people that helped

City of Cleveland
Dept. of Community Development
Michael Cosgrove, Neighborhood Stabilization Mgr*
James Downing, Sr Development Officer*
Daryl Rush, Director
John Wilbur, Emeritus

City of Cleveland
City Planning Commission
Michael Bosak, City Planner
Robert Brown, Director
George Cantor, Chief City Planner
Freddy Collier, Chief City Planner*
James Danek, Asst. Director*
Marka Fields, City Planner
Trevor Hunt, City Planner
Andre Leflore, City Planner
Kim Scott, City Planner

Neighborhood Progress, Inc.
Justin Fleming, Program Associate*
Stephen Love, Vista Intern
Erika Meschkat, Vista Intern
Wayne Mortensen, Enterprise Rose Fellow*
Bobbi Reichelt, Sr Vice President for Programs

ParkWorks
Justin Glanville, Project Director*
Lora DiFranco, Project Assistant

Kent State University
Cleveland Urban Design Collaborative
David Jurca, Urban Designer
Terry Schwarz, Director*
Sagree Sharma, Project Manager
Gauri Togalkar, Urban Designer

Cleveland State University
W. Dennis Keating, Professor*

Cleveland Public Art
Gregory Peckham, Executive Director
Vince Reddy, Project Manager

Case Western Reserve University
April Hirsch, Research Assistant
Center on Urban Poverty and Community Development

Planning Liaisons
Andrew Batson, Manjula Boyina, Marissa Butts, Utkarsh Kankariya, Katherine Keller, Austin Kotting, David Maniet, Jr., Priyanka Rathi, Lilly Russell, Khrys Shetton, Gregory Soltis, Mathew Spencer, Jesse Sweigart

* Project Leadership Team
what’s inside

<table>
<thead>
<tr>
<th>background</th>
<th>acknowledgements</th>
<th>about NSP2</th>
<th>process</th>
<th>comparative advantage</th>
<th>abstracts</th>
<th>by the numbers</th>
<th>maps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ansel / Newton</td>
<td>13</td>
<td>4</td>
<td>6</td>
<td>8</td>
<td>10</td>
<td>236</td>
<td>238</td>
</tr>
<tr>
<td>Buckeye - Larchmere</td>
<td>27</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colfax / Garden Valley</td>
<td>39</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COLLINWOOD</td>
<td>51</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corlett</td>
<td>71</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cudell</td>
<td>87</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Detroit Shoreway</td>
<td>99</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fairfax</td>
<td>115</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glenville</td>
<td>121</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lee - Miles</td>
<td>137</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mt. Pleasant</td>
<td>149</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Old Brooklyn</td>
<td>165</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slavic Village</td>
<td>179</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>St. Clair - Superior</td>
<td>191</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tremont / Clark</td>
<td>203</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Westown</td>
<td>215</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
about the neighborhood stabilization program

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

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

NSP2 differs from NSP1 in several important ways:
- Funds were distributed on a competitive basis.
- Non-profit organizations can be grantees.
- Vacant or demolished properties can be redeveloped only as housing.
- Demolition of public housing is prohibited.
- Recipients can use only ten percent of the NSP2 award for demolition, unless HUD determines that the locality needs a greater share of funds for this purpose.
- NSP2 recipients may not refuse to lease a unit benefiting from NSP2 funds to an applicant based on his or her status as a Section 8 voucher holder.
- Funds can be used to establish land banks for all residential properties.

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

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

HOW NSP FUNDING CAN BE USED
NSP2 funds can be used for:
- Establishing financing mechanisms for purchase and redevelopment of foreclosed homes and residential properties.

DEADLINES
All NSP recipients must expend 50 percent of their award within 2 years of the date funds were available to the recipient, and all of the funds must be expended within 3 years. [Cleveland’s award was made Feb 2010.]
• Purchasing and rehabilitating abandoned or foreclosed homes and residential properties in order to sell, rent, or redevelop these homes and properties.
• Establishing land banks for homes and residential properties that have been foreclosed upon.
• Redeveloping demolished or vacant properties as housing.
• Demolishing blighted structures.

NSP2 funds cannot be used for foreclosure prevention activities, demolition of structures that are not blighted, or purchase of properties that have not been abandoned or foreclosed. Programs must meet the following principles:
• Invest in programs and projects that will revitalize targeted neighborhoods and reconnect those neighborhoods with the economy, housing market, and social networks of the community and metropolitan area as a whole.
• Rapidly arrest decline of targeted neighborhoods that have been negatively affected by abandoned or foreclosed properties.
• Ensure that at least 25 percent of the funds are used to purchase and redevelop abandoned and foreclosed properties to provide housing for individuals and families whose incomes do not exceed 50 percent of area median income.
• Invest in affordable housing that will remain desirable and affordable for the longest feasible period.
• Demonstrate that the project will optimize economic activity and the number of jobs created or retained, or that it will provide other long-term economic benefits.
• Integrate neighborhood stabilization programs with other federal policy priorities and investments, including energy conservation and efficiency, sustainable and transit oriented development, integrated metropolitan area-wide planning and coordination, improvements in public education, and access to health care.

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

(courtesy National Housing Law Project)
about the planning process

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

APPROACH
While everyone involved is grateful for the resources provided, the size and scope of economic decline in the Cleveland metropolitan area — accelerated in part by the 2008 foreclosure crisis — is far greater than can be comprehensively addressed with the amount of funding awarded. With over 19,000 vacant or abandoned homes and nearly 3,500 acres of vacant land the City of Cleveland has made a concerted effort to assemble the following strategic vision for the expenditure of this funding in the predetermined Target Areas. This Target Area Planning (TAP) process aspires to channel these resources in a contextually-specific manner that will result in immediate and sustainable improvements for some of the area’s most critically-affected neighborhoods.

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

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

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

2010
FEB: NSP2 Funding Allocated to the City
AUG: NPI Agrees to Facilitate Planning Process
SEP: Field Survey Instrument Developed
OCT – DEC: Background Materials Received, Field Surveys Completed
2011
JAN: Liaisons Assigned, Community Stakeholder Mtgs
FEB: Stakeholders Interviewed, Site Analysis
MAR: Target Areas Selected, Planning Options
APR: Draft TAP Proposal, Draft Implement. Strategy
MAY – Aug: TAP Refinement
SEP: TAP Report Completed
SEP – DEC: Funding Decisions Made, Implementation
Assist. by Neighborhood Stabilization Team (NST)

2012
JAN – DEC: Implementation Assistance by NST

2013
JAN: Implementation Assistance by NST
FEB: NSP2 Funding Deadline

This process allowed for the quick assembly of sixteen resident-informed target area plans that are both aspirational and practical. Each community has identified a 5 to 10-year project that utilizes NSP2 funding as a launching pad to stabilize their community and develop areas of strength.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Glenville**
This proposal suggests that Glenville can leverage its adjacency to University Circle to reinvigorate its southernmost fabric into a diverse community that will, literally, become a local and national example of how committed neighbors and partner organizations can reshape an at-risk area into a place of pride. PAGE 121
Lee Miles
The target area has good housing stock that is occupied by owners, is close to economic assets such as South Pointe hospital and Chagrin Highlands and provides the feel of a suburban community with access to diverse shopping and the freeway within the City. PAGE 137

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

Old Brooklyn
Centrally located within the Region, the community is a stable residential neighborhood with proximity to plentiful active and passive recreational opportunities, retail options and specialized health care which are highly attractive amenities to both current and prospective residents. PAGE 165

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

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

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

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

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

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

**Colfax / Garden Valley**
The need to “be bold” was repeated throughout the planning process and is reflected in the plan itself, which suggests that not only will Colfax/Garden Valley grow to sustain itself, but could leverage major planned investments to become a preferred area for future market rate and transit-oriented development. PAGE 39

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

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

**Cudell**
The identified target area for this neighborhood is a wedge-shaped piece of land that serves as a divisive boundary between North and South Cudell. The former Monarch Aluminum/Trinity Building sites have been underutilized for many years and the Cudell Improvement Association (CIA) was eager to explore alternative approaches. PAGE 87

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

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

**Glenville**
Concurrent to the Target Area Planning process, Famicos Foundation engaged noted community planner, David
Boehlke, in an intensive investigation and strategic planning effort. The TAP Liaison engaged with Famicos to complete early investigation and site analysis, but later gave way to Mr. Boehlke’s process. PAGE 121

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

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

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

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

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

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

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

HOST ORGANIZATION
Burten Bell Carr Development, Inc. (BBC)

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

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

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

STAKEHOLDER FEEDBACK
Issues – The area has a dearth of supportive businesses; residents notice the absence of restaurants, banks, laundromats, and pharmacies (“community-supportive retail”) most acutely. An absence of these establishments leads directly to the loss of jobs and money from the community and means that there are fewer amenities to attract new residents. The lone business in the community – a “grocery store” – features substandard products sold at considerable mark-up. The business also allows loitering and other illicit activities in its parking lot, creating an uneasy situation for nearby residents.

The public perception of Garden Valley also carries with it a negative connotation and this is not aided by observations of a lack of area pride. Much of this stems from widespread poverty within the community amongst acres of poorly-maintained public housing. New CMHA housing is being constructed within the community, but significant strides will have to be made in order to reverse its public image. For example, Rainbow Terrace – a recently renovated multi-family public housing
facility — still has a negative community stigma and continues to have problems with pests, maintenance, and problem tenants. To compound matters, area youth do not have sufficient access to programming and activities and problems with housing vacancy leads to illicit activities that frequently draws children into unproductive situations. A major employer in the area, Cleveland Laminating, has also relocated its business, taken dozens of community jobs out of the area and created yet another vacant industrial building.

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

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

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

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

**NSP2 Funding Possibilities**
- Demolish vacant buildings before they attract crime.
- Mothballing is not an option for the neighborhood.
- Assemble contiguous parcels to leverage future.
FIELD SURVEY
An essential first step in any urban design or planning endeavor is a detailed investigation into existing conditions. Often called “windshield surveys”, this first-person research relies on a street-by-street and parcel-by-parcel analysis of the target area. It is a resource-intensive activity that yields time-sensitive results, but forms a more comprehensive understanding of the economic, social, and political dynamics acting on a particular place. Fortunately, many community organizations throughout Cleveland already participate in some version of this activity. Unfortunately, those surveys (including survey categories and ratings applied) are as varied as the communities themselves. For the purposes of the Target Area Planning process, a consolidated survey instrument was developed in collaboration with community development staff and was evenly applied across all identified target areas. To assure consistency in surveying, two Neighborhood Progress staff members facilitated the effort by training community volunteers and CDC staff as well as completing significant portions of each survey first hand. This provides the ability to simultaneously chronicle local conditions and compare across all target areas.

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

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

LAND USE
In an ideal world, lots would be utilized as they were intended and city planners could more accurately predict the need of communities in which they operate. This category helps us see how the community is ACTUALLY functioning relative to where commercial activity is occurring, where the residential areas are concentrated, and what community assets (jobs, institutions) might be within a community.
LOT CONDITION
This category analyzes the physical condition of a given parcel. Is the yard well-kept or overgrown? Is it a meticulously-landscaped community asset or just an average lawn? Perhaps most importantly, the tool allows the user to identify lots that may present safety hazards and work to resolve that condition and maintain community pride and value. You may notice that lot conditions typically lag below building conditions because of homeowners’ tendency to apply limited resources first toward the maintenance of their home.

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

BUILDING OCCUPANCY
This is, perhaps, the most straightforward category, but the hardest to assess on the part of the surveyor. Still, it is critical to understand the vacancy dynamics that are at work within a community. You will see that vacancy is often directly related to building and lot condition.
SITE ANALYSIS
NST Maps and Field Surveys – The area South of Kinsman Avenue is dominated by Garden Valley Public Housing with a few blocks of single family housing mixed in. A limited amount of the single family housing is salvageable as most of it has already been demolished, is vacant, or is considered an at-risk property. The area North of Kinsman is characterized by vacant and abandoned businesses and is dotted with active churches. Along Colfax Avenue, most of the homes are in good condition – some are almost brand new, despite a high percentage of vacant lots in between them. Vacant homes throughout the area are in poor condition.

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

New Construction – On the former Garden Valley site, the new Heritage View townhomes represent a new age in public housing. They will be replacing mid-rise public housing built in the sixties and seventies that was considered unfit for rehab due to lack of maintenance, poor construction, poor layout, and destructive tenants. The new townhomes are currently under construction and the first phase has even had tenants move in while later phases are still going through demolition and construction activities. New single family market rate homes are filling in some of the gaps between the few houses surrounding the new school and Heritage View; these will hopefully spur additional infill and help stabilize the area. The new Anton Grdina elementary school will also replace the existing school within the Garden Valley area. This building is currently under construction and the old will be demolished upon its completion to make way for more housing units.
Sited near the Garden Valley properties, the new CMHA headquarters (currently under construction at East 80th Street and Kinsman Avenue) will draw nearly a thousand employees and clients into the area on a daily basis. Having a large employer in the area will hopefully be able to leverage some new development, even as simple as a pharmacy or restaurant, which the area is currently unable to support.

**Assets** - Orlando Baking is one of the few stable entities left within the rail circle around Grant Avenue and East 75th-79th Streets. Numerous bread products are baked fresh daily and trucked throughout the area, along with an expanding market of frozen products. This employer also plans to expand its current facility. A branch of the Cleveland Public Library was recently constructed adjacent to the Heritage View project across Kinsman Avenue in a retail center that also includes the offices of Burton Bell Carr Development. Although suburban-style strip centers are, generally, not promoted in the City, this represents a bright spot along an otherwise challenged corridor. Garden Valley also has easy access to all three Rapid Transit lines (Red, Green, & Blue) at both East 55th and 79th Streets as well as numerous bus routes that crisscross the area. The East 55th Rapid station is currently undergoing a major renovation and will be a far more attractive facility upon completion. Both rapid stations at East 79th, though, are in poor condition (especially the Red Line station). Neither is handicap accessible.

**Proposed** – A new recreation center is in the works as part of the Garden Valley redevelopment. The facility would service area residents after the existing one on Kinsman has closed. A few baseball diamond at Marion Motley Park that are in rough shape have also been added to the renovation list. This project also includes the addition of space for a football field and bleachers. This project is including in the City’s capital improvements list, but does not have an estimated completion date. As part of the Towpath Trail and other biking networks, the Kingsbury Run bikeway would run from the Marion Motley fields, through the culverted Kingsbury Run riverbed, and then along the rail lines to meet up with the Towpath Trail. Urban gardening is also picking up steam in the area as a new hydroponic lettuce facility has been proposed to fill a ten acre site between Kinsman Avenue, East 55th Street, and Ensign Road. The Urban Agriculture Innovation Zone was initiated by the Ohio State University Extension Office and has started constructing green homes North of Kinsman, between East 80th and East 83rd Streets. Finally, the Opportunity Corridor is also proposed for the community, running across Kinsman Avenue, at East 66th Street, and then along Grand Avenue.
COMPARATIVE ADVANTAGE
With Heritage View and CMHA headquarters under construction and future development of the Opportunity Corridor, NSP2 funding can both polish the neighborhood and prepare lots for future development.

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

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

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

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

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

IMPLEMENTATION: Use NSP2 funding for demolitions if CMHA is not financially responsible and a mix of CASH, HELP, and Paint Reimbursement funding to provide the necessary residential upgrades.
**Enhance Park and Open Space** — Contiguous vacant land in the area should be enhanced with plantings and trees in order to transform them from blighted areas to a neighborhood asset. CPED design guidelines should be employed to reduce the possibility of crime and make pedestrians feel comfortable.

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

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

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>PARCEL</th>
<th>Developed</th>
<th>Vacant</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>124-24-042</td>
<td>Y</td>
<td>N</td>
<td>F</td>
</tr>
<tr>
<td>124-24-045</td>
<td>Y</td>
<td>Y</td>
<td>P</td>
</tr>
<tr>
<td>124-24-050</td>
<td>Y</td>
<td>N</td>
<td>P</td>
</tr>
<tr>
<td>124-25-041</td>
<td>Y</td>
<td>?</td>
<td>F</td>
</tr>
<tr>
<td>124-26-030</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-26-039</td>
<td>N</td>
<td>Y</td>
<td>G</td>
</tr>
<tr>
<td>124-26-040</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-26-041</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-26-051</td>
<td>Y</td>
<td>N</td>
<td>G</td>
</tr>
<tr>
<td>124-26-056</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-27-042</td>
<td>Y</td>
<td>N</td>
<td>G</td>
</tr>
<tr>
<td>124-28-012</td>
<td>Y</td>
<td>Y</td>
<td>P</td>
</tr>
<tr>
<td>124-28-055</td>
<td>Y</td>
<td>N</td>
<td>G</td>
</tr>
<tr>
<td>124-28-061</td>
<td>Y</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-28-066</td>
<td>Y</td>
<td>N</td>
<td>G</td>
</tr>
<tr>
<td>124-28-072</td>
<td>Y</td>
<td>N</td>
<td>G</td>
</tr>
<tr>
<td>124-28-074</td>
<td>Y</td>
<td>N</td>
<td>G</td>
</tr>
<tr>
<td>124-29-010</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-29-036</td>
<td>Y</td>
<td>N</td>
<td>?</td>
</tr>
<tr>
<td>124-29-044</td>
<td>Y</td>
<td>N</td>
<td>F</td>
</tr>
<tr>
<td>124-29-058</td>
<td>Y</td>
<td>N</td>
<td>F</td>
</tr>
<tr>
<td>124-30-002</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-003</td>
<td>N</td>
<td>Y</td>
<td>P</td>
</tr>
<tr>
<td>124-30-004</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-005</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-021</td>
<td>N</td>
<td>N</td>
<td>F</td>
</tr>
<tr>
<td>124-30-026</td>
<td>Y</td>
<td>N</td>
<td>F</td>
</tr>
<tr>
<td>124-30-031</td>
<td>Y</td>
<td>N</td>
<td>F</td>
</tr>
<tr>
<td>124-30-043</td>
<td>Y</td>
<td>Y</td>
<td>P</td>
</tr>
<tr>
<td>124-30-055</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-056</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-057</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-058</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-061</td>
<td>Y</td>
<td>Y</td>
<td>P</td>
</tr>
<tr>
<td>124-30-078</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-079</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-089</td>
<td>Y</td>
<td>Y</td>
<td>P</td>
</tr>
<tr>
<td>124-30-100</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-108</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-111</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-112</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-114</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>124-30-117</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>125-18-013</td>
<td>Y</td>
<td>Y</td>
<td>P</td>
</tr>
<tr>
<td>125-19-019</td>
<td>Y</td>
<td>Y</td>
<td>P</td>
</tr>
<tr>
<td>125-19-040</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>125-19-041</td>
<td>N</td>
<td>Y</td>
<td>F</td>
</tr>
<tr>
<td>125-19-047</td>
<td>Y</td>
<td>Y</td>
<td>P</td>
</tr>
</tbody>
</table>