and through community-based solutions focused on crime prevention*

SAFETY

Issues

Safety is the most fundamental characteristic of a desirable neighborhood. Nothing is more important to the well-being of residents than safety. The job of creating safe neighborhoods, however, cannot rest solely on police and fire and EMS officers. It takes the efforts of residents, businesses, judges, teachers, social workers and a host of others. City planning has an important but often overlooked role to play, particularly in the critical area of crime prevention.

The design and layout of developments can help prevent crime or can make crime more likely. Areas hidden from view work to the advantage of criminals; areas open to public view and surveillance work to the advantage of residents, shoppers and employees. Similarly, poorly lit areas work to the advantage of criminals, while well-lit areas work to the advantage of the public.

Just as important in preventing crime is action by the community to organize against crime. Merchants' associations, block clubs and other groups, working in partnership with the police, can play a critical role in sending a message to criminals that their presence will not be tolerated. These same groups are working with local government and the courts to control and eliminate the dilapidated vacant buildings that are havens for drug trafficking and other crimes, while targeting other high-crime areas for additional police presence.

Policies

1. **Safety by Design.** Incorporate "safety-by-design" standards in local zoning codes, building codes, master plans, and design review guidelines.
2. **Design Features.** Use safety-by-design standards to require adequate lighting, areas open to surveillance, window and porches along public streets, and safe pedestrian circulation systems.



Communities organizing against crime send the signal that criminal activity will not be tolerated. *[sign for program to “weed” out crime and “seed” positive activities]*

3. **Business District Patrols.** Work with merchant associations and local development corporations to institute security patrols in neighborhood and regional business districts.
4. **Police Presence.** Continue collaboration between the police and community groups to ensure greater police presence in areas experiencing increased criminal activity, and consider such programs as those that allow officers to take patrol cars home for increased visibility in residential areas.
5. **Technology.** Increase the efficiency of policing through use of such technology as video surveillance cameras, GIS mapping and data systems, and improved access to such information from police vehicles.
6. **Public Education.** Expand programs to educate residents and businesses on safety precautions and crime deterrence, while providing information to counter inaccurate perceptions of crime levels in Cleveland’s neighborhoods and downtown.



Encouraging mixed-use development in proximity to transit service can strengthen the competitiveness of urban neighborhoods. [RTA Waterfront Line station]

GOAL: *Provide a variety of transportation options that serve residents of all income levels and that promote economic development while protecting the quality of life in neighborhoods*

TRANSPORTATION & INFRASTRUCTURE

Issues

Cleveland is located at a nexus of the regional and national transportation network, where freeway, rail, airline and shipping routes converge. This extraordinary transportation access was largely responsible for Cleveland's growth as a national center of economic activity.

On the local level, within the City itself, the rail lines branch off to serve local industry and the freeway system provides access to a system of roads that serve businesses and residents alike. Commuter rail lines complete the local transportation network, along with sidewalks for pedestrians and routes for bicyclists. Among the transportation issues facing Cleveland are the following.

- an aging network of roads and bridges in need of repair and replacement
- inadequate freeway access to industries, forcing truck traffic onto residential streets
- an automobile-dominated region that reduces use of public transit and leaves many transit-dependent individuals under-served
- insufficient opportunities for safe and convenient bicycle travel
- unfulfilled potential to create transit-oriented development districts
- the need for shipping to be balanced with needs for waterfront recreation
- maintaining Cleveland's long-term viability for national and international air travel

Policies

1. **Transit-Oriented Development.** Target high-density development in proximity to transit stations and major bus stops in order to support public transit and strengthen the competitiveness of urban neighborhoods.
2. **Mixed-Use Development.** Encourage mixed-use development that reduces dependence on motorized vehicles to reach employment and shopping destinations.
3. **Mass Transit.** Support improved bus and rapid transit service, through public funding and employer incentives, to serve individuals who require or prefer mass transit and to reduce the pollution and roadway congestion caused by use of personal automobiles.



The *Citywide Plan* advocates placing priority on the upgrading of existing infrastructure in the allocation of transportation and infrastructure funding. [*Fulton Road Bridge over Big Creek valley*]

4. **Neighborhood Bus Service.** Continue and expand RTA’s “Community Circulator” program, providing convenient bus service to residents using mass transit to reach such neighborhood destinations as shopping, recreation and medical services.
5. **Transit Amenities.** Upgrade the condition of bus shelters, transit stations, and transit vehicles, and provide improved information on schedules and routes.
6. **Transit Line Extensions.** Consider strategic extensions to existing mass transit lines where significant ridership increases are likely.
7. **Bicycle Travel.** Develop a citywide and regional network of safe bicycle routes, connecting to work, school, shopping and recreation destinations; and make bicycle accommodation a routine component of roadway and development projects.
8. **Pedestrian Travel.** Make Cleveland a national model for pedestrian-friendly neighborhoods, featuring conveniently-located sidewalks and paths, benches, and streetside development patterns.
9. **Maintenance of Existing Infrastructure.** Work with regional, state and federal agencies to give priority to the maintenance of existing transportation infrastructure in the allocation of transportation funding.
10. **Ports.** Ensure Cleveland’s long-term viability as a hub for air- and water-based transportation, while reserving appropriately located land for waterfront recreation.
11. **Regional Land Use Planning.** Coordinate transportation and infrastructure planning with land use plans designed to limit the negative impacts of urban sprawl and promote more efficient use of existing infrastructure and community facilities.
12. **Industrial Access.** Develop roads that provide direct truck access between freeways and industrial areas, by-passing neighborhoods where truck traffic degrades the quality of life for residents.
13. **Job Access.** Provide transit service between central city neighborhoods and employment concentrations in the city and in outlying areas.
14. **Traffic Calming.** Institute “traffic-calming” measures in residential areas and neighborhood shopping districts where existing traffic volumes and speeds create safety hazards and unpleasant conditions for residents and shoppers.



Local arts offerings reflect and represent the tremendous cultural and demographic diversity of the Cleveland community.
[theatre production at Karamu House]

GOAL: *Enrich the lives of Clevelanders and strengthen economic vitality by establishing Cleveland as a world-class center for the arts*

ARTS & CULTURE

Issues

The City of Cleveland enjoys celebrated status in the realm of arts and culture. Cleveland is home to two truly world-class institutions in the Cleveland Orchestra and Cleveland Museum of Art, the nation's second largest performing arts complex in the theaters of Playhouse Square, and a number of nationally recognized arts organizations including the Cleveland Institutes of Music and Art, the Cleveland Playhouse, the Rock & Roll Hall of Fame, and the Tri-C Jazz Fest, among others. Cleveland also hosts several adventurous theaters and music ensembles, opera, dance, an expanding contemporary art gallery, and a growing number of venues for contemporary music.

Today, the arts have become increasingly important as a magnet for attracting people and businesses to regions across the nation. Cleveland has the opportunity to capitalize on its enviable cultural assets as catalysts for neighborhood regeneration and community-wide economic development – even beyond the estimated \$1.3 billion current impact of the arts on the regional economy. One of Cleveland's challenges in accomplishing this goal will be to find the resources needed to support the arts – maintaining the quality of the region's most prominent institutions in the face of the region's long-term relative decline in population, while supporting those emerging arts organizations and artists who are exploring new territory at the edges of the contemporary arts scene.

Policies

- 1. Arts and the New Economy.** Support and market the arts as a magnet to attract creative and entrepreneurial individuals to the Cleveland region, thereby generating economic activity and jobs.
- 2. Arts Districts.** Establish and market "arts districts" as an approach to revitalizing neighborhoods where galleries and other arts venues are concentrated.
- 3. Catalysts.** Capitalize on the presence of theaters, museums and other major arts venues as catalysts for neighborhood and regional development.



Public art can help “tell the story” of a place and add a new dimension to its image. [*fence at Mill Creek waterfall*]

4. **Public Funding for the Arts.** Create local mechanisms for permanent and predictable public funding for a diversity of arts endeavors in the Cleveland region, supplementing private and other governmental funding sources.
5. **Public Art Programs.** Strengthen the City of Cleveland’s new public art program and work with other governments, developers and corporations to incorporate public art as a standard component of development projects throughout the city
6. **Neighborhood Place-Making.** Use public art to strengthen the “sense of place” and highlight the heritage and character of each Cleveland neighborhood
7. **Live-Work Districts.** Create supportive environments for local artists by establishing live-work districts, where obsolete industrial buildings are transformed into residences and studios through use of financial incentives and innovative zoning.
8. **Accessibility.** Ensure that the arts are accessible and affordable to residents of all neighborhoods, income levels and ages, including arts programming in the public schools and expanded publicity and outreach.
9. **Cultural Diversity.** Ensure that the arts in Cleveland fully reflect and represent the cultural and demographic diversity of the Cleveland community.



The *Citywide Plan* promotes creation of renewable energy resources that take advantage of our natural assets and minimize negative environmental impacts. [wind turbine at the Great Lakes Science Center]

GOAL: *Ensure the long-term environmental, economic and social viability of Cleveland and its region*

SUSTAINABILITY

Issues

A “sustainable Cleveland” is a community that meets the needs of the present without compromising the future. Because past generations lacked the understanding and the capabilities to achieve this, today we must address the consequences of actions that have, in fact, compromised our “present.” These consequences include, among others, contaminated brownfield sites, urban sprawl, over-dependence on the automobile, energy-wasting buildings, poor water quality, and unhealthy lifestyles associated with unhealthful development patterns.

Sustainability, however, requires even more than protection of our natural environment and our physical health. Just as important is the commitment to the minds of our children and all Clevelanders – providing them with the education that will enable them to adapt to ever-changing economic and social circumstances. In this sense, an educated community is a sustainable community, just as much as a healthy community is a sustainable community.

Policies

1. **Sustainable Development Patterns.** Create high-density, mixed-use districts that promote travel by transit, walking and bicycling.
2. **Sustainable Neighborhoods.** Develop “full life-cycle neighborhoods” that provide housing and services for residents of all ages and incomes, with a healthful living environment and convenient access to jobs, shopping and recreation.
3. **Sustainable Economy.** Ensure that economic development, job training and education in the Cleveland region keep pace with national trends and emerging opportunities in order to provide jobs for current and future residents.
4. **Sustainable Development Practices.** Ensure that land is used in a manner that preserves and expands valuable open space, protects natural habitats, retains and replaces trees, prevents environmental contamination, and protects sensitive lands.
5. **High Performance/ Green Building.** Amend building and zoning codes and add financial incentives to encourage high performance “green building” that conserves resources and creates more healthful living and working environments.



"Greenbuilding" techniques can contribute to creating sustainable communities in Cleveland. [*EcoVillage townhouses in Detroit-Shoreway*]

6. **Nonmotorized Travel.** Design and develop safe routes for walking and bicycling, accessible to all residents, in order to reduce automobile dependency, improve health, and reduce the cost of travel.
7. **Motorized Travel.** Continue to upgrade current bus fleets with cleaner-burning vehicles and accelerate the replacement of vehicles in government and corporate fleets with more fuel-efficient and cleaner-burning vehicles.
8. **Mass Transit.** Increase use of mass transit through such initiatives as employer incentives, park-and-ride lots, and transit-oriented development projects.
9. **Energy Conservation.** Reduce use of energy and water in City facilities and vehicles and encourage similar practices by residents, businesses and other organizations.
10. **Renewable Energy.** Promote use of solar, wind, geothermal and other renewable energy resources.
11. **Brownfield Remediation.** Clean contaminated "brownfield" sites and promote beneficial re-use through regulatory action and increased funding to improve Cleveland's environmental and economic health.
12. **Recycling and Waste Management.** Reduce waste disposal through municipal curbside recycling and programs for recycling tires, motor oil, yard waste, electronic equipment, demolition debris, and roadway materials, as well as by encouraging consumers to make choices that are less wasteful of resources.
13. **Water Quality.** Improve regional water quality by better managing stormwater runoff, strictly enforcing emission controls, reducing use of harmful lawn-care chemicals, restoring urban streams and rivers.
14. **Air Quality.** Improve regional air quality by strictly enforcing emission controls, increasing alternative energy production, and promoting use of mass transit, nonmotorized travel, and cleaner-powered vehicles.



Formally designating structures or districts as “historic” is an important tool for preserving Cleveland’s past.

GOAL: *Foster preservation of historically and architecturally significant buildings and districts in the City of Cleveland*

PRESERVATION

Issues

Tiring of cookie-cutter development that ends up making every street corner in America look like every other corner, with the same monotonous “fast food” style of architecture, Americans are increasingly drawn to places that have a distinctive character and ambiance. In Cleveland, it is the classic architecture of historic buildings that helps create this distinctive character. Cleveland’s historic resources, however, are threatened every day by market forces, as well as by those who fail to recognize the true value of these irreplaceable assets.

Through its Landmarks Commission and through its use of the federal Section 106 requirements, Cleveland possesses the regulatory tools necessary to preserve its historic buildings and districts. Since its creation in 1973, the Commission has designated 22 local historic districts, 29 National Register historic districts, and 234 individual landmark buildings and structures. *The real challenge facing Cleveland is how re-define the real estate market, educate property owners, and provide the financial incentives to ensure the economic viability of the community’s landmark buildings.*

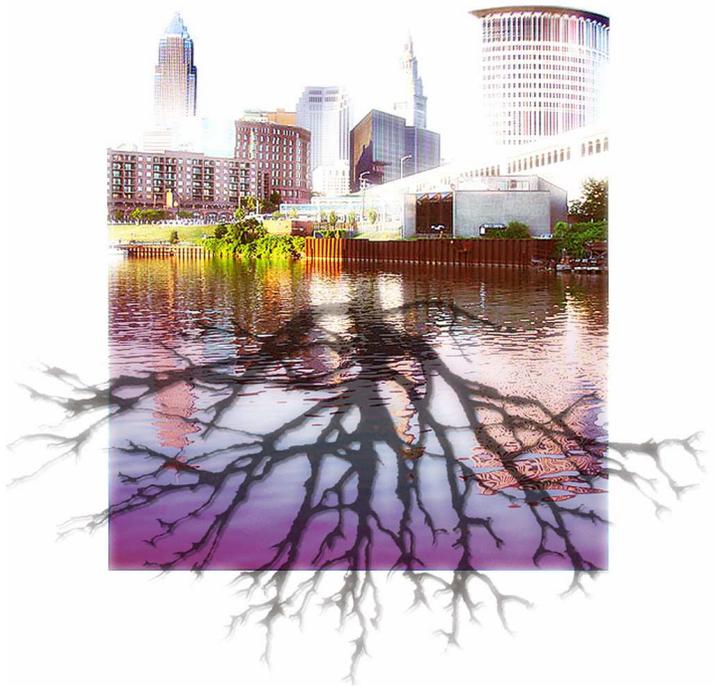
Policies

- 1 Marketing.** Capitalize on the presence of architecturally and historically significant buildings in promoting and marketing Cleveland’s older neighborhoods as competitive places to live and visit
- 2 Economic Re-Use.** Identify and pursue opportunities for economically viable re-use of significant structures threatened by neglect and possible demolition.
- 3 Design Standards.** Establish design review standards that are effective and reasonable in protecting historic structures and in ensuring that new development is complementary to character of historic districts.
- 4 Designation.** Protect historic buildings and districts through designation as local landmarks and through listing on the National Register of Historic Places.



Some older buildings can be preserved by renovating them for new uses that capitalize on their unique features and character. *[residential conversion of Tower Press Building at Superior and East 18th]*

- 5 **Education.** Increase public awareness of the history and architecture of Cleveland and its neighborhoods, as well as the value of historic preservation.
- 6 **Technical Assistance.** Provide property owners with technical assistance in maintaining and rehabilitating historic buildings.
- 7 **Preventative Maintenance.** Adopt and enforce laws that require preventative maintenance of historic buildings and structures.
- 8 **Funding.** Retain and expand funding for historic preservation at all levels of government, including tax credits for rehabilitation.



ECONOMIC BASE

ECONOMIC BASE

POLICIES and STRATEGIES



- I) **Advancing Manufacturing.** Promote Cleveland as a center for product design, product innovation and productivity process improvements to help industry continue its evolution and development to new markets and higher value output in sectors where Cleveland can create or has comparative advantages such as consumer products, metals, paints and coatings, advanced energy, and instruments, controls, and equipment, among others.
 - a. Ensure “places” for manufacturing
 - Use the City Industrial/Commercial Land Bank to deliver underused land to market.
 - Promote the renovation of the most suitable existing building stock for contemporary manufacturing uses.
 - Adopt the land use recommendations of the Citywide 2020 plan through zoning.
 - Consider “Manufacturing Innovation Zones” that attract and focus public and private investment and assistance toward innovation and productivity.
 - b. Continue support and use CIRI and WIRE-Net to connect businesses to improvement resources including our universities, Magnet, WIRE-Net, and the assets of the City-County Workforce system.
 - c. Begin dialogues among city regulatory functions (Fire prevention, Health and Air Quality, Building and Housing, others) to ensure cost-effectiveness and efficiency as well as compliance.
 - d. Reinforce “smart manufacturing” policies at state and federal level, and encourage state and federal incentive policies that create regional growth and not outmigration of existing industries. This could include, for example, pushing for more effective enforcement of existing trade agreements; and working for state policies to help reign in skyrocketing health care costs.

- 2) **Health Care Commerce.** Capitalize on the presence of world-renowned medical and educational institutions to grow businesses involved in health care procedures and products as well as catering to patient-visitors from beyond Cleveland.
 - a. Ensure “places” for health industry-related manufacturing, and patient-centered commerce around the economic hub of greater University Circle, and elsewhere.
 - b. Link new construction opportunities to Cleveland small business and residents, local purchasing and institution supply chain “mining” and recruitment to Cleveland. Prior to construction completion, plan for linking citizens, particularly within proximity to projects, to training and preparatory activities toward permanent jobs in the facility being built.
 - c. Leverage to the City’s benefit the business expansion, recruitment and product commercialization efforts of groups such as Greater Cleveland Partnership, BioEnterprise, WIRE-Net, etc.
 - d. Develop a health industries training initiative to improve the fit between this industry and the skills of Clevelanders.

- 3) **Center of the Center.** Strengthen the city whose business environment, residential and environmental amenities, and tourism attractions are central to a strong region. Make downtown Cleveland the premier work-residential center in the region.
 - a. ***Convention Center.*** Create a contemporary and competitive convention center to support a vibrant, 24-hour downtown district and to create jobs in the hospitality, restaurant and related economic sectors.
 - b. ***“First 5 Strategy.”*** Fill in empty spaces between the already successful nodes of Downtown activity, by focusing on five high vacancy buildings and storefronts of opportunity. Consider re-tenancy, rehabilitation or entirely repurposing the now-obsolete spaces.
 - c. ***Connect Strengths.*** Downtown has a variety of different strong but relatively isolated activity centers -- Warehouse District, Gateway, Playhouse Square,

Flats, North Coast Harbor -- which often feel like islands unto themselves--to one another will make residents, workers, and visitors feel they are a part of a larger and more cohesive whole.

- d. Vigorously protect and enhance the American urban character of Cleveland as a key comparative advantage. Ensure each new development adds commensurate value.
- e. Grow downtown and commercial business clusters. Many downtown business service firms (technology, accounting, others) are small businesses and benefit from a central location with proximity to customers. Consider key high vacancy office buildings or above ground floor retail space in low to mid rise buildings for home-based and incubator businesses, technology or micro business service firms. Make downtown and other commercial districts business friendly with allied services. Creative city-financing would assist property owners to retrofit the buildings to today's desired office space and design for small businesses.
- f. Capitalize on Cleveland's dense fiber network and other technology infrastructure. Reinforce its role as regional technology hub. Replicate successes of technology centers, like Idea Center.
- g. Vigorously recruit consumer product showrooms to Euclid Avenue and beyond and link to associated local firms as part of a "District of Design" strategy.
- h. *Activate Streetlife*. Recruit and design for increased tenancies, densities, mix of uses, 24 hours uses, diversities of places to go for a diversity of audiences in downtown and commercial districts in other neighborhoods. Get more people on the street as both an indicator of nearby economic health and as an attractor to more,
- i. Continue to address perceptions and realities of Downtown safety.
- j. Continue to expand, improve, and market our tourism attractions to bring visitors to the City from inside and outside the region.
- k. *Market Cleveland*. Tell Cleveland's story to Cleveland, the nation and the world. Communicate what business activity is already going on, continue positive placements in national media and capitalize on the Cavaliers' television exposure in China.

4) **Infrastructure.** Plan long-term, coordinated improvements in roadways, transit, waterways, fiber and other infrastructure to foster economic base retention and expansion.

- a. Launch City's 5 year Capital Improvements Plan to support our manufacturing, industrial/commercial land bank downtown, and other neighborhood development plans
- b. Advocate as a region to state and federal governments for improvements to existing infrastructure in order to more easily connect Clevelanders to the city's and region's employment centers.
- c. Make use of the waterways as amenities and a value-enhancing element.
- d. Strengthen and continually improve Cleveland's airport system as a powerful local and regional economic asset that provides critical access to the world economy for Cleveland and Northeast Ohio. Strengthen the relationship with Continental Airlines to ensure Cleveland has access to the world and the world has access to us.
- e. Maintain, reinforce, deepen the public realm (rights of way, sidewalk and tree lawns, streetscapes, and even the private facades behind them, as well as publicly owned property and facilities.) Use new development as a means to further enhance that public realm.
- f. Move critical infrastructure projects from concept to engineering, thus "fast tracking" them by enhancing their chances of being funded and implemented.

5) **Land and Buildings.** Bring back into productive use vacant or obsolete properties as advantageous locations for new regional growth.

- a. Use Industrial/Commercial Land Bank to bring unproductive properties and buildings back into productive use.
- b. Pursue progressive enforcement options against property owners with blighting influences. Ensure minimum standards of repair, cleanliness and safety are always maintained.

- c. Seek external resources to cover the extraordinary costs of redeveloping urban properties, recognize the increased revenue benefits to urban schools and local government.
- d. Seek ways to improve the value of properties and buildings through reuse.
- e. Create certainty for reuse with predictable, enforceable land use, zoning and other regulations.
- f. Ensure zoning and other regulation supports the appropriate reuse of buildings. Reconcile conflicting policies that hamper such reuse and drive development elsewhere beyond the city.
- g. Ensure sub-area and finer-grain plans developed by the private sector, Community Development Corporations, or other intermediaries seek to reinforce and implement the policies and strategies in the Citywide land use plan and are undertaken in consultation with the City Planning Commission. .

6) Investment. Ensure public sector business assistance funds meet the range of capital needs and the myriad of programs are transparent and easy to navigate.

- a. Share intelligence among economic development intermediaries and allied business support organizations so all relevant programs can be presented to a business/entrepreneur in a “one stop” fashion. Develop systems for cross referrals and “hot hand-offs” of potential clients to administering agencies. Develop outcome measures for loans made and business growth achieved as a result of interactions with these intermediaries, not merely counts of businesses consulted.
- b. Identify where new gaps in financial products might exist based on the experience of these intermediaries and businesses that have used the existing capital products (or sought to). Create specialized product to meet unique urban redevelopment needs.
- c. Land more deals. Proactively coordinate efforts of local and state government and major non-profit economic development financial assistance providers (Port, Team NEO, Growth Capital, WECO, others) with respect to particular development projects.

- d. Maximize the use of private sector financial tools, using public sector tools where applicable, to offset some risk to enable more development to happen that wouldn't occur without public sector involvement.
- e. Seek ways to monetize and quantify the benefits of urban reinvestment to government in tax revenue and avoided social spending. Use as a justification for cost-effective state and federal government investment to spur even more urban redevelopment. Conversely, work with other municipalities nationally on an "urban agenda" to remove policies that harm the economic well-being of cities and incur avoidable costs to taxpayers.

7) **Learning.** Strengthen public education and access to lifelong workforce learning opportunities to build a globally competitive employment base and other opportunities for increased incomes.

- a. Align city resources with needs of residents and demands of the employer marketplace.
- b. Integrate workforce development activities within the City's economic development practice, as workforce is one of several "factors of development" for business.
- c. Focus city resources to create year-round educational and workforce experiences in partnership with Cleveland Municipal School District as fundamental to long-term workforce competitiveness.
- d. Engage employers to determine how best to deploy resources to retain and grow employment opportunities for Clevelanders.
- e. Invest in people for the long-term; align their skills and interests with long-term job prospects.
- f. Use the City's considerable IT infrastructure to bring the technology skills of all of our region's residents into the 21st century.
- g. Use our regional assets to create opportunities so new workers will choose to relocate here, thus expanding our labor pool to meet business expansion opportunities.

- 8) **Regionalism.** Promote the region’s range of business assets and compete together for attracting new businesses from beyond our economy.
- a. Conduct analyses to understand at a finer grain the city’s economic make up and its role within the regional economy. Match asset strengths with the business location needs of high growth-high yield sectors.
 - b. Field an “offense” for City business recruitment by promoting regional assets to targeted national and international business segments and firms.
 - c. Collectively strengthen the region’s economic assets with a coordinated approach to state and federal funding agencies. Ensure regulations and policies at those levels ensure a competitive central city and region.
 - d. Ensure Cleveland is a competitive location for business by being predictable. Promote the Citywide Plan as the overall development framework and ensure other entities and agencies align their development-related activities with the plan, reinforce it and avoid fragmentation or diminished value by countering it.
- 9) **Opportunity.** Ensure all Clevelanders have opportunities to benefit from development through linkage, local economic impact and wealth creation efforts.
- a. Envision and achieve opportunities for local economic impact beyond mere “job counts and tax base” and link these directly to benefit Cleveland residents and businesses when offering a business assistance package as “performance based incentives”— i.e., the more a business delivers, the higher the proposed level of incentive.
 - b. Use development deals to consider additional opportunities within a businesses’ supply and value chains—such as “import substitution” of goods currently sourced from elsewhere and “supply chain mining” of providing firms that might benefit from being closer to their customers in Cleveland.
 - c. Link residents’ opportunity to economic development activity through the creation of employment programs and products that can be negotiated as part

of a business assistance package. Wherever possible, consider offering value to employers (such as pre-screened applicants or customized training prior to opening a new facility) rather than merely mandating local hires.

- d. Consider targeted microenterprise, entrepreneurial and small business start-up programs as a means of opportunity for residents to build wealth.
- e. Focus on business activity already “anchored” in the community (such as educational and cultural institutions, churches, publicly-owned assets) as starting points for local wealth creation strategies such as “Buy Local” efforts. Aggressively investigate other local wealth creation strategies.
- f. Even the most seemingly blighted neighborhood still has assets, including the voluntary associations and organizations. Map and tap these assets.

10) **Hassle Factor.** Make it easier and more predictable to do business in and with the City by implementing a customer-focused approach to regulation and approvals.

- a. Land use planning, zoning and other regulatory and permitted functions must be up front, clear, transparent, rational and predictable. Wherever possible make regulations “performance based,” self-verifiable rather than dependant on unclear or unpredictable standards and processes created to enforce them. Set the bar and enable those who meet it to develop “by right” not by committee approval.
- b. Enact standards and clear, enforceable regulations that prevent diminution of value. Especially in areas with low investment activity for periods of time, do not let future value be diminished by land uses, building types or other activities that degrade value in adjacent properties, streetscapes or districts. Encourage current and future investment by ensuring this value will not be negatively impacted by adjacent or nearby actions not consistent with the long-term and Citywide plans.
- c. Institute and ensure a “customer-focused” orientation for regulatory activities. Approach the applicant in policy and practices with a “getting to yes” spirit. Regulators must make it their business to help business invest. This means going

beyond “no” to help wherever possible, a potential investor to get around obstacles while meeting or exceeding minimum government standards.

- d. Adopt internal coordination and transfer procedures to ensure business inquiries and requests are quickly routed to the appropriate division to be resolved.

11) **Efficiencies.** Use public sector resources in proportion to the private sector growth sought and in proportion to the resulting local economic, environmental and social benefits.

- a. Adopt a “100 year” time frame for public decision-making. Make one test of development be whether it adds value for the next 100 years.
- b. Use efficiencies as one criterion of where the public sector should take action.
- c. Pilot, then mainstream, high-performance building guidelines that reduce business operating costs and enhance personnel savings as well as generate demand for locally-produced goods and services. Consider the need for finance mechanisms to offset higher “first cost” items, repayable through eventual long-term savings.
- d. Consider the multiple layers of government regulation and resolve conflicts where possible so that all policies reinforce the direction of the Citywide land use plan.

12) **Quality of Life.** Grow opportunities for people to earn and spend money in Cleveland by creating new jobs, increasing median incomes and strengthening downtown, patient health care and arts & culture destination spending. The target audience for economic base actions is business and visitors; for communities of choice and quality of life, it is individuals (making Cleveland great for Clevelanders).

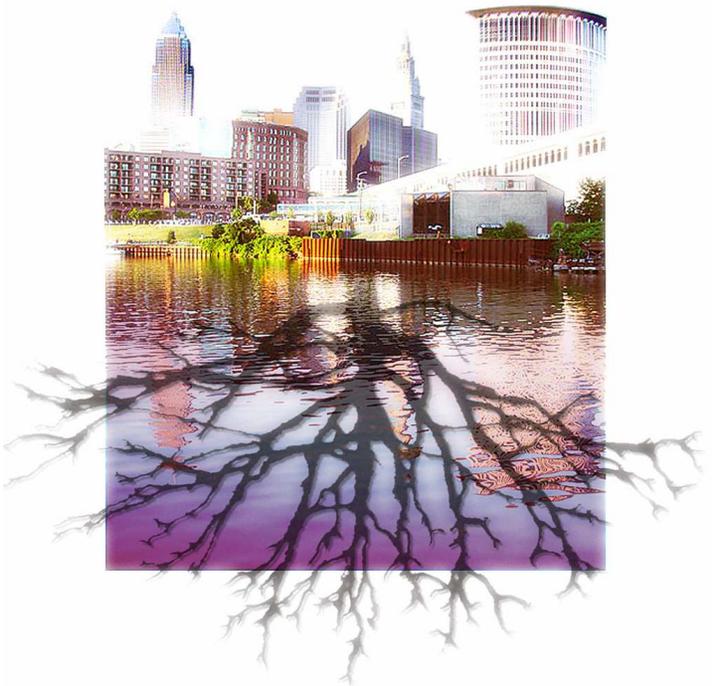
Growing Cleveland's Economic Base

Connecting policies and strategies must be a new “operating system” of assumptions of what is required for growth in a previously no growth region. They include:

- a. **Grow the base, generate “net new income.”** A city economy's growth is the amount of new money brought into that economy from outside. It is imperative that economic development policies, strategies and resources are focused on bringing in “net new income” to the economy through retaining and growing existing businesses that export goods and services outside the local economy and proactively recruiting firms from outside our economy.
- b. **Maintain a sharp focus.** The economic base is the foundation for all other subsequent sectors of the local economy (housing, retail, entertainment, consumer and local business services). The size of and demand for these secondary economic sectors is directly proportional to the size of the economic base. (i.e., the amount of retail demand in a local economy is relatively fixed to the size of the economic base).
- c. **Know and market business location assets.** Understand what local assets make Cleveland a good place for companies to operate a business and strengthen those assets to retain existing businesses. Understand the barriers to business growth (by industry) and find ways they can be removed. Market the Cleveland business environment (assets and reduction of barriers) to prospective businesses from beyond the local economy.
- d. **Prioritize the base.** Allocate development resources by the degree to which they impact the economic base. With many competing needs and demands for development assistance, there is an important public purpose in maintaining a focus on the primary economic base, given the return of investment in base activities. Cooperate with other agencies and entities funding economic development activities to ensure the net effect in the city's and region's economy is measurable, optimal growth of the base, and subsequently its secondary sectors.
- e. **Achieve more than government can spend.** Realize that government creates the conditions for private (base) investment. It can not attain desired levels of growth through applying incentives alone—it must create an environment in

which business invests without direct assistance: it must create business locations of choice.

- f. **The region's competitiveness requires a "healthy heart."** Reinforcing the relationship between Cleveland's economic base and the region's is critical. Research shows that the strength of a region's economy is unfalteringly tied to the strength of its central city. As we compete globally as a region, use regional assets to attract business to Cleveland.



BUILDING COMMUNITY



BUILDING RESIDENTIAL COMMUNITIES OF CHOICE

Sustainable Neighborhood Development

A sustainable neighborhood is one in which market strength exists to the point which the community attracts private investment with little or no need for subsidy. Sustainable neighborhood revitalization depends primarily upon private investment by individuals and institutions. Thus sustainability is inherent in the principle of establishing “neighborhoods of choice.”

Healthy neighborhoods are places characterized by investment choice, where people make real investment choices in the neighborhood whether those choices are around home purchase, home repair, maintenance of rental properties, or new business development.

Where neighborhood markets are weak, the public sector sets the table for these investments by creating public amenities, delivering quality services and providing selective incentives to seed or promote market creation or strengthening, or to make housing in a community affordable.

Housing and community choices are driven by the package of private goods and services, public amenities and services, as well as the livability of the house. Different segments of the community demand different combinations of space, amenities, and convenience. A sustainable, market oriented strategy for competitive neighborhoods must acknowledge the differences in resident preferences and include an approach to augment housing activity with stronger options for shopping, community life, housing, safety and public services & schools.

Necessary ingredients for the creation of sustainable neighborhoods of choice include:

- ✓ Re-branding: Changing the perception of neighborhoods from negative to positive,
- ✓ Marketing: Positioning neighborhoods as desirable,
- ✓ Deploying a market orientation: Understanding the market dynamics, and what people want,
- ✓ Creating demand: Build to what will cause people to invest,
- ✓ Maximize investment of human capital – so that people are better positioned to manage their and the neighborhoods issues, and
- ✓ Maximize leverage (to spread risk and increase return on investment)

In a slow growth or weak market environment¹, in order to strengthen neighborhood markets and move toward healthy and sustainable neighborhoods of choice, it is necessary to be more strategic by creating a plan, be more intentional and focused by prioritizing, being market oriented – produce for the “buyer,” and foster greater participation – forge partnerships. The Cleveland market also requires housing strategies that encompass:

- ✓ Providing housing to create more mixed-income neighborhoods;
- ✓ Continuing to provide affordable rental housing for individuals and families of low and moderate income,
- ✓ Promoting high quality design and construction,
- ✓ Constructing new or rehabilitated homes that are more energy efficient and utilize “green-building” technology,
- ✓ Significantly increasing the level of investment in rehabilitating, renovating or restoring the existing housing stock.

¹ A “weak market city” may be characterized by declining population, marginal economic growth and a declining city core. (See generally, Building a New Framework for Community Development in Weak Market Cities, Paul C. Brophy & Kim Burnett, April 2003). Such cities are challenged by continuing population loss and stagnant economies. People living in weak market cities, many of whom are low and moderate income people, struggle to retain and build wealth or access services to improve their quality of life.

The Department of Community Development is incorporating each of the above principles into its strategies and tactics as programs and services are designed and implemented.

The Connecting Cleveland 2020 Plan outlines policies and strategies for improving community life in its sections on Housing and Retail. This document expands on those sections by developing a protocol for tailoring comprehensive investments based on market conditions and the need to reposition or re-brand some neighborhoods to compete for residents in the regional marketplace.

The Neighborhood Market Typology

The first step to effectively sustain individual investment is to understand existing market dynamics. To assess current market conditions, Cleveland has developed a Neighborhood Market Typology that quantifies the relative strength of housing markets throughout the city. The typology results were used to place neighborhood markets in one of five categories:

Regional Choice - Areas of high value, strong appreciation, and excellent condition.

Stable – Areas of stable value and good condition.

Transitional - Areas with moderate housing values and signs of physical distress or market distress with significant foreclosure.

Fragile – Areas with low housing values, low appreciation marked by demolition and abandonment.

Distressed – Area of low value, low appreciation, significant demolition and abandonment.

The application of strategies depends upon the current conditions in a neighborhood and the demands of the current and future residents that value the assets and opportunities found in each.

NEIGHBORHOOD MARKET TYPOLOGIES

Making Neighborhood Market Typologies Work

Sustainable neighborhood revitalization depends primarily upon private investment by individuals and institutions. The public sector sets that table for these investments by creating public amenities, delivering quality services and providing selective incentives to seed an emerging market or make housing in a community affordable.

Housing and community choices are driven by the package of private goods and services, public amenities and services, as well as the livability of the house. Different segments of the community demand different combinations of space, amenities, and convenience. A sustainable, market oriented strategy for competitive neighborhoods must acknowledge the differences in resident preferences and include an approach to shopping, community life, housing and public services.

“One size fits all” will not work to create neighborhoods of choice.

The first step to effectively manage public investment is to understand existing market dynamics. To assess current market conditions, Cleveland has developed a Neighborhood Market Typology that quantifies the relative strength of housing markets throughout the city.

The Neighborhood Market Typology

Cleveland’s dominant housing type is the single and two-family house. In all but a few neighborhoods, in and near the Central Business District, the market for one- and two- family homes is an appropriate surrogate for general housing market strength. The typology analysis ranked seven factors available for every one- and two- family property in the city¹:

¹ Several key factors in this analysis are updated every three years; the Cleveland Department of Community Development proposes to update this analysis on that cycle to measure results and change.

- Average assessed home value (2005)
- Change in value (1990 – Current)
- Net Change in number of homes (1990 – Current)
- Percent sold at Sheriff's Sale (12 month ending 7/24/2006)
- Percentage of homes boarded or condemned (as of 5/2006)
- Percentage of units rated "Fair" or lower by the County auditor (2003)
- Homeownership rates (2000)

The results were used to place neighborhood markets in one of five categories:

Regional Choice - Areas of high value, strong appreciation, and excellent condition. The market here is robust. The public intervention should support the maintenance of community standards.

Stable – Areas of stable value and good condition. The public intervention should be to maintain community standards. Several near-downtown and center-city areas have recently achieved this status and may require support of emerging community standards through design review or similar intervention.

Transitional - Areas with moderate housing values and signs of physical distress or market distress with significant foreclosure. Individual investment needs to be supported by rebranding, development of anchor projects or concentrated rehabilitation of vacant and abandoned homes on a targeted basis near an established anchor or community asset.

Fragile – Areas with low housing values, low appreciation marked by demolition and abandonment. Rebranding, the development of new markets and/or an anchor project to redefine the area will be needed.

Distressed – Area of low value, low appreciation, significant demolition and abandonment. May be an area where residential uses are not the best and highest use. In areas with a residential future an anchor project will be needed to re-establish a market.

City-wide Analysis by Census Tract

Cleveland's redevelopment plans are organized based on Statistical Planning Areas (SPA). SPAs, particularly in the inner-city are comprised of many sub-markets. Therefore, few SPA neighborhoods in the city contain only one of the identified market typologies. The SPAs are listed under each of the dominate neighborhood typology categories:

Market Typology In Area	Statistical Planning Area
Regional Choice/Stable	Kamm's Corners, Old Brooklyn
Stable	Riverside, Edgewater
Stable/Transitional	Jefferson, Puritas
Stable or Regional Choice/Transitional/Fragile	Detroit-Shoreway, Ohio City, Shaker Square, Central, North Collinwood, Hough, Forest Hills, Glenville, Goodrich-Kirtland Park, Tremont.
Transitional	Euclid -Green
Transitional/Fragile	Mt. Pleasant, Corlett, Fairfax, North Broadway, Stockyards, Clark-Metro, Brooklyn Center, St. Clair-Superior.
Transitional/Fragile/Distressed	South Broadway, Union-Miles, South Collinwood
Fragile	Woodland Hills
Fragile/Distressed	Kinsman

This wide range of conditions at the SPA level becomes more pronounced in the next section where the same factors are presented at the block group level.

Making a Difference with Limited Resources - Housing

In a public environment with scarce resources, several key principles must guide program design and implementation:

1. **Private sector resources must be used first.** In communities where the market supports private investment and access to capital the public's role should be to support community standards and insist that those with means invest their funds to meet those standards.
2. **Blended private and public financing should be used next.** Families with limited means, but some income may need help accessing the credit they need to purchase or repair a home. Below market interest rate loans or loans with modified requirements give moderate income families access to the resources they need. This help is available through the Cuyahoga county HELP program, Cleveland Action to Support Housing, Cleveland Neighborhood Housing Services and the Cleveland Restoration Society.
3. **Public loans and grants should be reserved for those without other options.** Public investments to meet the crisis needs of very low income families. Where possible, this support should be provided through deferred loan that do not bear interest and are due only upon sale of the house. Deferred loans allow scarce public funds to be reused to meet the needs of low income families in the future.
4. **Quality, affordable rental housing should be developed by maximizing the support of State and Federal agencies and programs.** Thousands of Cleveland families have the ability to pay only \$250/month for rent while responsible housing providers indicate that quality maintenance, repairs and operations routinely cost \$300/month. The gap must be made up by direct, ongoing housing subsidy. As a result Cleveland must retain as much of its subsidized housing as possible, continue to develop quality affordable housing through various mechanisms and encourage the State of Ohio to develop new modest housing subsidy program. These kinds of resources are needed to assure that

low income Clevelanders have access to quality, improving neighborhoods throughout the city.

5. **In areas where the housing market is transitional or fragile public and private efforts need to be concentrated to create sustainable change.** Combining resources in a small area where markets are weak will improve the conditions in the area and spur individual investment. Often anchored by a project designed to capitalize on an unrecognized asset, Model Block areas have been identified in each SPA with markets identified as transitional or fragile. These are areas of concentrated reinvestment describe below.

The programs identified for each of the Neighborhood Market Typologies are shown in the table below:

Table 1: Strategy Mix

	Regional Choice	Stable	Transitional	Fragile	Distressed
Code Enforcement Action	X	X			
Senior Initiative	X	X	X	X	X
Rehab – conv. And widely avail	X	X			
Rehab - subsidized		X	X target	X target	
Exterior		X	X	X	
Vacant Affordable		X	X target	X target	
Large scale projects - strengthen asset base		X	X	X	X
Demo and Landbank			X target	X target	X

Programs by Typology

City Wide Programs

Senior Initiative (New) – Diversion program for seniors to counseling and home repair resources when faced with code problems

Exterior Home Loan Program (New) – Low interest loan program for unbankable households who are facing code enforcement action.

Low Income Weatherization – Assistance to improve energy efficiency of homes for low income renters and owners

Low Income Home Repair – Assistance for emergency repairs for unbankable homeowners

Home Repair Loans – blended public and private loans as below market interest rates.

Regional Choice and Stable Areas – Supplemental Services

Comprehensive Code Enforcement – Maintain community standards through focused comprehensive code inspections and follow-up.

Enhanced Certificate of Disclosure (New)– Place disclosure of outstanding code violations earlier in the home purchase process as a resource for buyers

HOME deep subsidy for vacant homes – Support low and moderate income homebuyers who seek to purchase a formerly vacant home.

Selective demolition – Market forces should provide value for most structures in these areas. Therefore, demolition will be used only as a last resort.

Selective Acquisition – Problem properties that can be saved, but whose owner is reluctant to meet community standards will be targeted for select acquisition.

Transitional Areas – Model Block Program

Comprehensive Code Enforcement - Maintain community standards through focused comprehensive code inspections and follow-up.

Enhanced Certificate of Disclosure(New)– Place disclosure of outstanding code violations earlier in the home purchase process as a resource for buyers

Selective Acquisition - Demolition will be needed for homes and buildings that cannot be returned to productive use.

City 50% exterior rebates \$5K or less(New) – Rebate to homeowners for qualifying exterior improvements to their homes

Acquisition Loans and HOME deep subsidy for vacant homes (New) – Acquisition loans for CDCs to acquire vacant property with up to \$20,000/unit forgivable to overcome the gap between the cost to return a unit to productive use and the after rehab appraisal.

Partnership with nonprofit(New) – refocus CDC funding to support initiatives above.

Whole house rehab – loan interest loans and grant available for homeowners who seek to bring their homes to code.

Extensive demolition – Aggressive demolition in areas where the home cannot be economically rehabilitated.

Fragile Areas – Model Block Program

All services in the Transitional plus enhanced financial incentives for participation in light of the weaker market indicated in the typology

City 75% exterior rebates \$5K or less

Acquisition Loans and HOME deep subsidy for vacant homes (\$30,000/unit)

Program Outcomes

In areas of stability and regional choice the outcome will be to assure residents that their neighbors will maintain or exceed community standards and that problem property will be dealt with swiftly.

In Transitional and Fragile areas the strategy will build on existing community assets and create new ones. The neighborhoods will grow from these concentrated investments re-kindling growth by creating community successes; re-branding and repositioning area/housing stock in people's minds

HOUSING

Policies & Strategies

GOAL: *To provide new and renovated housing that meets the needs and preferences of Clevelanders of all incomes, ages and lifestyles*

1. **Decent and Affordable Housing.** Give highest priority among the City's housing initiatives to the provision of decent and affordable housing for all Clevelanders.
 - a. Preserve and fully utilize the existing inventory of housing units with project-based rent subsidies for low income tenants.
 - b. Increase the availability of high quality, below market-rate rental housing by maximizing the use of Low Income Housing Tax Credits, the Ohio Housing Trust Fund, Tax Exempt Bonds and the HOME Program.
 - c. Utilize tax abatement to make newly built or rehabilitated, affordable housing available at the lowest sustainable rent.
 - d. Promote the development of active tenant organizations to work with management in buildings with project-based rent subsidies to assure continued housing quality and affordability.
 - e. Assure maximum utilization of available tenant-based rent subsidies to make housing affordable to low income families and individuals.
 - f. Make homeownership financially feasible for additional households in stable, regional choice and other neighborhoods with specific reinvestment plans.
 - g. Educate homebuyers on what is involved in financing and owning a home to increase their capacity to maintain and retain the home after purchase.

2. **Alternative Housing.** Attract residents seeking an urban lifestyle by offering alternative housing types, including townhouses, condominiums, live-work spaces, and converted commercial, industrial and institutional buildings.
 - a. Convert vacant commercial and mixed use buildings into housing where other amenities are developed to create lifestyle centers.

- b. Where a market exists, build townhouses along main streets where there is vacant land, demolish deteriorated commercial structures as needed and implement a property holding and maintenance program that makes land held for future use a community asset.
- 3. **Competitive Places.** Create and preserve neighborhoods that are competitive urban places, characterized by mixed-use development, pedestrian-friendly design and transit access.
 - a. Increase the number of high-density residential and mixed-use developments near transit facilities.
 - b. Utilize Pedestrian Retail Overlay zoning to ensure that developments are pedestrian-friendly.
 - c. Locate new housing near greenways increasing the opportunity for alternative means of transportation.
- 4. **Housing Choice.** Provide a diversity of housing types in neighborhoods throughout the City, maximizing choices for residents of all economic and social circumstances.
 - a. Create more mixed-income communities.
 - b. Assess the need for various types of housing in each neighborhood to determine what type of housing should be developed and develop a strategy for each neighborhood that markets or re-brands that community to compete for the identified market.
 - c. Limit financial incentives to developments that demonstrate a new market for housing within each neighborhood or increases the affordability of such housing for low and moderate income families.
- 5. **Maintenance, Repair, and Code Enforcement.** Target residential code enforcement in a manner that helps stabilize neighborhoods without causing undue hardships for low-income households.
 - a. Provide training and resources that will allow homeowners to carry out more of their own maintenance and repair work

- b. Offer a program that will help residents with financial constraints to prepare a budget that will help them to maintain their home.
 - c. Develop a marketing strategy to promote existing home maintenance programs.
 - d. Utilize neighborhood associations or other community organizations to organize volunteers to help correct code violations. (See, for example, www.rebuildtogether.org)
 - e. Encourage the use of home repair loan programs that offer financing at discounted rates before using publicly funded loan and grant products to allow low and moderate income residents to meet their home repair needs.
 - f. Reduce housing operating costs through weatherization assistance and energy efficient building techniques, thereby allowing more money to be available for home maintenance.
 - g. Target vacant structures for code enforcement.
 - h. Use rental registration program to assure that landlords maintain buildings to code.
6. **Housing Incentives.** Ensure that financial incentives for housing development are the minimum necessary to be effective, and do not result in undue losses of revenue for city services or the public schools.
- a. Reexamine the tax abatement program to determine its effectiveness. Look at changes that can be made to the policy that will sustain gains made in recent years, while increasing the revenue for the City and the public schools.
7. **Rehabilitation.** Give priority to housing rehabilitation as the most effective means of making affordable housing available to the greatest number of residents.

- a. Undertake rehabilitation in areas adjacent to catalytic development projects or in areas where residential new construction occurred to maximize the investment of public dollars.
 - b. Work with non-profit and philanthropic organizations to create a prototype for redesign of obsolete residential structures common in the city including the Cleveland double, small multi-family buildings, and modest bungalows.
 - c. Redirect federal funds to concentrate a larger portion of those resources on rehabilitation of vacant and abandoned property in areas with a specific redevelopment plan.
8. **Land Assembly.** Promote housing development through strategic, proactive land assembly.
- a. Work with CDCs, developers, market analysts and the community to identify acquisition strategies for priority areas for development of housing.
 - b. Rezone areas to residential that are no longer appropriate for other uses.
 - c. Remediate brownfield sites suitable for housing
 - d. Develop property maintenance capacity and standards for holding property until it can be reused at its highest and best use.
9. **Homelessness.** Address homelessness through a multi-faceted strategy that includes emergency shelters, permanent supportive housing, medical and social services, and job training.
- a. Assure that everyone with an emergency need for shelter has access to shelter
 - b. Utilize street outreach workers to seek out those homeless persons living outside the shelter system
 - c. Encourage all homeless service providers and funders to adopt a housing first policy which seeks to minimize shelter stays and stabilize individuals and

families as soon as feasible within permanent housing linked to supportive services as needed

- d. Continue to support the production of permanent supportive housing units that can offer the opportunity for long-term homeless persons to leave the shelter system
- e. Within the shelter system, provide immediate assessment and linkages to case management and mainstream social services, including agencies providing mental health care, substance abuse treatment, medical services and assistance to veterans.
- f. Work with the criminal justice system to strengthen the support for the reentry into the community of person returning from incarceration.
- g. Expand resources for and educate residents about programs providing assistance in preventing the loss of housing through eviction or foreclosure.

10. Senior Housing. Develop housing for senior citizens in proximity to shopping, medical facilities, social services, and public transportation.

- a. Support development of Senior housing that allows for and accommodates multigenerational families with designs that meet this need.
- b. Incorporate green space into new senior housing developments.
- c. Support development of Senior housing that is located near transportation, shopping and medical services.
- d. Design housing that permits for ADA adaptation should future disabilities dictate.

11. Design. Ensure that the design of new and renovated houses complements the character of the surrounding neighborhood, through a design review process that is effective, expeditious and equitable.

- a. Develop housing design guidelines for new housing development with supplemental guidelines for specific areas that will give developers direction prior to meeting with the design review committee.
- b. Develop housing rehabilitation guidelines for minimum standards for the size of kitchens and bathrooms where significant “gut” rehab is being done.

12. Neighborhood Plans. Locate infill houses where neighborhood plans ensure a supportive environment for residential development.

- a. Limit the distribution of land bank properties for infill housing to areas that have a redevelopment plan in place.
- b. Utilize CDCs and other community agencies to acquire, renovate/reuse, and market vacant structures and vacant land in areas where plans have been developed.

13. Green Building. Encourage use of “green building” techniques in new and renovated housing through code changes and financial incentives.

- a. Development a zoning code that encourages green building and requires the use of green building techniques where the cost of the project is not significantly increased.
- b. Offer financial incentives such as low-interest loans or tax abatement to projects that use green building techniques.

14. Housing Accessibility. Expand the range of residential opportunities for persons with special housing needs

- a. Promote and encourage the use of universal design standards for all newly constructed housing.
- b. Ensure compliance with requirements concerning the creation of accessible units for all new construction or substantial rehabilitation housing development being assisted with CDBG, HOME or other federal funds.

RETAIL

POLICIES and STRATEGIES

GOAL: *To provide Cleveland residents with a broad range of high quality, conveniently located retail shopping opportunities*



- 1. Building on Strengths.** Re-establish the competitiveness of Cleveland's neighborhood retail districts by building upon their traditional strengths as pedestrian-oriented, mixed-use districts with distinctive architectural character.
 - Increase resources available through the City's storefront renovation program. Provide streamlined services to SRP participants (i.e., priority permit review by Building & Housing).
 - Prepare urban design and development plans, design guidelines, and retail market studies for each of the City's neighborhood retail districts.
 - Use specialized zoning districts to foster well-designed, pedestrian-oriented, mixed-use retail districts with an identifiable anchor use that generates traffic and helps define the district.
 - Capitalize on Cleveland's rich cultural and ethnic diversity by incorporating cultural or ethnic themes into the strategies for strengthening retail areas.
- 2. Preservation.** Where appropriate, give priority to renovation and infill development, as opposed to large-scale new development, as the principal means of providing competitive retail shopping in Cleveland.
 - Create "Business Improvement Districts" or other mechanism to channel funding to security, maintenance, streetscape, marketing, parking and other measures to strengthen neighborhood retail districts.
 - Increase utilization of the City's nationally renowned Storefront Renovation program as a tool to facilitate aesthetic changes in commercial buildings in Cleveland's retail

districts.

- Enforce building codes to (a) ensure vacant properties are properly maintained, and (b) inspect properties with a view toward aesthetics and design when they inspect
- Avoid public subsidies for retail projects that provide direct competition for existing designated retail districts.

3. Building Smart. Strategically locate and design a limited number of large-scale shopping centers in a manner that will stem the outflow of retail spending from the City of Cleveland, while complementing the City's traditional retail districts.

- Undertake market studies to identify areas of the city that possess the requisite demographic and economic characteristics to support large-scale shopping centers that complement existing viable retail nodes.
- Target land assembly to facilitate development of strategically located shopping centers.
- Encourage the use of "green" building practices to reduce commercial building energy consumption and decrease the amount of storm water runoff.
 - Discourage demolition of viable, architecturally significant structures in target retail districts.

4. Consolidating. Consolidate retail shopping to create and reinforce mixed-use "town centers" that serve as focal points of neighborhood activity.

- Implement land-use plans for retail consolidation through zoning map changes.
- Employ the Pedestrian Retail Overlay (PRO) zoning district to ensure that a pedestrian-friendly character is maintained in neighborhood retail districts where retail buildings are located at the sidewalk's edge.
- Conduct retail market analysis for existing retail districts to determine uses that complement the established retail mix and promote the clustering of such establishments.

- 5. Niche Marketing.** Transform selected retail districts into regional attractions by clustering stores around common themes – including arts and culture, ethnic identities, antiques, and recreation and scenic resources.
- Capitalize on unique attributes like the Towpath Trail and University Circle, the West Side & East Side Markets to create distinct retail areas that offer a shopping experience that caters to a cross-section of residents ranging from core users to casual visitors.
 - Encourage CDC's to Avoid costly individual placement of magazine and or newspaper ads as part of their neighborhood marketing campaigns in favor of larger area Web based advertising as a retail marketing tool
 - Utilize street fairs, special sales, couponing, sponsorships and similar promotions to promote awareness of retail areas.
 - Create “welcome to the neighborhoods” coupon packages from area retailers that are either mass-mailed periodically, or mailed to new residents in the surrounding area.
 - market districts such as Chinatown, Little Italy, Tremont and Downtown as a single entity rather than an agglomeration of individual businesses.
- 6. Tapping the Market.** Improve the quantity and quality of retailing in Cleveland neighborhoods by tapping into the market segments that are often overlooked by national retailers, particularly in densely populated neighborhoods with large numbers of minorities and immigrants.
- Provide national retailers with demographic and economic data such as Social Compact's City of Cleveland Neighborhood Market Drilldown, which illustrates and quantifies the extent of the city's understated buying power.
 - City should identify a retail “salesman” – high energy, charismatic – who knows retailing, understands the reasons retailers use for not locating here, and understands neighborhood markets enough to advocate and create counter-arguments in support of urban neighborhood locations. This

person can then “sell” appropriate sites to attract retailers and restaurants with financial strength to cover market rents in improved buildings.

- Assemble and disseminate figures that show that the buying power of many of the city’s outlying neighborhoods, such as Kamm’s Corners, Lee-Harvard or Collinwood, rivals or exceeds that of adjacent suburban communities.
 - Identify specific neighborhoods capable of supporting a “niche” retail environment.
 - Utilize new “Discover Cleveland” concept where Visitors Bureau includes specific marketing to these “niche” neighborhoods and ways to get there.
- 7. Creating Employment.** Recognize that retail provides entry level jobs which are often the first introduction to the workforce for young people (and are also attractive to retired people). Pursue matches between retailers and young people as part of a workforce preparation strategy.
- 8. Creating Wealth.** Maximize opportunities for Cleveland residents to own and operate retail businesses in the City.
- Target economic development assistance in a manner that facilitates local entrepreneurship and provides quality retailing and retailing in under-served areas.
 - Solicit the assistance of larger ethnic and/or business-based groups in mentoring city residents as business owners.
- 9. Connecting to Transit.** Link new and revitalized retail development to public transit, as well as to bicycle routes and cyclist amenities.
- Provide pedestrian & cycling amenities such as bike racks, benches, water, air for tires, and lockers in and around major commercial districts and shopping centers.
 - Work with the Greater Cleveland Regional Transit Authority to develop additional community circulator bus routes to serve major retail districts citywide.
 - Encourage the development of convenience retail at rapid transit stations and major transit nodes.

- 10. Building Safe.** Design retail developments to maximize public safety, and work with merchant and community organizations to ensure ongoing safety.
 - Incorporate reviews of public safety by qualified experts such as police officers into the design review process for major building and streetscape projects.
- 11. Streetscape.** Improve the appearance and vitality of retail district “streetscapes” through use of public art, banners and signs, benches, street trees, decorative paving, underground wiring, sidewalk cafes, etc.
 - Coordinate a regularly scheduled City-sponsored maintenance program that provides basic maintenance for public rights-of-way elements within commercial districts, including sidewalks, light poles, street pavement and striping, street and pedestrian lights, etc.
- 12. Parking.** Develop strategically located shared parking lots and garages in neighborhood retail districts that are under-served by parking.
 - Conduct a detailed study of successful districts that appear to be “underparked” (e.g. Little Italy, Tremont) and conversely the use of unsuccessful or underutilized district parking plans developed in the 1980s (Kamms, Detroit-Shoreway, Ohio City) to determine best practices for successful parking/historic district program.
 - Identify underutilized strategically located parcels in retail districts for acquisition and redevelopment as parking facilities.
 - Work with community development corporations to create neighborhood-based management strategies to operate and maintain parking facilities.

EDUCATION & COMMUNITY SERVICES



The opportunity for a quality education is essential to creating *communities of choice*. A quality education is also an essential foundation for economic security and personal fulfillment. Along with schools, an array of community facilities and services – from libraries to job training centers – provide the social component that is essential to ensuring that a neighborhood will be secure and nurturing.

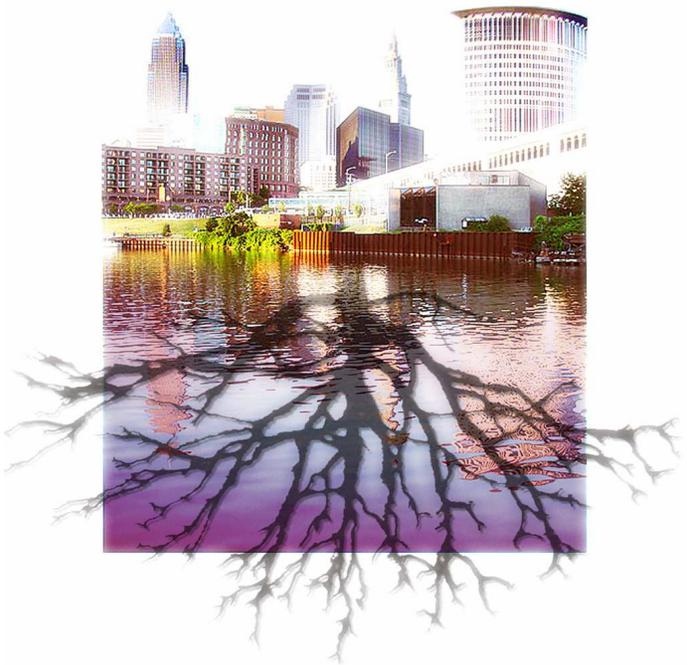
Beyond the services themselves, the buildings that house these community facilities can be powerful symbols of community. They embody our shared values and they are a visible acknowledgement that we are only as strong as the weakest among us and that our community's future depends on our ability to maximize the potential of every member of the community.

Recognizing the connection between quality education and quality facilities, the City is committed to working with the Cleveland Municipal School District to coordinate planning for capital improvements – ensuring that limited funds are spent most effectively to benefit students and the community. In addition, the City is committed to working with the School District to maximize use of school facilities to benefit the broader community.

Policies

1. **Schools as Community Resources.** Utilize schools as centers for community education, open in the evenings and weekends for use by students as well as other neighborhood residents, as financial resources permit.
2. **School Design.** Ensure that schools are designed and sited so as to facilitate excellence in education and connections to the surrounding community.
3. **Education Partnerships.** Encourage businesses, institutions, universities and faith-based organizations to partner with local schools in offering diverse education and training opportunities for students and adults.

4. **Equitable Funding for Schools.** Advocate for a statewide system of school funding that responds to the needs of students rather than to the wealth of communities.
5. **Education Options.** Provide Clevelanders with education options that include traditional schools, magnet schools and charter schools, both public and private.
6. **Coordinated Neighborhood Services.** Facilitate cooperation between local service providers and community organizations to work at the neighborhood level to address the comprehensive needs of residents for education, training, health care, and social services.
7. **Personal Development.** Create locally-based programs that foster personal development and ethics as the foundation for strengthening the social fabric of communities and ensuring a better quality of life for residents.
8. **Community Libraries.** Support full-service libraries as centers for lifelong learning and intergenerational learning in each of Cleveland's neighborhoods.
9. **Community Health Care.** Ensure that medical offices are located so as to supplement full-scale hospitals in serving residents of all Cleveland neighborhoods and that critical health care education is provided to students in elementary and secondary schools.
10. **Capital Improvements.** Coordinate capital improvements planning between the City and the School District to maximize the effectiveness and efficiency of those expenditures.



NEIGHBORHOOD PLANS



PLANNING DISTRICT I

CUDELL NEIGHBORHOOD PLAN SUMMARY

Description. Cudell is named after noted architect Frank E. Cudell, a German immigrant who had inherited a large estate from his father-in-law. Cudell bequeathed the estate to the City in 1916 and the tower which stands on the property today, just east of the Cudell Recreation Center, is a memorial to him from his wife, Emma. The neighborhood became a part of the City through annexations in 1894 and 1904. It developed as a working class community during the first two decades of the 20th century with residents employed at the many industries around the rail lines that crisscrossed the neighborhood. Construction of interstate 90 in the 1960s isolated the Lorain Avenue area from the bulk of the neighborhood. Most of the housing is one- and two-family except for a concentration of apartments near the rapid transit line near Detroit and West Boulevard.



Assets. Among the neighborhood's most significant assets are:

- the *Cudell Recreation Center* and associated *Cudell Fine Arts Center*
- the *West Boulevard Historic District*
- the *WEBCO industrial area* which still is home to many industrial companies
- *good access to interstate 90*
- the *Westown Shopping Center*, built in the 1980s on the site of a former Sears store

Challenges. Among the challenges faced by the Cudell neighborhood today are:

- housing stock deterioration, particularly several blocks on either side of West Blvd., between Madison and Lorain.
- need for further commercial reinvestment (including building renovation) throughout the neighborhood
- re-use of industrial sites for job-producing industry sectors, rather than as warehouses/storage facilities

Vision. The Cudell neighborhood incorporates an interesting mix of old and new, with all types of land uses represented throughout. This urban character should be enhanced by choosing redevelopment strategies that complement that character, whenever possible. Among the development opportunities and initiatives underway or proposed are the following:

- target housing programs for streets around the West Tech Lofts
- determine appropriate and complimentary land uses south of I-90 near the new Target development
- continue to effectively clean-up and market the former Monarch Aluminum and Midland Steel sites for appropriate industrial end-users (already underway by the City's Dept. of Economic Development)
- redevelop Madison Avenue (maintaining mostly residential feel with some storefront renovation) and Berea Road (building on current industrial mix)
- create a vision for the Lorain Station Historic District that will work to preserve the important mixed-use building stock there, including the installation of a vastly-improved pedestrian bridge near the West Tech lofts
- develop a bike route along West Blvd which connects to Edgewater Park on the north and Brookside Park in the Big Creek Valley to the south
- create a pocket park on currently vacant land at the intersection of West Blvd and Detroit

JEFFERSON NEIGHBORHOOD PLAN SUMMARY

Description. Jefferson was annexed to Cleveland as part of the City's final major territorial expansion in 1923 when the Village of West Park was annexed. The neighborhood shares the name with Jefferson Park which is located near its center on Lorain Avenue, just west of West 130th. The initial major wave of construction occurred after World War I with the construction of residential streets within walking distance of the extension of streetcar lines along Lorain Avenue. Areas further from Lorain Avenue began to develop after World War II. The neighborhood is mainly single-family housing with some doubles intermixed on the older streets near Lorain Avenue. Industry and a few apartment buildings are located in the vicinity of the rail and rapid transit lines that run from the airport to downtown along the western edge of the neighborhood.



Assets. Among the neighborhood's most significant assets are:

- convenient *parks* are scattered throughout neighborhood including Halloran, Mohican and Jefferson
- the Lorain Avenue retail district
- areas employment near the interstates and rail corridors
- easy access to rapid transit stations
- good access to both interstates 71 and 90

Challenges. Among the challenges faced by the Jefferson neighborhood today are:

- proliferation of vacant residential structures due to foreclosures
- concentrations of vacant storefronts along Lorain Avenue

Vision. The Jefferson neighborhood has the potential for some of the most exciting redevelopment in the City's far west side. A renovated Variety Theatre, currently vacant, can serve as the focal point for the creation of a neighborhood downtown which would also incorporate the rehabilitation of other outstanding mixed-use building stock, primarily from the 1920s, centered around the Theatre. Other initiatives and opportunities include:

- targeted efforts to make absentee property owners (such as out-of-state banks, savings and loans, etc) take more responsibility for upkeep and eventual marketing of foreclosed properties
- implementation of streetscape, parking enhancements, and targeted urban design improvements as called out for in the Lorain Avenue Master Plan in stages as needed or as opportunities arise
- construction of a new access road to help facilitate truck access to the Elmwood industrial area from Berea Road
- target housing programs on streets south of the Variety Theatre area
- focusing on the area around West 140th/Lorain Avenue for additional small-area master planning

KAMM'S CORNERS NEIGHBORHOOD PLAN SUMMARY

Description. The neighborhood takes its name from the intersection of Lorain Avenue and Rocky River Drive, which was called Kamm's Corner in honor of Oswald Kamm, who opened a grocery store there in 1875 and later a post office. But it was the establishment in 1898 of Puritas Springs Park that was to make Kamm's Corners a popular destination for the next 60 years and the hub of the area known as West Park. It was here that the street car and interurban lines converged and opened the way for substantial development after World War I. The neighborhood was annexed by the City of Cleveland in 1923. It is predominantly single-family residences with retail corridors along Lorain Avenue and Rocky River Drive.



Assets. Among the neighborhood's most significant assets are:

- some of the strongest residential areas in the city
- its proximity to the Cleveland Metroparks' *Rocky River Reservation*
- *Gunning Park Recreation Center* on Puritas Road
- *Fairview General Hospital* located adjacent to the *Kamm's Corners retail area*
- easy access to *rapid transit stations* in the eastern part of the neighborhood

Challenges. Among the challenges faced by the Kamm's Corners neighborhood today are:

- arrest signs of disinvestment in retail corridor on Lorain Avenue
- control advancement of more retail uses on Rocky River Drive south of Lorain

Vision. The Kamm's Corners neighborhood has maintained a vitality and desirability in its residential properties for many years. However, the commercial areas have been in need of a renaissance, which is currently underway. The following initiatives are contributing to this rebirth:

- strong marketing and application of the City of Cleveland's Storefront Renovation Program has encouraged many property owners to reinvest in their commercial buildings
- implementation of the Kamm's Corners Business Revitalization District has fostered a more aesthetically-appropriate commercial environment
- the Kamm's Streetscape Improvement Project is expected to generate even more excitement and investment activity along Lorain Avenue, once all funding has been identified
- bike connections across the Lorain Avenue bridge to the Rocky River Reservation entrance will connect the neighborhood to the existing bike network in the Rocky River valley
- the promotion of residential developments along Rocky River Drive south of Lorain Avenue (with one or two retail nodes strengthened) is meant to keep the bulk of new retail development in the neighborhood along Lorain Avenue

PURITAS-LONGMEAD NEIGHBORHOOD PLAN SUMMARY

Description. Puritas-Longmead takes its name from two streets located in the neighborhood which form an east-west line near its center. It became a part of Cleveland with the annexation of the Village of West Park in 1923. The northeast corner of the neighborhood was originally part of the Linndale development that was laid out at the end of the 19th century by real estate developer George Linn and which became a train switching center. Most of the housing, however, dates from after World War II and is predominantly single-family homes. A few multi-family complexes are located along Puritas and Bellaire Roads. The rail lines and highways that traverse it break the neighborhood into a number of distinct residential enclaves. The largest concentration of industrial parks in the city is located near Interstate 480.



Assets. Among the neighborhood's most significant assets are:

- sections of the *Chevy Branch of the Big Creek* which flow above ground through parts of the neighborhood
- excellent access to Interstates 71 and 480
- numerous *businesses* located in the industrial parks within the neighborhood
- the *Puritas Road business district*
- the *1st District* police headquarters

Challenges. Among the challenges faced by the Puritas-Longmead neighborhood today are:

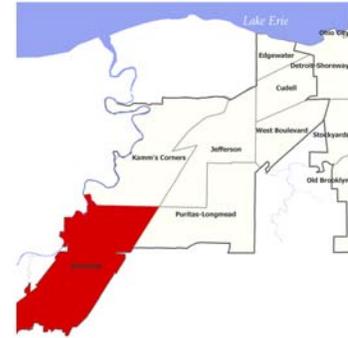
- deteriorating housing and high crime concentrations in some areas
- high concentrations of juvenile crime around Bellaire and West 130th Street
- need for commercial revitalization along parts of West 130th Street

Vision. The Puritas-Longmead neighborhood is a solid, middle-class neighborhood that is facing pressure to maintain its quality of life. Targeting programs to stabilize deteriorating parts of the neighborhood is essential to containing and eliminating negative conditions. Among the development opportunities and initiatives proposed are the following:

- target housing programs on the streets off Bellaire Road, east of West 130th Street
- implement the Ward 19 PACE Project in the Bellaire/West 130th area
- the Puritas Wetlands project, a wildlife enhancement in a stormwater retention basin off Industrial Parkway
- discussions on implementation of a design review district on Puritas Avenue
- identification of industrial/commercial lands that could be redeveloped for alternative energy component manufacturing and brownfield remediation technologies
- undertake bike route improvements along Bellaire and Puritas Avenues

RIVERSIDE NEIGHBORHOOD PLAN SUMMARY

Description. Riverside takes its name from its location along the eastern side of the Rocky River and its valley. Most housing is single-family and dates from after World War II. There are a couple large multi-family developments located off Puritas and Rocky River Drive in the neighborhood. Well over half of the neighborhood's area is occupied by Cleveland Hopkins International Airport. The airport was first built in 1925 when City Manager William R. Hopkins obtained the city council's agreement to issue bonds to build an airport. This area has undergone many recent changes. Cleveland and Brook Park have swapped land to accommodate the long-needed airport runway expansion and FAA regulations regarding acceptable noise levels for residential areas near airports have necessitated the removal of many single-family homes from just north of Interstate 480. Some of these areas have been redeveloped for industrial parks.



Assets. Among the neighborhood's most significant assets are:

- excellent access to Cleveland Hopkins International Airport
- access to interstates 71 and 480
- proximity to NASA Glenn Research Center
- office and business parks near the airport
- proximity to Cleveland Metroparks' Rocky River Reservation

Challenges. Among the challenges faced by the Riverside neighborhood today are:

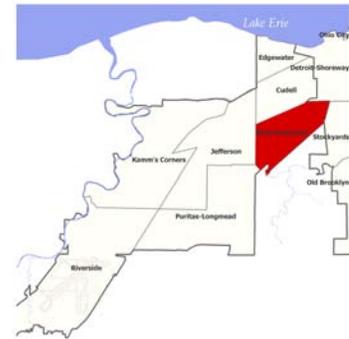
- further development of available land in the Cleveland Business Park
- need for reinvestment along Rocky River Drive south of Puritas Avenue
- need to consider Hopkins Airport more from an economic development standpoint
- preservation of the existing character of Old Grayton Road

Vision. Although a large amount of residential structures have been removed from the Riverside neighborhood relatively recently, the remaining residential units in the neighborhood are solidly maintained, the re-located baseball diamonds are well-received, and new construction at the CMHA Riverside Estates is uplifting that portion of Rocky River Drive. However, most of the southern part of the neighborhood is simply more suitable for further industrial and office development. Future initiatives in Riverside should include:

- taking advantage of the close proximity to Cleveland Hopkins International Airport and NASA Glenn Research Center to attract future development
- continued discussion as to how much (if any) new retail to promote along Rocky River Drive
- determining a streamlined process to more quickly develop land in Cleveland Business Park
- consideration of tighter design review procedures for any further mixed-use developments near Old Grayton Road

WEST BOULEVARD NEIGHBORHOOD PLAN SUMMARY

Description. West Boulevard is named after the north-south thoroughfare designed to connect Edgewater Park, on the north, with Brookside Park, on the south, as part of parkway system envisioned to encircle the City. The winding roadway's 130-foot right-of-way is one of the City's widest and its broad tree lawns provide a park-like setting for hundreds of solid, well-kept houses. The principal portion of the neighborhood was incorporated in 1902, as part of Linndale, before the Cleveland annexed most of that community one year later. Housing in the neighborhood tends to become newer the farther west one goes. The Clark/ Lorain/ Denison area has a large amount of housing from the late 1800s whereas the West 117th/Bellaire area is predominantly post World War II construction. Lorain Avenue forms the neighborhood's main commercial street and industry is limited to sites with direct access to the rail line that forms the border with the City of Brooklyn.



Assets. Among the neighborhood's most significant assets are:

- the *Lorain Station* and *West Boulevard* historic districts which center on two of the neighborhood's main arterials
- *St. Ignatius of Antioch Catholic Church*, a familiar landmark on the corner of West Boulevard & Lorain Avenue
- *good access* to both interstates 71 and 90
- the *Lorain Avenue retail district* which includes the Westtown Shopping Center

Challenges. Among the challenges faced by the West Boulevard neighborhood today are:

- housing stock deterioration in various areas throughout the neighborhood
- proliferation of less-than-desirable commercial uses (i.e., used car lots, taverns) and vacant storefronts along Lorain Avenue

Vision. The West Boulevard neighborhood, although primarily residential, has important commercial connections that require sensitive reinvestment. Among the development opportunities and initiatives currently underway or proposed are the following:

- create a vision for the Lorain Station Historic District that will work to preserve the important mixed-use building stock there
- implementation of Lorain Avenue Master Plan
- working to save Louis Agassiz school from demolition
- stimulating reinvestment along West 105th Street, perhaps through promotion of Live-Work district
- identification of potential townhouse redevelopment sites along Denison Avenue
- undertake improvements to create bike routes along West Boulevard and Bellaire Road



PLANNING DISTRICT 2



BROOKLYN CENTRE NEIGHBORHOOD PLAN SUMMARY

Description. Brooklyn Centre became a part of Cleveland with the annexation of Brooklyn Village in 1894. Although first settled in the 1820s along Pearl Street, the lifeline to Cleveland, a substantial business district developed around the intersection of Pearl and Denison after the extension of a streetcar line 1869. The oldest remaining houses in Brooklyn Centre date from the middle of the 19th century. Most residential development occurred, however, after annexation between 1900 and 1915 and is a mix of one- and two-families and small multi-family buildings. Pearl Road is still the neighborhood's main commercial street and industrial uses are located in and near the Big Creek Valley and Cuyahoga River.



Assets. Among the neighborhood's most significant assets are:

- *MetroHealth Medical Center* which is one of the region's main trauma centers
- *historic* residential and commercial buildings and Riverside Cemetery which form the basis for the Brooklyn Centre Historic District
- *Pearl Road retail* including Aldi's and the Brooklyn Centre Shopping Center
- good *freeway access* to interstate 71 and state route 176
- proximity to *Brookside Reservation* and the *Metroparks Zoo*

Challenges. Among the challenges faced by the Brooklyn Centre neighborhood today are:

- physical condition of apartment buildings and absentee-owned single and two-family homes on residential side streets
- vacant former Brooklyn YMCA building on Pearl Road at Seltzer Avenue
- poor condition of streetscape along West 25th Street and Denison Avenue
- lack of direct access to Lower Big Creek Valley and Ohio & Erie Canal Towpath Trail
- hillside subsidence and ongoing property loss along rim of Lower Big Creek Valley

Vision. Continue the ongoing effort to capitalize on the neighborhood's modestly-priced historic building stock, retail establishments and its location adjacent to the Cleveland Metroparks Zoo and Ohio & Erie Canal Towpath Trail to create a desirable residential enclave.

Among the other development opportunities and initiatives proposed are the following:

- convert Masonic Temple Building and former East Denison School to housing
- link Brooklyn Centre to Ohio & Erie Canal Towpath Trail via neighborhood connector from Calgary Park through Lower Big Creek Valley
- undertake streetscape improvements along Pearl Road that are complementary to the western route of the Ohio and Erie Canal Scenic Byway
- pursue hillside stabilization measures in areas where erosion threatens public infrastructure components
- develop retail node associated with Towpath Trail and Cuyahoga Valley Scenic Railroad at intersection of Harvard Avenue and Jennings Road

CLARK-FULTON NEIGHBORHOOD PLAN SUMMARY

Description. Clark-Fulton may be able to lay claim to the city's most diverse ethnic population, including a large and growing Hispanic segment and an increasing number of African-Americans—as well as a healthy representation of descendants of the Central and Eastern European immigrants—Germans, Czechs, Italians, Slovaks and Poles—who originally settled here in the mid-1800s to be near the factories and, it is said, the breweries that were springing up nearby. It became a part of the city when portions of Brooklyn Township were annexed to Cleveland in the late 1800s. Physical development patterns in the Clark-Fulton area were also changed dramatically during the 1960's and 1970's by the construction of I-71 and I-90. These highways act to separate and isolate the neighborhood from surrounding areas.



Assets. Among the neighborhood's most significant assets are:

- *MetroHealth Medical Center* founded in 1889 as City Hospital
- the *West 25th Street-Clark Avenue retail district* which includes locally owned ethnic restaurants and stores that cater to the retail needs of this diverse neighborhood
- the *2nd District police* headquarters
- *Lincoln-West High School* and *Meyer Pool*
- *new housing developments* including Milford Place and Metro Lofts

Challenges. Among the challenges faced by the Clark-Fulton neighborhood today are:

- limited variety of housing options
- unattractive streetscape conditions along main commercial streets - Clark Avenue, Fulton Road and West 25th Street
- vacant residential lots concentrated in northern portion of planning district
- abundant vacant commercial and second floor space in buildings along West 25th Street
- vacant and underutilized properties on West 25th Street in vicinity of MetroHealth Medical Center campus

Vision. Increase the appeal of Clark-Fulton as a residential locale through highlighting its traditional ethnic diversity, potential for new and varied housing stock and location along the Ohio & Erie Canalway Scenic Byway. Among the development opportunities and initiatives proposed are the following:

- pursue opportunities for adaptive reuse of commercial and industrial buildings as apartment and condominium-style loft residential units on West 25th Street and on West 33rd Street, in vicinity of St. Rocco Catholic Church
- facilitate infill housing development on scattered site residential lots
- develop a vibrant, ethnic-based mixed use district at corner of West 25th Street and Clark Avenue consisting of residential, retail and office uses
- create infill retail development strategy for Clark Avenue between West 25th Street and Fulton Road that benefits from traffic heading to and from Steelyard Commons
- tell the “neighborhood story” through the development of interpretive exhibits on West 25th Street along the route of the Ohio & Erie Canal Scenic Byway
- establish development project of scale along west side of West 25th Street, opposite MetroHealth Medical Center campus
- program streetscape improvements along major commercial arterials like West 25th Street, Clark Avenue and Fulton Road

DETROIT-SHOREWAY NEIGHBORHOOD PLAN SUMMARY

Description. Development began in the neighborhood in the 1850s along Detroit Street (Avenue), a major route connecting Cleveland with regions to the west and serving as the neighborhood's main commercial district. Beginning in the late 1890s, industries began locating along the rail lines on the bluffs overlooking Lake Erie and then began to develop further to the south, along the rail lines running through the Walworth Run Valley. Detroit-Shoreway was built as a middle-income neighborhood, with a mix of single- and two-family homes and small multi-family structures, with more architecturally distinguished homes constructed along Franklin Avenue. There is still a strong presence of Italian and Romanian-American ethnic communities. In recent years, new waves of immigration have brought growing numbers of Hispanic and Asian residents.



Assets. Among the neighborhood's most significant assets are:

- its proximity to *Lake Erie* and Edgewater Park
- the *West 65th/Detroit retail district* anchored by the Gordon Square Arcade and a growing cultural, performing arts and entertainment environment
- a regionally renowned *antiques and collectibles district* on Lorain Avenue between West 45th Street and Clark Avenue
- the Eco-Village, an environmentally sensitive new housing development built in conjunction with adjacent rapid transit and recreational amenities at West 65th and Lorain
- new housing projects such as Ashbury Tower and Battery Park on former industrial sites

Challenges. Among the challenges faced by the Detroit-Shoreway neighborhood today are:

- creating stronger connections to the Lake Erie shoreline
- the cost to clean-up contaminated industrial sites for reuse
- attracting more retail uses to serve the shopping needs of residents
- improving the appearance along the main commercial corridors of Detroit and Lorain
- poor housing conditions in the neighborhood south of Lorain Avenue

Vision. Detroit-Shoreway has the potential to be a highly desirable lakefront community with a vibrant cultural scene and easy access to Downtown Cleveland. Among the development opportunities and initiatives proposed are the following:

- transform the West Shoreway from an expressway to a boulevard and create additional and strengthened connections from the existing street grid to the lakefront
- create a strong north-south connection along West 65th Street from Clark Avenue (at the proposed West Side Reliever High School and Zone Recreation Center) north to the lakefront, with improved landscaping and bike lanes
- develop housing on vacated industrial sites along the bluff to take advantage of lake views
- identify and construct an off-street trail route east of West 65th Street for the Cleveland Lakefront Bikeway
- undertake streetscape improvements on Detroit Avenue between West 58th and West 73rd to support the cultural and entertainment district that is emerging, and encourage complementary uses to locate there
- undertake streetscape improvements along Lorain Avenue from West 52nd to West 82nd
- explore additional transit-oriented development opportunities, using sustainable design practices, around the West 65th rapid transit station
- target housing program activity in the vicinity of Eco-Village

OHIO CITY NEIGHBORHOOD PLAN SUMMARY

Description. Ohio City was incorporated as its own municipality in 1836 just two days before the incorporation of the "rival" City of Cleveland. It was subsequently annexed to Cleveland in 1854. Housing in Ohio City dates principally from the late 19th century. The predominantly Victorian-style one- and two-family buildings range from modest working class houses to the luxurious residences on portions of Franklin Boulevard and Clinton Avenue. The commercial district at Lorain and West 25th was first established in 1840 as "Market Square". The neighborhood is home to many institutional uses and social service agencies. Lakeview Terrace Estates, built in 1935, was among the first public housing projects in the country. The history, location and major assets of the neighborhood have spurred the renovation of large areas of the neighborhood over the past 30 years.



Assets. Among the neighborhood's most significant assets are:

- the *West Side Market*, which was built in 1912 and replaced the older Pearl Road Market
- *proximity and views* of Downtown, Lake Erie and the Cuyahoga Valley
- *Lutheran Medical Center* which specializes in orthopedics and spine, behavioral health and chronic wound care
- *St. Ignatius High School*, a prominent Jesuit institution which since 1886 has provided college preparatory courses for young men
- Many architecturally significant buildings that contribute to the *Ohio City Historic District*

Challenges. Among the challenges faced by the Ohio City neighborhood today are:

- high concentration of social service agencies and subsidized housing units
- improving the appearance of commercial corridors like Detroit and Lorain Avenues and West 25th Street
- deteriorating older housing stock
- vacant industrial brownfield sites in need of redevelopment
- junkyards negatively impacting prospects for adjacent redevelopment

Vision. Take advantage of Ohio City's historic building stock, proximity to Downtown Cleveland and the Flats, and emerging levels of entrepreneurship to create a premier mixed-use neighborhood. Among the development opportunities and initiatives proposed are the following:

- create transit-oriented mixed-use development adjacent to RTA's Ohio City Red Line Rapid Transit station at West 25th Street and Lorain Avenue
- implement phases 7-12 of the Stonebridge mixed-use redevelopment project
- develop infill housing on two large former industrial sites at Fulton Road and Monroe Avenue
- create mixed-use district along Detroit Avenue between West 25th and West 45th Streets
- implement Riverview Hope VI scattered site housing project
- develop contemporary light-industrial park in Queen Barber area at West 25th Street-I-90 interchange
- facilitate relocation of Cleveland-Cuyahoga County Port Authority facilities to parts of Whiskey Island and new island to the north in the lake as proposed in Waterfront Plan
- create better access to the portion of Whiskey Island to remain as open space

OLD BROOKLYN NEIGHBORHOOD PLAN SUMMARY

Description. Old Brooklyn includes the part of Cleveland south of Big Creek. The neighborhood was annexed to Cleveland in sections during the early 1900s. Beginning in the 1880s, the area around Schaaf Road became one of the first places in the Midwest to use greenhouses for the year-round growing of vegetables and by the 1920s was one of the nation's leading producers of greenhouse vegetables. Most of these sites have since been redeveloped for housing. The neighborhood is predominantly housing with commercial and industrial uses located along its periphery near highways and river valleys. Older streets off Pearl and State are a mix of one- and two-family houses but areas built after World War II are mainly single-family. The neighborhood also has a number of larger multi-family complexes in scattered locations.



Assets. Among the neighborhood's most significant assets are:

- *stable residential* neighborhoods
- *central location* in the region with good freeway access
- *natural features* such as the Big Creek and Cuyahoga River valleys which are centerpieces for Brookside and the Ohio & Erie Canal Reservations
- the *Cleveland Metroparks Zoo*, located since 1908 in the Big Creek Valley

Challenges. Among the challenges faced by the Old Brooklyn neighborhood today are:

- clean-up and redevelopment of abandoned landfill properties
- connect the neighborhood with the Towpath Trail and Cuyahoga River Valley via Lower Big Creek Valley
- hillside subsidence and ongoing property loss along rim of Lower Big Creek Valley
- redevelopment of vacant and underutilized commercial “stores and suites” buildings along main commercial corridors
- deteriorating absentee-owned rental housing
- redevelopment opportunities along Brookpark Road commercial corridor

Vision. The Old Brooklyn neighborhood enjoys good regional accessibility due to the presence of Interstates 71 and 480 and the State 176 (Jennings) Freeway. The area's variety and overall quality of housing stock and close proximity to both the Lower Big Creek Valley and the Ohio & Erie Canal Towpath Trail combine to make it a desirable residential neighborhood of choice.

Among the other development opportunities and initiatives proposed are the following:

- development of new infill housing on scattered vacant sites on Spring, Schaaf and Pearl Roads
- create neighborhood linkage to Towpath Trail via the Lower Big Creek Valley and the Treadway Creek Trail
- convert Henninger Landfill property and portions of Lower Big Creek Valley into active and passive green space
- redevelopment of traditional downtown Old Brooklyn retail node at Pearl-Broadview-Memphis intersection
- rehabilitation of absentee-owned multi-family housing, particularly in Broadview- Pearl-Biddulph/Saratoga triangle
- undertake streetscape improvements along Broadview and Pearl Roads that are complementary to the western route of the Ohio and Erie Canal Scenic Byway
- pursue hillside stabilization measures in areas where erosion threatens public infrastructure components

STOCKYARDS NEIGHBORHOOD PLAN SUMMARY

Description. The neighborhood gets its name from the Cleveland Union livestock yards that thrived here throughout the first half of the 20th century. At its peak, the area was home to the country's seventh largest meat slaughtering/packing operation. But by the late 1960s trucking largely replaced shipping by rail and the meat industry moving most of its operations west. In 1968, the stockyards shut down and a large part of the area was redeveloped as a shopping center. The loss of heavy industry impacted the area greatly during the period from 1970 to the mid-1990s. Today, the neighborhood is generally characterized by the industrial and commercial districts which are centered on the rail lines that run through its southern and western sections. The bulk of the housing is located in the northern and eastern section and is mainly a mix of one- and two- family houses with the earliest construction closest to the industrial districts.



Assets. Among the neighborhood's most significant assets are:

- *K Mart Plaza shopping center* on West 65th Street
- *convenient access* to interstate 71
- close proximity to both the *Walworth Run valley* to its north and *Big Creek valley* along its southern border
- close proximity to both the *Zone and Clark recreation centers* and the proposed *West Side Reliever High School* at West 65th and Clark

Challenges. Among the challenges faced by the Stockyards neighborhood today are:

- deteriorating older housing stock
- vacant industrial sites
- lack of conveniently located parks and open space
- deteriorated physical infrastructure
- attracting additional retail uses to serve the shopping needs of residents
- visual appearance of commercial corridors along Denison, Clark and Storer Avenues.

Vision. Stockyards is a neighborhood that faces many challenges. In order to ensure that it remains a viable residential neighborhood with retail amenities, significant redevelopment efforts must be undertaken. Among the development opportunities and initiatives proposed are the following:

- commercial redevelopment plan for West 65th Street
- expansion of the K-Mart Plaza Shopping Center southward to Storer Avenue
- development of contemporary business/light industrial park at SE corner of Ridge Road and Denison Avenue
- completion of the Ashbury Towers residential development
- development of additional market rate housing "projects of scale" constructed on vacant former industrial sites east of West 65th Street
- creation of park and playground facilities located adjacent to densely developed residential areas
- link the Towpath Trail to the West Side Reliever High School/Zone Recreation Center via a greenway and multi-purpose trail along Train Avenue/Walworth Run corridor
- create a strong north-south connection along West 65th Street from Clark Avenue (at the proposed West Side Reliever High School and Zone Recreation Center) north to the lakefront with improved landscaping and bike lanes.
- reconstruct Train Avenue roadway as a truck and commuter route linking Stockyards to Downtown Cleveland

TREMONT NEIGHBORHOOD PLAN SUMMARY

Description. In its past Tremont was the site of two Union Army camps during the Civil War and was briefly the home of the city's first institution of higher learning, Cleveland University (1851-1953). The area was first developed as an upper-middle class neighborhood with larger lots but as housing was needed to accommodate workers in the businesses in the industrial valley second houses were built on many lots and the density increased. Tremont's traditional urban fabric was adversely affected by the construction of Interstate Highways 71, 90 and 490 which isolated it from surrounding neighborhoods. Today many people think of Tremont as just the area around Professor Street but it also includes residential enclaves along Scranton Road and south of I-490.



Assets. Among the neighborhood's most significant assets are:

- *proximity and views* of Downtown and the Cuyahoga Valley
- the many *historic churches* with distinct steeples located throughout the neighborhood
- the *Professor Street retail district* with many trendy restaurants and taverns
- the wide tree lawns which contribute to a very *pedestrian comfortable environment and sense of place*
- *Lincoln Park* which resembles a New England village green, complete with gazebo
- *major new housing developments* which are contributing to the neighborhood's rebirth

Challenges. Among the challenges faced by the Tremont neighborhood today are:

- maintenance of affordable housing opportunities
- continued poor air quality and environmental conditions
- lack of parking to accommodate residents and businesses
- integration of new infill housing within existing urban context
- relative isolation from adjoining neighborhoods
- poor access to Tremont Playfields
- controlling the spread of unplanned retail development along Quigley/West 3rd Street, north of Steelyard Commons

Vision. Capitalize on Tremont's scenic views, ethnic heritage and proximity to Downtown Cleveland and the Ohio & Erie Canal Towpath Trail, assets that make it a choice destination for visitors and potential residents. Among the development opportunities and initiatives proposed are the following:

- continue to promote Tremont as a regional dining and arts destination
- create neighborhood connections to the Towpath Trail
- develop scenic overlooks along University Avenue from which to view the Downtown skyline and industrial Flats
- better connect the neighborhood to Tremont Valley Playfield
- promote Tremont as a heritage tourism site that merges the story of steelmaking and ethnic settlement
- develop off-street parking facilities to accommodate commercial parking demand
- create a mixed-use development strategy for the Scranton Road Peninsula that accommodates housing, retail, office and recreation uses
- identify a route for Flats Intermodal Connector Roadway to accommodate industrial truck traffic traveling between lakefront and regional interstate highway system



PLANNING DISTRICT 3

CENTRAL NEIGHBORHOOD PLAN SUMMARY

Description. German settlers that farmed the land in the 1840s and 1850s were among the neighborhood's earliest residents. Later, Central became the first home for a wide range of ethnic groups immigrating to the city, including Austro-Hungarians, Italians and Jewish immigrants from Poland and Russia which found affordable places to live and plenty of jobs at the nearby foundries and steel mills. African-Americans moved in from the South during the 1930s. It was the city's most populated neighborhood during the depression and overcrowding eventually led to deteriorating conditions. Slum clearance and highway construction resulted in the demolition of much of the neighborhood's original housing. Today, the largest concentration of public housing in the city is located in Central.



Assets. Among the neighborhood's most significant assets are:

- a concentration of *new single-family housing* developments,
- the campuses of *Cuyahoga Community College* and *Cleveland State University*
- *St. Vincent Charity Hospital*
- the *Northern Ohio Food Terminals* where many foods enter the region
- *good access* to interstates 77, 90 and 490
- the presence of numerous other *institutions and churches*

Challenges. Among the challenges faced by the Central neighborhood today are:

- large tracts of vacant land that invite illegal dumping and create unwatched, often dangerous areas where crime can occur
- concentrations of poverty and low levels of home ownership
- deteriorating older housing
- lack of quality retail
- vacant industrial sites
- junkyards that negatively impact adjacent development
- lack of park and open space in parts of the neighborhood

Vision. Create a solid residential neighborhood for people of all incomes that benefit from being in close proximity to jobs in Downtown, the Euclid Corridor and the Industrial Valley.

Among the development opportunities and initiatives proposed are the following:

- continue support of housing developments in the City's Home Ownership Zone
- develop new retail on vacant land at the East 55th and Woodland intersection and undertake improvements to make the district more pedestrian friendly
- assemble sites for commercial and business development in the vicinity of East 55th and I-490
- capitalize on Euclid Corridor improvements to attract additional companies
- construct an RTA transit center at Prospect and East 22nd near Cleveland State
- promote investments in public art at Arbor Park, East 55th and Woodland and the Maingate area
- rehabilitate East 30th, Cedar and Woodland/Kinsman and undertake streetscape improvements at the East 55th/Woodland intersection
- create bike routes along Community College and East 55th
- create a landscaped green space area at the east end of the Homeownership Zone as a buffer from railroad activity

DOWNTOWN NEIGHBORHOOD PLAN SUMMARY

Description. Founded in 1796 near the mouth of the Cuyahoga River Cleveland grew rapidly as a transportation hub following the completion of the Ohio and Erie Canal in 1832. Public Square, at the heart of downtown, was laid out by Moses Cleaveland in 1796 and its grid has remained largely unchanged since. The lakefront, where the Rock Hall and Burke Airport currently sit, was the site of the Great Lakes Exposition in 1936-1937, which drew 11 million visitors downtown. The Cleveland Port and Burke Lakefront Airport now take up most of the lakefront land abutting Downtown.



Assets. Among the neighborhood's assets are:

- *historic Public Square*, surrounded by three of Cleveland's landmark skyscrapers, Terminal Tower, Key Tower, and the former BP Building
- proximity to *Lake Erie* and the banks of the *Cuyahoga River*
- dense concentration of business and office space, including multinational financial services companies, law firms, manufacturing, and government employers
- professional football, baseball, and basketball teams, each with their own stadiums/arenas
- major cultural institutions and districts, including the *Rock and Roll Hall of Fame*, *Great Lakes Science Center and Playhouse Square*, the second largest theater complex in North America
- growing residential neighborhoods in the Warehouse District, Euclid and E. 4th, and around Cleveland State University
- grand architecture and historic buildings, including the *Euclid and Colonial Arcades*, *Huntington Building*, and many others
- hub of public transportation at *Public Square*, *Tower City*, and along the new *Euclid Corridor*
- easy connections to Interstates 90, 77, and 71

Challenges. Among the challenges faced in the Downtown neighborhood today are:

- a shrinking business community and rising commercial vacancy rates
- numerous vacant storefronts and buildings, particularly on Euclid Avenue
- lack of street life after business hours and on weekends
- limited retail options
- the Lakefront is physically cut off from Downtown by the Shoreway
- aggressive panhandlers and perception downtown is unsafe
- increasing numbers of people moving and living further and further away from Downtown

Vision. Make Downtown a vibrant, 24-7 neighborhood of choice to live, work, and play. Among the development opportunities and initiatives proposed are the following:

- construct the Flats East Bank development, a mixed use residential, commercial, and retail project
- develop the vacant lots on W. 6th in the Warehouse District into a mixed use Main Street development, with residential and retail space
- rebuild the Cleveland Technology Center at 14th and Rockwell, to complement the Avenue District neighborhood
- transform Public Square into a useable public space in the heart of Downtown
- redevelop the vacant lots and surface parking on E. 14th between Prospect and Carnegie into a facility that complements the Playhouse Square arts district
- build more downtown housing at the Park Building on Public Square, on the parking garage at E. 6th and Euclid, at 1001-1101 Euclid, and at Stonebridge in the Flats.
- fill in the empty spaces Downtown between the already successful nodes of Downtown activity, with targeted building redevelopment and retail surrounding Euclid Avenue

DOWNTOWN CLEVELAND INITIATIVES

Housing & Mixed-Use Development

- Complete the Warehouse District neighborhood
- Build the Flats East Bank neighborhood
- Build out the Playhouse Square/Lakeside neighborhood (Avenue District, bluffs, etc.)
- Convert under-utilized upper stories on Euclid Avenue to housing
- Develop housing along the riverfront and elsewhere in the Flats
- Expand the “college-town” neighborhood at CSU
- Convert obsolete industrial buildings to live-work and loft-style housing principally east of the downtown core

Economic Development

- Build a corporate business park at Burke Lakefront Airport
- Create a design-oriented business district around the CSU campus
- Attract technology-oriented businesses to the Euclid Corridor area
- Target government offices to locations likely to create spin-off economic benefits

Visitor Attractions

- Develop visitor attractions on Dock 32 and possibly Dock 30
- Create a convention center that is contemporary and competitive
- Add small-scale food and retail services to the East 9th Street pier
- Re-use land on the west end of Burke Airport for visitor attractions
- Create Canal Basin Park and associated visitor's center
- Strengthen the East 4th entertainment district
- Rebuild or build a first-class convention center
- Incorporate public art into all major downtown projects
- Strengthen the Playhouse Square attractions by adding restaurants and housing
- Develop a historic trolley facility at the east end of the Waterfront line

Pedestrian & Resident Amenities

- Rejuvenate Public Square
- Rebuild Perk Park (supporting surrounding residential district)
- Redesign and rejuvenate the Hanna Mall
- Develop downtown bicycle station and add bike racks and benches
- Re-create the Euclid Avenue retail district
- Consider open space/recreation use of landfill north of Burke Airport

Connections

- Complete the Euclid Corridor project
- Extend the Towpath Trail and Scenic Railroad to downtown Cleveland
- Develop pedestrian bridge & Mather/Science Center connection at North Coast Harbor
- Develop a ferry terminal to Canada at Dock 28
- Redevelop the downtown Innerbelt to improve safety, reduce congestion and enhance aesthetics, while maintaining necessary access

GOODRICH-KIRTLAND PARK NEIGHBORHOOD PLAN SUMMARY

Description. This neighborhood began to urbanize as far back as the 1870s and 1880s as industries sprang up north of St. Clair Avenue to be near the rail lines that ran along Lake Erie's southern shore. In 1910 as many as 29,000 people lived in the neighborhood but that has decreased to less than 5,000 in 2000 as many residential uses have been replaced by businesses over time. The remaining housing tends to be a mix of single-family, two-family and small multi-family building built before 1900 and located in clusters on relatively small residential blocks between major commercial and industrial districts and corridors.



Assets. Among the neighborhood's most significant assets are:

- close proximity to *downtown* and easy access to *Interstate 90*
- close proximity to *Lake Erie*
- warehouse buildings being converted into spaces where *artists can live and work*
- the neighborhood's *rich ethnic diversity* including the City's largest concentration of Asian-Americans
- numerous commercial and industrial businesses in the *LADCO area*
- portions of the neighborhood are in the City's *Empowerment Zone*

Challenges. Among the challenges faced by the Goodrich-Kirtland Park neighborhood today are:

- rail lines, industries, and the East Shoreway which combine to form a major barrier for the neighborhood's residents to Lake Erie
- incompatibility between residential and industrial uses
- ability of older and lower income residents to maintain property
- lack of parking and streetscape amenities for Payne Avenue businesses
- updating industrial properties to meet modern needs
- redevelopment of major obsolete facilities like the Richmond Bros. building on East 55th

Vision. The neighborhood's ethnic diversity and potential concentration of unique live-work spaces lay a foundation for developing as a center of creativity in the City. Among the development opportunities and initiatives proposed are the following:

- establish an arts and live work district along Payne, St. Clair and Superior Avenues
- provide a variety of housing options for new and existing residents through a wide variety of strategies including rehabilitation, infill, and adaptive reuse
- target housing for sites shown on the Waterfront Plan such as Quay 55, Kirtland Bluffs and Royal Brass
- improve roadways in the LADCO industrial area to maintain good truck access
- reuse vacant and underutilized land and convert old structures to accommodate new businesses
- create pedestrian linkages over the Shoreway to better connect the neighborhood to the lakefront
- create recreational opportunities in Kirtland Park that provide alternative recreation for all its residents
- undertake streetscape improvements to upgrade the appearance of the Payne Avenue retail district and to highlight the city's Asian-American community

INDUSTRIAL VALLEY NEIGHBORHOOD PLAN SUMMARY

Description. The Industrial Valley has the smallest population of any city neighborhood, due to the predominance of industry in this area. It was here, in 1870, that the young John D. Rockefeller established his Standard Oil Company and, through his control of shipping, refining and distributing, made Cleveland the center of the American refining industry. Chemicals and steel were also major industries that still have a presence today. Distribution is also a major economic activity in this part of the City. Much of the riverfront is occupied by piles of raw material that are brought into the area by boat and are used in the building and steel industries. Residences are limited to a few streets around East 49th and Pershing which could be considered part of the North Broadway neighborhood.



Assets. Among the neighborhood's most significant assets are:

- access to *interstates* 77, 490 and 90
- access to navigable portions of the *Cuyahoga River*
- proximity to *downtown*
- RTA's *rapid transit line* in the northern portion of the area
- *Mittal Steel's* east side works
- the region's *Main Post Office* facility on Orange Avenue

Challenges. Among the challenges faced by the Industrial Valley neighborhood today are:

- large areas of underutilized industrial land, many which need clean-up because they are considered "brownfields"
- determining whether the stockpiling of building materials is the best use for many sites along the Cuyahoga riverfront
- replacement of failing bulkheading along the navigable portion of the river
- improving access between the interstate system and portions of the valley
- determining how the industrial area can be less of an obstacle between the Cuyahoga River and the neighborhoods to the north and east

Vision. Regeneration of industrial brownfield sites for new development and revitalization of the Cuyahoga River can serve as catalysts for the creation and locating of industries focused on sustainable products and processes. Among the development opportunities and initiatives proposed are the following:

- utilize the industrial acreage in Industrial Valley to attract new companies to underused areas such as the Zaclon and Coke Oven site
- connect Industrial Valley to surrounding communities via trail connections such as the Morgana Run trail connector
- further study the economic benefit of material piles along the Cuyahoga River to understand whether it is the best use of the land and whether there are alternative locations for this use
- take advantage of Industrial Valley's potential connection to the towpath trail via the Kingsbury Run trail connector
- restore and clean-up the mouth of the Kingsbury Run at the Cuyahoga River as a natural area and example of environmental restoration

NORTH BROADWAY NEIGHBORHOOD PLAN SUMMARY

Description. The construction of the Ohio and Erie Canal and the Cleveland and Pittsburgh Railroad in the first half of the 19th century led to industrial growth and increased commercial trade in the Broadway area, including the establishment of several steel mills. This attracted an influx of Czech and Polish immigrants in the 1870s. The small working-class cottages that they constructed to live in still represent a majority of the housing in the neighborhood today. Between 1950 and 1980 the neighborhood experienced an out-migration of residents to the suburbs. Today North Broadway has a very diverse population of Eastern Europeans, African Americans, Puerto Ricans and Appalachian Caucasians.



Assets. Among the neighborhood's most significant assets are:

- the *historic Broadway and East 55th Street retail district*
- good access to interstates 77 and 490
- many *businesses* in the East 55th /Bessemer Ave area
- *natural features* like the Kingsbury Run & Morgana Run valleys
- *historic structures* like Our Lady of Lourdes church and Bohemian National Hall

Challenges. Among the challenges faced by the North Broadway neighborhood today are:

- the decreasing level of home ownership over the past two decades
- vacant and boarded homes
- incompatibility between industrial and residential uses
- underutilized industrial area south of East 55th and I-490
- underutilized natural amenities and lack of open space
- vacant storefronts in the Broadway retail district
- reuse of the former St. Michaels Hospital site

Vision. Create a mixed-income community, close to jobs, which better capitalizes on its history and currently underutilized greenspace to increase its desirability. Among the development opportunities and initiatives proposed are the following:

- revitalize old industrial sites and build key connector roads to create economic development opportunities for industry in areas such as the I-490 Triangle, Bessemer at East 55th, the Coke Oven site and the Union/Aetna area
- develop housing options at various price points in North Broadway using rehabilitation, conversion and new infill in areas such as the former St Michael's Hospital site, Willow School neighborhood, and the Dalton Avenue/East 52nd neighborhood
- develop niche retail opportunities in North Broadway that complement and benefit from activity generated by the Morgana Run trail and trailhead
- better use the existing greenspace and clean-up additional land to create new greenspace in the Kingsbury Run valley corridor
- make North Broadway a safer community by increased police presence with officers integrating with residents via bike and foot patrols
- undertake improvements, such as public art and interpretive kiosks, along the route of the Ohio and Erie Canal Scenic Byway on Broadway
- target housing programs in the St. Hyacinth neighborhood off East 65th Street

SOUTH BROADWAY NEIGHBORHOOD PLAN SUMMARY

Description. The Broadway area was settled not long after Moses Cleaveland and his survey party arrived in the summer of 1796. The early “Newburgh” settlement was actually larger than Cleveland as its higher ground provided a reprieve from mosquitoes and the Mill Creek provided running water to power mills. With construction of the canal and railroad in the second quarter of the 19th century, commercial trade boomed in the Broadway area along with the manufacturing of products. Most housing in the neighborhood dates from between the Civil War and the Depression. The rail lines, natural features and highway that traverse the neighborhood segments the residential into distinct sub-areas. The housing stock includes many two-family and small multi-family buildings.



Assets. Among the neighborhood’s most significant assets are:

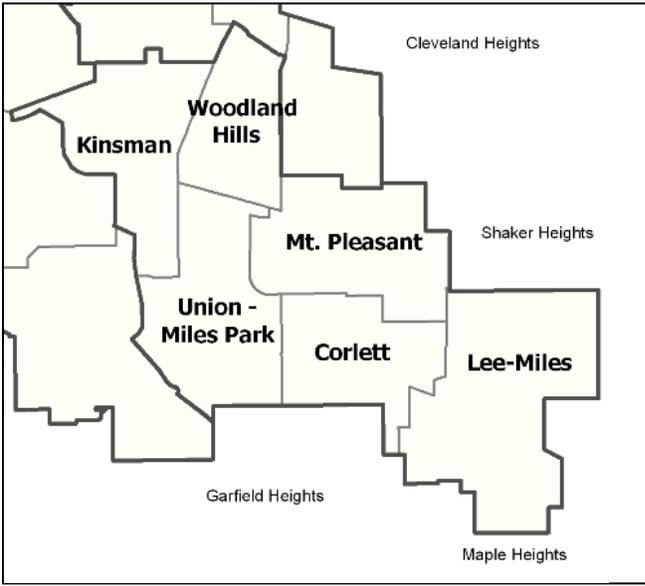
- the *Third Federal Savings headquarters* which employs over 500 people
- the *Fleet Avenue retail district* which is the heart of “Slavic Village”
- access to interstate 77
- new single-family, townhouse and senior *housing projects*
- the *Mill Creek Valley*, home to the highest waterfall in Cuyahoga County
- Morgana Trail and Metroparks trails that provide *recreation alternatives* to residents and connect regional parks like Washington and Garfield Reservations

Challenges. Among the challenges faced by the South Broadway neighborhood today are:

- changing neighborhood demographics
- deteriorating housing conditions and vandalism in portions of the neighborhood
- incompatibility between industrial and residential uses
- access to industrial areas east of Broadway Avenue
- vacancies in older commercial buildings along Broadway
- lack of outdoor recreation at South High School

Vision. Undertaking projects that improve access and create ready-for-development industrial sites can recapture the vibrancy and “mill town” quality that the neighborhood once had by surrounding the neighborhood with jobs that are within a short distance of residences. Among the development opportunities and initiatives proposed are the following:

- develop new housing through the targeted demolition of condemned structures taking advantage of perceived neighborhood housing impediments
- target housing programs on streets around the Cloisters housing development and Fleet Avenue streetscape improvements
- create a neighborhood well connected to amenities inside and outside of its borders via trails and greenways
- construct streetscape and bikeway improvements along Fleet Avenue
- create retail viability through consolidation and proximity to residential development
- undertake improvements, such as public art and interpretive kiosks, along the route of the Ohio and Erie Canal Scenic Byway on Broadway and Warner Road to tell the story of the industrial history of the neighborhood
- focus on crime prevention and community based solutions to mitigate negative perceptions of safety
- create a neighborhood that is clean, safe and senior friendly
- develop outdoor recreation and football field for South High School and Cleveland Central Catholic High School

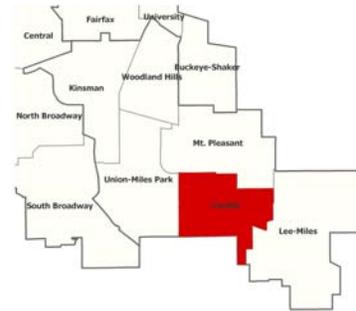


PLANNING DISTRICT 4



CORLETT NEIGHBORHOOD PLAN SUMMARY

Description. Corlett is a predominantly residential neighborhood that became a part of Cleveland when the villages of Corlett and East View were respectively annexed in 1909 and 1917. Initial development occurred around where the Erie railroad crossed the intersection of East 131st and Miles. Most housing was built between World War I and the Depression although the easternmost streets in the neighborhood were built after World War II. East 131st Street is the major commercial and institutional corridor and a narrow band of industrial uses follow the rail corridor near Miles Ave.



Assets. Among the neighborhood's most significant assets are:

- the new *John Adams High School* and athletic field on MLK Boulevard
- the East 131st and Miles *retail district*

Challenges. Among the challenges faced by the Corlett neighborhood today are:

- housing choices limited to single- and two-family structures
- expense of maintaining older housing for residents
- poor streetscape design in the East 131st and Miles retail district
- retail space occupied by non-retail uses limiting retail district vitality
- increased, or alternative, use of rail corridor running through neighborhood

Vision. Corlett can build off of the energy created by the construction of John Adams High School, having a strengthened housing market with access to quality retail and recreation.

Among the development opportunities and initiatives proposed are the following:

- development of the Miles Shopping Plaza at the northeast corner of East 131st and Miles
- redevelopment of the Union-Miles Shopping Plaza at the southwest corner of East 131st and Miles
- reconfiguration of the intersection of East 131st and Miles
- streetscape improvements along East 131st Street and Miles Avenue
- streetscape improvements along East 116th Street between Glenboro Avenue and Dove Avenue
- development of infill housing and housing rehabilitation in the area around John Adams High School
- target housing programs on streets in the northwestern corner of the neighborhood

KINSMAN NEIGHBORHOOD PLAN SUMMARY

Description. It was the coming of the railroads—specifically the freight line linking Cleveland and Pittsburgh—followed by the extension in the 1860s and '70s of streetcar lines along Kinsman Road and Woodland Avenue that brought about the development of this area, as factories sprang up south of Woodland along East 79th Street. Housing and retail had to be developed quickly for the workers who flowed into the area to apply for jobs. The neighborhood developed as a number of individual residential enclaves interspersed along the rail lines and industrial districts.



Assets. Among the neighborhood's most significant assets are:

- service from both RTA's Red and Blue/Green Line *rapid transit lines*
- nearby access to *Interstate 490*
- a number of *industrial employers* such as the Orlando Baking Company
- the *Ken Johnson Recreation Center*
- the *Marion Motley Playfield* which occupies a portion of the Kingsbury Run Valley

Challenges. Among the challenges faced by the Kinsman neighborhood today are:

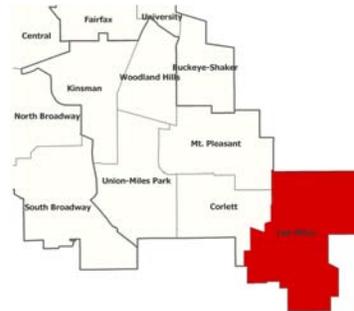
- deteriorated housing conditions and large areas of vacant lots
- incompatibility between railroads and residential
- industrial brownfield sites which need clean-up before redeveloping
- illegal dumping on vacant sites
- roadways whose width and turning radii do not easily accommodate industrial traffic and access to the interstate system
- outdated and unattractive retail buildings at East 93rd and Kinsman

Vision. Rebuild the neighborhood offering greater amenities and a variety of housing types to accommodate people with different lifestyles and various levels of income. Among the development opportunities and initiatives proposed for Kinsman are the following:

- development of housing and community center on vacant land off of Kinsman between Laisy and St. Catherine
- construct a new shopping plaza at the southwest corner of East 93rd and Kinsman
- construct a new mini-shopping plaza along Kinsman between East 72nd and East 75th
- construct Opportunity Blvd. to open up access to the Forgotten Triangle area
- development of vacant and underutilized land west of the Hemisphere site
- reconstruction of the Sidaway Bridge over the Kingsbury Run Valley
- use open space and underutilized land in the Kingsbury Run Valley for trail development

LEE-MILES NEIGHBORHOOD PLAN SUMMARY

Description. Lee-Miles is a suburb-like neighborhood with most of its housing stock dating from after World War II. Over 90% of its housing is in single-family homes (compared to a citywide average of 53%). The neighborhood also boasts large parks, modern shopping plazas and an industrial park. It became a part of Cleveland when parts of Miles Heights Village were annexed in 1927, 1928 and 1932.



Assets. Among the neighborhood's most significant assets are:

- many *owner-occupied single-family homes* located along beautiful-tree lined streets
- *Kerruish Park* (located along the Mill Creek) and Frederick Douglass Park
- the *Lee-Harvard Shopping Plaza* which is anchored by a grocery store
- the *John F. Kennedy High School* and recreation center on Harvard Avenue
- the *Cleveland Industrial Park* which has convenient access to I-480

Challenges. Among the challenges faced by the Lee-Miles neighborhood today are:

- limited housing options
- pockets of neglected housing stock especially near the Cleveland Industrial Park
- poor sign, storefront and streetscape aesthetics in retail areas
- adequate parking for some businesses along Lee Road
- redevelopment of vacant sites at the Lee-Miles intersection

Vision. Strengthen and maintain high quality housing, offering suburban style living within the City. Among the development opportunities and initiatives proposed for Lee-Harvard are the following:

- upgrade Kerruish Park and add a nature center and trails that connect to other communities along Mill Creek in keeping with proposals in the county greenspace plan
- encourage mixed use development on vacant land at the intersection of Lee and Miles
- target code enforcement along Miles Avenue
- target housing programs on street off South Miles Avenue
- upgrade storefronts along Lee Road
- undertake streetscape improvements along Lee Road and Harvard Avenue to improve aesthetic appearance of the retail district
- rehab housing in the Miles Heights area

MT PLEASANT NEIGHBORHOOD PLAN SUMMARY

Description. Mt. Pleasant was first settled in 1826 as a farming community and remained rural until the 1920's when residential subdivisions were developed. The African-American community has a history of homeownership in Mt. Pleasant dating back to 1893, making Mt. Pleasant one of the earliest locations for large-scale homeownership by African Americans in greater Cleveland. Today, Mt. Pleasant is a solid residential neighborhood characterized by single- and two-family houses on tree-lined streets.



Assets. Among the neighborhood's most significant assets are:

- the historic *Martin Luther King Blvd. residential district* along the neighborhood's western edge,
- the *Kinsman Road neighborhood retail district*,
- *Luke Easter Park*, the City's largest neighborhood park, and the contemporary *Zelma George Recreation Center*, both located immediately west of Mt. Pleasant
- the new *A.J. Rickoff Elementary School*, opened in 2005 at East 147th & Kinsman
- the *Mt. Pleasant Neighborhood Family Service Center* at East 139th & Kinsman

Challenges. Among the challenges faced by the Mt. Pleasant neighborhood today are:

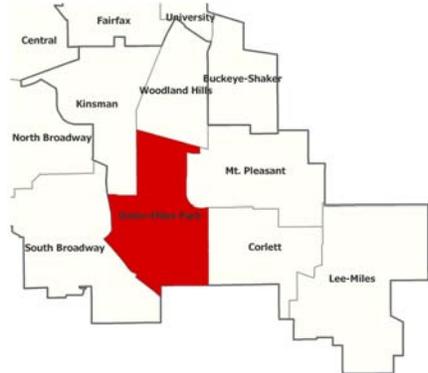
- deteriorated, vacant and underutilized commercial buildings along portions of Kinsman Road
- housing maintenance needs for deteriorating housing on side streets including both single and multi-family structures
- vacant houses throughout the neighborhood
- absentee landlords that don't maintain single and two-family rental properties
- scattered vacant lots throughout the neighborhood that are not maintained
- a two-family housing strategy addressing the competitiveness and challenges of this housing type

Vision. A vibrant Kinsman Road retail district can be the centerpiece for a revitalized Mt. Pleasant neighborhood and create a seamless border between Cleveland and Shaker Heights. Among the development opportunities and initiatives proposed for Mt. Pleasant are the following:

- infill retail development on vacant land within the Kinsman Road retail district
- target housing programs south of Lambert between East 131st and East 140th
- renovation of storefronts along the Kinsman and Union retail corridor
- demolition of commercial buildings and construction of townhouses along Kinsman between East 117th and East 126th
- relocation of the Mt. Pleasant Library from East 140th and Kinsman to vacant land next to Alexander Hamilton Rec. Center to continue development of an intergenerational campus
- trail/bikeway connection along MLK Blvd. that would tie into a citywide bikeway system

UNION-MILES PARK NEIGHBORHOOD PLAN SUMMARY

Description. Origin of the present Union-Miles neighborhood can be traced to the old village of Newburgh, which held the distinction of being the region's largest settlement at the start of the 19th century. In the mid-1800s Irish and Welsh immigrants came seeking work in the steel mills near East 91st and East 93rd streets. Slovenians, Czechs and Romanians began to arrive in the 1890s and continued to settle here well into the 1930s. The neighborhood is predominantly residential east of East 93rd Street except for a corridor of industry along Harvard Avenue that follows the rail line that heads east toward Solon. Additional industry is located along the rail lines west of East 93rd Street.



Assets. Among the neighborhood's most significant assets are:

- the *Miles Park Historic District*, originally the public square of Newburgh village
- the Earle Turner Recreation Center and Miles YMCA on Miles Road
- the Union-Miles industrial area which provides jobs for many neighborhood residents
- Calvary Cemetery, which acts as a large green space at the edge of the neighborhood

Challenges. Among the challenges faced by the Union-Miles Park neighborhood today are:

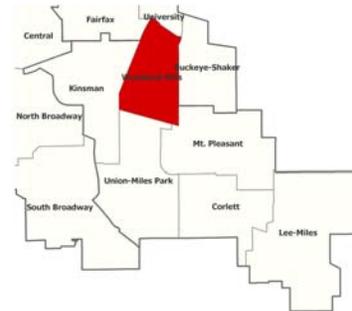
- large numbers of vacant lots scattered throughout the neighborhood
- poor housing conditions, especially in areas west of East 93rd in close proximity to industrial uses
- small obsolete housing that is difficult to sell
- poor access from industrial areas to the interstate highway system
- lack of room for businesses to expand

Vision. Expanded access to jobs, recreational, and retail opportunities will make Union-Miles a neighborhood in which people desire to live work and play. Among the development opportunities and initiatives proposed are the following:

- consolidate land between East 91st and East 93rd south of Union for expansion and new development of industrial businesses
- implement the Bessemer Avenue II extension plan to improve industrial access
- implement streetscape improvements along East 93rd from Harvard to Miles
- develop a new park from East 96th to East 100th between Sandusky and Way
- rehab housing around Carol McClendon Park
- open up access to Carol McClendon Park off of Union Ave. to increase visibility
- create a historic district along Miles between Elmerge and East 113th
- undertake improvements to facilitate implementation of the City Loop bike route along MLK Blvd. and Aetna Road

WOODLAND HILLS NEIGHBORHOOD PLAN SUMMARY

Description. This area was originally part of the village of Newburgh with a number of streets near Buckeye Road developed during the late 1800s. But it was in the decades between 1900 and 1930 that Woodland Hills (which became part of Cleveland in 1913) was heavily settled—largely by Hungarian immigrants. It is predominantly a residential neighborhood with many two-family structures and sits on the hillside that overlooks the rail lines and industrial development that occurred at its base to the west.



Assets. Among the neighborhood’s most significant assets are:

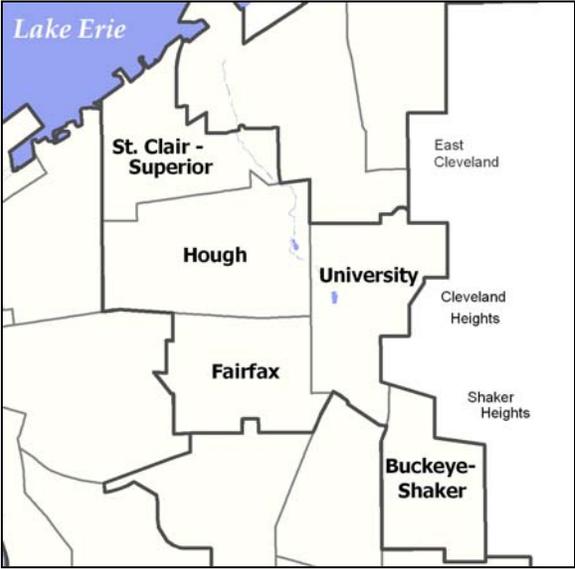
- RTA’s Blue/Green *rapid transit line* which runs in the median of Shaker Boulevard
- *MLK Boulevard* and the 116 acre *Luke Easter Park* which were developed as part of Cleveland’s original park and parkway master plan in the 1890s
- *retail in modern shopping plazas* at Buckeye Plaza and Reservoir Place
- *Benedictine High School*, the Benedictine Order of Cleveland’s home base in Cleveland for almost 80 years

Challenges. Among the challenges faced by the Woodland Hills neighborhood today are:

- declining owner occupancy rates
- generally poor housing maintenance
- a two-family housing strategy addressing the competitiveness and challenges of this housing type
- dumping and illegal activities on vacant lots

Vision. Attract and retain a diverse population by building off of existing assets to create a sustainable, pedestrian-friendly neighborhood that will offer a variety of housing options with connections to desired services, retail, and recreational amenities. Among the development opportunities and initiatives proposed are the following:

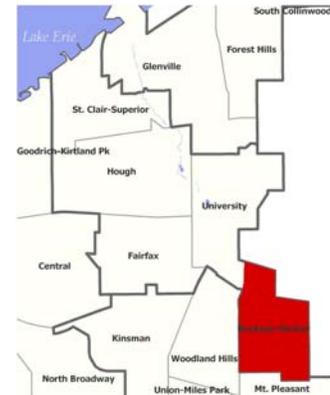
- opportunity for transit-oriented development at the intersection of Woodhill, Buckeye, and Shaker, taking advantage of the Woodhill rapid station and the view of the downtown skyline
- continued building and marketing of houses at St. Luke’s Point
- targeted rehabilitation and infill housing in the area north of the St. Luke’s site from MLK Blvd. to Woodstock Avenue between East 110th and East 116th Streets
- relocation of Harvey Rice School and library from East 116th and Buckeye to East 116th and Shaker Blvd.
- implementation of the Uptown Cleveland Roadway Plan
- undertake streetscape improvements along East 116th Street between Shaker Blvd. and Forest Avenue
- undertake improvements to facilitate a bikeway or bike route along MLK Blvd.



PLANNING DISTRICT 5

BUCKEYE-SHAKER NEIGHBORHOOD PLAN SUMMARY

Description. The neighborhood is the location of one of the nation's earliest planned shopping areas and Cleveland's best example of transit-oriented development, Shaker Square. Developed by the Van Swerigen brothers in the 1920s the neighborhood is distinguished by the rows of apartment buildings that line the rapid transit tracks that connect the neighborhood to downtown and the airport. West of North and South Moreland Boulevards the neighborhood is predominantly two-family houses. East of that line it is mainly single-family homes. During the early 1900s the Buckeye Road area attracted so many Hungarian immigrants it became known as Cleveland's "Little Hungary."



Assets. The neighborhood has many assets that make it a desirable neighborhood including:

- *Shaker Square*, one of the most unique places in Cleveland
- the *Larchmere Boulevard* antiques district
- the *Buckeye retail district* which serves the shopping needs of the neighborhood
- RTA's Blue and Green *rapid transit lines*
- *historic* multi-family and single-family neighborhoods
- *schools* that address the requirements of special needs children such as the Sunbeam School and the Alexander Graham Bell School

Challenges. Among the challenges faced by the Buckeye-Shaker neighborhood are:

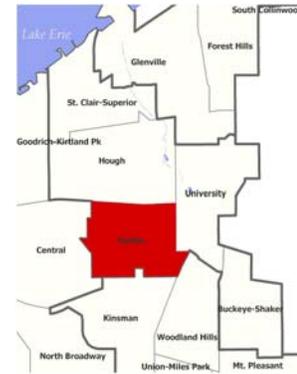
- finding alternative uses for portions of Buckeye Road no longer viable for retail
- addressing impacts on the perceptions of crime in nearby neighborhoods on Shaker Square and the Larchmere antiques district
- concentrations of two-family homes in poor condition south of Buckeye & east of East 116th
- improving regional roadway access

Vision. Attract and retain a diverse population by building off of existing assets to maintain and strengthen a sustainable, transit-oriented and pedestrian-friendly neighborhood. Among the development opportunities and initiatives proposed for the neighborhood are the following:

- develop Buckeye as the premier neighborhood retail corridor through streetscape and storefront initiatives to encourage entrepreneurship and investment
- develop a community in Buckeye that offers housing options of all types and price points
- connect the Buckeye neighborhood to recreation resources found in Cleveland and in outlying communities via trail development linking to the Shaker Lakes, Zelman George Recreation Center and Shaker Square
- capitalize on institutional partnerships to provide development resources both physical and social to surrounding community
- develop an arts and cultural district along Buckeye Road to promote history & heritage, provide entertainment, and promote local artistic talent
- work to maintain the unique retail mix that makes Larchmere and Shaker Square regional destinations

FAIRFAX NEIGHBORHOOD PLAN SUMMARY

Description. After its annexation to Cleveland in 1872, the neighborhood underwent a period of rapid residential development which continued until about 1920. The neighborhood is predominantly residential south of Cedar Road and is a mix of one- and two-family houses and small apartment buildings. Industries are located along the rail lines that make up the southeast and southwest boundaries of the neighborhood. North of Cedar Road much of the neighborhood is occupied by the Cleveland Clinic and other institutional and commercial uses.



Assets. Among the neighborhood's most significant assets are:

- the *Karamu House* which, founded in 1917 is the oldest African-American theater in the country and which also operates an early childhood development center
- the *Cleveland Clinic* which, with a 30,000 person payroll, is the State's fourth largest employer
- the *Cleveland Play House* founded in 1916, claims the honor of being the oldest continuously operating regional theater in the U.S.
- access via the *Regional Transit Authority's Red Line*
- improvements associated with the *Euclid Corridor project*
- being within the boundaries of the City's *Empowerment Zone*
- County investments in the *Quincy Place and Youth Intervention Center* projects

Challenges. Among the challenges faced by the Fairfax neighborhood today are:

- deteriorated housing conditions
- vacant lots scattered throughout the neighborhood
- creating a fluid transition between the Cleveland Clinic Campus and the neighborhood and capitalizing on its proximity to the Clinic
- attracting retail that will serve the needs of residents
- providing better access to industrial areas and redeveloping brownfield sites
- improving the aesthetics along major routes such as Carnegie, Cedar & East 105th

Vision. Create an attractive, desirable, and vibrant mixed-income neighborhood by revitalizing its residential heart, creating new centers around community anchors and reconnecting Fairfax with adjacent communities. Among the development opportunities and initiatives proposed are the following:

- capitalize on the proximity of Fairfax to University Circle and Euclid Corridor, leveraging those investments
- leverage key institutions, such the Juvenile Intervention Center, Karamu House, and the Olivet University Hospital Medical Center, to provide economic opportunity for new and existing residents
- create job centers in Fairfax through strategic initiatives such as Fairfax Triangle new economy neighborhood, and the Global Cardiovascular Innovation Center
- reinvest in key arterial roads in Fairfax including Quincy, Carnegie, and Woodland through strategic small scale investments
- connect the Fairfax neighborhood to University Circle and surrounding areas of the city via opportunity corridor
- capitalize on the presence of religious and cultural institutions in Fairfax by integrating them with the surrounding areas via programmatic and social service means
- develop alternative housing providing affordable mixed-use single- and two-family structures in appropriate locations

HOUGH NEIGHBORHOOD PLAN SUMMARY

Description. In the late 1800s, Hough (which takes its name from the street named after two early landowners, Oliver and Eliza Hough) was a prosperous neighborhood with impressive mansions and wealthy residents. Today Hough is still predominantly residential but also home to a wide variety of institutional uses that are scattered around the neighborhood. Single-family, two-family, townhouse, small and large apartment buildings are also intermixed throughout the neighborhood.



Assets. Although much of the neighborhood has suffered deterioration since the riots of the 1960s, a renaissance of new housing construction has shown promise for the neighborhood's future. Other neighborhood assets include:

- *proximity to major employment centers* like the Cleveland Clinic and University Circle
- being within the boundaries of the City's *Empowerment Zone*
- *Rockefeller Park* which makes up the neighborhood's eastern boundary
- *institutional uses* like the African-American Museum, the Ronald McDonald House, the Rainey Institute, Eliza Bryant Village and the Cleveland Society for the Blind
- *League Park*, former home of Cleveland's professional baseball teams
- the *Church Square* shopping center
- Martin Luther King and East High Schools and the Thurgood Marshall Recreation center

Challenges. Among the challenges faced by the Hough neighborhood are:

- large numbers of vacant residential lots throughout the neighborhood
- large older homes that are expensive for residents to maintain and heat
- attracting retail and services that accommodate needs of the residents
- capitalizing on the proximity to University Circle, the Cleveland Clinic and Rockefeller Park to match residents with jobs and to make the neighborhood a choice for those already working at these major employers

Vision. Promote the combination of economic development and education initiative resulting in jobs and improved quality of life for Hough residents. Among the development opportunities and initiatives proposed are the following:

- offer economic and entrepreneurial opportunities for alternative industries such as music and entertainment using the Agora entertainment complex on Euclid Avenue
- capitalize on and celebrate the neighborhood's rich arts and cultural heritage through developments such as the League Park revitalization, development of an African-American Museum Complex, the little Africa development, and a monument remembering the Hough riots
- take advantage of educational resources to provide the type of education and training needed by youth (ex. Wilson Middle School which will relocate at East 55th Street with a curriculum focused on safety, health and public administration)
- develop a community where youth activity and youth opportunities are the cornerstone for long term stability (4 kids foundation)
- clean abandoned and contaminated land and add greenspace
- capitalize on the presence of, and proximity to, educational, medical and cultural institutions in University Circle and create connections to the Hough neighborhood
- continue to make Hough a neighborhood of choice for residents seeking high end and market rate housing while creating affordable housing in appropriate locations
- insure that Hough becomes a center for job creation with both high and lower end employment opportunities
- develop the Upper Chester neighborhood to capture existing employees and future employees of nearby institutions in University Circle and on Euclid Avenue

ST. CLAIR-SUPERIOR NEIGHBORHOOD PLAN SUMMARY

Description. St. Clair-Superior became home to large numbers of Slovenian and Lithuanian immigrants in the 1870s and 1880s due to the location of industries close to St. Clair Avenue. The character and architecture of the area still show the strong influence of its Eastern European settlers. The neighborhood is predominantly residential south of St. Clair Avenue and mainly industrial with small pockets of houses north of St. Clair Avenue. The industries originally located along the rail lines that follow the bluff along the lakeshore. St. Clair Avenue is a wide arterial that is the main commercial street of the neighborhood.



Assets. Among the neighborhood's major assets are:

- *proximity to Lake Erie and major open spaces* like Gordon Park, the East 55th Marina and Rockefeller Park
- *good regional access* via the the East 55th and East 72nd interchanges of Interstate 90
- *the St. Clair Avenue retail district* which reflects the neighborhood's incredible cultural diversity in the many ethnic restaurants, shops and bakeries
- *the Slovenian National Home* constructed in 1924 whose auditorium can accommodate over 1,300 people

Challenges.

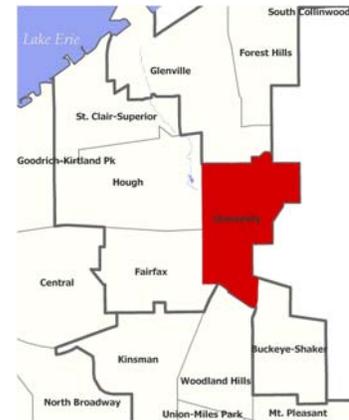
- preventing deteriorating conditions in the southern and eastern portion of the neighborhood from negatively impacting more stable areas
- lack of variety and of new housing
- large vacant industrial and institutional uses
- consolidating retail into more viable nodes along St. Clair and Superior
- creating stronger connections to the lakefront

Vision. The provision of affordable spaces for artists and small businesses in a mixed-use environment which also benefits from its proximity to Lake Erie can be a cornerstone for revitalizing St. Clair-Superior. Among the development opportunities and initiatives proposed are the following:

- reinforce St. Clair Avenue as the neighborhood's premier retail district through streetscape and pedestrian enhancements
- create a presence and appreciation for arts and culture in the St. Clair-Superior neighborhood through the establishment of an arts district
- encourage the reuse of upper floor living areas above commercial uses to create live-work environments
- renovate underutilized warehouse and commercial buildings for adaptable reuse such as housing or other entrepreneurial endeavors
- connect St. Clair-Superior to lakefront and Rockefeller Park through bicycle and pedestrian amenities as called out in the Waterfront Plan
- provide the necessary basic amenities for residents in St. Clair-Superior such as shopping and better access to recreation
- target housing programs around the St. Vitus area

UNIVERSITY NEIGHBORHOOD PLAN SUMMARY

Description. The University neighborhood encompasses two of Cleveland's most well known places, University Circle and Little Italy. University Circle came into being in the 1880s with the donation of 63 acres of wooded parkland to the City by financier Jephtha Wade, one of the creators of Western Union. "Little Italy." was established in the late 1800s by Italian immigrants who settled there for lucrative employment in the nearby marble works. The dense housing in Little Italy represents the largest residential area in the neighborhood. There are a few other isolated streets of residential and student housing located in the neighborhood. The majority of the land in the neighborhood is either institutional use or park land.



Assets. University is home to many institutions that are not only assets to the neighborhood but the region as well. Among the assets in the neighborhood are:

- *educational institutions* like Case Western Reserve University, the Cleveland Institute of Art, the Cleveland Institute of Music, the Cleveland Music School Settlement, John Hay High School and the Arts Magnet School
- *health institutions* the University Hospitals and the Veterans Hospital
- *cultural attractions* such as the Cleveland Museum of Art, Severance Hall, the Western Reserve Historical Society, Cleveland Museum of Natural History, the Children's Museum and the Cleveland Botanical Gardens
- *natural features* such as Doan Brook and the hillside to the "Heights"
- *open spaces* such as Wade Park, Ambler Park and Lakeview Cemetery

Challenges. Among the challenges faced by the University neighborhood are:

- increasing the variety of housing available for a variety of markets and identifying locations for new housing
- maintaining aging historically significant housing
- undertaking improvements that will maintain the vibrancy of Little Italy's commercial district
- creating a lively center of activity for University Circle
- reconfiguring roadways to improve sense of place and traffic flow
- better integrating rapid transit stations into the fabric of the district
- creating development sites for institutional expansion and spin-off development

Vision. Maintain the University area as a leading center of arts, education and health care but with an improved sense of neighborhood and an increased variety of housing options. Among the development opportunities and initiatives proposed are the following:

- encourage institutional improvements that maintain University Circle as a center of arts and culture for the region
- encourage the student, faculty and worker populations of the universities and institutions to live in the neighborhood by providing the necessary housing, retail, entertainment job, and technological amenities they require and create a 24 hour environment
- reinforce University Circle as the number two economic center for the region behind downtown
- develop neighborhood connections utilizing natural amenities such as Doan Brook and Rockefeller Park
- undertake roadway and intersection improvements that create gateways, increase safety and improve pedestrian friendliness
- undertake improvements to transit stations that will foster the construction of transit-oriented development projects



PLANNING DISTRICT 6



EUCLID-GREEN NEIGHBORHOOD PLAN SUMMARY

Description. Euclid-Green is known for its quaint residential areas, scenic views and winding streets. A hillside runs through the center of the neighborhood just south of Euclid Avenue. The portion of the neighborhood at the bottom of the hill was developed predominantly during the 1920s including industry along the rail line and commercial along Euclid Avenue. A second wave of construction occurred during the 1950s and 1960s as the area at the top of the hill was developed. Originally part of Euclid, Euclid-Green was annexed by the City of Cleveland in 1926.



Assets. Among this predominantly residential neighborhood's assets are:

- *scenic vistas* from the steeply banked terrain south of Euclid Avenue
- the 45-acre *Endora Park*
- *Euclid Park Elementary School*

Challenges. Among the challenges faced in the Euclid-Green neighborhood today are:

- property maintenance on certain streets such as Torbenson Dr. and Cliffview Ave.
- erosion problems on some properties along the hillside
- attracting residents living on streets at the top of the hill to patronize retail establishments along Euclid Avenue
- limited expansion opportunities for industries located along the rail lines
- improving access for businesses to the interstate highway system

Vision. Strengthening existing housing and taking advantage of the areas natural features can reinforce the neighborhood's feel of a suburb in the city. Among the development opportunities and initiatives proposed are the following:

- create alternative recreation opportunities utilizing natural amenities such as Endora Park
- regenerate neighborhood retail in Euclid Park through investment in the Greenlight shopping center
- beautify Euclid Avenue through streetscape and pedestrian enhancements
- capitalize on the topography and forest like environment as a sales tool for residential development
- target housing programs on streets near the Greenlight shopping center
- working with cities of Euclid and South Euclid to create a trail on an abandoned rail line that once served the bluestone quarries and would link to Euclid Reservation

FOREST HILLS NEIGHBORHOOD PLAN SUMMARY

Description. Forest Hills gets its name from the summer estate of the John D. Rockefeller which was used by his family until 1917. The area was a vacationing spot for many wealthy Clevelanders during this time period. The neighborhood began to develop intensely between 1910 and 1930 and is predominantly residential. Many of the houses are two-family structures, especially on the streets around Forest Hills Parkway in the vicinity of Arlington Avenue.



Assets. Among the neighborhood's most significant assets are:

- the 65 acre *Forest Hills Park* which runs north/south through the neighborhood and provides a natural setting for Glenville High School & Recreation Center, Patrick Henry Middle School and Forest Hills Parkway Elementary
- *close freeway access* via the Eddy Road interchange with Interstate 90
- the *Eddy Road industrial district* which is home to around 20 companies
- the *Garrett Square* and *Three Points* commercial districts

Challenges. Among the challenges facing Forest Hills today are:

- deteriorated housing conditions especially in the northwest portion of the neighborhood
- lack of housing for senior citizens
- deteriorated storefronts, vacant lots and unattractive streetscape in retail districts
- limited recreational amenities in Forest Hills Parkway beyond those for school-age children

Vision. Forest Hills Parkway is a unifying element in the neighborhood that can be strengthened further to create an improved sense of place and identity. Among the development opportunities and initiatives proposed for the Forest Hills neighborhood are the following:

- connect Glenville and Forest Hills residents to new recreation opportunities utilizing natural amenities such as Forest Hills Parkway
- make Forest Hills a neighborhood that is safe for residents and business
- develop an aesthetically pleasing retail environment in the Garrett Square area linking Cleveland and East Cleveland retail business
- develop new and rehabilitated affordable housing in key areas of the neighborhood to create housing stability
- link Forest Hills to University Circle through key developments along East 118th street, Ashbury, Euclid, Lakeview and Mayfield
- regenerate the land and structure of the now vacant tops market for new retail use
- utilize multifamily structures as an opportunity to provide affordable housing options

GLENVILLE NEIGHBORHOOD PLAN SUMMARY

Description. The neighborhood was originally incorporated as the Village of Glenville in 1870 and was annexed to Cleveland in 1905. Shady, thick glens through which little streams tumbled gave the area its picturesque name. During the late 1890s the area was known for its farm produce and was also a vacation spot for wealthy Clevelanders. Major development occurred in the neighborhood between 1900 and 1930. The neighborhood is predominantly residential with many streets a mix of single-family, two-family and small multi-family buildings.



Assets. Among the neighborhood's assets are:

- *Rockefeller Park* in the Doan Creek Valley, home to the Cleveland Cultural Gardens, the City Greenhouse and the Harrison Dillard Bikeway
- the concentration of *churches* along East 105th Street
- the *Glenville Towne Centre commercial district* featuring the East Side Market and Glenville Wall of Fame
- proximity to the institutions of *University Circle*
- proximity to *Lake Erie*, Gordon Park and Dike 14
- *historic residential districts* adjacent to Rockefeller Park and University Circle

Challenges. Among the challenges faced in the Glenville neighborhood today are:

- vacant lots scattered throughout the neighborhood
- areas of large aging houses that are expensive to maintain and heat
- limited variety of housing options
- deteriorated storefronts, vacant lots and unattractive streetscape in retail districts
- the largely vacant former White Motor Company site north of St. Clair, near East 79th
- capitalizing on the proximity to University Circle, Rockefeller Park and Lake Erie

Vision. Make Glenville a neighborhood of choice by building on its unique location near University Circle, Lake Erie and Rockefeller Park and the strength of its religious institutions.

Among the development opportunities and initiatives proposed are the following:

- implement the Heritage Lane housing development along East 105th Street, just north of University Circle
- create housing options for residents that offer variety in size, style, price-point, and housing type
- target housing programs around streets near University Circle and Tanner Court
- undertake streetscape enhancements along the major neighborhood arterials of East 105th, Superior, and St. Clair to complement housing and institutional investments and promote new retail investment
- focus retail at nodes at East 105th/St. Clair, East 105th/Superior and Garrett Square
- renovate and redevelop the White Motors site at East 79th and St. Clair into a regional retail center
- restore the 88-acre Dike 14 into an accessible natural resource area on the lakefront
- make Gordon Park more accessible and better connected to the lakefront and Rockefeller Park by extending and realigning MLK Boulevard at its northern end and by creating a more substantial land bridge connection over the shoreway
- pursue improvements to make Rockefeller Park more user-friendly and advocate for the addition of an African-American Cultural Garden
- capitalize on the heritage of Glenville residents through arts and cultural initiatives celebrating the accomplishments of its many famous residents

NORTH COLLINWOOD NEIGHBORHOOD PLAN SUMMARY

Description. North Collinwood sits on the shores of Lake Erie and became a part of the City of Cleveland when the villages of Collinwood and Nottingham were annexed in 1910 and 1913 respectively. Early in its history it was a large vineyard area whose grapes were shipped via the rail yard to markets outside the region. Today most of the neighborhood north of I-90 is residential with housing dating from a throughout the 20th century. Apartment buildings are generally concentrated along Lakeshore Boulevard. Industrial uses are concentrated in a narrow band between I-90 and the rail lines.



Assets. There are still many strong areas of residential in the neighborhood, especially in the vicinity of Lake Erie. Other neighborhood assets include:

- *Lake Erie* and the approximately three miles of shoreline in North Collinwood
- *Euclid Creek* which flows through the neighborhood and meets the lake at Wildwood State Park
- *Euclid Beach and Wildwood State Parks* which include the historic gateway arch of former Euclid Beach Amusement Park
- *Humphrey Park*, proposed location of a new city recreation center
- the *East 185th Street retail district* which is one of the strongest in the city
- *Lakeshore Boulevard*, which is the route of the Cleveland Lakefront Bikeway and the Lake Erie Coastal Ohio Scenic Byway
- *Villa Angela/St. Joseph High School* which provides college preparatory education to over 500 students

Challenges. Among the challenges faced in the North Collinwood neighborhood are:

- deteriorating housing conditions west of East 152nd Street
- underutilized housing above storefronts in retail districts
- erosion problems for lakefront property owners
- loss of grocery store and tiring appearance of storefronts and streetscape on East 185th Street
- vacant stores in the Lakeshore retail district
- capitalizing better on proximity to Lake Erie and Euclid Creek

Vision. Creating a stronger orientation to Lake Erie is a major strategy for solidifying the neighborhood and attracting new investment. Among the development opportunities and initiatives proposed are the following:

- develop better connections to Lake Erie taking full advantage of Collinwood's proximity to the lake via Euclid Beach and Wildwood Park
- utilize North Collinwood's natural amenities to connect to surrounding communities and enhance neighborhood quality of life through the development of the Euclid Creek watershed connector trail and Lakeshore scenic byway
- regenerate Collinwood's retail districts through strategic investment and streetscape to create unique yet convenient destinations for residents in Cleveland and Euclid
- create an entertainment district in North Collinwood by investment in the Waterloo District
- utilize the neighborhoods history and heritage to develop arts and cultural events and images where appropriate
- take full advantage of concentrations of old multifamily structures to develop housing opportunities at a variety of price points
- target housing programs on streets west of East 152nd and south of Lakeshore Blvd.
- make North Collinwood a safe neighborhood for residents and businesses

SOUTH COLLINWOOD NEIGHBORHOOD PLAN SUMMARY

Description. The South Collinwood neighborhood is a mixture of residential enclaves interspersed with industrial districts that developed along the rail lines which followed the southern shore of Lake Erie. Industrial development accelerated rapidly following the construction of the Collinwood Yards rail switching center and freight yard. It became a neighborhood of Cleveland when the villages of Collinwood and Nottingham were annexed to the City in 1910 and 1913. Most of the housing dates from before 1930 with the oldest cluster, from the late 1800s, located around East 152nd north of St. Clair.



Assets. Among South Collinwood's assets are:

- a *cluster of community facilities* around the Five Points area including a post office, library, 6th District police headquarters, fire company 31 and Collinwood High School
- a *new sports facility* for Collinwood High School
- a *new Job Corp facility* at East 140th and St. Clair
- the *Five Points retail district* at East 152nd and St. Clair
- *Euclid Creek* which flows from the Metroparks Euclid Creek reservation to the lakefront state parks

Challenges. Among the challenges faced by the South Collinwood neighborhood today are:

- deteriorated housing conditions west of East 152nd Street
- difficult to build on vacant lots
- limited retail choices, unattractive sites and buildings and auto-oriented layout in the Five Points retail district
- vacant industrial properties and brownfield sites, many in close proximity to residential neighborhoods
- poor access to the interstate highway system for industrial properties along and south of St. Clair Avenue

Vision. A strong sense of place created around improvements to the institutional and commercial uses at the Five Points intersection can serve as a centerpiece for revitalization of surrounding residential streets. Among the development opportunities and initiatives proposed for South Collinwood are the following:

- provide diverse recreation for all ages and ability levels through recreation partnerships and strategic use of its land resources
- foster the development of its residents through the strategic development of education and Job training centers
- provide affordable housing options for residents by the regeneration of abandoned and underutilized structures
- create good connections to surrounding communities and the overall Region via bicycle and pedestrian trails (especially in the vicinity of Euclid Creek and East 152nd) with strong bus and rail connections
- create and develop a positive image through reconstruction of major thoroughfares and streetscape enhancements along St Clair and East 152nd
- target housing programs on streets south of St. Clair and east of Ivanhoe