

E X E C U T I V E S U M M A R Y

... *on the cusp*

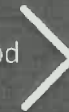


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Gary Norton, Mayor

Cleveland
Neighborhood
Progress



NOAH

Cover Photograph: Euclid Corridor Aerial
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[01] PROCESS

In July of 2013 leadership from Cleveland Neighborhood Progress (CNP) met with Mark Chupp of Case Western Reserve University, East Cleveland Mayor Gary Norton, and many of the Mayor's senior staff to discuss some planning and development issues facing the City. At Chupp's request, Joel Ratner and Wayne Mortensen of CNP discussed the role that their organization plays in Cleveland neighborhoods and provided an overview of the Target Area Planning Process (TAPP) that they had led to help the City of Cleveland in addressing neighborhood needs such as housing vacancy. TAPP was a 2010 community-based planning program that facilitated focused planning visions in sixteen Cleveland communities. Accompanying each of the plans were parcel-specific recommendations for the expenditure of Neighborhood Stabilization Program, Phase II funding granted to the City of Cleveland by the United States Department of Housing and Urban Development. East Cleveland leadership was intrigued by the idea of enacting a similar effort in their community and requested a proposal. Given the City's well known funding difficulties, those in attendance were quick to concede that the planning process necessary to achieve community consensus would likely be too expensive for the City to fund. The group committed to working through the difficulties as equal partners.

Even a heavily subsidized planning process required a few months to recruit a worthy funding partner. Third Federal Savings and Loan and the Third Federal Foundation, however, saw the potential inherent in the scope and chose to invest in the City of East Cleveland, now being assisted by a trio of community advocates in Cleveland Neighborhood Progress, Case Western

Reserve University, and the Northeast Ohio Alliance for Hope (NOAH) under the direction of Trevelle Harp. The four parties executed a Memorandum of Understanding (See Appendix X) in late September of the same year and the East Cleveland Target Area Planning Process had begun. From the MOU:

"The [Target Area Planning] process will be rooted in public engagement and designed to proactively steer future development in the area in a deliberate and catalyzing manner.... Every effort will be made to produce a visionary and practical plan that chronicles the process and serves as a valuable implementation guide.

"Moreover, these parties concede that this implementation effort will require a tireless effort on the part of City staff and elected officials, business leaders, residents, investors, and additional community stakeholders. This process will commence this important work and, hopefully, identify community champions and leaders willing to carry it forward."

With clarity of purpose and a commitment to facilitate a planning process rooted in the people of East Cleveland, the team set out to assemble a representative and credible Advisory Committee that would guide their work. Between NOAH and the City, community leaders, residents, and stakeholders were identified and invited to serve. Because not every worthy individual could serve on this small working group other stakeholders were interviewed by the consultants and the public was invited to a series of community meetings.

Over the course of the next nine months, the Advisory Committee met six times, more than

two dozen stakeholders were interviewed and nearly sixty members of the public participated in three evening charrettes held in the assembly room of Heritage Middle School. The results are a publicly-vetted plan and implementation strategy informed by the expertise of the consultant team, shaped

by the perspectives of participants, and endorsed by City leadership.

What follows is a plan of and for East Cleveland, designed to leverage its strengths to improve the community for all residents, current and future.

PROJECT SCHEDULE

November 2012

7: Initial Exploration Meeting

October 2013

31: Advisory Committee, Mtg 01

November 2013

19-20: Stakeholder Interviews

December 2013

Field Survey & Site Analysis

January 2014

07: Advisory Committee, Mtg 02

15: Public Work Session 01

30: Advisory Committee, Mtg 03

February 2014

19: Advisory Committee, Mtg 04

19: Public Work Session 02

March 2014

02: Public Work Session 03

13: Advisory Committee, Mtg 05

28: Implementation Work Session

June 2014

05: Advisory Committee, Mtg 06



4-1. Students Conduct Field Survey



5-1. Surveying Team



5-2. Community Surveyor



5-3. Stakeholders Provide Feedback



5-4. Stakeholders



5-5. Public Charrette at Hennepin Middle School

**EAST CLEVELAND
ADVISORY COMMITTEE**

Devin Branch, Board Member
East Cleveland Public Library

William Fambrough, Board President
East Cleveland Public Library

Darrel Fields, Owner
Muscle Realty

Aiesha Hayes, Resident

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Michael Smedley, Mayor's Chief of Staff
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Amy Snell, Planning Team Leader
Greater Cleveland Regional Transit Authority

Rev. Frank Stevenson, Reverend
Lakeside Baptist Church

James Taylor, Resident

Rossetta Terry, Resident

Maria Thompson, Community Dvprmt Mgr
Third Federal Savings and Loan

* No longer in position at time of report.



5-6. Advisory Committee Meeting

Issues & Ideas Summary

All in all, the site analysis of the East Cleveland target area revealed several areas of concern, but also several aspects that can be leveraged and exploited to create a better future for the community. Formal and statistical analyses, however, do not tell the full story. For that, we look at a list of strengths, challenges, and opportunities identified by stakeholders throughout the Target Area Planning Process. The feedback that that the planning team received was thoughtful and very broad. In any public process, it is important to validate and begin to prioritize the feedback that you have received, so what follows is a summary of the “Top 10” sentiments from each category as provided to the consultant team and ranked by a sample group of East Cleveland stakeholders. A complete ranking of each point of feedback can be found in the appendix.

Top Ten “Strengths”

(Range 1-4; Scores Closer to 1 Indicate Greater Agreement):

1. The adjacency to Lakeview Cemetery is an asset. (1.7)
- 2(t). East Cleveland well-connected to region through road and transit networks. (1.8)
- 2(t). East Cleveland is located near the region’s strongest job and growth centers. (1.8)
- 2(l). There are many pockets of strength and beauty throughout East Cleveland. (1.8)
5. Neighboring economic engines may eventually expand into East Cleveland. (1.9)
6. Many individuals and families are committed to the future of East Cleveland. (2.0)
- 7(t). City has a variety of passive recreational options, including Forest Hill Park. (2.2)
- 7(t). The “uphill” neighborhood is very stable. (2.2)
- 7(t). East Cleveland is the beautiful and charming “home of Rockefeller”. (2.2)
10. Residents are eager to share in the progress of the community. (2.3)

Top Ten “Challenges”

1. Like many parts of region, East Cleveland is dealing with population decline. (1.3)
2. East Cleveland is challenged by widespread vacancy and abandonment. (1.5)
3. Retail in the community does not meet the basic needs of residents. (1.6)
4. The strained relationship between Mayor and Council hurts the City. (1.7)
- 5(t). Vacant and abandoned homes not being cared for or looked after. (1.8)
- 5(t). The lack of economic opportunity in East Cleveland leads to crime. (1.8)
- 5(t). The community lacks racial diversity (98% African American). (1.8)
- 8(t). Residents of East Cleveland generally have limited financial resources. (1.9)
- 8(t). The public perception of East Cleveland is negative. (1.9)
10. Ineffectiveness has frustrated potential developers and investors. (2.1)

Top Ten “Opportunities”

1. The former Huron hospital site is a tremendous redevelopment opportunity. (1.2)
- 2(t). East Cleveland has a lot of available land to entice developers with. (1.3)
- 2(t). Some kind of home and/or facade improvement program would be helpful. (1.3)
- 2(t). Community service opportunities can be better leveraged to clean-up City. (1.3)
- 5(t). East Cleveland needs to better leverage the assets it has. (1.3)
- 5(t). Job training programs for youth are needed. (1.3)
7. A more effective maintenance plan for roads, sidewalks, and vacant homes. (1.4)
8. The public library is a great anchor that could serve as a community “hub”. (1.5)
- 9(t). City Hall could be rebuilt as a mixed-use civic center. (1.6)
- 9(t). Extension of the transit service would greatly assist East Cleveland. (1.6)
- 9(t). Art and public art can be used as a community improvement strategy. (1.6)



Target Area Basemap

[02] DISTRICT FRAMEWORK

When communities engage in intense community revitalization campaigns, their efforts to affect the built environment are nearly always compromised by an allocation of finite resources equally and across too big an area (the “inch deep and mile wide” approach). The work almost always begins altruistically—an attempt to “lift all boats” as the popular adage goes—and the approach is usually non-controversial, since everyone is getting something. Community leaders are spared the angst of having to prioritize projects (and in so doing determine which constituents are more important than others) and the electorate is content (or at least not angry), even if they are not well-served. Unfortunately, this approach has historically demonstrated an inability to catalyze additional investment and vitality as funding is typically far too little to effect change at any kind of significant scale and lasting themes capable of guiding development for the long haul are nearly impossible to define, necessitating regular revisits of the community plan (the planning trap). This leaves community members at a loss for what should be done next, discouraged by the wasted resources, skeptical of planning, and, sooner or later, cynical about their leadership, regardless of how competent those individuals may be.

In contrast to this approach, communities across the country have successfully revitalized their physical environment by focusing resources and strategic recovery on targeted and phased redevelopment efforts. To return to the earlier adage, the communities that have been most successful in their efforts to improve their neighborhoods are those that forget the boats and try, instead, to influence the tide. This approach can often result in micro markets that attract private

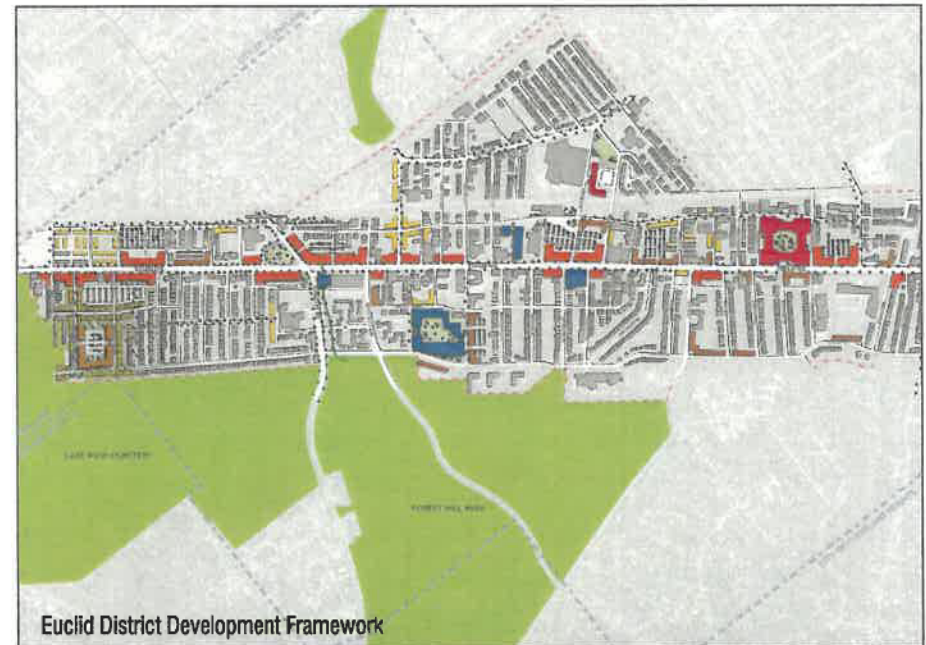
development and stabilize surrounding areas. A targeted approach also fosters economically sustainable revitalization by transforming community perception. This “inch wide and a mile deep” approach has demonstrated far better results but it is, admittedly, more fraught with political peril in the interim. Despite its tendency to improve portions of a given community at uneven rates, the targeted approach accelerates sustainable revitalization—a tide that raises all boats—and, as such, is the preferred way to proceed in East Cleveland.

In any community-based planning process, the onus shifts from community leaders to residents and stakeholders of all stripes. In this case, City leadership collaborated with the Advisory Committee to define the study area and public participants were asked to identify the target areas with the greatest promise. By leveraging those areas, the thinking goes, we will be able to leverage this positive community development and define a more complementary community image. This is the premise of this study.

The proposed district and target area plans provide a feasible development strategy for East Cleveland—a community with tremendous economic constraints, but very real geographic, social, and communal assets.

District Framework

Working with City leadership and the Advisory Committee, the consultant team was able to quickly define a study area that was small enough to be fully considered during this process. The area, simply called the Euclid Corridor District, is anchored by a two mile





stretch (from Lakeview to Taylor) of the regionally-significant corridor that bisects East Cleveland and connects to the City of Cleveland. In addition to the corridor, the study area also included two areas informally designated as “Downhill” (an area between Euclid and Terrace Road), and “North of Euclid”, stopping at the rail right-of-way, save a small section defined by Hayden and Shaw Roads. A consensus of those involved felt that this area effectively operated as one, interrelated urban area with very similar dynamics.

There are eight key elements of the framework plan that can happen in almost any chronological order, but are reliant on the successful realization of each other to create the type of community that participants repeatedly framed throughout the process.

1. Dense Residential Development *

One of the City’s biggest assets is direct adjacency to the State’s largest and densest concentration of economic and cultural opportunities: University Circle. In order to fully leverage this geographic asset, the southwest portion of the study area should be built out into a dense residential community that provides an array of housing options that are not readily available in the heart of the Circle. This strategy is presented in much greater detail in the next section.

2. Eliminate Dead-Ends, Connect to Transit

These are two strategies, really, that can be serendipitously combined, given the street network of the study area.

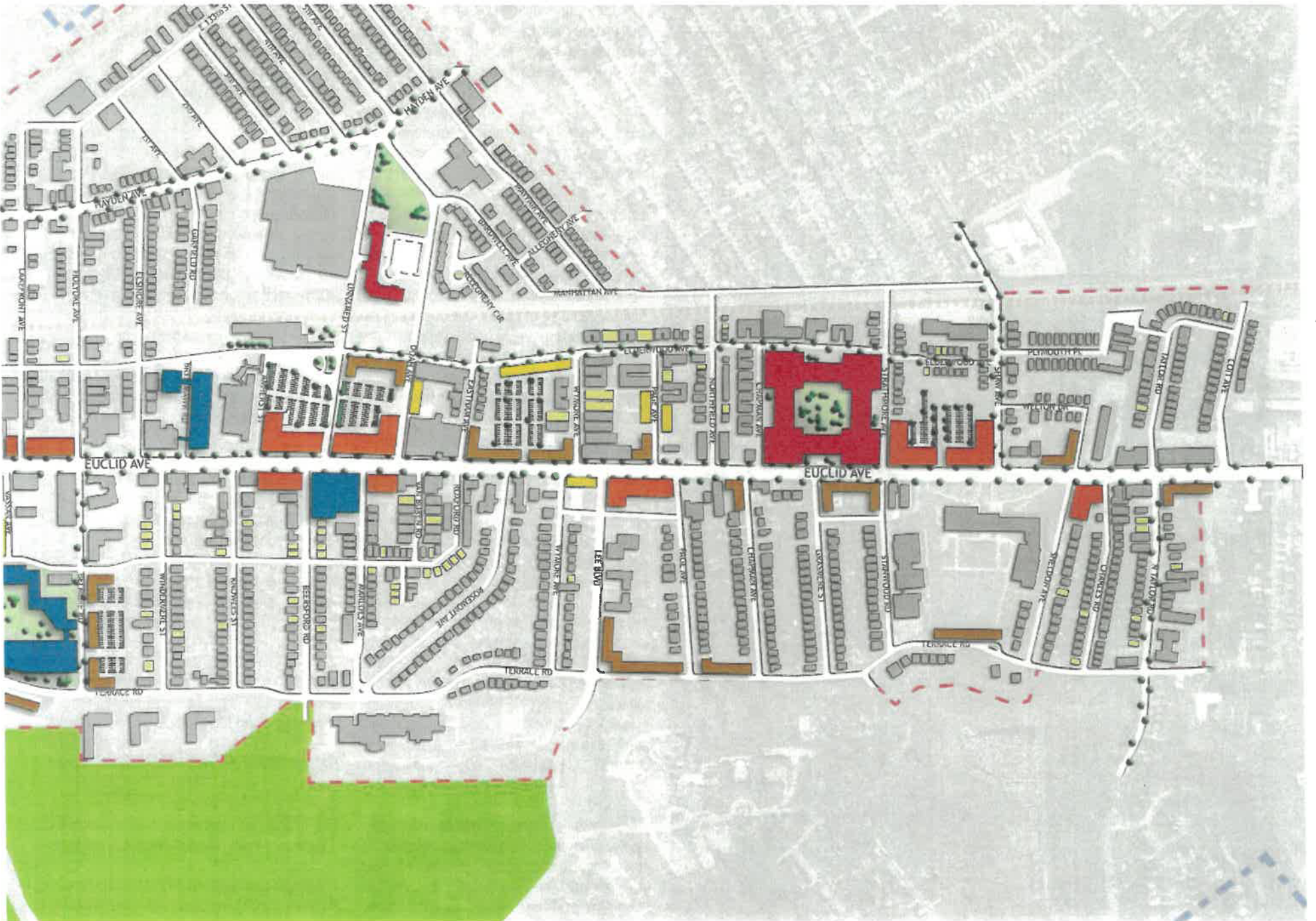
The rail right-of-way presents a very significant challenge to connectivity and community safety in this part of East Cleveland. Contemporary planning principles almost universally suggest that dead end streets have a negative effect on community

safety as the lack of activity presents ideal sites for undesirable activity and are difficult to regularly include in safety patrols. This inconvenience extends to practical matters like garbage collection and snow removal as well. Residents that live on dead-end streets sometimes enjoy the quiet, but often lament the lack of convenience in being able to access nearby neighbors or retailers without the use of a major street like Euclid. This local activity further congests that corridor and increases the likelihood of incident.

Aside from the formal challenges of dead-ends, this part of East Cleveland is nearest one of the community’s greatest strengths: ready access to high quality rail transit (GCRTA red line). The lack of a connective street network complicates access to both Superior and Stokes-Windermere Stations and negates the positive economic impact of having two prominent stations within three-quarters of a mile of one-another.

The framework plan suggests a minor connection between Elderwood Avenue and itself, between Wymore and Eastham and then a more aggressive connection program beginning at Doan and ending at Eddy Road, where the corridor would connect with Emily Street. The latter is an eight-block stretch that is not insignificant in terms of cost, but it critically connects the two RTA stations and breathes new life into the rear of Euclid-fronting blocks, essentially improving the development potential of acres of underutilized land. The final component of this strategy is an extension of similar length, between Superior and Lakeview, hugging the south side of the rail right-of-way. This is critical for all of the neighborhood safety, efficient management, and residential development prospects discussed above. At the very least, this strategy should be implemented on an every-other-block basis





to avoid the problematic turnaround issue for emergency and road maintenance vehicles.

3. Block Coupling and Ped Enhancements

Pedestrians are a fickle lot. They tend to limit their walking to a quarter mile if there isn't a compelling destination that drives them to soldier on or if they feel concerned for their safety. In vibrant urban areas, that one-way distance can be increased to one-half or even three-quarters of a mile. The trick is to limit the interruptions and maintain engagement with the pedestrian!

The framework plan present a block coupling strategy that promotes a more continuous pedestrian experience while actually increasing the potential footprint for mixed-use development along Euclid, especially in the southeast section where pedestrians can be lured from the adjacent UpTown neighborhood development – IF the destination and journey are compelling.

These coupling techniques are paired with rear access drives to increase parking and neighborhood access (no dead end roads!).

4. Rightsizing Residential Blocks

The blocks southeast of Euclid are among the longest in the region. While not as pointed, the urban impact of large blocks can sometimes be similar to that of dead-end streets from an access and development standpoint. Add to this that Euclid can be an intimidating corridor for residents and alternative transportation folks (walkers/cyclists) and there is no real alternate and you have the basis for this recommendation.

The plan suggests that a new, pedestrian-scaled roadway be constructed from Lakeview to Garfield Roads and from Vassar Street to Marloes Avenue. In addition to increasing connectivity and promoting

“urban-scaled” blocks these throughways provide an alternative to Euclid. The prolific nature of vacant lots in these areas (especially in the southeast quadrant) makes this recommendation imminently feasible.

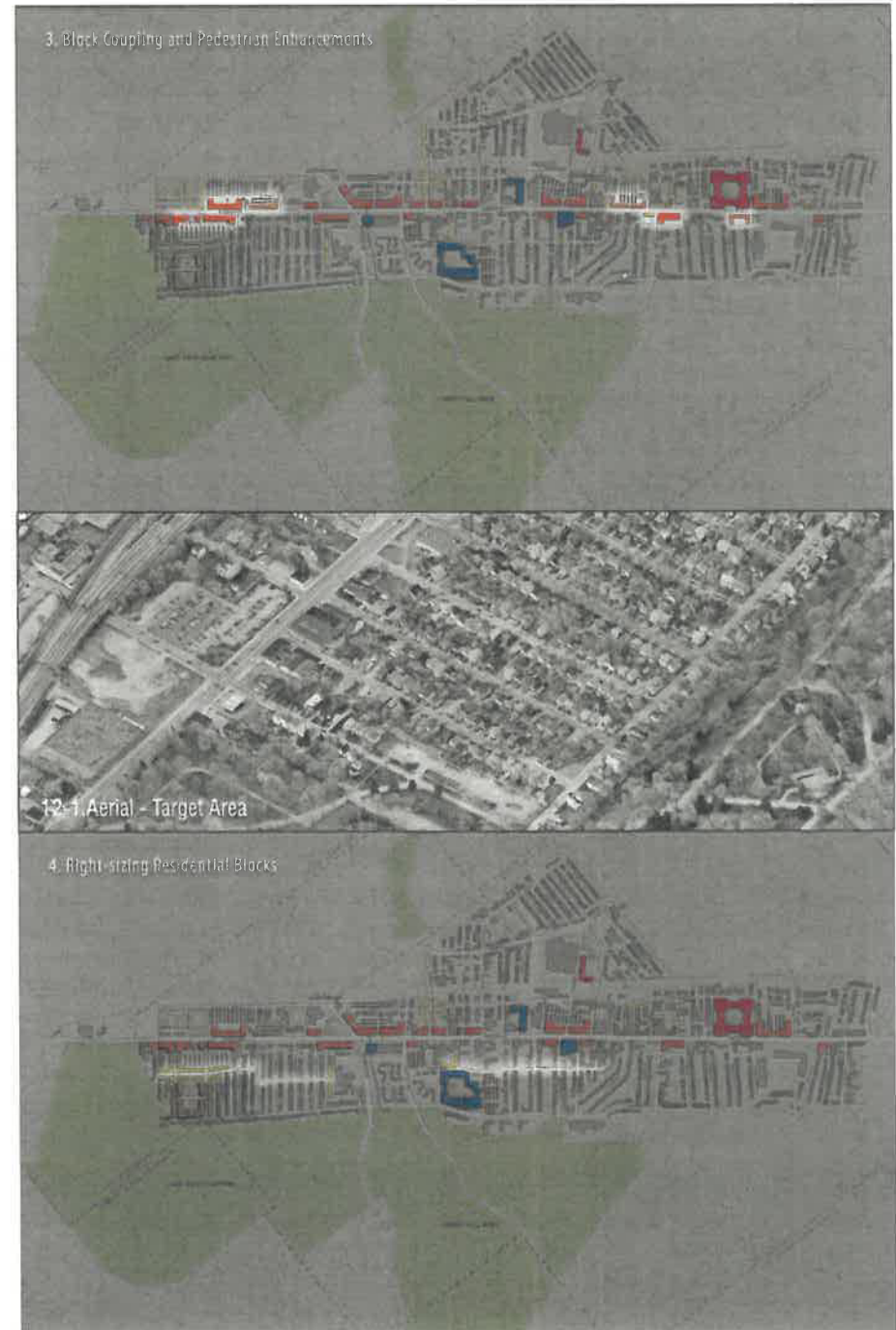
5. Downtown/Festival Square

Throughout the planning process, stakeholders expressed a concern that there was no longer an area that they would consider “downtown.” Their subsequent concern was that Euclid Avenue had become “placeless” and without an identifiable destination for visitors. The intersection of Superior and Euclid Avenue provides a poignant opportunity to address those concerns, head-on. In addition to the visibility of the intersection, it is also tremendously accessible from all four cardinal directions and the Superior RTA station, and already hosts a good amount of retail that, if properly reconfigured could present a progressive and exciting new image to visitors wondering what East Cleveland is about.

The City should slowly acquire the land which forms the “triangle site” as the commercial tenants leases expire or proactively relocate these entities into better East Cleveland locations. The site proves to be a challenging space for commercial development due to its awkward geometry, but would be an ideal site for a multi-purpose civic space that could passively serve as a recreational amenity for residents and actively serve as a host site for festivals and other community events, such as music and movie nights, and markets. This intersection could be a transcendent opportunity to cement East Cleveland as a vibrant destination.

6. East Cleveland Government Center

The land surrounding the Stokes-Windermere Station provides an equally-compelling opportunity to do something with a different





programmatic approach. Its adjacency to City Hall, the Public Library, East Cleveland Theater, and Bill Kap Piano Company suggests that this “node” could be a compelling commercial and cultural node that celebrates Black art in a way that is distinctive from anywhere else in the region. Done effectively, the district could leverage the tremendous potential of the Windermere Station park and ride population to engage them in convenient commerce and bring them back later in the evening to engage them in culturally-significant investigations that would also recruit patrons from greater Northeast Ohio. Similarly-framed districts in Kansas City, Omaha, and other places have used this recipe to great effect and have attracted patrons of all racial and cultural heritages.

To fully realize this district, an expansion of the East Cleveland Public Library should be facilitated to the extent possible – both in its physical footprint, but also in its programmatic emphasis. The East Cleveland Theater is also a critical component of this vision. The necessity of lining the central parking area with convenient retail and dining options is an obvious approach given the demographics of who frequents the Stokes-Windermere park and ride. Perhaps most obvious, however, is the need for a new (or significantly renovated) civic center. If done the right way, the facility would be an authentic facility that is welcoming to all East Cleveland residents for multiple purposes, including education, recreation, community convening, and civic services. Differently positioned, the civic center could be a revenue generator for the city as host for incarcerated individuals from neighboring police districts (back of house) and a prominent meeting and recreational facility (front of house).

7. Campus Development

GE’s Nela Park, when it was built in the early

1910s, was the world’s first industrial park. It has withstood the test of time as a pleasant place for hundreds of employees to work and GE has remained a formidable economic stakeholder in East Cleveland. While the campus typology is not exactly “urban” in its character, it is appealing to major companies for several different reasons, not least of which are the opportunities to create a controlled and enriching environment for employees, clients, and guests. East Cleveland has two sites that should be fully leveraged as recruiting tools for companies with ambitions similar to those already described.

The plan identifies the former Huron Hospital Site and an area between Strathmore and Chapman Avenues, fronting onto Euclid as two prime opportunities. Being located on an extended Euclid Avenue Health Line, with ready access to University Circle (read: University Hospital and Case Western and the Cleveland Clinic) and the Eastern Suburbs by car, train, and bus may be a compelling enough narrative to bring some of the region’s most successful organizations back to East Cleveland.

8. Park Access & Bicycle Infrastructure

The study area has enviable access to three incredible recreational sites: Forest Hill Park, Lakeview Cemetery, and, to a lesser extent, Pattison Park. The revised road network not only introduces a better scale to East Cleveland’s residential fabric and provides alternatives to Euclid, but also can be leveraged to gain better access to these amenities for residents and visitors alike. The City of East Cleveland should work closely with Cleveland Heights to develop a more aspirational program (and sustainable management strategy) for Forest Hill Park, including celebrated gateways that are conveniently accessed from each community. Similarly, discussions with Lakeview Cemetery should

be had as they relate to a more intimate connection between the pastoral beauty of the regional amenity and the new residents of East Cleveland. Specifically, this plan calls for a new public entrance to be constructed at the southern terminus of Forest Hill Avenue. More will be said on this in the next section. Pattison Park presents a great opportunity to better connect a legion of residents to a really solid residential amenity.

Beyond park access, cities across the country are proactively welcoming the cycling community because of their tendency to spend money in the local economy and be loyal residents, should they decide to relocate. They are also more economical residents to serve as their relative aversion to automobiles means that infrastructure costs will be lower. To attract this audience, though, some initial infrastructure investments will be necessary, beginning with lane striping and painting that is conducive to cycle transit and commuting. Street furniture that is readily available, attractive, and capable of securing bicycles is equally important to making this population feel welcome and secure. The proposed street network modifications will be absolutely necessary as well, since many cyclists are averse to the auto-centric environment that is today's Euclid corridor.

9. Infill Development + BRT

In the fall of 2014 the Greater Cleveland Regional Transit Authority completed a study that looked at a series of transit alternatives through our study area. The scenarios ranged from an extension of the popular Euclid corridor Health Line to expanded rail service on the East Side of the community, beyond Windermere Station. The planning team hosted several public meetings in East Cleveland and other points East and explored the feasibility of the options. The prevailing sentiment of those involved in this project was

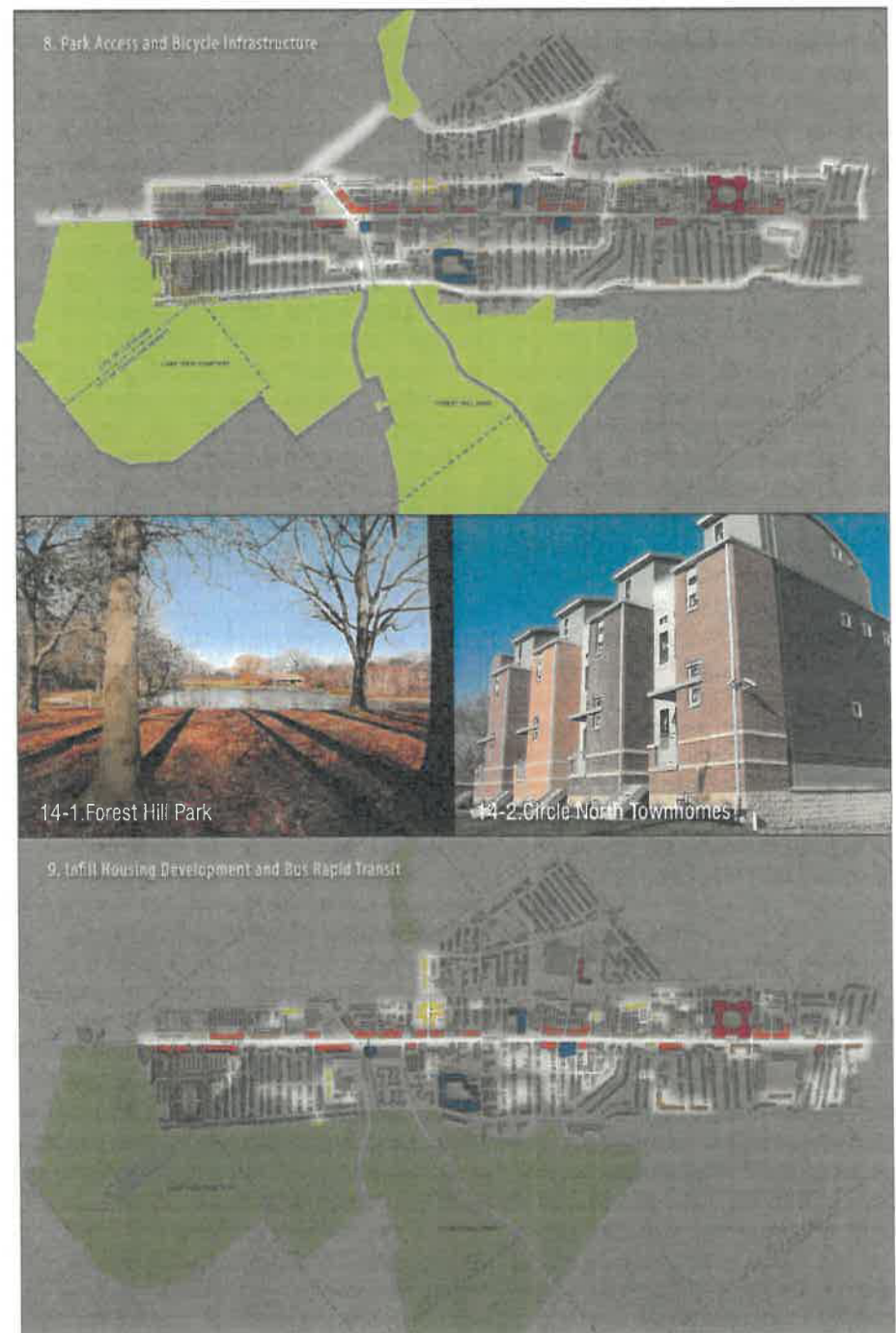
a strong preference for an extension of the Health Line along Euclid until at least Taylor Road (at which point it may divert North). In addition to its economic practicality, such an approach would also yield a far higher return on investment as developers would be drawn to vacant and underutilized land along Euclid and transit riders would be exposed directly to the strides that East Cleveland is making. Indeed, such an investment by "RTA" could be a major assist for the study area and the City of East Cleveland.

In order to sustain this level of service, transit agencies like to see development that is proximate to the line (typically one-quarter mile) to be of sufficient density to promote transit use. This would typically range from ten to fifteen units per acre within the study area. At some point in this district-wide development work a kind of tipping point will be reached along this corridor and possibly in greater East Cleveland. In anticipation of this, the City must concentrate its efforts on more focused efforts that can catalyze portions of the community and leave more broach urban infill opportunities to be completed by the private development community.

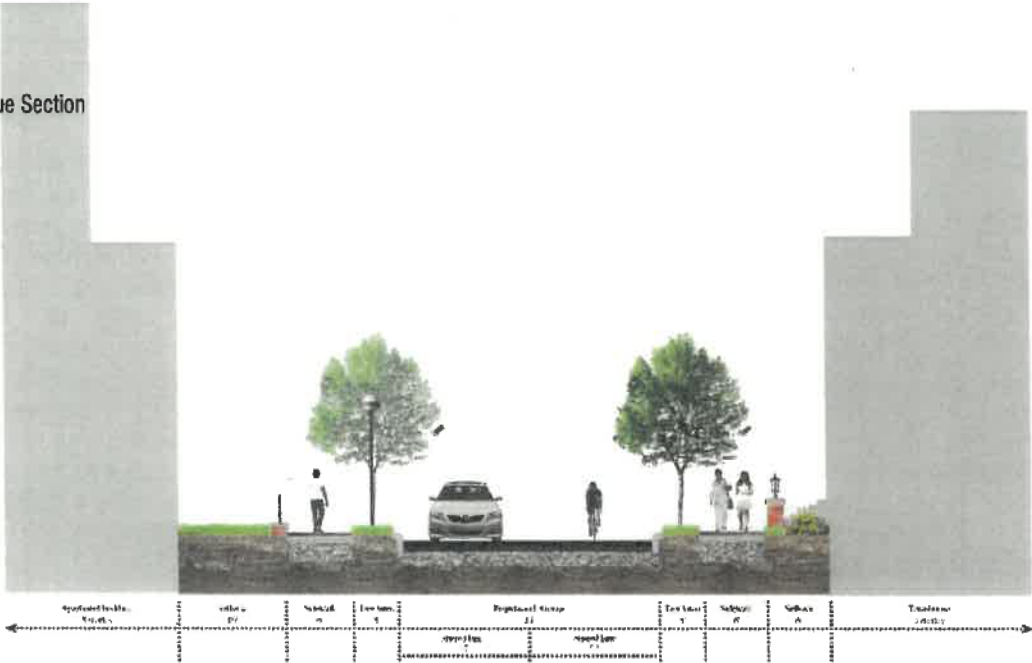
This kind of development can likely go on unabated for several years with no direct economic threat to existing residents, however, the City would be wise to develop policies that retain community affordability AND work with a not-for-profit community development partner to set aside land and develop it as permanently affordable housing product.

Conclusion

None of the strategies presented here could be easily classified as either "cheap" or "quick" (in fact, the next section will focus on just one of these strategies).



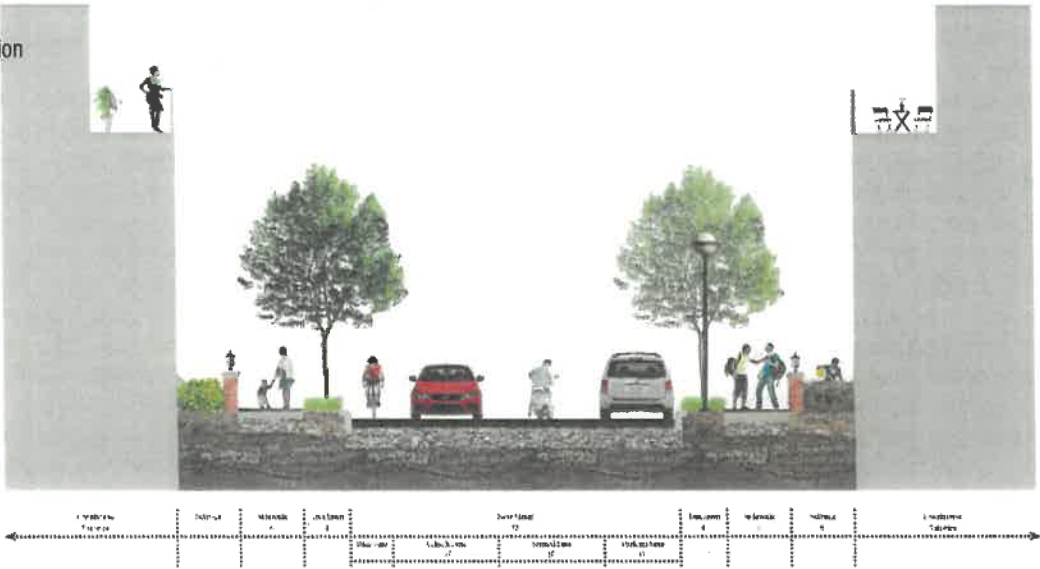
Brightwood Avenue Section



The intention of the district framework is to present a vision of East Cleveland's future that can be gradually worked toward. There will certainly be disappointments and compromises along the way, but if leadership can maintain a focus on creating a high-amenity, mixed-use district for residents that love urbanity the result will be a more successful City.

Within each of the strategies there is a good amount of flexibility to adapt to changing economic and social circumstances, but the strategies themselves—and the planning principles that underpin them—are of critical import to creating the infrastructure necessary to achieving the district the consulting team was told to facilitate by stakeholders of all walks of life throughout the East Cleveland Target Area Planning Process.

"New Street" Section



[03] TARGET AREA PLAN

Community-based planning has several strengths: the ability to solicit feedback from a diverse group of stakeholders, harness the collective creativity of long-time residents, develop political and social capital, and enfranchise residents into community leadership being principal among them. While this kind of planning has several strengths, unanimous agreement is not usually among them, making the consensus achieved during the East Cleveland Target Area Planning Process truly exceptional. After reviewing the district plan, more than forty residents and stakeholders in attendance at the second public charrette were of one mind in their insistence that the development work should begin in the southwestern portion of the study area. Indeed, the availability of land, its geographic adjacency to University Circle (the strongest economic hub in the state) and Lake View Cemetery, and regional automotive and transit connectivity make the specific site a compelling consideration.

They were also unanimous in their agreement that the proposed program, a high-density residential development, was the appropriate approach. The Target Area Plan suggests a mixed-use, mixed-income district that will introduce several new high quality housing options at varying price points to the East Cleveland community. The district can combine its geographic strengths to provide an unmatched living experience for residents, be they recent transplants or thirty-year veterans of East Cleveland. Key components of the plan include the following.

A. Euclid Avenue Mixed-Use

The corridor at the heart of this study (and at the heart of the East Cleveland community) must be treated in an urbane and dignified

manner. To that end, it is essential that any new development embrace minimal setbacks (in the case of first-floor residential) or zero lot lines (ground floor commercial use). The planning team and public were equally fond of a mixed-use typology for Euclid that would include 1.5-story conventional “white-box” commercial space at grade with 2-3 stories of multi-family residential above. The benefits of this approach are many, but include:

- a. A “public” first floor that engages and stimulates pedestrians and travelers alike, increasing vibrancy and activity along Euclid – encouraging exploration and enhancing security perception.
- b. Providing upgraded commercial spaces for prospective business owners, both within and outside the City.
- c. Truly urban residential units that promote convenience and a car-free lifestyle that can be rented at various price points (based on view, size, and financing model).
- d. A pro forma model in which residential rental income can keep the project

“whole” until the commercial space below becomes a profitable enterprise and provides an opportunity to combine Low Income and New Market Tax Credits.

It should be noted that retail is not an appropriate goal for the entirety of the ground level footprint of this development. In addition to the stiff competition such an approach would face from the recently-completed retail spaces at UpTown (located just 3/4 miles away on Euclid), that scale of commercial development would significantly contribute to an over-retailed corridor that has difficulty filling its retail space with high quality merchants. Instead, retail should be initially limited to storefronts within approximately fifty feet of intersections (on all four corners) in order to create nodes of vibrancy and effectively decrease the perceptible length and width of the Euclid Avenue right of way. Properties between these retail nodes should cater to alternative commercial uses, such as art galleries, community incubators, professional offices (accounting, lawyers, dentists, etc.), and even live/work spaces that feature creative offices/studios at grade with contiguous housing above.

Ground level residential can be successful, but must be very deliberate in how it addresses the sidewalk. At a minimum, the units would require stoops and modest setbacks with defensible space between the public sidewalk and private residence.

B. Townhomes Framing Vibrant Corridors

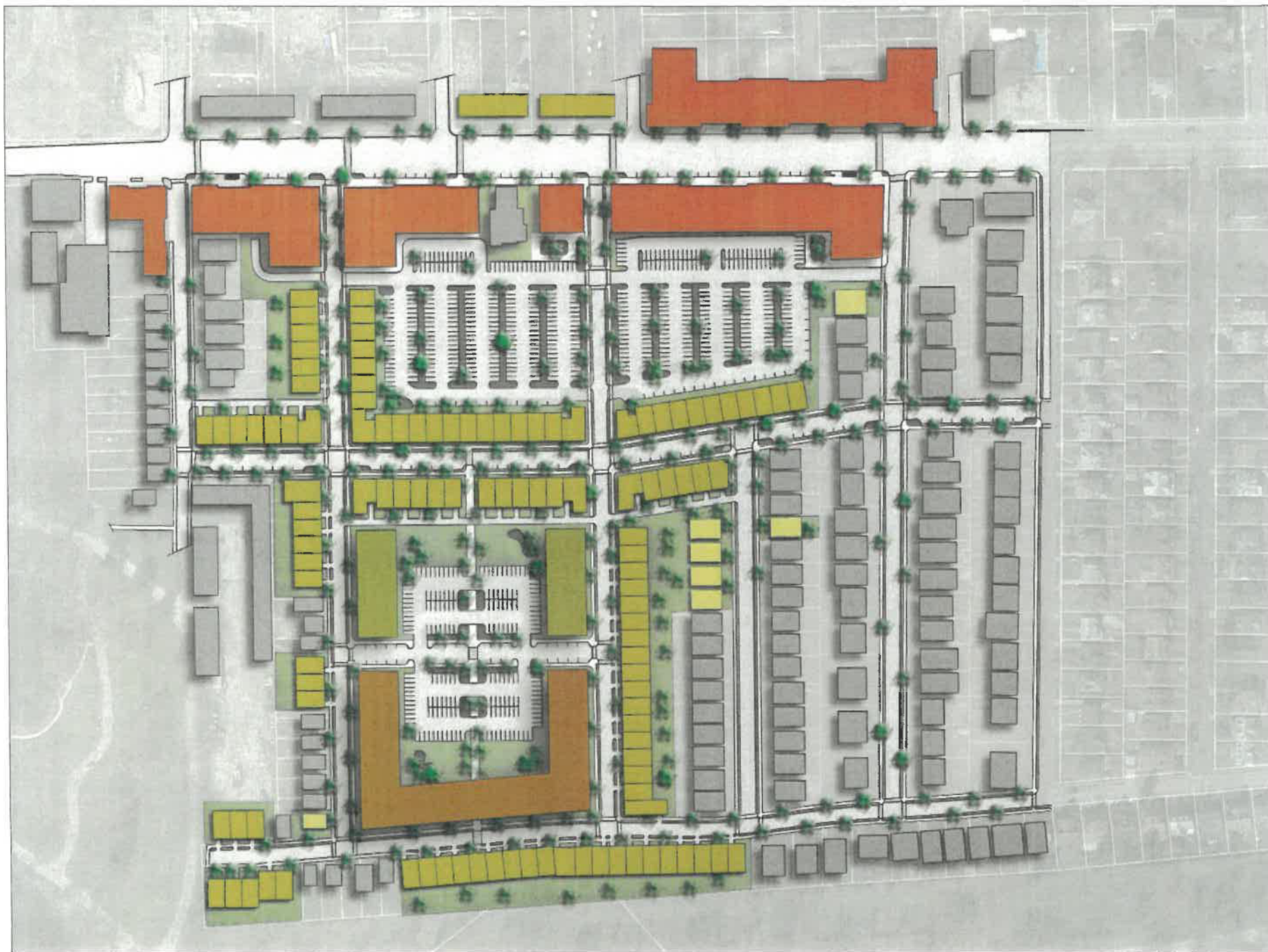
Attached town houses ranging from 1,300 to 2,500 SF in either two or three-story configurations can be employed broadly throughout the infill development. In addition to size variations, differentiated parking and outdoor amenities can drive sales price (or rental levels). The most modest units shown in the plan rely on shared parking with the retail center, while the higher amenity units accommodate parking at grade (either front or rear entry) and then rise an additional two stories above the ground floor. Typically these units will also accommodate a “receiving” or “office” space on the first floor, with a full bath on this level and a rooftop terrace in the most aggressive unit plans. Projects similar to this have had broad success on the West Side of Cleveland (Waverly Station, Battery Park) as well as in University Circle (Hazel 8) and even in East Cleveland (Circle North).

PLANNING PRINCIPLES

In any planning effort, it is important to note that the ultimate development will usually vary (sometimes dramatically), from the illustrated approach. Many factors figure into the eventual product, including development approach, financing, housing type mix, character, marketability, aesthetic preference, security, and feasible amenities. There are, literally, dozens of different ways that this project can be done that would be ultimately successful for the development, the area, and the City of East Cleveland. What is critical to facilitating one of these successful approaches is an unflinching commitment to the principles identified throughout the planning process. The project should:

...emphasize the pedestrian at every turn, from scale to selection of materials, to the prioritization of safe and convenient access.

- ...be woven into the community and not isolated from it.
- ...leverage corresponding infrastructure investments to increase community safety, connectivity, and access.
- ...be of its time, not imitating historic architecture, but complimentary in mass, scale, and construction to the surrounding community.
- ...provide a variety of residential unit types and price points to ensure its long-term viability.
- ...serve new and existing residents, alike.
- ...achieve mixed-income and racially diverse resident demographics.
- ...provide convenient access to area amenities and transit infrastructure.



Euclid Commons Target Area Plan



48-1. Proposed Brightwood Avenue



48-2. Proposed New Street



48-3. Proposed Euclid Corridor

a. Townhouses along "New Street" should utilize rear or shared parking to the extent possible in order to realize a premier pedestrian corridor.

b. All townhouses, regardless of price point, should employ an attractive array of colors and materials. These colors and materials should be complementary of one another, but a variety of treatments is encouraged in order to appeal to the broadest cross section of prospective buyers.

c. Front setbacks should be more generous than those along Euclid, but should not exceed 10'-12', with much consideration given for fencing materials.

d. Front-entry garages should, to the extent possible, minimize the presence of the garage door and shorten the drive so that parking is not allowed in front of the home.

C. Shared Parking Areas

A trademark of any transit-oriented development plan are decreased parking requirements. While some places have eliminated them altogether we want to be realistic about the area's current reliance on automotive transportation – at least on the part of those that East Cleveland is hoping to entice. The central surface parking areas have the benefit of being incredibly convenient to adjacent retail and residential uses. The varying hours of activity (day-time for retail and evening for residential) allows for these areas to be designed at less capacity than the typical ratios of the individual uses would equal if calculated separately. In this case, the whole is LESS than the sum of its parts. Developers are encouraged to promote the convenience of parking, but not feel obligated to provide parking ratios found in comparable suburban developments. Key design considerations include:

a. Stormwater management through

permeable surfaces and centrally located bioswales. Funding may be available from the Northeast Ohio Regional Sewer District to eliminate curbs and integrate grading and vegetation that more proactively channels and treats stormwater.

b. All new surface lots should be centrally located and surrounded on all public edges with development or dense landscaping boundaries. The intent along Euclid is to make the corridor more urban, not less, and any parking lot frontage will only reinforce the latter at the expense of the former.

c. Care should be taken to design a resilient and flexible lot such that they would be capable of hosting markets and festivals during certain times of the year.

d. Lots should be well lit and shaded areas that instantly eases any security concerns of visitors and encourages them to take their time.

e. A minimum fee (\$2/4hrs), payable at centrally-located automated pay stations, should be assessed in order to fund the upkeep and maintenance of the lots. Parking costs should escalate over time, but only once the development has established itself. Future housing development could be considered for portions of the development that are no longer needed once the area has become fully oriented to available transit.

D. "New" Street *

New is the infrastructure improvement that dramatically improves the feasibility of this development scheme. In addition to providing an important alternate to Euclid for cyclists through a dedicated bike lane, it better connects this part of the community, reduces the size of blocks in this residential area to more pedestrian-friendly lengths, and, perhaps most importantly, creates additional development frontage onto an attractive

new street. The City must demand that New be developed as a complete street that is hospitable of all kinds of transit and with an eye to responsible storm water management. With all of the commercial emphasis on Euclid Avenue, commercial use along New should be forbidden. New will, quite literally, be East Cleveland's newest address and a tremendous marketing opportunity for home owners and renters alike.

E. A New Entrance for an Old Amenity

Established in 1869, Lake View Cemetery was modeled after the Victorian gardens of England and France. At 285 acres it was singly responsible for the creation of the Little Italy neighborhood and remains one of the country's most pastoral and celebrated places of remembrance. Although privately owned, the cemetery has a long tradition of being publicly accessible every day of the week. This development proposal imagines the creation of a new cemetery entrance that would provide residents of Euclid Commons with immediate access to the cemetery grounds. In exchange, the Cemetery would enjoy more activity from early morning joggers and evening strollers – all of whom passively looking after the grounds.

F. Low-Rise Multi-Family that Transitions

The central portion of the development is where the real residential density is achieved. The two "out" buildings are shown here as four-story residential structures capable of hosting as many as 50 apartments in each. These structures serve an important formal role in transitioning from the 2-3 story development along Euclid and throughout the neighborhood to the heart of "Euclid Commons". Because transit-oriented communities provide significant opportunities for working class individuals to elevate their economic position, a predetermined number of units (negotiated with the City) should be

permanently maintained as affordable. These units can vary over time, but will necessarily be restricted to tenants whose income is low enough to qualify.

G. Mid-Rise Multi-Family on the Hillside

The dramatic crescendo of the proposed development is the 5-6 story, U-shaped multi family structure, which climbs and hill and provides striking views to its residents. This facet of the development could host between 250 and 300 apartments ranging from efficiencies to 3-bedroom corner units with balconies and access to enviable residential amenities, including ready access to a central green space, possible rooftop deck with University Circle and Lakeview cemetery views, park and cemetery access, and shopping, nightlife, and transit options along Euclid. Similar affordability arrangements should be made in this piece of the project.

H. Infill Housing Opportunities

Once "Euclid Commons" has advanced into construction, the likely economic impact on the community will be increased property values and a stabilized housing market. As catalytic as this project could be, the consultants are not concerned that the increase in property values in the immediate or even medium-term will be so dramatic that it would force any existing residents from the neighborhood. It is anticipated that the gains will primarily come to bear on the sudden valuation of vacant lots in the focus area. While much of the proposed development could be accomplished by a master developer (or development team), it is felt that the infill housing development will likely be completed by individual investors, community development organizations, and independent contractors. Such an approach would have the added effect of enhancing the diverse array of housing options in the neighborhood.

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