

T R E M O N T

STRATEGIC INVESTMENT INITIATIVE

Weaving together the five districts of Tremont and creating a place for everyone that embraces the characteristics and diversity that are representative of a true urban community

**TREMONT WEST DEVELOPMENT
NEIGHBORHOOD PROGRESS INC.**

JUNE 2007



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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 neighborhoods of choice

Comprehensive Planning Process

Neighborhoods of choice

Model Blocks

Anchor Projects

Community Partnerships

Resident Driven Outcomes

Tremont Strategic Investment Initiative

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 requires a variety of initiatives, and that outside organizations can play a significant role in creating a stronger neighborhood. Through this Strategic Investment Initiative, entities such as Cleveland Public Art and Parkworks have become stronger allies in creating meaningful investments within the City's neighborhoods.

10 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.



Tremont Strategic Investment Initiative

The Tremont 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 Tremont West Development Corporation. 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 Tremont 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 workplan has been designed to guide Tremont West, neighborhood residents and businesses, developers and the many other community partners and agencies that work to make Tremont 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 Tremont 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 Tremont 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 neighborhood images



The Neighborhood

.....Understanding what makes Tremont a successful place

Adjacent to downtown

Geographical separations

Infill development

Regional attractions

Industrial heritage

Emerging artistic community

Tremont Strategic Investment Initiative

Existing Conditions

The Tremont neighborhood is one that has experienced varied and diverse growth throughout its history. As a result of its adjacency to downtown and the Cuyahoga Valley many opportunities have been created for the neighborhood to evolve with the changing economic climate of the City. Historically, Tremont has been a blue collar, working class neighborhood whose residents were employed by the steel mills in the valley below the neighborhood. However, recent trends and a loss of much of Cleveland's industrial base have led to Tremont's diversification and the emergence of new cultural traditions within the neighborhood. Although only a small portion of the City of Cleveland's land area at 1.56 square miles, the neighborhood continues to be one of the best known and is integral to the success of the City's neighborhoods.

Despite the benefits that the neighborhood has reaped due to its proximity to resources, Tremont's location within the City of Cleveland has also resulted in a less beneficial characteristic that has permanently altered the neighborhood landscape. Due to geography and transportation planning decisions Tremont is divided into five separate neighborhood districts. The construction of the interchange linking Interstates 90 and 71 with the 490 expressway cut through the center of the neighborhood in both the east-west and north-south direction. Additional divisions in the neighborhood fabric are created by the surrounding topography. An extension of the industrial valley splits the Lincoln Heights district from the Duck Island neighborhood district that borders Ohio City. The south Tremont neighborhood district is also split by the hillside that leads to the industrial valley, separating the residential portion of the district from Clark Fields.



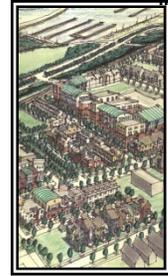
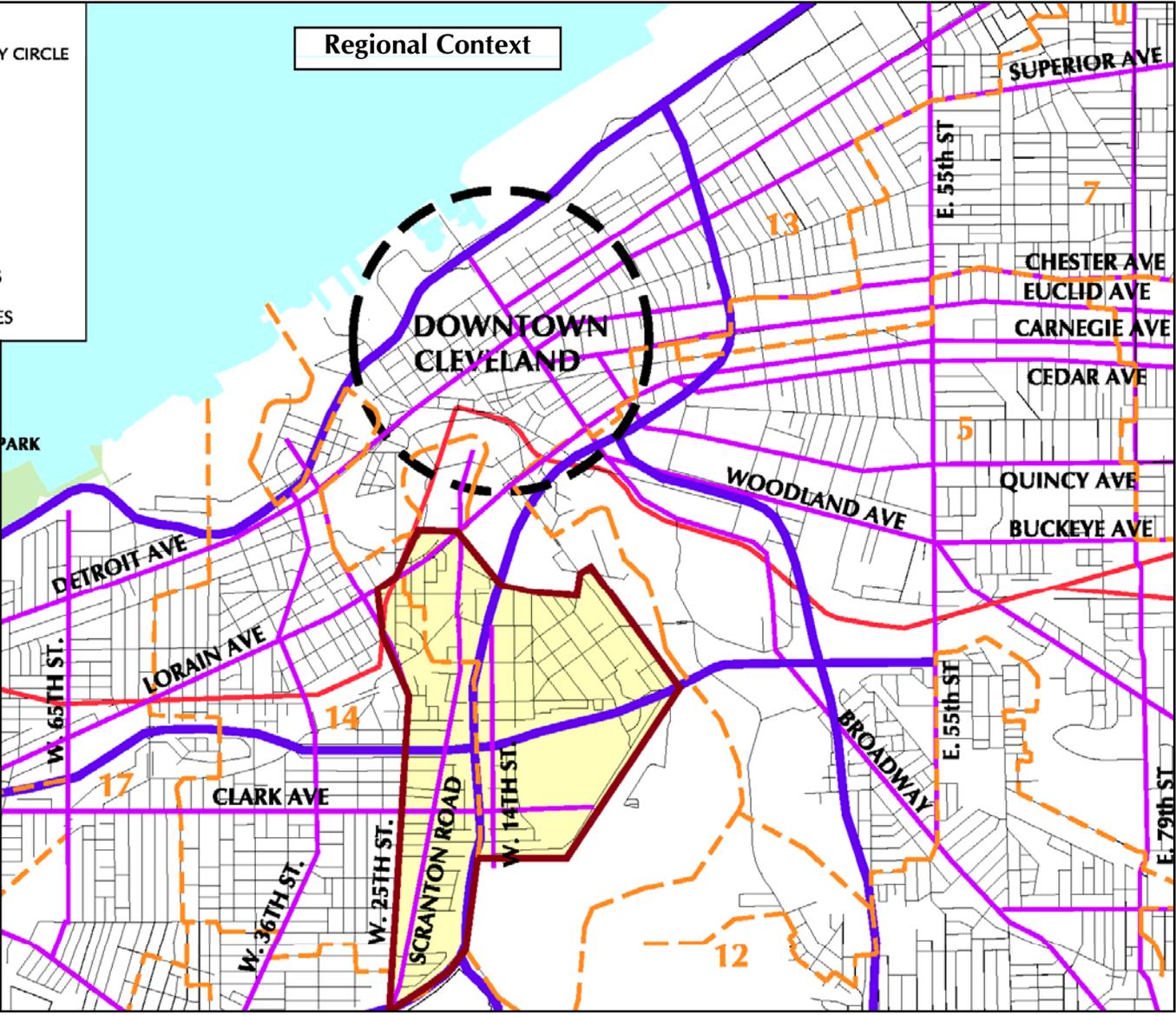
The Tremont neighborhood

DRAWING KEY

- GREATER UNIVERSITY CIRCLE DISTRICT
- PARK/PUBLIC SPACE
- HIGHWAYS
- MAJOR ROADS
- TRANSIT LINES
- WARD BOUNDARIES
- CENSUS BOUNDARIES

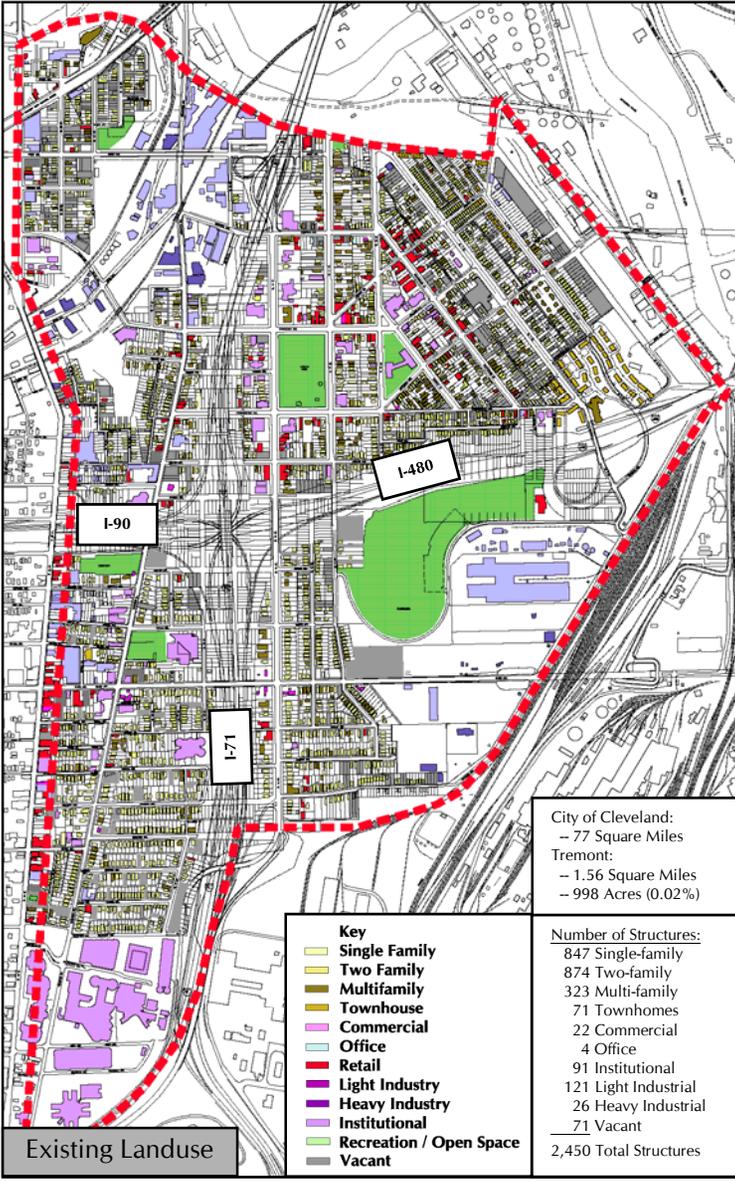
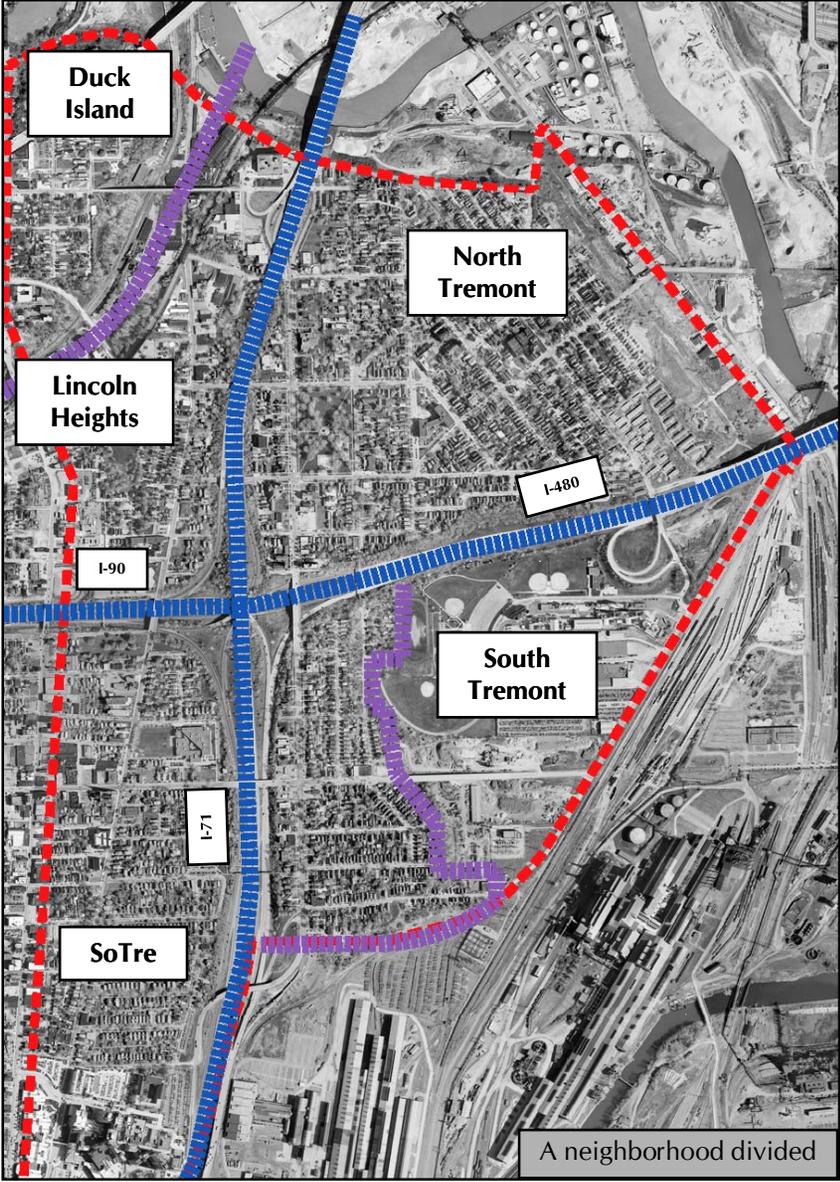
Regional Context

- Wards 13 & 14
- 1 Mile from Downtown
- 2 Miles from Lake Erie
- .75 Miles from the West Side Market
- 5 Bus Routes including the Comm. Circulator
- 1 RTA Station
- 1 Major Hospital System
- 7 Public and Private Schools

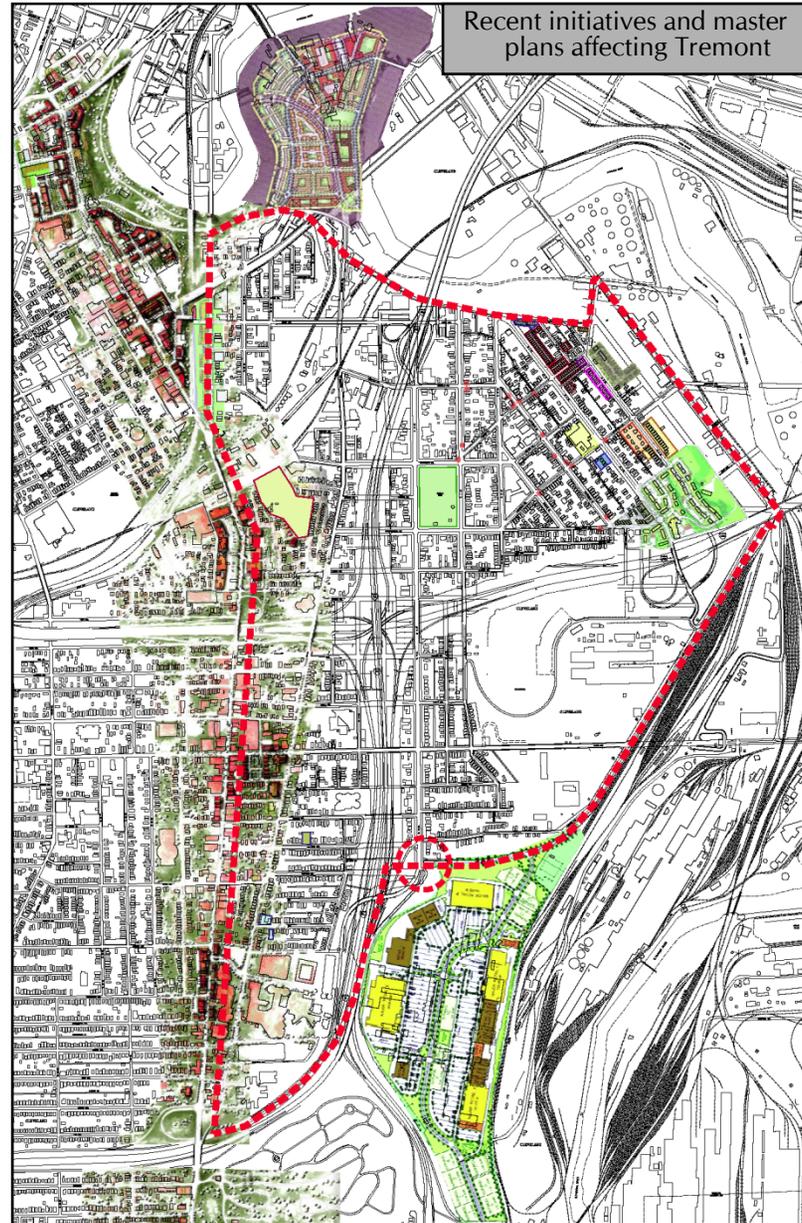


Existing Conditions

Tremont Strategic Investment Initiative



However, despite these separations Tremont has retained its mixture of uses, strong cultural institutions, public open spaces, an industrial / business market, neighborhood main streets and a diverse mix of residential housing units. The majority of the building uses throughout the neighborhood are single- and two-family residential. However, recent development trends have strengthened the diversity in unit types. The neighborhood has been a focus of local developers that have added new single-family homes, numerous townhome projects and most recently the conversion of vacant industrial buildings into multi-family housing such as the Metrolofts and the upcoming conversion of the Gospel Press Building into apartments.



Existing Conditions

Tremont Strategic Investment Initiative



Existing neighborhood conditions

New neighborhood development

This boom in residential development has been made possible because of the movement of artists into the neighborhood 15 years ago and is supported by the existence of neighborhood amenities and institutions. The largest of the institutions within the Tremont neighborhood is the MetroHealth Hospital Campus that brings a large quantity of employees and visitors to the area. However, it is the number of institutions that service the neighborhood that truly set it apart from other neighborhoods. Tremont is the home to seven schools (both public and private), the most churches per square mile of any of the City's neighborhoods, two library branches and numerous social service organizations such as the Merrick House.

Tremont is also the location of a significant amount of commercial and business growth. The Professor Avenue commercial strip and the surrounding blocks have become regional destinations, predominantly in the form of restaurants and other forms of entertainment businesses. West 14th Street and Scranton Road are the neighborhood's other mixed-use main streets, and major connector routes between Tremont and other neighborhoods. Immediately to the south of the neighborhood the Steelyard Commons development has added large scale convenience retail that will benefit many City of Cleveland neighborhoods and suburbs. The construction of Steelyard Commons will bring a great deal of new visitors through the neighborhood as they enter and exit the development and may have a strong impact on Tremont's local business districts (both positive and negative). It is vital that the neighborhood plan for the impacts it will have on the commercial development and traffic flow.



Tremont Strategic Investment Initiative

Valley View Homes

The most recent initiatives in housing development within Tremont will set new precedents for the neighborhood. The Valley View Homes project, the demolition and reconstruction of a public housing complex, demonstrates the ideas of inclusion and integration of residents with a variety of ethnic, social and economic backgrounds into the everyday life of the neighborhood. A mixed-income community consisting of individual townhome units on extensions of surrounding neighborhood streets will occupy a site that previously turned its back to the surrounding blocks. Through its direct integration with the rest of Tremont, the reconstructed Valley View Homes site will be a demonstration of how a project can bridge the gap between physical development planning and social planning as divergent groups of residents come together to create one community where they were previously divided.



Demographic Trends:

The recent growth and changes in the character of the businesses within the community are in due in part to a shift in the demographics of the neighborhood. With the shrinking industrial base of the City has come an increase in the artistic community. Tremont has become the home to a large number of artist studios, galleries and gift shops, resulting in in a greater diversification of the population within the neighborhood.

Between the 1990 and 2000 census both the total population as well as the number of households dropped within the ten census tracts that make up the neighborhood. Although the 2000 census shows that residents between the ages of 18-34 and 35-39 (those most likely to be starting families) represent the largest age groups within the neighborhood, the number of family households has dropped 20% between the two censuses and the non-family households have increased by 14%. Ideally, given the number of amenities and age ranges of residents, the number of family households would also have increased. One explanation for this statistic could be that as some families have children, or their younger children approach school age they are leaving the neighborhood. Changing demographic trends have also shown a rise in median income of neighborhood residents of 92%.

Community involvement is very important to many Tremont residents and is crucial to the neighborhood’s continued success. In addition to the large number of institutions that bring people together, the community has organized itself in many other ways including gardening clubs and ten different block clubs that allow residents the opportunity to work together for the sole purpose of creating a better environment in which to live, work, shop and play.

	1990	2000	
- Total Population	10,913	9,573	-12.2%
-- Males	5,348	4,841	-5.5%
-- Females	5,565	4,732	-8.4%
- Total Households	4,104	3,810	-7.1%
- Family	2,497	1,977	-20%
-- Nonfamily	1,607	1,833	14%
- Total Housing Units	4,868	4,550	-7.5%
-- Occupied Units	4,104	3,810	-7.1%
-- Vacant Units	764	740	-3.1%
-- Owner-Occupied	1,305	1266	-2.9%
-- Renter-Occupied	2,799	2,544	-9.1%
- Median Income	\$11,303	\$21,738	+92%

	1990	2000	
- Race			
-- White	7,629	6,101	-20.6%
-- Black	1,321	1,862	+40%
-- Asian Pacific	75	131	+74%
-- Hispanic	2,678	2,277	-14%
-- Other	1,831	1,383	-24%
- Population	Tremont	Cleveland	
-- 1970:	16,393	750,829	2.1% of pop.
-- 2000:	8,163	478,403	1.7% of pop.

Existing Conditions



Tremont Strategic Investment Initiative

Tremont West Market Niche Analysis:

Tremont is a dynamic neighborhood with a fascinating past and an exciting future. Tremont has been called “A small town in the heart of the city,” and it’s easy to see why. High on a bluff overlooking the bend in the Cuyahoga River and the Flats, Tremont boasts some of the best views of Cleveland. Within a quarter of a mile, you’ll find award-winning restaurants, boutique shopping and historic buildings surrounding a New England-style town square.

For the past 20 years Tremont has been a hub for artists and Clevelanders seeking hip urban culture. New residents come to Tremont for the ambiance and quickly get involved in block clubs, community gardens and neighborhood groups. In the last fifteen years, the Tremont community has become a favored site for artists' studios and galleries, and it is one of Greater Cleveland's prime destinations for dining and entertainment. Residential investment over the last 20 years has brought a new range of new homeowners to the area and has done much to reverse the negative trends of the post-war decades. As is did a century ago, Tremont today boasts an unusually diverse population, and it continues to be one of Cleveland's most complex and vibrant neighborhoods.

The Tremont neighborhood is for the urban dweller who loves a small town feel. Due to the natural boundaries of a river, freeways and valleys, Tremont is an island in the middle of Cleveland. Just south of downtown, a five minute drive or ten minute bicycle ride into the center city or onto the lakefront, Tremont is accessible by city streets or all of the major freeways. There are many opportunities for residents and visitors to get involved in the Tremont community. Visitors can enjoy the award winning restaurants and galleries, art walks and festivals, or churches and history projects. Residents can enjoy monthly gatherings of neighbors, gardening clubs and a variety of neighborhood wide committees. Tremont is for the young and old, hip or old fashioned. Visit Tremont, a dynamic neighborhood with a fascinating past and an exciting future.

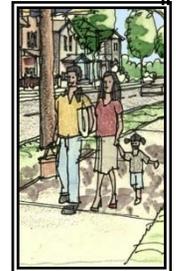
Tremont is home to roughly 9,000 residents who fall in three categories:

15% - Middle and upper income Empty Nesters

35% - Middle income Young Urban Professionals

50% - Working Poor

The greater Tremont community possesses housing opportunities for each of these demographic groups. Tremont is already one of Cleveland's most desirable neighborhoods. In the next five to ten years, Tremont West Development Corporation and the neighborhood's resident leaders intend to expand the cultural district, strengthen neighborhood groups and ensure that Tremont remains a comfortable and welcoming place that attracts and retains people of all backgrounds, races and incomes.



Community Input

..... Key to a successful plan

A shared vision

A community based approach

Social and physical implications

Cross section of neighborhood residents

An active steering committee

Three Community Meetings

Tremont Strategic Investment Initiative

Participants

Integral to this community process is the input provided by the numerous residents, business owners and community leaders that have participated through their attendance at meetings, filling out surveys and answering questionnaires distributed by Tremont West Development.

A Steering Committee was formed that was comprised of Tremont West Development staff, neighborhood residents, business owners and representatives from the City of Cleveland and Neighborhood Progress Inc. 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 their opinions about the neighborhood itself. 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.



An interactive community process in which the ideas of everyone that participated became a part of the final presentation.

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 Tremont. These included:

- **Crime and Safety**
- **Greenspace and beautification**
- **Marketing**
- **Quality of life issues**
- **Transportation and infrastructure**
- **One Tremont (2 wards united)**
- **Residential development**
- **Commercial development**
- **Historic preservation and code enforcement**
- **Services for seniors and youth**



Tremont Strategic Investment Initiative

In addition, Community Surveys were sent out to the residents and businesses in Tremont soliciting opinions about the strengths, weaknesses, opportunities and challenges facing the neighborhood. The survey asked respondents to rank the various aspects of the neighborhood. The following is a synopsis of the community survey:

POSITIVE ASPECTS

(80% or more of the respondents)

- Home renovations and restorations
- Business renovations
- The proximity to downtown
- The walkability of the neighborhood
- The effectiveness of the RTA
- Neighborhood schools
- Growing artistic community
- Public parks and open space
- Long term residents
- Block clubs
- Social interaction events

NEGATIVE ASPECTS

(40% or more of the respondents)

- The neighborhood industrial uses
- The crime rate
- Short-term residents with high turn over rates

ADDITIONAL STRENGTHS

- Churches and their services (15)
- Lincoln Park and the events held there (15)
- Location (10)
- Historic value of the neighborhood (6)
- Arts and cultural festival (5)
- Steelyard Commons will generate jobs (5)
- Long time residents (5)

ADDITIONAL WEAKNESSES

- Graffiti (25)
- Presence of trash, tires, code violations (22)
- Police presence in areas that are not safe (13)
- Crime (12)
- Absentee landlords (10)
- Odors from factories – pollution (8)
- Road repair and clean up (7)
- Vacant lots (5)
- Lack of public parking (5)
- Too much litter (5)

ADDITIONAL OPPORTUNITIES

- Renovation of vacant lots and buildings (10)
- Grocery and drug store (8)
- Affordable housing - rental and purchase (8)
- Moderately priced restaurants (5)

ADDITIONAL THREATS

- Crime issue (15)
- Concerns about new construction taking away affordable housing (10)
- Vandalism (7)
- Pollution by the industry (6)

In preparation for the second community meeting, goals for Tremont were created based upon the input from the first meeting, the survey responses and various meetings and conversations with the Steering Committee and Tremont West Development Corporation staff. The visions were presented to meeting attendees, and then an open group discussion was held where residents adopted the goals and discussed ways in which they can be accomplished. These goals and activities form the basis of this plan.

Although this report marks the final stages of this portion of the development of the comprehensive plan, the Strategic Investment Initiative for Tremont will continue into the future. The workplan that is outlined in this report is only 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.

A complete compilation of the meeting minutes from both Steering Committee and community meetings, survey responses, demographic analysis and community meeting presentations can be found in the appendix document that accompanies the report.



Tremont Strategic Investment Initiative

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 donated their time to 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 Tremont.

Tremont West Development Corporation:

Stephen Bloom Acting Executive Director
Colleen Gilson Former Executive Director
Michelle Davis
Scott Rosenstien

Neighborhood Progress Inc.

Eric Hoddersen President
Bobbi Reichertell
Walter Wright

Steering Committee

Sandy Smith
Jon Boylan
Rebecca Riker
Scott Nagy
Phil Pavarini

John Briggs
Christine Krosel
Rosemary Vinci
Sammy Catania
Lynn McLaughlan Murray
Megan Hundt
Karen Moss

City of Cleveland

Mayor Frank Jackson
Councilman Joe Cimperman Ward 13
Councilman Joe Santiago Ward – 14
George Cantor
Fred Collier

Cleveland Public Art

Greg Peckham
Vince Reddy

Park Works

Anne Zoller
Nora Romanoff

City Architecture

Paul Volpe
Matt Schmidt
Sae Jagtap

The residents of Tremont that dedicated their time, opinions and ideas in the planning process

**TREMONT NEIGHBORHOOD STRATEGIC INVESTMENT INITIATIVE
COMMUNITY SURVEY
FEBRUARY 2006**

The Tremont Neighborhood is currently undergoing a planning initiative that will comprehensively analyze the neighborhood, its development initiatives, marketability, commercial offerings and opportunities for improvement. This initiative, specially funded by the non-profit organization Neighborhood Partnership, is managed by the management of the Tremont West Development Corporation who has been responsible for numerous neighborhood improvement projects throughout the neighborhood. This will be a collaborative effort with other organizations including neighborhood organizations, business owners and a wide variety of residents from all sectors of the neighborhood yourself. A team of consultants has been hired to guide the development of the plan for Art, ParkWorks and City Architecture.

The first part of the planning process involves the collection of data on the Tremont conditions. This survey is a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and a critical part of that information gathering procedure. We ask that you take a few minutes to complete the questionnaire below. Every opinion of the neighborhood, both big and small, is valued and will be a part of the outcome of this planning process.

Please return a copy of this form to the Tremont West Development Corporation at 1000 West 10th Street, Suite 100, Cleveland, OH 44115. We appreciate your time.

Regards,

Colleen Gilson
Executive Director - Tremont West Development Corporation

Name (optional, but encouraged): _____

Do you live in the neighborhood? Yes

If so, on what street? _____

As a neighborhood resident do you: Own

How long have you lived in the neighborhood? _____

Do you plan on remaining in the neighborhood for the long-term? Yes

Do you work in the neighborhood? Yes

If not, where do you work? Downtown Cleveland

Do you think it's important to plan for the neighborhood's future? Yes

TREMONT WEST DEVELOPMENT CORPORATION

Please rank each of the following according in terms of their current status in the Tremont neighborhood. When ranking each item please remember that your insight into the neighborhood through daily interactions is critical to the success of this Strategic Investment Initiative, and that any and all observations and opinions are encouraged. The rankings will be from one to three in which:

- 1 = a neighborhood strength (positive aspect)
- 2 = does not affect the neighborhood or its perception
- 3 = a neighborhood weakness (negative aspect)

- _____ The historic housing stock
- _____ Home renovations and restoration within the neighborhood
- _____ Business renovations and restoration within the neighborhood
- _____ The majority of the housing is single-family homes and duplexes
- _____ The proximity to Downtown
- _____ The neighboring industrial uses
- _____ The upkeep of the public infrastructure (sidewalks, roadways, curbs, street trees)
- _____ The upkeep of the private property (landscaping, yards, paint, etc.)
- _____ The proposed linkages to the Towpath Trail in the Cuyahoga Valley
- _____ The walkability of the neighborhood
- _____ The effectiveness of the RTA as a convenient means of transportation
- _____ The ability to use a bicycle instead of using a car
- _____ Recreational activities within the neighborhood
- _____ The social services outreach programs available to residents
- _____ The availability of daycare facilities for children
- _____ The quantity of service-oriented retailers (dry cleaners, grocery store, etc.)
- _____ The quantity of destination retail (clothing stores, galleries, etc.)
- _____ The quality of the commercial services offered
- _____ The presence of sit-down restaurants, pubs, etc.
- _____ Existing entertainment uses within the neighborhood
- _____ The presence of neighborhood schools, private, public and charter
- _____ The increasing mixture of income levels between new and established residents
- _____ The strong and growing presence of the artistic community
- _____ The presence of public art within the community
- _____ The crime rate
- _____ The perception of the neighborhood by residents
- _____ The perception of the neighborhood by visitors
- _____ Public parks and open space within the neighborhood
- _____ An increase in the availability of new housing types
- _____ The long-term residents of the neighborhood
- _____ The short-term residents of the neighborhood with higher turnover rates
- _____ The identification and marketing of the neighborhood
- _____ The increase in the range of housing values (affordable to more expensive units)
- _____ Neighborhood Block Clubs
- _____ Neighborhood Committees or Groups (ie: Friend of Clark Field, Tremont Gardeners)
- _____ Access to computers and on-line information (via libraries, tech centers, Wi-Fi)
- _____ Availability of local job opportunities
- _____ Social interaction events with neighbors (ie: Arts & Cultural Festival, Ohio Ballet, Taste of Tremont)

TREMONT WEST DEVELOPMENT CORPORATION

Excerpts from the community survey sent out to residents in the analysis and information gathering phase of this process.



The Vision

.....What Tremont will aspire to become

*A new
neighborhood vision*

*Defining our
core values*

Tremont Strategic Investment Initiative

A vision for the neighborhood began to emerge through the analysis and gathering of input regarding Tremont's major issues and opportunities that exist within Tremont. As the process continued to progress, the vision statement for the neighborhood continued to evolve and take shape; and a set of goals by which to judge neighborhood development and organize initiatives became apparent.

Vision

To maintain and improve the living, business and cultural conditions for all of Tremont, ensuring that the neighborhood welcomes and creates a place for everybody.

This vision reflects many of the important ideals that make Tremont unique within the City of Cleveland, while addressing some of the most important issues that are currently affecting the neighborhood residents. With the amount of reinvestment that has been occurring within portions of the neighborhood many new cultural and demographic traditions have been introduced into the daily life of the neighborhood. The increased diversity of the neighborhood is something that should be celebrated both for the fact that it draws an increased number of people into the neighborhood and because it offers a more dynamic place to live. However, with the new development and cultures that are finding a home within Tremont, the neighborhood must be cognizant to create a balance between the new and the old to preserve the characteristics that have allowed it to thrive and become a true place for everyone.

To achieve this vision a set of core values were established by residents, businesses, institutions and civic leaders that had a role in this planning process. For an activity; a social program, physical development, infrastructure upgrade or policy decision of Tremont West Development to be considered in the best interest of the neighborhood it must work towards the accomplishment of at least one of the goals established. It is our hope and intention that activities that are given the highest priority in terms of implementation address more than one goal.



The core values identified as a part of this process include the following:

- Create an **identity** for the neighborhood
- **Connect and Unify** the five districts
- Promote the neighborhood's **diversity**
- Provide a high **quality of life** for all those involved with the neighborhood

As the process continued and specific activities were determined the core values were expanded upon to create goals that will guide development and program decisions for Tremont West and the neighborhood.



The Strategies

.....Methods of achieving the vision

Goals-

Identity

Connect and unify

Diversity

Quality of life

Tremont Strategic Investment Initiative

Our Goals: 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 address 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 into goals to be the most beneficial in addressing the issues facing the neighborhood. The following pages will discuss the importance of each of the four goals for Tremont's future and illustrate examples of how activities proposed can help to accomplish each of the goals.

The activities represent a comprehensive list of items that were both proposed by the many individuals that took part in this process through their participation at community meetings and taking the time to fill out community surveys. A full list of the activities beyond those used as examples within this chapter are outlined in the final chapter of this report as listed within the detailed workplan.



Goal: Establish a clear identity that represents the social, cultural and physical characteristics that are uniquely Tremont.

It is often the case within the Tremont neighborhood that visitors and residents perceive the identity of the neighborhood differently. In some instances these differences are reflected in cultural or social aspects of the neighborhood. However, the geography of the neighborhood and its physical divisions also contribute to the differences in how people perceive Tremont's identity. The combination of the changing cultural backgrounds of neighborhood residents and its physical divisions has resulted in many people not identifying themselves as a part of Tremont and many visitors only perceiving north Tremont with Professor Street and Lincoln Park as the extents of the neighborhood.

Given the City of Cleveland's current weak housing market, neighborhoods must firmly establish themselves to compete for new development opportunities and residents. This lack of a cohesive identity for the greater Tremont neighborhood must be addressed. It is imperative that residents feel as though they are an active and engaged part of the neighborhood and that they recognize the strengths of each neighborhood district, seeing the success of one connected to the success of them all. It is also key to make visitors to the neighborhood aware of many opportunities and amenities that the entire Tremont neighborhood has to offer.



Tremont Strategic Investment Initiative

The following objectives organize the activities proposed for the accomplishment of the goal within the Workplan:

- **Formulated greenspace and beautification projects that attract residents and visitors at local gathering destinations.**
- **Determine methodologies that identify and give Tremont a sense of place along transportation and infrastructure routes.**
- **Establish Tremont's different districts as neighborhoods of choice to live in through real estate development promoting their strengths.**
- **Sustain the commercial development that attracts visitors to shop in and experience Tremont.**
- **Convey the established history of Tremont through preservation and code enforcement.**
- **Develop consistent marketing campaigns that distinctly promote Tremont as a destination neighborhood.**
- **Clearly communicate to residents the events that are taking place in the neighborhood that make Tremont a viable place to live and work.**

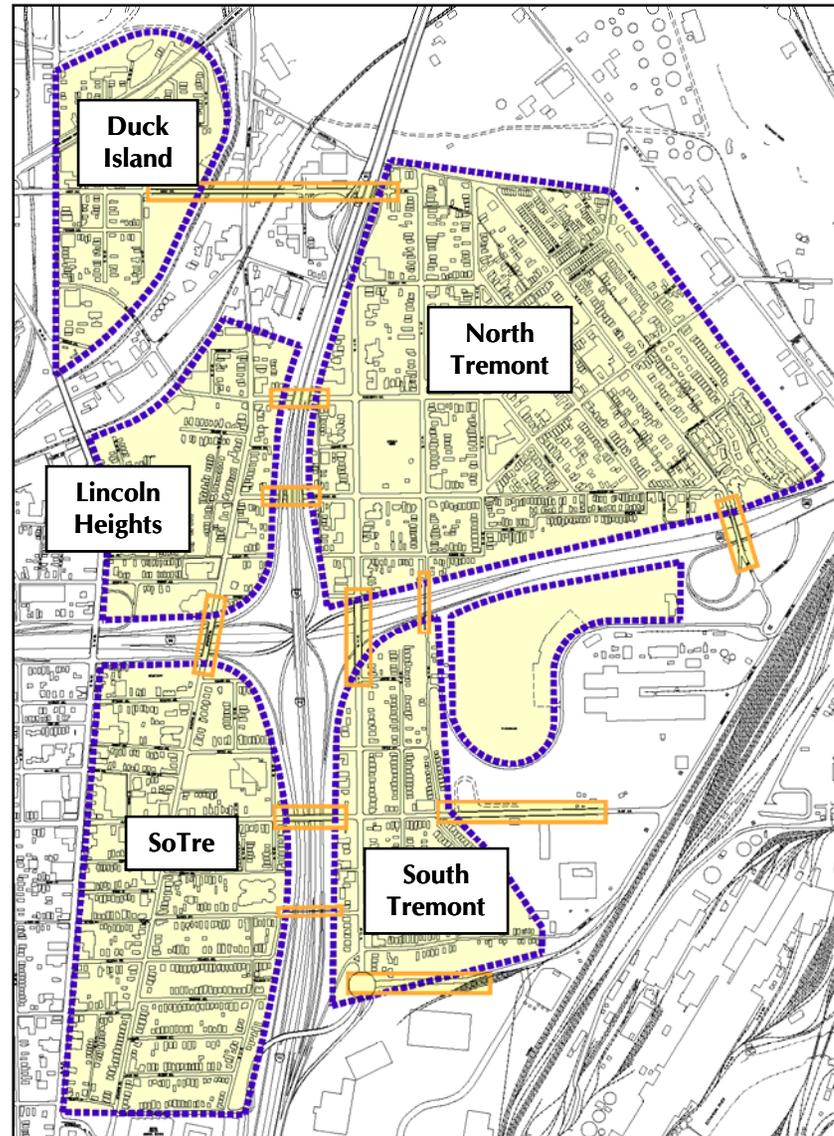
The following activities represent methods for achieving a stronger identity within the Tremont neighborhood:

Establish themes for sub-neighborhoods that give them an identity within the greater neighborhood

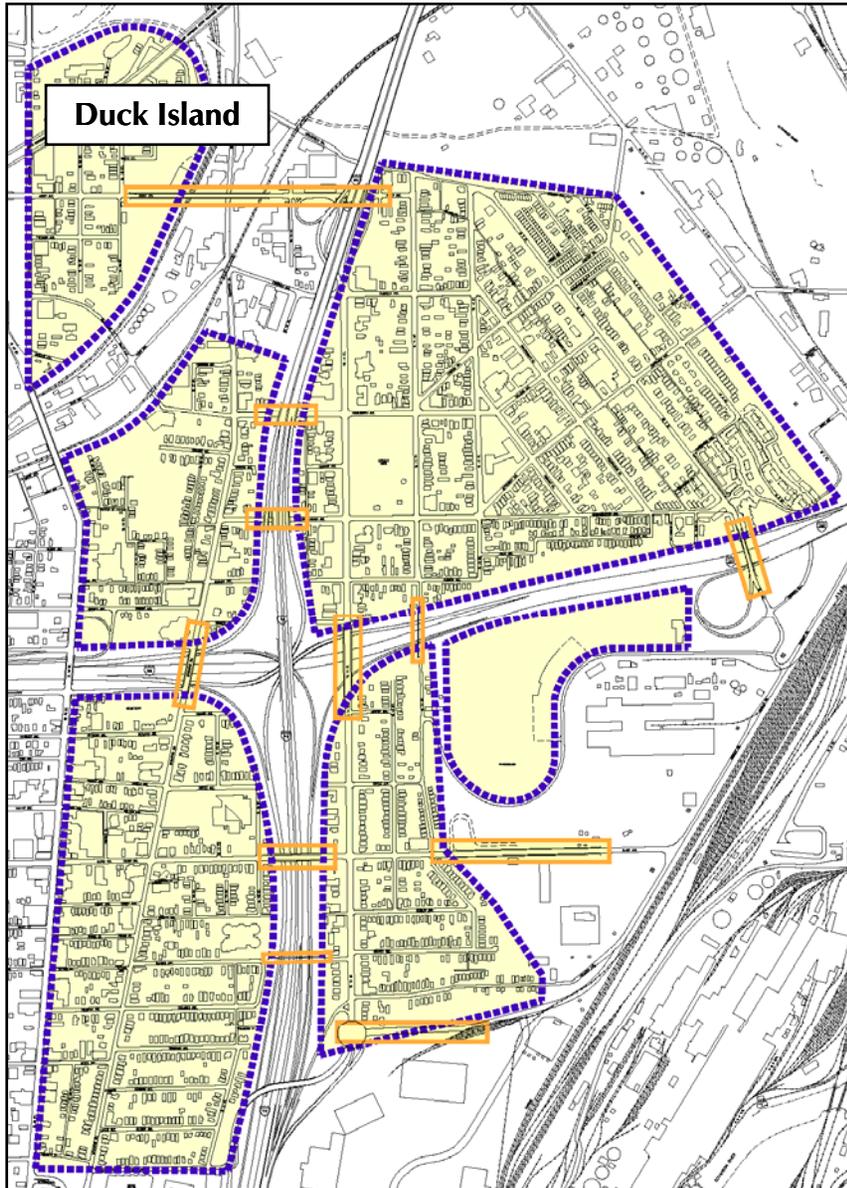
With the division of Tremont's neighborhood districts by geography and the interstate highways the problem arises with creating an identity and role for each within the context of the greater Tremont neighborhood. Each neighborhood district has an important role in serving the needs of the residents, and each has a series of defining characteristics that set it apart and make it a unique attraction for different groups of people within the neighborhood.

A common theme that has arisen throughout this process is the idea that due to past problems with political ward divisions and development trends some neighborhood districts have not felt as though they are connected to the greater Tremont neighborhood. This planning process has identified this problem and has begun analyzing each neighborhood district for its strengths and defining characteristics.

The districts amenities create distinct characteristics:



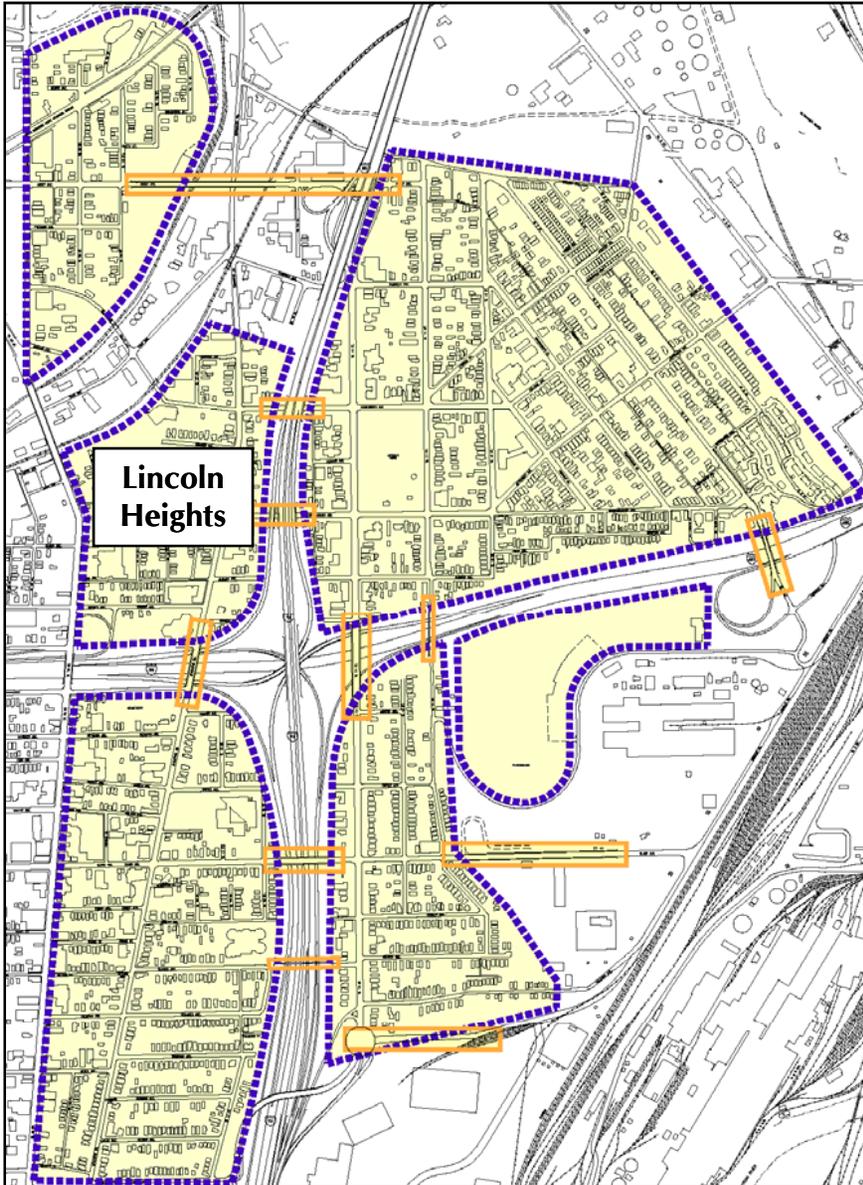
Tremont Strategic Investment Initiative



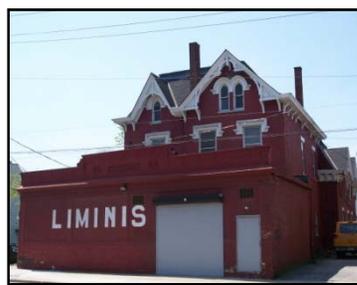
Duck Island's Defining Characteristics

- Predominantly residential development supported by commercial and greenspace
- Adjacent to the Rapid Transit Station
- Transit Oriented Development potential
- Great views
- Direct connections to Downtown, Ohio City and the Cuyahoga Valley



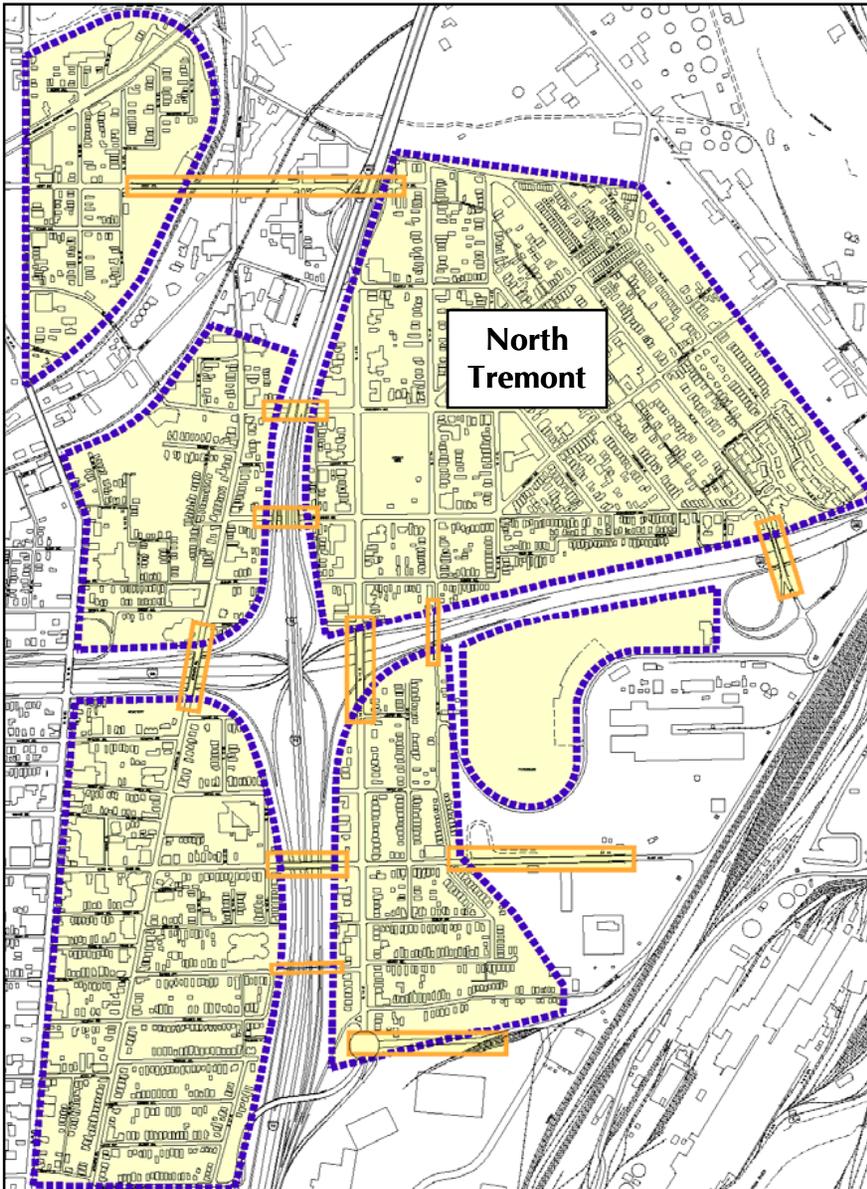


- Lincoln Height's Defining Characteristics**
- Strong foundation of residential structures
 - History – First of the neighborhood districts to be settled / developed
 - The historic Liminis Theatre
 - Affordable housing options available
 - Large-scale new development opportunities to expand the housing styles offered



The Strategies

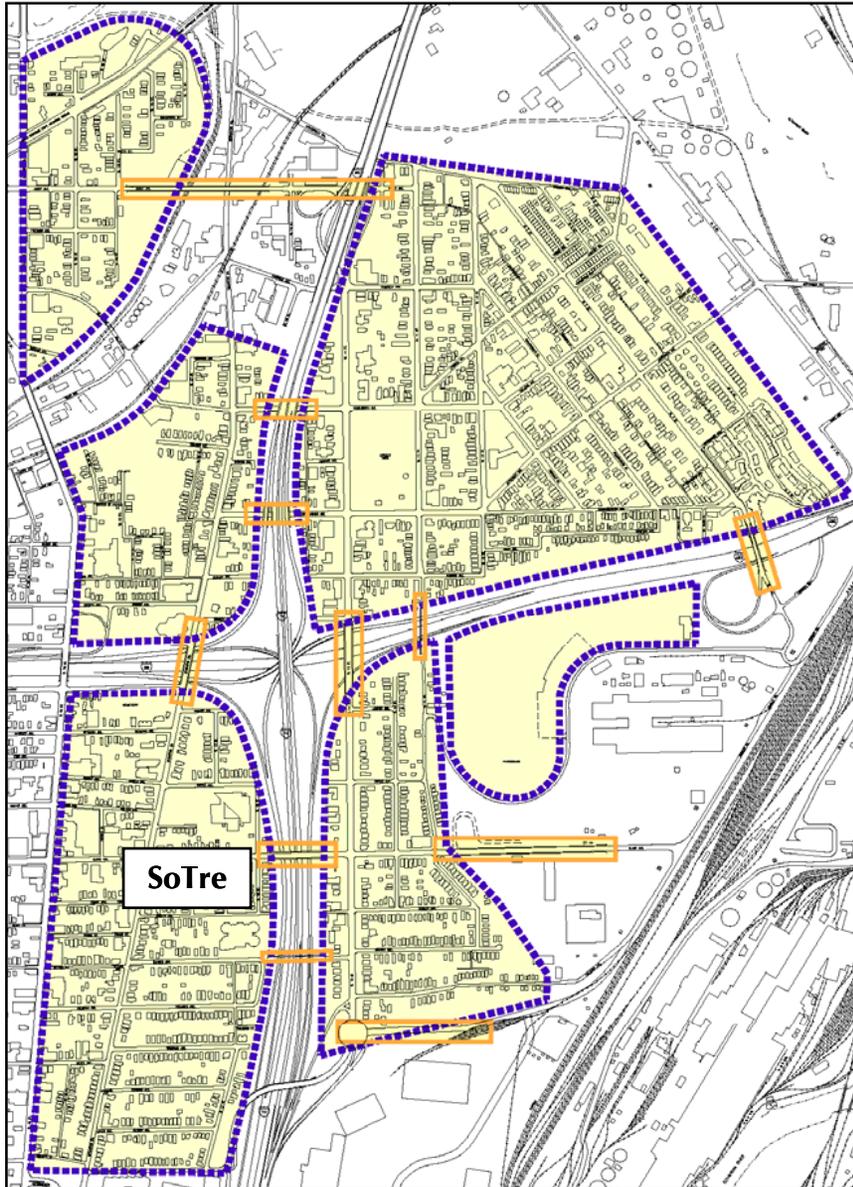
Tremont Strategic Investment Initiative



North Tremont's Defining Characteristics

- Professor Avenue business and entertainment district
- Lincoln Park and the neighborhood festivals
- Unique infill housing that adds new housing types – ValleyView, townhome developments, Gospel Press, etc.
- A growing economic diversity
- An established artist community
- A regional draw

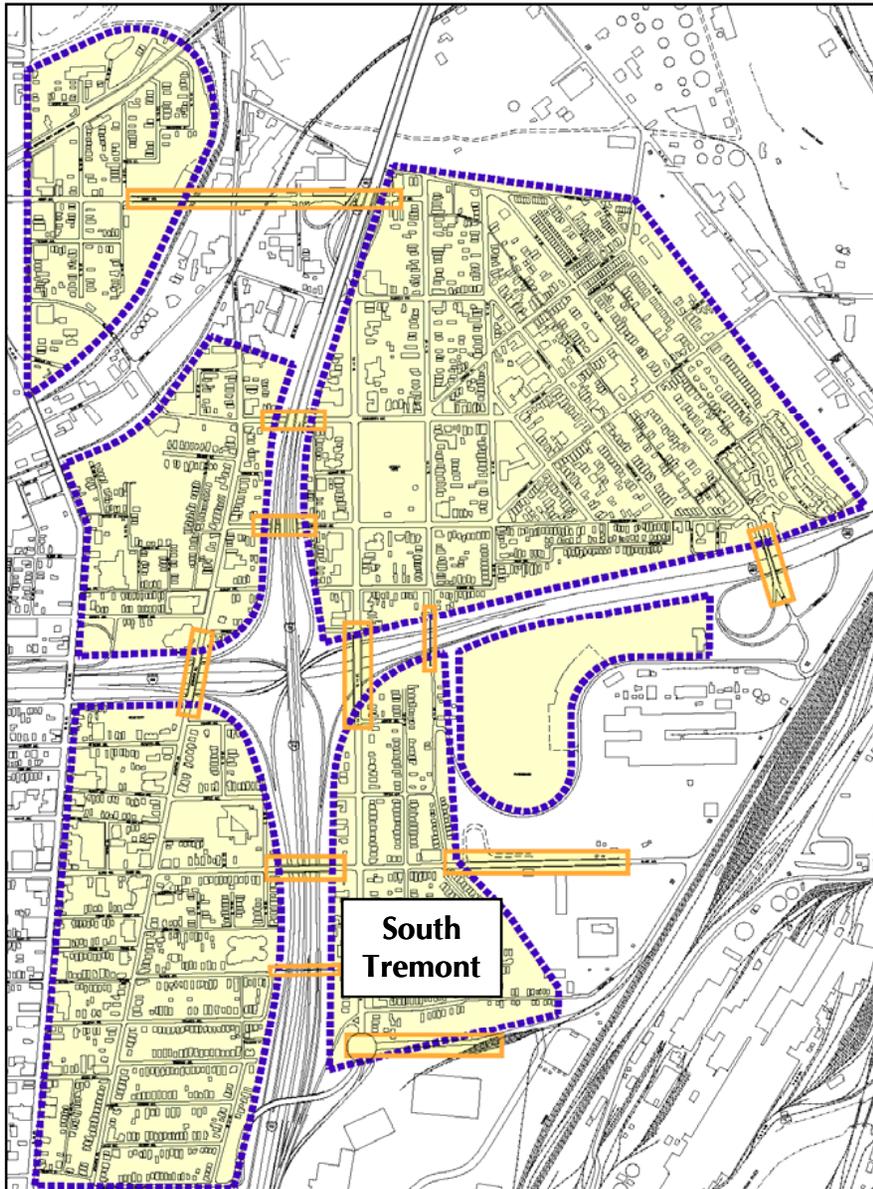




- ### SoTre's Defining Characteristics
- Strong institutional presence
 - MetroHealth
 - Public Library Branch
 - Three schools
 - Multiple churches
 - Family oriented residential streets
 - Mixture of ethnic heritages
 - Historic blocks along Scranton Road
 - Convenience retail to support the community



Tremont Strategic Investment Initiative

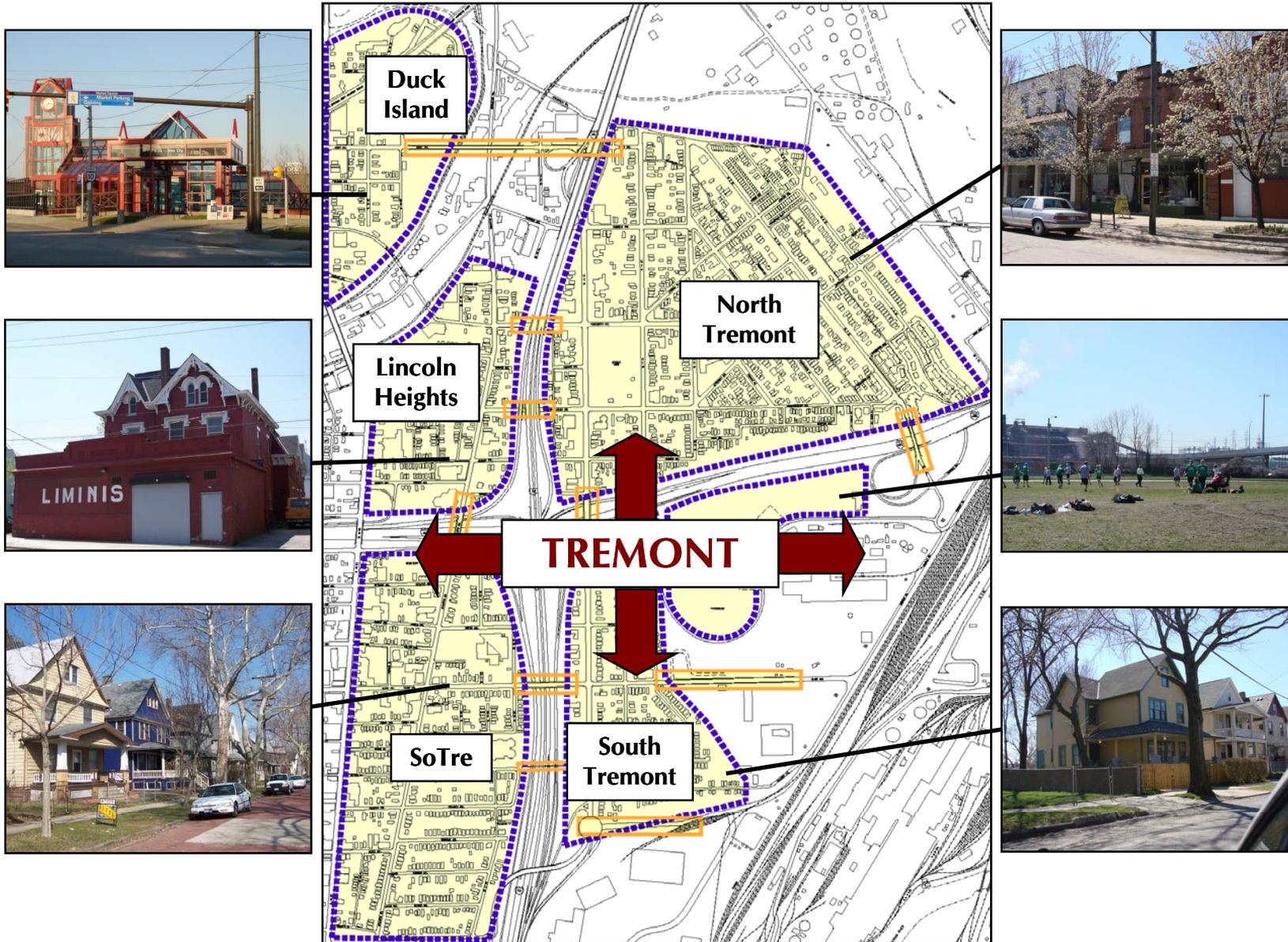


South Tremont's Defining Characteristics

- Connections to Clark Field and the Towpath Trail
- Predicted commercial growth due to adjacency to Steelyard Commons
- Increase in regional awareness with new developments
- Christmas Story House
- A mixture of single, double and multi-family housing



The combination of each district's characteristics define Tremont's identity



The Strategies

Tremont Strategic Investment Initiative

The emerging identities of Tremont neighborhood districts:

The **Duck Island** neighborhood district has the ability to focus on its unique connections to downtown and the greater region with new residential development opportunities that promote the West 25th Street RTA station and the ideals of Transit Oriented Development.

Lincoln Heights can promote its strong base of affordable existing homes and tight-knit historic blocks, and the opportunity for large-scale redevelopment such as the APL land and the Fairmount Creamery sites.

Tremont North acts as the neighborhood's 'downtown' with the growing success of the Professor Avenue commercial district, Lincoln Park and higher density infill housing typologies.

SoTre is emerging as a family-oriented neighborhood district supported by its easily accessible institutions and strong ethnic groups.

South Tremont has the potential to emerge as a growing destination for convenience retail serving neighborhood residents as a direct result of Steelyard Commons, as well as a place active living opportunities with the connections to Clark Field and the Towpath Trail.

It is important to recognize that although each of these neighborhood districts has unique characteristics that determine their individual identities, they are interdependent upon one another. Each offers unique aspects of a neighborhood, but it is the composite of each of those aspects that creates the identity of a true urban neighborhood with its mixture of uses, people, development types and ability to provide a place for everybody.

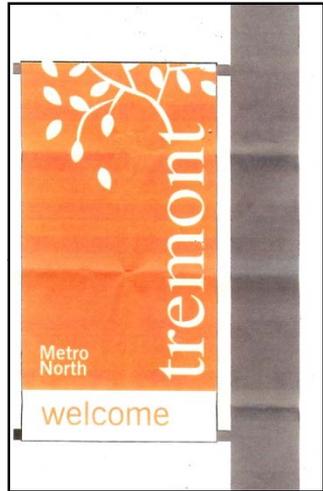
Transportation and infrastructure enhancements providing neighborhood identity

Activities Underway

The neighborhood is currently implementing a number of other strategies that help to provide a more unified sense of identity for the neighborhood reflected through infrastructure investments. Through the partnership between Cleveland Public Art, ParkWorks and the Tremont Gardners the gateway at Quigley Circle is becoming a vibrant and welcoming entrance to the neighborhood with public art and landscaping. Additionally, through the work of the Regional Transit Authority and ParkWorks Transit Waiting Environments are being planned at major bus stops within the neighborhood that may include an interpretive history of the neighborhood in their designs.

A banner has also been designed that will be placed along streets throughout the neighborhood highlighting the block clubs and providing an increased awareness of the identities found within the entire Tremont

Future neighborhood branding effort



Public Art at Quigley gateway



Taste of Tremont – one of the many arts and food festivals



Neighborhood wide bike rack program – a Professor Avenue installation shown



Tremont Strategic Investment Initiative

A Proposed Activity: West 14th street bridge enhancements

The bridges that separate the districts create breaks in the continuity of the neighborhood fabric, causing many to feel as though the blocks on one side are no longer a part of Tremont. However, as discussed earlier each district contributes to the overall fabric of the neighborhood. It is possible that through thoughtful and creative streetscape enhancements these structures that currently cause divisions can actually help to strengthen it and weave the neighborhood together.

The example shown here depicts the West 14th Street bridge between the North and South Tremont neighborhood districts. Currently a bleak and uninviting environment, plans are underway through the Ohio Department of Transportation to rebuild the deck of the bridge. This project would offer the neighborhood the chance to re-envision this portion of the street as a meaningful piece of Tremont's infrastructure. The sketch shows the bridge with an enhanced pedestrian sidewalk realm, including such things as better lighting, hanging baskets along a portion of the street where trees are not possible and new wrought iron fencing covering the mesh screen that currently exists. Within this design concept seating areas are placed at the four corners of the bridge that work in conjunction with signage along the length of the structure. They serve to remind everyone that crosses that they are still within Tremont. Elements are added to the fencing that tell the history of the neighborhood.



Existing view of West 14th Street bridge over 490



A demonstration of transportation enhancements on the West 14th Street bridge bringing stronger identity to the neighborhood



The Strategies

Tremont Strategic Investment Initiative

Goal: Create an attitude and environment within Tremont that encourages interaction between block clubs and neighborhood districts to connect and unify the community.

Equally as important as identifying oneself with being a part of Tremont is the act of connecting and unifying the residents within the neighborhood. For Tremont this means breaking through the physical barriers that separate the neighborhood into different districts, and re-establishing connections that were destroyed when the highway system created gaps in the neighborhood fabric.

A neighborhood is only as strong as its parts, and if due to a lack of strong connections each neighborhood district is forced to act as an individual entity the greater whole will suffer and decline. Building stronger physical connections between Tremont's neighborhood districts will strengthen the psychological connections between the neighborhood residents, in turn unifying the community. It is through the ability to address issues that are affecting the neighborhood on a unified effort that Tremont will be able to determine proper methodologies for overcoming any economic, social, cultural or development hurdles that may stand in the way of the neighborhood's continued success long into the future.



- breaking barriers
- living together
- industrial & artistic



The following objectives organize the activities proposed for the accomplishment of the goal within the workplan:

- **Safety and security initiatives can be implemented throughout the neighborhood that create an environment in which residents and visitors feel safe and secure.**
- **Expand and support the grassroots efforts to develop greenspace and beautification throughout the neighborhood.**
- **Through transportation and infrastructure projects create points that connect the entire neighborhood together.**
- **Commercial developments should encourage people to visit the neighborhood, but must respect the needs of the surrounding residents by managing the traffic and parking issues.**
- **Continue program events and activities for neighborhood residents that encourage interaction with all parts of the neighborhood.**

The following activities represent methods for achieving stronger connections and unity within the Tremont neighborhood.



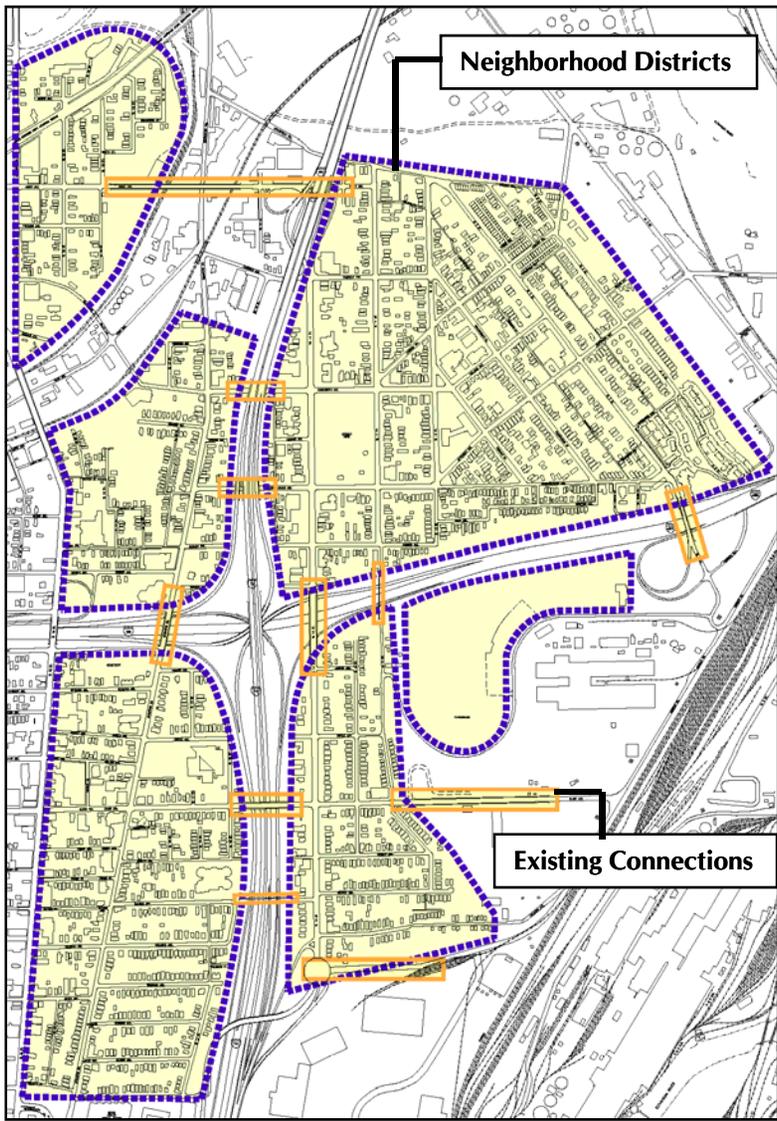
Tremont Strategic Investment Initiative

Create a series of walking, biking and driving routes that connect the neighborhood

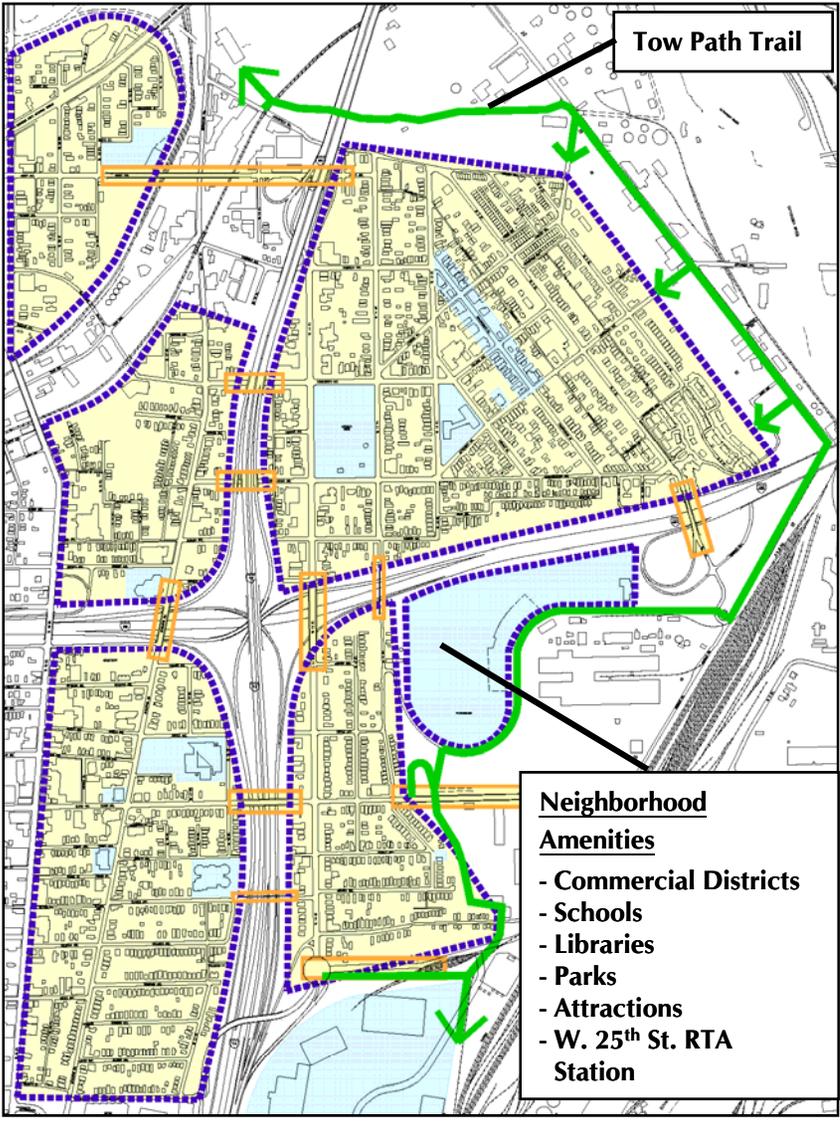
When analyzing the existing physical links between the neighborhood districts a very limited number of connections currently exist. In some cases, as between Duck Island and North Tremont, only a single direct physical connection is present to join residents together. However, as discussed earlier, each of the neighborhood districts and Clark Field have important amenities that residents of all of Tremont can benefit from. The establishment of a series of walking / biking routes that begin to bridge these gaps and take advantage of the existing neighborhood connectors to reconnect the residents of the five neighborhood districts to Clark Field.

In order to successfully accomplish this goal, a series of enhancements be incorporated along these routes. Such things as marked bike routes, sidewalk improvements and directional signage will establish a base for identifying these. However, a number of additional amenities can be incorporated into the streetscape that will encourage residents and visitors to follow the routes throughout Tremont. Informational signage about the neighborhood residents, settlement history or important buildings and locations can be incorporated into public spaces along the routes. Streetscape enhancements can integrate such things as a marked pathway with mile markers to encourage residents to get out of their house, interact with their neighbors, be active and follow these routes throughout all of Tremont.

The following drawings demonstrate the existing neighborhood connections and what we want to connect to.



Existing neighborhood districts and the connections between them

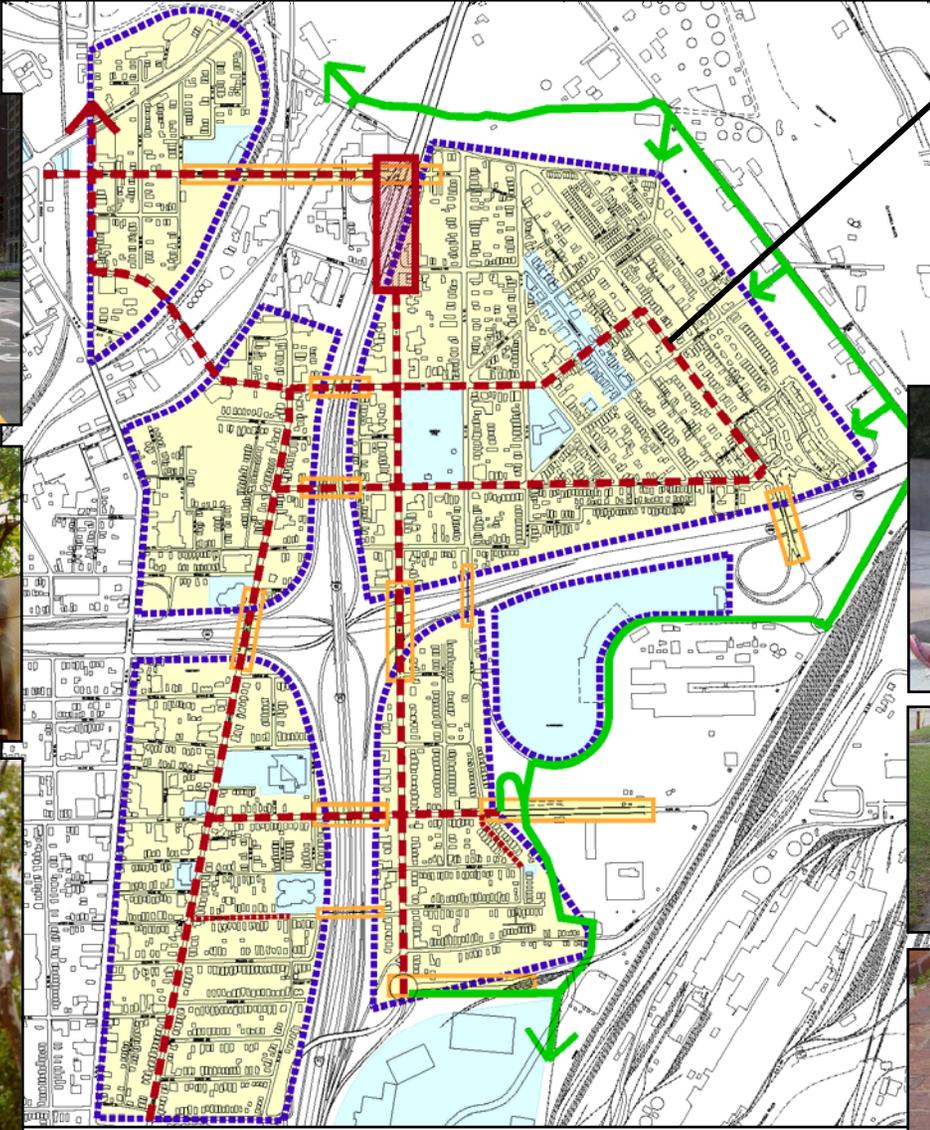


Neighborhood amenities: what we want to connect to

The Strategies



Tremont Strategic Investment Initiative



- Proposed Connections / Walking Routes can include**
- Marked Bike Routes
 - Directional Signage
 - Mile Markers
 - Historic Markers
 - Neighborhood Maps / Places of Interest
 - Repair Sidewalks
 - Places to Gather



Create a bike lane along West 14th Street

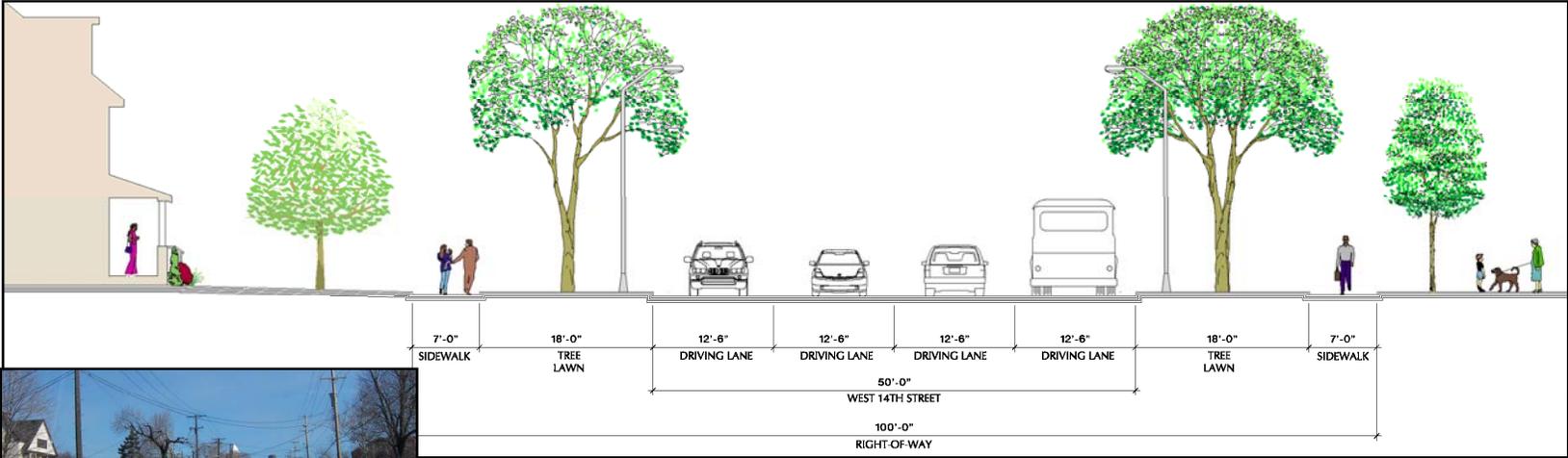
West 14th Street is unique within the Tremont neighborhood in that it has the widest cartway and right-of-way width of the major routes through the neighborhood. It is also a street with a growing importance from a regional standpoint as the direct connection between Interstate 90 and downtown at its northern end and the Jennings Expressway / Interstate 71 interchange at its southern end where Quigley Circle leads to the Steelyard Commons development.

Today the street consists of four wide driving lanes with intermittent turning lanes at such roads as Clark, Starkweather and Kenilworth Avenue. The width of the lanes, in conjunction with its connections to the interstate highway system has resulted in an environment along West 14th Street that is conducive to speeding traffic and an unsafe feeling for pedestrians and bicyclists. In many areas along the length of West 14th on-street parking occurs in the outer two driving lanes, resulting in an odd situation in which some drivers continue to use only the one remaining lane, while others squeeze uncomfortably between the parked cars and motorists in the second lane.

However, without having to completely reconstruct the street these problems can be easily rectified and multi-modal transportation options encouraged that provide the opportunity to connect residents of the north and south parts of the neighborhood. Through the restriping of the current roadway a dedicated parking lane can be created for the use of residents, a bikelane that connects the north and south portions of the neighborhood with the Towpath Trail can be integrated, and a single, safer driving lane for motorists maintained. Along portions of the street in which turning lanes are necessary, the on-street parking is eliminated to allow the bike lane to run continuously along West 14th Street. The street section depicting the reconfiguration of the street also shows streetscape enhancements such as additional pedestrian lighting to match that in Lincoln Park, the neighborhood banners implemented on existing street lights and the ability to include pedestrian amenities into the streetscape layout.

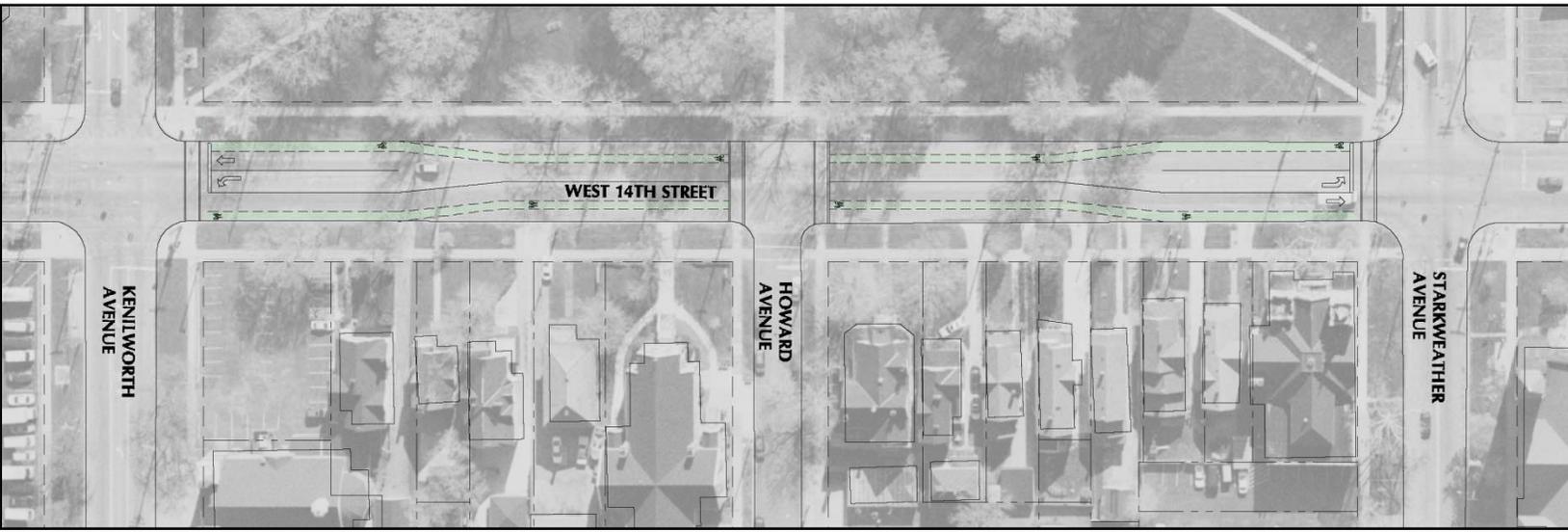
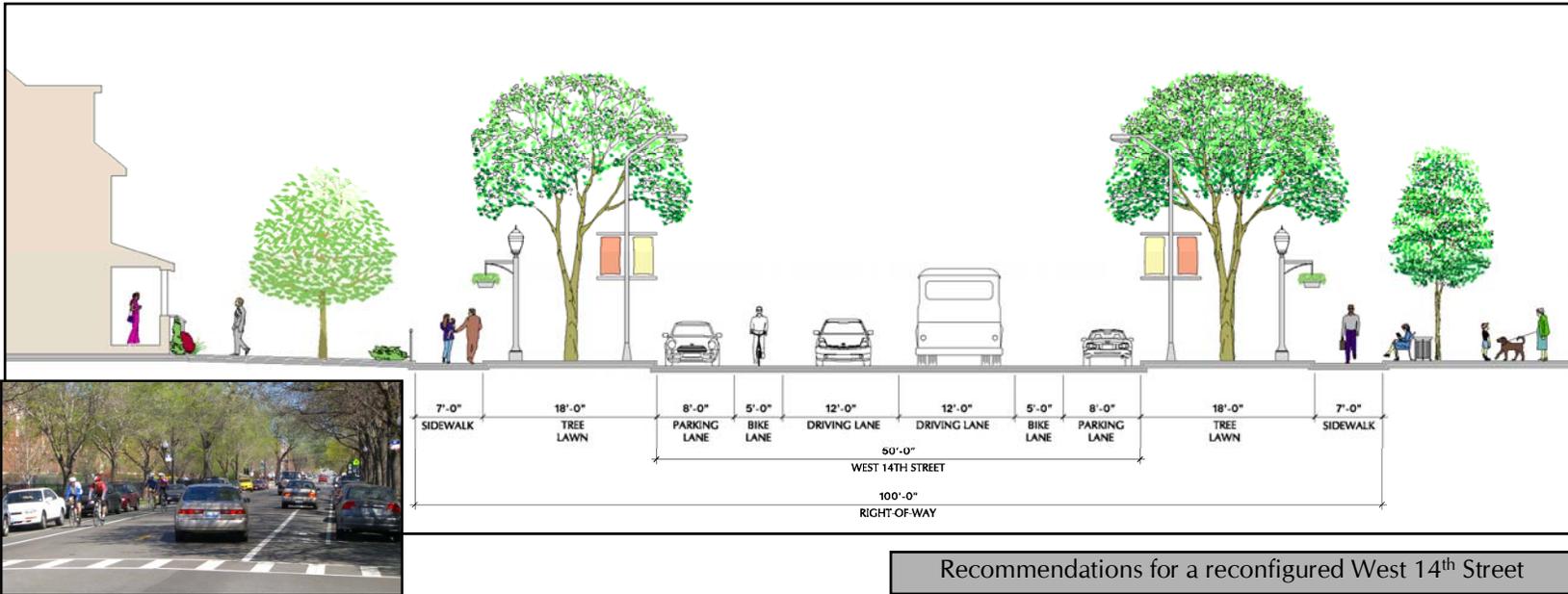


Tremont Strategic Investment Initiative



Existing street section of West 14th Street





Tremont Strategic Investment Initiative

Extending the vitality throughout all of Tremont

By establishing connections between neighborhood districts, residents and amenities the second part of this goal can be accomplished the unification of the Tremont community. Being a unified community means developing an understanding of the issues that are affecting those around you, working together for the common good of the neighborhood and providing assistance to others when they are in need.

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 to unite and become good neighbors include:

- **Ensure that as new commercial development occurs, it not only promotes the neighborhood to visitors, but meets the day-to-day needs of the residents and manages traffic and parking issues.**
- **Sweep and shovel our sidewalks, pick up litter & clean graffiti from our buildings as a demonstration of our pride in the community.**
- **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 Tremont West Development Corp. to create inviting commercial districts.**
- **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.**

Goal: Embrace the fact that in urban neighborhoods that are both established and evolving, economic and social diversity should be celebrated.

The issue of diversity takes on many forms within the Tremont neighborhood. With the recent trends that have introduced a growing artistic cultural base into this traditionally working class neighborhood, new residents with different backgrounds and expectations have been integrated into the community. These include differences in racial and ethnic backgrounds, social viewpoints, economic standing, age, housing options and even the entertainment and amenities different groups feel the neighborhood should provide.

Urban neighborhoods such as Tremont often thrive because of the diversity that they offer to their residents. With that diversity comes an environment that one can not find in other suburban neighborhoods, where homogenous environments separate land uses, cultural backgrounds, economic standings and entertainment options. The growing diversity that Tremont is experiencing should be celebrated and promoted. It is through the ability to accept each others differences and unique attributes that Tremont can remain a place in which everybody will feel comfortable calling home and establishing a common thread that in turn binds everybody together.



- Neighborhood services
- Regional draws
- Places to interact



Tremont Strategic Investment Initiative

The following objectives organize the activities proposed for the accomplishment of the goal within the workplan:

- **Encourage residents of all ages, cultural backgrounds and economic status to take part in programs that promote and teach about neighborhood safety and security.**
- **Tell the story of the different cultures that are represented in the community through greenspace, infrastructure and beautification projects.**
- **Ensure that residential development affords individuals of all economic standing the ability to remain within the neighborhood, and meet the changing needs of households with children, without children and seniors.**
- **Commercial businesses must cater to the diverse needs of residents.**
- **Programs and activities should continue to be planned that encourage interaction between residents of all backgrounds.**
- **Marketing efforts for the neighborhood must promote the diversity that is offered within Tremont and all the uniqueness that this offers to residents.**
- **Residents should be encouraged and provided the opportunity to share the things that make each of them unique.**

The following activities demonstrate examples of how diversity can be understood and celebrated within the Tremont neighborhood:

In sections of the neighborhood where parks and community gardens do not exist create them to promote places where a ‘melting pot’ of cultures can exist

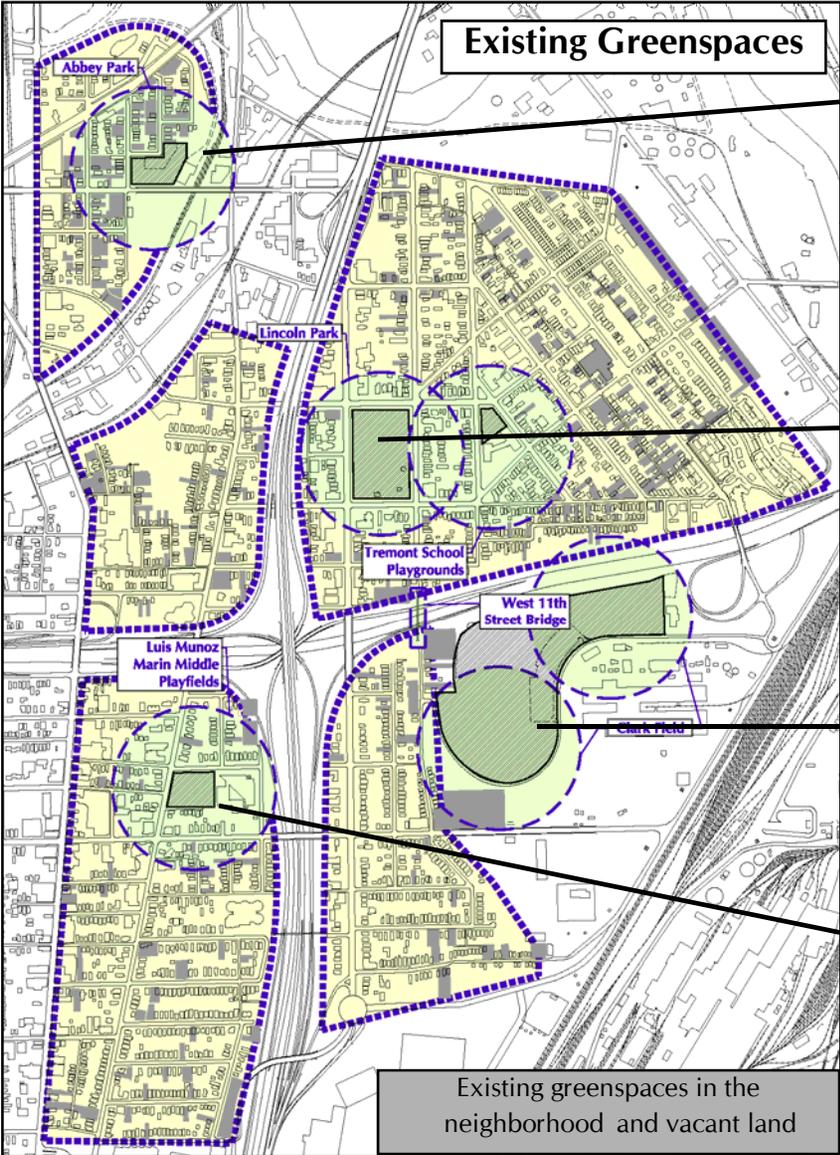
Greenspaces and community parks are one way in which the physical environment can promote the diversity of different cultures that exist within a neighborhood such as Tremont. These public spaces act as the community’s front yard, and if designed and located correctly can offer activities and spaces for residents of all ages and backgrounds to interact. Community parks can provide paths for people to stroll, open fields for children and youth to play, places for seniors to gather within proximity to other members of the community and locations in which activities can be held that celebrate the culture of the neighborhood. Although Tremont has some very successful neighborhood open spaces such as Lincoln Park, Clark Fields or Abbey Park an analysis of all the neighborhood districts in which existing green spaces are located on a map with quarter mile (5-minute) walking radii overlaid reveals portions of the community that are missing these critical places of interaction.

However, when the existing vacant land within the neighborhood is compared with the areas that are underserved a number of distinct possibilities arise for the addition of new public space within Tremont. Meaningful public space does not require large parcels of land such as Clark Field, or formally planned greens as found at Lincoln Park. If planned and located correctly even the smallest or oddest shaped lots can become destinations within the neighborhood that bring people of all backgrounds together. In many cases these can be areas in which local block clubs can adopt a vacant parcel and construct a community garden pocket park programmed to meet the specific needs of the residents in locations that are accessible to a large number of people. Within the site plans for large neighborhood redevelopment projects, public space should be a requirement in areas that are currently underserved. The redevelopment of the APL property in the Lincoln Heights district is an example of a location in which this would benefit the neighborhood. Inclusive in these recommendations should be the renovation of the pedestrian bridge that connects North and South Tremont along West 11th Street. Today the bridge feels very isolated and unsafe, but provides residents with an important linkage to Clark Field.

The following drawings illustrate the existing and potential locations for additional greenspace within Tremont:



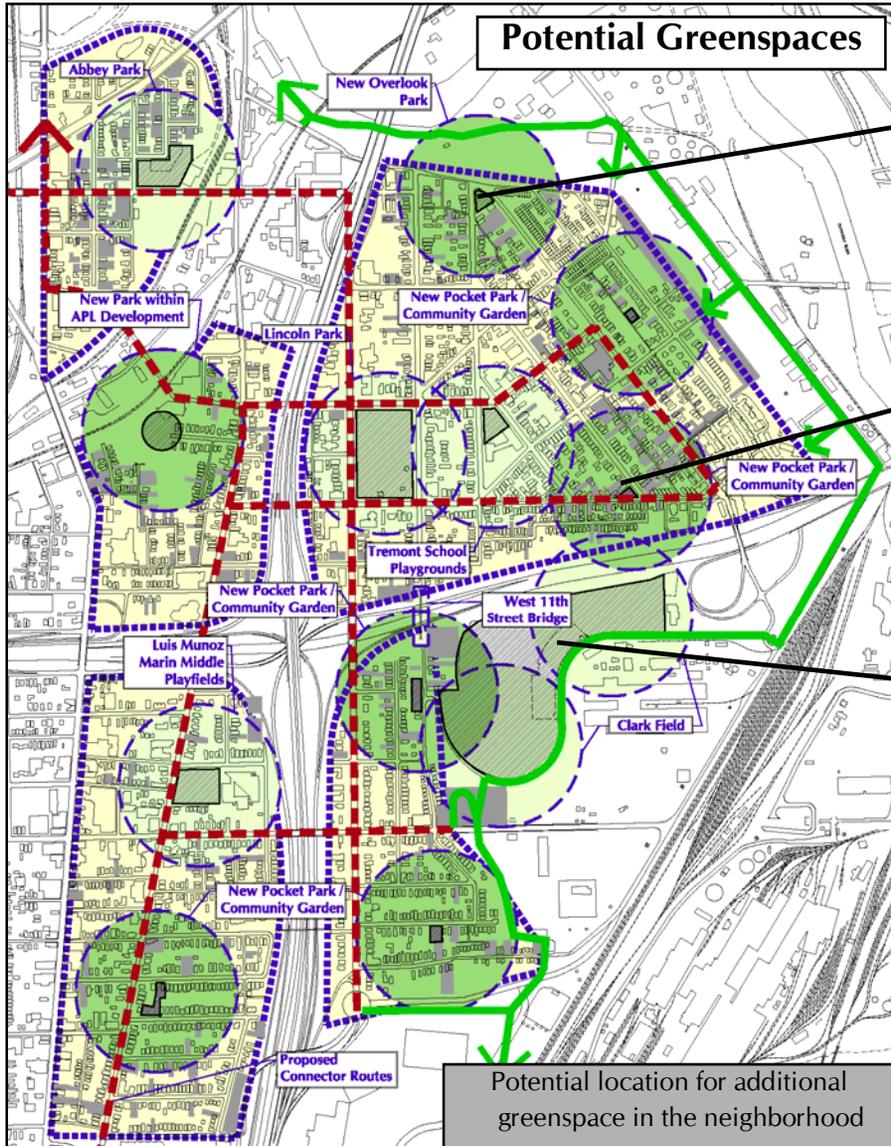
Tremont Strategic Investment Initiative



Existing Greenspaces



Existing greenspaces in the neighborhood and vacant land



Any new pocket parks or community gardens must include a small area in which residents can gather and interact



The Strategies

Tremont Strategic Investment Initiative

Promote activities and events that cause interaction between residents of all ages and backgrounds

Creating opportunities that encourage interaction between residents of all ages and backgrounds is a crucial method of developing a network through which people generate an understanding of each other's cultures while creating common bonds that tie a neighborhood together. These events can include such things as methods of teaching about different cultures or expressing the history of a place and how each person defines its future. Interaction between seniors and youth can help demonstrate to youth the values associated with being a good neighbor and the long-term impacts that acquiring a sense of ownership and pride in a place can have for the betterment of the neighborhood.

Methods of promoting interaction between residents that can help to build a better, more connected neighborhood and promote the diversity that exists within Tremont can include:

- **Ensure that the parks are programmed to accommodate both passive recreation and active recreation options to bring together individuals of all ages**
- **Integrate housing throughout the neighborhood that allows people of all ages and economic status to live within the same blocks – as opposed to enclaves of housing specific to seniors, families, young adults, etc.**
- **Use the proposed Transit Waiting Environments as an example of how youth can work with seniors to teach the history of the neighborhood and design how that can be conveyed in public spaces that showcase their interaction.**
- **Continue to promote and enhance the neighborhood festivals and events that bring residents together**
- **Block clubs can host neighborhood clean up days at which a broad range of tasks can bring all members of the community together**

Goal: Create a quality of life that serves to retain residents, attract new residents and to sustain the identity, unity and diversity of the neighborhood.

The ideals associated with quality of life issues become an overarching theme that encompasses and expands upon the previous three goals. Quality of life is a phrase that can be defined in many ways, but can be best demonstrated through the creation of an environment in which solutions to problems affecting one segment of the neighborhood are addressed by all to establish an outcome that is in the best interest of everybody. When this type of collaboration occurs Tremont can become a place where interaction is encouraged, where one knows and looks out for the best interest of their neighbor, where business owners become engaged members of the community, where neighborhood institutions become meaningful focal points in the lives of the residents and where parks and public places act as shared front yards for gathering.

These are the ideals that define what a community truly is, and if present what will ultimately make Tremont a community of choice that is open and inviting to all. .



Take advantage of:
 - underutilized land
 - opportunities to create jobs
 - ability to provide housing for everybody



Tremont Strategic Investment Initiative

Create a parking plan for the Professor Avenue commercial district that alleviates the issues between residential parking needs and the requirements of the business patrons

Through this planning initiative, a conflict was identified within the neighborhood which negatively affects the quality of life of residents, visitors and business owners. Because of the density of the residential blocks residents need a large number of on-street parking spaces. In addition, the commercial districts on these same blocks do not have off – street parking areas.

With the increasing popularity of the Professor Avenue business district as a destination entertainment and dining area, parking conflicts in the surrounding blocks have increased between residents and businesses. The necessity exists to accommodate the parking needs of residents, however, the success of the business district is also directly related to the ease with which patrons can access their destinations. A comprehensive look at the immediate area surrounding the district is necessary to determine a solution to these conflicts.

The primary element to developing a viable solution to this problem would be the construction of a compact parking structure using underutilized land adjacent to the commercial businesses. However, the location for such a structure should be selected so as to not disrupt the continuity of the district, and not disturb the quality of the residential streets that surround it. Adjacent to the Gospel Press Building currently being converted into a large apartment complex, just such an opportunity exists. A two-story parking structure that can accommodate over one hundred vehicles could be possible to construct through the utilization of a vacant parcel on Jefferson Avenue and the acquisition of a minimum number of existing residences located along Thurman Street. The construction of this parking garage could be funded in conjunction with the development of the Gospel Press Building due to its location, through a Business Revitalization District or the by the inclusion of long term parking meters within the garage.

The implementation of a series of other recommendations can also help to alleviate the need for parking spaces. Saint John’s Catholic Church and the Tremont Montessori School can each rent their parking lots for use by valet companies at the local restaurants. This would eliminate the need for those cars to be parked on the residential blocks, create a secure environment for cars to be kept and ensure that the lots would only be used at night and remain empty during the day when they are used by the institutions. In addition, with the reconstruction of the Innerbelt there is a proposal to add valet / commercial parking below the I-90 bridge at the north end of the neighborhood. A final recommendation that could be implemented following the accommodation of commercial parking would be the requirement for residents to have parking permits for themselves and guests within specific zones on the surrounding blocks.

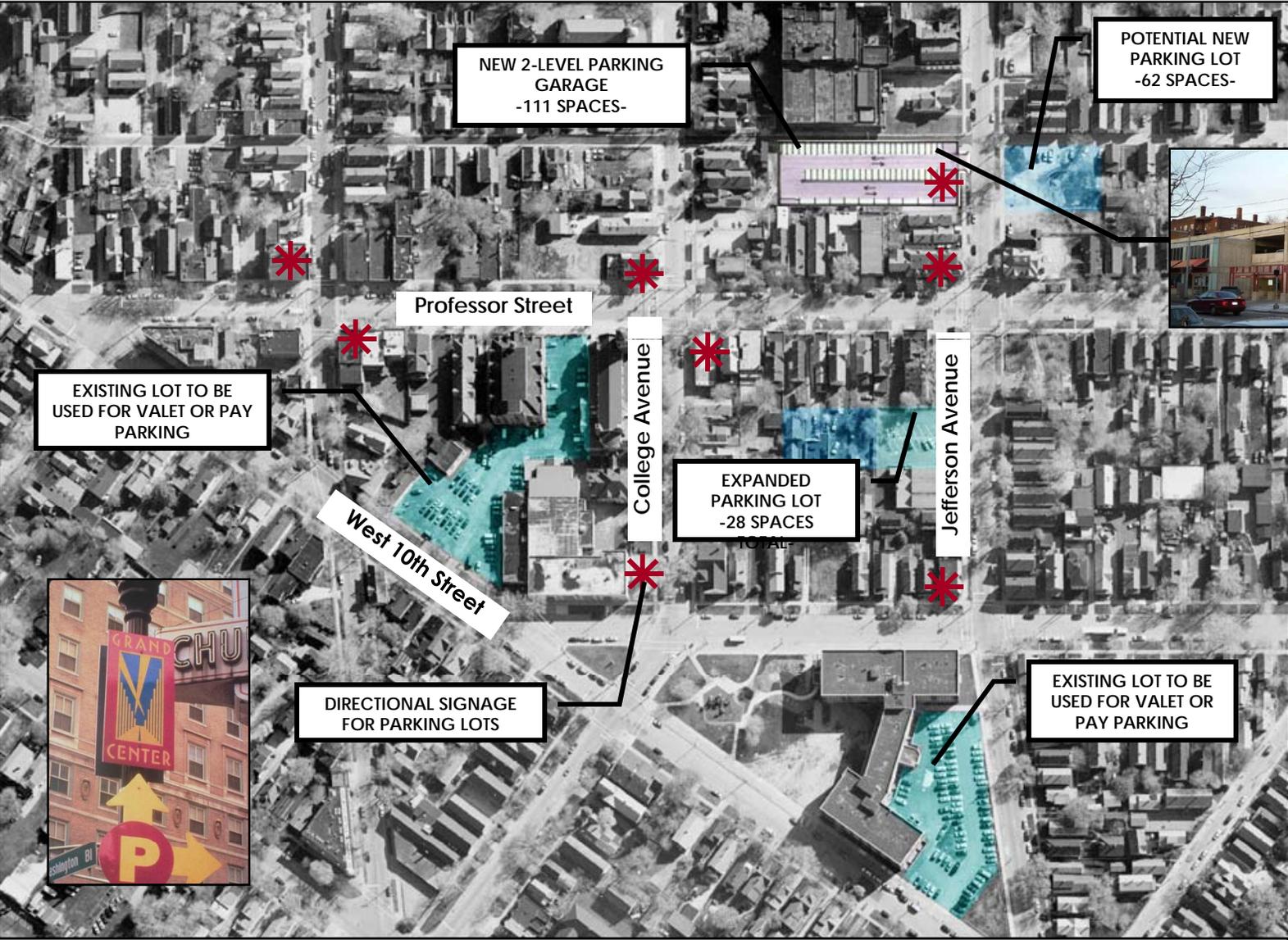


The drawing depicts the existing Professor Avenue business district. Restaurants are shaded red, bars in yellow, galleries as green and business in orange



The Strategies

Tremont Strategic Investment Initiative



Key intersections within the district can eliminate parking problems with minimal disruption to the existing physical environment.

Retain the existing housing alternatives that are affordable for all Tremont residents

Tremont is one of a few neighborhood's within the City of Cleveland that has been the recipient of a great deal of infill residential construction in the past few years. These new housing units have diversified the opportunities available for prospective buyers through the construction of a mixture of single-family homes, townhomes and apartments. Much of the new housing development has occurred in North Tremont, and due to the increasing popularity of this district has sold at a higher price point than the existing residences within the neighborhood.

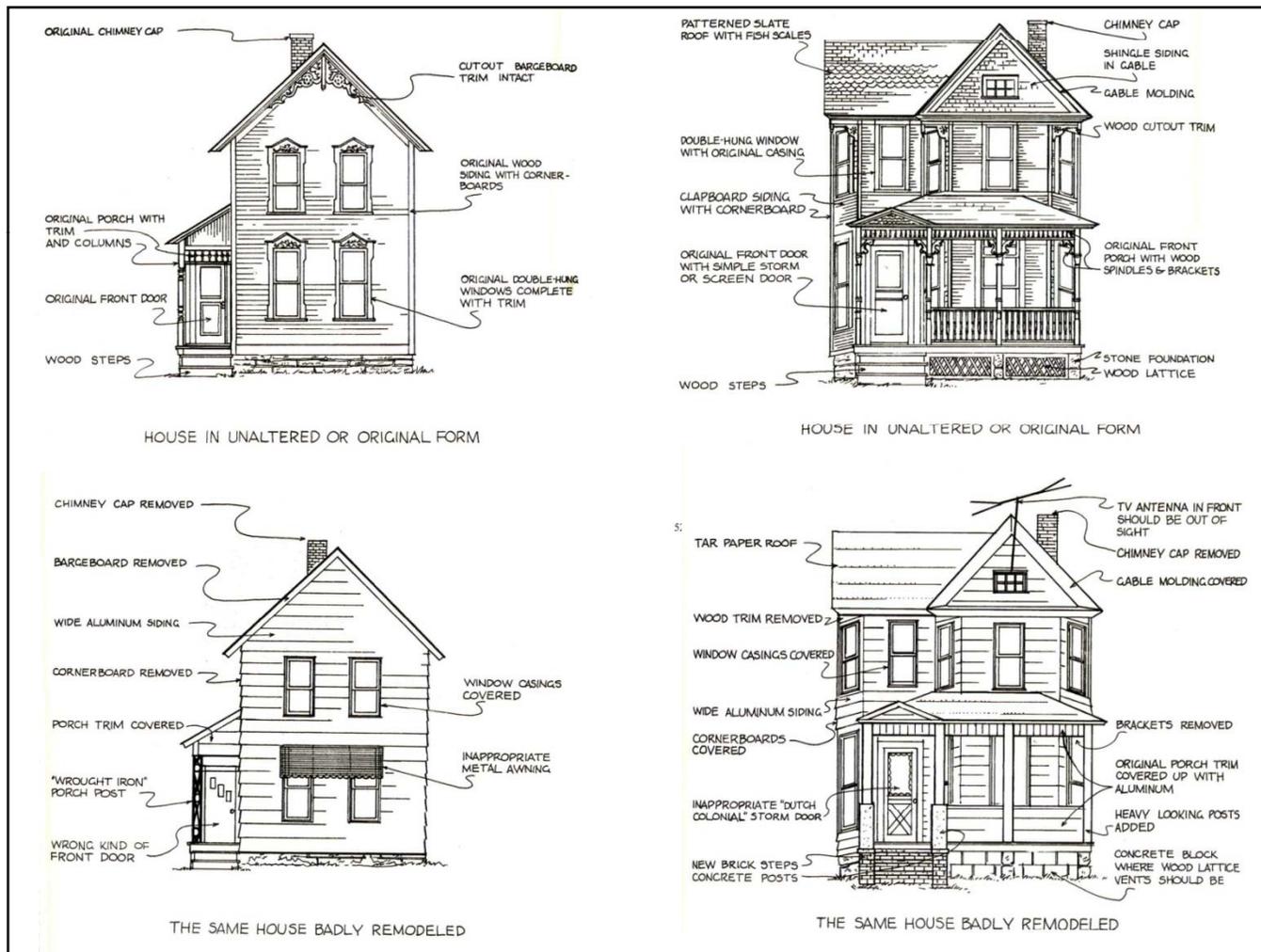
However older buildings, while characterizing the look of the dense, urban blocks that make up the neighborhood require a certain level of maintenance and upkeep. It is crucial that residents, whether owners or renters, continue to do such things as paint their homes, repair damaged roofs or windows, 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.

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 Tremont's residential neighborhoods.



Tremont Strategic Investment Initiative

The following diagrams were prepared and published in the book *Those Wonderful Old Homes: A Handbook for Homeowners* that demonstrate the difference between homes that have retained their original historic detailing and proportion and those that have undergone renovations altering the character of the buildings:



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

- Key Bank – Urban Assist Home Loan Program
- NPI / City of Cleveland – Model Blocks Initiative
- 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



Existing homes within Cleveland neighborhoods that have undergone good and bad renovations



Tremont Strategic Investment Initiative

Model Blocks Initiative

As the Anchor Project of this Strategic Investment Area, the Tremont Pointe and Starkweather Homes projects 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 Tremont West Development Corporation 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 model blocks initiative serves as a demonstration to home owners throughout the neighborhood as to how even the smallest of improvements to a single house can make a big difference when applied to an entire area. Tremont West has currently identified blocks immediately adjacent to the Valley View Homes redevelopment along Thurman Court and West 6th Street. Within these blocks money from a grant provided by Neighborhood Progress Inc. will be given to home owners for specific uses that will increase the appeal of the blocks.

Some of the improvements that are eligible for funding within the scope of the Model Blocks Initiative include:

- Landscaping front lawns
- Replacing damaged sidewalks leading to front doors
- Replacing chain link fencing with decorative metal fences
- Paint the exterior of homes
- Provide neighborhood flags to hang from front porches.



West 6th Street



Thurman Court



The Strategies

Tremont Strategic Investment Initiative

Develop new affordable housing

The preservation of existing homes within the neighborhood is one method of ensuring affordable housing options for residents. However, a special effort must also be made to ensure that some new construction projects add affordable housing to the available units within Tremont. With rising construction prices this will have to be approached creatively to be successful. In some cases developers will require assistance with such things as land acquisition and development costs.

Tremont Pointe – Setting An Example

Previously the Valley View Homes public housing project, Tremont Pointe sets an example of how to successfully integrate housing at a variety of price points within the community. Within this project a partnership was formed between the Cuyahoga Metropolitan Housing Authority (a public agency) and private developers to create 131 units that are both subsidized and market rate for sale. Also included within this project is the restoration of public art elements from the WPA era during the Great Depression. Some of these objects – carved stone animals – are being restored and placed at the neighborhood gateway at West 7th Street within the project area. Additional recreations of these will be placed at other neighborhood gateways and sold to raise funds for other beautification projects.





Tremont Pointe site plan and construction photos – the new buildings will line the streets, creating a more integrated neighborhood feel for the public housing.



Public art being restored

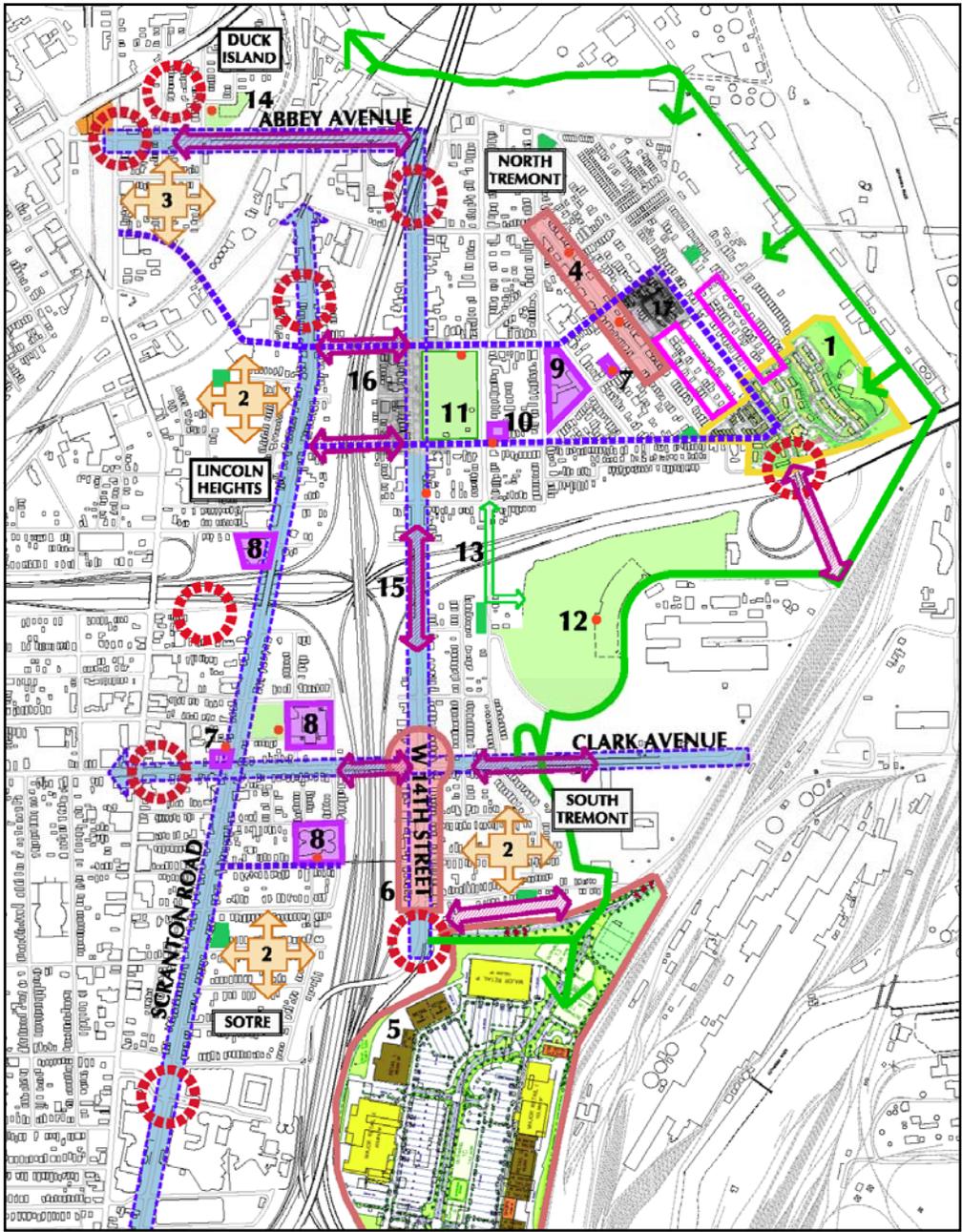


The Strategies

Tremont Strategic Investment Initiative

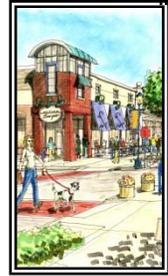
Creating a Complete Neighborhood

When viewed on their own, each of the four goals and the associated activities outlined in this report have 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 Tremont 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.



- Residential Development**
 - 1) Valley View Homes
 - 2) Rehabilitation & Preservation of Affordable Housing Options
 - 3) Transit Oriented Development
- Commercial Development**
 - 4) Professor Avenue Commercial District
 - 5) Steelyard Commons
 - 6) Convenience Retail Expansion
- Neighborhood Institutions**
 - 7) Library
 - 8) Public Schools
 - 9) Montessori Schools
 - 10) Merrick House
- Neighborhood Parks**
 - 11) Lincoln Park
 - 12) Clark Field
 - 13) Renovate Clark Field Connector
 - 14) Abbey Park
 - 15) West 14th Street Bridge Streetscape Enhancements
 - 16) Proposed West 14th Street Bikelane
 - 17) Professor Street Parking Garage
- Potential Pocket Parks / Community Gardens**
- Route of Towpath Trail**
- Priority Streetscape Enhancements / Neighborhood Connector Routes**
- Neighborhood Connections**
- Neighborhood Gateway Improvements**
- West 25th Street RTA Station**
- **Neighborhood Bike Rack Program Locations**
- Model Blocks**

The Strategies



The WorkPlan

..... next steps for building a better community

Tremont Strategic Investment Initiative

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 Tremont West Development and other organizations are undertaking into categories corresponding to each of the four goals. Within each goal the workplan is further subdivided to group related activities based on different objectives or methods of accomplishing the goal.

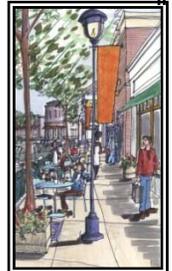
The workplan is a chart that becomes crucial to the neighborhood for developing implementation strategies. The chart provides the opportunity to determine potential community partners, whether an activity requires a new program or can be part of an ongoing initiative and the potential for prioritizing an activity and delineating a 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 line items as partnership opportunities and project status are items that are necessary to convey to involved community members and keep them informed of what is happening within their neighborhood.

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 Tremont West Development 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. Tapping into the vast array of knowledge and drive that many organizations and community members have to offer will ensure that all of Tremont's neighborhood districts 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:

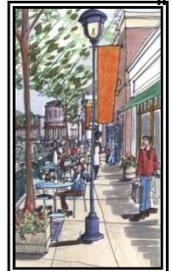
Tremont West Development Corporation Strategic Investment Initiatives Workplan						
Goal 1: Identity		Establish a clear yet spontaneous identity that represents the social, cultural, and physical characteristics that are uniquely Tremont.				
Objective 1		Formulated greenspaces and beautification projects that attract residents and visitors at focal gathering destinations. Together is Tremont	Prtns hp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Promote beautification through no littering advertised on flyers and billboards	Bkck Clbs	New	Policy	
	Activity 2	Establish a "Clean Graffiti" and/or "Clean Litter" Patrols and sponsor neighborhood cleanup days	Bkck Clbs	Expansion	Program	
	Activity 3	Establish garden gateways that feature artistic features such as the "critters" at Valleyview	Gardners	Expansion	Program	
	Activity 3	Plant trees where needed	City	New	Program	
	Activity 5	Create stronger connections with Lincoln Park, Clark Field, and the Valley	PrkWrks	New	Policy	
	Activity 6	Improve the look of Lincoln Park Pool creating an attractive gathering point for the neighborhood	City	New	Project	
Objective 2		Established systems that identify and give Tremont a sense of place along transportation and infrastructure routes	Prtns hp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Integrate common Themes throughout-lighting, crosswalks, etc	City	Current	Policy, Program	
	Activity 2	Create attractive entrances at transportation entry corridors to the Tremont neighborhood.	Gardnrs	New	Project	
	Activity 3	Neighborhood signage including sub neighborhood identification so visitors and residents feel a sense of place.	Fndrs	Current	Policy, Program	
	Activity 4	Design bridges as connectors - add similar design treatments to each	ODOT CITY	New	Project	
	Activity 5	Create a specified linkage of pedestrian pathways to connect including the use of transportation waiting environments and the towpath trail	ODOT CITY	New	Project	
Objective 3		Tremont established as the neighborhood of choice to live in through Real Estate Development	Prtns hp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 2	Create a model blocks approach around all development projects	Devlprs, city, fundrs			
Objective 4		Sustain commercial development to attract visitors to shop and experience Tremont	Prtns hp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Establish a BRD or BID along Professor Ave., Scranton, W. 14 and Clark Ave business sectors to better compete	Restore	New	Project	
	Activity 2	Develop and distribute a set of expectations businesses should follow to be good neighbors	Bkck clbs	New	Program	
	Activity 3	Develop a restaurant reward program to promote locally owned businesses and draw customers		New	Program	
	Activity 4	Create signage that identifies and gives direction to commercial focal points in the neighborhood. (i.e. Christmas Story House, Professor Ave.)	City	New	Project	
Objective 5		Convey and preserve established history of Tremont through preservation and code enforcement	Prtns hp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Monuments and historical markers should be used at important locations	OC	Expansion	Project	
	Activity 2	Establish visitor centers that enhance history and culture of Tremont, i.e. History Project Museum and Ukrainian Museum	History Pict	Expansion	Program	
	Activity 3	Study the potential for historic district along Scranton Road, Literary Ave, and Holmden Ave.		New	Project	
	Activity 4	Promote real estate design that fits within the context of the neighborhood in terms of scale and siting	Hsg Cmt	Expansion	Policy	



Tremont Strategic Investment Initiative

Tremont West Development Corporation Strategic Investment Initiatives Workplan

Objective6		Marketing campaigns that distinctly make Tremont as a destination neighborhood	Prtnshp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Install directional signage indicating neighborhood features such as arts and restaurants		New	Project	
	Activity 2	Utilize interpretive markers on the towpath that bring visitors to explore the neighborhood	OCC	New	Project	
	Activity 3	Establish themes for sub-neighborhoods (block clubs) that give an identity within the greater neighborhood	Blk Clbs	Expansion	Project	
	Activity 4	Establish a marketing committee for the whole neighborhood to provide a unified message throughout the neighborhood		Expansion	Program	
	Activity 5	Have a booth at all events promoting Tremont		Current	Program	
	Activity 6	Create and implement neighborhood church, house, and garden tours to expose people to the entire geographic area of the neighborhood		New	Program	
	Activity 7	Establish a marketing calendar that promotes the neighborhood on a regular basis		New	Policy	
Objective 7		A clear and established communication that promotes Tremont as a viable place to visit, live and work	Prtnshp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Establish an ongoing dialogue venues that promote neighborhood activities and opportunities through newsletter, web site, and the TWDC office				
	Activity 2	Develop a package of neighborhood information to give to all new residents about the neighborhood and welcoming them - this will demonstrate values to the new residents and a better understanding of the differences between new and long term residents				
	Activity 3	Promote neighborhood standards by example including dialogue amongst neighbors that establish a "neighborly feel"				



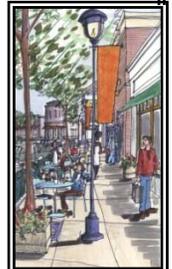
Tremont West Development Corporation Strategic Investment Initiatives Workplan						
Goal 2 - Unity		Create an attitude and environment within Tremont that encourages interaction between block clubs and neighborhood districts to unify and connect the community.				
Objective 1		Safety and Security activities that create an attitude of a safe feeling to the entire neighborhood	Prtns hp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Block clubs establish common safety programs throughout the neighborhood				
	Activity 2	Implement security cameras throughout the entire neighborhood with the purpose to create a feel safe environment and not to target a group of residents				
	Activity 3	Establish neighborhood patrols / block watch programs				
Objective 2		An established and unified effort that promotes Greenspace and Beautification	Prtns hp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Block Clubs adopt a vacant lot and create a temporary use of the space				
	Activity 2	Create neighborhood - specific kiosks for posting information in key public areas of the neighborhood such as Lincoln park				
	Activity 3	Create neighborhood murals on blank walls of buidings at gateway points of the neighborhood				
	Activity 4	Create a series of local awards and an event to celebrate active roles to residents, businesses involved in the neighborhood, clean-up projects, paint houses, etc. with the purpose to spur continued investment and published in a local paper with a title like "We Caught You!"				
	Activity 5	Create a walkway to link Lincoln Park with Clark Field and West 7th to Clark field				
	Activity 6	Promote street lighting along walking areas of the neighborhood with additional street lighting including commercial district lighting that encourages residents and visitors to experience Tremont				
Objective 3		A created environment in all transpotaion and Infrastructure points that connects each sector of the neighborhood to the entire Tremont community	Prtns hp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Create a unified common theme approach to greenspace and streetscape treatments to convey a unified message of the neighborhood.				
	Activity 2	Install Bike racks along commercial districts to promote fitness and alternative transportation modes eliminating parking congestion				
	Activity 3	Add a bike lane to West 14th Street				
Objective 4		Established commercial development that encourages visitors while interacting with the surrounding residents	Prtns hp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Further strenghten RESTORE and the commercial community to grow and implement a unified goal				
	Activity 2	Local businesses and groups can provide jobs for youth in neighborhood clean up roles - instilling pride and ownership in the next generation.				
Objective 6		A purposely planned environment that connects the residents and meets their needs	Prtns hp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Get neighborhood instituions such as churches and schools involved within block clubs				
	Activity 2	Host an annual meeting of all block clubs to discuss issues and work collaboratively				
	Activity 3	Organize police and fire stations to offer safety courses to residents and youth bringing people together.				
	Activity 4	Establish a walking club to encourage people to get out on the street and be active in their neighborhood.				
	Activity 5	Plan programs and activities that tie all quadrants of the neighborhood together				
	Activity 6	Create a public art treasure hunt to allow people to explore the full neighborhood				
	Activity 7	"Tremont Day" festival promoted to only Tremont residents as opposed to the other festivals that are highly publicized outside of the neighborhood.				

Tremont Strategic Investment Initiative

Tremont West Development Corporation Strategic Investment Initiatives Workplan

Goal 3 - Diversity		Embrace the fact that in urban neighborhoods that are both established and evolving, economic and social diversity should be celebrated.				
Objective 1		Enhanced safety and security throughout the neighborhoods that attract all cultures, racial, and economic status of residents	Prtshp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 2	Encourage safety programs that involve youth participation that includes activities that generate interest and ownership				
	Activity 3	Encourage and implementation of the Safety Audit involving all sectors of the community				
	Activity 4	Explore alternative methods of police presence and enhancements ie. Bike patrols, patronize businesses				
Objective 2		Greenspace and beautification projects completed that tell the story of the different cultures and peoples represented in the community	Prtshp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Engage more residents in the community parks through activities and programming				
Activity 2	In sections of the neighborhood where parks and community gardens do not exist create them - the idea of the town square for each area serving as a melting pot of cultures.					
Objective 3		Plans implemented along transportation and infrastructure projects that embrace the culture of the neighborhood	Prtshp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Study RTA routes to ensure all portions of the neighborhood are linked.				
	Activity 2	Implement bike routes				
Activity 3	Encourage shared community parkign lots to alleviate the problems between residents and visitors/business patrons					
Objective 4		Residential development that affords opportunity to all economic classes of the neighborhood	Prtshp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Build housing to attract the middle class				
Activity 2	Develop affordable housing options for low income residents where possible					
Objective 5		Commercial businesses developed that represent and serve all of the Tremont neighborhood	Prtshp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Recruit an affordable breakfast lunch counter restaurant				
Activity 2	Provide information on incentives for owning and operating local businesses.					
Objective 6		Programs and activities that are celebrated and meet the needs of the residents served in Tremont	Prtshp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Program events for families				
	Activity 2	Establish programs where seniors and youth can interact.				
Activity 3	Establish "Meet and Eat" programs to bring together different cultures and ethnic groups and celebrate the differences.					
Objective 7		Marketing venues that promote the diversity and uniqueness established in the Tremont neighborhood	Prtshp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Establish markers throughout the neighborhood that recognize the different ethnic and cultural groups and residents in the Tremont neighborhood				
	Activity 2	Promote neighborhood banners that represent the residents that reside in those sub-neighborhoods				
	Activity 3	Develop all marketing material that promotes Tremont as a place for everyone				
Activity 4	Contact local institutions to sponsor neighborhood gateways and gardens					
Objective 8		Residents are informed and share ideas and opportunities that express the culture	Prtshp	Current, Expansion, or New	Transformation Component	SIA Work Plan
	Activity 1	Strengthen block clubs through membership drives and expanded programs				
	Activity 2	Regularly publish neighborhood features and successes				
	Activity 3	Promote resident involvement in events				
Activity 4	Establish an e-mail list of block club presidents to spread neighborhood wide information					

Tremont West Development Corporation Strategic Investment Initiatives Workplan						
Goal 4 - Quality of Life		Recognize that we must work hard as a community to retain residents, attract new residents and to sustain the identity, unity, and diversity of the neighborhood				
Objective 1	Activity 1	Safety and Security programs that promote a safe feeling		Prtnshp	Current, Expansion, or New	Transformation Component
		Programs to brighten the neighborhood such as a porch light campaign should be undertaken.				
Objective 2	Activity 1	Greenspace and Beautification developed that are enjoyed by all segments of the community		Prtnshp	Current, Expansion, or New	Transformation Component
		Utilize the abundance of park land in Clark Field to create a recreation center for the neighborhood, an amphitheatre or tennis/basketball courts				
Objective 3	Activity 2	Transportation and Infrastructure in place that connects and services Tremont		Prtnshp	Current, Expansion, or New	Transformation Component
		Undertake a study to fully understand the traffic issues associated with the addition of large projects to the area such as Steelyard Commons and the Gospel Press				
Objective 4	Activity 1	Residential Development built that recognizes the diversity and identity of Tremont		Prtnshp	Current, Expansion, or New	Transformation Component
		Promote housing development that is affordable to all economic classes				
Objective 5	Activity 1 Activity 2 Activity 3	Sustained Commercial Development that attracts new visitors and is identified as a destination point in the City of Cleveland		Prtnshp	Current, Expansion, or New	Transformation Component
		Manage business growth impact from Steelyard Commons in a fashion that is respectful to residents, boutique shops, and restaurants				
		Encourage locally owned, neighborhood oriented businesses.				
		New liquor licenses should only be granted if a program for accomodating parking and traffic is undertaken.				
Objective 6	Activity 1 Activity 2 Activity 3 Activity 4 Activity 5 Activity 6 Activity 7	Through hard work an improved quality of life has been established by providing the needs of the residents and maintaining a diverse culture		Prtnshp	Current, Expansion, or New	Transformation Component
		Create social programs that integrate people with their community				
		Block clubs must reach out to increase membership				
		Create a committee to research funding opportunities for residents.				
		Foster interacion and communication to the local schools in the community to create a family oriented atmosphere				
		Many of the elderly residents have seen the same issues face the neighborhood over the years - take the time to learn what has happened in the past.				
		Create a venue for elderly residents to share to the younger community				
		Implement neighborhood services that serve the minority populations of the neighborhood				
Objective 7	Activity 1 Activity 2 Activity 3	Marketing efforts have improved the "neighborly" feel and fostered an environment that encourages residents to stay and new ones to come		Prtnshp	Current, Expansion, or New	Transformation Component
		Implement a "quality of life" survey to identify issues and opportunities				
		Engage existing and long term residents in marketing the neighborhood to new residents				
		Begin marketing campaign entitled "What Does Tremont Have To Offer"				



Tremont 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 Tremont West Development with the basis to make decisions that will create these successes.

Tremont West Development, 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.**
- **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.**
- **Place updates to the workplan on the TWDC website and display neighborhood initiatives in the TWDC storefront window to keep residents engaged in the process.**

Community Buy-In

Ensuring that the residents and block clubs of Tremont 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 the goals established in the previous session were reviewed and presented by members of the Steering Committee, and the example activities outlined within this report demonstrated. The workplan and its many functions was presented to the group, and the importance of the support from the full Tremont community including residents of all five neighborhood districts, business owners and institutions for the successful implementation of the activities was stressed.

As a method of building their support, meeting attendees discussed a series of questions and were encouraged to join Tremont West as neighborhood partners in implementing their vision. These included: ‘What partnering opportunities can you foresee for the neighborhood?’ ‘How do you see yourself playing a role in the implementation of this workplan?’ ‘What improvement would most benefit the part of Tremont where you live?’ and ‘As a community member how do you see yourself and your neighbors coming together to assist in the betterment of your neighborhood or block?’

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 Tremont is at the forefront with projects and activities already set into action that will give the neighborhood an advantage for continued support.

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 Tremont West Development make the proposed activities a reality. The chart and goals establish a methodology for determining priorities for Tremont West Development as well as benchmarks that must be accomplished for each activity to move forward. These are critical measures that will allow Tremont West Development 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 Tremont community can work together to create a successful, integrated, safe and beautiful neighborhood that respects its past while constantly looking to its bright future.

