

GLENVILLE – WADE PARK STRATEGIC INVESTMENT INITIATIVE



**Uniting a community of residents
and institutions to preserve and
enhance a historic neighborhood**



**FAMICOS FOUNDATION
NEIGHBORHOOD PROGRESS INC.
CITY ARCHITECTURE**

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Within the appendix booklet that accompanies this report a complete documentation of the community process, including meeting agendas, steering and community meeting minutes, resident and stakeholder surveys, survey results and neighborhood demographics can be found.



The Strategic Investment Initiative



Creating a neighborhood of choice

Comprehensive Planning Process

Neighborhoods of choice

Model Blocks

Anchor Projects

Community Partnerships

Resident Driven Outcomes



Introduction

Two decades of experience in Cleveland and other cities show that better housing alone cannot improve neighborhoods. Instead, success stems from a series of coordinated strategies that spur positive changes for residents - improved housing combined with a greater sense of safety, better retail choices, new public spaces, more employment opportunities and stronger schools.

Taking this lesson to heart, Neighborhood Progress Inc.'s Strategic Investment Initiative introduces change on many fronts, taking a broad, holistic approach to neighborhood development. The initiative concentrates resources in smaller target areas and gives community organizations incentives to work toward the full spectrum of neighborhood success: measurable change in property values, homeownership and occupancy rates, and additional private investment. By focusing resources in smaller geographic areas, across a broad span of livability goals, the Strategic Investment Initiative promises to renew markets and rebuild neighborhoods. This more comprehensive approach and the many activities that will result, while being pioneered in a few neighborhoods, are applicable citywide.

The Strategic Investment Initiative, launched with support from The Cleveland, Gund and Mandel Foundations and Enterprise Community Partners, provides six CDCs more financial and staff resources than they received in prior years through the Cleveland Neighborhood Partnership Program. Neighborhood Progress Inc. competitively selected the CDCs based on their development expertise and their areas' potential for new large-scale development. Neighborhood Progress Inc. also sought areas with stable or rising real estate values and assets such as parks and cultural institutions to further neighborhood renewal.

A substantial part of the Strategic Investment Initiative is the creation of new partnerships between the CDCs selected and other organizations, both within the neighborhood and throughout the City. It is important to recognize that the diversity of both the needs of the population and the land use within an urban neighborhood require a variety of initiatives, and that outside organizations can play a significant role in this. Through this Strategic Investment Initiative, entities such as Cleveland Public Art, ParkWorks and the neighboring CDCs serving Glenville and University Circle have become stronger allies for the Famicos Foundation in creating meaningful investments within the City's neighborhoods.

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The Strategic Investment Initiative has 10 distinguishing characteristics

The 10 aspects that make up a Strategic Investment Initiative include:

1. **A focus on broad market outcomes, rather than on producing housing units.** The purpose of this initiative is to alter the economic fundamentals of a neighborhood to enable it to compete effectively in regional markets for residents and investments.
2. **Targeting specific “focus areas.”** CDCs focus their planning and investment on small number of blocks with significant locational assets (proximity to a major employment center, historic architecture or superior views).
3. **Developing comprehensive plans.** NPI helps CDCs involve residents in (a) building condition and land use survey; (b) community visions of what is wanted from SII; (c) development action plans for specific projects of real estate development and other “quality of life” initiatives and (d) marketing plans.
4. **Creating high-impact anchor projects.** Each SII neighborhood features a large scale “anchor project” in its focus area, aimed at changing market perceptions of the area.
5. **Developing “Model Blocks” around the anchor projects.** Physical improvements in selected blocks near anchor projects include home repairs, landscaping, streetscape improvements and new green spaces aimed at extending anchor project impact outwards.
6. **Being aggressive on land acquisition and and vacant/abandoned properties.** NPI helps CDCs acquire vacant properties for SII projects. NPI’s vacant properties coordinating council (city, county and other groups) works on systematic reforms of both front - end abandoned and back end reclamation of such properties for productive uses.
7. **Developing comprehensive amenities and services through strategic partnerships.** CDCs create new collaborations with non-traditional partners to address factors other than physical development that affect neighborhood attractiveness, such as schools, safety, parks, health, jobs, job training and other quality of life issues.
8. **Paying pervasive attention to marketing and market competitiveness.** NPI commissioned market research studies and provided training on marketing to all funded CDCs to define and refine their market niches, marketing plans and strategies.
9. **Dedicating appropriate staffing.** Each CDC hires a full-time Strategic Initiative Area Manager, whose role is to plan, organize and advocate for projects in SII focus areas.
10. **Building new partnership relationship between NPI and the SII CDCs.** In a fundamental change in relationship, resource teams of NPI and local Enterprise Foundation staff are “in the trenches,” working with the SII CDCs on all aspect of their SII plans.



The Glenville / Wade Park neighborhood was selected as one of the six neighborhoods to receive funding for this Strategic Investment Initiative program under the guidance and leadership of the Famicos Foundation. The Famicos Foundation was chosen as a recipient for this grant due to its strong track record of successful neighborhood redevelopment projects. The organization has a long and successful history of developing affordable housing. This initiative represents a new phase for the Famicos Foundation as they expand the services they provide beyond housing and empower residents to become partners in making Glenville / Wade Park a stronger neighborhood.

The study area defined within this initiative was chosen for a number of reasons. Its strong relationships to some of the City's greatest amenities, Rockefeller Park and University Circle, open the doors to many opportunities for the neighborhood and its residents. Through this process a desired outcome is to leverage the assets of the neighborhood to preserve the historic housing, while increasing the home ownership and housing values within the neighborhood.

This report outlines the process that was undertaken in developing the comprehensive plan for the neighborhood. However, as appropriate for any planning process with as broad a scope as this, the comprehensive plan incorporates many of the objectives and lessons learned from the other program elements into its scope. Aspects such as target market data, land acquisition strategies, the model blocks program and fostering strong community partnerships have a direct influence on the initiatives that will be outlined within this planning document and the resultant workplan that is being established for the neighborhood.

The process began with an existing conditions analysis of the neighborhood undertaken to develop a snapshot of the strengths that have allowed Glenville / Wade Park to retain its strong attraction for residents as well as the challenges the neighborhood faces for continued growth and prosperity. Integral to that is the involvement of the community in the planning process. Throughout every step of the process and the creation of the workplan constant input was gathered from multiple sources soliciting the opinions of community members. This has allowed the planning team to develop the vision for the neighborhood, and subsequent goals and strategies for accomplishing these goals that are shared by everyone.

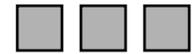
In the final chapter of this report a detailed work plan has been designed to guide the Famicos Foundation, neighborhood residents and businesses, developers and the many other community partners and agencies that work to make Glenville / Wade Park a true community of choice within the City of Cleveland. This report tells the story of the planning process that has resulted in the workplan's creation.

A guiding principal, and what makes this Strategic Investment Initiative unique in comparison to many neighborhood plans, is the concept that the direct involvement of the community is necessary to ensure the success of the process. Without the help of the residents, business owners, institutional stakeholders and all those that care about the success of Glenville long into the future, the vision and implementation strategies that result will quickly become outdated and their impact on creating positive change lessened. Through the process described in this report Glenville / Wade Park has created a plan for the neighborhood that will have a meaningful and long lasting impact on both physical development and social growth within the neighborhood.



Historic view of east 105th street

The Neighborhood



What defines the Glenville – Wade Park neighborhood

A prime location

Greater University Circle

Neighborhood Amenities

Rockefeller Park

A diverse neighborhood

Land Use Trends

Existing Conditions

A Prime Location

The area within the Glenville neighborhood chosen to be a part of this Strategic Investment Initiative is the Wade Park district at the southern edge of Glenville, bordered on the south by a change in development patterns with the institutions and museums of University Circle. The western boundary of the study area is defined by the natural edge established with the shallow valley in which Rockefeller Park and the Cultural Gardens run. The northern and eastern boundaries to the study area follow Superior Avenue to the north and the border of the City of Cleveland and East Cleveland to east.



Development beyond the eastern and northern bounds of the study area is similar in nature to that of the Glenville / Wade Park neighborhood. However, for the purposes of this study and based on the requirements of the Strategic Investment Initiative it was necessary to determine boundaries within which recommendations could be demonstrated. The results of this planning initiative will be discussed in relation to this specific study area, but will be determined within the context of the greater neighborhood and able to be implemented throughout the district.

Planning Area

SII Area

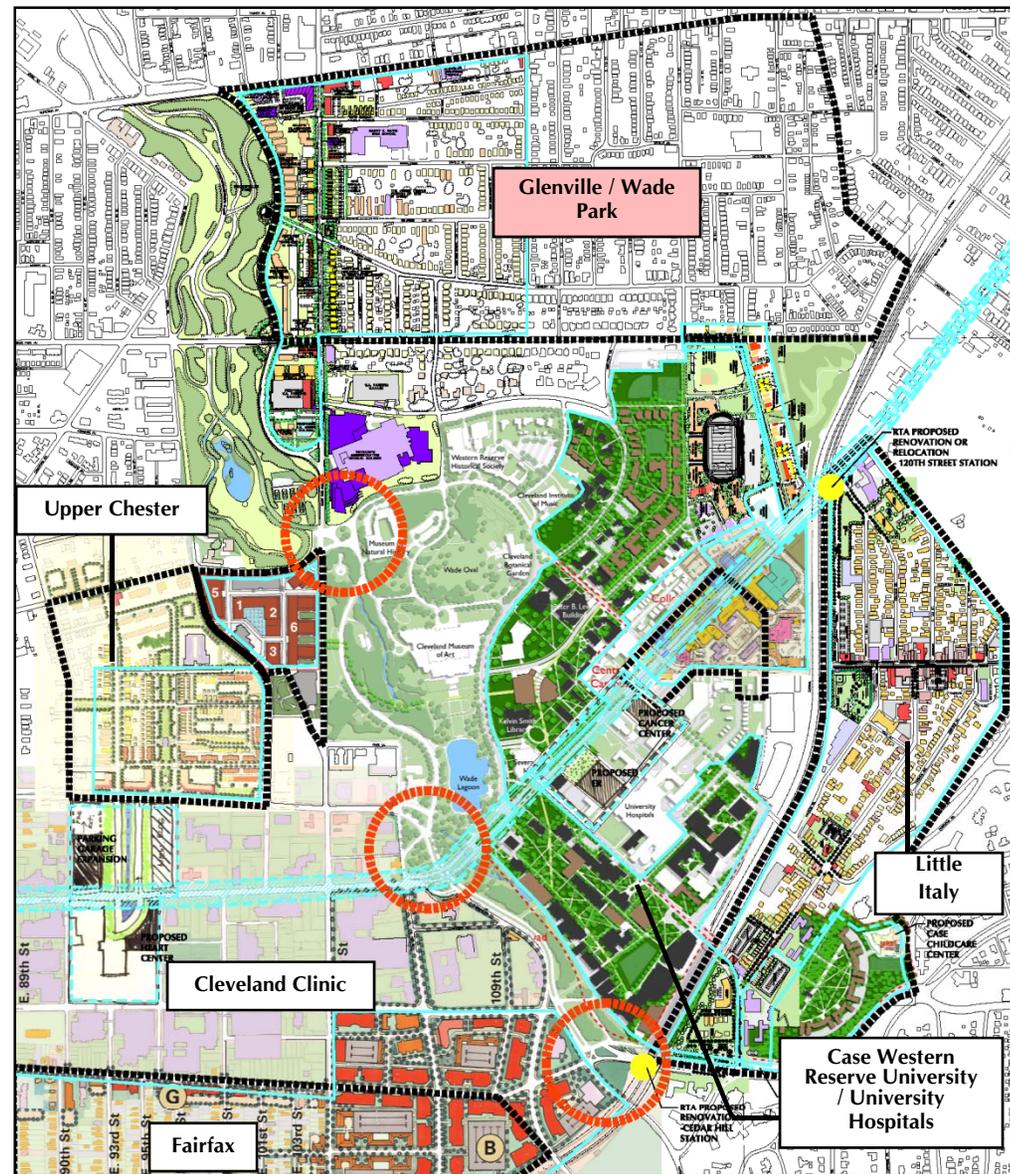
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Greater University Circle

Greater University Circle encompasses the immediate University Circle neighborhood and its many cultural institutions, the Cleveland Clinic campus to the west and the residential and commercial neighborhoods that surround and link them together such as Wade Park, Little Italy, Fairfax and Upper Chester.

A newly developing concept the “Greater” University Circle Planning area represents a coming together or collaboration between the different agencies and neighborhoods within the immediate region. This is a concept that will have a profound impact on the neighborhood as these groups begin to look beyond their individual borders at how each can become a partner and help to benefit one another.

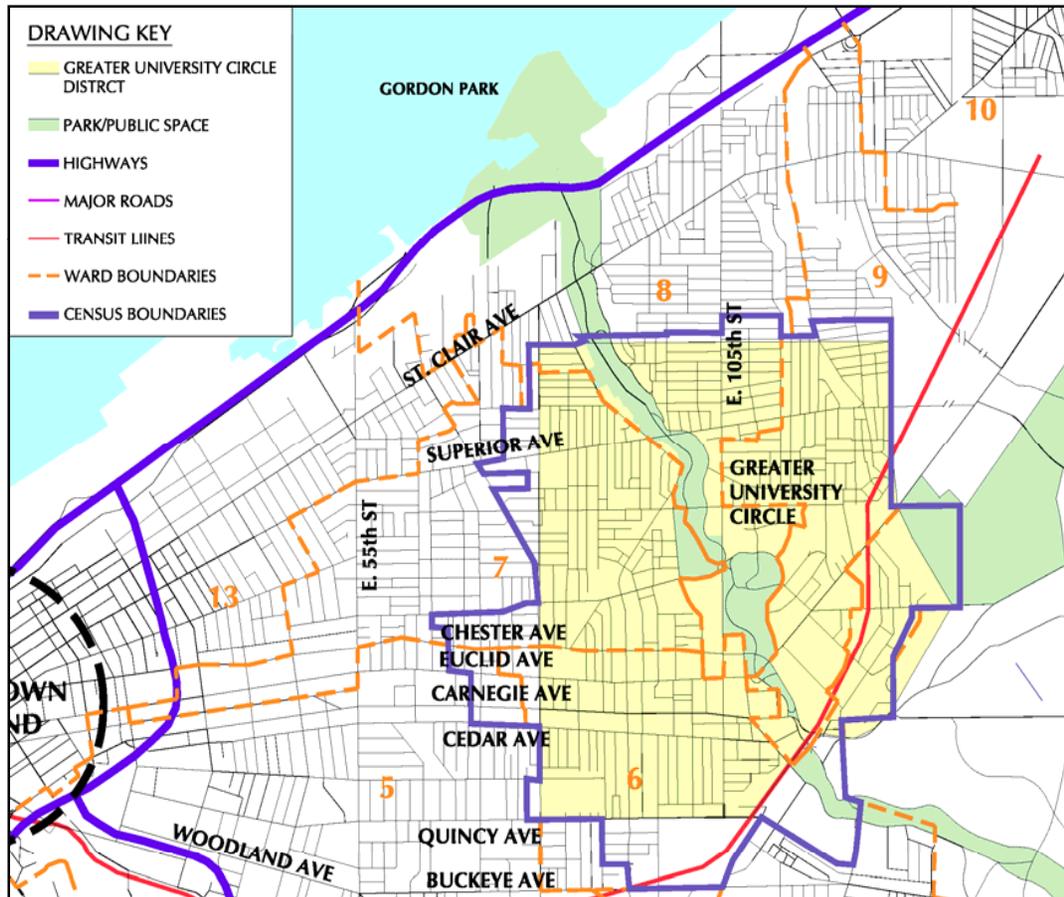
The inclusion and participation of the Glenville / Wade Park neighborhood within this greater district offers many advantages to the neighborhood in terms of marketability, attraction of developers and investors, housing preservation programs and social programs that can link residents to job opportunities and social programs on a larger scale than easily accomplished otherwise. In future sections of this report the idea of strengthening neighborhood partnerships will be addressed further, solidifying the importance of being within the Greater University Circle district.





Glenville / Wade Park's Location Within the City

The neighborhood's immediate proximity to University Circle is only one of the many positive aspects of Glenville / Wade Park's geographic location. While the Greater University Circle district is the City's second largest employment base, downtown Cleveland is only a few miles to the west and easily accessible by local connector streets, the interstate or numerous RTA bus and train lines. In addition, the neighborhoods in between downtown and the Glenville / Wade Park neighborhood are the home to many of the city's light industrial businesses.



The proximity to local economic drivers are not the only aspect of the neighborhood that make its geographic location unique. The Glenville / Wade Park neighborhood is also well positioned to take advantage of many of the City of Cleveland's natural and recreational amenities. This historic neighborhood was originally founded along the borders of the University Circle park system that extends through Rockefeller Park on the neighborhood's western border. The park offers residents and visitors open fields to play, a recreational biking and walking trail, quiet places to sit and visit with friends and family in its many cultural gardens and most importantly a linkage to the region's largest and most important natural asset, Lake Erie. Over the years many of the Glenville / Wade Park neighborhood's strong ties to Rockefeller Park have eroded, a situation that a current study being undertaken by ParkWorks is hoping to rectify.

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Demographics Trends

Glenville has been the home to many divergent groups throughout its history, each contributing to the diverse and unique character that defines the neighborhood today. However, like all of the city neighborhoods, continued suburban sprawl has had a negative effect. A dwindling population base has led to a number of vacant buildings, with the once vibrant commercial districts along Superior Avenue and East 105th Street seeing the most significant decline in economic development. It is for this reason that it has become imperative that urban neighborhoods, including the Glenville / Wade Park District, continue to plan for their futures, attract the proper types of new development and most importantly preserve the history and heritage that has made the neighborhood great.



GLENVILLE / WADE PARK



Like many of the City's neighborhoods, recent demographics show that between the 1990 and 2000 census reports Glenville / Wade Park has lost population, down 7.5% between the two reports. Concurrent with that, the total number of households within the neighborhood has also dropped, with the highest percentage being family households. In a historically strong neighborhood for families of all types and sizes, this is a trend that must be addressed through both physical development and programs dealing with social issues affecting the neighborhood. An important statistic revealed within the census data does show a positive change in this recent downward trend for the neighborhood. The median income within the area has risen by over 100% between the 1990 and 2000 census, most likely due to the an increase in the attractiveness of the neighborhood to families and other individuals moving into the neighborhood to take advantage of its proximity to amenities and the historic character of its homes.

The census data shows a correlation between the decrease in residents and the number of occupied housing units. Since the collection of data for the 2000 census, the number of vacant houses within the neighborhood has risen significantly. In light of the fact that the City of Cleveland has half as many residents as the neighborhoods were built for, strategies must be determined for the reuse of the rising number of vacant land and buildings. These are important statistics for the neighborhood; as the diversity of the resident population continues to expand, residents must be increasingly aware that despite age, race or economic situation they are all members of the same community, have their own role to play in its day to day life and must work together to make a great place for everyone to live.

Glenville / Wade Park Neighborhood Demographics				
	<u>1990</u>	<u>2000</u>		
- Race				
-- White	45	85		+88.8%
-- Black	5,931	5,436		-8.3%
-- Asian Pacific	5	10		+100%
-- Hispanic	27	39		+44.4%
-- Other	12	1		-91%
- Population				
	<u>Study Area</u>	<u>Glenville</u>	<u>Cleveland</u>	
-- 1970:		47,842	750,829	6.3% of pop.
-- 2000:	5,548	23,476	478,403	4.9% of pop.

Glenville / Wade Park Neighborhood Demographics				
	<u>1990</u>	<u>2000</u>		
- Total Population				
-- Males	2,683	2,554		-4.8%
-- Females	3,320	2,994		-9.8%
- Total Households				
-- Family	1,393	1,331		-4.4%
-- Nonfamily	778	754		-3.0%
- Total Housing Units				
-- Occupied Units	2,204	2,085		-5.3%
-- Vacant Units	365	357		-2.1%
-- Owner-Occupied	848	840		-1.0%
-- Renter-Occupied	1,356	1,245		-8.1%
- Median Income				
	\$9,993	\$20,344		+103.5%

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Market Niche Analysis

Our current market niche – People who live here now:

The SII Area is a subset of the Famicos Foundation's overall service area and of the Glenville neighborhood overall. According to the 2000 census, the Famicos' SII Area has a population of approximately 2,315 people which was a decrease in population of 9.8% from 1990, approximately twice the overall city's decline of 5.4%. Less than one third of individuals (28.6%) are living at or below poverty level, which is only slightly higher than the city average of 26.3% and twice the county average of 13.1%. While the unemployment rate in the city was 11.2%, and the county was 6.2%, the rate in the Famicos SII area was 11.3%. The median household income in the SII area was \$19,670, which is approximately 76% of the Citywide median income and 50.2% of the Cuyahoga County median income. Of the 954 households, 530 were families and of those families, 233 had children under 18 years old and 64% of those households were headed by a female.

Housing Market Analysis from Progressive Urban Real Estate Using Multiple Listing Service Sales Data:

In its 2005 "Rate the Neighborhoods" issue, the Cleveland Free Times dubbed Glenville one of Cleveland's neighborhoods with the greatest amount of potential. Just north of University Circle and east of Rockefeller Park, this neighborhood seems to be poised for a renaissance. Glenville has its share of challenges, too – substandard, multi-family housing; blight in the eastern and northern sections of the neighborhood; few new construction units; and virtually no connection to its lakefront. Yet the limited success of the Heritage Lane project, the stability of the single-family housing market along Wade Park and East Boulevard, the emergence of private developers into this market with CitiRama 2005 and the University View Condominiums all suggest that Glenville is ripe for success.

Single-family home sales outpaced multi-family sales in Glenville between 2003 and 2005. Though significantly undervalued given the historic character of these homes, values along Wade Park and East Boulevard are higher than the rest of the neighborhood. Between 2004 and 2006, almost half of the renovated homes at Heritage Lane sold and closed, introducing entirely new sales comparables into Glenville's housing mix. Additionally, the successful University View Condominiums project is helping to establish the viability of market-rate housing here.



New Market Niches:

While we recognize the importance of retaining existing residents, it is imperative that new residents continue to invest in the neighborhood to replace the many families that have already left. Based on the research completed for the market niche analysis the following target markets have been identified for the Glenville / Wade Park neighborhood:

Relocating Professionals - We should work to attract the many individuals moving to Cleveland to work at institutions in University Circle and other employers that want to live in an urban environment and enjoy the diversity of urban life.

Glenville Connection - We should target individuals that have a connection to Glenville through family, church, professional associations, social interaction or employment. These individuals may have a lot of nostalgia for the neighborhood or other emotional connections to the neighborhood and be a part of its revitalization.

Young Cleveland Professionals - We should target the group of young Cleveland professionals who want to be close to work and close to fun, trendy places to shop and dine. They also want to be near recreation and the Lake. This group will be very diverse racially, and their economic status will depend on number of wage earners per household.

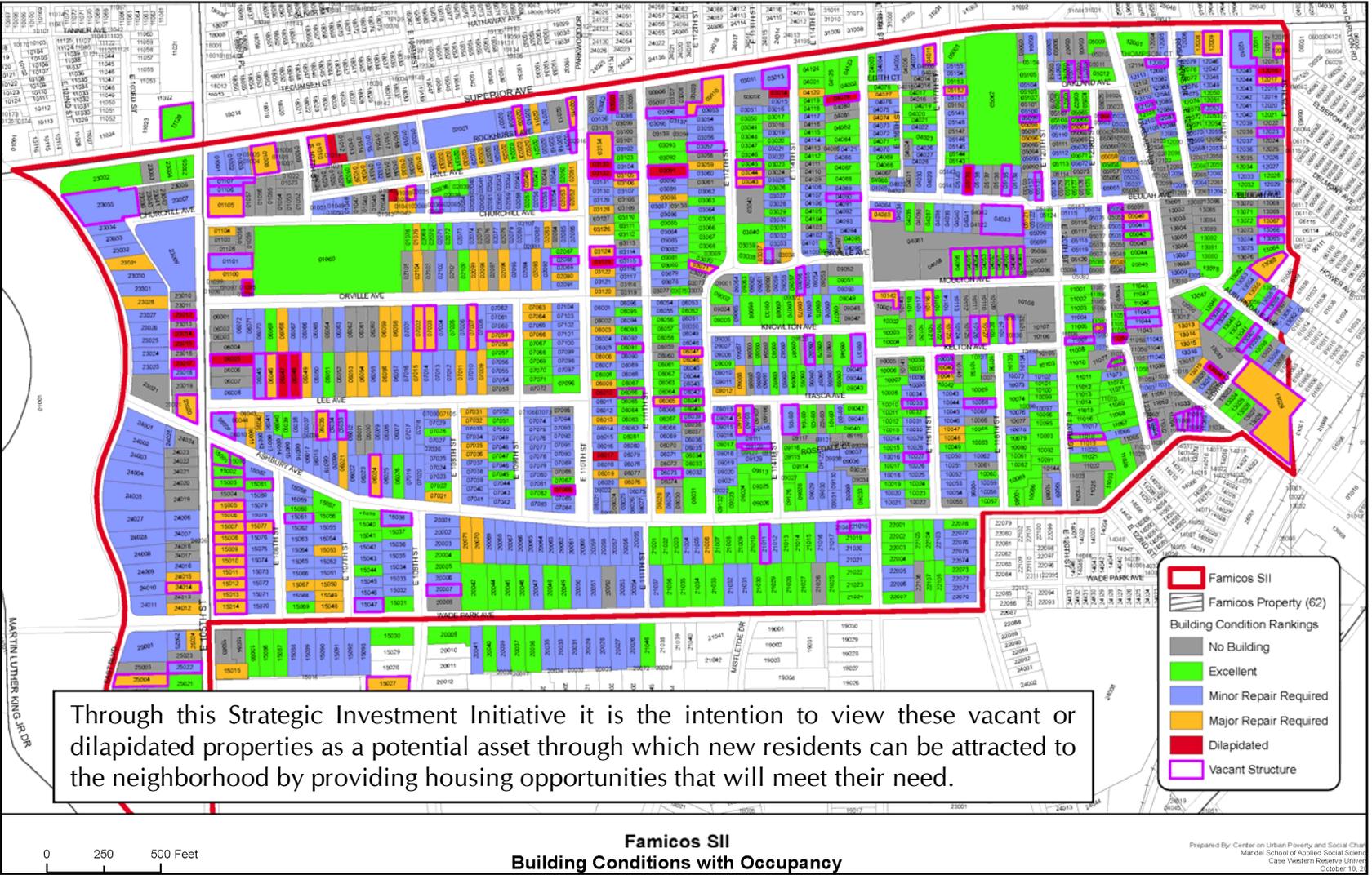
Artists - We should target artists that may want to be close to University Circle and those that may be priced out of downtown and Tremont. They may also be attracted to the beauty and history of the neighborhood.

“House People” - We should target the group of people that is attracted to neighborhoods and houses with unique architectural features or design elements. They like the idea of finding a neighborhood or home that is a “hidden gem”. They might enjoy the challenge of restoration and the process of finding out the history behind their specific house.

Through the establishment of new market niches it becomes possible to determine the best future use for vacant land throughout the neighborhood as well as existing home and structures that are need of rehabilitation. A comprehensive map of the Glenville / Wade Park neighborhood depicting building condition and vacant land can be seen on the following page.

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Neighborhoodwide existing building conditions and vacant land





Land Use Trends

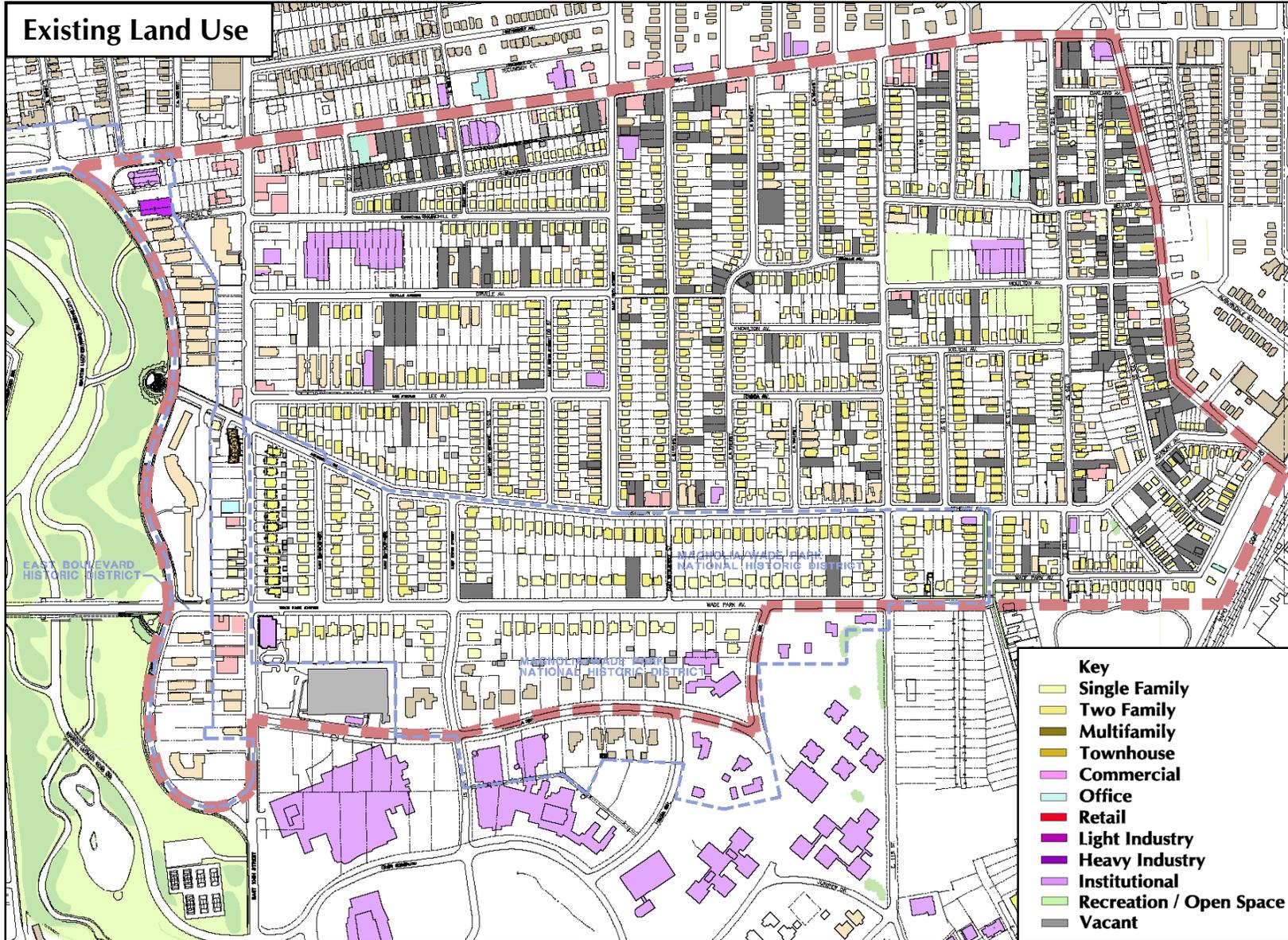
The land use within the Glenville Wade Park neighborhood is consistent with that of many of Cleveland's neighborhoods. Although a mixture of uses, majority of the blocks are residential in nature. Following the historic development patterns of the city, the neighborhood is traversed by east – west oriented streets that become the focus of commercial development.

Within Glenville / Wade Park two historic districts encompass portions of the neighborhood, the Magnolia / Wade Park National Historic District and the East Boulevard Historic District. This has resulted in the preservation of a number of structures of architectural significance, and the potential to obtain funding for the preservation of many more. However, the neighborhood is very homogenous in terms of land use. Within the study area over 90% of the existing structures are residential buildings, the majority of which are single and two-family buildings. Multi-family buildings, although scattered throughout the neighborhood, primarily exist in groupings around a single street or block; the largest collection of which exist along East Boulevard overlooking Rockefeller Park.

Commercial and institutional uses make up the remainder of the neighborhood's building fabric. Superior Avenue houses the neighborhood's main concentration of commercial uses, with a mixture of neighborhood businesses / services and vacant commercial / mixed-use buildings. The intersections of East 105th Street and Superior Avenue and beginning at East 120th Street and Moring Avenue serves as the focal points of the neighborhood in terms of commercial development, with a smaller neighborhood center of commercial businesses existg between East 110th and 111th along Ashbury Avenue and along the intersection of east 105th street and Wade Park Avenue..



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Neighborhood institutions play a strong role within the neighborhood as well. Besides the museums and cultural offerings of University Circle, Glenville / Wade Park has a series of churches, schools and a branch of the public library system that are located throughout the neighborhood. However, the Louis Stokes Cleveland Veteran's Affairs Medical Center is the institution that has the strongest potential to have the most profound and lasting effect on the neighborhood. Located in the southwestern corner of the neighborhood, the VA Medical Center has a very large campus expansion plan that will consolidate all of its regional services to the Glenville / Wade Park neighborhood.

Previous planning affecting neighborhood land use

Needing to provide community input on the expansion of the VA Medical Center, mixed with the long standing desire to recreate the once vibrant street life along East 105th Street has led to the creation of a redevelopment plan (that has been evolving as implementation of pieces has become possible since 2001) that has had a strong effect on the outcome of the planning process, the Heritage Lane Master Plan.

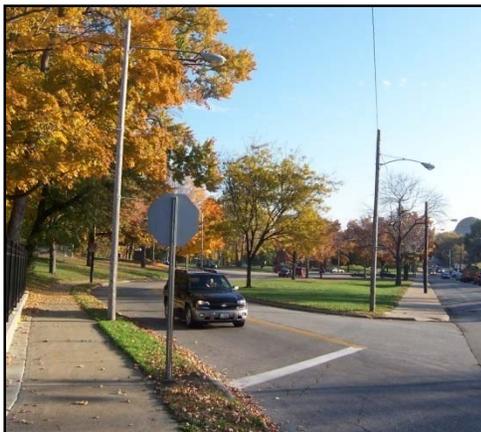
East 105th Street acts as the gateway to the neighborhood, and is considered the 'main street' of the Heritage Lane District. As the neighborhood has experienced decreased investment within the recent past it is East 105th Street that has seen the most neglect and decay. Between East Boulevard and Superior Avenue, the extents of the study area, East 105th Street is 0.59 miles long, or approximately a 10-minute walk. This is an ideal distance for a neighborhood main street, generating the ability to create a public place through the proper development initiatives and streetscape enhancements that will allow East 105th Street to become the public living room for the neighborhood. At the present the street is characterized by a series of commercial, multi-family and mixed-use buildings. Although many of the buildings are vacant and/or dilapidated, renovations and new construction projects are underway on key properties



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The Heritage Lane District Master Plan represents the culmination of a series of planning initiatives that began in 1995 with development proposals for the East 105th Street Corridor. Since that planning study began many changes have occurred along the street, each having its own impact on the neighborhood and the development of the plan. Throughout the process community members, neighborhood advocates, and local business and institutional stakeholders have been involved to ensure that the true needs and goals have been addressed and a comprehensive plan representing the desired vision for the neighborhood was created.

The proposal is already affecting the land use patterns of the neighborhood. A series of projects are currently underway that are acting as catalysts for the continued investment and future success of the street. These are impacting residential, commercial and institutional uses within Glenville / Wade Park and will be discussed in the strategies section of the report.





Community Input



The foundation of the planning process

A shared vision

A community based approach

Social and physical implications

Cross section of neighborhood residents

An active Steering Committee

The community meetings

Community Input

Participants

Integral to this community process is the input provided by the numerous residents, business owners and community leaders that have participated in this process through attendance at meetings, filling out surveys and taking questionnaires about various topics.

A Steering Committee was formed that was comprised of Famicos Foundation staff, neighborhood residents, business owners and representatives from additional non-profit agencies working within Glenville, representatives from the surrounding cultural institutions, the City of Cleveland, Neighborhood Progress Inc, ParkWorks and Cleveland Public Art to act as a liaison between the planning team and the neighborhood. The Steering Committee provided continual input on the development of the planning process, its evolution to create the final work plan, the ways in which the community meetings were run and thoughts about the neighborhood itself. The steering committee was crucial to this process in that they lead break-out groups at the community meetings, became a source for individuals to ask questions about the planning process between meetings and presented the culmination of the meeting attendee's thoughts and hard work as the process progressed. Their guidance was crucial to creating a comprehensive plan that is both responsive to the needs of the neighborhood and successfully integrates the full range of community input.



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Process

The process of developing this comprehensive plan has included a series of three community meetings to solicit input from as many individuals as possible. During the first community meeting the existing conditions of the neighborhood were discussed. After a brief presentation, meeting attendees were split into smaller groups to discuss issues affecting Glenville / Wade Park. These included:

- **Connections between the institutions and the neighborhood**
- **Housing and commercial development**
- **Property up-keep and historic preservation**
- **Recreation and parks**
- **Transportation and infrastructure**
- **Safety and crime**
- **Providing for the needs of seniors and youth**

In addition surveys were passed out to the residents and businesses at the conclusion of each public meeting soliciting additional opinions about the strengths and weaknesses of the neighborhood and providing opportunities for suggestions of topics that should be brought to the planning teams attention for discussion in future meetings The following data was collected from meeting attendee's surveys:

1. Do you live in the neighborhood?	Yes	No		
	80%	20%		
2. Do you own or rent?	Own	Rent		
	90%	6%		
3. How long have you lived in the neighborhood?	Low	High	Average	Median
	15 mo.	55 years	32 years	29 years

4. Major themes for discussion:

- **Housing – Home loans, senior housing, vacant homes**
- **Safety**
- **Greenspace**
- **Historic character / Neighborhood preservation**
- **Traffic Flow**
- **Public Education**
- **Ethnic / Cultural Organizations and Committees**



In preparation for the second community meeting visions for the Glenville / Wade Park neighborhood were created based upon the input from the first community meeting, the survey responses and various meetings and conversations with the Steering Committee and Famicos Foundation staff. The visions were presented to meeting attendees, and then in a very interactive and participatory open group discussion ways in which the visions can become reality were proposed. The visions presented and activities discussed in the meeting will be discussed in the following chapters of this report.

One of the most unique and exciting aspects of the community involvement with the Glenville / Wade Park Strategic Investment Initiative is the inclusion of a youth planning initiative. Approximately 30 Glenville neighborhood youth worked in conjunction with community residents and members of the Famicos Foundation, Neighborhood Progress Inc. and ParkWorks to study the physical characteristics of the neighborhood as it relates to the walkability and bikeability of the streets identifying neighborhood assets and challenges and researching and developing a Glenville Youth Service Directory. The planning included an analysis and suggestions for improvement of paths that link neighborhood amenities as well as how to improve connections between the neighborhood and Rockefeller Park. The youth planning initiative will be discussed in detail later in this report within the strategies chapter.

Although this report marks the final stages of this portion of the development of the comprehensive plan, the Strategic Investment Initiative for Glenville / Wade Park will continue into the future. The work plan that is outlined in this report is a starting point for neighborhood investment both in the short and long-term. This is meant to be a living document, which will continue to be updated and evolve with the changing needs of the neighborhood.



The many phases of the youth planning initiative.

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We would like to thank all those involved in placing their mark on the creation of this plan. The following list of individuals and entities represents those that have all taken part in this planning process, served on the Steering Committee, signed in at the community meetings or filled out surveys. It is our sincere hope and desire that all those listed below will continue to be active participants in the creation of a stronger, better Glenville / Wade Park neighborhood.

Famicos Foundation:

John O. Anoliefo Executive Director
 Bethany Graham
 Alanna Nicholas
 De'Neitra Brown
 Todd Wallace
 Amy Eiben
 Dave Fagerhaug
 Mike Bier

Neighborhood Progress Inc.

Eric Hoddersen President
 Bobbi Reichtell
 Walter Wright
 Miho Suzuki

Steering Committee

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Mayor Frank Jackson
 Councilwoman Sabra Pierce Scott – Ward 8
 Councilman Kevin Conwell – Ward 9
 Daryl Rush

Cleveland Public Art

Greg Peckham
 Vince Reddy

ParkWorks

Anne Zoller
 Joe Wimbiscus

Youth Project Initiative

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 Karlton Garner Micheline Sanford
 Rica Payne Annastasia Brown-Davis
 Brittany Gillom Jasmine Walker
 Richard Payne, Jr. Charkesha Dixon
 Chanelle Johnson Cierra Weaver
 Tasianna Stigall Terra Douglas
 Jalena Little Khayree Weaver
 Joscelyn Pierce Brianna Felton
 Deandre Reed Alicia Wilson
 Diana Wadlington Latoya Atkin
 Vanessa Rodgers Shalon Salters

Charter One Bank

Keith Burgess
 Carrie Carpenter

City Architecture

Paul Volpe
 Matt Schmidt
 Sae Jagtap

The residents of Glenville / Wade Park that dedicated their time, opinions and ideas in the planning process





The Vision



What Glenville – Wade Park aspires to become

A vision for a bright future

Defining our core values

The Vision

A vision for the neighborhood began to emerge as the initial phases of this comprehensive plan evolved through the analysis and gathering of input regarding the major issues and opportunities that exist within Glenville / Wade Park. As the process continued, the vision statement for the neighborhood continued to evolve and take shape; and a set of core values by which to judge neighborhood development and initiatives became apparent.

Vision: Preserve the characteristics that represent this beautiful community and take pride in its history, identity and its connectedness to the best the region has to offer.

This vision reflects many of the important ideals that make Glenville / Wade Park unique within the City of Cleveland, and addresses some of the most important issues that are currently affecting the neighborhood residents. The historical character of the residential buildings within much of the neighborhood is a defining part of its character and attraction, and when paired with their direct proximity to Rockefeller Park and University Circle provides the opportunity to be one of the premier locations within the City of Cleveland.

To achieve this vision a set of benchmarks are required. The benchmarks are based on what came to be considered the core values of the residents, businesses, institutions and civic leaders that had a role in this planning process. For an activity, social program, physical development, infrastructure upgrade or policy decision of the Famicos Foundation and the other organizations working throughout Glenville, to be considered in the best interest of the neighborhood it must address at least one of the core values. It is our hope and intention that activities that are given the highest priority in terms of implementation address more than one core value.

A STRATEGIC INVESTMENT INITIATIVE

Our core Values

Identity:

Recognize and promote the things that identify the neighborhood socially, culturally and physically so that they are both accepted and embraced by residents.

Diversity:

Embrace the economic and social diversities in this evolving and established neighborhood

Unity:

Create an attitude and environment within Glenville / Wade Park and University Circle that encourages engagement and communication that unifies and connects the district.

Connectedness:

Promote connections between the neighborhood and residents with the institutions and amenities that surround it.

Preservation:

Preserve, stabilize and strengthen neighborhood housing.



GLENVILLE / WADE PARK



The Strategies



Methods of achieving the vision

Goals -

Building community

A secure neighborhood

Capitalize on greenspace to enhance identity

Infrastructure improvements, better connections

Promote commercial development

Historic preservation

■ ■ ■ The Strategies

Methods of achieving the vision

The strength of any community planning process is measured by its ability to effect change and create opportunities within a neighborhood. The unique aspect of this Strategic Investment Initiative that sets it apart from the typical neighborhood planning process is the way in which the recommendations for the neighborhood have been put together. In stepping beyond recommendations for the physical environment only, the activities that result from this Strategic Investment Initiative tackle many more of the important social and economic issues that directly affect residents.

This chapter of the report will discuss the ways in which the proposed activities have been organized. Goals have been created to categorize the proposed activities. These categories include; community building, safety and security, greenspace, transportation and infrastructure, commercial development, and housing and historic preservation. The following pages will discuss the importance of each of these six goals for Glenville / Wade Park's future and illustrate examples of how activities proposed can help to accomplish each of the goals.

The activities outlined in this document represent a comprehensive list of items that were both proposed by the many individuals that took part in this process and programs that are currently underway. A full list of the activities outlined in this report can be found in the final chapter in the detailed workplan.



A STRATEGIC INVESTMENT INITIATIVE

Building Community

Goal: Increase resident communication, participation in events within the neighborhood and promote the great potential of Glenville / Wade Park in an effort to build community through engagement and interaction.

A place is not defined solely by its housing and business developments. The people that live in Glenville / Wade Park and the many institutions and amenities that have grown there provide the heart and soul of the neighborhood. Getting people and institutions involved with one another creates a strong bond between residents and where they live. This is critical for fostering a sense of place and belonging for people, and provides the means for residents to interact with one another. Activities that build community can bring together people of different ages, economic standing, races and interests; resulting in a neighborhood in which people know each other, look out for one another's well being and the well being of the physical environment they share.

The idea of building community in many ways transcends beyond simply this goal, but also addresses such things as promoting the use of common public space, supporting local retailers and institutions and improving safety and security though getting to know those around you. Interaction between residents and institutions, and promoting their interest in supporting and enhancing the quality of life in the neighborhood is a great way of increasing the attractiveness of Glenville / Wade Park to current residents, prospective residents, new businesses and residential developers.

This is a goal that transcends the boundaries of just the immediate study area, and should be extended to include all portions of the Glenville neighborhood and the University Circle area. At the current time there are a number of Community Development Corporations that work within the neighborhood including the Famicos Foundation, Glenville Development Corporation, Northeast Neighborhoods Development Corporation and University Circle Inc. The growing collaboration and outreach of each organization between themselves and the residents is essential to building a stronger community in which everyone can become an active and engaged participant in the creation of place.





Safety and Security

Goal: Create and maintain a safe and secure neighborhood

In any neighborhood, urban or suburban, a sense of safety and security is required to attract and maintain residents and visitors alike. This level of security can be both real, based on actual crime data and fact, or perceived, based on such things as the upkeep of property, number of people that are out using a neighborhood's facilities or lighting levels at night. While the actual measure of a neighborhood's safety must be addressed through crime prevention programs and law enforcement, neighborhood residents and business owners play a crucial role in both the actual and perceived levels of safety and security.

Neighborhood residents and businesses are the people that live in a place, work there, see it grow and evolve, are the most intimate with its problems and have the ability to support and market its strengths. This makes them the groups that have the highest capacity to affect change. Residents and businesses play a crucial role in heightening the safety and security of the neighborhood simply through their interaction with their surroundings and getting to know the people that live and work next door or down the block.

In Glenville / Wade Park safety and security issues are at the heart of concerns for the attraction and retention of residents and businesses. Within the last year there has been a noticeable increase in criminal activity. In some cases it is the perception of crime based on appearance of properties or a feeling of uneasiness that results from a group of teenagers congregating in large numbers in specific locations. No matter what the cause, the neighborhood must be at the forefront of addressing this problem to continue to be a successful place.



Cleaning graffiti, defining public versus private spaces will improve the safety and security of the neighborhood.

A STRATEGIC INVESTMENT INITIATIVE

Although resident involvement in creating a safe and secure environment within Glenville / Wade Park is essential, these initiatives alone will not solve the neighborhoods rising problems with criminal activity. Strong working relationships with neighborhood police agencies are necessary. Their visible presence within the neighborhood will serve two purposes. By patrolling the blocks on a regular basis it will deter criminals from hanging out within the neighborhood's public streets. Their presence will also provide residents and visitors with a stronger perception of safety, which in turn will get them out and active within the neighborhood.

Glenville / Wade Park is lucky in that it is not only served by the Cleveland Police Department, but also has the potential to be a part of the service areas of the private police agencies employed by surrounding institutions. At the current time the University Circle Police Force is undergoing a study to expand the number of officers patrolling the neighborhoods as well as expand its service area. It is imperative that the Glenville / Wade Park neighborhood partner with University Circle Inc. to insure that funding opportunities can be identified that will allow the police patrol to expand into the neighborhood.

An objective of the workplan aimed at creating and maintaining a safe and secure neighborhood is to “ build trust among residents and improve the effectiveness of police through atrong partnerships with residents, Councilpeople and Police Districts.” Proposed activities for accomplishing this as outlined in the workplan include:

- **Establish neighborhood patrol/block watch programs throughout neighborhood.**
- **Hold regular meetings between Cleveland Police District Commanders, residents and Councilpersons.**
- **Identify neighborhood crime “hot spots” and work with police to strengthen patrols in these areas; work to improve lighting in these areas.**
- **Create innovative ways to increase police presence, including partnership with VAMC, Case and/or UCI police forces**
- **Establish a small “ Crime-Free zone” that focuses efforts of police, residents, social service agencies to reduce crime in a significant way within the zone. Expand the size of the zone overtime.**

Building community and safety emerged as two priority goals for the Glenville / Wade Park neighborhood. Aspects of these goals have been integrated into each activity outlined in the remainder of this report



Greenspace

Goal: Capitalize on neighborhood greenspace resources to enhance neighborhood identity.

The Glenville / Wade Park neighborhood has a very distinct tie to public greenspace in that its cultural heritage is directly founded on the idea of connections to the natural environment. Greenspace was originally used at the Cultural Gardens within Rockefeller Park to embrace the residents of the neighborhood that were settling in Cleveland from all over the world and to celebrate their unique heritages. However, over time the neighborhood's connection with the park system (originally meant to provide gathering places for everyone) has eroded.

As Glenville / Wade Park once again strives to establish itself as a neighborhood of choice it should capitalize on this unique amenity as a unifying element and something that can give the neighborhood a strong identity. However, this concept goes beyond just Rockefeller Park at the edge of the neighborhood, and must be extended into the fabric of the blocks to become an integral part of everyday life.

For a neighborhood, public spaces are the equivalent of a front porch on a house in that they represent the way the place presents itself to the public. The characteristics that embody a community are displayed through its public spaces, while creating places for people to gather and get to know each other. Whether it be large-scale greenspaces like Rockefeller Park, smaller neighborhood parks, or city streets, public spaces must be well maintained, well used and programmed to bring together and meet the needs of residents.

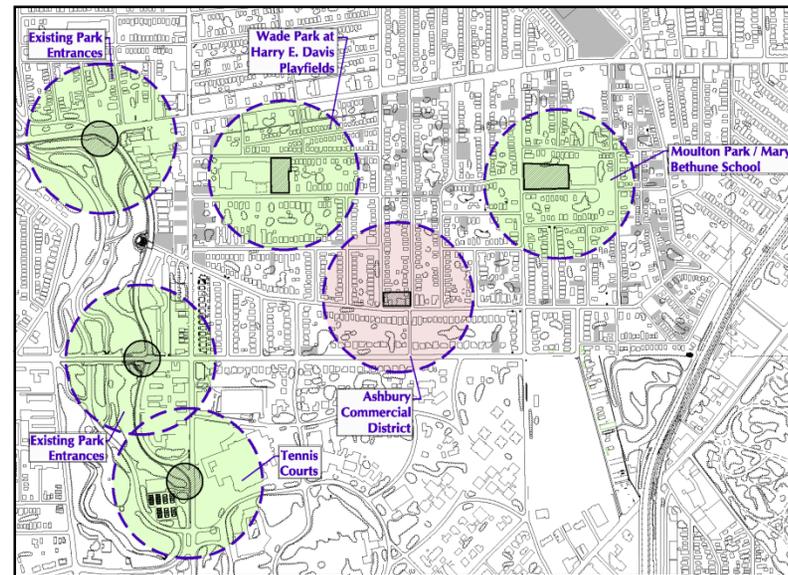


A STRATEGIC INVESTMENT INITIATIVE

Creating Activity Centers

It is critical that throughout a neighborhood activity centers, or places for people to come together and gather exist. Within the Glenville / Wade Park neighborhood there are a series of existing nodes that have emerged and serve as points of confluence for neighborhood residents.

Public park space and a neighborhood commercial district serve as the primary public spaces that represent natural gathering spots for the community. These include the Moulton / Scoutway Park at Mary Bethune School, the playfields at the Wade Park / Harry E. Davis School, the Ashbury Commercial District and the primary entrances to Rockefeller Park at Superior Avenue, Lee Avenue and East Boulevard. The following map shows the location of each within the neighborhood. The shaded circle surrounding each represents a quarter mile, or approximately five-minute walking radius.



Existing greenspace and activity centers that bring members of the community together



A STRATEGIC INVESTMENT INITIATIVE



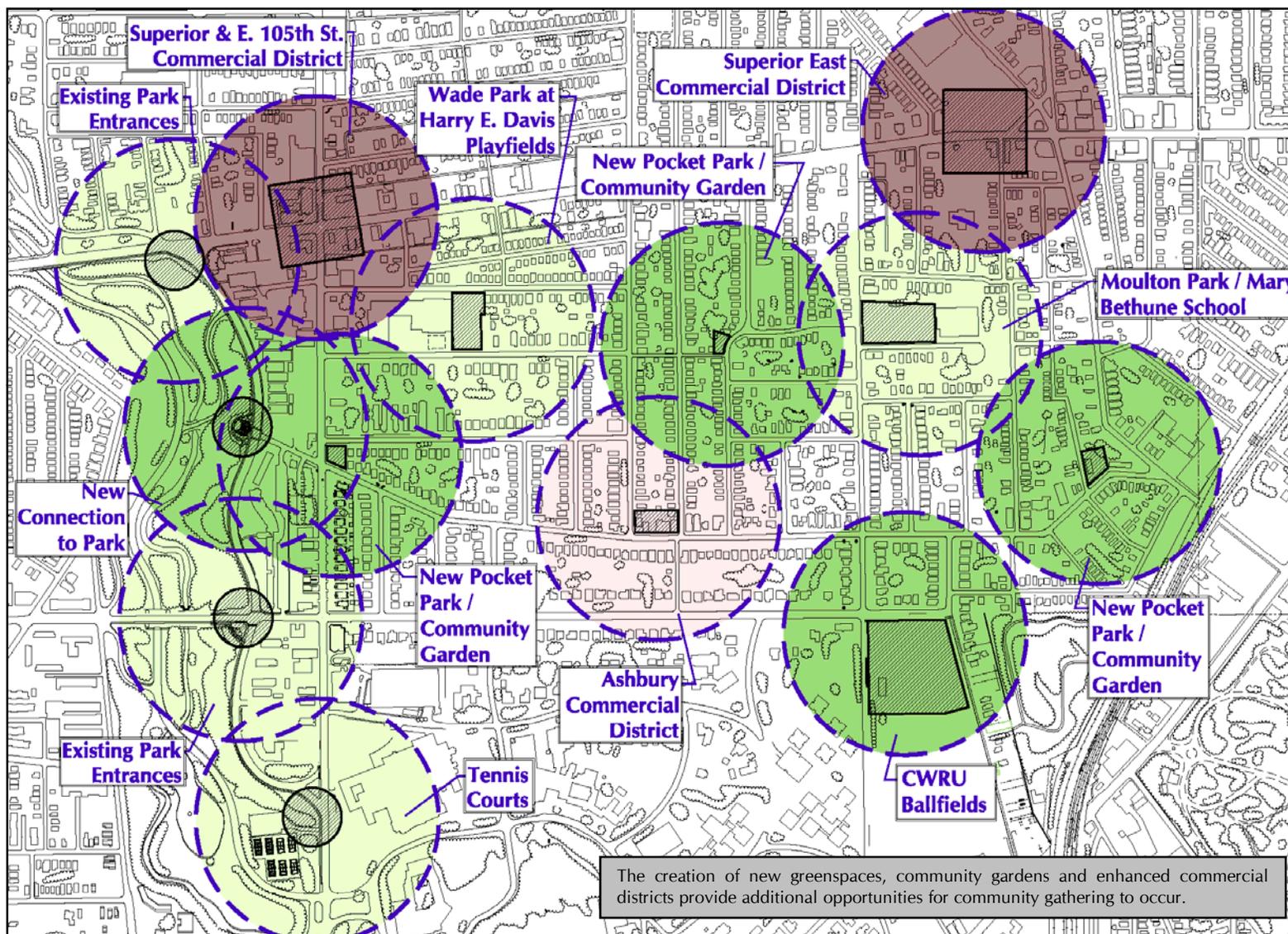
These neighborhood centers provide important resources for the community, but the locations of these neighborhood centers leave significant portions of the community outside five-minute walking radius that surrounds them. For this reason the vacant land inventory has also been overlaid onto this map, depicting areas in which opportunities exist to create new public gathering spaces within blocks that are currently more isolated from the existing ones.

Vacant land within the neighborhood is often viewed negatively, however it can also represent an opportunity for the neighborhood. As demonstrated on the map strategically placed vacant lots can be transformed into greenspace amenities such as pocket parks or community gardens carefully distributed amongst the blocks. The neighborhood map also depicts the location of a new greenspace amenity created by one of the local institutions with the playfields at Case Western Reserve University's new West Quad development at the southeast edge of the neighborhood. Also included is a proposed enhancement to the connection between the neighborhood and Rockefeller Park at Ashbury Avenue that will be discussed later in this report. Finally, the enhancement of two commercial nodes along Superior Avenue would provide another level of public gathering space that can provide places for the residents to gather, interact and get to know one another.



A STRATEGIC INVESTMENT INITIATIVE

GLENVILLE / WADE PARK





Youth Initiative Projects

The Famicos Foundation and Neighborhood Progress Inc. included neighborhood youth in its planning process, hiring them to collect data and community input through one-on-one interviews with residents to help identify the assets and liabilities of the community, conduct a walkability and bikability survey of the neighborhood and generate recommendations for Rockefeller Park. The CDC also obtained additional funding from NPI's collaborative grants from the Cleveland Foundation to expand this effort into a year round youth development program.

The youth Initiative Project was planned to create an opportunity to (1) have mutual communication between students and adults, and (2) hear the neighborhood's voices as part of the Strategic Investment Initiative Planning process being carried out by the Famicos Foundation. The " Neighborhood Life" interviews were conducted as an initial activity of Youth Initiative Project from February 21st to March 10th, 2006 at Deuteronomy 8:3 Café Books and Music, located at 1464 East 105th Street with the Cooperation of Ms. Mittie Jordan, the owner of the café.

Nine students were nominated to conduct the interviews with fourteen adults that live in the neighborhood. The following questions and summary responses allowed youth to develop an understanding of what other residents feel are important aspects of a neighborhood. A full summary of the interviews can be found in the appendix of this document.

1) What do you love about your neighborhood?

- Diversity, history, raising children and family, neighbors, location, Rockefeller Park and transportation.

2) If you could change one thing what would you like to change?

- Reduce crime, greater diversity, gentrification and relations between residents & institutions.

3) What places, services, businesses or amenities that make the neighborhood a great place to live?

- Shops, churches, restaurants, museums, parks and recreation centers.

4) What are places, services, businesses or amenities that need improvement?

- Security, apartments & vacant properties, sanitation of restaurants, community center & library.

A STRATEGIC INVESTMENT INITIATIVE

Rockefeller Park Enhancements – A Youth Planning Initiative

Through the Neighborhood Life Interviews a number of important issues came to light that groups of students then translated into planned improvements for the neighborhood. Within one of these initiatives students worked with landscape architects from McKnight and Associates to determine methods of enhancing the neighborhood's connections to the Rockefeller Park. Through this interactive process recommendations were made for enhancements that will attract a greater number of residents, both youth and adults, to use Rockefeller Park on a regular basis.

As per the drawing on the following page some of the youth's proposed improvements include:

- Additional pedestrian amenities
- New pedestrian connections into the park
- New Signage
- The restoration of Doan Brooke
- New Crosswalks
- A reading garden
- Open play areas
- A Woodland Path
- A park extension along Ashbury Avenue





Recommendations for improvements to Rockefeller Park that would benefit the neighborhood that resulted from the youth planning program. Drawing by McKnight & Associates Landscape Architects

A STRATEGIC INVESTMENT INITIATIVE

Providing for the Needs of Residents in the Neighborhood's Existing Greenspaces

Although the creation of new greenspaces and connections is important for the neighborhood, the ability for the existing parks and open spaces to successfully meet the needs of residents of all ages and backgrounds must also be carefully evaluated. For the purposes of this discussion the Moulton / Scoutway Park is used to demonstrate how specific enhancements can be made to an existing neighborhood amenity, allowing it to become a stronger piece of the neighborhood. The existing park is divided into two segments that lie adjacent to the Mary Bethune School and are surrounded by predominantly residential development. The park layout consists of a large open green, basketball courts and a walking path in one half and a large playground for the students of the school and tennis courts in the other section.

Through this public planning process, many comments were made concerning the need for additional amenities in the neighborhood's park spaces that would serve additional segments of the population. Without disrupting the amenities that Moulton / Scoutway Park currently provides for its users, certain enhancements can be added that provide some of the missing elements identified by participants in the planning process. These include such things as a shelter or location for family picnics, a skate park for the neighborhood youth, a tot lot for younger children and places to sit and gather for the older residents adjacent to the places where families and youth gather.

Also demonstrated within this rendering of Moulton / Scoutway Park are initiatives that can help to create a safer environment within the park, create a linkage between its two separate areas and build a stronger relationship between the park and the community. Good lighting in the evenings is essential to the creation of a safe and secure place that neighborhood residents will feel comfortable gathering in and want to use. Additionally, the physical linkage between the two sections of the park can be enhanced by creating a more pedestrian friendly environment through the use of street trees and special paving at the parking lot entrance to alleviate dominance of the street that currently characterizes the connection. This feeling of belonging can be further enhanced by the inclusion of such things as banners that provide community identity and utilizing the low concrete wall along East 115th Street as a blank canvas for a mural that can demonstrate the community's core values.



Existing Moulton / Scoutway Park



A STRATEGIC INVESTMENT INITIATIVE

Rendering of potential enhancements to Moulton / Scoutway Park



Improvements such as lighting banners and a community mural, can enhance a neighborhood's greenspace. By adding a picnic pavilion for families, a tot lot, state park and places for seniors to sit - residents from all ages can come together in the park.



Transportation and Infrastructure

Goal: Through transportation, infrastructure and programming initiatives enhance the connectedness of the neighborhood to its parks and its institutions.

Neighborhood infrastructure is an often-overlooked element in the creation of place within a neighborhood. Streets and the public right-of-way can no longer be viewed as simply a utilitarian element of city design that move an individual from one place to another. Streets and public spaces represent the public face of a neighborhood, and their upkeep and beautification demonstrate the level of caring and pride that a municipality and its residents have for Glenville / Wade Park. Developments and investments in the public sector often become a catalyst for additional investment in a neighborhood by private developers and property owners.

Attractive and well-balanced streets create places to effectively and safely meet the needs of multiple users ranging from pedestrians to bicyclists to vehicles and transit riders. Additionally, infrastructure and gateway enhancements at the entrances to the neighborhood and along its main streets are an excellent means of establishing the character of the neighborhood and demonstrating its defining characteristics and future vision to visitors that may be persuaded to one day become residents, business owners or employees of local companies. Aging and deteriorating streets, the potential to create a quality pedestrian environment, linkages to surrounding amenities and programming for public spaces must not be overlooked in the process of improving the quality of life within Glenville / Wade Park.



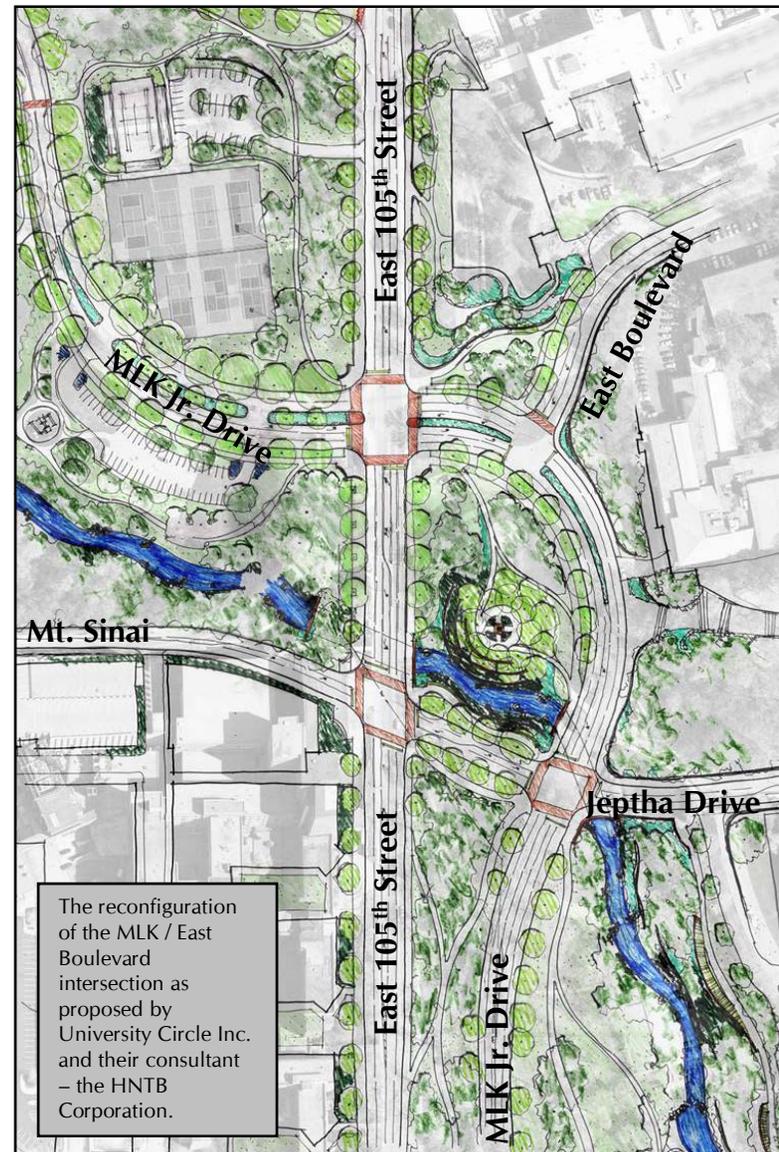
A STRATEGIC INVESTMENT INITIATIVE

Transportation for Livable Communities Initiative

The Northeast Ohio Areawide Coordinating Agency (NOACA) - an organization that manages infrastructure projects in the area – awards grants to municipalities for planning work that promotes the revitalization of public places through street improvements that support walking and biking as well as the use of the automobile. Two grants were awarded for studying the infrastructure of the neighborhood

University Circle Inc. led a study to determine improvements to the East 105th Street / East Boulevard / MLK intersection in light of the new development throughout the Greater University Circle area.

The Famicos Foundation was awarded the most recent grant for work pertaining more directly to Glenville / Wade Park neighborhood. The study will involve two main components. The first will be to determine potential impacts of the expansion of the VA Medical Center and how to ensure it will not negatively affect the residents. The second aspect of the study will be to determine methods of using any street enhancements to include improvements to pedestrian and bicycle connections throughout the neighborhood, to Rockefeller Park and to University Circle. This study, just beginning at the time of this publication, will focus primarily on East 105th Street and East Boulevard between the VA campus and Superior Avenue to the north – including the connections into the park and MLK at Wade Park and Superior Avenues.



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The Walkability and Bikeability Audit – A Youth Planning Initiative

The third portion of the youth initiatives involved in the Strategic Investment Initiative include a walkability and bikeability audit of the Glenville / Wade Park neighborhood.

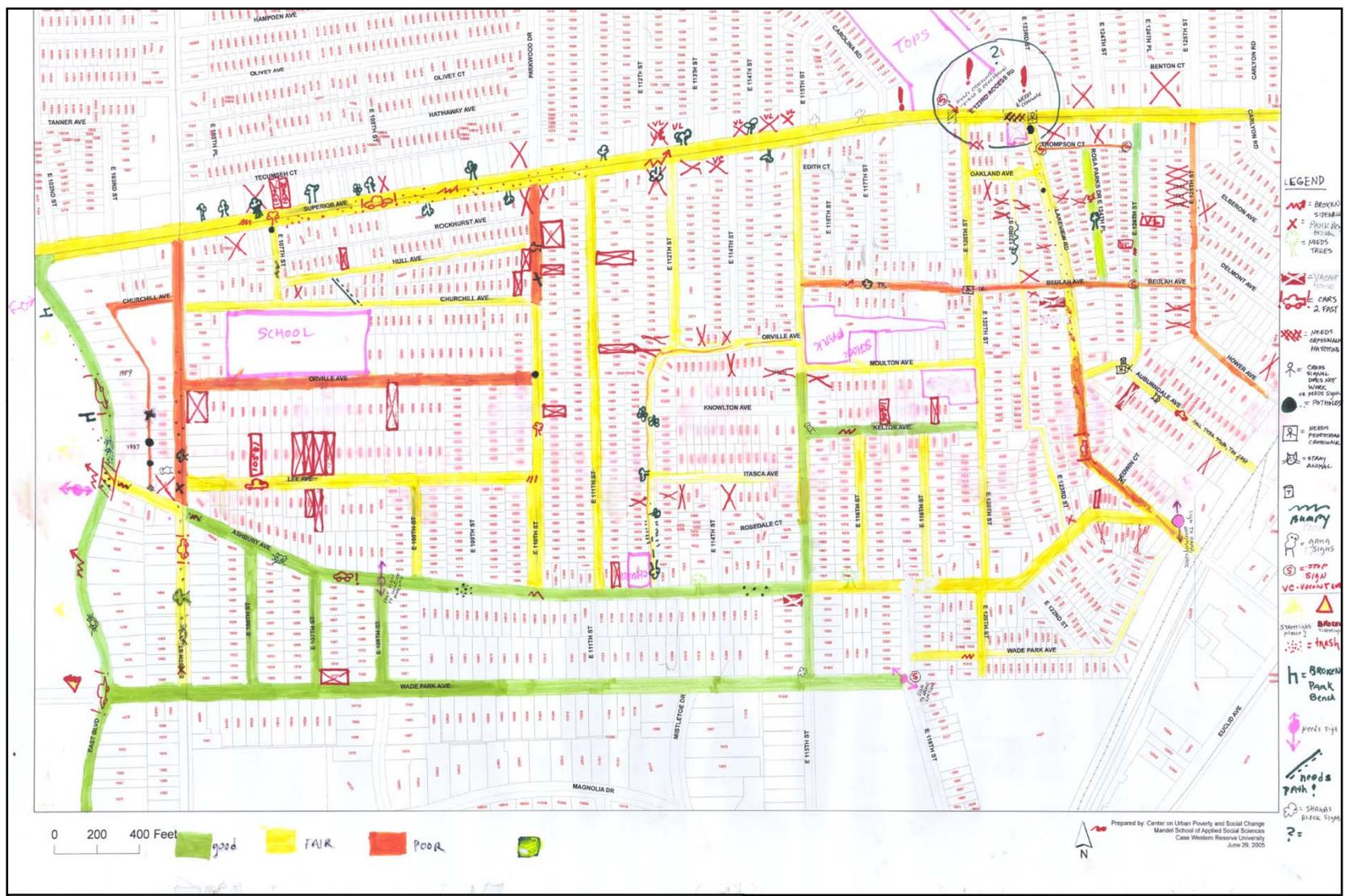
Within the walkability audit youth ranked the neighborhood streets based on such items as sidewalk condition, appeal, safety, traffic, location of school zones, potholes and crossings at intersections. Within each of these categories the streets are ranked between one and four (with four being the highest) and problems identified. The map on the following page (created by the youth) identifies the ranking of each street and locations of both positive and negative entities discovered along the routes.

The bikeability audit was performed in a similar manner. The youth worked with neighborhood residents and volunteers to analyze the neighborhood from the perspective of a bicyclist. Through this process they became aware of both the positive and negative aspects of the streets from a different point of view. Traffic, potholes, signage, curb cuts and locations of bike racks were all identified. Through this students were able to propose bike route through the neighborhood that takes advantage of streets well suited for bicyclists and link neighborhood amenities. The map produced showing the proposed path, amenities and problems to be addressed can be seen on page 50.



A STRATEGIC INVESTMENT INITIATIVE

GLENVILLE / WADE PARK



The youth volunteers walked and biked the streets to categorize them based on their condition

A STRATEGIC INVESTMENT INITIATIVE

As these routes and priority street improvement areas are determined, methodologies for creating safe and beautiful streets should be implemented throughout the neighborhood. These include such things as:



Repair broken / damaged sidewalks



Provide places to sit



*Provide a place for everybody
And everything*



*Parking spaces for
cars and bicycles*



*Plant new street
trees*



*Enliven the street
with signage and
open storefronts*



Enhance Neighborhood Gateways To Provide Welcoming Entrances Into the Community That Demonstrate the Community's Pride and Character

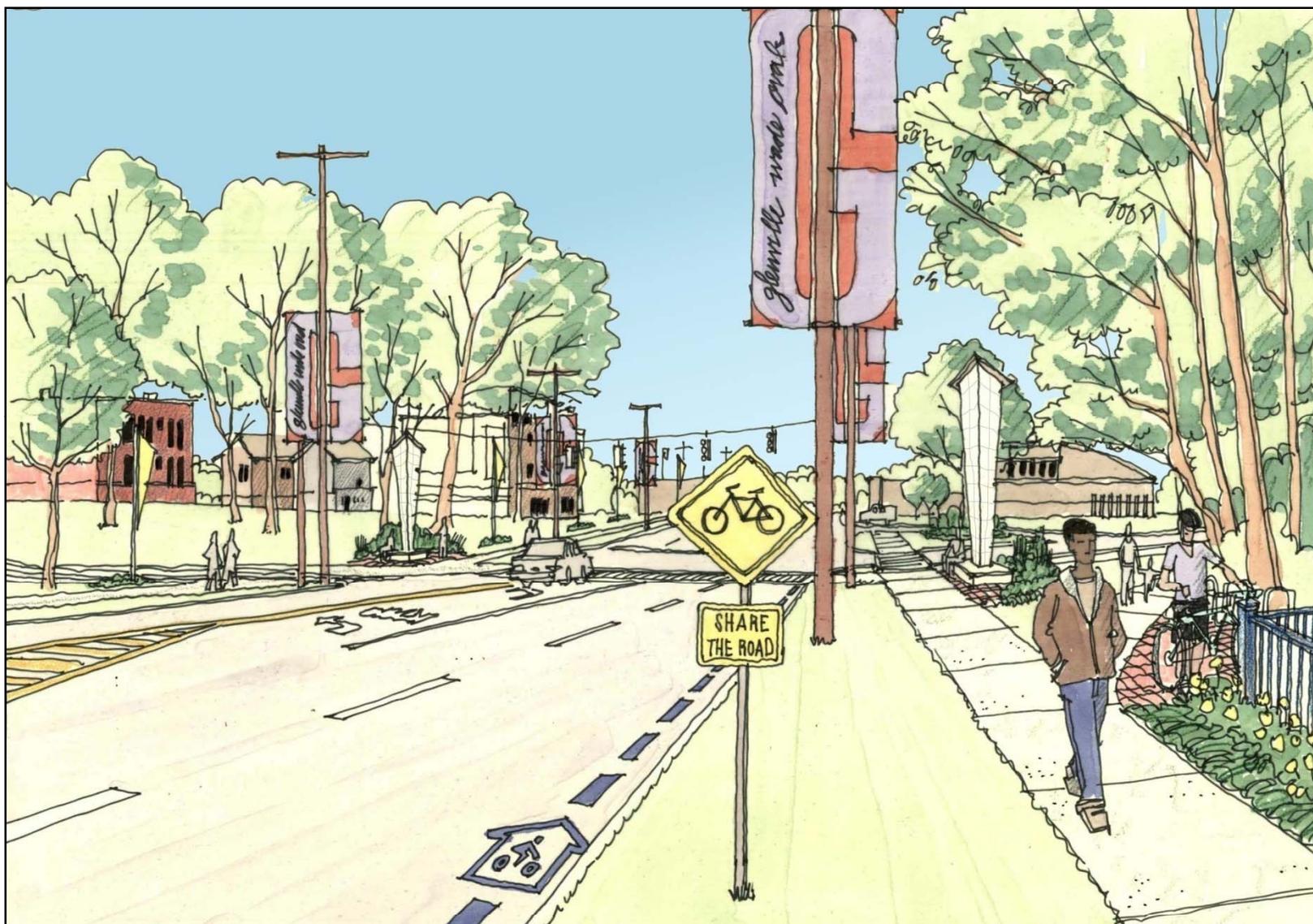
The gateways, or entrances, into the Glenville / Wade Park neighborhood from other places are important nodes to focus infrastructure investments. These places are the neighborhood's first chance to make an impression on visitors, and opportunities to express the character and values of the neighborhood. Surrounding the perimeter of the Glenville / Wade Park neighborhood a series of gateways exist at key intersections that should be targeted for infrastructure enhancements. These include the intersections of East 105th Street / East Boulevard and Wade Park Avenue / East 115th Street from the south, East Boulevard / Wade Park Avenue and East Boulevard / Superior Avenue from the west and Superior Avenue at the City of Cleveland / East Cleveland border from the east.



Existing gateway at Superior Avenue and East Boulevard

The sketch on the next page demonstrate how one of these gateways, the East Boulevard / Superior Avenue area, can be enhanced to encompass many of the recommendations for street enhancements discussed previously. Anchored by the Langston Hughes Library, an entrance into Rockefeller Park and the construction of the Parkview Townhomes, the gateway is located along the route of the bikeway that was proposed through the youth planning work. The gateway concept represents ways in which multi-modal transportation alternatives can be integrated into an aesthetically appealing atmosphere. The drawing shows the potential for signage indicating the route of the bikeway and the ability to work amenities such as bikeracks at the entrance to the park. Neighborhood signage, gardens and colorful banners not only enliven the pedestrian experience, but announce to those entering the neighborhood that they've arrived in a special place, in which the community has a great deal of pride.

A STRATEGIC INVESTMENT INITIATIVE



GLENVILLE / WADE PARK

Small enhancements at neighborhood gateways such as banners, places to sit, neighborhood markers and the promotion of multi-modal transportation options can demonstrate the values of the community to the residents and visitors.



Commercial Development

Goal: Promote commercial development around existing neighborhood nodes that serve the needs of residents while becoming a crucial link to creating an interactive urban community.

Within any neighborhood a strong mixture of commercial development is essential to support the many needs of its residents. Commercial development encompasses such uses as small scale specialty retailers, convenience retailers, entertainment and dining opportunities that serve both residents and visitors, as well as businesses and industry that help to create a strong job base. In many instances, each of these commercial development options requires different physical and economic characteristics to be viable.

Traditional commercial development patterns in Cleveland's older neighborhoods typically are linear in fashion, following the streetcar lines that ran throughout the City. As the City's population has decreased since the hey day of the streetcar lines, this pattern of commercial development is no longer necessary, and smaller nodes have continued to be viable along these original routes. Within the Glenville / Wade Park neighborhood Superior Avenue is the direct result of this type of development pattern with commercial nodes around the intersection of East 105th Street and between East 115th and 120th Streets. Smaller commercial center nodes that help meet local retail needs are also present at the intersection of East 105th and Wade Park Avenue and Ashbury Avenue between East 110th and 111th Streets. While recent fire has damaged some of the storefronts at East 105th Street and Wade Park, plans are in place to provide storefront spaces for retail on the first floor of the VA parking garage.



A STRATEGIC INVESTMENT INITIATIVE

Developing Strong Working Relationships with the Expanding Institutions

The Glenville / Wade Park neighborhood's location as a part of the Greater University Circle presents a myriad of opportunities for the neighborhood. Many of the businesses and institutions within the district are currently undertaking the planning for significant expansions, including the Cleveland Clinic, Case Western Reserve University, Cleveland Museum of Art, University Hospitals and most significantly for the immediate neighborhood the VA Medical Center. The consolidation of the VA Medical Center and the number of new employees and visitors that it will bring to the neighborhood will have a dramatic effect on the commercial development opportunities that will exist. Local commercial nodes will now have the potential to serve a much larger number of individuals.



This expansion not only brings with it the potential for new job opportunities for residents, but a new partnership between the VA and the community. It was through the residential participation in the planning process that a number of critical decisions were made such as the placement of the housing along East Boulevard, the design of the office tower to preserve and compliment University Towers and buffering the parking garage with lower scale buildings that provide storefront retail along East 105th Street. By involving residents, the VA design will preserve the character and pedestrian atmosphere of the neighborhood and provide the new retail space desired by the community.



Increase the Attractiveness and Vitality of Neighborhood Commercial Districts

One of the strongest characteristics of the development patterns of the Glenville / Wade Park neighborhood is its mixed-use, walkable atmosphere. Residents have cited the fact that they have the ability to walk to retail centers within their neighborhood that meet their day to day needs as a strength of the neighborhood. As a community these are places that must be preserved and enhanced.

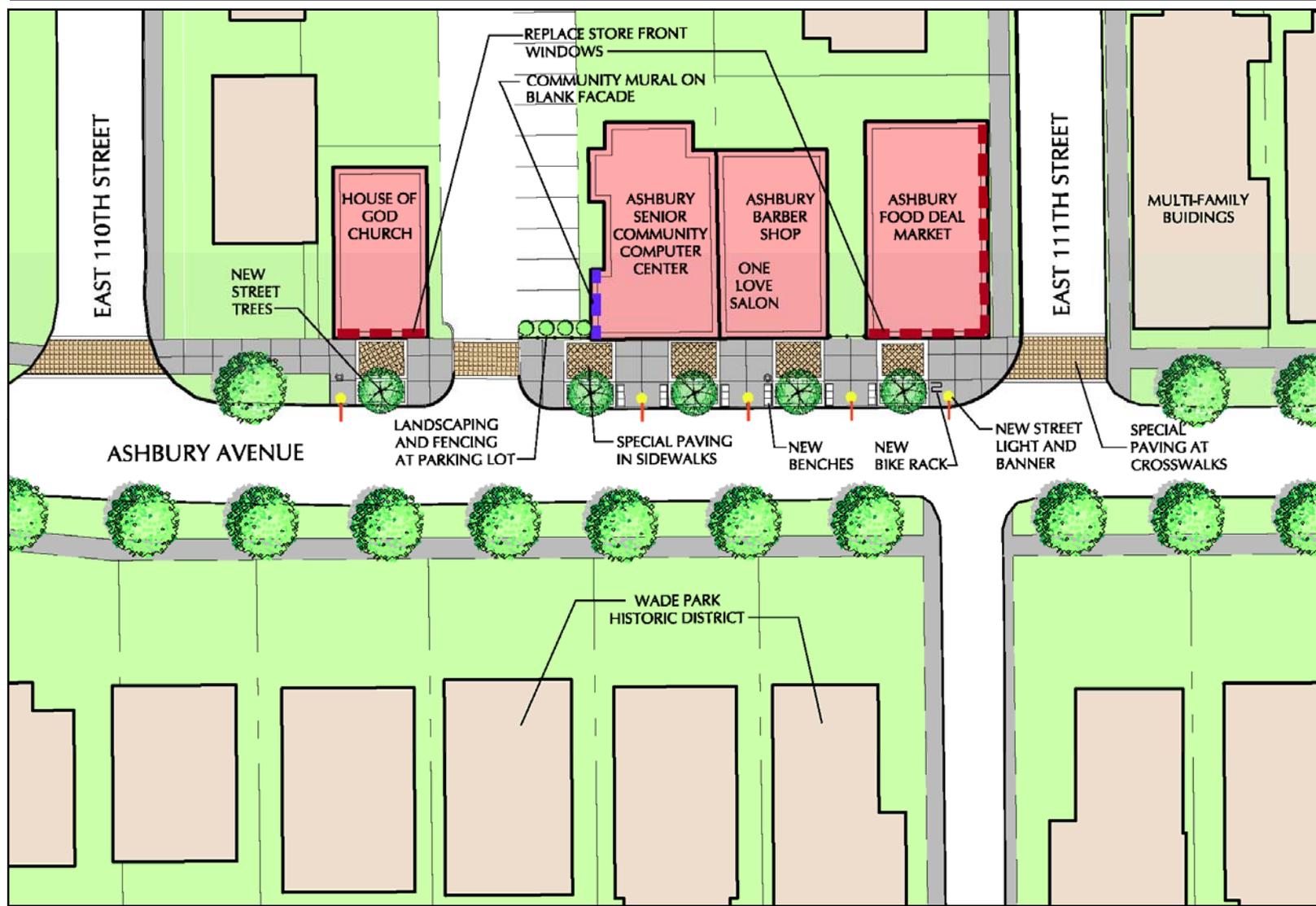
The following pictures and graphics demonstrate the existing conditions and potential improvement to one of the neighborhood's small but important commercial centers, located on Ashbury Avenue between East 110th and East 111th Streets. Although a smaller center than some of the others, this one block of commercial uses amid the historic homes of the Wade Park Historic District, newer infill homes and multi-family apartment buildings contains a mixture of uses that act as the town square of the neighborhood where old and young interact and the lessons are shared at the barber shop. These include the Ashbury Senior Community Computer Center, the House of God Church, Ashbury Barber Shop, One Love Salon and Ashbury Food Deal Market. However, despite vitality of this area, the physical conditions of the block are sparse in terms of pedestrian amenities and in need of enhancement.

Neighborhood commercial districts such as this can strengthen their appeal and draw in additional patrons through the provision of amenities such as bike racks that would allow for a greater range of people to travel to the stores, benches on the sidewalk for the seniors that visit the computer center and barber shop, street trees that provide shade for the benches and a screen between the pedestrians on the sidewalk and the cars in the street, special paving at crosswalks making it safer for pedestrians, light poles to illuminate the areas in which people naturally gather, trash receptacles to promote a cleaner environment, and special paving and banners that not only increase the appeal of the district but can serve as a part of a marketing campaign for the businesses. Additionally, it is imperative that the buildings contribute to the district to the same degree as the businesses they house through proper maintenance and upkeep, signage and the storefronts.



A STRATEGIC INVESTMENT INITIATIVE

GLENVILLE / WADE PARK



Enhancements to the environment surrounding the Ashbury Avenue Commercial District can help increase safety, create places for the community to gather and increase resident patronage of the businesses.



Partnerships to strengthen our shared neighborhood

Often when one discusses the notion of being a 'good neighbor' it is in relation to something that happens between two individuals. However, being good neighbors extends beyond just one-on-one interaction between residents. Being a good neighbor is something each person and entity that has a stake in a neighborhood, no matter what the level, must participate in. This includes the responsibilities of businesses and institutions to their clients and surrounding residents, as well as the responsibility of residents and neighborhood organizations to support and enhance the commercial businesses.

Ways of encouraging neighborhood businesses, residents, institutions and organizations working together to become good neighbors can include:

- **We must all partner to sweep and shovel our sidewalks, pick up litter & clean graffiti from our buildings as a demonstration of our pride in the community.**
- **Open and inviting storefronts with no boarded up windows make for a more attractive business district.**
- **We must work together to ensure there is adequate building lighting in public places for safety – particularly in the back and sides of lots.**
- **Encourage businesses to attend block club / neighborhood meetings.**
- **Collaborate with other business owners and the CDCs to create inviting commercial districts.**
- **Partner to create incentive programs that encourage patronage for neighborhood businesses.**
- **Neighborhood wide collaboration to become acquainted with residents (youth & adults), stay alert to problems & help to develop solutions.**
- **The Famicos Foundation, University Circle Inc., Glenville Neighborhood Development Corporation, Northeast Neighborhoods Development Corporation and Garrett Square Development Corporation must continue to strengthen their partnership to work collaboratively for the betterment of the neighborhood.**
- **Cleveland Public Art and ParkWorks have become active partners in the beautification and programming of neighborhood parks and public space.**

A STRATEGIC INVESTMENT INITIATIVE

Residential Development

Goal: Through new housing development and historic preservation Glenville / Wade Park should maintain its place as a strong residential neighborhood that both supports and is supported by its connectivity to the surrounding amenities.

The residential offerings of a neighborhood can, in many ways, dictate the way in which a neighborhood grows, evolves and the level of its success over time. Attracting and retaining existing residents of all ages, household size and income levels is essential in an increasingly diverse neighborhood like Glenville. If the housing stock within the neighborhood is limited by a lack of diversity in its typologies or poorly maintained it will decrease the attractiveness of the neighborhood to prospective residents. In the long term this will drive existing residents away due to the housings' inability to meet their changing needs or frustration with the conditions of homes that are not well kept or vacant.

The majority of the housing within Glenville / Wade Park was designed and built in the first half of the 20th century for the traditional family. However, as recent demographic information showed the traditional family is only a segment of the many types of residents that call the neighborhood home. Through new construction and redevelopment, housing typologies must be added to the neighborhood that meet the needs of smaller families, empty-nester couples, young professionals and older residents that consider Glenville their home but can no longer maintain a large, single-family residence.

A neighborhood must retain a strong and vital base of housing that reflects the lifestyles of its residents and provides an attractive and inviting front to its residential blocks in order to retain and attract a diverse population.





Preserving the Residential Housing Supply

The age of the typical single-family and multi-family residential buildings within Glenville / Wade Park plays a crucial role in the success of the neighborhood. The older buildings, while characterizing the look of the dense, urban blocks that make up the neighborhood require a certain level of maintenance and upkeep. It is crucial that residents, whether owners or renters, continue to do such things as paint their homes, repair damaged roofs or windows, mow their lawns and landscape their yards. In many cases residents require assistance with the costly upgrades that are required for the buildings. In these instances the programs that are available to assist residents must be brought to their attention.

Within the Glenville / Wade Park neighborhood there have been recent examples of how the historic preservation of neighborhood buildings can have a profound impact on the perception of the neighborhood, both from the standpoint of residents as well as visitors. The Heritage Lane Homes project that is currently underway entails the complete restoration of 13 abandoned and dilapidated duplexes along a single block of East 105th street into single-family homes that embody the historic qualities and charm of the neighborhood. The preservation of these structures have become a catalyst for additional new development along the street. Due to the nature of the Historic Districts that are within and surrounding the neighborhood, this project has gained attention and recognition nationwide for the neighborhood through the television channel HGTV and the National Trust For Historic Preservation's Restore America award.



A STRATEGIC INVESTMENT INITIATIVE

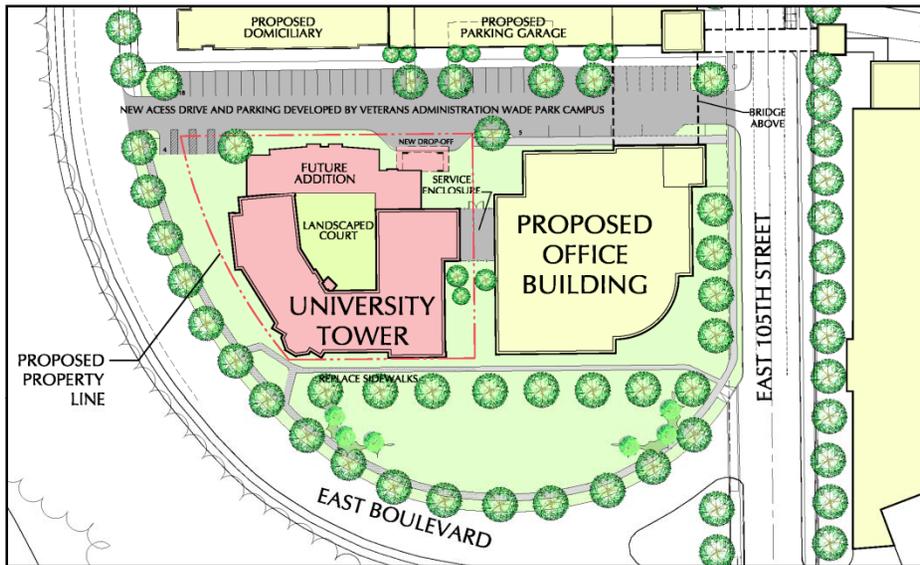
However, previous renovations to some of the neighborhood's houses have not been as successful and have stripped them of their historical architectural integrity. This is a practice that should be discouraged in an effort to preserve the values and heritage of the neighborhood. Such decisions as painting versus the use of vinyl or aluminum siding, the retention of porches, the sizing and proportion of replacement windows, and the preservation of interior and exterior ornamental detailing are crucial to a successful rehabilitation effort. Homeowners are strongly encouraged to participate in home renovation programs and improvement loan funding sponsored by numerous organizations. Additionally, The Restoration Society has published *The Boulevard Neighborhoods Of Cleveland: Guidelines For Preserving Historic Architecture* and the Ohio City Near West Development Corporation has published a book in conjunction with Alan Charles Fodor, AIA entitled *Those Wonderful Old Homes: A Handbook for Homeowners* that provide a series of guidelines and pictorial descriptions of various architectural housing typologies and renovation techniques for homes similar in age and character to those in Glenville / Wade Park's historic district.

Assistance opportunities available to residents for the preservation and maintenance of their homes include the following:

- **Key Bank – Urban Assist Home Loan Program**
- **Famicos – home repair grant programs**
- **NPI / City of Cleveland – Model Blocks Initiative**
- **Charter One – UpTown Initiatives**
- **Cleveland Restoration Society – guidelines, technical assistance and low interest renovation loan programs**
- **Cuyahoga County – potential new tax deferment program**
- **Historic Preservation Tax Credits for rental properties**
- **Neighborhood Housing Services**
- **Family Emergency Home Repair Grants – Ohio Department of Development**
- **CASH – Cleveland Action to Support Housing**



University Tower



The proposal to renovate the University Tower project is the direct result of what can be possible when strong partnerships with the surrounding institutions are formed. University Tower, a senior and disabled apartment tower reminiscent of the grand buildings bordering New York City's Central Park, is proposed to undergo a comprehensive renovation in conjunction with the expansion of the VA Medical Center within Glenville / Wade Park.

The exterior of the building facing Rockefeller Park and the Cultural Gardens would be preserved within the scope of the project, and the building integrated into the site plan for the hospital, allowing a new driveway / drop off entry to be constructed as well as a new entry and community rooms that would serve the residents. The upper floors of the building will retain the affordable units in which resident's rents equal thirty percent of their income. However the current proposal will also call for the renovation of the units to ensure residents are provided with the most up to date amenities.

A STRATEGIC INVESTMENT INITIATIVE

Model Blocks Initiative

As the Anchor Project of this Strategic Investment Area, the Heritage Lane Master Plan can not single handedly change the economics of the whole neighborhood and its impact and success can be undercut if the surrounding blocks are and remain deteriorated. As a part of this Strategic Investment Initiative the Famicos Foundation is therefore mounting a carefully orchestrated set of collateral developments nearby, including home repair, streetscape improvements, vacant property reclamation, and green space development. To demonstrate the potential of these smaller-scale improvements to the neighborhood's residents and homeowners, and to buttresses the neighborhood's marketing efforts to potential newcomers.

The Famicos Foundation is currently undergoing its second model block initiative. The first, completed last year, focused on properties along historic Wade Park Boulevard between East 105th and East 111th Streets. Based on its success, funding was established through which a second set of properties could also be targeted for improvements. The latest model block initiative is taking place along Ashbury Avenue, also between East 105th Street and East 111th Street.

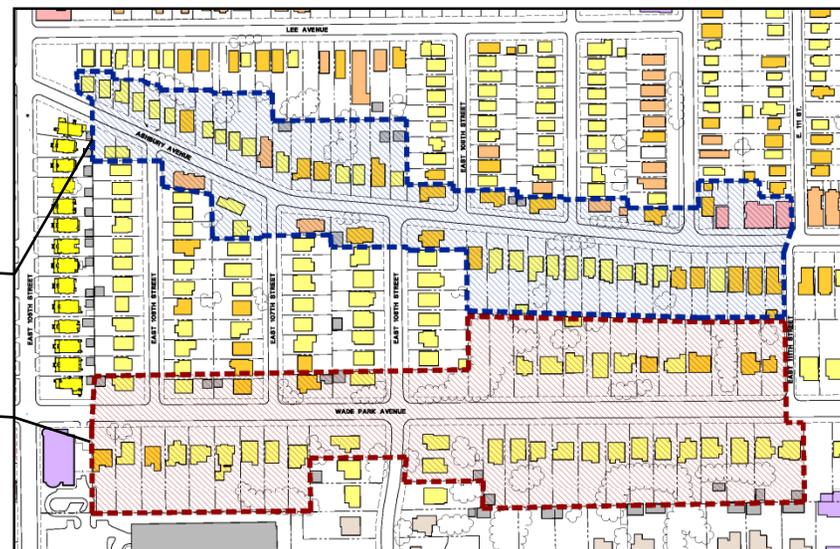


A home within the model blocks area in that underwent landscaping and entry enhancements



Current
Model Block
Initiative

Previous
Model Block
Initiative





Utilize vacant land within the neighborhood to improve and diversify the available housing typologies

Within the existing conditions analysis of the Strategic Investment Initiative a comprehensive list of vacant land and buildings was compiled. It is a goal of this initiative to change the perception of vacant land throughout the neighborhood. As is often the case, vacant land can be seen as a detraction to the aesthetics, safety and overall appeal of a neighborhood. However, as the following drawings will demonstrate consolidated parcels of vacant land can become an asset for a neighborhood if a comprehensive plan for their reuse is implemented.

Within this example a series of blocks were identified that are within an intact and attractive portion of the neighborhood, and are adjacent to neighborhood amenities such as the Mary Bethune School and Moulton / Scoutway Park. Although infill development has occurred within the immediate area, the three blocks used within this example have a significant number of vacant parcels and buildings, that when viewed as a whole represent a number of potential investments for the area.

The first example for the reuse of vacant parcels shows how in accordance with the residential development in the surrounding blocks new single-family homes can be constructed between the existing single-family homes. However, the lots proposed in this drawing have been enlarged from those that previously existed within this portion of the neighborhood, allowing new construction to accommodate the larger yards and garages that are attractive to contemporary families. The redistribution of the vacant parcels through lot splits between adjacent property owners can also benefit existing residents in that a portion of the vacant property can be transferred to their ownership, effectively decreasing the density of the neighborhood while increasing the value of their property. In addition, oddly proportioned or single parcels can become neighborhood gathering spots through their conversion into community gardens or pocket parks adopted by residents. In light of the fact that the City of Cleveland was originally built to house a significantly larger number of residents than the current population, methodologies for rethinking appropriate usage of land such as these are appropriate throughout the neighborhood.

A STRATEGIC INVESTMENT INITIATIVE

While the development of single-family homes is in accordance with the surrounding blocks, the second example shown here demonstrates how these same groupings of vacant parcels can also represent the opportunity for the Glenville / Wade Park neighborhood to begin to diversify the housing options for residents. As discussed earlier, many individuals and families may want to remain in the neighborhood, but do not want one of the large single-family homes that characterize the majority of the housing options. Vacant tracts of land offer residential developers the ability to construct units on smaller, easier to care for footprints such as townhomes or condominiums. These units are often attractive to households that are made up of nontraditional families, such as empty-nesters, young professionals, or smaller single parent families.

Successful urban neighborhoods will not limit new infill housing construction to either single-family infill homes or the smaller townhome and condominium units. As these drawings demonstrate in this example both styles of new construction are possible within existing residential blocks, and a mixture is encouraged to provide for the diversity that exists within Glenville / Wade Park.



The consolidation of vacant land and buildings within a portion of the neighborhood creates new development sites.



Single family infill development can occur on large lots that will allow for the desires of contemporary home owners. Existing residents can benefit from lot splits providing them with property from adjacent land or the creation of community gardens.

A STRATEGIC INVESTMENT INITIATIVE



Vacant land can be used to allow for large development sites and the diversification of the housing units within the community.

GLENVILLE / WADE PARK

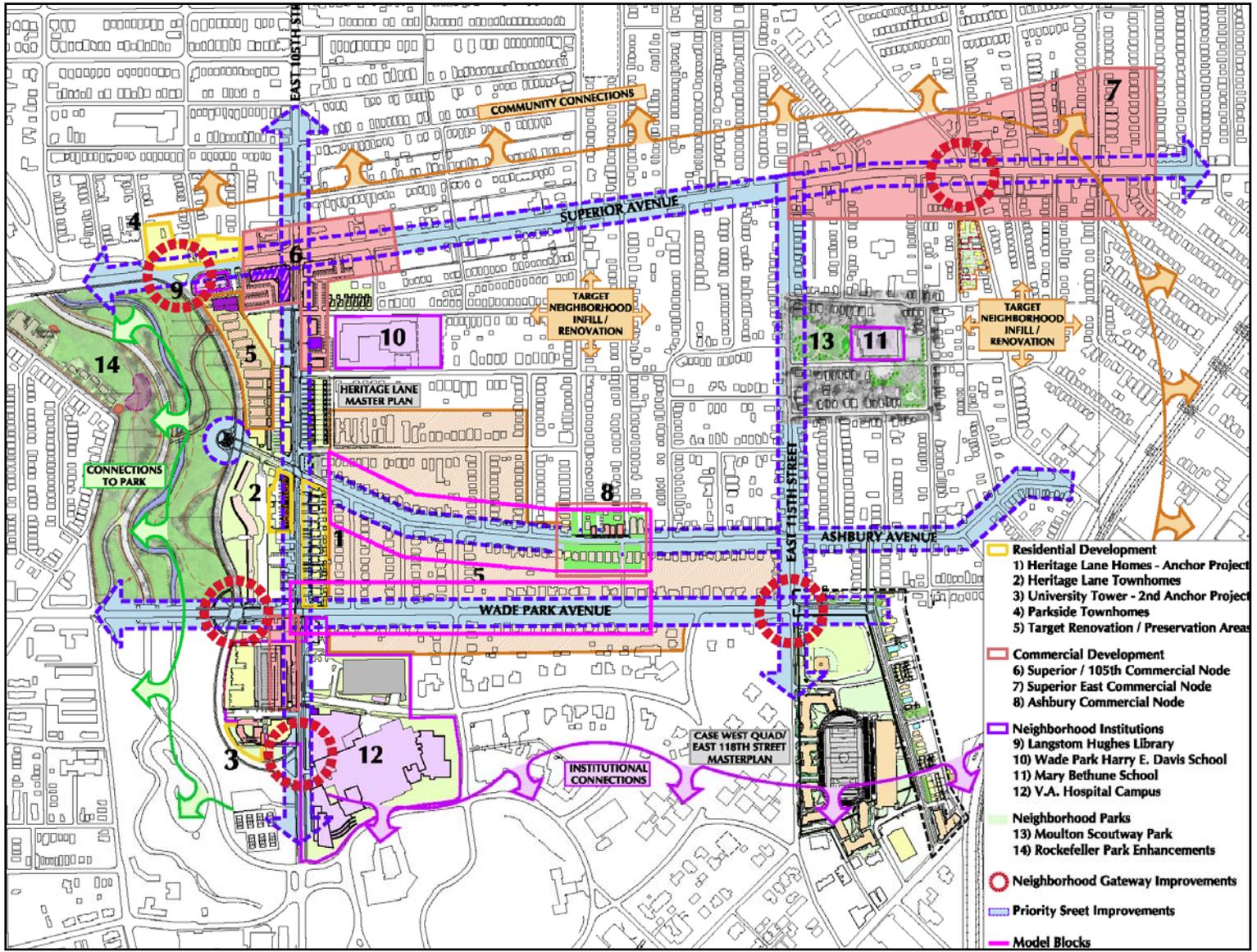


Creating a Complete Neighborhood

When viewed on their own, each of the six goals and the associated activities outlined in this report has their own merits that build toward the betterment of the neighborhood and creating a stronger sense of place. However, it is when each of the activities illustrated here are viewed in the conjunction with those outlined in the full workplan in the next chapter of this report that the Glenville / Wade Park neighborhood's true potential as a 'neighborhood of choice' becomes apparent. Each and every effort, be it big or small, that an individual or organization makes to create a stronger, safer, better connected neighborhood becomes a piece of a larger puzzle, that when assembled embodies the social and physical aspects of a great community.

A STRATEGIC INVESTMENT INITIATIVE

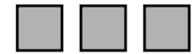
GLENVILLE / WADE PARK



- Residential Development
 - 1) Heritage Lane Homes - Anchor Project
 - 2) Heritage Lane Townhomes
 - 3) University Tower - 2nd Anchor Project
 - 4) Parkside Townhomes
 - 5) Target Renovation / Preservation Areas
- Commercial Development
 - 6) Superior / 105th Commercial Node
 - 7) Superior East Commercial Node
 - 8) Ashbury Commercial Node
- Neighborhood Institutions
 - 9) Langston Hughes Library
 - 10) Wade Park Harry E. Davis School
 - 11) Mary Bethune School
 - 12) V.A. Hospital Campus
- Neighborhood Parks
 - 13) Moulton Scoutway Park
 - 14) Rockefeller Park Enhancements
- Neighborhood Gateway Improvements
- - - Priority Street Improvements
- - - Model Blocks



The Workplan



Next steps for building a better community

Prioritize

Community updates

Engage partners

Determine funding

Empower residents

Implementation



The Workplan

The heart of this Strategic Investment Initiative is the workplan that has been developed. The workplan is a document that organizes all of the proposed activities that have resulted from this community process and current activities that the Famicos Foundation and other organizations are undertaking into categories corresponding to each of the six goals. Within each goal the workplan is further subdivided to group related activities based on different objectives or methods of accomplishing the goal.

The workplan is a chart that becomes crucial to the neighborhood for developing implementation strategies. The chart provides the opportunity to determine potential community partners, whether an activity requires a new program or can be part of an ongoing initiative and the potential for prioritizing an activity and delineating a proposed timeline.

Due to this dynamic nature of the workplan, the chart is not meant to be something that is only referred to in the context of this report. The workplan chart is a document intended to be continually updated to reflect the changing needs and issues that affect the neighborhood and its residents. For many residents, some of the information contained within the chart will mean very little, but such columns as partnership opportunities and project status are items that are necessary to convey to involved community members to keep them informed of what is happening within their neighborhood to retain their support in creating a better place to live.

One of the most critical pieces of the work plan is the ability to establish partnerships with other entities that can help to accomplish goals and make the activities a reality. While the Famicos Foundation will play a role in each activity that is initiated, other organizations may have a particular expertise or specialty that will allow them to take a strong leadership role. The relationships that are building with the advent of the Greater University Circle planning community and the other development corporations working within Glenville are resources that this neighborhood must utilize to achieve its goals. Tapping into the vast array of knowledge and drive that many organizations and community members have to offer will ensure that Glenville / Wade Park will be able to leverage the resources they have available to their greatest extent.

The following is the workplan that was developed as of the completion of this plan in April 2007:

A STRATEGIC INVESTMENT INITIATIVE

The following is the workplan as it stands at the completion of this report:

Goal 1: Capitalize on neighborhood greenspace resources to enhance neighborhood identity			Current, Expansion, or New
Objective 1		Create programs for specific individuals or entities sponsor/upkeep public spaces.	
	Activity 1	Encourage block clubs to adopt vacant lots within their area as pocket parks, or community gardens	New
	Activity 2	Establish a "Clean Graffiti" and/or "Clean Litter" Patrols and sponsor neighborhood cleanup days	New
	Activity 3	Award residents and businesses who take an active role in keeping their neighborhood clean.	New
	Activity 4	Promote beautification through a "no littering campaign" advertised on flyers and billboards	New
	Activity 5	Increase the number of garbage cans and emptying days at high litter locations	New
Objective 2		Use greenspace to bring people together and to link people to the resources of the neighborhood.	Current, Expansion, or New
	Activity 1	Create activity centers in areas of the neighborhood where the community is already gathering (e.g., Mary Bethune school & park; Ashbury Sr. Computer Center, Superior Ave.)	New
	Activity 2	Work with neighborhood schools, child care facilities and churches to have safe places for children and their parents to play and enjoy.	Expansion
	Activity 3	Create neighborhood-specific kiosks for posting information about events and activities taking place in the neighborhood, Rockefeller Park, etc.	New
	Activity 4	Establish walking clubs that use Rockefeller Park, East Boulevard and other areas of the neighborhood as their routes.	New
	Activity 5	Use blank walls of buildings for neighborhood murals developed by local artists and youth.	New



Goal 2 - Create and Maintain a Safe and Secure Neighborhood			Current, Expansion, or New
Objective 1		Promote and support facilities and activities that keep youth safe, off the street and involved in productive activities.	Expansion
	Activity 1	Police and fire stations could offer safety courses to youth and residents.	New
	Activity 2	Support existing Cory Recreation Center and other existing centers that provide youth with safe, fun, recreational and educational activities.	New
	Activity 3	Expand the Youth Leadership Development program operated by Famicos, Restoration Source, Inc. and other partners.	Expansion
	Activity 4	Create strategies to prevent gang involvement and violence by examining programs in other neighborhoods and seeing what could be successful here.	New
	Activity 5	Seek out a youth outreach worker from the community that can communicate well with youth and engage them.	New
Objective 2		Build trust among residents and improve the effectiveness of police through strong partnerships with residents, Councilpeople and Police Districts	
	Activity 1	Establish neighborhood patrols/block watch programs throughout neighborhood.	New
	Activity 2	Hold regular meetings between Cleveland Police District Commanders, residents and Councilpersons.	Expansion
	Activity 3	Identify neighborhood crime "hot spots" and work with police to strengthen patrols in these areas; work to improve lighting in these areas.	New
	Activity 4	Create innovative ways to increase police presence, including partnership with VAMC, Case and/or UCI police forces.	New
Objective 3		Increase residents sense of security	
	Activity 1	Improve lighting in areas of the neighborhood, including streetlights, building lights and yard lights.	Expansion
	Activity 2	Host a "take back the evening" event to encourage people to turn off their tv and be outside on the streets with their neighbors.	New
	Activity 3	Hold porch-light campaigns to encourage neighbors to use their lights and to use their porches to connect to each other.	New
	Activity 4	Use defensible space approaches to improve security, including fencing, landscaping, lighting, etc.	New
	Activity 5	Explore strategic use of security cameras to enhance security.	New
	Activity 6	Establish a small "Crime-Free Zone" that focuses efforts of police, residents, social service agencies to reduce crime in a significant way within the Zone. Expand the size of the Zone over time.	New
Objective 4		Involve businesses, churches and institutions in security efforts.	
	Activity 1	Encourage businesses and churches to participate in lighting campaigns.	New

A STRATEGIC INVESTMENT INITIATIVE

Goal 3 - Transportation, Infrastructure & Programming--Enhance connectedness of the neighborhood to its park and its institutions.			Expansion, or New
Objective 1		Improve the walkability and bikeability of the neighborhood.	
	Activity 1	Incorporate the walkability and bikeability audits completed by the youth into all transportation and physical planning.	Expansion
	Activity 2	Complete the Transportation for Liveable Communities Initiative planning project.	Current
	Activity 3	Work with the Councilpersons, NOACA and City officials to improve the appearance, condition and functioning of East 105th Street.	Expansion
	Activity 4	Work with stakeholders to improve the pedestrian access to University Circle, including improvement of E. 105 Traffic Circle and more significant crosswalk at E. 118 and Wade Park Avenue.	Expansion
Objective 2		Reinforce neighborhood identity through streetscape design.	
	Activity 1	Integrate common themes throughout streetscape, including lighting, crosswalks etc.	Expansion
	Activity 2	Use streetscape improvements to enhance and identify neighborhood gateways.	New
Objective 3		Link the neighborhood to its assets and nearby institutions.	
	Activity 1	Use signage to identify and locate neighborhood assets (the Park, the Cultural Gardens, Ashbury Computer Ctr., the Library, Cory Rec Ctr., the institutions in UC).	New
	Activity 2	Assess RTA routes to ensure the neighborhood has adequate service within and outside of the neighborhood.	New
	Activity 3	Work with RTA to create a stop of the University Circulator along Wade Park.	Expansion
	Activity 4	Work with RTA on possibly expanding the St. Clair Circulator to the neighborhood.	Expansion
	Activity 5	Work with Case Western Reserve University to expand use of the Case Community Card, so that residents have access to campus fitness and other facilities.	New
	Activity 6	Work with University Circle, Inc. and ParkWorks on the Rockefeller Park master plan to include more physical connections, including bikepaths and walking trails, to the Park from the neighborhood and to improve or add facilities that neighborhood residents want to use.	Current
	Activity 7	Encourage museums to have programs that highlight the neighborhood's contributions to history, culture, the arts, etc. and to provide special incentives for residents to attend.	New



Goal 4 - Commercial Development			Current, Expansion, or New
Objective 1		Develop partnerships with CDCs and institutions to strengthen neighborhood businesses.	
	Activity 1	Work with the Councilpersons, UCI, City officials and the VAMC to maintain local businesses on East 105th Street.	Current
	Activity 2	Publicize neighborhood businesses in Famicos, UCI, Glenville, NNDC and Garrett Square publications.	Expansion
	Activity 3	Continue to advocate for Storefront Renovation Program funds to be available on East 105th Street, south of Superior Avenue.	Current
Objective 2		Create an environment that fosters good business-resident relationships.	
	Activity 1	Work with business owners and residents to establish standards that can help businesses be good neighbors to residents.	New
	Activity 2	Work with businesses to create an incentive program that encourage residents to patronize neighborhood businesses (eg. "Restaurant Rewards").	New
	Activity 3	Work with business owners to jointly promote their businesses.	New
Objective 3		Create employment opportunities for the youth and adults in the neighborhood.	
	Activity 1	Work with the Cleveland Botanical Gardens to develop a Green Corps program that provides youth paid employment and educational opportunities.	New
	Activity 2	Connect residents with employment opportunities in University Circle and its institutions through job fairs, listing jobs in Famicos newsletter and website listings.	New
	Activity 3	Work with UCI to expand the "Future Connections" program to provide summer jobs to youth within University Circle institutions.	Expansion

A STRATEGIC INVESTMENT INITIATIVE

Goal 5 - Community Building			Current, Expansion or New
Objective 1		Hold events that bring people together and strengthen neighborhood fabric.	
	Activity 1	Use community gardening as a way to bring youth and seniors together.	New
	Activity 2	Establish "meet and eat" programs to encourage gathering and sharing among neighbors.	New
	Activity 3	Use the Cultural Gardens and Rockefeller Park to hold neighborhood events.	
Objective 2		Strengthen existing groups and organizations in the neighborhood.	
	Activity 1	Get neighborhood institutions such as churches and schools involved with block clubs	Expansion
	Activity 2	Strengthen Neighbor-to-Neighbor, HEBBCA, and other block clubs through membership drives and expanded programs	Current
	Activity 3	Sponsor sporting events/competitions to bring block clubs together	New
	Activity 4	Strengthen or help start resident councils at the multi-family properties in the neighborhood, including Park Place, Doan Classroom Apts., etc. Encourage interaction and communication between resident councils and block clubs.	New
Objective 3		Improve communication among residents and between residents and neighborhood organizations.	
	Activity 1	CDC Community Organizers and Directors should meet regularly to share information and provide seamless service to residents.	Current
	Activity 2	Host Annual Summit Meeting of all Block Clubs to discuss issues	New
	Activity 3	Develop a package of neighborhood information to give to new residents about the neighborhood to welcome them, demonstrating our values to new residents and a better understanding for the differences between new and long term residents	Expansion
	Activity 4	Expand communication to residents through regular e-mails, flyers or newsletters informing them of programs, events and status of projects.	Expansion
	Activity 5	Work with residents to develop a phone tree or "round robin". This will help individuals without e-mail and is more personal (and successful) than flyers and mailings.	New
	Activity 6	Partner with the Sight Center for alternative ways of distributing neighborhood news to seniors and disabled persons.	New
	Activity 7	Create a community scorecard, through use of the BCLU database, to track the number of vacant lots and houses. Establish benchmarks and report on the progress annually.	Expansion
	Activity 8	Establish a committee of neighborhood representatives that can act as an interface between the institutions and the neighborhood and take part in decision-making.	New
Objective 4		Use Marketing to build image and neighborhood loyalty	
	Activity 1	Promote the community image campaign; determine our assets and promote them to the region	New
	Activity 2	Regularly update residents on assets and successes within the neighborhood through a regular, widely distributed newsletter, and promote the positive things that are happening	Expansion
	Activity 3	Utilize neighborhood kiosks to showcase the neighborhood assets--visitors and residents can both learn about new places	New
	Activity 4	Install banners on the light poles along Wade Park Avenue to promote the neighborhood. Have a competition for the design in which local artists and youth participate.	New



Goal 6 - Housing & Historic Preservation			Current, Expansion, or New
Objective 1		Develop a variety of housing products/incentives in specified locations within the neighborhood.	
	Activity 1	Historically rehabilitate and preserve the affordability of University Towers for seniors and disabled persons.	Current
	Activity 2	Begin to develop a strategy for rehabilitating troubled, vacant properties on Lee Avenue.	New
	Activity 3	Provide comprehensive listings of vacant lots to neighborhood residents that are interested in building a home. Provide detailed information on home building and City Land Bank processes.	New
	Activity 4	Identify specific abandoned properties for acquisition, rehabilitation and sale.	Expansion
	Activity 5	Work with multi-family property owners to address their issues, so that their buildings can be maintained, attractive and good neighbors.	New
	Activity 6	Study and possibly refine boundaries of historic districts to make sure they are inclusive of historic properties.	Expansion
	Activity 7	Market housing in the neighborhood to University Circle employees and users.	Expansion
	Activity 8	Advocate for homebuyer and home repair incentives for University Circle employees to use in the neighborhood.	Expansion
Objective2		Work to put abandoned homes and lots into use or minimize their negative impacts.	
	Activity 1	Provide temporary maintenance strategies for vacant homes (board-ups, painting boards, etc.).	Current
	Activity 2	Use vacant land as an opportunity to integrate new housing types into existing housing fabric	New
	Activity 3	Work with City to implement aggressive demolition strategy	New
	Activity 4	Create strategy for vacant lots, with specific lots to be used as gardens and others for short-term mowing, minimal landscaping.	New
Objective 3		Raise the level of home maintenance on occupied properties.	
	Activity 1	Partner with banks and other agencies to provide educational programs on home upkeep.	New
	Activity 2	Implement the second phase of the Model Block program on Ashbury Avenue	Current
	Activity 3	Market the home repair grant and loan programs available through Famicos and other organizations.	New
	Activity 4	Continue to support HEBBCA in their efforts to preserve their Historic East Boulevard buildings.	Current
	Activity 5	Work with senior-focused housing and social service agencies to help seniors "age-in-place" and maintain their homes.	New
	Activity 6	Work with Housing Court to target programs to owners with code violations.	New
	Activity 7	Engage block clubs to track and report code violations to the City of Cleveland.	New
	Activity 8	Provide residents with information regarding County's potential new property tax deferral program.	New

A STRATEGIC INVESTMENT INITIATIVE

Next Steps

The understanding that this is not the end of a planning process, but only the beginning phase to a much larger initiative is critical. As with the community a plan is designed for neighborhood planning is an ongoing, and ever changing activity. New issues will constantly be emerging that will affect a neighborhood's vitality. However, the sign of a strong community is one that will also have a growing list of success stories. The creation of this workplan provides the Famicos Foundation with the basis to make decisions that will create these successes.

The Famicos Foundation, community institutions and neighborhood residents must undertake certain implementation strategies to ensure its success. These include:

- **Continue to develop stronger relationships with existing neighborhood partners.**
- **Seek out new neighborhood partners.**
- **Continue the joint community organizing efforts within the Glenville neighborhood that have resulted from this initiative.**
- **Increase community involvement in planning activities.**
- **Update the workplan semi-annually with new activities, timelines and accomplishments.**
- **Hold annual community meetings to discuss updates to the workplan with residents.**
- **Make the workplan available to the Greater University Circle planning team so everyone is aware of where they can play a part in the community and see it grow.**



Community Buy-In

Ensuring that the residents and block clubs of Glenville / Wade Park remain active members in this Strategic Investment Initiative will be critical to its successful implementation. Within the third and final community meeting of this planning process the attendees were presented with the workplan – the result of all their hard work and participation.

At the community meeting members of the Famicos Foundation, Steering Committee and the youth planning initiative presented the goals that were determined at the second meeting and the sample activities for their accomplishment outlined in this document. The presentations all related back to the core value of unity, and the idea that this neighborhood is not the result of one person or one organization's work. It takes everybody working together to build the community, both physical and social, that is the vision of this Strategic Investment Initiative. Out of this process it was realized that through the establishment of a stronger communication network and a joint effort to increase the sense of safety and security throughout the neighborhood that the framework for the implementation of the other goals will be possible. Residents, business owners and neighborhood institutions are all encouraged to become leaders within the community that can inspire and bring others together to support and play their own vital parts in the implementation of the plan.

Municipal Support

As a method for ensuring full municipal support the workplan and the community based process that it grew from will be presented to the City of Cleveland Planning Commission for adoption into the 2020 Citywide Plan. By establishing the activities proposed within the workplan as integral to the City of Cleveland's long-term vision for its neighborhoods, a crucial partnership to its implementation will be formed. This partnership will ensure that as the City of Cleveland moves ahead with its neighborhood planning, infrastructure improvement projects and budget allocations Glenville / Wade Park is at the forefront with projects and activities already set into action that will give the neighborhood an advantage for continued support.

A STRATEGIC INVESTMENT INITIATIVE

Establishing Funding

This workplan is meant to serve as a an implementation tool not only for the neighborhood, but for funders and organizations that can help the Famicos Foundation make the proposed activities a reality. The chart and goals establish a methodology for determining priorities for the Famicos Foundation as well as benchmarks that must be accomplished for each activity to move forward. These are critical measures that will allow the Famicos Foundation to work with Neighborhood Progress Inc. to determine and chart approximate costs associated with each activity and a means for obtaining the necessary funds. It is this ability to determine and raise funds that will move the Strategic Investment Initiative from the community based planning study completed here, to an action based initiative through which many of the activities proposed will be realized.

The truly unique aspect of this Strategic Investment Initiative is that the workplan has been developed through a collaboration of neighborhood leaders, business owners, City and regional officials, planning consultants and most importantly community residents of all ages and backgrounds. The development of its broad reaching list of goals and activities address the issues that have the most bearing on the lives of each and every individual that took part in this process. This is what will allow this Strategic Investment Initiative the ability to succeed and become a defining part of how the Glenville / Wade Park community can work together to create a successful, integrated, safe and beautiful neighborhood that respects its past while constantly looking to its bright future.