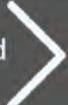




W 25th STREET DEVELOPMENT STRATEGY

Cleveland
Neighborhood
Progress 

**PARSONS
BRINCKERHOFF**

Michael Baker
INTERNATIONAL



Community Planning Process Final Report | April 2015

Cover Photograph: W25 Aerial
Courtesy Bing Maps & Cleveland Neighborhood Progress
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Why this study? Why now?

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A uniquely Cleveland corridor.

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PREMISE

5.1 "Lakeside Flats" Aerial (courtesy Bing Maps)

PREMISE

How about jumping on a streetcar in Public Square that would take you to West Side Market and the Zoo? Or perhaps a light-rail station that serves as an anchor to the rebuilt MetroHealth campus? Maybe a corridor that features employees utilizing a ridesharing network, point-to-point rental bicycles, and pedicabs to get to and from LJ Minor, Voss Industries, and other area employers? What about an elaborate ski-lift infrastructure that could take Clevelanders from one City hotspot to another in customized sky pods?

Each of these scenarios has been discussed with varying degrees of practicality over the last decade by Cleveland stakeholders and particularly those of the region's most indispensable North/South connection, the West 25th Street/Pearl Road corridor. While some may regard the ski lift scenario as a flight of fancy, many other scenarios are just too feasible to not gain some degree of traction. The resultant has been different community groups advocating for different transit approaches and, as such, differing visions for the future of this community.

In the very next breath, we must also consider the neighborhood that must be built to support such an investment in transportation infrastructure. What kind of housing will best promote a

corridor that promotes a pedestrian-friendly environment and urban lifestyle? How many units of new and renovated housing can this community support? At what densities should it be built to create a virtuous and self-sustaining local economy?

"To define a strategy that improves livability and commerce along the West 25th Street/Pearl Road corridor by connecting regional assets, serving major employers, and addressing the needs of residents, current and future."

W25 Study Approach

Therein lays the challenge for the commuter-heavy corridor that boasts some of Cleveland's largest employers, biggest attractions, and most intriguing neighborhoods. What is the vision for this community and how can a motley crew of stakeholders effectively advocate for its realization?

Process

With no presumptions about establishing a broader community vision, the W25 Transit Development Study sought to bring clarity and consensus to these very specific paths of inquiry: the ideal transit solution for the West 25th Street corridor and the development necessary to make that solution a sustainable reality.

Nested within a broader community revitalization effort (the West 25th Street Initiative), this planning process convened a representative group of residents, stakeholders, and CDC staff representatives from four City Neighborhoods (Ohio City, Tremont, Stockyards/Clark-Fulton, and Old Brooklyn), as well as several civic and governmental organizations to find alignment on potential solutions.

These individuals directed the consultant team and informed the deliberations of eight working groups, each charged with a different perspective to consider. These working groups convened with the public on three separate occasions to solicit their feedback and incorporate this input into the direction of the community.

Summary of Findings

In the end, several factors played into a consensus decision to advocate for what the consultant team refers to as "BRT - Low Intensity" for the entirety of the corridor section, from State Road to Detroit Avenue. Most similar to the newly implemented "Cleveland State Line" on Clifton Boulevard, the West 25th Street corridor should feature dedicated lanes for bus and bicycle traffic, consolidated stops with enhanced waiting environments, branded bus routes, and transit signal priority. For

their part, Community Development Corporation staff along the corridor will utilize every tool at their disposal and leverage every development opportunity that arises to foster the kinds of dense, urban development necessary to sustain this infrastructure and gradually create a world-class corridor in the heart of Cleveland's near West Side.

Eight to twelve housing units per acre will be the minimum density allowed along West 25th Street. Suburban building materials and typologies will be discouraged, and the neighborhood will work closely with the City of Cleveland, Greater Cleveland Regional Transit Authority (GCRTA), and the Northeast Ohio Areawide Coordinating Agency (NOACA) to implement development controls and policy frameworks that promote the broader community vision without compromising individual projects.

What follows is an inside look at the work undertaken in this transit development strategy, including the goals of each working group, objectives for each community node, underlying market assumptions, and how transit and development recommendations were arrived at as well as the steps necessary for their implementation. §



7.1 Corridor Study Area (courtesy Bing Maps)



7.2 Historic Streetcar



7.3 Bikeshare Station



7.4 Sky lift



7.5 Housing at Ft. Belvoir (VA)



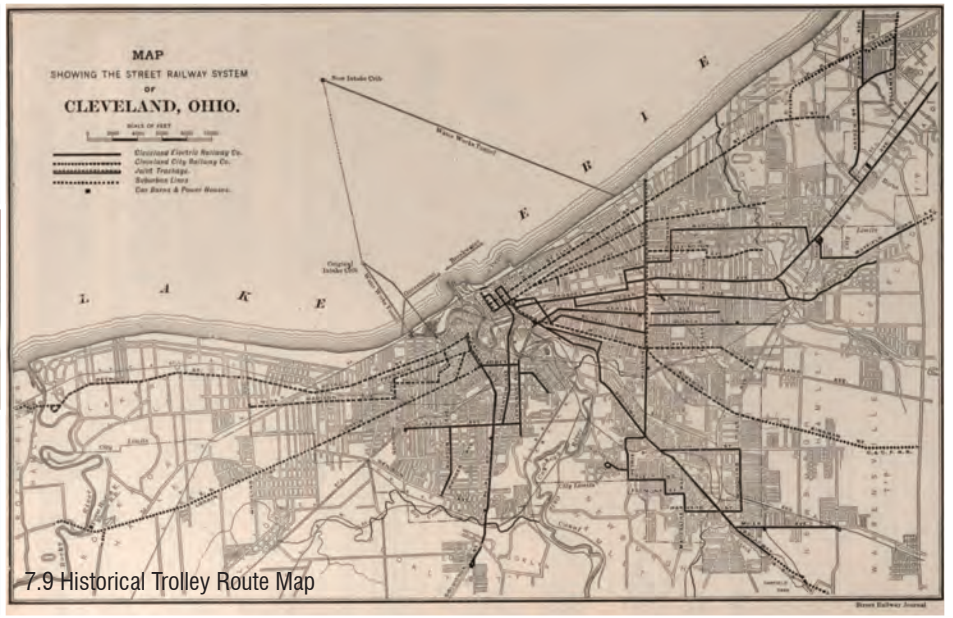
7.6 San Francisco Public Housing



7.7 Tremont Hope VI Project



7.8 Ohio City Sidewalk



7.9 Historical Trolley Route Map



7.10 Cyclists and Pedestrians Cross W25 at Detroit



PR • O • E • S • S

9.1 "Industrial Village" Aerial (courtesy Bing Maps)

This project began in the Fall of 2013 when Enterprise Community Partners awarded a Transit-Oriented Development (TOD) grant to Cleveland Neighborhood Progress (the project facilitator) to study TOD implementation along the West 25th Street corridor. Together with ongoing operating support from the Cleveland Foundation, the project became a reality. The grant came on the heels of an elaborate exploration of the intersection of West 25th Street with Lorain Avenue and adjacent sites to more fully leverage the red line train station and West Side Market amenities. That study was led by Ohio City, Incorporated and was also partially funded by Enterprise. Three other studies combine to form the foundation of this work, as well:

TOD Dvpmnt & Implement Plan, 2013
Michael Baker Int'l, Dimit Architects

The purpose of this project [was] to prepare a development plan and implementation strategy to improve the connectedness of the W25 Street Station and the Market District. The plan focused on two primary components: the Transit-Oriented Development (TOD) plan which examined the area within a quarter mile of the station and the station itself.

W25 Street Corridor Initiative, 2012
CUDC, Little Jacket, Inc.

“This initiative is an effort to identify and leverage development opportunities along West 25th Street, based on current plans and proposed investments, particularly

around the MetroHealth campus and other key nodes along the corridor.”

W25 Wealth Building Initiative, 2012
The Democracy Collaborative

“At the request of NPI on behalf of the stakeholder group, The Democracy Collaborative began a six-month feasibility assessment process to explore the potential of a comprehensive wealth building initiative for the corridor. This initial assessment focuses on the potential for developing a comprehensive community wealth building strategy along the W. 25th St. corridor.”

Pearl Road/West 25th TLCI, 2009
City Architecture, Michael Baker Int'l

“The Pearl Road / West 25th Street Corridor Plan is an initiative conceived with the purposes of studying the street to enhance the transportation networks and to identify key investment opportunities. Through a federally funded program, the Old Brooklyn Community Development Corporation applied for and won a grant from NOACA’s ‘Transportation for Livable Communities Initiative’ (TLCI) program that can be used for the purposes of the planning and design for enhancements to neighborhood streets and sidewalks; to promote walking, biking and the use of public transportation in urban places; and to determine potential redevelopment sites.”

All four studies are available online at:
www.ClevelandNP.org/w25



The Consultant Team:
Cleveland Neighborhood Progress served as the project facilitator,

bursar, and convener. Established in 1988, the organization is focused exclusively on creating communities of choice and opportunity that meet the needs of Cleveland residents. CNP is a unique Community Development Finance Intermediary that serves as a clearinghouse, of sorts, for the city-wide network of community development

PROJECT SCHEDULE

May, 2014

02: Project Introduction

June

16-18: Stakeholder Interviews

July

07: Steering Committee, Mtg 01

August

01: Steering Committee, Mtg 02
 16: Public Charrette, Day 01

September

12: Steering Committee, Mtg 03
 16: Public Charrette, Day 02

October

10: Steering Committee, Mtg 04
 16: Public Charrette, Day 03
 20: Transit Work Session

November

07: Steering Committee, Mtg 05
 13: Public Open House

April, 2015

30: Report Released



10.1 Public Charrette

corporations. As a funder, lender, and developer, it is in a unique position to help community organizations strategically position their neighborhoods on successful trajectories through placemaking, economic opportunity, and CDC services. CNP was led by their Director of Design & Development, Wayne Mortensen, who is a registered architect with a background in urban planning and social work. The initiative was staffed by Zoe Taft Mueller, a placemaking fellow at CNP that holds a degree in Urban Design and Cultural Geography.

Dan Brown, Evelyn Burnett, Ayden Ergun, Justin Fleming, Lynn Friedel, Jeff Kipp, Emily Miller, and Wendy Sattin also participated in the process as working group facilitators.



Parsons Brinckerhoff was the transit consultant on this project. It is one of the world's largest and most respected transportation engineering and planning firms. Founded in 1885 and instrumental in the design of the New York subway

network and dozens of other transit systems, Parsons Brinckerhoff has built a world-wide reputation as the premier firm for transit development. PB's recent history in Cleveland began in 1994, when PB led the design of RTA's Waterfront Line, which the PB team helped RTA complete, from concept to opening, in less than two years. More recently, PB's Cleveland-based transit operations planning group, led by Tim Rosenberger, AICP, who oversaw this project, has completed a wide variety of transit and transportation planning projects in Northeast Ohio as well as throughout the US and Canada.



Michael Baker Jr., Inc. was the civil engineering consultant to this project. It is a leader in providing a broad range of planning and design services to the transportation and civil infrastructure markets. Since its inception in 1940, Baker has always been about excellence, integrity and resourcefulness, and has consistently ranked in the top ten percent of professional design services firms. In Ohio, Baker is a full-service

transportation planning and design firm with expertise in traffic engineering, transportation planning, environmental and NEPA services, public involvement, structural engineering, roadway design and aviation. Baker is known for quality services, technical expertise, strong collaboration and successful projects. Nancy Lyon-Stadler, PE, PTOE, led Baker's efforts for this project. Nancy is a technical manager in traffic engineering and transportation planning with additional expertise in active transportation, transit, and public involvement.

4ward Planning

was the market analyst for this effort. The firm was established to assist local governments and developers achieve sustainable development outcomes through responsible, future-based planning. Their approach, founded in socioeconomic analysis, seeks the optimum development or redevelopment program based on best-case outcomes within the social, environmental, fiscal, and economic systems of a host community and its surrounding area. While they



incorporate conventional economic and market analysis techniques within their assignments, they go a step further to examine the variables often overlooked by traditional approaches to market evaluation. 4ward's role in this initiative was led by President and Managing Principal, Todd Poole, who has over 22 years of economic development experience, as a private sector consultant and a public sector practitioner.

Cleveland Urban Design Collaborative

is the combined home of the urban design graduate program at Kent State University and the public service activities of the College of Architecture and Environmental Design. The CUDC's professional staff of designers are committed to improving the quality of urban spaces through technical design assistance, research and advocacy. Supported by the university and private philanthropy, the CUDC offers architectural and urban design expertise in the service of urban communities, design professionals, and non-profit and academic partners in Cleveland



11.1 Recreation Group



11.2 Housing Group



11.3 Public Charrette



11.4 Pedestrian Group

and Northeast Ohio. Terry Schwarz is the Director of the CUDC and holds a master's degree in City and Regional Planning from Cornell University.



Erick Rodriguez is an Enterprise Rose Architectural Fellow being co-hosted by the Detroit Shoreway Community Development Organization and Burten, Bell, Carr Development, Inc. Erick facilitated the housing working group.



Project Structure

The **Steering Committee** was co-chaired by John Corlett of MetroHealth and Joel Ratner of Cleveland Neighborhood Progress and comprised over twenty leaders representing seven community organizations, two hospitals, three public agencies, four community development corporations, three council districts, and three community funders. The roster is included at the right.

The group met on six separate occasions and was principally responsible for directing the consultant team while also providing a venue for partner coordination on initiatives that were both related and unrelated to the planning study. This

specific group will likely be utilized going forward for similar coordination efforts.

Public charrettes were held on three separate occasions in three different parts of the study area. To allow for participation from the largest cross section of interested stakeholders, the three hour meetings were held on a Saturday morning, Tuesday evening, and Thursday evening in Clark-Fulton, Tremont, and Ohio City, respectively. Nearly 100 members of the public participated in one or more of the sessions. In each, attendees were given an overview of the project and preliminary findings and asked to share their own insight in one of eight working groups, positioned to provide critical perspective on the project's prevailing questions. Their charges are described here:

Commercial (Facilitator: Wendy Sattin)
Group will analyze the strengths and weaknesses of area commerce, including community-supportive retail, access to regional commercial offerings, and everything in between. The business climate and infrastructure in this part of the community will also be considered.

Education (Dan Brown)
Group will analyze the strengths and weaknesses of existing facilities, program offerings, population(s) served, and learning outcomes observed. The range of academic focus, the relative effectiveness of community schools, and the continuum of education from Pre-K to adult learning will also be considered.

STEERING COMMITTEE

Sara Byrnes Maier
Metroparks

George Cantor
City Planning Commission

Joe Cimperman
Cleveland City Council

Fred Collier
City Planning Commission

Gerardo Colon
Spanish American Committee

Jenice Contreras
Hispanic Business Center

John Corlett, Co-Chair*
MetroHealth

Glenn Coyne
Cuyahoga County Planning Commission

Brian Cummins
Cleveland City Council

Rob Curry
Cleveland Housing Network

Tim Donovan
Canalway Partners

MariBeth Feke
Greater Cleveland Regional Transit Authority

Anne Hill
MetroHealth

Kevin Kelley
Cleveland City Council

Donald Malone
Lutheran Hospital

Mark McDermott
Enterprise Community Partners

Tom McNair
Ohio City, Incorporated

Juan Molina Crespo
Hispanic Alliance

Scott Pollock
Cuyahoga Metropolitan Housing Authority

Jeff Ramsey
Stockyard, Clark-Fulton & Brooklyn Centre Community Development Office

Joel Ratner, Co-Chair
Cleveland Neighborhood Progress

Cory Riordan
Tremont West Development Corporation

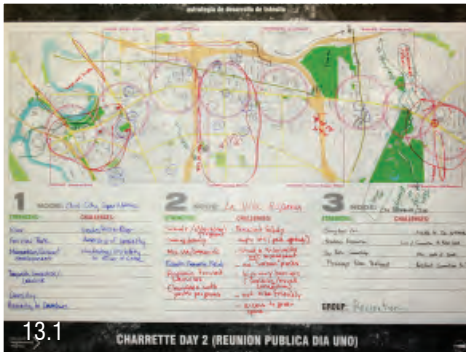
Amy Snell
Greater Cleveland Regional Transit Authority

Adam Stalder
Stockyard, Clark-Fulton & Brooklyn Centre Community Development Office

Jacob VanSickle
Bike Cleveland

Jeff Verespej
Old Brooklyn Development Corporation

*No longer at agency at date of print



13.1 CHARRETTE DAY 2 (REUNION PUBLICA DIA UNO)



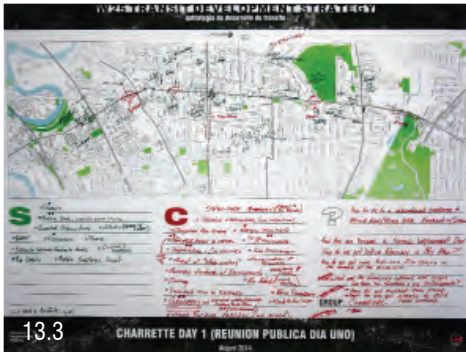
13.5 Education Group



13.2 Workforce Group



13.6 CHARRETTE DAY THREE (REUNION PUBLICA DIA TRES)



13.3 CHARRETTE DAY 1 (REUNION PUBLICA DIA UNO)



13.7 Public Charrette Group Work



13.4 Transit Group

Housing (Erick Rodriguez)

Group will analyze the strengths and weaknesses of the available housing stock along in the study area, including type, condition, income entry levels, and commuting dynamics. The group will also explore development responsibilities, available sites, and preferred housing models, including populations served, density, character, and financing strategies.

Pedestrian (Jeff Kipp)

Group will analyze the pedestrian experience along West 25th Street, including branding, signage, way finding, safety, and community character. The group will also explore bicycle access and connectivity and zonal differentiation along the corridor.

Recreation (Zoe Mueller)

Group will analyze the strengths and weaknesses of recreational access in the study area, from tot-lots to regional recreational amenities. The group will also consider the prioritization of those amenities, identify opportunities for recreation expansion/contraction, and discuss necessary improvements.

Services (Emily Miller)

Group will analyze the strengths and weaknesses of the current provision of social and health services in this part of the community. The group will also consider gaps in service, identify necessary services that are absent and those that may be superfluous, and analyze access to/from these venues for populations served.

Transit (Justin Fleming)

Group will analyze the strengths and weaknesses of current transit service along the West 25/Pearl Road corridor, from Detroit Avenue to downtown Old Brooklyn. The group will also consider efficacy of service, including ridership, routes (access), schedules, and transit modes, including preferred future service and considerations necessary to sustain it at desired levels.

Workforce (Evelyn Burnett)

Group will analyze the strengths and weaknesses of workforce development dynamics in the greater West 25th Street Community by working closely with major employers and work prep organizations. The group will also consider gaps in the continuum of workforce development, job access, and necessary infrastructure, including expansion plans and live near your work initiatives.

It was the desire of most of these committees that their work continue after this process has concluded. A summary of each of the working group's findings follows this section.

Institutional Support

A draft of this report was reviewed with the Greater Cleveland Regional Transit Authority (GCRTA), Northeast Ohio Areawide Coordinating Agency (NOACA), and the City Planning Commission. All three groups (in addition to those represented on the steering committee) have conceptually embraced the proposal and the planning commission plans to formally endorse the study.

COMMERCIAL

Objective: To improve existing businesses and foster new.

Node Prioritization

- (1) La Villa Hispana
- (2) Brooklyn Centre
- (3) Old Brooklyn Downtown

Core Members

Anthony Brancatelli, City Council (Ward 12)
Jenice Contreras, Hispanic Business Center
Brian Cummins, City Council (Ward 14)
Tom Collins, Old Brooklyn Dev. Corp
Trevor Hunt, City Planning Commission
Laura McShane, Stakeholder
Alexandra Pagan, Hispanic Village Merchants
Rosita Rojas, Stakeholder
Wendy Sattin, Neighborhood Progress
Adam Stalder, DSCDO/SCFBC
Brenda Theurer, Stakeholder
Kate Warren, Cleveland State University

Commercial Strengths

This corridor has a critical density and diversity of residents, owners and investors, and is already home to several local and regional attractions and destinations that help to generate and sustain consumer interest in visiting and supporting businesses throughout the length of corridor. Furthermore, this corridor has good transit access, highway access and banking resources that provide

crucial support to area commerce. Finally, Downtown Old Brooklyn has in-tact retail spaces that could be developed into a real commercial anchor that would serve as a bookend to the corridor with the Market District anchor to the north.

Commercial Challenges

There are several areas along the corridor that lack essential goods and services to support neighborhood retail vibrancy such as coffee shops, post offices, and entertainment venues. Absentee landlords and inactive merchants make it hard to mobilize on real estate opportunities, and the general lack of recent renovations means that there is a dearth of available “white box” lease space for entrepreneurs. The highways and bridge infrastructure that crisscross the corridor make for a fragmented or disconnected experience and end up deterring visitors from exploring neighboring districts. There is also a lack of adequate wayfinding to help direct visitors to key destinations and districts. Steelyard Commons provides many important services but threatens area small business health. There is also a need for public infrastructure investment, code enforcement and community safety programs to improve neighborhood pride and perception. In some areas zoning is a barrier to attracting the desired investments/developments.

Recommendations

- Initial focus on piloting the La Placita Outdoor Market for 2015 in coordination with streetscape improvements at the intersection of W25 and Clark ave. to increase branding and identity of La Villa.
- Secondary focus on commercial development at the southeast Corner of W25 and Detroit Ave. – the group sees a need to find creative strategies to ensure the flats gain a stronger commercial profile.
- More broadly, the group prioritized district marketing, education for businesses, proactive strategies to fill vacant buildings, organizing and mobilizing merchants.

Questions

- How can MetroHealth’s new campus encourage neighborhood exploration and shared services (parking, meeting facilities, executive housing, and/or hoteling)?
- How can the community recruit/develop businesses that appeal to draw area?
- How can new developments be structured to keep money local?
- How can community work with Steelyard despite inequitable TIF allocation?
- How should a reinvestment campaign be devised to effectively retain/attract merchants/customers?
- Is a Special Improvement District (SID) worth considering?

- How do we improve advocacy in City Hall?
- How can we develop/facilitate multi-use flex space in the middle of the district?
- What are the financing options and gaps for both small businesses and large developments?
- What real estate tools can be leveraged to add stability to the commercial district(s)?

Next Steps

- The commercial working group will remain dormant while many of its members devote their full attention to the La Placita pilot.
- It is recommended that the working group reconvene to debrief in the fall of 2015 after the La Placita pilot has completed. At that juncture, it is recommended that the group assist Ohio City Inc in mobilizing ideas to catalyze effective commercial development for the Lakeview Flats node.

Group Direction

This group is interested in meeting going forward but still needs to identify the appropriate facilitator/convener and membership. In order to be effective, group will need buy in and partnership from business owners, entrepreneurs, MetroHealth, and West Side Market. Potential sources of capital to support the work of this group include: Banks, Investors, Community Lenders, etc.



14.1 Mixed Use Buildings in Ohio City



14.2 Voss Industries in Ohio City



14.3 Jenice Contreras in Front of Facade Mural



14.4 La Villa Storefront

Objective: To improve educational outcomes for all residents.

Node Prioritization

- (1) La Villa Hispana
- (2) Market District
- (3) Industrial Village

Core Members

Daniel Brown, Neighborhood Progress
 Salathiel Carter, Stakeholder
 Jaime Declet, Cleveland Public Library
 Sandra DelValle, Boys & Girls Club
 Cynthia Fareed, Stakeholder
 Lydia Fernandez, St Michael Archangel Parish
 James Huang, Stakeholder
 Itisha Jefferson, Magic Johnson Bridgescape
 Robert Kilo, Stakeholder
 Brooke King, The Intergenerational School
 Sue Krosel, S. Michael Metro North
 Lyman Millard, Breakthrough Charter Schools
 Lourdes Negron-McDaniel, MetroHealth
 Selina Pagan, NEOHCC / HBC
 Victor Ruiz, Esperanza, Inc.
 Coco Sherrod, Stakeholder

Education Strengths

The W25 Street corridor is home to several schools and education providers with commendable components that are accessible to residents via biking or walking, such as the following: Near West Intergenerational School (K-8 education), Esperanza (in school/after school program), Luis Munoz Marin (Principal), Paul Dunbar (brand new school), St. Ignatius (especially outreach programs), Max Hayes (curriculum and new building at W65/Clark), Buhner Elementary (fairly new building, dual language), Rowley Elementary (fairly new building, dual language), Garret Morgan, and Seeds of Literacy (Adult/Community

Education Programs). Additionally, there are several area libraries that have the potential to serve as strong community anchors. Finally, there is a growing community of people invested in the delivery of and advocacy for improved educational outcomes throughout the corridor. The current CMSD facilities master planning process provides a great opportunity for this community to mobilize and advocate for their educational needs.

Education Challenges

There is a dearth of quality public schools (K-8 and high schools) north of the big creek valley. Throughout the corridor there is a lack of capacity/quality in Pre-K programs and in K-8 after-school programming. Furthermore, there is a need for the recreational amenities and library facilities to better support, integrate with and connect to modern educational facilities (both in terms of curriculum and in terms of accessibility/proximity). For the Clark-Fulton neighborhood, there is a need for teachers to address challenges specific to the Latino and Hispanic populations including: (1) extended vacations for international travel resulting in more absences, (2) need for bilingual faculty and staff, (3) the need for culturally competent programming, and (4) the need to teach content that honors Latino and Hispanic cultural, intellectual and political contributions. Finally, there is a particular concern about the physical condition, capacity and effective programming of several Clark-Fulton area facilities such as the Clark Recreation Center, the Boys and Girls Club, MiCasita, Hispanic Youth Center at Scranton/Clark, and the Carnegie Branch Library at Scranton/Clark.

Recommendations

- Address early childhood education access

(“High Need” Area for PRE4CLE)

- Better leverage Brooklyn Centre Archwood Early Learning Center
- Pursue improved educational integration for La Villa Hispana (Early Childhood, Library, After School Options, Tri-League Sports, Teen Center, Luis Muñoz Marin)
- Address the lack of high-quality programmed recreation center
- Advocate for effective allocation of resources for W25 corridor schools in the CMSD Facilities Master Plan
- Improve transit access to key education providers, focus on Safe Routes to School

Questions

- How can we better connect students to community assets with transit?
- How can we ensure that community children have safe routes to school?
- Is there an opportunity for high quality schools to collaborate to fund free trolley?
- When will the Clark-Fulton community have a high quality high school?
- How can change happen faster for these children?

Next Steps

- Review existing plans to ensure they propose meaningful solutions to the challenges and needs of the W25 corridor neighborhoods
- CMSD Transformation Plan, Facilities Master Plan
- Breakthrough Charter Schools, growth plan (20 by 2020)
- Cleveland Public Library Strategic Plan (if it exists)
- City Recreation Center Strategic Plan (if it exists)
- Initial focus on community engagement and advocacy efforts required to take

- advantage of the CMSD Facilities Master Planning process and ensure that the plan will address the most urgent needs of communities throughout the W25 corridor.
- Take proactive steps to improve early childhood learning facilities and outcomes
 - Improve the integration of libraries and recreation facilities with the schedules and curriculums of area education providers. In particular, there is interest in restoring historic connection between education providers and the Cleveland Public Library branch at the La Villa Hispana node with bilingual staff that serves three schools, all without needing to cross major streets.
 - Pursue educational enrichment opportunities such as Zoo field trips, Seeds of Literacy programs, Dollar Bank integration, and Art House offerings.

Group Direction

Group interested in continuing to meet with education-focused staff at Neighborhood Progress facilitating. In order to be effective, group will need buy in and partnership from MetroHealth, CMHA, CMSD, CPL, The Centers for Families and Children, HUMA, Esperanza, High-Quality Charters, Community Organizations and Churches.



15.1 Hispanic Business Center Meeting

HOUSING

Objective: Shape policy, development strategies, and advocacy efforts to create vibrant, transit-oriented, mixed-income communities that meet the needs of residents and employers, current and future.

Node Prioritization

- (1) Health Campus
- (2) La Villa Hispana
- (3) Brooklyn Centre

Core Members

Alice Colon, Stakeholder
Alan Forman, SCFBC Housing Cmte
Anne Hill, MetroHealth
Joyce Huang, Stakeholder
Katherine Jones, BVQ Block Club
Anne Kim, Stakeholder
Richard Levitz, NEOHCC/RK Levitz LLC
Jayme Lucas-Bukszar, OBDC
Marge Misak, NHS
Juan Molina Crespo, The Hispanic Alliance
Wayne Mortensen, Neighborhood Progress
Scott Nagy, TWOC
Scott Pollock, CMHA
Jeff Ramsey, DSCDO/SCFBC
Elizabeth Richards, Enterprise
Cory Riordan, TWDC
Erick Rodriguez, DSCDO/SCFBC
Mary Rose, Oahar
Jillian Watson, Cleveland Housing Network

Housing Strengths

The W25 corridor benefits from a broad variety of quality housing stock, strong anchors (employment centers and development areas) and access to regional transit and highway infrastructure. The existing housing along the corridor remains affordable for the most part and features high owner-occupancy rates, rental availability and historic district designations in several areas.

Furthermore, La Villa Hispana is the densest Hispanic enclave in Northeast Ohio and thus has the potential to become a cultural hub of attraction with distinctive businesses, jobs, services and spending. Finally, the array and expertise of area CDCs positions neighborhoods along the corridor to continue growing the variety and quality of housing stock to serve the evolving demographic profiles of each area.

Housing Challenges

Vacancy is a significant challenge for housing along the corridor – both real and perceived divestment hurts image. This vacancy challenge is exacerbated by safety concerns. Additionally, effective and respectful/supportive code enforcement activities remain challenging in low-income racially divided communities. Finally, there is a concern that racial and economic division along with a lack of inter-neighborhood collaboration is holding back efforts to invest in the quality and range of housing stock along the corridor.

Recommendations

- Expand diversity of housing options, provide more equitable housing options (affordable and market-rate) that support transit and leverage valuable assets such as green space, schools, and neighborhood retail.
- Seek out continuous community input to determine most in-demand typologies – engage existing residents and attract new.
- Explore feasibility of a scaled rehab program for infill properties
- Work with CMHA to assess and address resident needs, ensure access to/integration with area employment opportunities.
- Explore relevance of Greater University Circle Initiative model for housing incentives in the neighborhoods surrounding west

side employment anchors (MetroHealth, Lutheran Hospital, Nestle/L.J Minor, Voss Industries) – what are the income levels, and how might the model be scaled/tailored to the unique demographics and needs of the W25 corridor?

- Identify sources for low-interest loan program(s).
- Explore programs to assist aging with maintenance, retrofitting of existing homes
- Assemble best practices in housing policy (E.G. Inclusionary Zoning) – Baltimore, University Circle, etc.

Next Steps

- Development Scan
- Review market study and use its recommendations to help draft a memorandum of understanding (MOU) with area developers of affordable and market-rate housing.
- Identify appropriate partners to develop homeowner counseling (re: tax breaks and programs), as well as financial assistance program(s) to support residents bringing their houses up to code and weatherizing.
- Focus initial energies on developing housing that supports and integrates with the MetroHealth campus transformation, specifically ensure that any new developments are advertised through MetroHealth live-near-your-work campaign.

Questions

- What are most critical development sites?
- What housing types (and at what price points) are most needed?
- What is the renovation market like?
- What types of live-near-your-work programs are most effective? Are anchor institutions willing to adopt?
- How do we maintain/create affordable,

mixed-income neighborhoods as redevelopment occurs? If people are displaced, where do they go? What are preferred affordability preservation strategies?

- Is scattered-site public or low-income housing an appropriate strategy for this area?
- What infill typologies are most appropriate for vacant lots?
- How can elderly residents be accommodated in their community (aging in place)?
- How can the community be more attractive for young families? Immigrants? What is each group looking for?
- How should “ghost” properties be dealt with? Is universal demolition strategy palatable? Good idea?
- How can the community facilitate more involved landlords?
- What effect do historic districts have on new development?

Group Direction

Cleveland Neighborhood Progress or Enterprise Community Partners would likely continue to convene this group until a development MOU is reached between area CDCs/developers that conforms to the recommendations of the market study.

In order to be effective, group will need buy in and partnership from MetroHealth, CMHA, CDCs, Neighborhood Housing Partners, CHN, Block Clubs, and the City of Cleveland.

Objective: Create a safe, secure, and inviting environment along the corridor.

Node Prioritization

- (1) Lakeview Flats
- (2) Old Brooklyn Downtown
- (3) Health Campus

Core Members

George Cantor, City Planning Commission
 Gerardo Colon, Spanish American Committee
 Bob Gardin, Big Creek Connections
 Jeff Kipp, Neighborhood Progress
 Ben Klein, Stakeholder
 Laura McShane, Stakeholder
 Jill Mortensen, Stakeholder
 John Motl, ODOT, District 12
 Greg Peckham, LAND Studio
 Marvin Ronaldson, Bike Cleveland
 Kathy Schaefer, Stakeholder
 Ken Schneider, Ohio Canal Corridor
 Amy Snell, RTA
 Greg Stefannick, Stakeholder
 Linda Stekelenburg, Stakeholder
 Kristen Trolio, Cleveland Metroparks
 Jacob VanSickle, Bike Cleveland
 Glenn Watkins, Barber-Vega-Queen Blk. Club

Pedestrian Strengths

The anchor institutions and destinations along the corridor drive pedestrian traffic on this “premier North-South connector.” Furthermore, the northern portion of the corridor benefits from access to and connectivity with Downtown via bike, pedestrian and transit modes. That northern connection to downtown is extended south via continuous sidewalk coverage and transit service. Throughout the corridor, there is both regional connectivity via highways and local connectivity via the many east-west cross streets, meaning that it is easy for visitors

to arrive to destinations along the corridor. Furthermore, throughout the corridor there are distinctive and strong residential and business communities (Market District, La Villa Hispana, Brooklyn Centre, Old Brooklyn Downtown), and a pedestrian-friendly urban scale with lots of business frontage – it expected that the success of these districts/nodes can be elevated and expanded to better connect the corridor’s residents, businesses, and recreational/employment anchors.

Pedestrian Challenges

The highways pose one of the most significant challenges to bike and pedestrian experience along the corridor – the number, condition and design of bridges, along with the auto congestion, high-speed traffic makes for an occasionally confusing and/or hostile experience. Sidewalk and crosswalk condition is variable and at some places non-functional, and the road space is unnecessarily wide and unstructured in many places, leading to confusion about right-of-way and traffic direction/speed. In many places along the corridor, there is an imbalanced design which favors automobile over pedestrian and bike traffic – in particular, there is a lack of pedestrian lighting (especially south of Clark), a lack of inviting aesthetics and pedestrian amenities such as benches, bike racks and green space. Finally, there is a concern that the distance between anchors/assets makes many areas of the corridor inherently unfriendly to pedestrians – this is particularly true when it comes to pedestrian and bike access to Steelyard Commons and the Zoo.

Recommendations

Review past studies to define similarities, differences, identify projects that are underway and possibility of alteration.

- W25th repaving
- TLCI: Pearl (Brookpark to I-71), Train Ave. & Clark Ave
- Lorain/W25 TOD
- Duck Island study
- Need better understanding of new Whiskey Island bridge.

Explore opportunities to improve corridor wide wayfinding, branding and identity:

- Gather info to fully explain area assets
- Develop streetscape unification strategies
- Assist in the development of distinct and strong neighborhood brands
- Integrate neighborhood marketing and way-finding into public transit vehicles
- Reinstate Green & Screen program

Address basic safety and security issues

- Identify models for community safety programs and community policing partnerships that are relevant to this community
- Advocate for crosswalk enhancements
- Improved lighting
- Advocate for painted & dedicated bike lanes along full corridor, advertise Scranton as an alternative to W25, especially for biking

Next Steps

- Focus energies on advocacy for transit and bike supportive restriping of W25

- Go on field trip (Jacob to lead a bike ride), explore W32 pedestrian bridge and other areas of corridor that are challenging for bike/ped.
- Develop strategies to address concerns over heavy truck traffic (especially at Lakeview-Flats node)
- Pursue strategies to improve corridor-wide wayfinding, branding and identity
- Explore opportunities to fund improved lighting, green & screen program, community safety programs

Questions

- How can bridges be modified to improve pedestrian experience?
- Are pedestrians and bikers intentionally avoiding W25-Pearl?
- Is Scranton an appropriate alternate for cyclists? What other pairing systems are possible?
- Are the proposals included in the branding and way-finding plan by CUDC still appropriate/relevant?

Group Direction

Unclear whether group needs or desires to continue meeting. Regardless, in order to be effective, group will need buy in and partnership from City Planning, Bike Cleveland, MetroHealth, CMHA, the CDCs, Neighborhood Block Clubs, and CPL.



17.1 Community Festival



17.2 Market District

RECREATION

Objective: Foster access to high quality recreational amenities and green space for all.

Node Prioritization

- (1) Lakeview Flats / Market District
- (2) La Villa Hispana / Health Campus
- (3) Zoo Greenway / Old Brooklyn Downtown

Core Members

Tim Donovan, Ohio Canal Corridor
Rick Foran, West 25th Street Lofts
Vince Frantz, Stakeholder
Bob Gardin, Big Creek Connections
Richard Levitz, NEOHCC/RK Levitz LLC
Sara Maier, Cleveland Metroparks
Laura McShane, Stakeholder
Omar Medina, United Hispanic Pastors
Peter Moser, Stakeholder
Rosemary Mudry, Ohio City Inc.
Zoe Mueller, Neighborhood Progress
Eduardo Munoz, MetroHealth
Jason Powers, OBCDO
Sarah Ryzner, WRLC
Sarah Siebert, LAND Studio
Linda Warren, Neighborhood Progress
Kathleen Williams, Lakeview Terrace

Recreation Strengths

The W25 corridor is home to several major institutional partners with recreational assets that serve as regional magnets/destinations, who are taking the lead on developing quality facilities and programming. Additionally, the corridor benefits from proximity to arts programming in Hingetown and Gordon Square, along with the offerings of several arts institutions in the Clark-Fulton, Stockyards and Brooklyn Centre neighborhoods. Furthermore, the Near West Recreation league is providing structured recreation opportunities for the area and making good

use of the available facilities.

Recreation Challenges

There is a need for better pedestrian and transit connections, improved programming and elevated stewardship of recreation facilities in order to capitalize on latent recreation assets and existing recreation strengths – the current lack of communication between recreation centers leads to a general programming deficit, underutilization of facilities and a lack of awareness for existing offerings. There is also a significant need for small, unstructured neighborhood play spaces in walkable locations. Finally, there is an urgent need for awareness, education, advocacy and momentum for the community wellness agenda given the poor health outcomes of many W25 corridor residents.

Recommendations

1. Recommended prioritization of investment in W25 corridor recreation system:
 - Waterfront, extend access to Ohio City from river to increase visibility/way-finding
 - Scranton bike connection – dedicated lane connection to trails/waterfront
 - Leverage & connect zoo to non-auto users
- corridor-wide Goals:
 - Qtr-mile Home Access to Green Space
 - 15-Minute Transit/Drive to Full Service Recreation Facilities or Programming
- Three Broad Focuses:
 - Connectivity to Destination/Full Service Rec Facilities via Transit/Car/Bike
 - Safe Pedestrian Connections to Neighborhood Pocket Parks within Quarter Mile of Residence
 - Way-Finding, Promotion, Social Media
2. Conduct a study to identify key routes and destinations to highlight with signage.
3. La Villa Hispana is effectively a recreation

desert – the area urgently needs either (1) improved local recreation facilities and programming or (2) improved transit/pedestrian/bike access to existing strong recreation facilities. It is suggested that we pursue an incremental approach to addressing the La Villa recreation desert – improve access to existing strong facilities first (by better connecting Clark-Fulton school recreation to N/S hubs of recreation), then increase multi-generational programming at existing La Villa facilities (Trent, Roberto Clemente, Luiz Munoz, Lincoln West, Boys & Girls Club), then advocate for improved/renovated/new recreation facilities that address La Villa recreation needs within walking distance of MetroHealth and the W25/Clark Ave. intersection.

4. Ensure MetroHealth Plans to Address Real Health Needs of Community by Working Closely to Complement Strong Facilities, Fill Absences, and Take Over Underperforming Facilities (i.e. Enhance Programming of B&G Club or Work to Incorporate Programming into MH Plan if B&G Club Cannot Deliver Same for Clark Rec, which is Also Underperforming).

Next Steps

- Aggregate, analyze data on demographics, ownership & youth/senior housing trends, collect existing plans for rec centers, city parks, Metroparks, towpath trail to determine urgent needs and service gaps
- Assist neighborhoods in addressing way-finding and safety needs – develop prioritized inventory of needs
- Meet with B&G Club and Clark Rec to encourage partnership with MetroHealth to better serve area neighborhoods
- Help develop and increase awareness of recreation programming at Rivergate Park.
- Develop vacant land reuse strategy to

address community safety and recreation

- Help compile a shared calendar of recreational programming at West-side city rec centers, Boys & Girls clubs and YMCA
- Develop proposal(s) for improved cycling connections to recreational amenities, (specifically Zone Rec, Zoo, multi-use trails (Towpath, Lake Link), Rivergate, and Whiskey Island / Edgewater Park)

Questions

- Who is accountable for success?
- How can the City be engaged in a discussion about ownership/community control of amenities?
- How can we better understand system-wide conditions and usage as well as community preferences?
- What plans are on the boards for facilities in the various amenity categories?
- What is the appropriate draw area for district/regional amenities?
- Web-based tools to encourage use?
- How does Re-Imagining Cleveland make connections with recreation amenities (low-impact, low liability)?
- How does transit effectively serve magnet and regional recreation amenities?
- How to leverage cemeteries?

Group Direction

Group is interested in continuing to meet so long as it is project/action-based. MetroHealth Health and Wellness Outreach staff have volunteered to facilitate going forward. In order to be effective, group will need buy in and partnership from myriad organizations and agencies.

Objective: Creating resident ownership through the use of neighborhood resources and services deployed to empower residents and strengthen communities.

Node Prioritization

- (1) La Villa Hispana / Health Campus
- (2) Lakeview Flats
- (3) Old Brooklyn Downtown

Core Members

Anthony Alto, Young Latino Network
 Ayden Ergun, Neighborhood Progress
 Lynn Friedel, Neighborhood Progress
 Camille Garcia, MetroHealth
 Janice Gonzalez, Lutheran Hospital
 Keisha Gonzalez, SCFBCCDO
 Kristie Groves, CMHA
 Nozomi Ikuta, Denison Ave. Church of Christ
 Katie Jesurun, Scranton Rd. Bible Church
 Araceli Medina, Stakeholder
 Omar Medina, United Hispanic Pastors
 Rosemary Mudry, Ohio City Inc.
 Letitia Lopez, Julia De Burgos Arts Center
 Ken Pendergast, All Aboard Ohio
 Nelson Ramirez, Hispanic UMADAOP
 Barbara Riley, MetroHealth
 Pablo Santiago, Hispanic UMADAOP
 Karen Scott, MetroHealth

Services Strengths

There are already many existing service

providers clustered around the intersection of W25 and Clark Ave, as well as quality healthcare providers throughout the corridor. There is a strong network of faith-based organizations serving to integrate and support area service providers. Additionally, the library and school network serve as important backbones for the community and have potential to anchor and provide integrated support to area families. Finally, the CDCs along the corridor are all engaged, invested and high-capacity organizations that are increasingly providing leadership and support on efforts to integrate services more effectively into the neighborhood fabric.

Services Challenges

The Boys & Girls Club and area Recreation Centers need more engaging, frequent and high-visibility programming that has sufficient supervision to deter petty crime before and after youth programs. The lack of real estate stability for many of the preeminent service providers near the W25/Clark intersection makes it challenging for those agencies to provide consistent services and build a sense of place and shared identity, and ultimately results in confusion for clients when agencies change locations. Furthermore, there is a need for a community center that can offer more comprehensive and integrated services. Effective service provision in the Clark-Fulton

neighborhood in particular is challenged by housing decline, lack of lighting and public infrastructure, and underage sale of alcohol and tobacco. Finally, there is a need to consciously build the capacity of the Spanish American Committee to serve the Hispanic population concentrated around W25 & Clark.

Recommendations

- Increase home ownership / assist residents in making transition to home ownership
- Integrated education and workforce development programs to intentionally increase native young professionals
- Increase connectivity between services
- Increase community safety

Next Steps

- Study ward maps, demographic data and geospatial crime data at the neighborhood level to begin identifying opportunities for targeted community safety programs in partnership with police force, council representatives and CDCs.
- Conduct a resident/client group survey to identify most urgent needs and gaps in service, with a particular focus on the La Villa Hispana, Health Campus and Lakeview Flats nodes
- Develop baselines and metrics for longitudinal analysis to track impact of work/shifts in community

- Identify a cluster of stable locations for key service providers near the La Villa Hispana and Health Campus nodes that will (1) ensure consistent location of services and (2) facilitate increased connectivity, collaboration and cross-promotion of comprehensive support services.

Questions

- How can community better engage org's and residents (especially transient)?
- How can we most efficiently get residents/guests to/from services?
- Who is accountable for the change?
- How can resources be channeled to incent change and increase Hispanic services?
- What do existing residents/providers get from this work?

Group Direction

Unclear if group will continue to meet. Regardless, in order to be effective, group will need buy in and partnership from MetroHealth, CMHD, CPD, Lutheran, CMSD, CDC community organizers, HUMADAOP, Esperanza, CPL, Boys & Girls Club, Hispanic Alliance, Faith-Based Institutions, Church and Pastoral Leaders (Father Bob, Sagrada Familia, Father Jamie, St. Michaels), City Recreation Center representatives, RTA, Hispanic business owners.



19.1 Local Merchant in La Villa



19.2 La Villa Storefront



19.3 Lutheran Hospital



19.4 Ohio City Farm Stand

Objective: Facilitate efficient, convenient, and equitable access to economically sustainable transit throughout the corridor that serves as an empowering framework for a vibrant, 22nd century community.

Node Prioritization

- (1) Market District
- (2) Lakeview Flats/Old Brooklyn/La Villa
- (3) MetroHealth

Core Members

Suzanne Davidson, Stakeholder
Tim Donovan, Ohio Canal Corridor, Director
Justin Fleming, Neighborhood Progress
Mollie Hambro, Stakeholder
Maribel Hofmann, Stakeholder
Joyce Huang, Stakeholder
Trevor Hunt, City of Cleveland
Tom McNair, Ohio City Inc.
Laura McShane, Stakeholder
Nancy Lyon-Stadler, Michael Baker, Int'l
Ryan Noles, NOACA
Jason Powers, OBCDC
Matt Provolt, CUDC
Paul Rentas, Stakeholder
Tim Rosenberger, Parsons Brinckerhoff
Steven Rubin, Ohio City, Inc.
Valerie Shea, RTA
Chris Stocking, Stakeholder
Brenda Tate, Lakeview Terrace
David Van Hal, Stakeholder
Jeff Verespej, OBCDC
Linda Warren, Neighborhood Progress

Strengths

Transit along the W25 corridor benefits from strong connections with job centers and other transit drivers just as MetroHealth, Nestle/LJ Minor, the Market District, Voss Industries, Lutheran Hospital, the Plasma Center, Saint Ignatius High School. Corridor

transit also benefits from the diversity of uses and neighborhoods, and from the integration of the corridor with so many regional transportation corridors and local bike and pedestrian networks at the neighborhood level. There is significant potential to leverage these transit drivers, user diversity and local/regional connectivity to attract and retain higher ridership numbers.

Challenges

Wayfinding and signage along the corridor is inconsistent and ineffective at orienting transit users to the bus routes and to the local attractions and destinations they may be seeking to find, meaning that the transit experience may become frustrating, confusing or ineffective for users not already familiar with the system. Additionally, the inconsistency of roadway width and streetscape typologies makes it difficult to support consistent, efficient and recognizable transit service. Several areas along the corridor are hostile to pedestrians making it more challenging to use transit as part of a multi-modal commuter strategy.

Recommendations

- Improve waiting environments and overall brand of public transit along corridor
- Increase reliability and consistency of transit by leveraging technology and input
- Advocate for additional express service along corridor that could eventually lead to low-intensity Bus Rapid Transit (BRT)
- Advocate for more direct representation in RTA governance (Bd of Trustees And CAB)
- State advocacy for larger transit budget

Next Steps

1. Assemble key data to inform transit investment decisions:

- Parking Counts
- Bus Service on Neighborhood Streets
- Focus on analyzing operational efficiency at W25 Rapid stop, determine development needed to make that transit stop cost-effective and successfully integrated with Market District anchors
- Analyze operational efficiency at Detroit & Clark cross-connections, see if there is sufficient demand to reintroduce neighborhood circulator routes
- Explore best way to improve transit access to Steelyard Commons

2. Review and project ridership growth to result from area projects:

- W25 Resurfacing Project
- W25/Lorain TOD Redevelopment
- Duck Island, West of W20 (McNulty/Brickman Project)
- MetroHealth, Main Campus Redevelopment
- W25 Lofts on Church
- TLCl/Streetscape Implementation Timeline(s)
- Bike Infrastructure Audit
- Trail Implementation Timeline(s)

3. Explore “quick win” branding and wayfinding campaigns, Transit Waiting Environment (TWE) improvements

4. Assess Wi-Fi and internet infrastructure needs along corridor to support more technologically advanced/dynamic service, determine whether OneCommunity investment could cater to these needs with projected BIG GIG Challenge investment along corridor

5. Assess degree of bus crowding along corridor and identify strategies to address crowding

6. Develop specific proposal for combination of express and local circulator service for the corridor, advocate for proposal to be adopted by City of Cleveland, RTA, NOACA and ODOT.

Questions

- At what levels is the community currently being served by transit?
- What is the ideal frontage strategy (land use) for the lengthy corridor?
- What other types of transit are possible?
- How can a contextually-driven nodal development strategy be employed?
- How can residual land near interchanges be better utilized/screened?
- How to best support distinctive transit profiles at critical intersections?
 - Detroit & Lorain - Crucial to downtown commuter routes
 - Queen, Clark, & Metro - Important East/West access
 - State - Essential for commuters going to southern suburbs

Group Direction

It is expected that Neighborhood Progress, Enterprise Community Partners, RTA, and NOACA will convene and seek input from this group as needed to advance the transit recommendations for the corridor. In order to be effective, group will require buy in and partnership from ODOT, NOACA, RTA, and the City of Cleveland departments of Engineering, City Planning, Economic Development, Community Development, as well as CMHA, the CDCs, and anchor employers such as MetroHealth, Lutheran Hospital, Voss Industries and Nestle/LJ Minor.

Objective: Better connectivity along the corridor to get residents and employees from home to work and everything in between.

Node Prioritization

- (1) Industrial Village
- (2) Health Campus
- (3) Market District

Core Members

Ingrid Angel, CFC, El Barrio
 Shelly Belak, MetroHealth
 Evelyn Burnett, Neighborhood Progress
 Millie Caraballo, CIRI
 Erick Hernandez, Catholic Charities
 Michael Hoag, Wire-Net
 Ryan Kennedy, Barber-Vega-Queen Blk. Club
 Donald Malone, M.D., Lutheran Hospital
 Laura McShane, Stakeholder
 Nancy Mercado, Cuyahoga County SBE
 Marilyn Pena-Bagley, CJFS
 Al Sanchez, Hispanic Contractors Association
 Ramonita Vargas, Spanish American Cmte
 Walter Wright, The Cleveland Foundation
 John Yim, Stakeholder

Workforce Strengths

The W25 corridor is home to a broad ranch of anchor employers, institutions and job centers (Steelyard Commons, Arcelor Mittal, Voss, LJ Minor, Metro, Lutheran, etc.). Additionally, the corridor is home to many agencies and service providers that support the needs of workers along the corridor (child care centers, Hispanic Business Center, Hispanic Alliance, Esperanza, Spanish American Committee, Julia de Burgos). There are also several agencies that provide workforce development services for area residents and employers.

Workforce Challenges

Despite the wealth of employers along the

corridor, there remains insufficient local access to the training programs and jobs that would allow area residents to take advantage of nearby employment opportunities. The lack of consistent, dependable public transit makes it particularly challenging for those without automobile access to obtain and maintain gainful employment. Poor educational outcomes, drug criminalization policies, and language barriers all make it more difficult for area residents to be eligible and competitive when applying to fill positions for skilled workers. Finally, the lack of quality child care and personal finance planning services along with safety and security issues further frustrate the attempts of area residents to access and capitalize on nearby employment opportunities. As such, there is a need to gain commitment from all anchor employers to support programming, services, and workforce development pipelines that will enable employers to more accurately reflect the residential demographics of their respective neighborhoods.

Recommendations

- Improve corridor-wide branding and attraction, improve district wayfinding
- Improve local workforce training, develop training programs with direct pipelines to anchor employers with specialized workforce needs, get area schools involved

- directly in mentoring and workforce training
- Develop increased area hotel and hostel offerings surrounding anchor employers
- Prioritize and advertise available space for infill development and renovation
- Work with employers, education providers and service/care providers to address transit challenge for area employees, advocate for major employers to make workforce transit equity an explicit priority within their company, reiterate challenge of transit dependence.
- Transit dependence: Home - **Transit** - Day care - **Transit** - Work - **Transit** - Day care - **Transit** - Grocery - **Transit** - Home
- Encourage companies to make connections with the neighborhood, become more visible partners and supporters of neighborhood activities and services

Next Steps

- Research community wealth building, workforce training and job attraction models (e.g. Raleigh Research Triangle)
- Map childcare and service providers in relationship to transit and job centers to model transit-dependent travel patterns
- Hold stakeholder interviews with each of the large anchor employers to learn their most pressing challenges with recruitment and retention of skilled employees
- Develop a corridor-wide marketing

and attraction campaign to assist with recruitment and retention.

Questions

- How can residents more efficiently access the jobs that are supposedly available?
- How do we build accountability and transparency into this community?
- How do you integrate youth into workforce training?
- How do you resolve critical urban design challenges that disproportionately impair low-income residents?
- How are “good” jobs defined today? What are most people’s metrics?
- How do we identify residents’ workforce/training needs?
- How do we actually create access to jobs?
- How do we get youth interested in trades?
- How do we better disseminate information?
- How are employees integrated into the decision-making process?
- How can we attract outsiders to the corridor and keep them here longer?

Group Direction

Unclear if group will continue to meet. Regardless, in order to be effective, group will need buy in and partnership from CDCs, MetroHealth, residents, workforce agencies, and area entrepreneurs.



21.1 MetroHealth



21.2 LJ Minor's Signage



21.3 Voss Industries



23.1 "La Villa" Aerial (courtesy Bing Maps)

FINDINGS

The following recommendations were the result of this inquiry into the future transit and development needs of the West 25th Street Corridor District (defined as a quarter mile to either side of the street and 1/2 mile radius around each of the proposed stations, between State Road and Detroit Avenue). The proposals are the product of collaboration between consultant team and steering committee and are informed by critical insight from the community and working groups. The organizations, individuals, and working groups represented in this report are broadly committed to advancing these recommendations in order to foster the collectively defined community vision.

3.1 Development/Policy Rec's

3.1.1 Density

Any vacant property within a quarter-mile of the corridor slated for redevelopment as either mixed-use or residential must be developed to a minimum density of 20 persons per acre. While some may regard such a requirement as a burden placed on land owners and developers, the minimum density threshold is an absolute necessity to attract the kinds of business desired by residents where the mantra "retail follows rooftops" absolutely applies. More importantly, though, this density is necessary to sustain high quality community services, including the proposed level of transit service (detailed below) along the corridor.

For developers more conversant with housing unit counts, 20 persons per acre translates into 12 units per acre in the Northern third of the study area (Detroit Avenue to Interstate 90), eight in the Central section (Interstate 90 to Interstate 71), and nine in the Southern third (Interstate 71 to State Road). These unit counts are based on average household sizes along the corridor and should be treated as a rule of thumb (with deference given to the persons per acre requirement). Images at the right are borrowed from a book by Julie Campoli called Visualizing Density and help illustrate this requirement. Advantages:

- Cost Neutral
- Urban Service Economies of Scale
- Community Activity, Vibrancy & Safety
- Increased Tax Base and Commercial Spending Capacity

3.1.2 Urban Character

All development immediately adjacent to the corridor and primary feeders (Detroit, Lorain, Clark, Denison, Broadview, Memphis, etc.) must utilize zero lot line building footprints to well-define the corridor as an urban community and increase perceptions of community safety and defensible space by residents, commuters, and visitors alike. Traditionally suburban cladding materials (vinyl siding and faux treatments) and signage approaches (overhead posts) should also be wholly avoided. Suburban commercial typologies (drive-thru, commercial with frontage parking) should



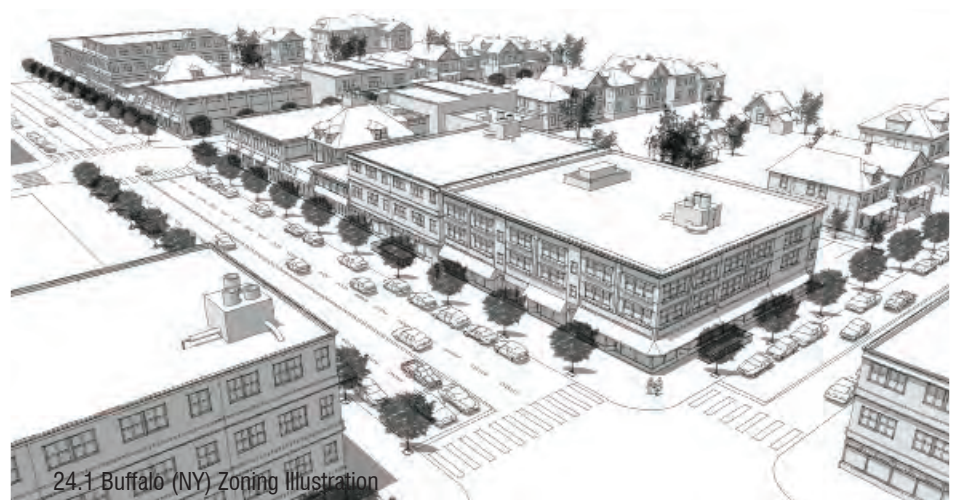
Seaside, Florida - 9.2 units/acre (courtesy Visualizing Density)

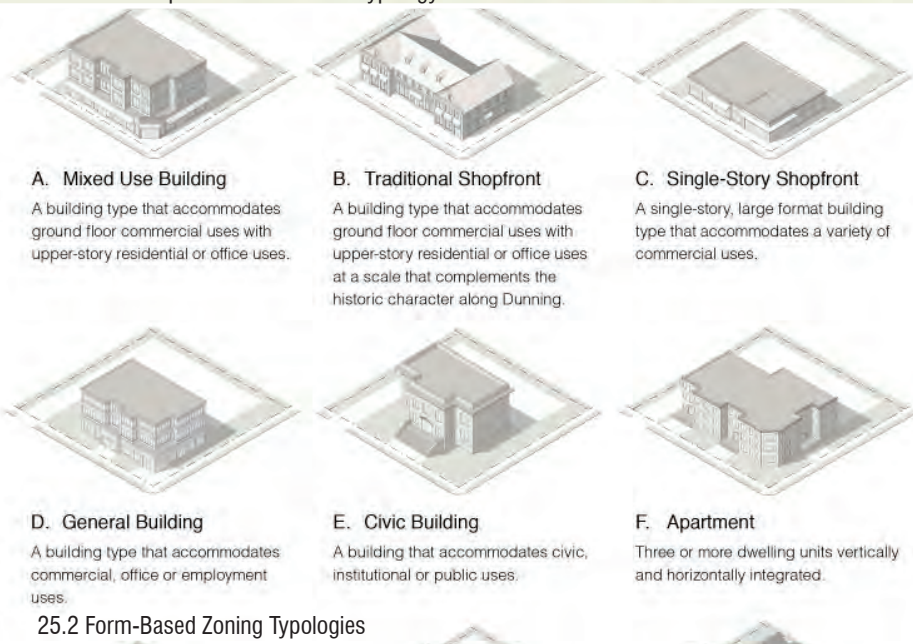
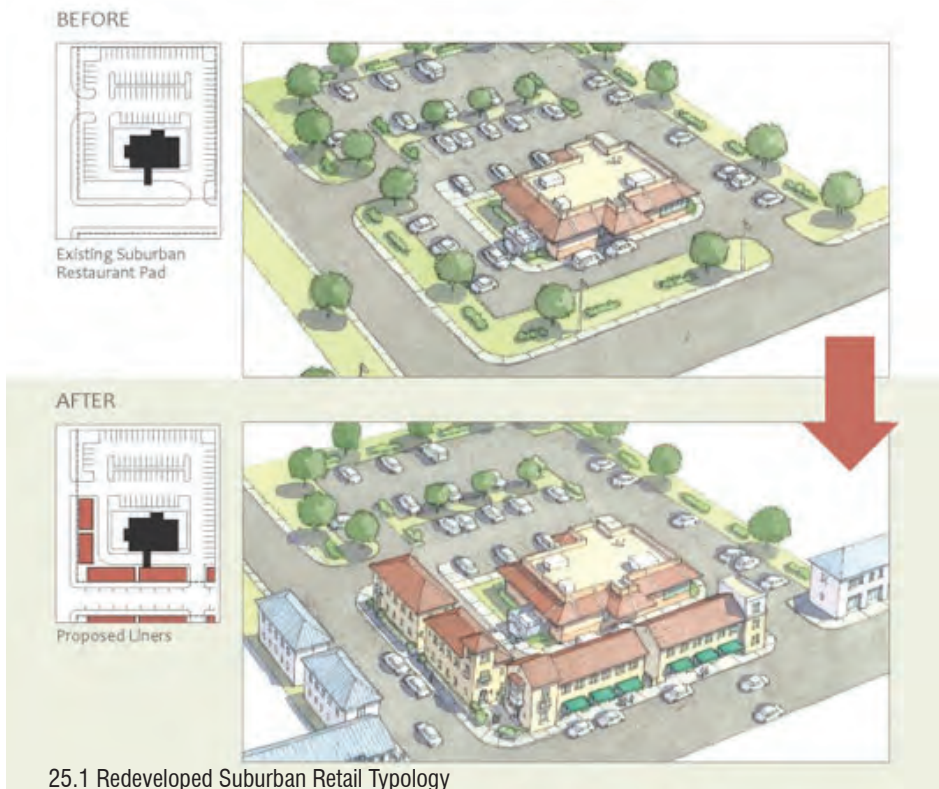


Charleston, South Carolina - 10.7 units/acre (courtesy Visualizing Density)



Saint Johnsbury, Vermont - 11.7 units/acre (courtesy Visualizing Density)





be disallowed altogether. Advantages:

- Cost Neutral
- CPTED Compliant (Crime Prevention through Environmental Design)
- Creates a Better-Defined, Safer, and more Hospitable Community Space

3.1.3 Parking

Developments with parking requirements shall accommodate these needs on the rear portions of the lot with side street access only. Eventually, the parking ratios required in this district should be steeply reduced or eliminated altogether. District parking lots capable of hosting destination traffic should be planned and collectively developed not more than one-half mile from one-another. The image at the left demonstrates how street-fronting parking can be converted into pedestrian-friendly retail with parking in the rear.

- Advantages:
- Lower Development Costs
 - Fewer points of conflict between cars and bikes/pedestrians.
 - Districts without parking requirements are attractive to developers.
 - Vacant lots can be staged as temporary parking lots with minimal effort/expense.
 - Car-free residents spend more money locally and are less costly to City.

3.1.4 Form-Based Zoning

In lieu of more prescriptive design guidelines or elaborate zoning overlays, the district should be governed by a form-based ordinance that regulates the scale and position of structures as opposed to use and style. This approach will also be more effective in fostering transition from dense development along West

25th Street (see transect on next page) and its primary feeders to the adjacent residential fabric comprised primarily of single family, detached structures. As an interim strategy, the Urban Overlay Zoning Category should be applied to this district in order to institute a more progressive approval framework and create a bridge to the preferred zoning solution. Advantages:

- Cost Neutral
- Provides Developers with Greater Flexibility to do Good Work
- Typically Fosters Variety within a Consistent Framework
- Less Complex Requirements Accelerate Review, Approval Process

3.1.5 Local Design Review Committee

Due to the myriad political and community jurisdictions along the corridor, coordination will be critical to achieve a successful execution of the community vision. Representatives (or appointees) from the respective CDCs (4), Council Offices (3), and interested institutional partners (2-4) need to be tasked with reviewing development proposals within the district for consistency with the long-term objectives identified here. This group can be formalized as a local design review committee that advises the City Planning Commission or operates more informally and at the purview of the CDCs, who have their pulse on development projects and have a mutual interest in what is built along the corridor. Advantages:

- Cost Neutral
- Local Buy-In and Engagement
- Interjurisdictional Collaboration
- Expedited Review and Approval by City

3.1.6 Live Near Your Work (LNYW)

Across the nation, employers and cities understand the importance of residents being relatively proximate to major employment centers. Any reduction in miles traveled by residents can have very real economic benefits and studies have shown that community engagement and worker satisfaction also improves. Worker absenteeism declines and punctuality improves. This can range from down payment assistance on home purchases to compensation incentives. The best local example of this approach is the Greater Circle Living Initiative, a program that encourages University Circle employees to relocate to one of the

“Less than 10% of those that work within 2 miles of the corridor also live there; nearly 10,000 employees commute into the district every day.”

Market Report

Circle-adjacent neighborhoods. The effort is underwritten by the Cleveland Clinic, University Hospitals, Case Western Reserve University, Cleveland Museum of Art and Judson at University Circle. (See the appendix of the Market Study report for additional case studies.) A similar program should be deployed by the major employers (there are 38 companies with 50 or more employees within 2 miles of the corridor) and stakeholder institutions of West 25th Street. Advantages:

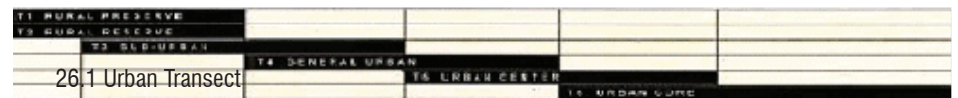
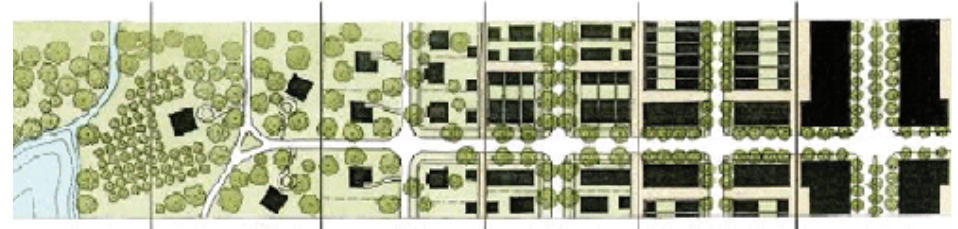
- Response Time During Emergency
- More Content, Committed Workforce
- Increased Tax Base and Commercial Spending Capacity

3.1.7 Infill Housing Subsidy Program

The market study reveals a strong demand for quality workforce housing that cannot be met in its entirety by conventional, for-profit housing developers. The local housing market is strengthening, but regional salaries (median household income in the primary market area is \$30,305), combined with home values in the study area, keep good homes from appraising at their true cost. This necessitates a subsidy program, likely funded by the Cleveland philanthropic community, in order to improve the living conditions of working class families with the potential to make significant contributions to the local economy.

This could be very effectively combined with the LNYW initiative. Advantages:

- 7% of the existing housing stock is obsolescent (60% built before 1940) and an additional 1.75% of the stock will become obsolescent each year.
- 58% of MetroHealth employees indicated that a single family home (78% desiring three or more bedrooms) would be their preferred housing product if relocating into the corridor.
- More stable neighborhoods and families.
- Stabilized housing market and appreciating land value.
- Private [re]investment in existing housing stock.



26.2 Urban Infill Home



26.4 Family on Porch



26.3 Infill Housing



3.1.8 Housing Affordability Efforts

According to the market study, “half of all renters within the corridor’s associated ZIP codes are cost-burdened, meaning they pay more than 30 percent of their incomes on housing (rent or mortgage payments, and heating). Further, lower-income households are far more likely to be cost-burdened, which is particularly relevant for the West 25th Street corridor, given its large share of lower-income households.” Efforts to secure and develop affordable housing through development and policy are critical. Advantages:

- Available Development Sites, Demonstrated Demand
- Willingness of Community to Embrace Mixed-Income Housing
- Experienced and Interested Developers and Funding Partners with Copious Experience in Low Income Housing Tax Credits (LIHTC)
- Familiarity with Housing Trust Fund

3.1.9 Neighborhood-Oriented Retail

Steelyard Commons and other shopping centers within a ten minute drive of this corridor have satisfied the broader community’s need for big box retail and chain food. According to the market study, “retail development and business recruitment within the corridor should be focused on small, authentic businesses (e.g., eateries, craft stores and personal services).” Advantages:

- Many of these types of businesses lend themselves to being started and operated by local entrepreneurs, who will possess a strong understanding of community needs and wants.

- One-of-a-kind retailers and food establishments will play right into the strengths of culturally significant, destination corridor.
- Flexibility and hardiness of local entrepreneurs is usually higher than chains that require fixed profit margins year over year.

3.1.10 Dog-Friendly District

The installation of pet infrastructure (leash holders, water dishes, waste bag stations, dog parks, dog-friendly establishments, etc.) along the corridor will promote the more active and engaged lifestyle that dog-owners typically lend to walkable, urban communities. Advantages:

- Dog owners are more likely to spend money in their immediate neighborhood.
- Improved Public Health
- Community Activity and Vibrancy, which Begets Safety

3.2 Transit Recommendations

In addition to committee leadership, the following recommendations were vetted with both the Greater Cleveland Regional Transit Authority (GCRTA) and the Northeast Ohio Areawide Coordinating Agency (NOACA). Both organizations are supportive of their full implementation. Most of these recommendations would have tremendous benefit on corridor functionality and carry a very minimal price tag.

Opportunity: Priority Status – It is important to understand that the West 25th Street corridor has already been

identified in the GCRTA strategic plan as one of their eleven “priority” corridors, ensuring that corridor stakeholders will have a willing partner in GCRTA to advance this district, today and into the future.

Opportunity: Ridership – At just under 2.4M annual riders, West 25th Street is the second-most frequently used of the 11 designated corridors and it directly supports four (Lorain) and five (Detroit). There are 5.3M annual trips just between Lorain and Detroit, making it the most traveled segment in the entire network.

Challenge: Right-of-Way Variation – The West 25th Street corridor features very little consistency along

the length of this study area. Driving lanes and sidewalks vary considerably in width and the opportunity to incorporate turn, parking, and dedicated bike lanes is not consistently available. The 2009 TLCI study does a nice job of acknowledging this dynamic and maximizing what is available. The points of divergence from that plan are as follows:

- There is no need for a sidewalk/tree lawn wider than 12’ along any point of the corridor; any excess here would

be better utilized for dedicated bike travel or the creation of a median/area of refuge/turn lane.

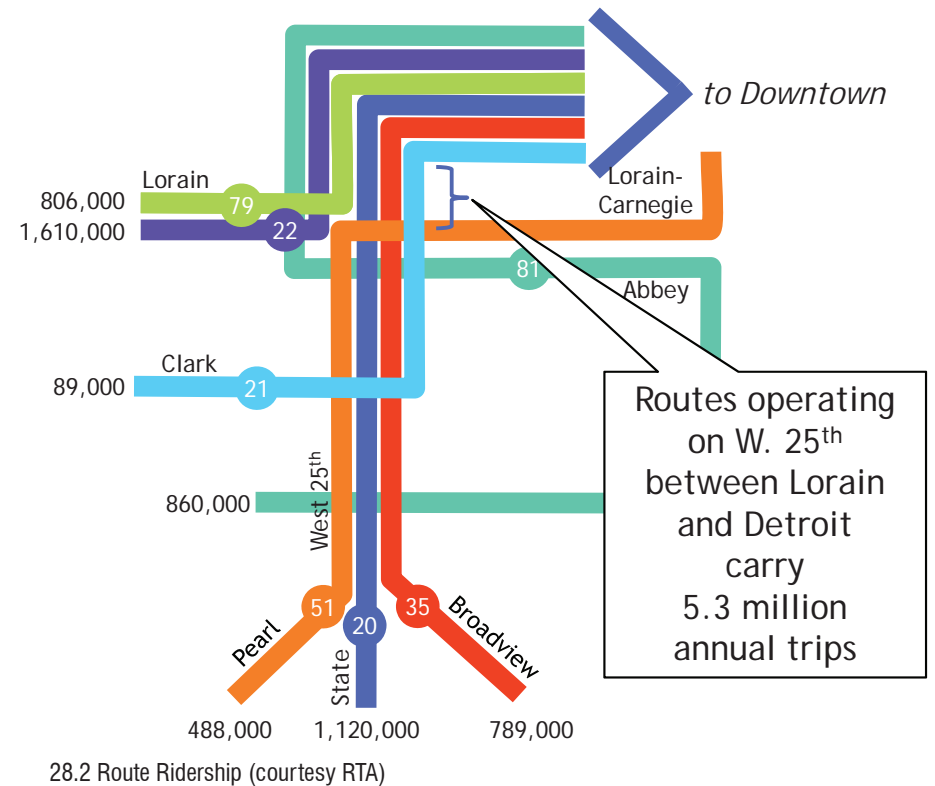
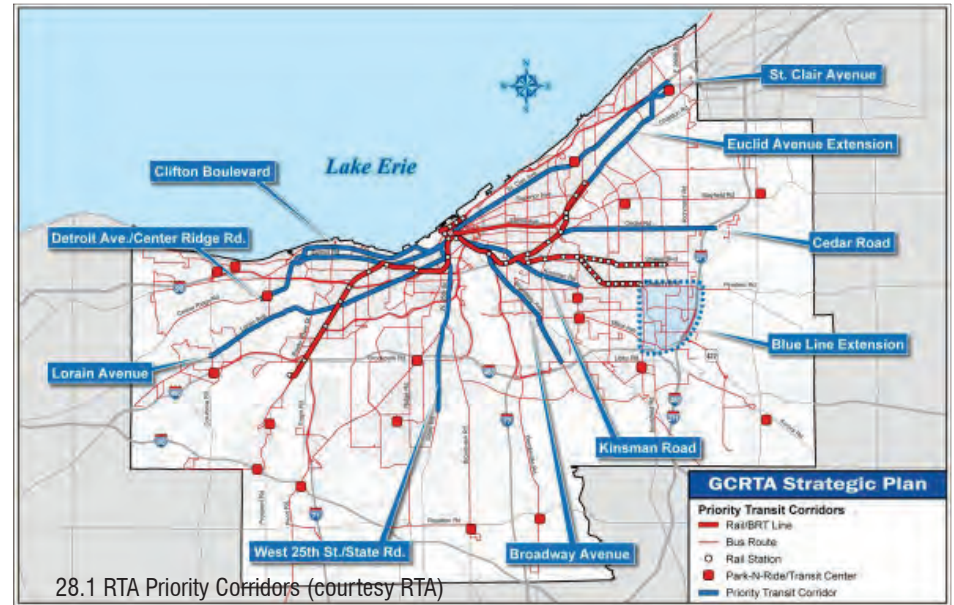
- This study proposes that the outermost driving lanes be dedicated to bus rapid transit, at least during morning and evening commute periods.
- Unscreened frontage parking should be universally disallowed.
 - There is no scenario that the committee can foresee in which seven lanes are necessary for the Old Brooklyn stretch of Pearl Road.

Challenge: Commuter Traffic – The North/South connectivity of the corridor, as well as its immediate access to two major interstate

highways (90 and 71), makes the route a favorite for commuters. In fact, more than 90% of employees working within two miles of the corridor live outside of that region. These dynamics result in heavy automotive use and congestion, which discourages pedestrian activity and slows transit. The consensus of the committee was that transit should be a priority. Traffic counts for select intersections can be found in the background section.

“Developing these Priority Transit Corridors along RTA’s most popular routes within the core service areas will increase the mobility of existing riders, while offering more amenities and improve the quality of service. The revitalization of these areas is an important part of building a more sustainable, transit-oriented future for the region.”

GCRTA Strategic Plan



Priority Corridors	Primary Routes	2014 Ridership
1. Broadway	15, 19, 76	3,435,933
2. W25/State, Pearl	20, 35, 51	2,399,571
3. St Clair	1	2,350,558
4. Lorain	22, 75	1,992,700
5. Detroit/Center Ridge	26	1,895,334
6. Kinsman	14	1,686,603
7. Warrensville-Harvard	41, 41F	1,539,040
8. Euclid Extension	28	1,337,341
9. E105/93	10	1,334,005
10. Clifton	55, 55F	497,467
11. Cedar	32	441,236



29.2 Nodal Diagram



29.3 Lakewood (OH) Waiting Environment (courtesy RTA)

A matrix of transit options (see next page) was developed by Neighborhood Progress in consultation with Parsons Brinckerhoff and Michael Baker International. The intent of the document was to clearly delineate all transit options and spell out the strengths of weaknesses of each, including the features of each service approach and examples of its implementation. The matrix also analyzes technical right-of-way issues and an assortment of cost and political considerations. The matrix was a valuable tool in the development of a progressive, yet practical, set of transit proposals, which follow.

3.2.1 Consolidate Bus Stops

The development framework proposes that all bus stops along the corridor be streamlined to ten locations, each serving one of eight identified development nodes. Those nodes are illustrated in the framework and listed here (approximate cross street of proposed station locations):

- Lakeview Flats (Detroit)
- Market District (Franklin, Lorain)
- Industrial Village (Columbus, Barber)
- La Villa Hispana (Clark)
- Health Campus (Sackett OR Trowbridge)
- Brooklyn Centre (Denison)
- Zoo Greenway (Wildlife Way)
- Old Brooklyn Downtown (Broadview)

That is ten total stops that serve some of the region's biggest destinations, largest employers, and most revered civic institutions, all along one corridor. Fewer stops mean faster service for the

nine routes and nearly 6M transit riders that utilize the corridor every year. RTA will ultimately be responsible for defining specific stop locations based on a stop consolidation and safety analysis, but it is this report's hope that these recommendations are followed as closely as possible to leverage adjacencies and destination efficiencies. Advantages:

- Cost Savings (Consolidation of Signage, Station Infrastructure)
- Improved Bus Travel Speed, Reliability








3.2.2 Improved Waiting Environments



By consolidating this infrastructure the corridor has a chance to uniquely brand itself by redesigning stations to provide true respite from the elements and assist with orientation and transit education. The branding opportunity is one that the communities of South Euclid and Lakewood have each utilized in the last year to improve their transit experience and public image. Advantages:

- Minimal Cost (Design and Construction; Sponsorship to Cover Maintenance)
- Improved stations make up for greater walk distance between stops.
- Amenities could include shelter, seating, heating, upgraded lighting, fare vending, trash cans, and interactive maps/schedules.
- Improved Passenger Comfort, Safety, and Security
- Stations generate ridership, particularly among choice riders.

3.2.3 Operational Improvements

By simply making some operational "tweaks" to the seven routes that operate

SCENARIO	 REDUCED SERVICE	 STATUS QUO	 SERVICE ENHANCEMENTS	 BRANDED ROUTES	 DEDICATED CIRCULATOR (TROLLEY)	 LIMITED STOP SERVICE	 BUS RAPID TRANSIT LOW INTENSITY
FEATURES	Reduced level of transit service along the W. 25th Street corridor.	No changes to transit service along the W. 25th Street corridor.	Minor improvements to the existing transit service which could include any or all of the following: <ul style="list-style-type: none"> • Changes to bus operations and frequencies; • Additional articulated buses; • Schedule modification on multiple routes to achieve even headways; • Additional/enhanced east-west service on lower frequency routes; • Route realignments (route 81); • Improved waiting environments; • Wi-Fi on buses; • Real time information; • Transit signal prioritization; • Stop improvements, consolidation. 	Dedicated branding scheme (eg bus wraps, branded bus stops, etc) for identified routes operating along the W 25th Street corridor. Similar to the branding schemes seen on the Euclid (HealthLine) and Clifton Avenue corridors.	Dedicated shuttle or trolley route to serve W 25th Street corridor and other nearby destinations (eg retail, high density residential, etc). Possible destinations could include Downtown Cleveland, Lakeview, Metro Hospital, W 65th Street, Lorain Road, W 25th Street, Lutheran Hospital, and Steelyard Commons.	Overlay express service with the existing local transit service. Express service would operate along the W 25th Street corridor and only stop at a few select locations in order to improve the travel time for riders traveling to important origins and destinations along the corridor. Would reduce over-crowding experienced on existing local bus services and provide travelers with a faster trip.	BRT "Lite" service that would include a branding scheme, high frequency service throughout the day (ie 14 hours per day/7 days per week), limited stops, enhanced passenger waiting environments, and transit signal prioritization. The operating plan of this scenario would mirror the Clifton Avenue corridor, which will provide high frequency service throughout the day. Could include dedicated bus lanes during peak periods in some parts or all of the corridor.
PRECEDENT	Various Transit Agencies	Current Service - Cleveland, OH	Various Transit Agencies	HealthLine (Euclid) Cleveland State Line (Clifton) Ohio City Connector	Downtown Cleveland Trolleys	Miami, Florida	Cleveland State Line (Clifton) Kansas City, Missouri Pittsburgh, Pennsylvania
ADVANTAGES	None	None	<ul style="list-style-type: none"> • More frequent service/improved headway spacing • Service tailored for the corridor; corridor treated as a destination rather than a way to get to somewhere else • Additional capacity during peak times with articulated buses 	<ul style="list-style-type: none"> • Improved transit visibility, orientation, and wayfinding for the corridor • Brand loyalty/affinity for transit service among riders and residents on the corridor 	<ul style="list-style-type: none"> • Improved transit visibility, orientation, and wayfinding for the corridor • Service tailored to the corridor; corridor treated as a destination rather than a way to get to somewhere else • Brand loyalty/affinity for transit service among riders, and residents on the corridor • Better mobility and access for trips that begin and end within the corridor 	<ul style="list-style-type: none"> • Faster, more frequent service, improved travel time, increased capacity/reduced overcrowding compared to local service • Service tailored to the corridor; corridor treated as a destination rather than a way to get to somewhere else • Additional capacity during peak times when buses experience overcrowding • Brand loyalty/affinity for transit service among riders and residents on the corridor 	<ul style="list-style-type: none"> • Faster, more frequent service, improved travel time, increased capacity/reduced overcrowding compared to local/express service • Service tailored to the corridor; corridor treated as a destination rather than a way to get to somewhere else • Brand loyalty/affinity for transit service among riders and residents on the corridor • Improved passenger waiting environments
DISADVANTAGES	<ul style="list-style-type: none"> • Decreased mobility and access for corridor riders and greater RTA network • Increased overcrowding during peak times and possible overcrowding during off-peak times • Address existing requests/complaints to RTA 	<ul style="list-style-type: none"> • Scenario doesn't address existing requests/complaints to RTA • Increased overcrowding during peak times with growth of W 25th Street corridor 	<ul style="list-style-type: none"> • Route optimization reduces access to seamless connections in Downtown Cleveland to greater RTA network in order to evenly space headways along the corridor • Possible longer walks to/from bus stops with bus stop consolidation 	<ul style="list-style-type: none"> • Increased maintenance restrictions as branded buses are not easily replaced with non-branded buses • Difficulty in branding routes that serve only certain segments of the corridor but are still important links for the corridor 	<ul style="list-style-type: none"> • Recommended headways for acceptable trolley service (ie 10 minutes) may require a lot of vehicles depending on length of route thereby increasing operations costs • Expectations for a free trolley service/social equity issues if not free 	<ul style="list-style-type: none"> • Concerns about social equity are sometimes a concern with express or limited stop bus services • Possible longer walks to/from bus stops when using express service • RTA has little recent experience and little precedent or providing this type of service • Possible confusion among users along corridors as to which stops served by proposed express service • Possible loss of existing local service if neutral cost approach is considered 	<ul style="list-style-type: none"> • Some segments of corridor do not allow for exclusive bus lane operations during peak times • Lack of viable alternate north/south corridors exist for vehicle traffic during times of construction or after implementation • Possible longer walks to/from BRT stops with typical spacing of BRT systems • Possible degradation of existing local service in favor of BRT service • Some BRT operational options could result in forced transfers for passengers whose existing bus routes now operate on W25th
RIGHT-OF-WAY CONCERNS	None	None	Some locations could lack right of way for significant transit waiting environment improvements	None	None	None	Many portions of corridor have little existing right-of-way for enhanced BRT stops
COST [CAPITAL]	-	-	\$ - \$\$	\$	\$	\$	\$\$
COST [OPERATIONAL]	(\$)	-	\$	\$	\$	\$\$	\$\$\$
POLITICAL WILL	Unfavorable	Unfavorable/Neutral	Favorable	Favorable	Favorable	Neutral/Favorable	Highly Favorable
DENSITY OBJECTIVE	No Additional Density Required	No Additional Density Required	No Additional Density Required	No Additional Density Required	No Additional Density Required	No Additional Density Required	20+ Persons Per Acre
TIMEFRAME	Immediate	Immediate	6-12 mos	1-2 yrs	1-2 yrs	2-5 yrs	5-10 yrs
PUBLIC OPINION	Unfavorable	Unfavorable	Favorable	Favorable	Highly Favorable	Favorable	Highly Favorable

	
<p>Traditional BRT service that would include all of the amenities described for BRT "Lite" in addition to more significant "station" stops, level boarding at all stations and stops, a dedicated lane for exclusive bus operations along the corridor, and off-board fare collection.</p>	<p>This scenario would implement at-grade (on-road) rail service along the W 25th Street corridor and feature frequent and fast service with rail stations located at major destinations/intersections on the corridor, and transit signal prioritization. This scenario would be similar to the Green and Blue Rapid Lines that operate in Cleveland or streetcar projects seen throughout the country.</p>
<p>HealthLine (Euclid) Eugene, Oregon</p>	<p>Blue, Green & Waterfront Lines Portland, Oregon Baltimore, Maryland</p>
<ul style="list-style-type: none"> Faster, more frequent service, improved travel time, increased capacity/reduced overcrowding compared to BRT "Lite" Service tailored for the corridor; corridor treated as a destination rather than a way to get to somewhere else Brand loyalty/affinity for transit service among riders and residents on the corridor Improved passengers waiting environments with level boarding and off-board fare collection Infrastructure is highly visible and distinctive in its use for transit and for attracting transit-oriented and supportive development. Some segments of corridor do not allow for exclusive bus lane operations Lack of viable alternate north/south corridors exist for vehicle traffic during times of construction or after implementation Possible longer walks to/from BRT station or stops with typical station spacing of BRT systems Possible degradation of existing local service in favor of BRT service Some BRT operational options could result in forced transfers for passengers whose existing bus routes now operate on W25 	<ul style="list-style-type: none"> Service frequency, travel time similar to High-Intensity BRT Higher capacity than High-Intensity BRT Service tailored for the corridor; corridor treated as a destination rather than a way to get to somewhere else Brand loyalty/affinity for transit service among riders and residents on the corridor Improved passengers waiting environments with level boarding and fare pre-payment Infrastructure is highly visible and distinctive in its use for transit and for attracting transit-oriented and supportive development Lack of viable alternate north/south corridors exists for vehicle traffic during times of LRT rail construction Possible longer walks to/from LRT stations with typical station spacing of LRT systems Possible degradation of existing local service to compensate for LRT LRT operational options would result in forced transfers for some bus passengers whose routes now operate on W. 25th Street
<p>Many portions of corridor have little existing right-of-way for traditional BRT stations or stops</p>	<p>Many portions of corridor have little existing to allow for right-of-way for LRT stations or rail infrastructure</p>
<p>\$\$\$</p>	<p>\$\$\$\$</p>
<p>\$\$\$</p>	<p>\$\$\$\$</p>
<p>Favorable</p>	<p>Unfavorable</p>
<p>25+ Persons Per Acre</p>	<p>30+ Persons Per Acre</p>
<p>10-15 yrs</p>	<p>15+ yrs</p>
<p>Highly Favorable</p>	<p>Highly Favorable</p>

THE APPROACH TO TRANSIT DEVELOPMENT MUST BE: INCREMENTAL

- Development of each level of higher-capacity transit should be market-driven – constructed when warranted by transit demand, density and mix of surrounding development.
- Improvements should build on the high level of transit service already operating in the corridor.
- Improvements should leverage neighborhood resources to promote existing transit services and improve transit waiting environments:
 - Distribute existing RTA passenger information (schedules, system maps, brochures) and promote existing RTA services
 - Develop neighborhood transit guides
 - Promote RTA transit pass programs with neighborhood employers
 - Target major bus stops for streetscape improvements, added security, etc. If it needs to be done, don't wait for RTA or the City to do it.
 - Help RTA identify sponsors for services and improvements
 - Participate in on-going transit corridor planning efforts
 - Integrate transit into neighborhood way-finding systems

ON-GOING

Progress on transit enhancements and TOD in the corridor will require on-going coordination over many years with:

- RTA
- City of Cleveland
- Funding agencies
- Development community
- Stakeholders and members of the communities in the corridor

REALISTIC

- Implementing even seemingly simple transit enhancements is difficult, complicated and expensive.
- There are no open checkbooks. Funding for improvements is tight and highly competitive at the Federal and local levels.
- Development of major transit enhancements (BRT, streetcar/light rail) require consistent, on-going efforts over many years
- Federal and local funding priorities strongly favor bus-based improvements over expensive rail improvements, but, as RTA has demonstrated, you can do great things with buses.
- Public transit is a means to an end: providing efficient transportation to support active, thriving communities
 - Don't make achieving a certain mode (rail) or level of transit service an end unto itself.
 - Develop the area to suit the needs and desires of the community and secure a transit system that meets those needs.

Courtesy Parsons Brinckerhoff

along West 25th the transit experience could be greatly enhanced. Advantages:

- Cost Savings
- Reorganizing existing routes to provide more headway.
- Implementing limited stop service on one or more routes.
- Promotion of 1-2 routes to priority status.
- Savings could be invested in more frequent service (i.e., reduce headway from 15 to 10 minutes).

3.2.4 Dedicated Transit Lanes

The outermost driving (or parking) lane in either direction should be dedicated to Bus rapid transit and shared with bicycle traffic on stretches of the corridor where dedicated bike lanes are not possible. Knowing that this kind of permanent modification to traffic patterns will be a major adjustment, the committee concedes that this should begin with temporary dedication of these lanes during certain hours of the day. 6:00 to 9:00 am on the outermost northbound lane, and 4:00 to 7:00 pm on the outermost southbound lane is recommended, which would make this corridor's operation almost identical to the recently implemented "Cleveland State Line" along Clifton Boulevard. The creation of off-street parking in district lots (as described in the development recommendations) should lessen any hardship created by the loss of this street parking during peak hours. Advantages:

- Minimal Cost (Signage, Enforcement)
- Increased Bus Speed, Reliability
- Improved performance for seven popular transit routes.

3.2.5 Branded Priority Bus Service

At a minimum, Buses serving "Priority" Routes 20 and 35 should be specially branded with either bus wrap or decals in order to promote their service along the entirety of the West 25th Street corridor. Advantages:

- Cost Neutral (Improvements Covered by Sponsorship)
- Begins by promoting existing services.
- Income generator that raises a modest sum for station maintenance, other BRT costs.
- Improves wayfinding, helps passengers better understand and use the service.
- Generates ridership among choice riders.
- Promotes corridor and attractions.

3.2.6 Transit Signal Prioritization

Buses operating on the priority routes (20 and 35) are equipped with transponders that activate traffic signals and minimize stopping. While these systems can be controversial on critical thoroughfares, the mostly unidirectional (North/South) traffic along West 25th Street would not be impaired. Costs associated with this approach would suggest that it would be a 3-5 year consideration. Advantages:

- Provides 5-10% travel time benefit during peak periods.
- Improved Reliability
- Automatic Transit Traffic Optimization
- Lower Bus Maintenance, Fuel Costs

3.3 Development Priority

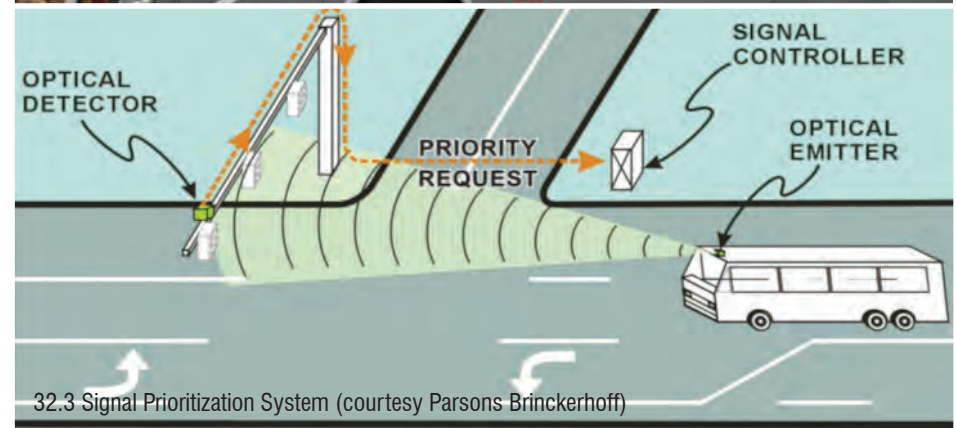
During the course of this planning process, eight neighborhood nodes were identified and confirmed for their role as



32.1 Dedicated Bus Lane (courtesy Parsons Brinckerhoff)



32.2 Branded RTA Bus (courtesy RTA)



32.3 Signal Prioritization System (courtesy Parsons Brinckerhoff)



33.1 West Side Market



33.5 Significant Building



33.2 Zoo Entrance



33.6 Informal Signage along W25



33.3 Proposed L.J. Mingo's Expansion



33.7 Metro Health, Old Brooklyn



33.4 Masonic Temple



33.8 Market District

centers of community, commerce, and institutional activity. These nodes range significantly in function and form and should not be confused as eight parts of a whole, but rather as eight unique places connected by the West 25th Street Corridor.

Area stakeholders, by way of the working groups, were asked to rank the immediacy of development need in each. These rankings reflect what each group felt were the most important nodes as the question pertained directly to their assigned perspective. For example, the housing work group ranked the importance of immediate housing development activity in each of the eight nodes, assigning the nodes a score of 1 through 8, with 1 being the most critical and 8 being the least.

Each of the working groups had a slightly different ranking (understandable given their differing perspectives and charges), but in the end, the rankings featured a high degree of consensus.

To be clear, a higher ranking simply indicates more urgency for immediate intervention by area stakeholders. It is not an assessment of popularity or excitement, although potential and opportunity to leverage momentum did play into the rankings. The eight group rankings were compiled to determine the consensus development priority.

The nodes can be divided into three tiers of development urgency:

High Priority Candidates for immediate and comprehensive development activity and community intervention:

1. La Villa Hispana – 3.25
2. Lakeview Flats – 3.38
3. Health Campus – 3.63

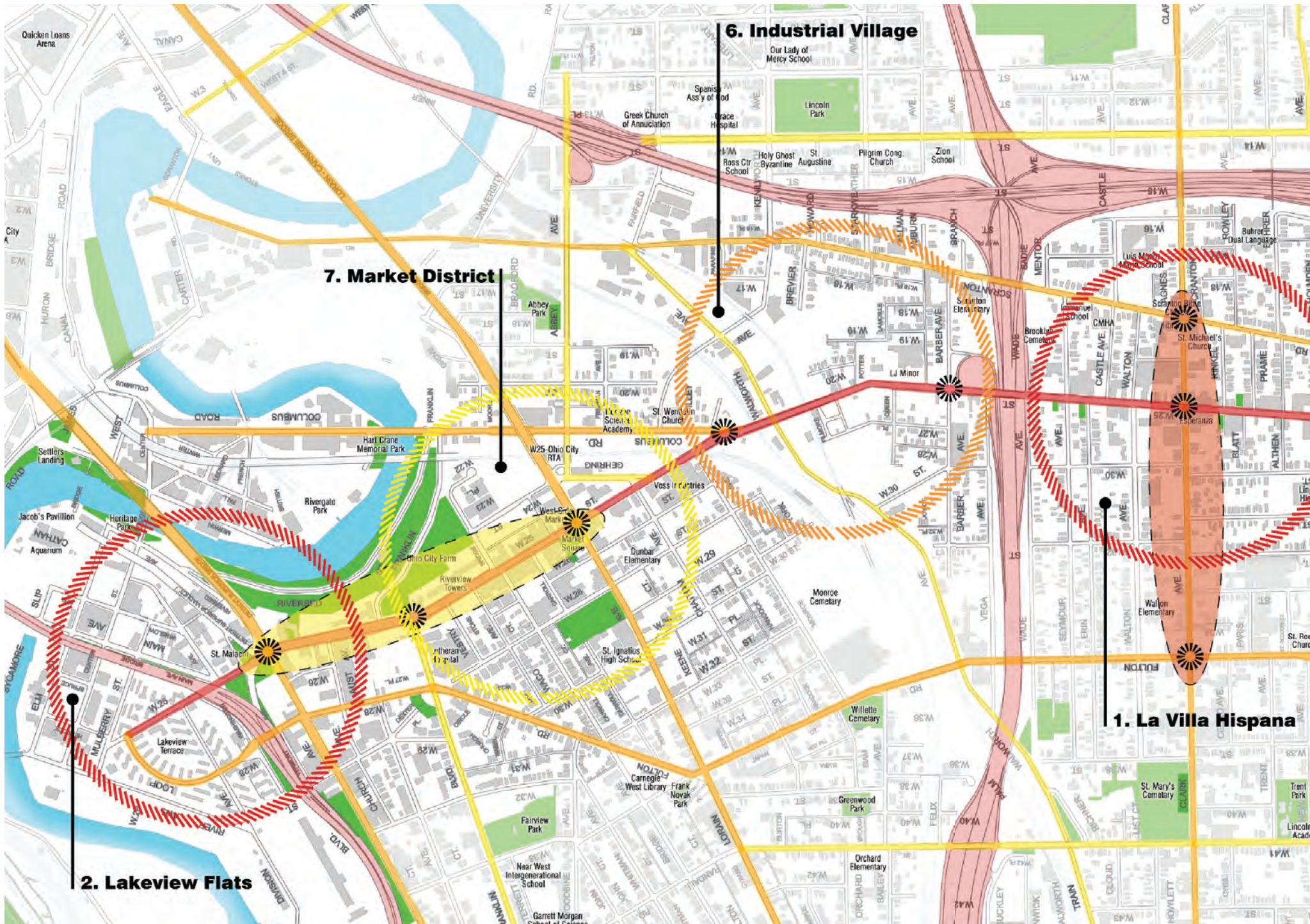
Medium Priority Relative stable areas that will require the focus of the community in 3-5 years:

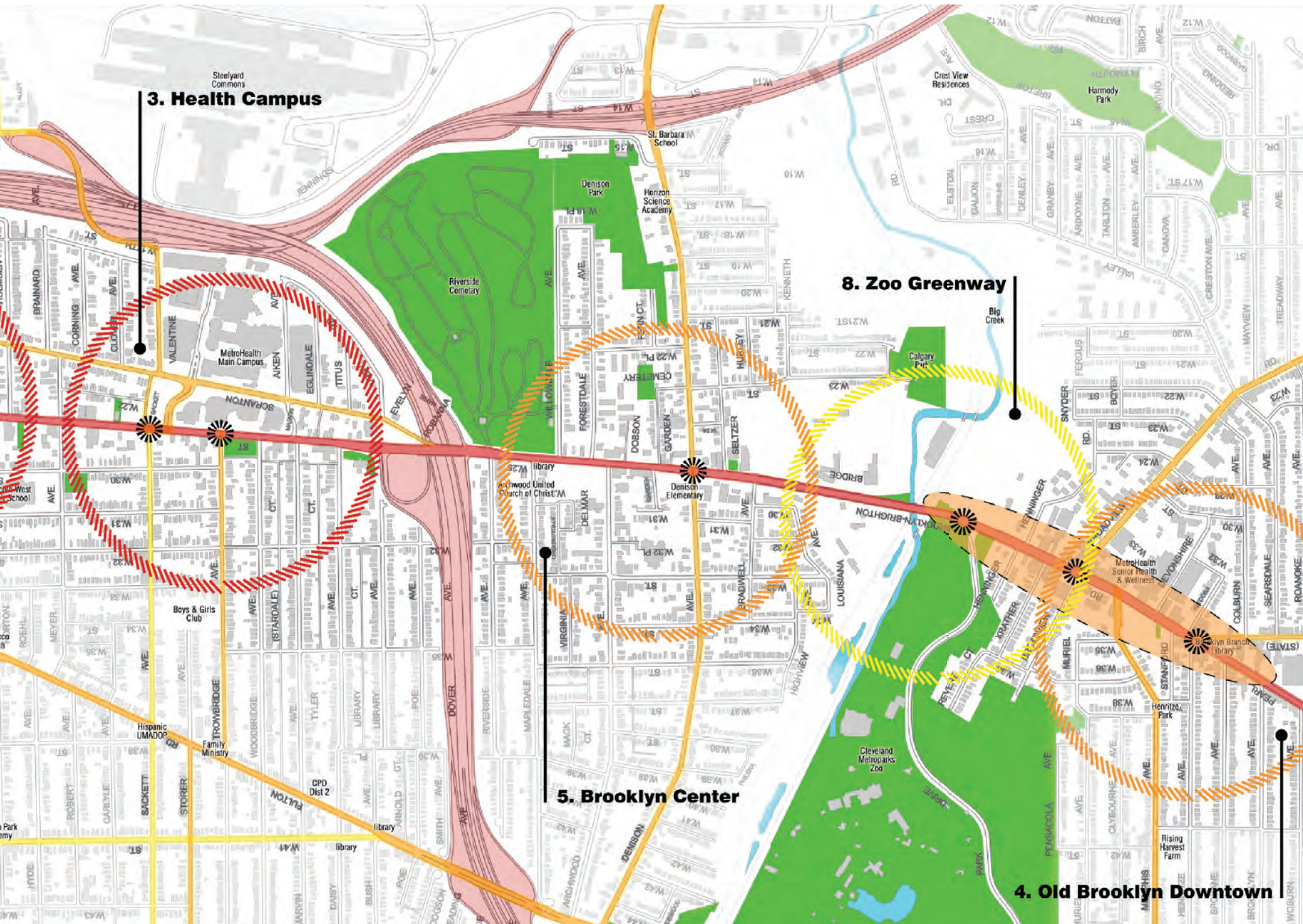
4. Old Brooklyn Downtown – 4.38
5. Brooklyn Centre – 4.57
6. Industrial Village – 4.71

Low Priority Nodes with comparative sustainability at present, with longer-term intervention possibilities:

7. Market District – 5.00
8. Zoo Greenway – 5.13

A consolidated action plan for each of the nodes is detailed in the following section along with specific feedback from each working group. These summaries should serve as a starting place for critical community organizing, implementation, and development strategy conversations.





LA VILLA HISPANA

Priority: High (#1)

Overview

Centered around the intersection of West 25 with Clark Ave, La Villa Hispana is a long-cultivated collective vision for a vibrant, authentic, and inclusive Latino cultural district in the heart of the Clark-Fulton neighborhood. When established, La Villa Hispana will serve as both an anchor and a magnet for cultural tourism. This district will not only serve as a cultural, social and economic hub for the community in Cleveland and throughout Northeast Ohio, it will establish Cleveland's Latino community as a valuable asset and enable Latino residents and stakeholders from across the nation to share their cultural heritage with visitors and with each other.

This vision is founded on a shared commitment to development without displacement. As such, La Villa Hispana will cultivate an environment where all residents, regardless of socioeconomic status, educational attainment, race, ethnicity, religion, or lifestyle are invited to put down roots and invest in the neighborhood. This vision seeks to attract and unite diverse stakeholders that are committed to establishing La Villa Hispana as a cultural, business, arts, educational, and civic center that pays homage to Latino history and heritage.

Assets

This node is anchored at W25 and

Clark Ave. by the former US Bank building, which is home to the Hispanic Alliance, Hispanic Business Center, and Esperanza among other agencies. There is good street-level retail and commerce, extending from there in all directions, but in particular there is strong potential going West along Clark Ave. and South along W25, towards MetroHealth. Additional assets include:

- Lincoln West High School
- Luis Munoz Marin Academy
- Buhner Dual Language
- Scranton Elementary
- Walton Elementary
- Immanuel School
- Esperanza
- Seeds of Literacy
- Carnegie Branch CPL
- Clark Recreation Center
- Boys & Girls Club
- YMCA
- HUMADAOP
- Hispanic Alliance
- Hildebrant Building
- Hispanic Business Center
- Northeast Ohio Hispanic Chamber
- Club San Lorenzo
- St. Michael's
- St. Rocco
- Scranton Bible Church
- Aragon Ballroom

Strengths

This node anchors the densest Hispanic enclave in all of Northeast Ohio, meaning that one of the core strengths of this node is the vibrancy and dynamism of

Hispanic cultures, as expressed by area residents. This node also benefits from residential density, the walkability of the Clark Ave. retail district, good transit to downtown, proximity to employment centers such as MetroHealth, Nestle/LJ Minor, Tremont and the Market District. Home to many dynamic, faith-based organizations, a high density of bilingual services (including HUMADAOP, Esperanza, Hispanic Business Center, and Hispanic Alliance) and a growing support system for creatives and entrepreneurs (anchored by the Hildebrandt Collective and Hispanic Business Center) the La Villa node has tremendous energy, momentum and potential.

Challenges

The La Villa node is held back by a lack of infrastructure investment, lack of east-west transit connectivity, low transit ridership with inconsistent wait times and poor Transit Waiting Environments, commercial vacancy and blight, under performing schools and recreation facilities, real and perceived crime and the lack of a well-recognized brand or identity. The housing market is challenged due to aging housing stock, high rates of vacancy and foreclosure and by the lack of quality education and recreation options. The area lacks significant neighborhood green spaces and is bordered by highways making it a challenging area to navigate for bikes and pedestrians. The ethnic and economic diversity of residents, which is clearly

a strength of this node, is also at times challenging in terms of engagement, connecting across cultural boundaries and the building of consensus around community needs and plans, and poses a particular challenge to service providers.

Working Group Recommendations

Commercial

- Develop and Launch Open-Air Market (La Placita) in 2015
- Design, Fund and Install District Banners
- Convert Existing Homes into Businesses (Exst & Vacant Homes)
- District Parking
- Hispanic Cultural Center
- Fix-up Unkempt Commercial Properties
- Business Incubator/Start-up Space
- Hispanic Arts District (Organic)
- Bid to do Clean and Safe Program
- One "Lead" District Bar/Restaurant Where People Feel Safe to Socialize

Education

- Advocate for Improvements to Area Public Schools in CMSD Facilities Planning Process (esp. Lincoln West)
- Develop and Launch Latino Literacy & Lecture Pop-Up Event Series
- Define After School Options Available at Hispanic UMADAOP
- Exploit School Buildings as Community Centers After Hours/on Weekend
- Establish Teen Center
- Support Groups

- Expand ESL Classes and Interpreting Services, Focus on Cultural Sensitivity
- Develop/Expand Mentoring Programs
- Partner with Churches
- Traffic Calming to Ensure Safety (Safe Routes to School)
- Help Julia de Burgos Move to La Villa Hispana node in long-term stable facility well-suited to their programming/mission

Housing

- Develop Mixed-Income Housing
- Strategic Demolition, Beginning with Lincoln High School
- Housing Maintenance Program for Qualifying Home Owners
- Use Large, School-Adjacent Vacant Parcels for Recreation Space
- Down Payment Assistance Program(s), like Saint Patrick's
- Housing Advocacy & Counseling
- Plan with Residents
- Protect Against Displacement

Pedestrian

- Security Issues
 - Lighting
 - Improve Vacant Lots
 - Softer Aesthetic
 - Upgraded Bus Stops & Benches
- Safety Issues
 - Countdown/Audio Crosswalks
 - Traffic Calming
 - Crosswalk Visibility/Creativity

Recreation

- Renovation of Clark Recreation Center
- Wayfinding to Existing Parks (Trent, Roberto Clemente)
- Better Connections to Tow Path

- Lincoln West Community Access
- Improve Safety at Recreation Sites

Services

- Street Lighting
- Police Presence
- Home Ownership Program
- Business/Nonprofit Attraction, Dvpm
- Storefront Renovation
- Lincoln West Overhaul
- Mixed-Income Housing Program
- Branding/Gateway Marketing

Transit

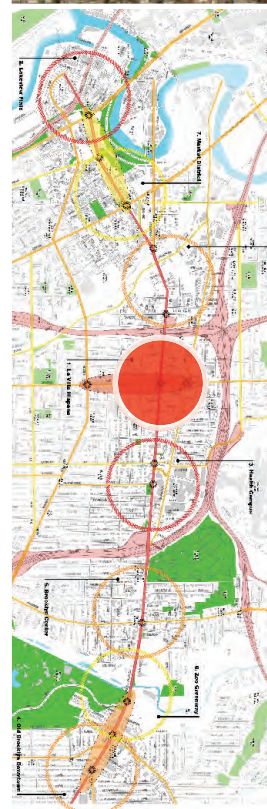
- Refine Schedule for Regular Intervals Between Buses
- Articulated Bus Service (Rush Hours)
- Explore Feasibility of W25 Circulator
- Improved Tech – Real Time Arrival Info; Digital Schedules at Stops
- Express Service to Major Destinations: Steelyard, Zoo, MetroHealth
- Steelyard: Address Bike/Ped/Bus Connectivity to/within
- Investigate Traffic Improvements
- Left Turns and Accident Hazards
- Left/Right-Turn LED Signs
- Peak Hour Restrictions
- Talk to Transit Riders to Get their Ideas

Workforce

- Foster Cultural/Ethnic Amenities
- Create Cultural Destination
- Increase ESL Programming
- Increase Hispanic, Dual-Language Ed.
- Improve Lincoln West High School
- Assess Skills to Leverage and Train
- Expand HQ Workforce Opportunities
- Hotel/Hostel/Bed and Breakfast



37.1 "La Villa" Aerial (courtesy Bing Maps)



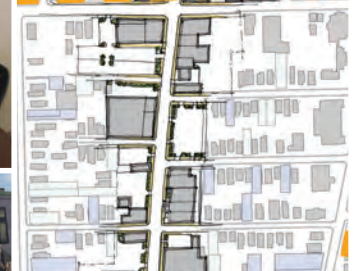
37.3 La Villa Storefront



37.4 HBC Consultation



37.5 La Villa Business Leader



37.6 Courtesy CUDC



37.8 Aragon Ballroom

LAKEVIEW FLATS

Priority: High (#2)

Overview

Centered around the intersection of West 25 with Detroit Ave., the Lakeview Flats node is a crucial connector between the dense Lakeview and Riverview CMHA housing, the Market District, Hingetown, Downtown, and the Flats recreation and entertainment centers. Despite its proximity to these important economic, social and cultural anchors, the Lakeview-Flats node remains fragmented and unfriendly to pedestrians due to the complexity of the high-traffic multi-modal W25/Detroit intersection as well as the barrier

Assets

The Lakeview-Flats node is characterized by the following assets:

- Lakeview Terrace Community Center
- Fairview Park
- Proximity to Wendy Park / Whiskey Island, Edgewater and Rivergate Parks
- Access to future Lake Link and Towpath trails, Aquarium, Jacob's Pavilion
- Lutheran Hospital
- Care Alliance
- St. Malachi's
- Spaces Gallery
- Transformer Station
- Hingetown Summer Market
- St. John's Church

Strengths

The Lakeview Flats node benefits from

proximity to centers of economic and cultural activity – downtown, to Gordon Square, to the Flats, and to the Market District – as well as recreation facilities and waterfront green spaces (Fairview Park, Wendy Park / Whiskey Island, Edgewater and Rivergate Parks, future Lake Link and Towpath trails). This node also benefits from a high concentration of public housing and density of transit routes. A plethora of reinvestment in the flats area (both banks) makes this one of the hottest areas in the city and these investments need to be fully leveraged.

Challenges

The two most significant challenges for this node are (1) a sense of distance or fragmentation due to a lack of safe, reliable and pleasant pedestrian, bike and transit routes to nearby assets and (2) a perceived lack of safety due to insufficient lighting and a lack of pedestrian amenities. There is also a lack of workforce training/pipeline for Lakeview/Riverview CMHA residents adjacent to Downtown, Lutheran and Market District employment centers. The convergence of traffic, complexity of the W25/Detroit intersection, and amount of vacant land all make it hard to maintain street-level retail activity and make it challenging to access nearby job centers and recreation facilities. Finally, there is a need for improved way finding to make nearby waterfront parks and trails more visually prominent to residents and passers-by.

Working Group Recommendations Commercial

- Leverage Riverfront with Bars and Restaurants
- Facilitate more WeekDAY Activity
- Improve W25/Detroit Intersection for Ped/Bike/Bus Access & Deter Trucks
- Secure Bicycle Amenities
- Pop-Up Commercial Activity (Under Detroit-Superior Bridge)
- Improve Recreational Opportunities that Complement Retail (Merwin's Wharf)

Education

- Support Groups
- Expand on Area GED Services (Seeds Of Literacy)
- Establish Pre K-8 School
- ID Educational Opportunities For Youth
- Develop/Expand Mentoring Programs
- Leverage Aquarium as Educational Outpost (Free Days/Reduced M'ship)
- Lobby CMHA
- Job Readiness Programs
- Business Classes

Housing

- Initiate Community Dialogue
- Improve Lakeview Terrace Conditions
- Improve W25/Detroit Intersection for Ped/Bike/Bus Access & Deter Trucks
- Preservation of Historic Housing (i.e. Mulberry Street)
- Reestablish Recreation Center
- Expand Green Space Options
- Facilitate Safe Access to Fairview Park

Pedestrian

- Safety (Sidewalk Infrastructure, Island for Crosswalk)
- Bike Lane – Safe Turn to W25th
- Traffic Calming
- Aesthetics, Green Irishtown Bend

Recreation

- Improve Pedestrian Connections from Lakeview Terrace Across Bridge
- Address Lighting Concerns
- Improved/Targeted Programming for Residents to use River/Waterfront
- Ensure RTA Access to Edgewater
- Wayfinding to Recreational Amenities/Facilities

Services

- Police Presence
- Park Access
- Access to Rec Services
- Grocery/Food
- Police/Resident Relationship
- Closer Schools
- Library
- Internet Connection

Transit

- Create Transit Center Within Corridor
- Get Transit Group Member on RTA's Citizen Advisory Board
- Advertise ways for Riders to Provide Suggestions to RTA
- Improve Waiting Environments
- Improve W25/Detroit Intersection, Incl. Crosswalk at Shoreway Ramp
- Provide Pedestrian Phase & Give Pedestrians Advanced Walk Signal

Workforce

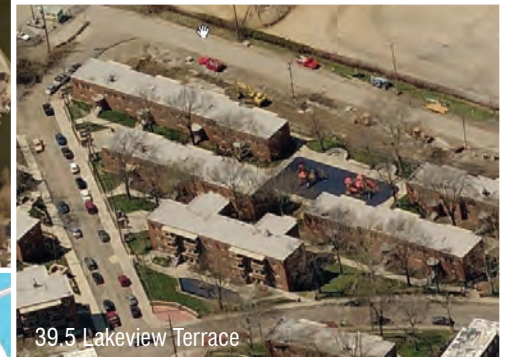
- Extend Bus Routes North of Detroit
- Highlight Entertainment Options
- Highlight Metroparks
- Improve Safety (Lighting, Road Surface)
- Improve Ped/Bike Crossing
- Significantly Improve Wayfinding



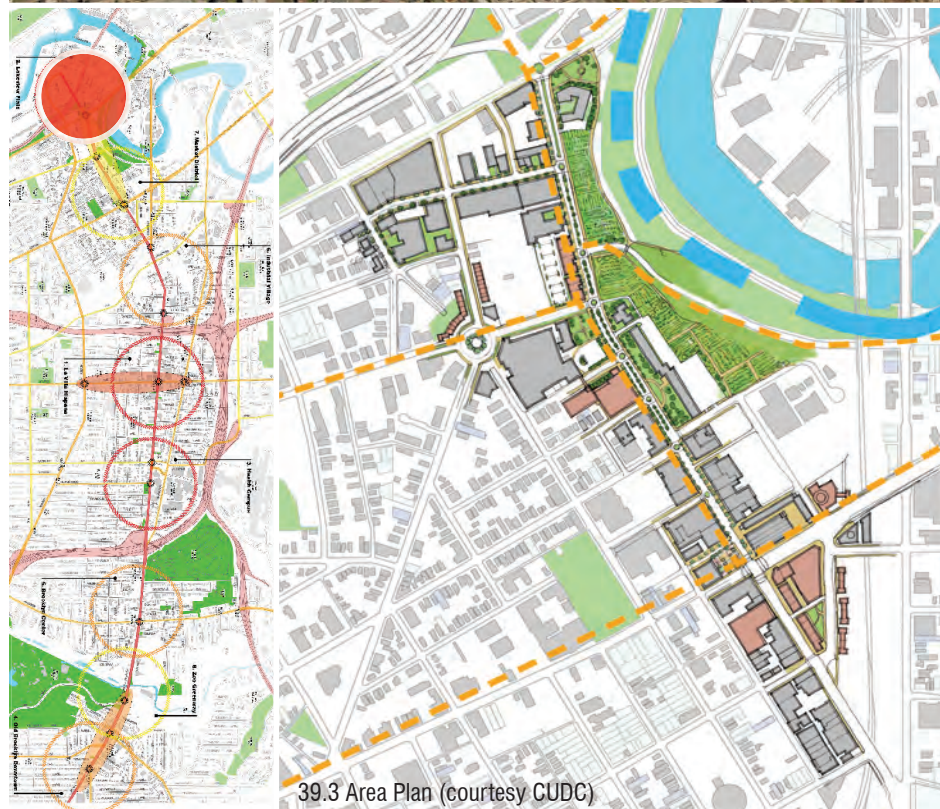
39.1 "Lakeview Flats" Aerial (courtesy Bing Maps)



39.4 Cyclists and Pedestrians Cross W25 at Detroit



39.5 Lakeview Terrace



39.3 Area Plan (courtesy CUDC)



39.6 Housing Advertisement

HEALTH CAMPUS

Priority: High (#3)

Overview

Centered around intersection of West 25 St and Trowbridge Ave, this node is anchored by the MetroHealth main campus and is walking distance from the La Villa node. As MetroHealth embarks on their campus transformation they will continue to foster a more integrated street-level commercial environment to connect the Health Campus and La Villa nodes.

Assets

- MetroHealth System Main Campus
- Boys & Girls Club
- YMCA

Strengths

Far and away the most significant strength of this node is the leadership and investment of MetroHealth. MetroHealth is not only the anchor employer and primary healthcare provider for this area, it is also embarking on a campus transformation that will open and integrate their facilities into the fabric of the community, and may be able to provide additional recreation, education and social service options for residents, employees and visitors. This node also benefits from proximity to Steelyard Commons, regional highways, and the La Villa Hispana node.

Challenges

There is a lack of high-quality education and recreation facilities at this node,

as well as a lack of consistent street-level retail and commercial activity. The area also struggles with vacancy, safety and health concerns. This node is currently designed to cater primarily to automobiles and has inadequate bike and transit infrastructure. There is also a need for affordable child care and workforce training that meaningfully address language barriers.

Working Group Recommendations Commercial

- Mixed-Use Development Along W25 with Commercial Frontage
- Need for Market (Invite Westside Market Tenants To Sell Produce on “Off” days?)
- Neighborhood Grocery
- Accessible Health Outreach and Medical Advice
- Encourage/Incent Street Vendors
- More Walkable Sidewalks
- Supportive Retail (Laundromats, Services)

Education

- Establish Pipeline b/w Schools & Metro
- Parental Support Groups (to Encourage Interaction with Families, Community)
- Mentoring Programs
- Metro Meetings at Schools
- Job Readiness Program

Housing

- Expand Community Dialogue

- Housing Incentives for Employee Relocation for All Income Levels
- Urban Amenities that Improve Neighborhood Appeal
- Preserve Quality Housing Stock
- Facilitate Diversity of Housing (Seniors, Single Families, Multi-Gen)
- Campus-Adjacent Senior Housing (Assisted and Independent)

Pedestrian

- Pedestrian-Oriented Development
- Linkages to Neighborhoods (Jones Home District, 32nd Ped Bridge)
- Connectivity with Scranton Bike Lanes
- Bicycle Amenities, Share Programs
- Green Spaces, Public Gathering Areas

Recreation

- Work With MetroHealth for Community Recreation/Health Facilities
- MH as Preeminent Neighborhood Recreation Facility/Provider?
- Wayfinding to Recreational Amenities/Facilities
- Encourage Improved Quality of Participation from Boys & Girls Club

Services

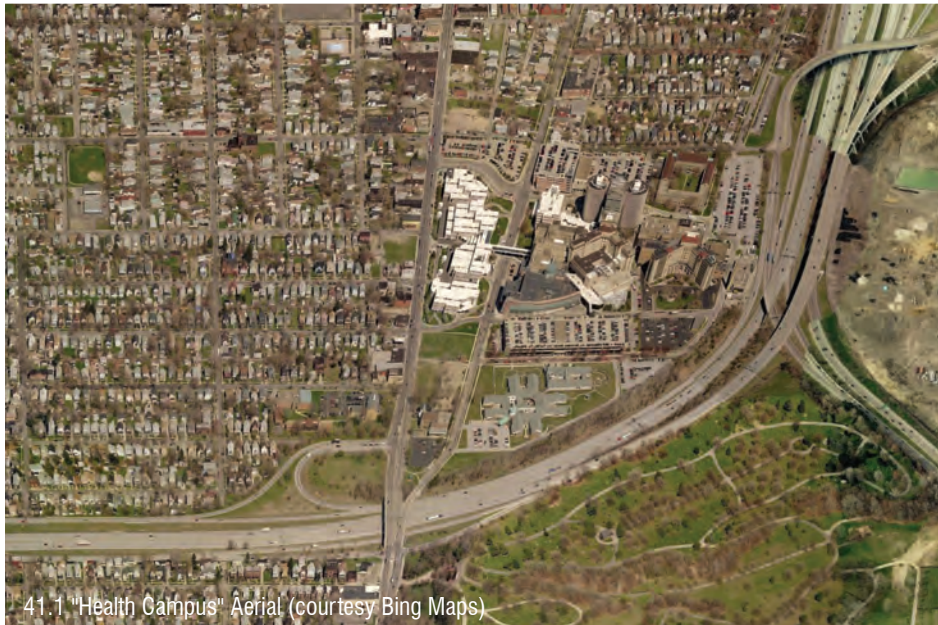
- Lighting
- Public/Open Campus
- Park Environment
- Pharmacy
- Wellness Classes
- Fresh Produce
- Services Collaboration
- Affordable Housing Opportunities

Transit

- Reduce Number of Stops and Improve Waiting Environments for Stops that Remain
- Address Safety Issue at Ramps to I-71S, 176S; Valentine On-Ramp Hazardous
- Denison Service Elim’d – Need to Expand E/W Service; Destination Access (Canalway, Towpath)
- Rebuild Campus to be Walkable and with Good Transit Access
- Concentrate Service and Improve Waiting Environs; Orient to Street

Workforce

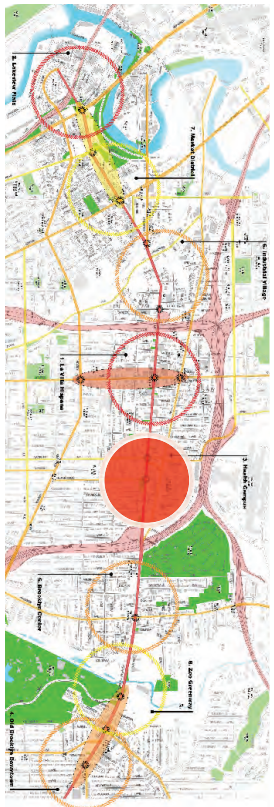
- Improve Safety
- Commerce Diversity, Quantity
- More Training for Residents
- Better Rental Housing
- Hotel, Bed and Breakfast Options
- Executive Housing



41.1 "Health Campus" Aerial (courtesy Bing Maps)



41.5 MetroHealth Campus Vision



41.3 MetroHealth



41.4 MetroHealth Campus Vision



41.6 Current MetroHealth Campus

OLD BROOKLYN DOWNTOWN

Priority: Moderate (#4)

Overview

Centered around West 25 St / Pearl Rd. between Broadview and State Roads, Downtown Old Brooklyn is the commercial center of the Old Brooklyn neighborhood, which boasts a stable housing market with a high density of families and seniors.

Assets

This district, just south of the Metroparks Zoo, is anchored by South Brooklyn Branch Library and MetroHealth Old Brooklyn Health Center and features an enviable fabric of urban buildings and ready, multi-modal access.

Strengths

Old Brooklyn's Downtown is the center point of a tight, stable community with a high density of families and seniors. The commercial fabric of this node is largely in-tact and has a distinctive character. The Library and MetroHealth both serve as strong anchors for this node, with the Zoo and Brookside Reservation serving as the northern gateway for the neighborhood. In the future, this area will also benefit from a connection to the Tow Path trail and from the redevelopment of the Heninger site. The area is also the convergence point for many important spoke roads and transit routes. Finally, the area has high-performing schools that attract and retain families.

Challenges

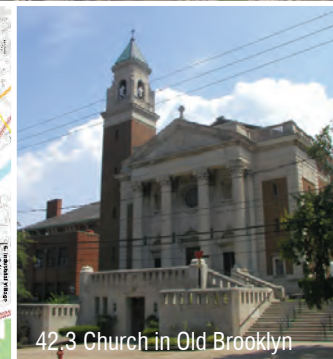
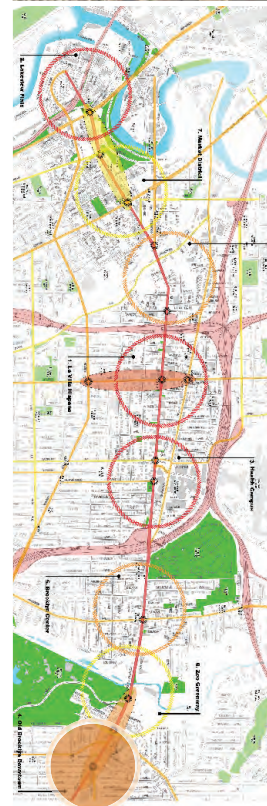
The auto-centered nature of the streetscapes in this node make it challenging to support and encourage pedestrian-oriented commercial development – in particular the width of the road, the infrequency of crosswalks and lack pedestrian infrastructure/curbs pose challenges to vibrant pedestrian retail. Additionally, the distance from the urban core / Downtown Cleveland makes it difficult to attract visitors from other urban neighborhoods, and the transit waiting environments and wait times make it less friendly to transit riders. Finally, there is a need to increase pedestrian, bike and transit connectivity from this node north to the Zoo and to other centers of activity along the corridor.

Working Group Recommendations

Recommended that initial focus is on activating pedestrian-oriented commercial development, implementation of streetscape improvements with increased pedestrian and bike amenities, and establishing a more pleasant and direct connection from Downtown Old Brooklyn to the Zoo for non-auto users.



42.1 "Downtown Old Brooklyn" Aerial (courtesy Bing Maps)



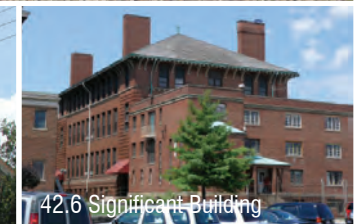
42.3 Church in Old Brooklyn



42.4 Church Rectory



42.5 Metro Health, Old Brooklyn



42.6 Significant Building



42.7 Area Plan (courtesy CUDC)

BROOKLYN CENTRE

Priority: Moderate (#5)

Overview

Centered around intersection of West 25 St and Denison Ave, Brooklyn Centre is a dense residential area with some commercial activity along Denison Avenue and W25..

Assets

- St. Barbara School
- Horizon Science Academy
- Denison Elementary
- Cleveland Public Library
- Riverside Cemetery
- Denison Park
- Art House Inc.
- Archwood United Church of Christ
- West Side United Methodist
- Rivers of Living Waters Church
- Iglesia de Restauracion

Strengths

Brooklyn Centre has good residential density and the potential for good pedestrian-oriented retail environments along Denison Ave. and W25. The node is anchored by several churches and schools as well as a branch of the Cleveland Public Library, Art House Inc. and Riverside Cemetery. Denison is an important E/W pass and W25 is an important N/S pass meaning that the intersection has visibility, and thus the potential to become a destination of its own as passers by see increased vibrancy and street activity. The character and affordability of housing makes this area

attractive as other neighboring districts gain market confidence. Proximity to the Zoo, MetroHealth campuses, Steelyard Commons and the Tow Path trail makes this area a key location for infill housing and commercial development.

Challenges

Denison needs attention to reinvigorate commercial activity and repurpose vacant buildings (Aldi's, YMCA, Masonic Temple). There is a need for an anchor store (perhaps a grocer) that can help establish a stable commercial environment, and help shift perceptions such that visitors see this node as a destination rather than as a pass-through from the highway and suburbs. There is a need to establish visual and bike/ped connectivity across the bridges and highways that separate Brooklyn Centre from centers of activity to the north and south.

Working Group Recommendations

Focus on attracting an anchor store, activating commercial activity and repurposing vacant buildings along W25 and Denison to establish a pedestrian-oriented commercial core that will help retain area residents and attract new visitors and residents to the area. Establish connection with key anchor employers in the area to market Brooklyn Centre to those already working nearby.



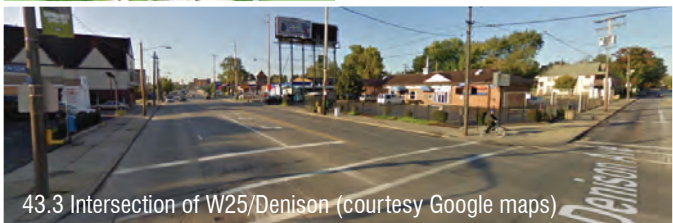
43.1 "Brooklyn Center" Aerial (courtesy Bing Maps)



43.2 Area Plan (courtesy CUDC)



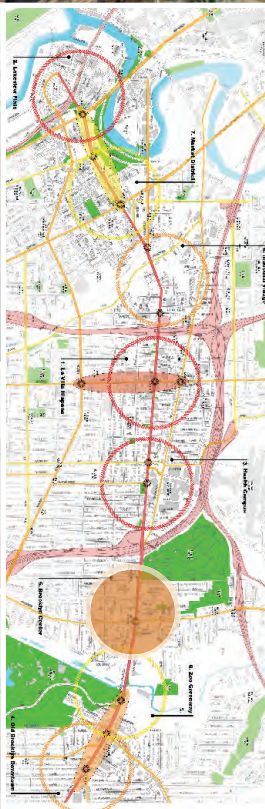
43.5 Historic Home



43.3 Intersection of W25/Denison (courtesy Google maps)



43.4 Cleveland Fire Station (courtesy Google maps)



INDUSTRIAL VILLAGE

Priority: Moderate (#6)

Overview

Centered around intersection of West 25 St and Queen Ave, the Industrial Village is situated between the Red Line Rapid train tracks and I-90, is anchored by the Nestle/LJ Minor site and includes residential pockets on either side of W25 as well as Scranton Elementary School at Scranton & Barber Ave.

Assets

- Scranton Elementary

Strengths

The Industrial Village node is dominated by the thriving Nestle / LJ Minor plant, but is also home to the tight-knit Barber-Vega-Queen residential community to the West of W25, as well as the Scranton Elementary School to the East of W25. This node features good transit downtown, pockets of residential density, and proximity to strong districts (Market District, La Villa Hispana, Tremont).

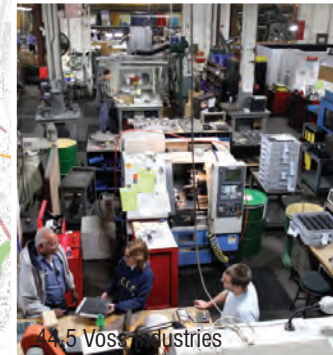
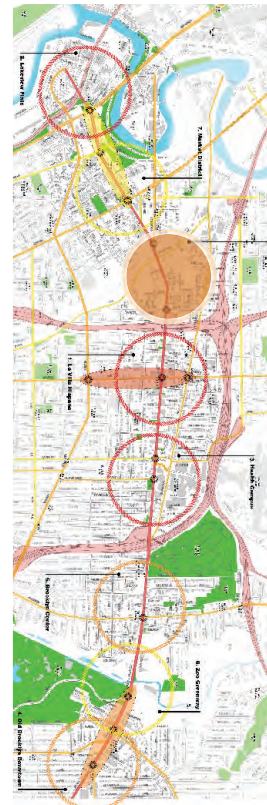
Challenges

There is a need for infrastructure investments for automobile, transit, bike and pedestrian users of W25. There is a need for beautification (green & screen) to reduce perceptions of blight and lack of safety. The location of Scranton Elementary is also problematic given the relationship to the highway. There is also a need for workforce training and affordable childcare to facilitate increased

access to the employment opportunities in the area.

Working Group Recommendations

Streetscape and infrastructure investments are needed along W25 to improve pedestrian and transit experience. It is also recommended that alternate locations for Scranton Elementary are explored to improve the integration and pedestrian access to that educational facility. Finally, any expansions of the industrial development in the area need to be conscientious of adjacencies with residential neighborhoods. Integration of this area with strong neighboring nodes to the north and south would also be beneficial.



MARKET DISTRICT



45.1 "Market District" Aerial (courtesy Bing Maps)



45.2 Area Plan (courtesy CUDC)



45.5 Market District



45.6 Saint Ignatius



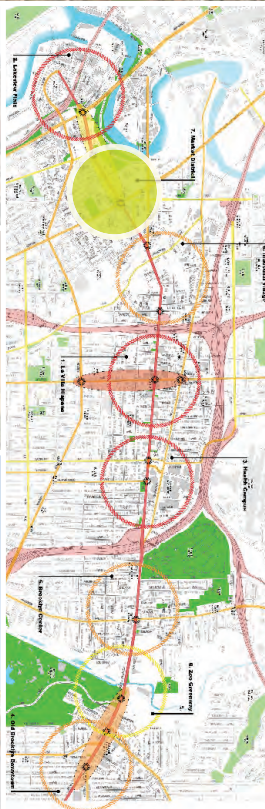
45.3 W25 RTA Station



45.4 Ohio City Farm Stand



45.7 Market Square, Ohio City



Priority: Low (#7)

Overview

Centered around intersection of West 25 St and Lorain Ave. and anchored by the West Side Market, the Market District is a hub of commercial activity for the Near West Side that has regional attraction.

Assets

Home to major employment anchors Lutheran Hospital, West Side Market, and Voss Industries, this district is characterized by dense, mixed use development, quality transit service, high density public housing, and connectivity to Downtown Cleveland and the Flats.

- St. Ignatius High School
- Dunbar Elementary
- Near West Intergenerational School
- Garrett Morgan School of Science
- Orchard Elementary
- Horizon Science Academy
- Carnegie West Library
- Fairview Park
- Market Square Park
- Lutheran Hospital
- Ohio City Farm
- Glass Bubble Project
- Saint Wendelin's Parish
- Franklin Circle Church

Strengths

This node benefits from strong, multi-modal connections to Downtown and the Flats as well as diversity and density of employment opportunities (3rd largest employment center behind Downtown

and University Circle). Additionally, this node is home to several strong schools and is recognized as a regional destination for food and street-level retail. There is strong market demand for residential, retail and office space at this node.

Challenges

There is significant congestion at this node for multiple modes of transportation and there is a need for improved bike infrastructure. There is also a need for affordable, quality education and accompanying after-school programming in the arts. Although this node benefits from proximity to waterfront amenities, there is a need for better wayfinding and pedestrian access to these amenities. Finally, there is a need for affordable child care and workforce training programs that can broaden access to the employment opportunities at this node.

Working Group Recommendations

The challenges of this node fall largely within the mission and capacity of the area CDC, Ohio City Inc.

ZOO GREENWAY

Priority: Low (#8)

Overview

Centered around intersection of West 25 St / Pearl Rd. and Wildlife Way, this node is anchored by the Metroparks Zoo which occupies much of the Big Creek Valley and is home to the Metroparks administrative offices.

Assets

- Metroparks Zoo
- Calgary Park, future development of Henniger site

Strengths

The Metroparks Zoo is the major asset for this node and serves as a regional destination with important connections to Brookside Reservation, the future Tow Path trail and redeveloped Henniger site.

Challenges

The major challenge for this node is making the Metroparks Zoo accessible to transit and bike users, and to make this regional destination more connected to and supportive of the Brooklyn Centre and Old Brooklyn Downtown commercial fabric.

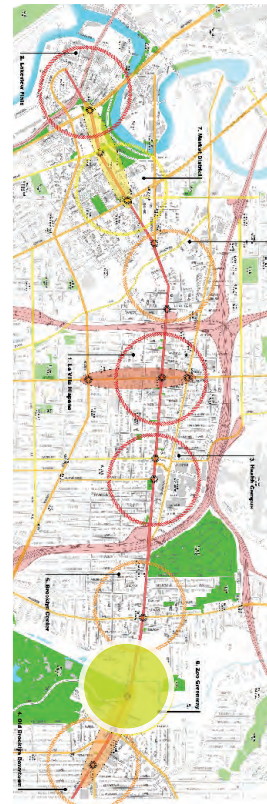
Working Group Recommendations

The challenges of this node fall within the mission and capacity of existing organizations Metroparks Zoo, Bike Cleveland and RTA. It is recommended that the Metroparks work closely with these agencies and area CDCs to increase

transit and bike access to the zoo, and to better leverage the zoo visitation for support neighborhood retail.



46.1 "Zoo Greenway" Aerial (courtesy Bing Maps)



46.2 Zoo Entrance



46.3 Elephant Paddock



46.5 Area Plan (courtesy GUDC)



46.4 Zoo Promenade

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TRANSITION

49.1 "Brooklyn Center" Aerial (courtesy Bing Maps)

Existing Conditions

This section of the report reviews the existing transit services of the Cleveland RTA along the West 25th Street Corridor and examines the existing demographics of the corridor to help identify the transit services that are appropriate to the community and the operating environment of the corridor. The section is divided into two parts. The first part presents the various RTA's transit services that operate in the corridor and provides details on their fixed-route bus and heavy rail services. The second part presents the demographics of the corridor as they relate to the propensity for transit use. The content of these two parts will serve as the baseline on which the recommendations of this study will be developed. This background information, as well as public input, was used to recommend strategies for improving transit service to benefit the transit markets in the West 25th Street Corridor.

Existing Fixed-Route Transit Service

RTA operates both fixed-route bus and heavy rail service in the corridor. A total of eight bus routes (20, 21, 22, 35, 45A, 51, 79A/79B, 81) operate on at least part of the corridor, with an additional two routes (26, 45) that operate on Detroit Avenue, along the northern boundary of the corridor. The Red Line Rapid provides heavy rail service to the corridor at the West 25th Ohio City Rapid Station in the Ohio City neighborhood.

Fixed-Route Service – Bus

RTA fixed-route bus services operate throughout the corridor between Downtown Cleveland and the Greater Cleveland area via the West 25th Street Corridor. The bus alignments and the corridor study area boundary are shown in Figure 1. West 25th Street is used as a major arterial for RTA to transport riders between Downtown Cleveland and the outer suburbs while also serving the neighborhoods along the way into downtown Cleveland, including those in the study corridor.

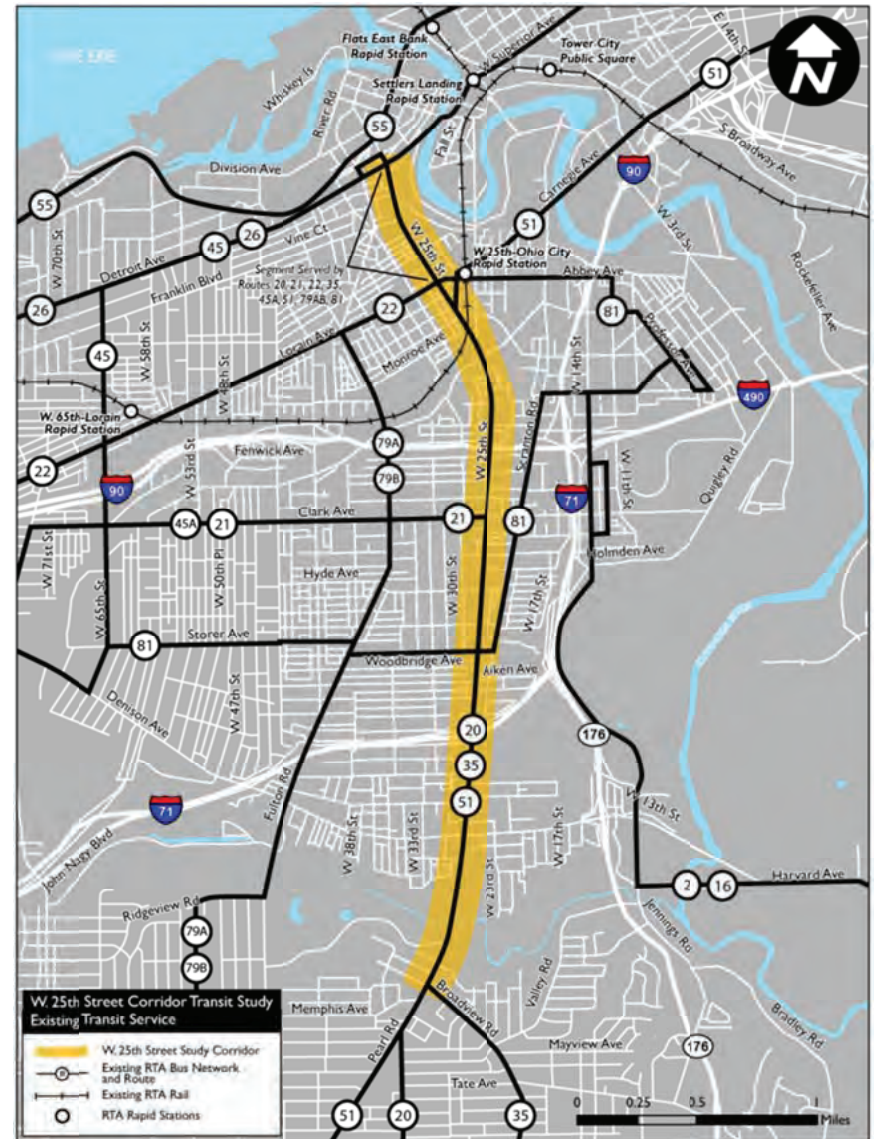


Figure 1: West 25th Street Corridor Study Area and Bus Routes

Currently, no RTA routes begin or terminate in any of the neighborhoods throughout the study corridor.

West 25th Street Corridor Transit Analysis

As a main arterial for the RTA network, RTA operates a number of bus routes along West 25th Street. Service builds as bus routes serving Clark (route 21) and Lorain (Route 22) Avenues turn north on West 25th to complete their trips downtown, adding to the volume of service provided by routes 51 (Pearl), 20 (State) and 35 (Broadview), coming north from Parma and Brooklyn and converging on Pearl/West 25th in the south of the corridor. These combined bus routes contribute to a very high composite headway along the northern segments of the corridor. As shown in Figure 2, North of Lorain Avenue, West 25th Street has a composite headway provided by all of the buses that serve it of less than five minutes during the peak period. Combined with the bus services on Lorain and Detroit Avenues and the Rapid Station at West 25th and Lorain, this high frequency of bus service on West 25th gives Ohio City among the highest levels of bus service in the Cleveland area. South of Lorain, the corridor enjoys a peak period headway of at least 15 minutes.

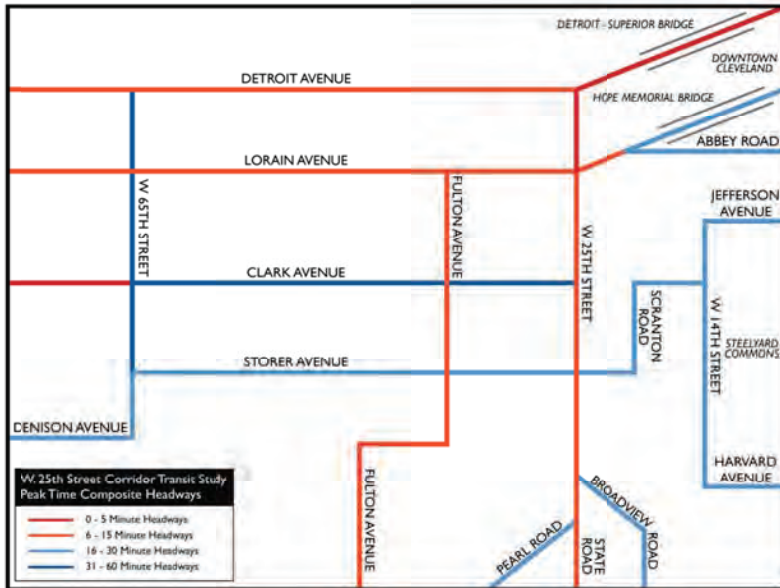


Figure 2: Composite Headway – Peak Period

Composite headways for the corridor increase slightly during the off-peak period, to 16-30 minutes south of Lorain Avenue and 0-15 minutes between Lorain Avenue and Detroit Avenue to Downtown Cleveland, as shown in Figure 3. This suggests that a rider, on average, waits no more than 15 minutes for a bus when waiting on W. 25th Street between Lorain Avenue and Detroit Avenue during the off-peak.

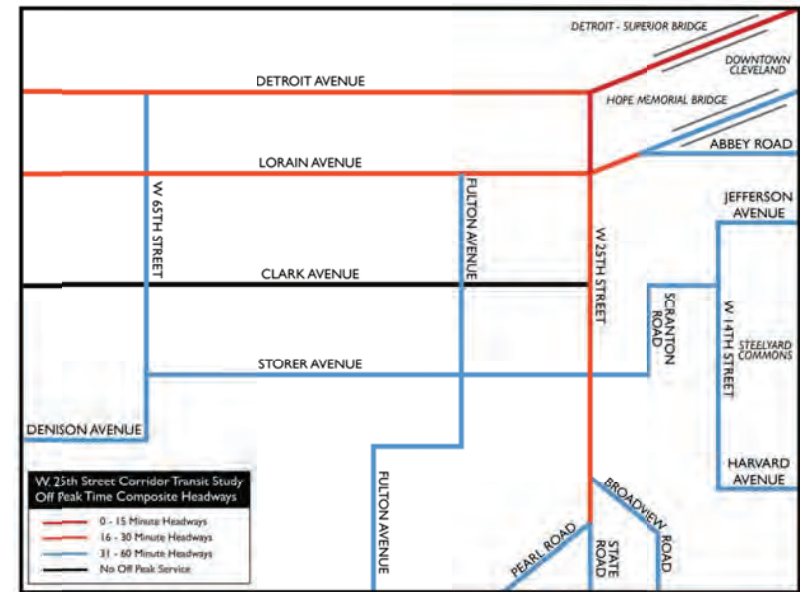


Figure 3: Composite Headway – Off-Peak Period

A brief description of each of the nine main routes is provided below to highlight the extensive connectivity available to riders in the West 25th Street Corridor.

Route 20 – West 25th/State

Route 20 operates between Downtown Cleveland (E. 13th and St. Clair) and the Parma Transit Center and travels along Superior Avenue/Detroit Road,

West 25th Street Corridor Transit Analysis

West 25th Street, Pearl Road, State Road, Pleasant Valley Road, Ridge Road, and Day Drive. The route operates from 3:10 AM to 2:36 AM Monday through Sunday—essentially 24 hours a day, seven days a week—with 15 minute headways during peak and midday hours and 60 minutes during the off peak (evenings and late night) and on Sundays.

The route serves the cities of Cleveland, Parma, and Parma Heights. Within the City of Cleveland, it serves the neighborhoods of Ohio City, Clark-Fulton, Brooklyn Centre, and Old Brooklyn. Some major destinations along the route include Downtown Cleveland, Lutheran Hospital, the West Side Market, MetroHealth Medical Center, The MetroParks Zoo, and the Shoppes at Parma.

Route 21 – West 25th/Clark

Route 21 operates between Downtown Cleveland (E. 13th and St. Clair) and the Denison Loop and travels along Superior Avenue/Detroit Road, West 25th Street, Clark Avenue, West 73rd Street and Denison Avenue. The route operates from 5:09 AM to 6:42 PM Monday through Friday only, operating on 65-minute headways at all times.

The route operates wholly within the City of Cleveland and serves the neighborhoods of Ohio City, Clark-Fulton, Detroit-Shoreway, and the Stockyards. Some major destinations along the route include Downtown Cleveland, Lutheran Hospital, the West Side Market, and the retail area along Clark Avenue.

Route 22 – Lorain

Route 22 operates between Downtown Cleveland (E. 17th and Payne) and the West Park Rapid Station and travels along Superior Avenue/Detroit Road, West 25th Street, and Lorain Road. The route operates 24 hours a day, 7 days a week. Between Monday through Saturday, the route operates at 15 minutes headways during peak times, 20 minutes during the midday, 30 minutes during evenings and early mornings, and 60 minutes during late night. On Sundays, the route operates at 30 minute headways during the day and 60

minutes during late night. During the late night when the Rapid is not in operation, the route extends to Cleveland Hopkins International Airport.

The route operates wholly within the City of Cleveland and serves the neighborhoods of Ohio City, Detroit-Shoreway, Cudell, West Boulevard, Jefferson, and Kamm's Corners. Destinations along the route include Downtown Cleveland, Lutheran Hospital, the West Side Market, Fairview Hospital (late night only), and Cleveland Hopkins International Airport (late night only).

Route 35 – W. 25th/Broadview

Route 35 operates between Downtown Cleveland (East 13th and St. Clair) and either the Garfield Commons in Garfield Heights or the Ken Mar Industrial Parkway in Broadview Heights, branching in the area of the route south of the study area. The route operates along Superior Avenue/Detroit Road, West 25th Street, Broadview Road, and West Royalton Road when terminating at the Ken Mar Industrial Parkway. From Broadview Road, the route operates on Rockside Road when terminating at the Garfield Commons.

The route operates 24 hours a day, 7 days a week. During weekdays, the route operates at 30 minutes headways during peak and midday, and 60 minutes evenings and late night. On the weekends, the route operates at 60 minute headways at all times.

The route serves the cities of Cleveland, Parma, and Seven Hills. On the Ken Mar Industrial Parkway extension, the City of Broadview Heights is served. On the Garfield Commons extension, the cities of Independence and Garfield Heights are served. Within the City of Cleveland, it serves the neighborhoods of Ohio City, Clark-Fulton, Brooklyn Centre, and Old Brooklyn. Destinations served by the route include Downtown Cleveland, Lutheran Hospital, the West Side Market, the Cleveland MetroParks Zoo, Midtown Plaza, Pleasant Valley Shopping Center (Ken Mar extension only), and the Garfield Commons (Garfield Commons extension only).

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Route 45A – Ridge

Route 45A is a hybrid of RTA's Route 45 that operates during the peak period only between Downtown Cleveland (East 13th and Superior) and the North Royalton Loop. The route operates along Superior Avenue/Detroit Road, West 25th Street, Clark Avenue, West 73rd Street, Denison Avenue, Ridge Road, Ridgewood Drive, York Road, Sprague Road, and Royalton Road.

The route operates three trips in the north direction during the AM peak and three trips in the south direction during the PM peak. It does not operate outside of these hours or on weekends.

The route serves the cities of Cleveland, Parma, Parma Heights, and North Royalton. Within the City of Cleveland, it serves Downtown and the neighborhoods of Ohio City, Clark-Fulton, the Stockyards, Brooklyn, and Old Brooklyn. Destinations served by the route include Downtown Cleveland, Lutheran Hospital, the West Side Market, the retail area along Clark Avenue, Ridge Park Square, Parmatown Mall, and the Tri-C Western Campus.

Route 51 – West 25th/Pearl

Route 51 operates between the Stephanie Tubbs Jones Transit Center in the Campus District of Cleveland and the corner of Drake Road and Howe Road in Strongsville. It operates along Chester Avenue, Superior Avenue, Ontario Street, Carnegie Avenue/Lorain Avenue, West 25th Street, Pearl Road, Lucerne Road/Normandie Boulevard, Sprague Road, Royalton Road, Howe Road, and Drake Road.

The route operates from 5:50 AM to 12:32 AM Monday through Friday and until 11:30 PM on weekends. On weekdays, the route operates at 20 minute headways during the peak period, 50 minutes during the midday, and 60 minutes during the evening. On the weekends, the route operates at 60 minute headways at all times.

The route serves the cities of Cleveland, Parma, Parma Heights, Middleburgh Heights, and Strongsville. Within the City of Cleveland, the route serves the

neighborhoods of Ohio City, Clark-Fulton, and Brooklyn Centre, and Old Brooklyn. Popular destinations served by the route include Downtown Cleveland and Cleveland State University, Lutheran Hospital, the West Side Market, MetroHealth Hospital, the Cleveland MetroParks Zoo, Pearl-Brook Shopping Center, Southland Shopping Center, the Strongsville Park-and-Ride Lot, and the South Park Mall.

Route 79A/79B – Fulton

Routes 79A and 79B both operate between Downtown Cleveland (East 6th and Lakeside) and the Parma Transit Center. While both routes have the same northern and southern termini, they use different alignments in the area west and south of the study corridor. Both routes travel along Superior Avenue/Detroit Road, West 25th Street, Lorain Avenue, and Fulton Road. It is at the intersection of Fulton Road and Memphis Avenue where the two routes separate. Route 79A continues on Fulton Road and travels along Pearl Road, West 54th Street, Regency Drive, Laurent Drive, and Day Drive pulling into the Parma Transit Center.

From Fulton Road, Route 79B travels on Memphis Avenue, Tiedeman Road, Brookpark Road, Chevrolet Boulevard/Stumph Road/York Road, Ridgewood Drive, and Ames Road to the Parma Transit Center.

Route 79A operates during the day and on weekdays only between 4:36 AM and 7:28 PM. The route operates at 30 minute headways during the peak period and 60 minutes during the midday. Route 79B operates from 4:19 AM to 2:00 AM during the weekdays and 5:10 AM to 1:00 AM on the weekends. The route operates at 30 minute headways during the peak period and 60 minutes during the midday and evenings/late night. On the weekends, the route operates at 60 minute headways at all times.

The schedules of Routes 79A and 79B are staggered in order to provide an even headway along the trunk of the route (Downtown Cleveland to Fulton Road/Memphis Avenue) operating at 15 minute headways during the peak

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period and 30 minutes during the midday along this segment of the route.

The route serves the cities of Cleveland, Parma, and Parma Heights. Within the City of Cleveland, the route serves the neighborhoods of Ohio City, Clark-Fulton, Old Brooklyn, and Brooklyn. Destinations served by the route include Downtown Cleveland, Lutheran Hospital, the West Side Market, the Cleveland MetroParks Zoo, Pearl Brook Shopping Center (79A only), Parma Community General Hospital (79A only), and the Shoppes at Parma (79A only).

Route 81 – Tremont/Storer

Route 81 operates between Downtown Cleveland (East 3rd and Rockwell) and the West Boulevard/Cudell Rapid Station. Route 81 is the primary route connecting the Tremont neighborhood to Downtown Cleveland and provides the only connection for this corridor, and indeed for the entire West Side of Cleveland, to the Steelyard Commons shopping complex. The serves provides a number of other unique connections, tracing a circuitous alignment throughout the city's near west side neighborhoods.

The route operates along Superior Avenue/Detroit Road, West 25th Street, Lorain Road, Abbey Avenue, Jefferson Avenue, West 7th Street, Professor Avenue, Starkweather Avenue, West 14th Street, Steelyard Drive, Clark Avenue, Scranton Road, Southpoint Drive, West 25th Street, Fulton Road, Storer Avenue, West 65th Street, Denison Avenue, Ridge Road, Clinton Road, West Boulevard, West 98th Street, and Detroit Avenue, serving the West Boulevard/Cudell Rapid Station.

Route 81 operates 24 hours a day, 7 days a week. On weekdays and Saturdays, the route operates at 30 minute headways during peak times and the midday, and 60 minutes during evenings and late night. On Sundays, the route operates at 45 minute headways during the day and at 60 minutes during evenings and late night.

The route operates wholly within the City of Cleveland and serves the neighborhoods of Ohio City, Tremont, Clark-Fulton, Detroit-Shoreway, the

Stockyards, West Boulevard, and Cudell. Some major destinations along the route include Downtown Cleveland, Lakeview Terrace, Lutheran Hospital, the West Side Market, Steelyard Commons, and the MetroHealth Hospital.

Fixed-Route Service – Bus Performance

The nine routes highlighted in the previous sections have experienced increases in ridership over the past few years. As shown in Figure 4, most of the routes have experienced increases in ridership from 2010 to 2013. Some of the greatest increases are apparent in Route 20 which has seen increases in the last three years ending in 2013 with almost one million passengers carried. The other routes have all experienced small fluctuations in ridership from year to year but have seen an overall increase in ridership from 2010 to 2013. The exception to this, however, is Route 22, which has seen an overall decrease in ridership between 2010 and 2013 despite modest increases in 2011 and 2012.

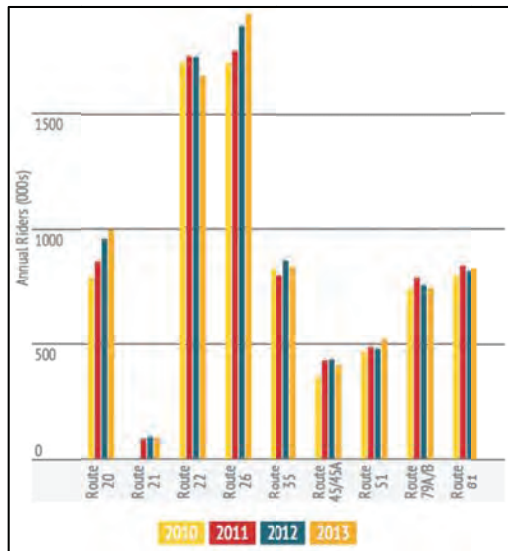


Figure 4: RTA Historical Bus Ridership 2010-2013

The first quarter of 2014 saw strong ridership gains among all the routes. As shown in Figure 5, all of the routes have seen an increase in ridership from January 2014 to March 2014. Some of the biggest increases can be seen in Routes 20, 22, 26, and 81. Route 21 has experienced only slight growth in

ridership during this period as the operation of Route 21 is limited to hourly service and operates only during weekdays and daylight hours.

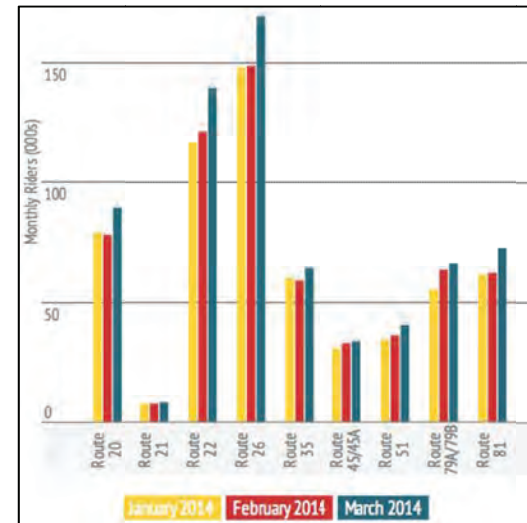


Figure 5: RTA Historical Bus Ridership Q1 2014

Fixed-Route Service – Heavy Rail

The RTA Rapid Red Line serves the W. 25th Street Corridor at the West 25th Street/Ohio City Rapid Station located on Gehring Avenue between Lorain Avenue and Abbey Avenue, near the intersection of Lorain and West 25 Street in the Ohio City neighborhood. The Red Line offers one-seat service to Downtown Cleveland and further east to University Circle and Stokes-Windermere Station in East Cleveland. To the west it offers one seat service to Cleveland Hopkins International Airport. Additionally, connections can be made at Tower City/Public Square to RTA’s Green and Blue light rail lines to the Flats – East Bank, Browns Stadium, eastern Cleveland and Shaker Heights.

The Red Line operates every day from 3:17 AM to 1:38 AM and operates at 15 minute headways from the start of the day to 8:00 PM, from which time it

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operates at 30 minute headways until the end of the day. During the peak period, service between the Airport and Tower City/Public Square in Downtown Cleveland (which includes the West 25th Street/Ohio City Rapid Station) operates at 7.5 minute headways to provide additional capacity during the rush hour. Service east of Tower City/Public Square to the Stokes-Windermere Station remains at 15 minutes during peak times.

Direct connections to the Rapid at the West 25th Street/Ohio City Rapid Station can be made using Routes 51 and 81, but all of the bus routes discussed above have close access to the station from the bus stop locations at West 25th Street and Lorain Avenue, a short walk from the Rapid Station.

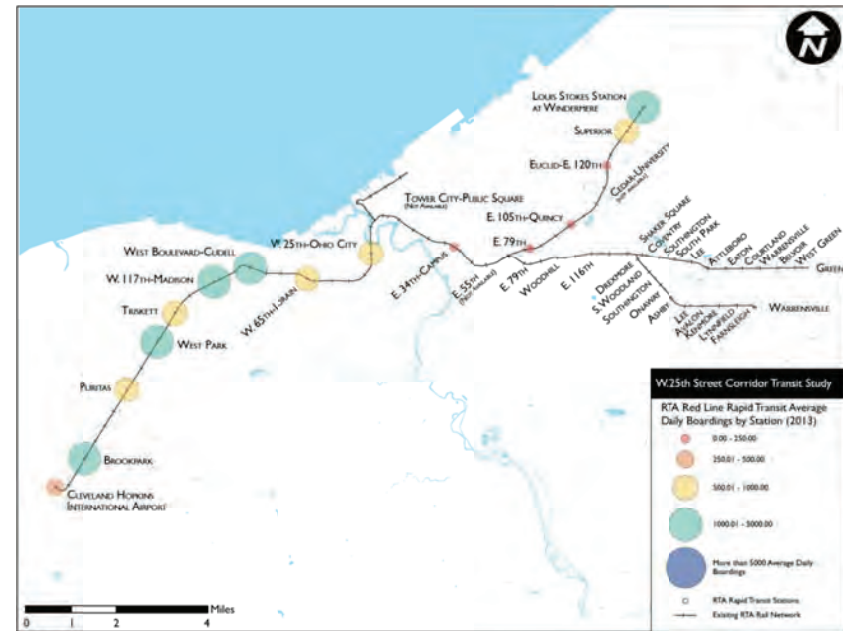
Fixed-Route Service – Rail Performance

Rapid ridership remains high, particularly during the peak period. Among the stations served by the Red Line, the West 25th Street/Ohio Average daily weekday boardings at the station was 943 in 2013, slightly above average for the RTA system, as shown in Figure 6. Given the close proximity of the neighborhood to Downtown Cleveland and the many bus routes that connect the station to downtown Cleveland, relatively few customers use the station to commute to Downtown. The station serves as much as a destination as an origin point for commuters, with many riders from throughout the system using the station to access the nearby West Side Market, St. Ignatius High School, MetroHealth and Lutheran Hospitals and other employment, service and retail destinations in the Ohio City area.

Existing Demographic Review

A review of the existing demographics was included in the transit analysis as it helps to identify the potential market for transit services in the corridor. High population density, lower incomes and lack access to private autos are among characteristics that suggest potential demand for transit service.

Figure 6: RTA Historical Rail Ridership 2013



Mapping the locations of populations with these characteristics helps to pinpoint areas that may benefit from improved transit service.

Population Density

Population density is an important indicator of the type and volume of transit service that is appropriate to serve a given corridor or area. Areas of high population density have high potential for transit use. These areas have more people living near transit stops and stations than less densely populated areas, thereby increasing the number of people who live within walking distance of transit. High density areas are typically characterized by a mix of housing types, including single and multi-family homes on smaller lots and apartment buildings. Higher density areas tend to have good pedestrian infrastructure including sidewalks, signalized crosswalks and dedicated walking and bicycle paths. Parking capacity is relatively low and often restricted or paid. Higher density areas are also likely to include a mix of uses, including residential, retail and commercial office space located nearby one another or mixed within a single block or even a single building. Such

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areas generally have a mix of people living and working in the neighborhood as well as other attractions that draw people to the area. This creates a complex and active transportation market that includes people commuting to and from the area as well as within it. All of these characteristics promote higher transit use.

Much of the West 25th Street corridor is characterized by low population density, with only a few census blocks groups reaching a population density between 20 and 25 persons per acre, as shown in Figure 7. The rest of the corridor is characterized by population densities of less than 20 persons per acre. This level of density is relatively low for an area so close to the central business district of a city. However, this may be attributed to a number of factors: the topography and mix of uses and the household sizes in the areas. An example of the ways in which topography and mix of land uses affects population density can be seen in the part of the corridor north of Detroit Avenue. This area includes the Lakeview Terrace public housing estate and a number of large private residential developments on the Flats West Bank. However, this area also includes a number of industrial uses and abandoned buildings, which lowers the overall density of the area. The portion that is residential or mixed-use may, in fact, have a relatively high population density.

Based on Figure 7, the neighborhoods of Clark-Fulton and Brooklyn Centre are home to the most densely populated blocks in the corridor, with a combined density of approximately 12.5 persons per acre. Old Brooklyn is also showing some moderate density just over the half mile buffer but a segmented density of approximately 10 persons per acre. The areas to the north of Clark Avenue show lower densities. The mix of uses in the area between Clark and Detroit is part of the explanation for the relatively low densities there when examining the area by block group. This area includes some industrial and abandoned properties, as well as large institutions like St. Ignatius High School and Lutheran Hospital. In addition, as indicated in Figure

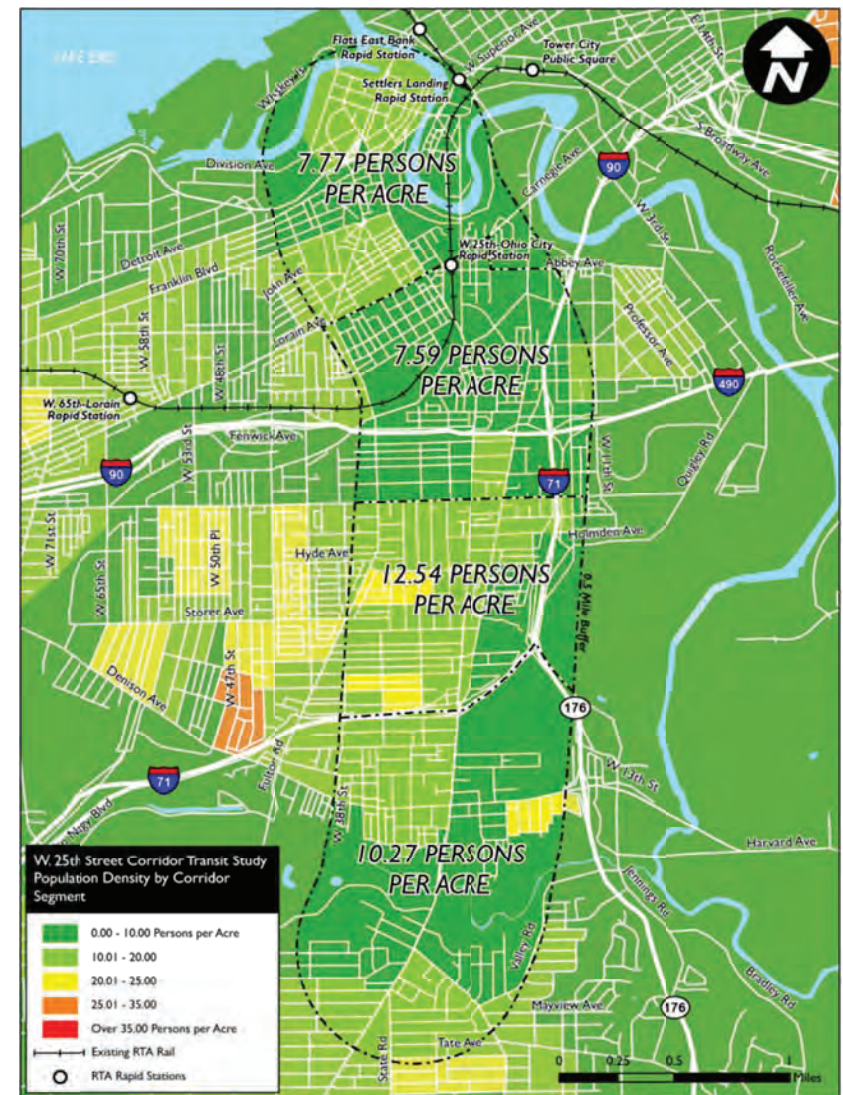


Figure 7: Corridor Population Density (2010)

8, household sizes in the area north of Clark, and particularly north of I-90, are somewhat smaller than area in the center of the corridor between I-90

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and I-71. This difference in household sizes between the two areas reflects the demographic differences between the two areas, with low-to-moderate income households, many with children, concentrated in the area south of Clark Avenue, and more affluent households, including many single person and childless households, north of Clark and particularly north of I-90. It also reflects a common phenomenon in lower-priced housing markets, of households occupying larger residences than they might in higher-priced markets, including many one-and two-person households occupying single-family houses, rather than condominiums or apartments as they might in higher-priced markets.

The population densities presented above were combined with generally accepted thresholds associated with transit modes and presented in Figure 9. Based on the map and the calculated population densities shown in Figure 9, the corridor itself would not be able to support the level of transit service it currently enjoys. The primary reason for the high level of service along West 25th Street is that it is the most convenient route for buses traveling from areas south and west to connect to downtown Cleveland, which is the largest and densest employment center in the region and is located a short distance away. However, without the proximity of downtown Cleveland and the pass through traffic of buses traveling from a large portion of the west side of the City through the area, the West 25th Street corridor, on its own, could not support such a high level of transit service based on its residential density.

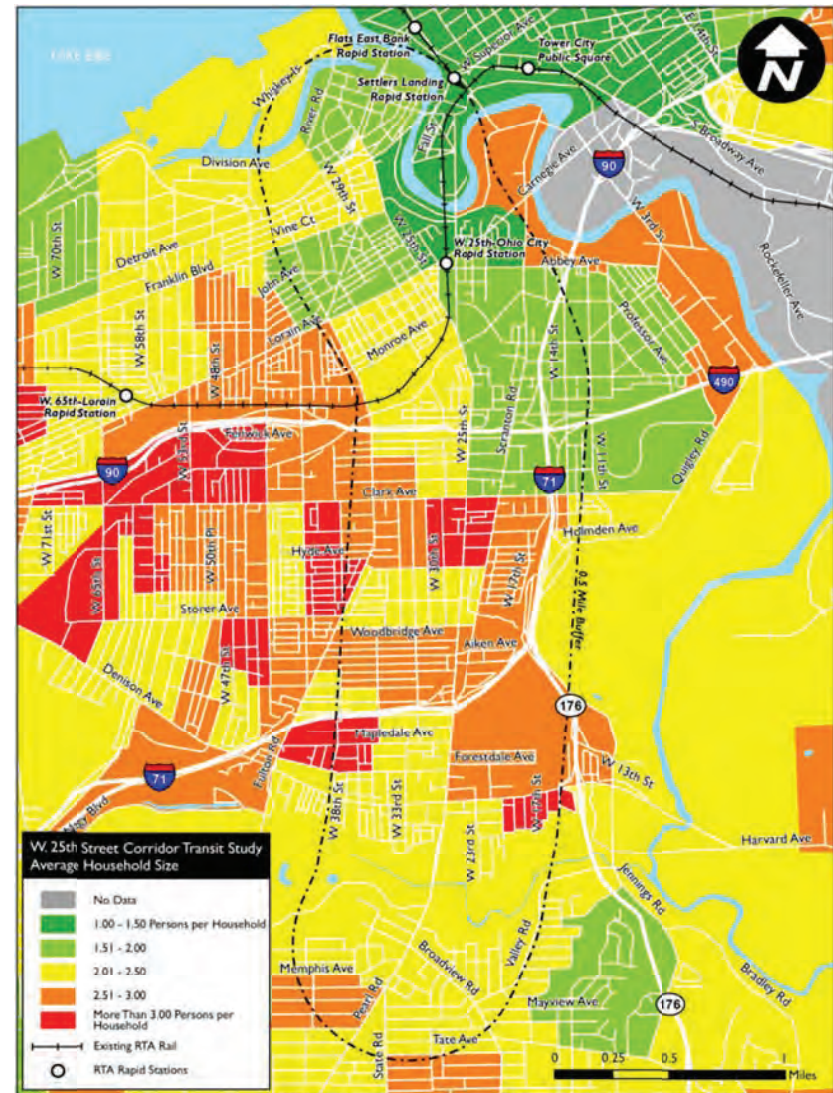


Figure 8: Average Household Size (2010)

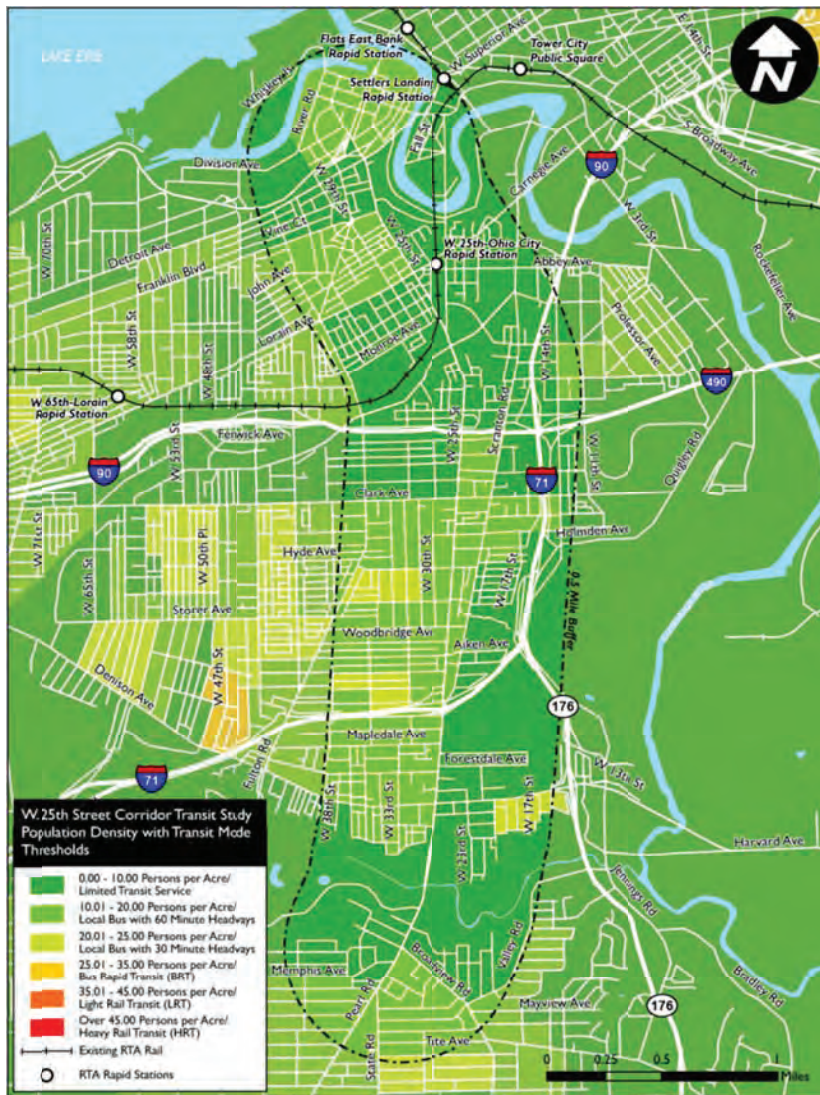


Figure 9: Population Density and Transit Mode Thresholds (2010)

Zero Car Households

Concentration of zero car households is a good indicator of high transit propensity since having zero access to an automobile suggests that transit, and walking or cycling, may be the primary means of transportation for the home. An area with a large percentage of zero car households is likely in need of good transit service. As shown in Figure 10, a number of areas throughout the corridor show a high percentage of households that have no access to an automobile. In fact, a number of areas report that a majority of households (greater than 50 percent) as having no access to an automobile. The neighborhoods of Clark-Fulton and Brooklyn Centre show the greatest concentration of households with no access to an automobile.

The neighborhoods to the north and east including Ohio City and Tremont have a number of areas with the fewest number of households reporting having zero access to an automobile. However, the areas to the east of West 25th Street and the West Bank of the Flats, which is home to a number of public housing properties, also show a large proportion of households that report having no access to an automobile. The neighborhood of Old Brooklyn is also home to a number of areas with 25 to 50 percent of households without access to an automobile.

Overall, the existing RTA service runs adjacent to many of these areas reporting a high proportion of households with no access to an automobile. RTA's routes along West 25th Street, Pearl Road, State Road, Broadview Road, Clark Avenue, Lorain Road, and Detroit Avenue support these residents' travel needs. Residents without cars living in areas farther from the bus routes may have more issues, particularly given the lack of east-west service in parts of the corridor. Route 81, with its circuitous routing and long service span, provides much of the transit service available in these areas.

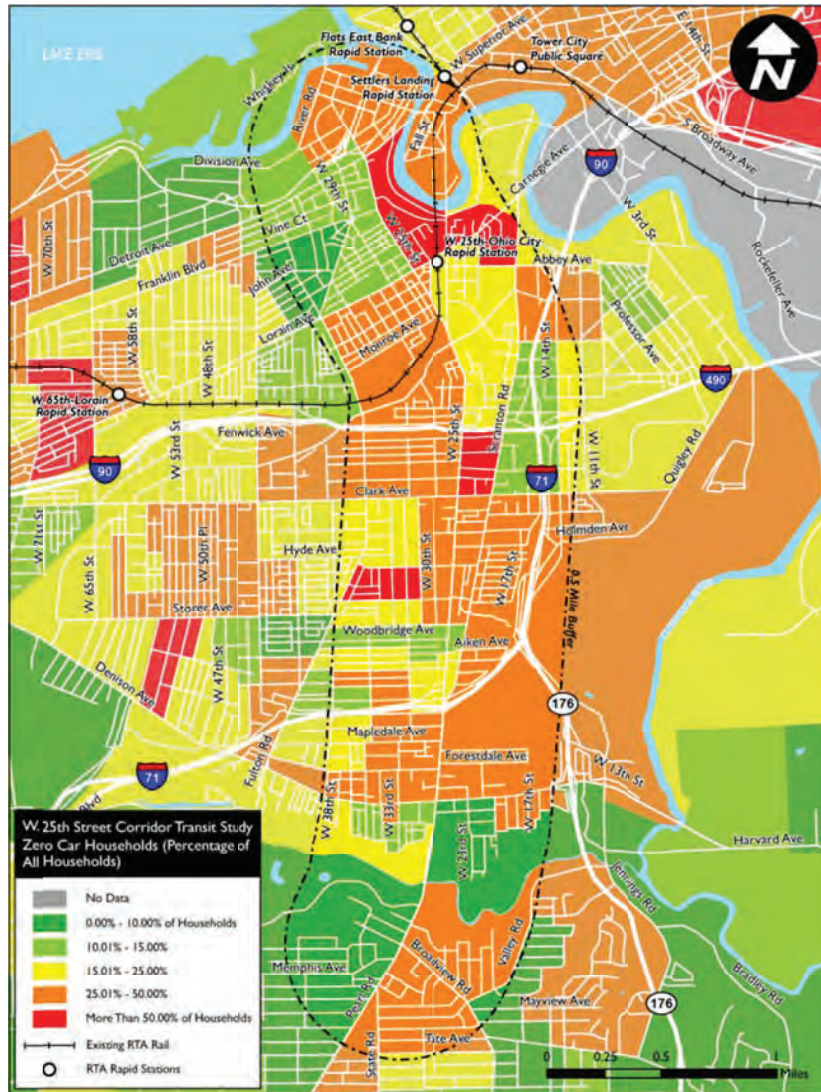


Figure 10: Zero Car Households (2008-2012)

Activity Centers

Activity centers are locations that are attractions, not just for local residents, but also that attract travelers to the area from outside. They can include employment centers, schools and colleges, retail and entertainment districts, grocery stores, shopping centers and malls, tourist attractions, and hospitals or concentrations of medical offices and services. When identifying activity centers for public transit, it is also important to identify locations important to lower income, elderly, disabled, and transit dependent people, including the locations of concentrations of public and subsidized housing, governmental and social services, and senior centers.

Identifying and mapping the locations of various activity centers is an important step in analyzing a corridor’s transit operating environment as they are places that attract transit trips and play important roles in the ridership of transit system. Activity centers in the West 25th Street Corridor that were identified include schools and libraries, shopping centres, hospitals, major employment centers, CMHA properties, and tourist attractions (Figure 11).

A majority of the major activity centers lie within close proximity to the West 25th Street Corridor with the exception of schools and libraries as these serve the local community. Other major arterials that host a number of activity centers include Pearl Road, Lorain Avenue, Detroit Road, and Clark Avenue. These are all served by one or a number of RTA services discussed above, all leading to Downtown Cleveland which is the region’s largest employment and governmental center, and contains the largest concentration of tourist attractions in the immediate area.

Additionally, the CMHA properties that are clustered around the northeast side of the corridor in the Ohio City neighborhood are well served by the numerous bus routes that serve both West 25th Street and Detroit Avenue which can transport the residents there throughout the Greater Cleveland area.

The relatively poor transit connectivity between the corridor and the adjacent

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Steelyard Commons Shopping Center is perhaps the most glaring deficiency in the transit network serving this area. Steelyard Commons is a regional shopping destination featuring the City of Cleveland’s only Wal-Mart, as well as a number of other big-box and smaller national retailers. This shopping center not only offers neighborhood residents much of the same selection of high quality, lower priced consumer goods—including a large selection of high quality, lower priced groceries—available to suburban residents (and to city residents with access to an automobile), but also offers residents access to hundreds of entry-level retail and food service jobs.

While it is located only a few blocks from West 25th Street, the combination of the barrier generated by I-71 and the lower elevation of the shopping center relative to the surrounding area makes Steelyard Commons all but inaccessible to pedestrians, and difficult to access using a bicycle. As noted above, Steelyard Commons is connected to the corridor and its neighborhoods only by Route 81, a circuitous and relatively infrequent cross town route that operates only a short distance on West 25th Street. The combination of the relative infrequency of route 81, coupled with the need for passengers to transfer to it from other routes operating on West 25th Street, means that a trip that would take an auto user or cyclist only a few minutes can take a transit user up to an hour. This places an undue burden on transit users in the corridor who work or shop at Steelyard Commons.

Transit Options

When looking at transit recommendations for the corridor, a number of transit modes, technologies, and scenarios were considered in order to determine the best solution(s) for improving transit service in the corridor. Some of the transit modes that were considered for the corridor include a dedicated trolley route, limited stop/express service, bus rapid transit, and light rail transit. The technologies considered for the corridor include Wi-Fi capabilities on buses, real-time transit/bus information, and transit signal prioritization. Finally,

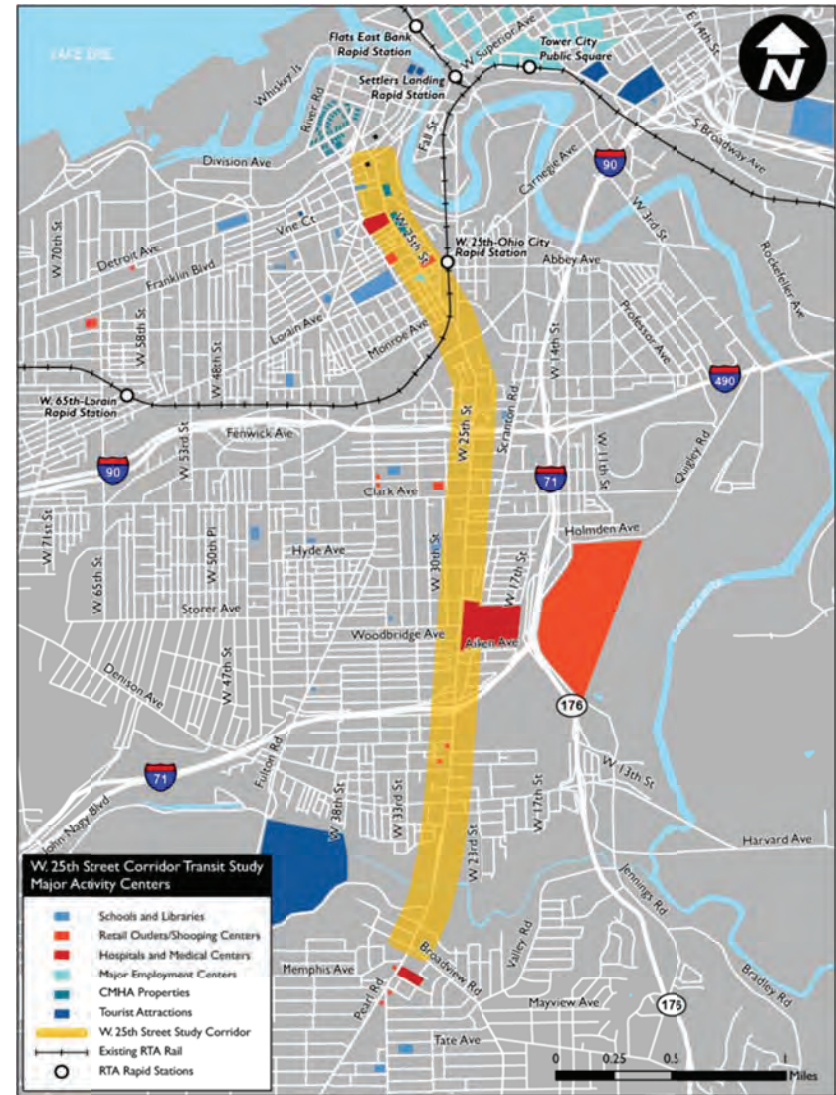


Figure 11: Corridor Activity Centers

some of the scenarios considered for the corridor include reducing service, keeping service as is, and implementing a variety of service enhancements to

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the corridor. A brief description of each of the items considered is provided below.

Reduced Service (Scenario)

A reduced service approach was considered for the corridor as a cost savings measure and to reduce traffic congestion along the main north-south arterial. However, it was determined that there would be no advantages for RTA in cutting service to the corridor and only cause mobility to decrease for travelers in the area, generate overcrowding on remaining RTA services, and an influx of complaints from riders to RTA. While the cost savings to RTA could be used to improve other services, the political will and public opinion for this approach would both be highly unfavorable.

Status Quo (Scenario)

A status quo approach is considered for the corridor where no changes to the service would be put into place. Existing bus routes and frequencies in service would remain as is. This too was determined to not have any advantages for RTA despite having no increase in operational costs as this scenario does not address existing requests or complaints regarding service in the corridor nor does it address overcrowding in many of the buses during peak times or improve service or connectivity in the corridor. Additionally, the political will and public opinion of keeping service as is for the corridor was considered to both be generally unfavorable.

Service Enhancements (Scenario and Technology)

In this approach, minor improvements to the existing transit service was considered and included changes to existing bus operations and frequencies including schedule modification on multiple routes to achieve evenly spaced headways along West 25th Street., additional articulated buses, additional/enhanced east-west service on lower frequency routes, possible route realignments for improved connectivity, improvements in waiting (bus stop/shelter) environments, Wi-Fi on buses, transit signal prioritization, and stop improvements/consolidations.

These service enhances would improve the rider experience for the corridor by providing more frequent service and more capacity, with articulated buses operating during peak times when buses are more likely to be overcrowded. The examples above could also be implemented in a variety of combinations that address budget issues but also rider needs.

While these initiatives would improve transit service along the corridor, it would likely have negative impacts to the greater RTA network. Changes to route schedules could make connections downtown less convenient, since existing schedules are based on providing timely connections to other bus routes. Bus stop consolidation to improve travel time along routes could lead to longer walks for some riders.

Costs for these improvements would be minimal to moderate for RTA depending on the option as additional buses and or improvements to bus stops and shelters along an entire route can quickly add up. However, the political will and public opinion of this approach would both be generally favorable and take a minimal amount of time to implement based on other more capital and operational intensive approaches.

Branded Routes (Scenario and Technology)

In this approach, a dedicated branding scheme, including bus wraps and branded bus stops, would be implemented to identify and market bus routes that operate along the West 25th Street corridor. This would be a similar approach to the RTA branding already seen on the Euclid (HealthLine) and Clifton Avenue (Cleveland State Line) corridors.

A branding scheme would improve the transit service visibility for the corridor and create a brand loyalty and affinity for residents who reside here. However, branding of buses for specific bus routes causes operational complications for the transit agency. When buses are branded in this way, only branded vehicles generally can be used on a corridor. This reduces the flexibility of the agency to assign buses coming out of the garage to a

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specific route, requiring dispatchers to assign only certain vehicles to certain routes. This requires that branded buses be positioned separately from the rest of the fleet to ensure that they can be deployed as needed for the route(s) they are dedicated to serving. It also means that a number of branded vehicles must be held in reserve in case of breakdowns, which increases the overall number of buses that must be held in reserve and restricts the ability to shift reserved buses between corridors. Additionally, since all of the routes terminate at locations outside of the West 25th Street corridor, difficulty in branding routes that only serve segments on the corridor and rider confusion could arise. However, RTA has successfully overcome these issues with the branding of the vehicles in operation on the HealthLine and Cleveland State Lines.

Perhaps the strongest case against branding buses in the West 25th Street Corridor is that the service provided on West 25th Street is not dedicated to that street, but is made up of buses operating on a number of other corridors to the south and West that converge on West 25th Street to complete their trips downtown. GCRTA's Strategic Investment Plan has identified both Lorain Avenue and at least one of the three roads that converge on West 25th from the south (Pearl, State and Broadview) as priority transit corridors, meaning that each of these corridors could have its own branded service similar to the HealthLine or Cleveland State Line branding scheme at some point in the future. Thus, the West 25th Street Corridor would likely be served in the future by a number of related, branded lines that converge on the street from up to four other branded corridors. This would make it difficult to accommodate a branding scheme specific to West 25th Street.

Dedicated Trolley (Mode)

In this approach, a dedicated trolley route to serve the West 25th Street corridor and other nearby destinations would be implemented. Possible destinations along the route could include Downtown Cleveland, Lakeview Terrace, Metro Hospital, Lutheran Hospital, West 65th Street, Lorain Road, Steelyard Commons, and the Cleveland MetroParks Zoo. This would be a

similar approach to the various RTA trolleys that operate throughout Downtown Cleveland.

A dedicated trolley would provide service that is tailored and focused on the needs and demands of the corridor. The trolley service in downtown Cleveland, which provides high frequency service over short trolley routes using dedicated "historic look" vehicles, has been very popular and generates high ridership. Instituting such a service in the West 25th Street corridor would increase brand loyalty and affinity for RTA and provide better mobility and access for trips that begin and end wholly within the corridor. Service connecting downtown Cleveland to certain key destinations near downtown such as Ohio City or Steelyard Commons is a logical next step in extending the service concept that RTA has established with the five trolley routes it is currently operating in downtown Cleveland.

However, there are several factors recommending against using a trolley or trolley concept to address the transportation issues identified in the West 25th Street corridor. First, operating the trolleys is expensive. RTA's downtown trolleys operate at ten minute headways, which is an aggressive level of service in a corridor that already has a high aggregate level of bus service. Providing such a service likely would require RTA to reduce service elsewhere to cover the cost of its operation, and would likely be beyond its present supply of small bus or trolley vehicles. Second, RTA's present trolley concept is to operate a fare-free service, subsidized by sponsors. This further increases the cost of the service and may not be the correct service concept for a corridor based service that would carry many riders on their daily work trips. The issue of free fare raises a number of equity issues. Were RTA to offer free fare service on this corridor, why not on others? If RTA were to charge for trolley service in this corridor, why is it not charging for it in downtown Cleveland?

Finally, the length of the West 25th Street Corridor and the transit needs in the corridor are far different from the markets that the downtown trolleys serve.

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Except for the need for connections to Steelyard Commons, the needs of the corridor are primarily linear along West 25th Street, not circulatory as are the routes served by the downtown trolleys. At nearly 4 miles (more than 4 miles if the route were continued to connect to downtown via the Detroit-Superior Bridge), a West 25th Street Corridor Trolley would be at least twice as long as the longest of the existing downtown trolley routes.

A trolley route serving this corridor, except for perhaps a route connecting downtown Cleveland to the West 25th-Lorain Avenue intersection area, would be a major departure for RTA from the trolley concept it has established, and would open the agency to numerous other requests for similar service from other near downtown neighborhoods. The operating cost of such a service would be high, likely beyond the means of either RTA or potential sponsorship by corridor businesses, employers or stakeholders. Except for providing certain key connections, such as an improved connection between the corridor and Steelyard Commons, the service would largely duplicate local service already being provided by other bus routes operating in the corridor.

Limited Stop Service (Mode)

In this approach, an express type service would be overlaid among the existing local transit service and operate along the West 25th Street corridor. Limited stop routes are typically longer-distance routes that attempt to reduce the travel time for longer-distance passengers by limiting the number of stops the route makes along the route. The service stops only at select locations, usually major intersections and important destinations along the corridor that generate higher ridership, and may be destinations for riders from elsewhere in the corridor. The additional capacity provided by limited stop service helps alleviate over-crowding on other routes in a transit corridor.

In the West 25th Street corridor, limited stop service could be provided as a new route that operated only over the area between Broadview Road and Detroit Road (or more likely, would continue downtown). Or, one of the

routes operating from south of the corridor, along Pearl, State, or Broadview, could be operated in limited stop service in the area north of Broadview Road. The limited stop service, at least initially, would probably only operate during peak periods and in the peak direction of travel (northbound in the morning, southbound in the afternoon).

A limited stop service added to the existing services would provide a service tailored to serve most of the needs of the corridor, and could provide additional capacity during times when buses are experiencing over-capacity, such as during the peak periods. Brand loyalty and affinity for RTA could also be realized with this approach.

Aside from cost, which would be significant for a new limited stop service, issues confronting limited stop service are generally related to social equity. Those who live between the limited stops often feel slighted by seeing buses pass them by. The benefit of more frequent service at the limited stops usually causes many passengers who use the between stops to walk the few extra blocks to the limited stop. But this may not be a reasonable option for some elderly or disabled passengers. Inner city residents often complain about limited stop routes to the suburbs that allow longer distance passengers to sit while they stand (in fact, limited stop routes increase capacity for inner-city residents, making it somewhat *more* likely that they will find a seat than if all routes made all stops).

Costs for a limited stop service would be low to moderate as these types of services would only operate during the peak period only, and could be even less if the service was developed by redesigning an existing route. The political will and public opinion for these types of services would be generally favorable. An argument could also be made that this corridor is already well-served by the existing routes and that those routes should be examined for maximum efficacy instead.

Bus Rapid Transit (Mode)

Two types of bus rapid transit were considered for the corridor: BRT – Low Intensity and BRT – High Intensity. Both types of BRT services would provide the same level of fast and frequent service. Generally, both BRT services would feature limited stops, enhanced passenger waiting areas, and transit signal prioritization. However, BRT – High Intensity would involve having more elaborate stations and stops that include level boarding, a dedicated lane for exclusive bus operations, and off-board fare collections. BRT – Low Intensity would be similar to RTA’s service along the Clifton Avenue corridor, while BRT – High Intensity would be more similar to RTA’s Euclid Avenue HeathLine service.

Implementing a BRT type service along the corridor would provide faster and more frequent service along the corridor and increase capacity at all times. BRT is another option that tailors service to the corridor and improves brand affinity and loyalty for the RTA by residents. BRT stops and stations would improve the existing waiting environments along the corridor and become more visible and welcoming.

One of the issues associated with BRT is the same as that of limited stop service: passengers at non-major stops, especially those with disabilities, may have difficulties if their stop is bypassed or eliminated. However, some issues with providing a BRT type service along the corridor relate to the way the mode uses right of way. West 25th Street is very narrow in many areas of the corridor, with auto traffic, on-street parking and sidewalks all vying for the limited space between building fronts. In some of these areas—including the key area between Franklin Avenue and Lorain Avenue in Ohio City—it would be difficult to find space for wayside stations on the limited width sidewalks that currently exist, to say nothing of space for center stations and dedicated lanes, as along Euclid Avenue, or restricted right lanes, as along Clifton Boulevard. Even in wider portions of the corridor, taking away a lane of traffic could aggravate traffic congestion in the corridor. Unlike along Euclid Avenue (which is closely paralleled by Chester and Carnegie Avenues) or Clifton

Boulevard (which is paralleled by Lake Road), there is no close, continuous north-south route that closely parallels W. 25th Street and would act as a reliever if capacity were reduced to allow for BRT traffic.

Costs for this approach would be extremely high for both capital and operational costs. The complete construction of the BRT stations and stops along the length of the corridor, the implementation of transit signal prioritization, and the additional buses needed to operate the service would all greatly increase the capital costs needed to implement this approach. The high frequency service associated with BRT type services would also require a high number of buses and staff which would drive costs on the operational side. However, as noted above, RTA has identified this corridor and four corridors feeding into it as potential priority corridors under its Strategic Investment Plan, making it likely that the agency will explore some form of BRT service in the corridor. Such a service is likely to be popular and supported politically by neighborhood residents.

Light Rail Transit (Mode)

In this approach, a light rail line would be constructed that would operate along some length of the West 25th Street Corridor. The approach would implement at-grade (on-road) rail service and provide frequent and fast service, with stations located at major destinations/intersections, and would feature transit signal prioritization. The scenario would be similar to the Green, Blue and Waterfront Line Rapids that operate in Cleveland and Shaker Heights, or other streetcar projects seen throughout the country.

Some advantages to this approach include a fast and frequent transit option that greatly improves the travel time along the corridor. It provides a service tailored to the corridor and improves brand loyalty for RTA by residents. The waiting environments along the corridor would be greatly improved and highly-visible as stops will be converted to stations.

The disadvantages of LRT include all of those associated with limited stop

West 25th Street Corridor Transit Analysis

and BRT services, with some additional ones added. Stop spacing on the light rail would probably be limited to 2-3 stops per mile. This wider stop spacing means that passengers would be walking much farther between stops, even compared to limited stop or BRT service. Local bus service would likely be degraded or fed into the light rail line to reduce costs and take advantage of the higher capacity and speed of the rail service, forcing transfers on those that now have one-seat rides. More critically, right-of-way needed for LRT infrastructure and stations would be nearly impossible to find in many segments of difficult to find in many of the narrower areas of the alignment. The increased impacts on traffic generated by light rail would make traffic congestion even more severe than under a BRT scenario. The intense construction

The costs of light rail would be extremely high for both capital and operational costs. The complete construction of the LRT stations and stops, as well as electrical distribution equipment and substations along the length of the corridor, the implementation of transit signal prioritization, and the purchase of rail cars needed to operate the service would all greatly increase the capital costs needed to implement this approach. The high frequency service associated with LRT type services would require a high number of vehicles and staff which would drive costs on the operational side. The public opinion for a LRT type service is highly favorable as rail is often the preferred mode of transportation for users and non-users of public transportation. However, the political will for an LRT type service is likely to be unfavorable due to the high costs associated with the construction and operation of LRT systems in addition to the changes in traffic patterns during construction but also during operations.

Conclusion and Recommendations

With the number of bus routes and the Rapid Red Line that serve the corridor, it is evident that the West 25th Street corridor is well-served and well-connected to Downtown Cleveland and the Greater Cleveland area. However, this does not mean that existing service cannot be improved or that a new

mode of transit cannot be introduced to improve connectivity and mobility along the corridor and possibly even attract new riders to the RTA system.

The project recommends that RTA and organizations representing the community begin discussing implementation of elements of the Service Enhancements scenario discussed on Page 14 as soon as practicable. Many of these elements could be implemented fairly easily and at little or no cost, while beginning to address the community's concerns regarding transit service in the corridor. Assistance—both practical and financial—from the local community development corporations (CDCs), other community groups, institutions, businesses and employers in the corridor could be helpful in finding new ways to package and market existing RTA transit services to those who live, work, study or otherwise use the corridor, and in teaching the people they represent how to make the best use of the RTA network to meet their needs.

In the longer-term, there are three approaches that should be considered for possible implementation in the corridor: dedicated trolley, limited stop service, and BRT – Low Intensity. A dedicated trolley service could provide tailored service to the corridor and provide a good option for trips that occur wholly within the corridor. Given the operational costs associated with this type of service and the possible expectation of a fare-free approach, it is recommended that a local funding approach be researched that involves some financial sponsoring by the business community in order to feasibly operate the service, similar to the that relationship RTA has with a number of downtown sponsors that helps to provide the funding of the Downtown Trolley system. There are numerous businesses and other institutions in the corridor who may be interested in participating in supporting such a service.

A limited-stop service also could provide tailored service to the corridor and help reduce the overcrowding that is experienced on many buses in the corridor during the peak period. This option could be implemented economically as the operation of the service would be limited to the AM and

West 25th Street Corridor Transit Analysis

PM peak periods, when additional capacity is needed the most along the corridor, and to provide an additional transit option for riders who travel to and from important nodes along the corridor where stops for this type of service would most likely be located. Converting to limited stop service one or more of the existing routes originating in Parma or Brooklyn is one possible approach that could accomplish this goal at relatively low cost. Generally, the improved quality of service at limited stop locations offered by this service overcomes any equity-based objections that might arise to it.

The two approaches above can be implemented nearly immediately as both options can be successful with the density and development patterns that characterize the corridor today. However, increased density and improved development patterns in the corridor will be necessary for BRT—Low Intensity to be a feasible transit option. The recommended density for BRT – Low Intensity is approximately 20+ persons per acre. There are a number of areas in the corridor where this can be achieved, and with the recent efforts of the local CDCs to create master plans and visioning workshops for the future of their communities, it is likely that this level of density and development can be realized paving the way for a BRT system to operate along the corridor in the medium to long-term future. Finding the right of way necessary to implement the service, and ameliorating traffic impacts, will be the subject of future study in the corridor. However, for BRT service to be implemented in a number of west side corridors, including Lorain Broadview, State or Pearl, the right of way issue along West 25th Street must be addressed.

The West 25th Street corridor is a prime example for a corridor that could benefit from improved coordination of, and investment in, transit improvements to enhance connectivity and comfort for those who travel from, to, or within the corridor. Fortunately, the high level of service already operating through the corridor is an asset that, with small changes and improved marketing and branding, can be made to better serve the people of the corridor, at little or no cost and almost immediately. This will allow time

for transportation agencies to analyze and develop more capital and operationally intensive transit improvements to serve the transit needs of the corridor. It will also allow more time for the transit services to build the market required to move to the next level of service (dedicated trolley, limited stop, and ultimately BRT service), while allowing the City, institutions and the development community the time to increase development densities and mix of uses in the corridor, to further enhance the viability of major transit investments.



MARKET

69.1 "Zoo Greenway" Aerial (courtesy Google)


MARKET


CONSULTANT


4ward Planning was the market analyst for this effort. The firm was established to assist local governments and developers achieve sustainable development outcomes through responsible, future-based planning. Their approach, founded in socioeconomic analysis, seeks the optimum development or redevelopment program based on best-case outcomes within the social, environmental, fiscal, and economic systems of a host community and its surrounding area. While they incorporate conventional economic and market analysis techniques within their assignments, they go a step further to examine the variables often overlooked by traditional approaches to market evaluation. 4ward's role in this initiative was led by President and Managing Principal, Todd Poole, who has over 22 years of economic development experience, as a private sector consultant and a public sector practitioner.


PRODUCT

The housing demand analysis addresses each of these critical facets:

 Housing market trend drivers for the West 25th Street corridor study area, the two-mile radius labor market Travel Shed (for labor and industry only), the 10-minute drive time Primary Market Area, and Cuyahoga County.

 A rough order of magnitude estimate for new residential demand within the 10-minute drive time area, and the percentage of this demand prospectively captured within the West 25th Street corridor over the next 10 years. Net new housing units are broken out by typology, tenure, and household income level based on current household growth projections.

 Benchmarks that can be updated periodically and tracked over time as the corridor evolves and neighborhood visions begin to take shape.

 A dashboard for presenting available public and proprietary data in a graphically-friendly manner, permitting ease of interpretation and distribution.

More detail on the methodology and boundaries used in this market scan are presented on the following pages.

CAVEAT

4ward Planning, Inc. has endeavored to ensure that the reported data and information contained in this report are complete, accurate, and relevant. All estimates, assumptions, and extrapolations are based on methodological techniques employed by 4ward Planning, Inc. and believed to be reliable. 4ward Planning, Inc. assumes no responsibility for inaccuracies in reporting by the client, its agents, representatives, or any other third-party data source used in the preparation of report.

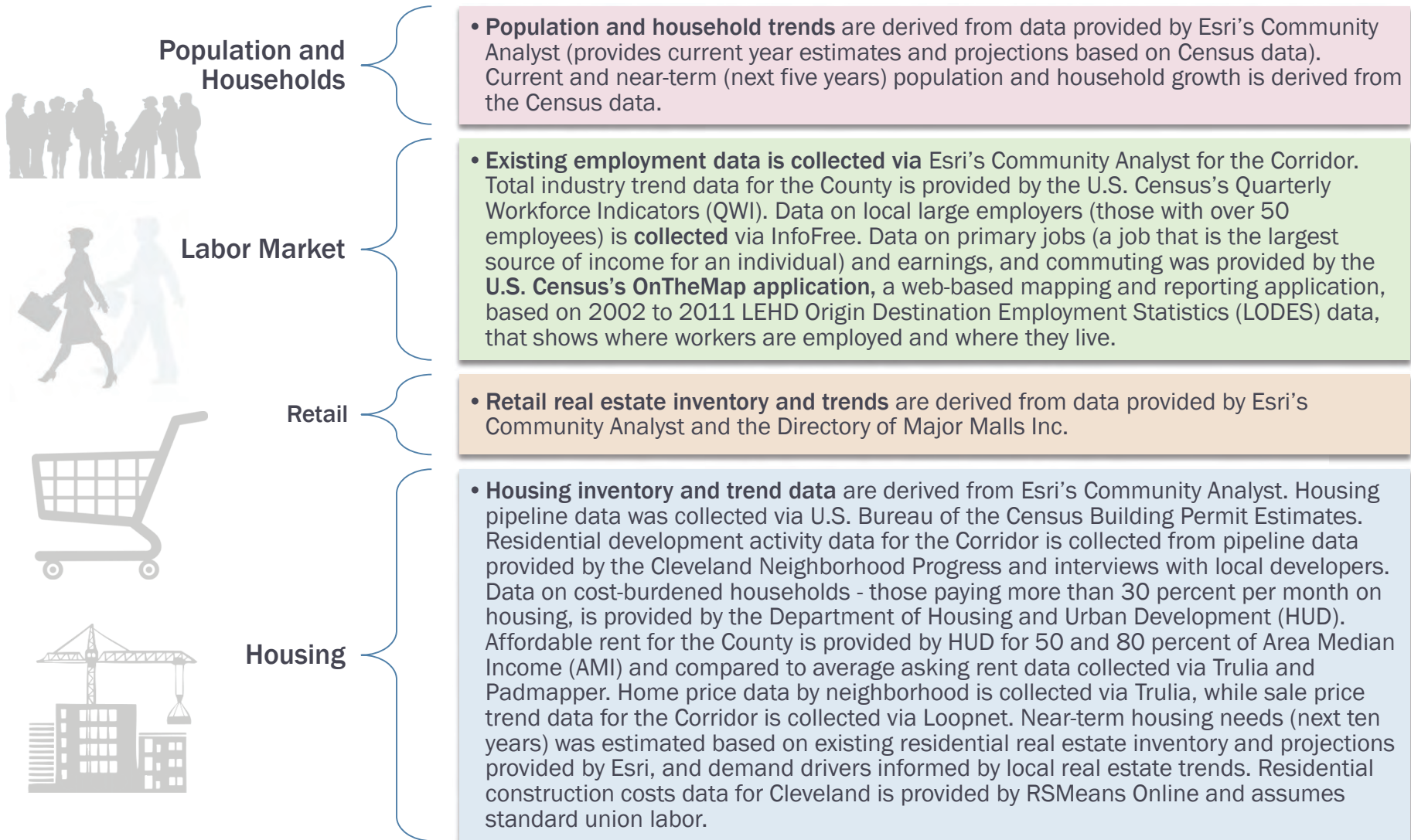
Further, 4ward Planning, Inc. makes no warranty or representation concerning the manifestation of the estimated or projected values or results contained in the study. The study may not be used for purposes other than that for which it is prepared or for which prior written consent has first been obtained from 4ward Planning, Inc. This study is qualified in its entirety by, and should be considered in light of, the above limitations, conditions, and considerations.

West 25th Street Corridor Housing Demand Analysis

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Executive Summary

Methodology



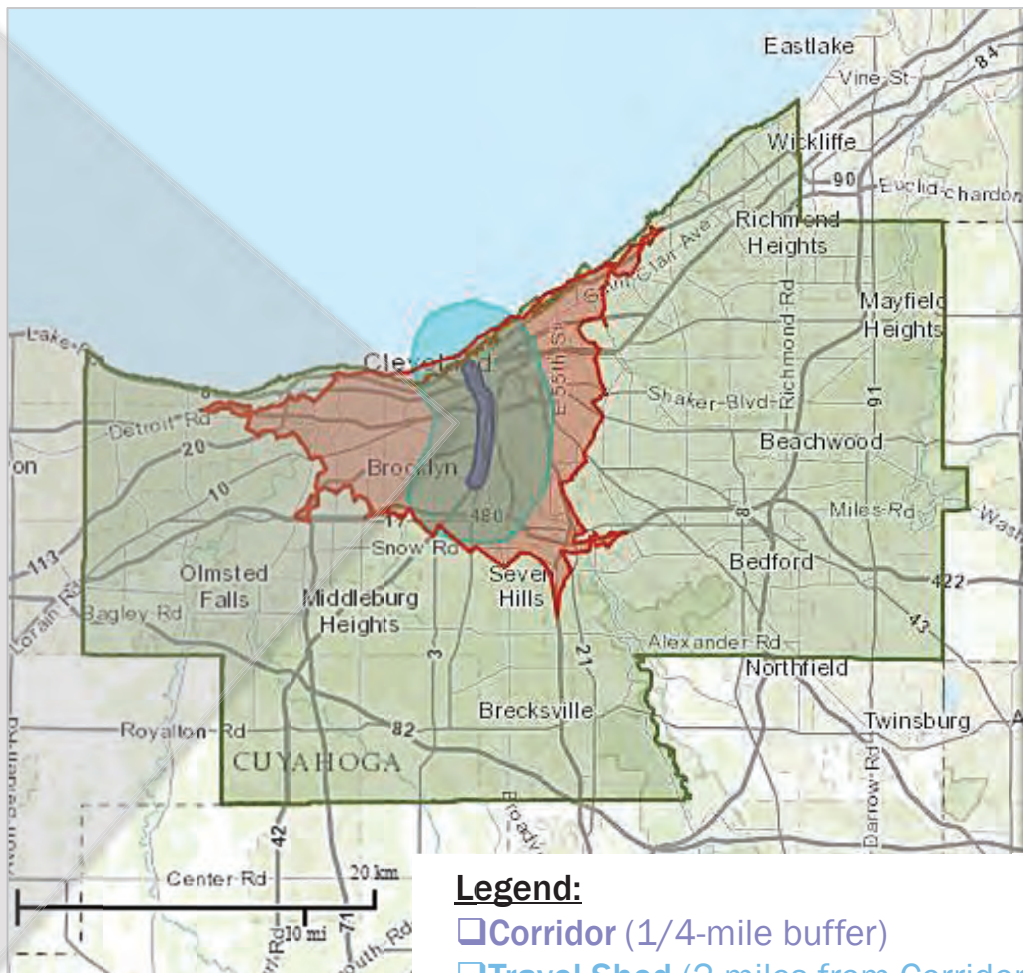
EXECUTIVE SUMMARY

Geographies

CORRIDOR SECTIONS



LOCAL MARKET AREAS



4ward Planning examined historical and forecasted socio-economic, retail leakage/surplus, labor market trends (for 2010, 2014, and 2019) to comparatively analyze the West 25th Street Corridor (including sections), the Primary Market Area (a 10-minute drive from three major corridor intersections), the Trade Area (two-mile buffer from the Corridor), and Cuyahoga County.

Legend:

- Corridor (1/4-mile buffer)
- Travel Shed (2 miles from Corridor buffer)
- Primary Market Area (10-min drive contour)
- Cuyahoga County

EXECUTIVE SUMMARY

Key Trends

CORRIDOR SECTIONS



Source: US Census Bureau; Esri; 4ward Planning Inc., 2014

4WARD PLANNING INC.

	2014	2019	Proj. Change
Corridor (North)			
Population:	4,352	4,286	-1.5%
Households:	2,343	2,338	-0.2%
Household Size:	1.70	1.68	-1.2%
Households with Person Over 65 Years:	8.9%	10.9%	21.5%
Median Household Income:	\$15,075	\$15,524	3.0%
Percent of Household Incomes >\$75,000:	11.0%	15.6%	41.8%
Percent Vacant Housing Units:	13.7%	14.8%	8.0%
Median Home Value:	\$109,722	\$152,857	39.3%
Corridor (Central)			
Population:	4,465	4,348	-2.6%
Households:	1,665	1,627	-2.3%
Household Size:	2.55	2.54	-0.4%
Households with Person Over 65 Years:	11.0%	13.1%	19.1%
Median Household Income:	\$19,637	\$21,583	9.9%
Percent of Household Incomes >\$75,000:	5%	8%	59.0%
Percent Vacant Housing Units:	23.2%	25.0%	7.8%
Median Home Value:	\$65,331	\$65,284	-0.1%
Corridor (South)			
Population:	3,849	3,761	-2.3%
Households:	1,620	1,589	-1.9%
Household Size:	2.34	2.33	-0.4%
Households with Person Over 65 Years:	11.5%	13.8%	20.0%
Median Household Income:	\$26,801	\$30,144	12.5%
Percent of Household Incomes >\$75,000:	7.8%	11.3%	44.9%
Percent Vacant Housing Units:	19.3%	20.3%	5.2%
Median Home Value:	\$73,248	\$77,437	5.7%

EXECUTIVE SUMMARY

Key Implications

What *implications* do the key findings have for the West 25th Street Corridor?
 Should *current trends continue holding* all other factors constant?

Opportunity
 Challenge
 Neutral



Housing

- Many area households face high housing costs relative to their incomes.
- Despite flat population and household growth, demand for quality workforce housing is strong, due to pent-up worker demand from those commuting from outside the Corridor.



Labor Market

- There remains a considerable amount of slack in the local and regional labor market, despite mild improvements since the worst of the downturn. This trend is likely to suppress wage growth in the near term.

Population & Households

- The population of the Corridor and surrounding area is aging, and non-family household formation is increasing. These trends have important implications for housing markets, as non-family and empty nester households typically demand smaller units in higher-density areas.



Retail Spending

- Low-incomes, housing cost burdens, and slack labor market conditions will likely suppress retail demand in the near term for Corridor residents.
- The Corridor has the opportunity, however, to benefit from an uptick of professionals in the surrounding area, in addition to promoting walkable, neighborhood-centered retail activities.



POPULATION & HOUSEHOLDS

Key Findings

Declining population and households

U.S. Census data and Esri estimates indicate that all three geographies studied have experienced declines in both total population and number of households in recent years. Going forward, the Corridor, PMA, and County are projected to continue to lose population through 2019, at a rate of 0.35 to 0.46 percent per year.

Small household sizes

Household size in the Corridor is fairly small, at 2.2 persons per household, which represents only a modest decline from 2010. The PMA and County also exhibit small household sizes, at 2.2 and 2.3 respectively, and are also declining modestly. It is common for urban areas, such as the W. 25th Street Corridor, to have lower-than-average household size, as the housing stock may not be conducive or desirable for families or larger households.

Non-family and younger households

Consistent with national trends, non-family households in each geography are growing, while family households are declining. Non-family households will continue to drive housing demand in the Corridor due to the growing employment needs of nearby large institutions such as Metro Health. Further, the empty nester age cohort (age 55 to 74) , representing approximately 19 percent of the population, is the only age cohort exhibiting growth.

Relatively low household incomes

At just over \$20,000, the median household income along the Corridor is less than half that of Cuyahoga County households (\$42,589) and one-third less than PMA households (\$30,305). Fewer than 10 percent of households earn more than \$75,000 per year, and nearly three-quarters of the Corridor's households earn less than \$35,000 per year. Consequently, successful housing development will require attracting a share of the area's higher income households into the area (e.g., working professionals).

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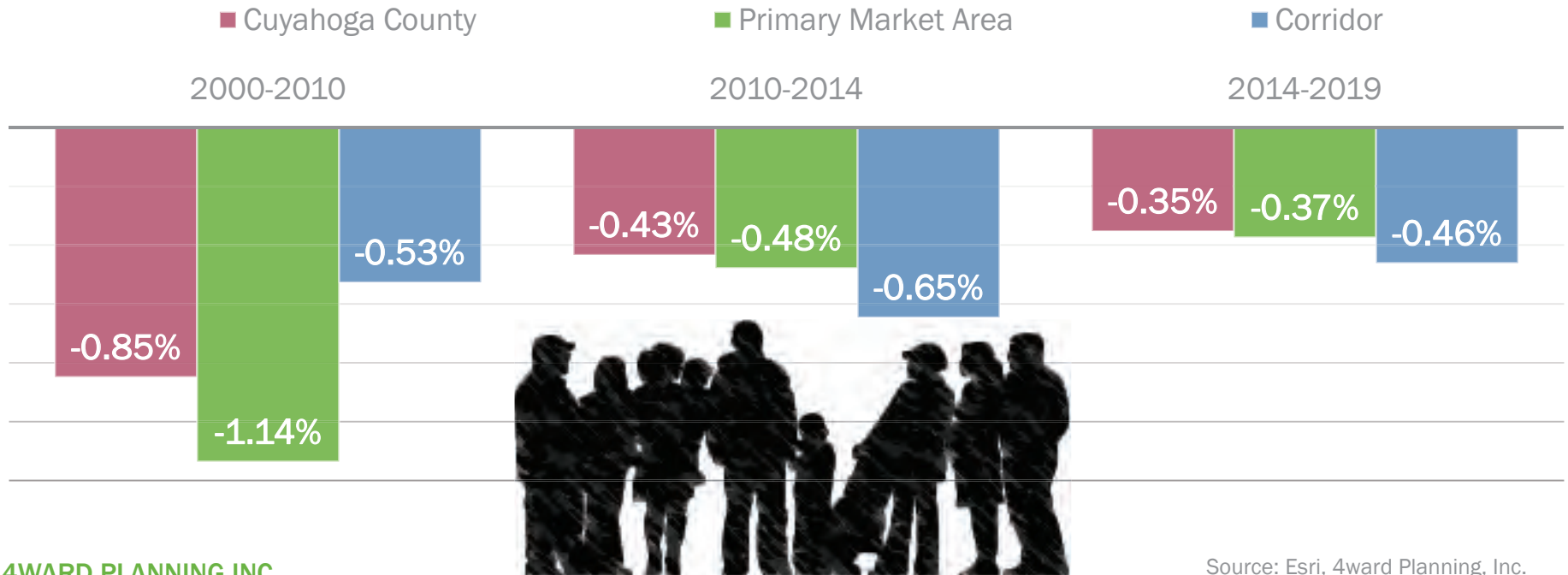
POPULATION & HOUSEHOLDS

Change

	<u>2014</u>		<u>2014-2019</u>	
	<i>Population</i>	<i>Households</i>	<i>Pop Change</i>	<i>HH Change</i>
Corridor	14,899	6,476	(273)	(74)
Primary Market Area	350,208	133,007	(4,555)	(1,230)
Cuyahoga County	1,393,979	541,402	(17,636)	(4,859)

From 2000 to 2014, each geography experienced a **slight decline in population and households**, a trend expected to continue through 2019, albeit at a slower rate.

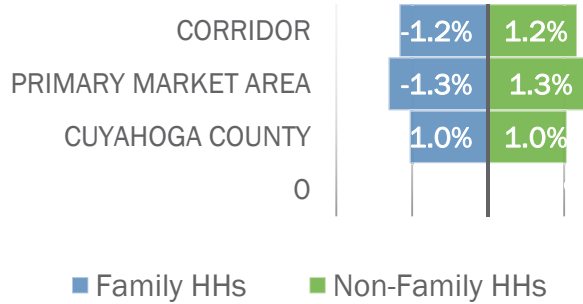
Population Growth Trends and Projections



POPULATION & HOUSEHOLDS

Age & Household Size

Household Change by Type (2010-2014)

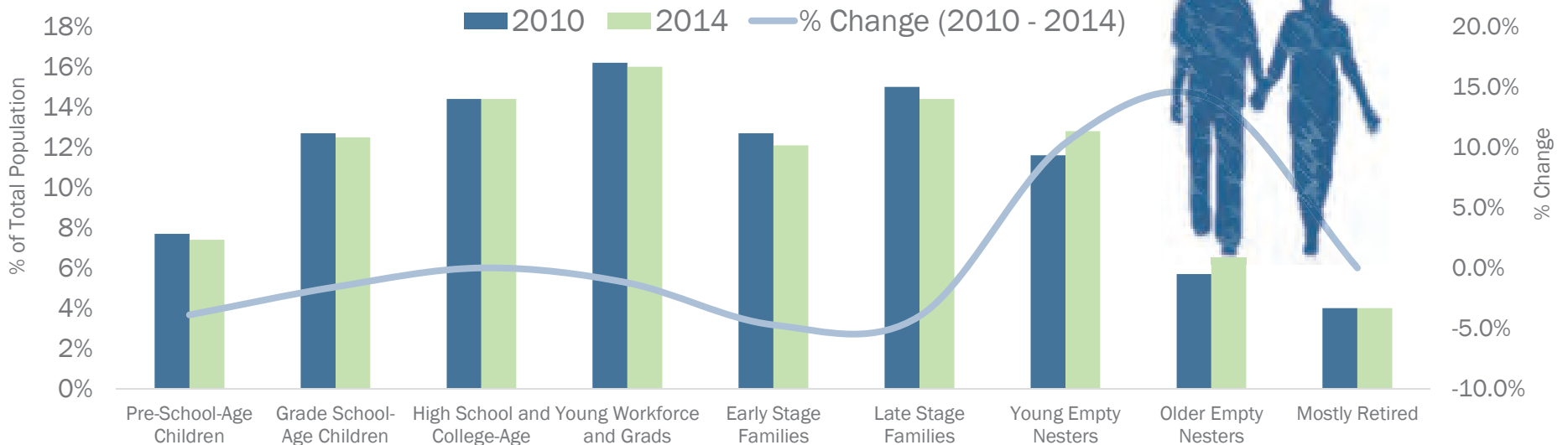


Within the Corridor, household size is fairly **small** (2.2 persons) and the **empty nester** (age 55 to 74) cohort, is the only cohort currently exhibiting growth.

Median Age HH Size (2014) (2014)

Corridor	33.8	2.2
Primary Market Area	36.0	2.2
Cuyahoga County	41.0	2.3

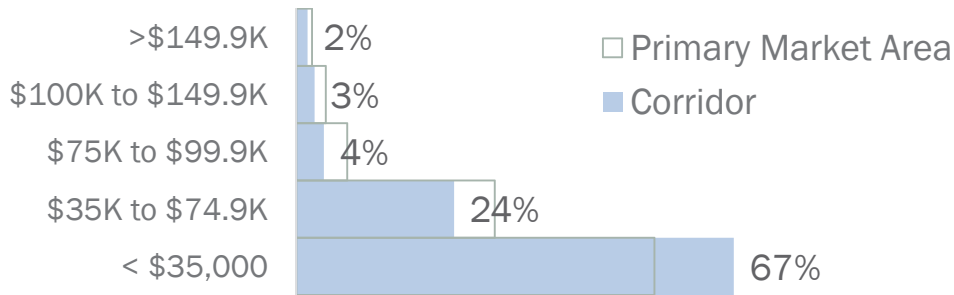
Corridor Household Change by Age Cohort (2010-2014)



POPULATION & HOUSEHOLDS

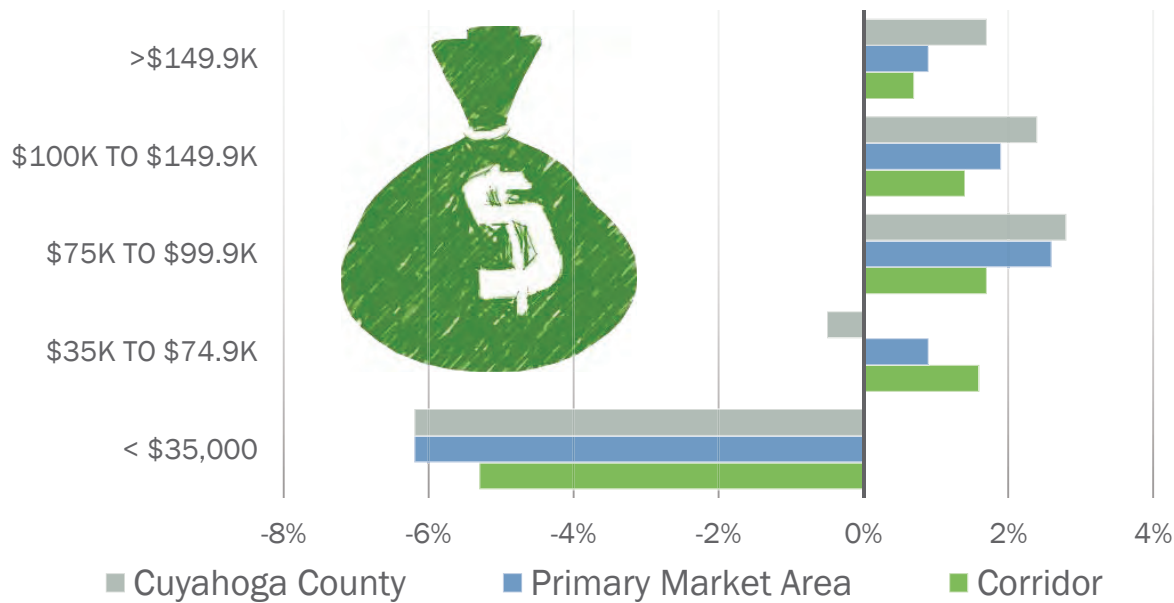
Household Income

Corridor Households by Income (2014)



	<i>Median HH Income (2014)</i>	<i>% Change (2014-2019)</i>
Corridor	\$20,185	13%
Primary Market Area	\$30,305	19%
Cuyahoga County	\$42,589	21%

Corridor Household Change by Income (2014-2019)



While incomes are, generally, increasing within all geographies, the median household income along the Corridor (\$20,185) is **less than half** of Cuyahoga County (\$42,589) and one-third less than the PMA (\$30,305).

LABOR MARKET

Key Findings

Weak wage and salary pressures.

Cleveland's unemployment rate remains considerably high, relative to pre-crisis norms; while the rate of unemployment has begun to trend downward, there is relatively low pressure on wage rates and salaries – and, thus, a somewhat constrained apartment rental and home buying market. As the job market improves (tightens) and wages and salaries rise, greater support for new residential construction will ensue.

Largest employers are established.

Ninety percent of businesses that employ 50 or more workers within the two-mile labor shed have been operating for more than 10 years, with none of them operating for less than three years. The lack of young firms, particularly those that hire many workers, suggests that increased access to entrepreneurship for Corridor residents, particularly in labor-intensive sectors, could be a valuable contribution to economic development within the area.

Net job inflow

Both the West 25th Street Corridor and the two-mile Travel Shed are characterized by a net job inflow, meaning that more workers commute into the geography than leave to work elsewhere. Less than 10 percent of persons who work within the two-mile radius of the West 25th Street Corridor also reside in the area.

Growth in healthcare, decline in manufacturing

Already the largest industry by employment in all study areas, Health Care and Social Assistance is expected to further expand through 2020, with nearly 41,000 jobs in Cleveland, alone. Manufacturing is expected to experience employment declines. Both of these trends are a continuation of those since 2007.

LABOR MARKET

Employment

Total Industries by Total Employment: Cuyahoga County



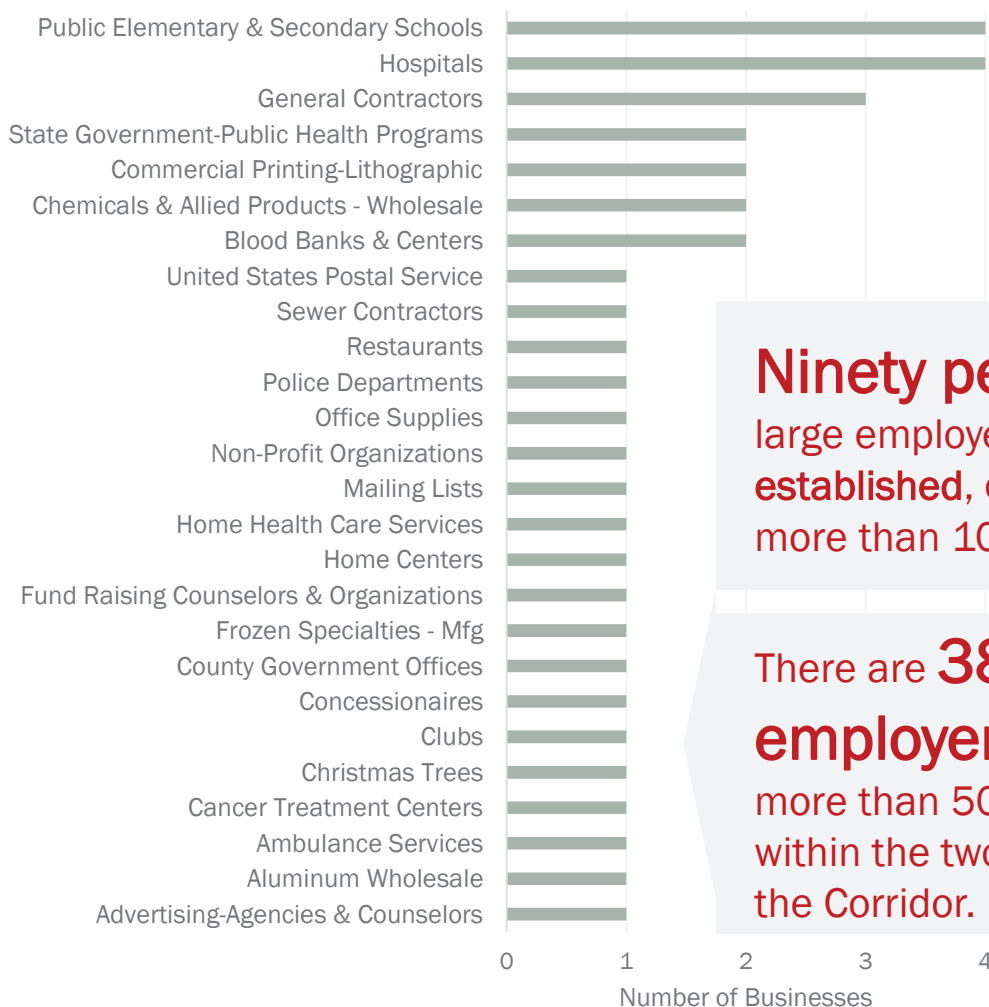
From 2007 to 2012, Cuyahoga County experienced the greatest employment growth in the **Health Care and Social Assistance** industries, and employment declines in Manufacturing. Further, the healthcare sector is likely to remain the region’s dominant industry and source of employment growth for the foreseeable future – and a **strong contributor to housing demand**.



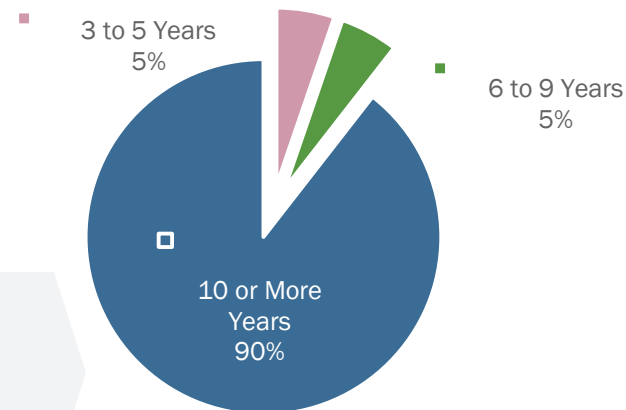
LABOR MARKET

Large Local Employers

Large Employers: Travel Shed (2014)



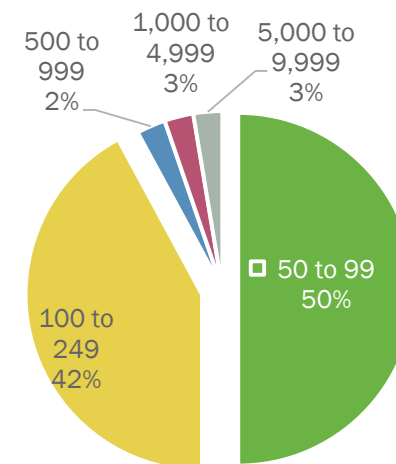
Large Employers by Year Established



Ninety percent of large employers are fairly established, operating for more than 10 years.

There are **38 large employers** (employing more than 50 employees) within the two-mile radius of the Corridor.

Large Employers by Size

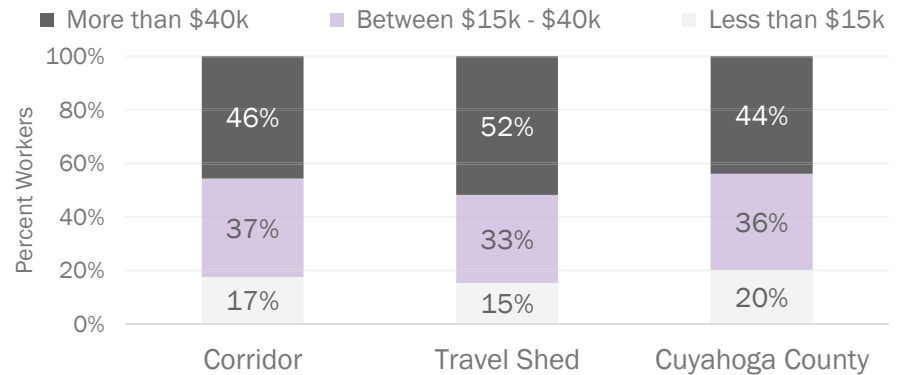


LABOR MARKET

Primary Jobs and Earnings

<i>Employment (2011)</i>	<i>Primary Jobs</i>	<i>Jobs per Sq. Mi.</i>	<i>Job Change (2002-2011)</i>
Corridor	9,883	4,412	(1,504)
Travel Shed	136,055	1,984	(21,453)
Cuyahoga County	668,654	1,463	(33,352)

Earnings Comparison (2011)



Travel Shed Workers By Earnings



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
More than \$40k	28%	31%	32%	34%	37%	39%	42%	40%	43%	46%
Between \$15k - \$40k	48%	46%	44%	42%	41%	39%	38%	39%	39%	37%
Less than \$15k	24%	24%	24%	24%	22%	22%	20%	21%	18%	17%
Primary Jobs	11,387	11,054	10,518	10,609	10,650	10,781	10,477	9,306	9,965	9,883

Note A primary job is the largest source of income for an individual.

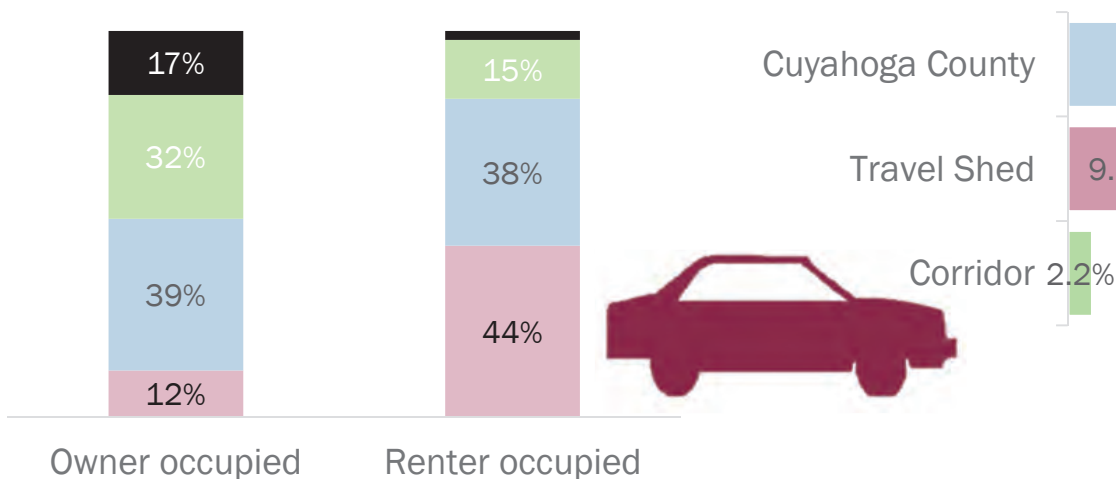
Source: U.S.Census Bureau, OnTheMap

LABOR MARKET

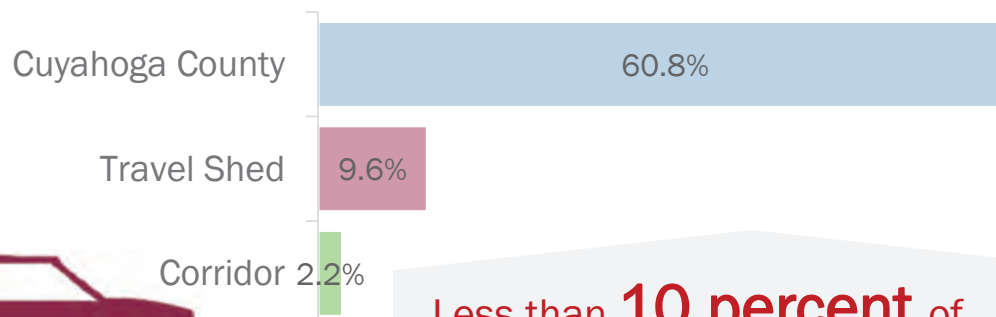
Commuting

Vehicles per Corridor Home (2012)

■ No Vehicles ■ 1 Vehicles ■ 2 Vehicles ■ 3+ Vehicles



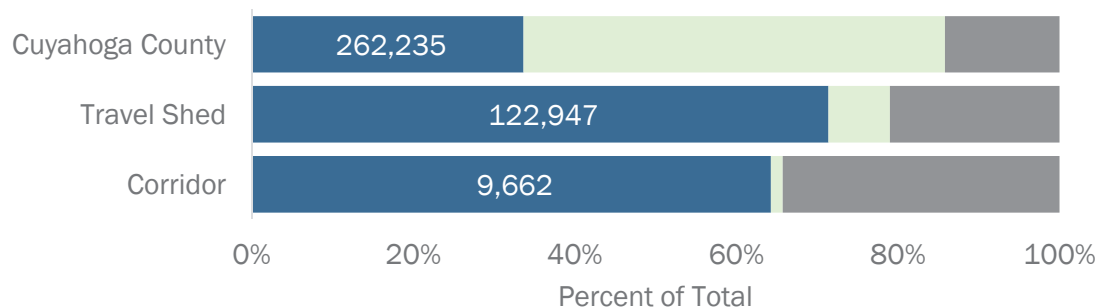
Percent Workers Also Living in Geography (2011)



Less than **10 percent** of persons who work within the two-mile radius of the West 25th Street Corridor also reside in the area.

Commuting Patterns (2011)

■ Employed in Area, Live Outside
 ■ Live AND Employed in Area
 ■ Live in Area, Employed Outside



Approximately 9,662 persons are employed within the Corridor but reside outside the Corridor, representing potential pent-up housing demand.



RETAIL SPENDING

Key Findings

Below-average spending, but....

In 2013, the average household within the West 25th Street Corridor spent less than half (46 percent) the national average household expenditures on retail goods and dining out. By comparison, households within the 10-minute drive time PMA and Cuyahoga County spent more (58 and 83 percent of the national household average expenditures on retail goods and dining out, respectively). However, it should be noted that low- and moderate-income households tend to spend nearly 100 percent of their discretionary incomes on goods and services (a much higher percentage than for upper income households).

Over 2.7 million square feet of major shopping center space

While the Corridor contains few shopping destinations within its boundaries, there is over 2.7 million square feet of major shopping center space located within the PMA. Immediately adjacent to the Corridor is the Steelyard Commons, with approximately 900,000 square feet of GLA. Anchored by a Walmart Supercenter, Target, Home Depot, and Burlington Coat Factory, Steelyard Commons has much retail to offer residents within the Corridor and its surrounding area.

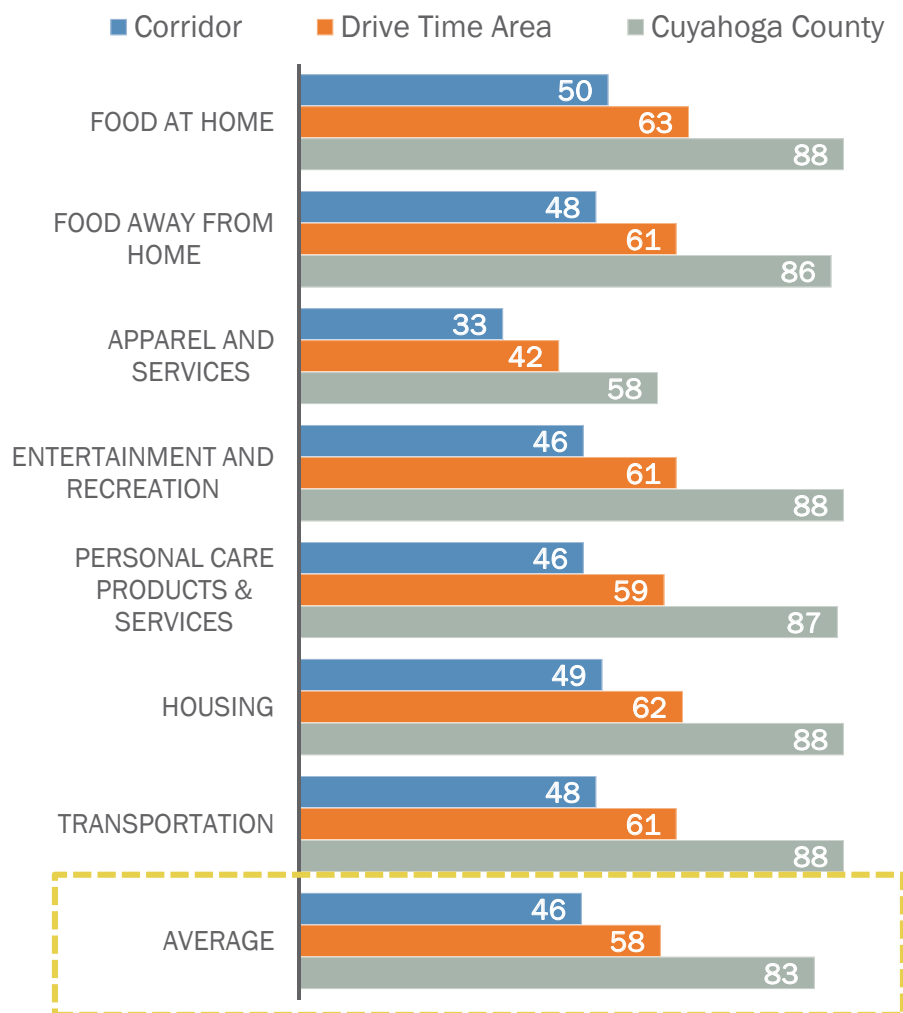
New retail development should target neighborhood-oriented goods and services

Based on the above observations, retail development and business recruitment within the corridor should be focused on small, authentic businesses (e.g., eateries, craft stores and personal services). Further, many of these types of businesses lend themselves to being started and operated by local entrepreneurs, who will possess a strong understanding of community needs and wants.

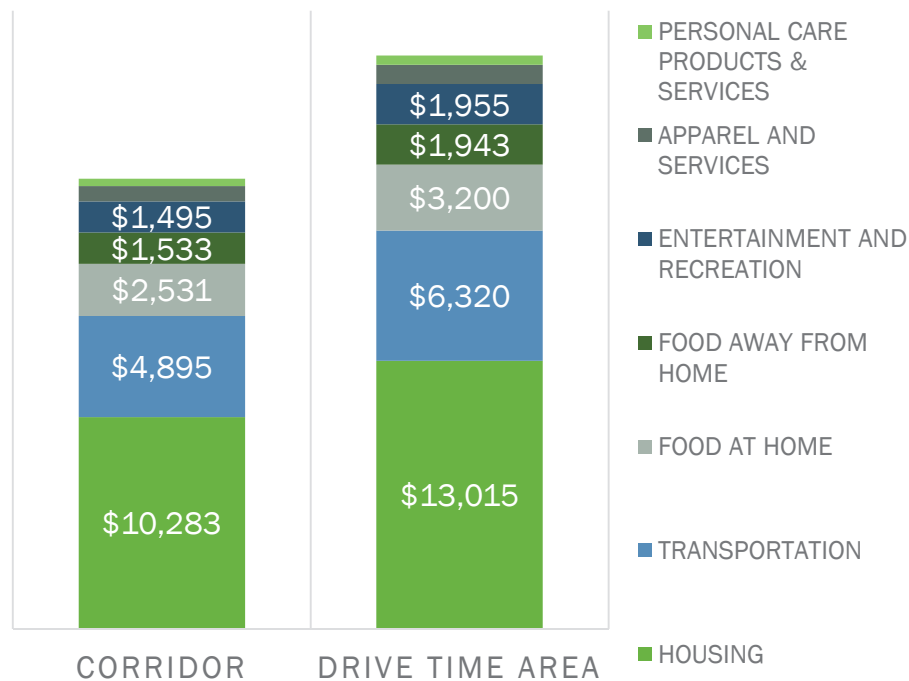
RETAIL SPENDING

Household Retail Spending

Household Retail Spending Potential Index (2013)



Household Retail Spending



In 2013, retail spending in all geographies was **significantly less** than the national average (which is 100) and lowest in the West 25th Street Corridor.

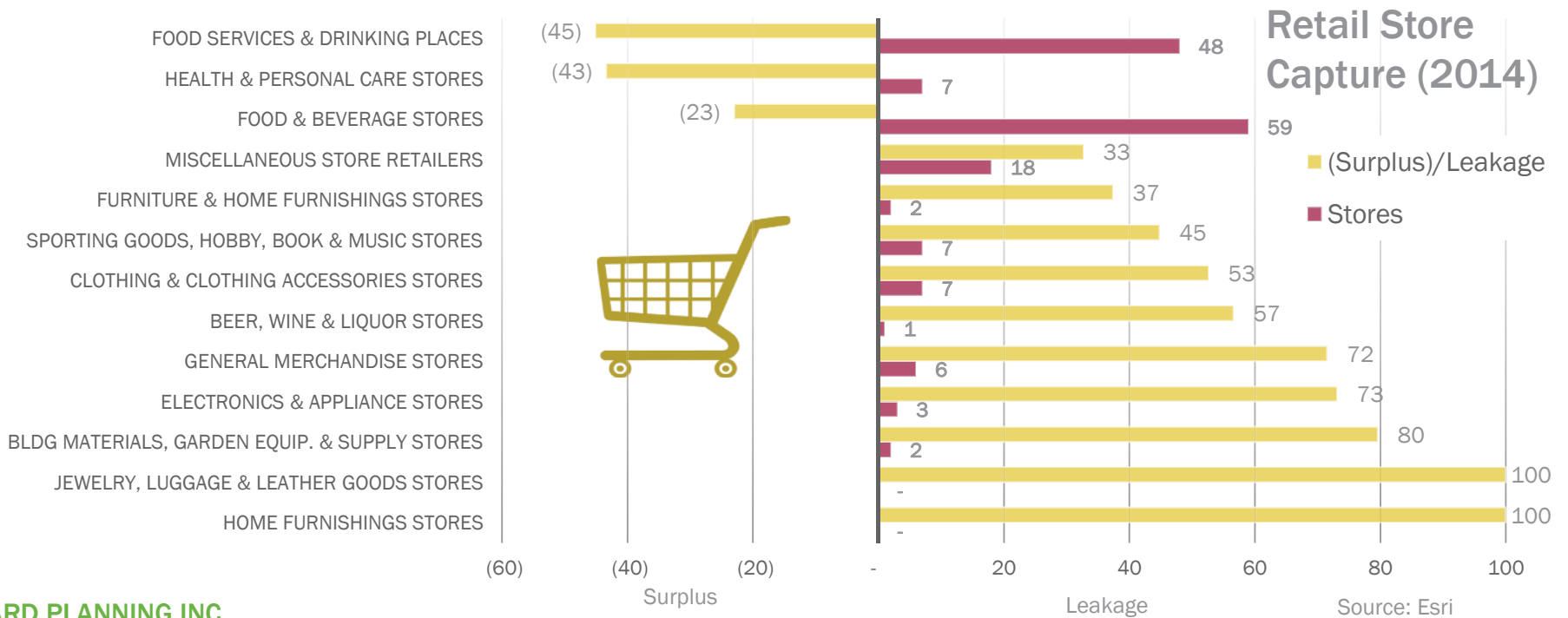
RETAIL SPENDING

Retail Stores

There is, on net, **sales leakage** in most retail categories, as a large share of local residents purchase retail goods and services outside the corridor.

Retail Surplus and Leakage (2013, \$ Millions)

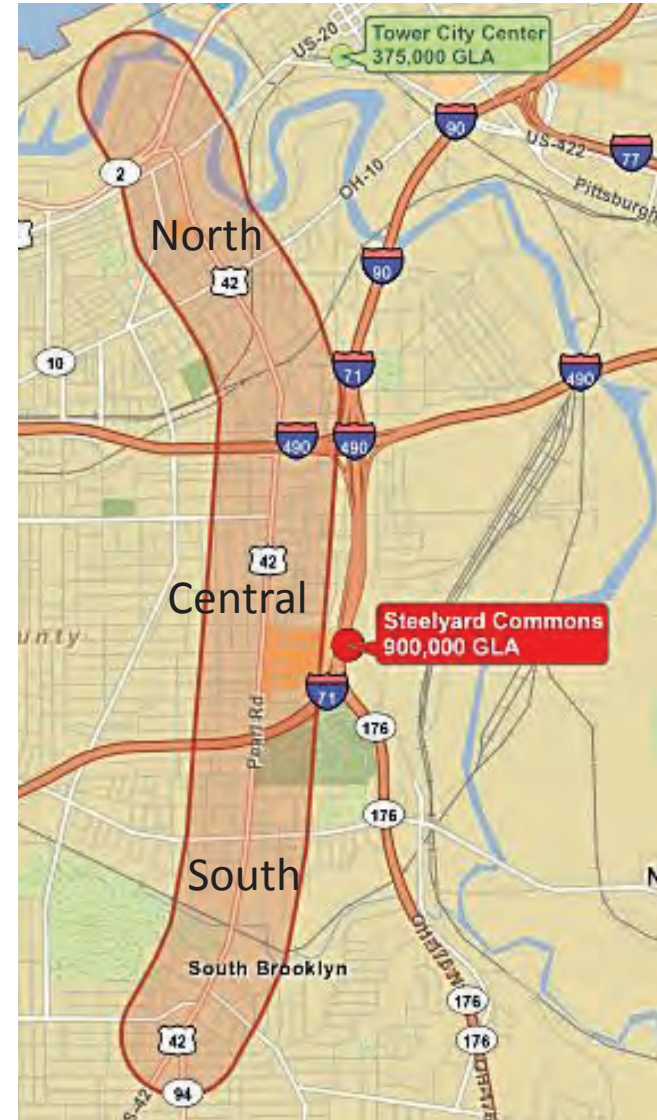
	<i>Retail Businesses</i>	<i>Retail Potential</i>	<i>Retail Sales</i>	<i>(+) Surplus/ (-) Leakage</i>
Corridor	147	\$92	\$83	-\$9
Drive Time Area	1,863	\$2,426	\$2,297	-\$129
Cuyahoga County	7,112	\$14,022	\$10,648	-\$3,374



RETAIL SPENDING

While the Corridor does not contain any major shopping centers within its boundaries, very nearby is the Steelyard Commons, with approximately 900,000 square feet of Gross Leasable Area (GLA). Further, **Over 2.7 million Square Feet** of major shopping center space is located within the 10-minute drive time PMA – indicating little need for additional large scale retail within the corridor.

Major Shopping Centers



Major Shopping Center	GLA (Sqft)
Steelyard Commons	900,000
The Galleria at Erieview	138,000
The Flats East Bank	300,000
Tower City Center	375,000
Ridge Park Square	562,842
Midtown Plaza	239,226
Garfield Commons	244,592
Total in PMA	2,759,660



HOUSING

Key Findings

Relatively diverse housing unit structure

The West 25th Street Corridor is the only study geography in which single-family detached homes do not represent the majority of housing units. Further, the Corridor has the highest percentage of multi-family structures, with 50 or more units representing 16 percent of total housing stock, compared to 11 and nine percent of total housing stock for the PMA and Cuyahoga County, respectively.

Demand for affordable housing outstrips supply

According to U.S. Census data, half of all renters within the Corridor's associated ZIP codes are cost-burdened, meaning they pay more than 30 percent of their incomes on housing (rent or mortgage payments, and heating). Further, lower-income households are far more likely to be cost-burdened, which is particularly relevant for the West 25th Street corridor, given its large share of lower-income households.

Increasing residential development activity

While still well below pre-crisis levels, residential permit activity within Cleveland has picked up in recent years, suggesting growing confidence on the housing market, especially for multi-family rental units. Within the West 25th Street Corridor, there are 112 new units currently being planned within the North and Central sections of the Corridor – a favorable indication for additional private sector investment to occur within the Corridor in the near term.

Strong housing demand for new units

Based on pent-up demand, commuter patterns, and turnover of the current housing stock due to age, a supply and demand analysis indicates there is a demand for approximately 3,000 additional housing units in the West 25th Street Corridor over the next the next 10 years. Based on analysis of the area housing market, we estimate future demand will be equally divided between for sale and rental units (50/50).

HOUSING

Supply/Demand Assumptions

Key Assumptions Underpinning the Growth Scenarios for 10-Minute Drive Contour

Net Household Formation Increases by zero percent per Annum under the Flat Growth scenario and -0.2 percent under the Negative Growth scenario from 2014 to 2024

The negative annual household growth assumption is based on Esri household projections from 2014 to 2019. A zero growth assumption is utilized for comparison purposes, as the rate of household decline has been slowing in recent years.

Number Employed within the 10-Minute Drive Contour Increases from 206,876 in 2014, to 228,520 by 2024

This estimate is based on a modest average annual growth rate of one percent over 2014 base employment numbers.

90 Percent of Those Working in the Study Area Live Elsewhere

Nearly nine out of every 10 of people working in the two-mile Travel Shed do not also live there.

Ten Percent of Those Working in the Study Area but Living Elsewhere Represent Pent-Up Demand

Based on a conservative estimate of existing pent-up demand preferences, it is assumed one in 10 workers would trade their commute if there were adequate housing choice in the study area. This is based on the supposition that an employer assisted housing (EAH) program policy aimed at promoting live-near-work housing could offer incentives that would be implemented.

Seven Percent of the Study Area's Current Housing Stock is Physically Obsolescent and Unmarketable

Just over 60 percent of the study area's housing stock was built before 1940, increasing the incidence of physical obsolescence.

1.75 Percent of the Study Area's Remaining Housing Stock Becomes Obsolescent, Annually

All housing stock gradually wears out over time and, on average, 1.75 out of every 100 units becomes obsolescent, annually.

Study Area will Maintain an Annual Housing Vacancy Rate of Approximately 17 Percent

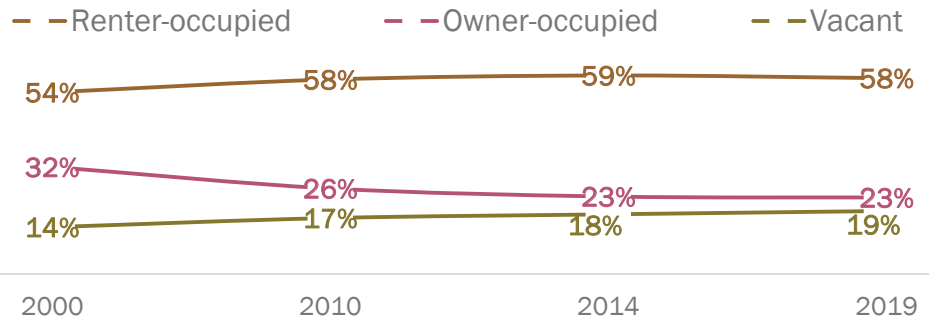
The study area's annual vacancy rate will remain relatively high, based on existing and projected conditions.

HOUSING

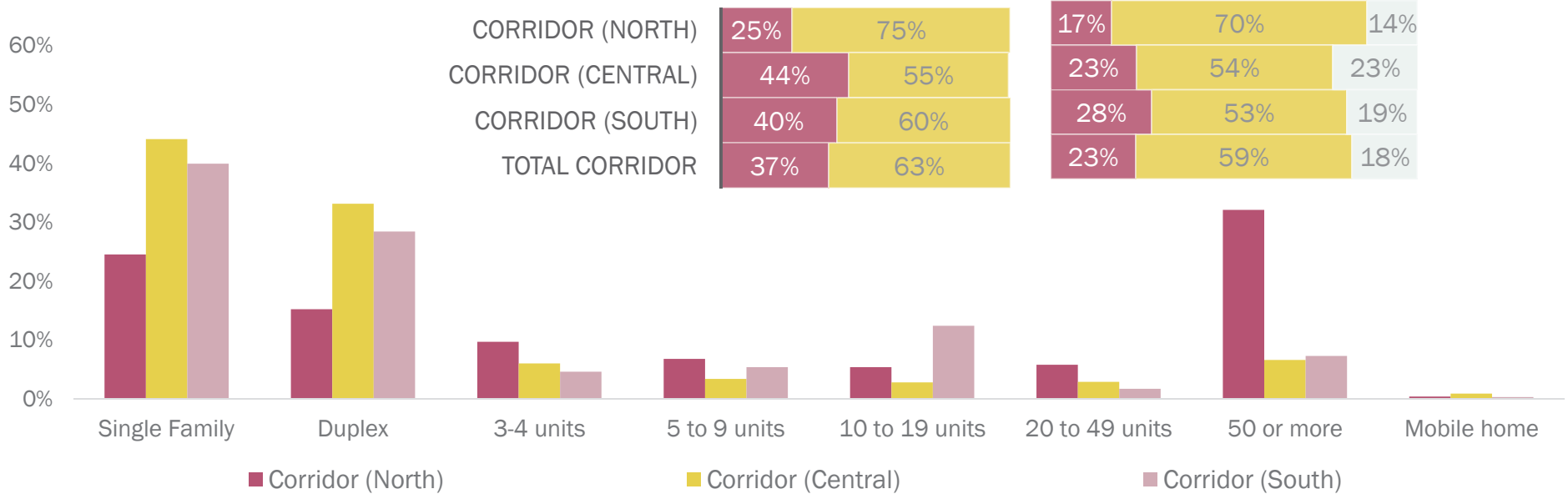
Inventory

Housing (2014)	Units	Percent
Corridor (North)	2,714	39%
Corridor (Central)	2,168	31%
Corridor (South)	2,007	29%
Total Corridor	6,889	100%

Housing Tenure & Vacancy Trends



Housing Type and Tenure (2012)

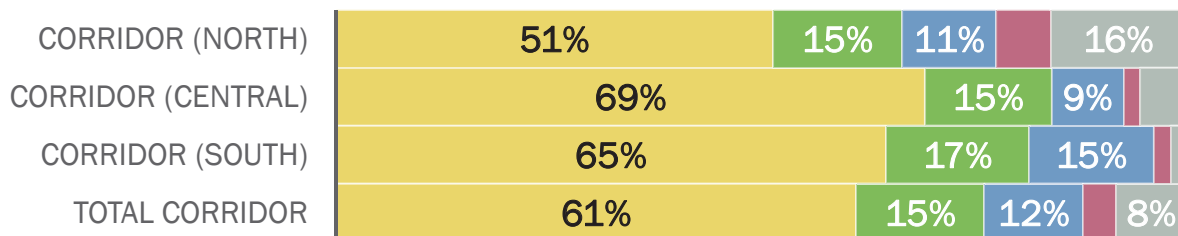


HOUSING

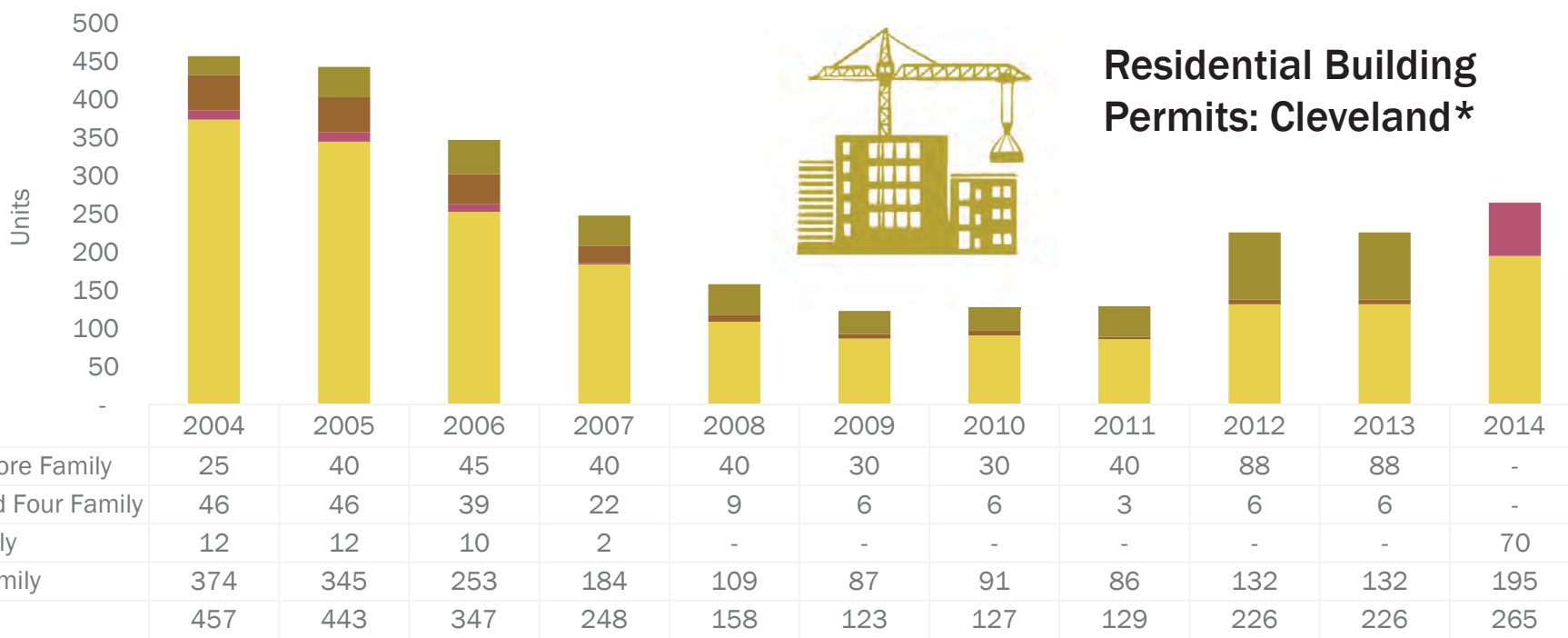
Residential Pipeline

Housing Comparison by Year Structure Built, 2012

■ Before 1940
 ■ 1940 to 1959
 ■ 1960 to 1979
 ■ 1980 to 1999
 ■ 2000 or Later



61 percent of the homes within the Corridor are older homes, built before 1940.



Residential Building Permits: Cleveland*

4WARD PLANNING INC. *2014 data represent cumulative permits as of September 2014. Source: U.S. Bureau of the Census Building Permit Estimates

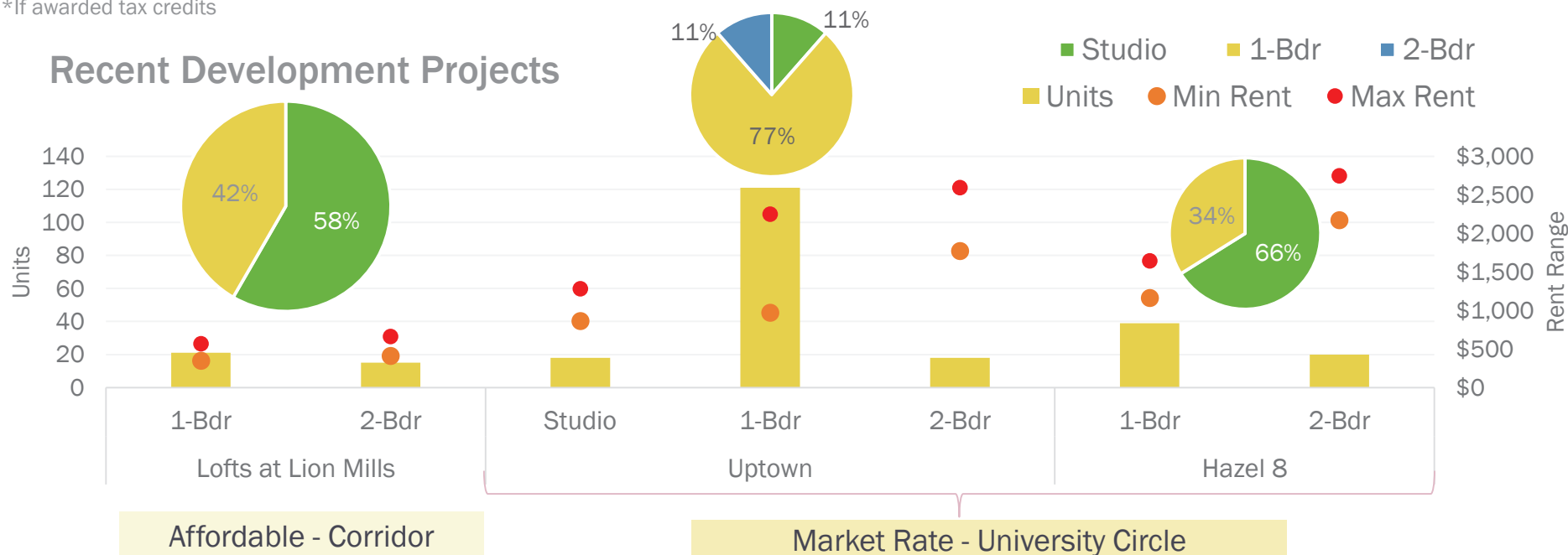
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Major Residential Development

Name	Type	Location	Status	Units
Lofts at Lion Mills	Apartments	Corridor	1Q 2016*	36
Duck Island	Townhomes	Corridor	Design Review	6
Uptown	Apartments	University Circle	100% Leased	157
Hazel 8	Apartments	University Circle	100% Leased	59

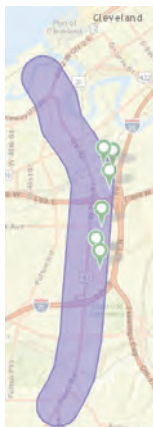
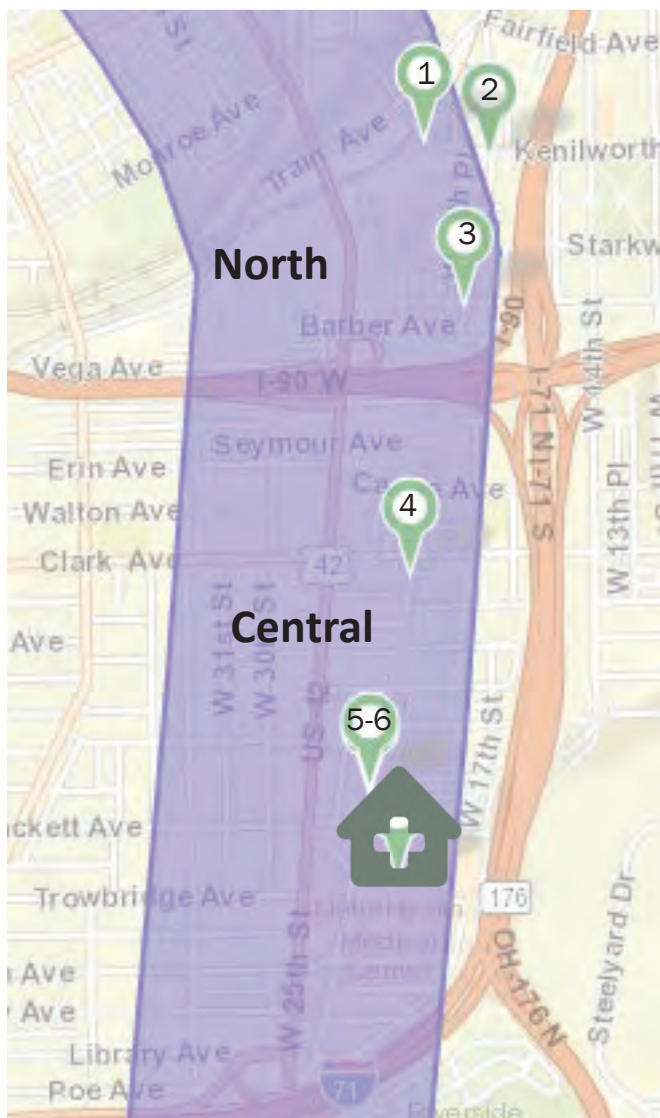
100 percent
of all new units in Uptown and Hazel 8 apartments in University Circle have been leased. The majority are 1-bedroom apartments.

*If awarded tax credits



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Corridor Residential Pipeline



112 new units

are currently being planned along the Corridor, representing both ownership and rental opportunities. All of these proposed units are located within the North and Central sections of the Corridor, within a mile of the MetroHealth Medical Center.

#	Name	Units	Type
1	Vacant Residential	NA	Land (4+ Acres)
2	New Construction	9	Townhomes
3	Wagner Awning Building	50	Market Rate Rental
	New Construction	12	For Sale Homes
4	Former St. Michaels School	15	Market Rate Rental
5	Metro Lofts Apartments	21	Condos
6	New Construction	5	Townhomes
TOTAL		112	

4WARD PLANNING INC.

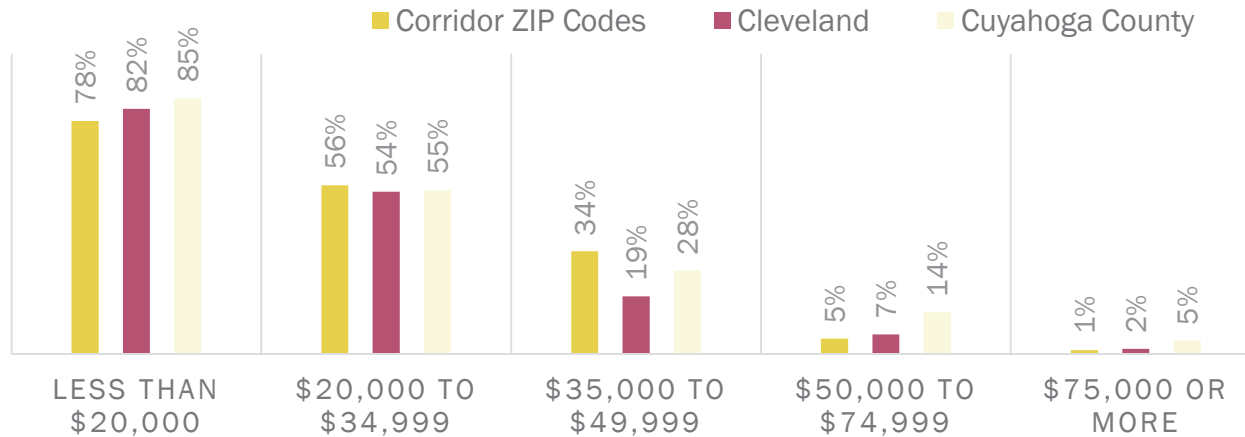
Source: Email correspondence with Tremont West Development Corporation, 2014

HOUSING

Affordability

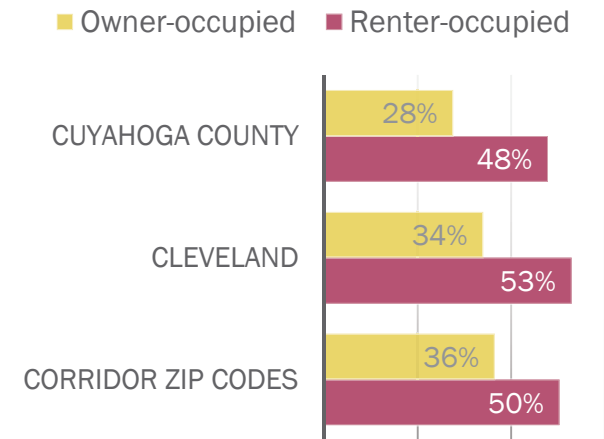
Cost-Burdened Households by Income (2012)*

...By Income



* Includes census tracts that intersect the Corridor buffer.

...By Tenure



Cuyahoga County Affordable Rents (30% of household income)

	50% of AMI	80% of AMI	Avg. Asking Rent Range (Oct 2014)	
1-Person HH	\$566	\$905	\$360-\$479	Studio/1 Bdr
2-Person HH	\$646	\$1,035	\$500-\$755	1 Bdr - 2 Bdr
3-Person HH	\$728	\$1,164	\$630-\$755	2 Bdr - 3 Bdr
4-Person HH	\$808	\$1,293	\$755	3 Bdr



50 percent of all renters in the Corridor were **cost-burdened** in 2012.

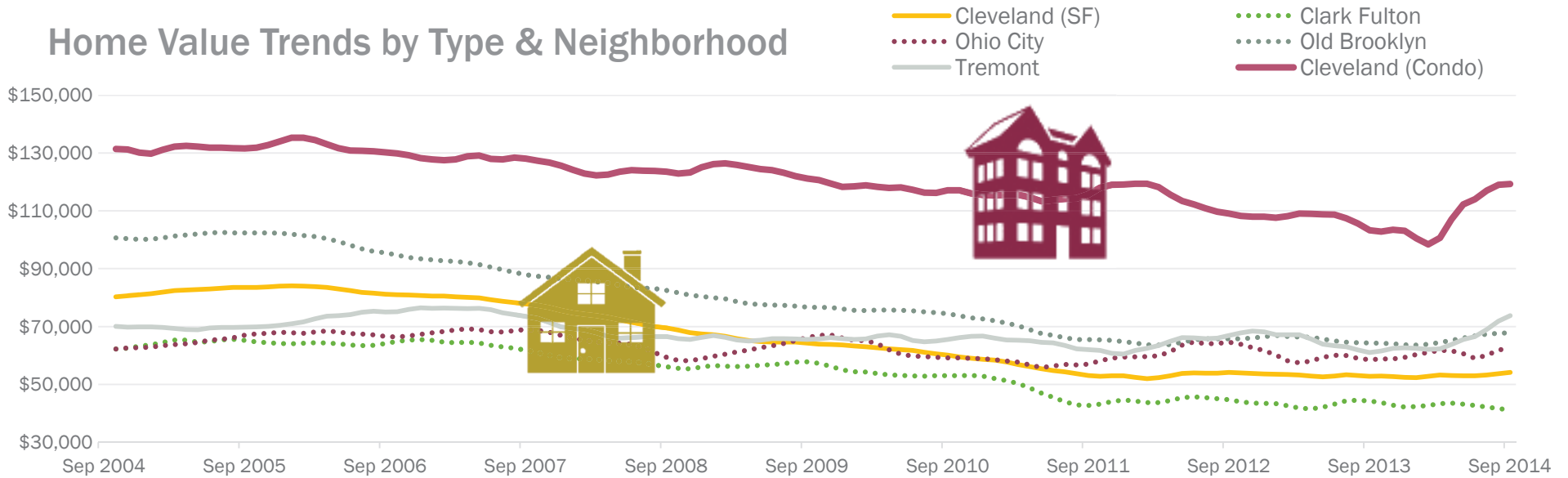
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Home Values

Although average home values in Cleveland have fallen significantly over the past decade, **average values have risen** by two and 15 percent, respectively, over the past year. Except for Clark Fulton, Corridor neighborhoods have experienced a year-over-year increase in single-family home values.

	Sep-14	10 Year Change	5 Year Change	Y-O-Y Change
Clark Fulton	\$41,200	-34%	-29%	-7%
Ohio City	\$62,600	1%	-5%	7%
Old Brooklyn	\$67,800	-33%	-12%	5%
Tremont	\$73,800	5%	13%	21%
Cleveland (SF)	\$54,100	-33%	-16%	2%
Cleveland (Condo)	\$119,300	-9%	-2%	15%

Home Value Trends by Type & Neighborhood



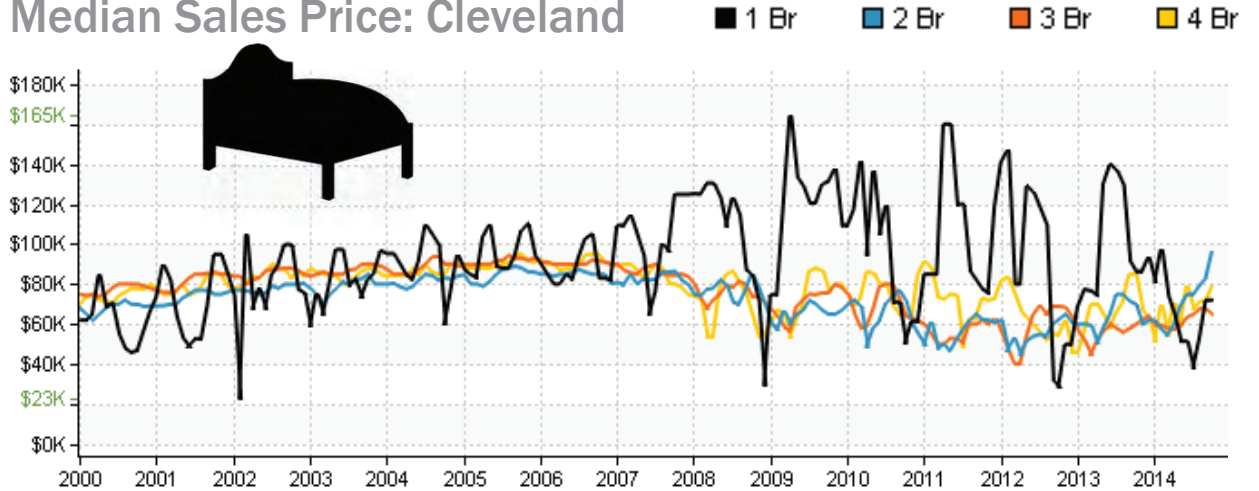
HOUSING

Sale Price Trends

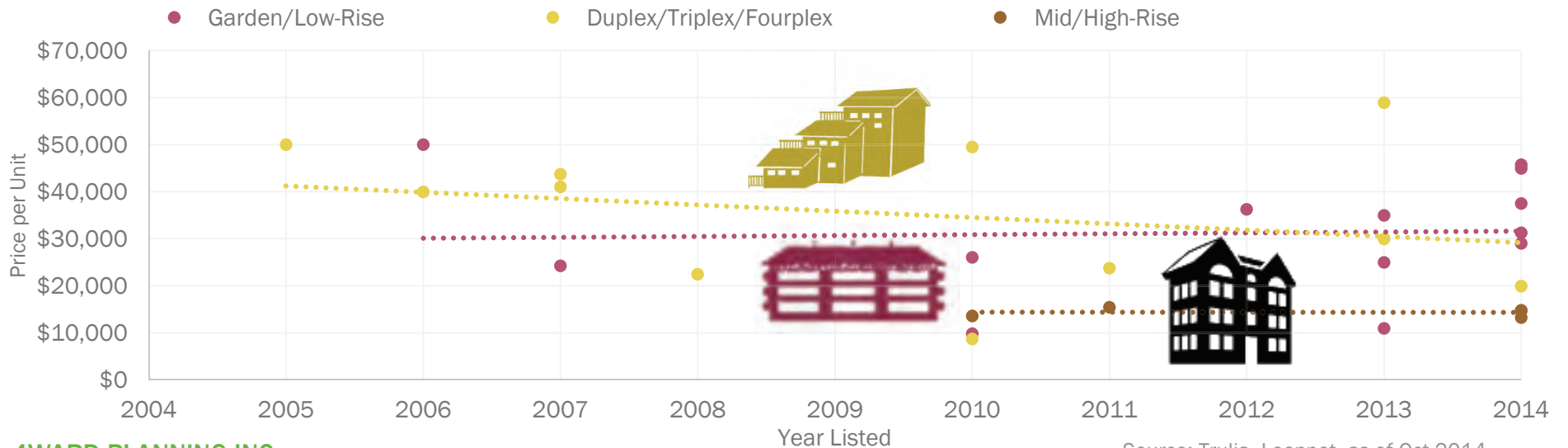
Median Sale Price: Cleveland

	Jul-Oct '14	Y-O-Y
1 Bdr	\$82,700	-4.4%
2 Bdr	\$96,000	54.8%
3 Bdr	\$64,000	20.0%
4 Bdr	\$89,000	2.5%
All	\$79,250	13.2%

Median Sales Price: Cleveland



Multifamily Asking Sale Price Trends: Cleveland



HOUSING

Employer Housing Needs and Opportunities

Interview with MetroHealth Representatives

- **Demand for Local, Quality Workforce Housing.** According to MetroHealth representatives, the supply and quality of workforce housing near the hospital (affordable for-sale and rental) is inadequate in the eyes of many hospital employees. A recent housing survey confirms that many more employees would move to the area if better housing stock existed near the hospital. Hospital staff also recognize that quality workforce housing is essential in attracting and retaining employees (a key recruitment issue), and enabling staff to quickly respond in potential emergencies at the hospital (a resiliency issue).



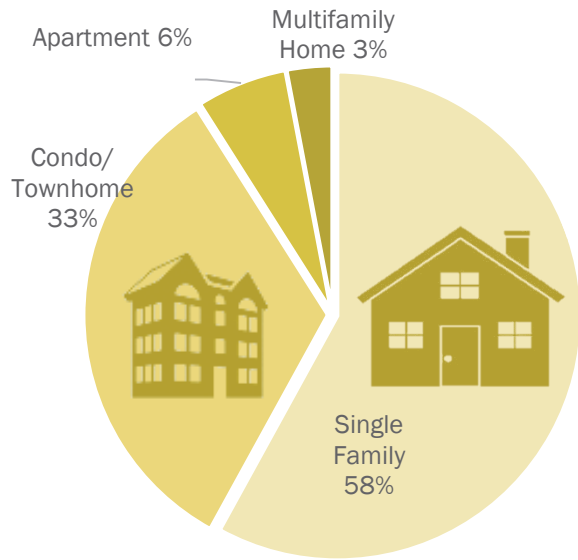
- **Joint-Development Opportunities:** The hospital is in the process of expanding and redeveloping its campus facilities, and is also interested in improving the local supply of workforce housing. MetroHealth is open to exploring the relocation of existing administrative offices into a mixed-use joint-development within the corridor, accommodating upper floor residential and ground-floor retail space.



HOUSING

Pent-Up Housing Demand Preference

Housing Preference by Type: Metro Health Employees (2012)

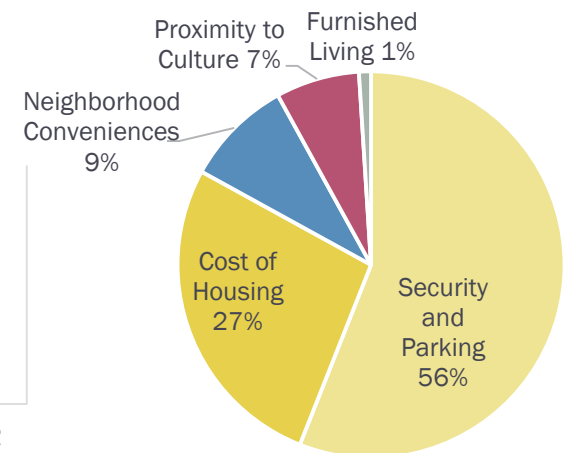
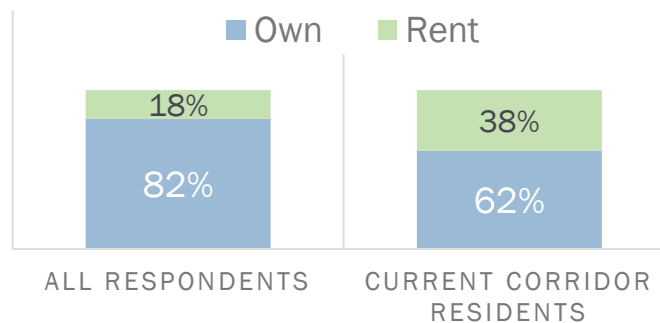
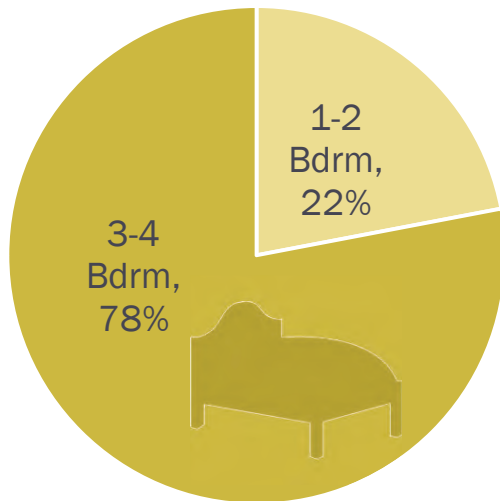


58 percent of Metro Health employees who responded to a 2012 housing survey felt that a single-family home would best suit their lifestyles if they could live closer to the W 25th/Pearl Rd corridor.

Security and parking is ranked the most important housing amenity, with **cost of housing** as the second most important consideration.



78 percent of Metro Health employees preferred a larger-sized home with containing 3- to 4-bedrooms.

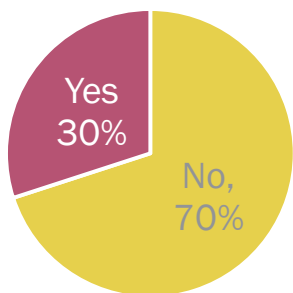


Source: MetroHealth Housing Survey, 2012

HOUSING

Pent-Up Housing Demand Preference

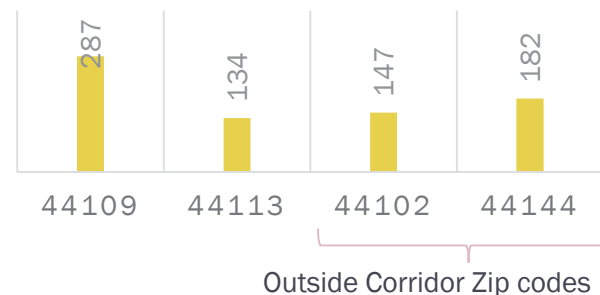
Interest in Living Closer to Work Metro Health Employees (2012):



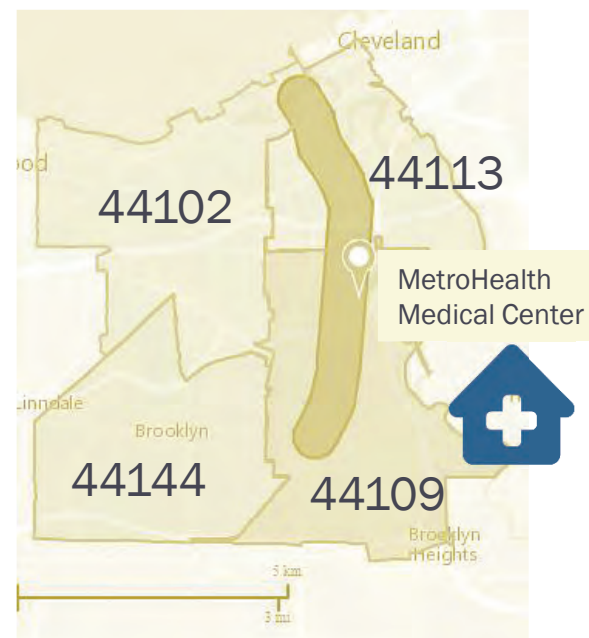
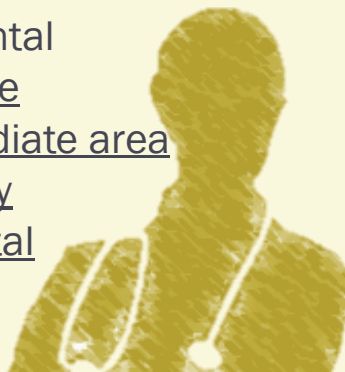
30 percent of Metro Health employees who responded to a 2012 housing survey preferred to live closer to work.



MetroHealth Medical Residents by ZIP Code



Currently, there are **750 medical residents** participating in MetroHealth’s one- to six-year residency programs, with approximately 44 percent residing within ZIP codes located outside of the Corridor. Many of these residents are under 30 and likely prefer short-term rental housing. It is likely that a large share of these professionals, who reside outside the immediate area represent pent-up housing demand, as many would likely prefer to live closer to the hospital if quality rental housing were available.

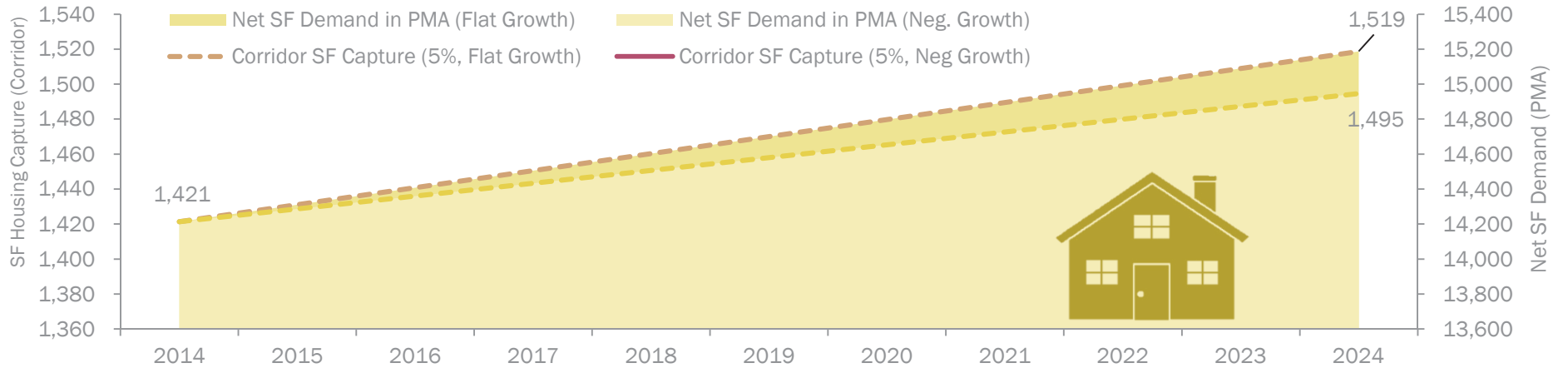


HOUSING

Single-Family Demand

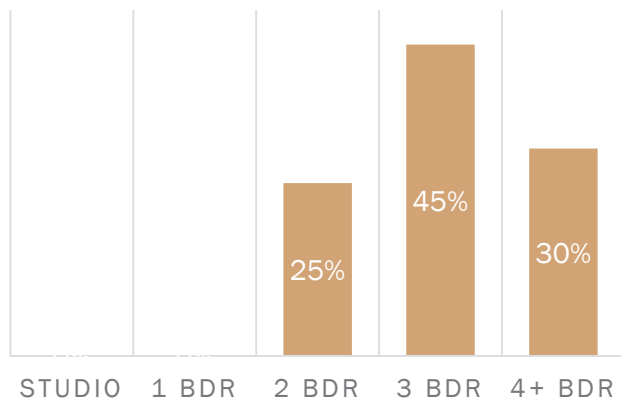
Projected Single-Family Housing Demand and Corridor Capture

50% Net Housing Demand in PMA
10% Capture in Corridor

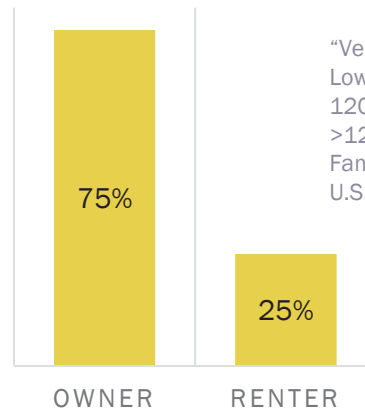


Single-Family Demand Capture Assumptions: Corridor

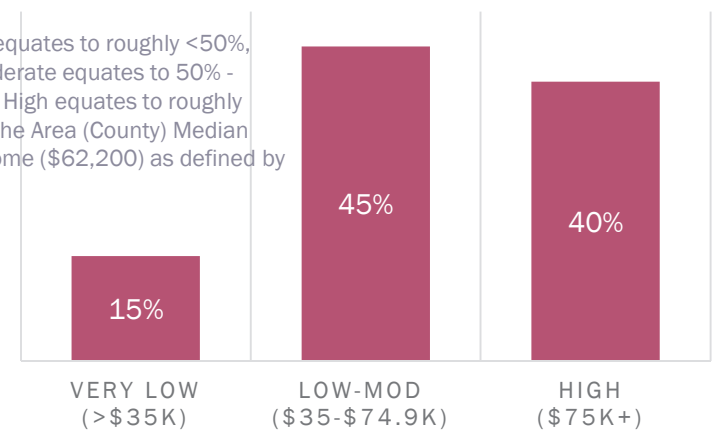
...by Bedroom Type



...by Tenure



...by Income Category



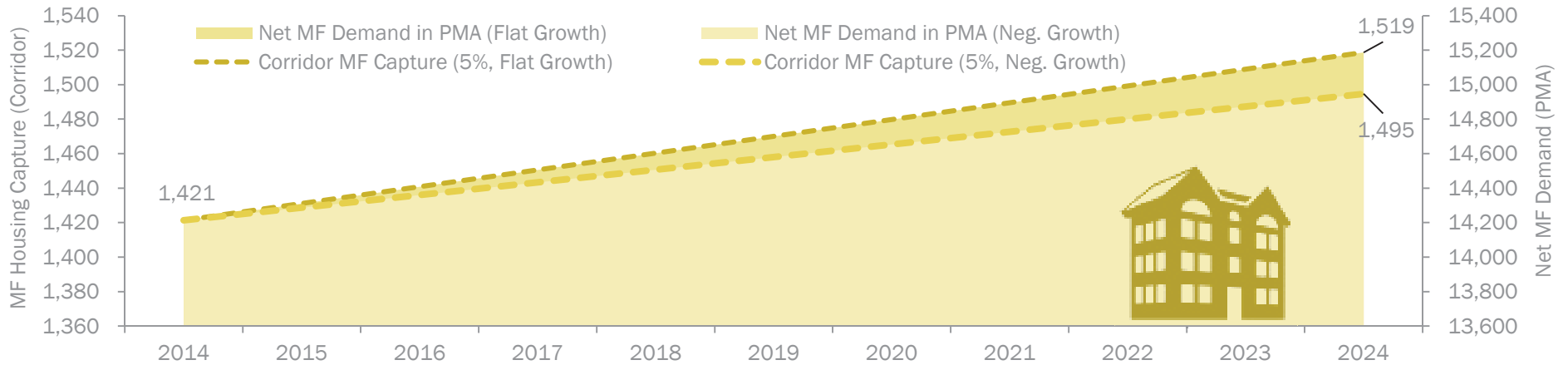
"Very Low equates to roughly <50%, Low to Moderate equates to 50% - 120%, and High equates to roughly >120% of the Area (County) Median Family Income (\$62,200) as defined by U.S. HUD."

HOUSING

Multifamily Demand

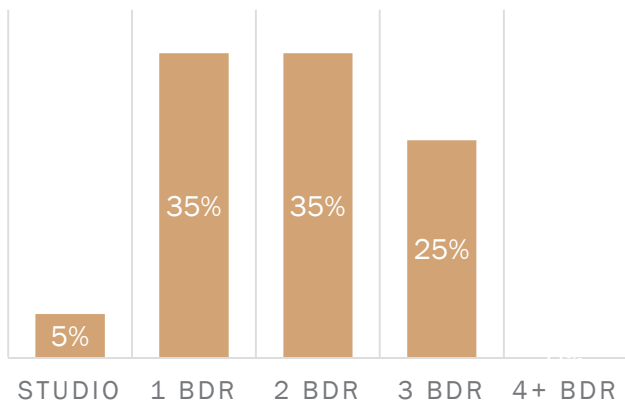
Projected Multifamily Housing Demand and Corridor Capture

50% Net Housing Demand in PMA
10% Capture in Corridor

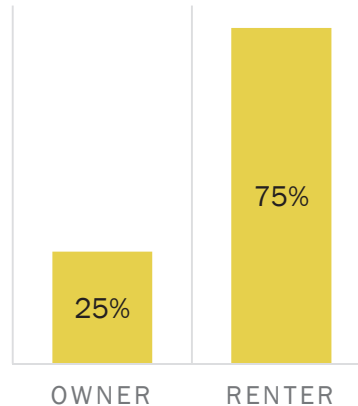


Multifamily Demand Capture Assumptions: Corridor

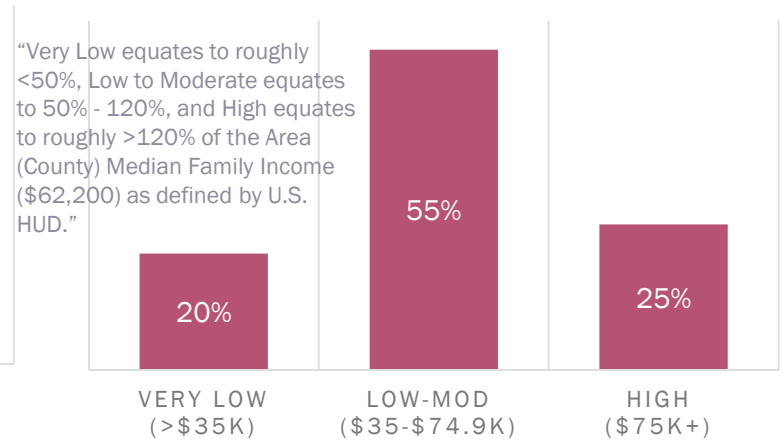
...by Bedroom Type



...by Tenure



...by Income Category



HOUSING

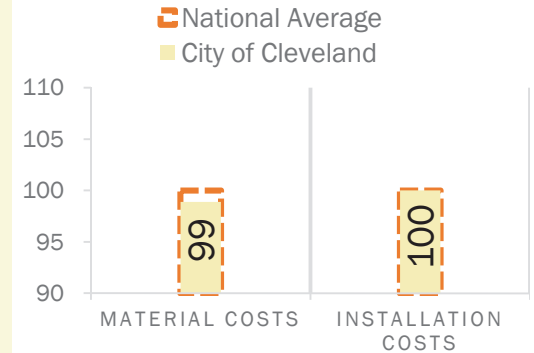
Construction Costs

Average Construction Costs by Type (per unit, 2013)

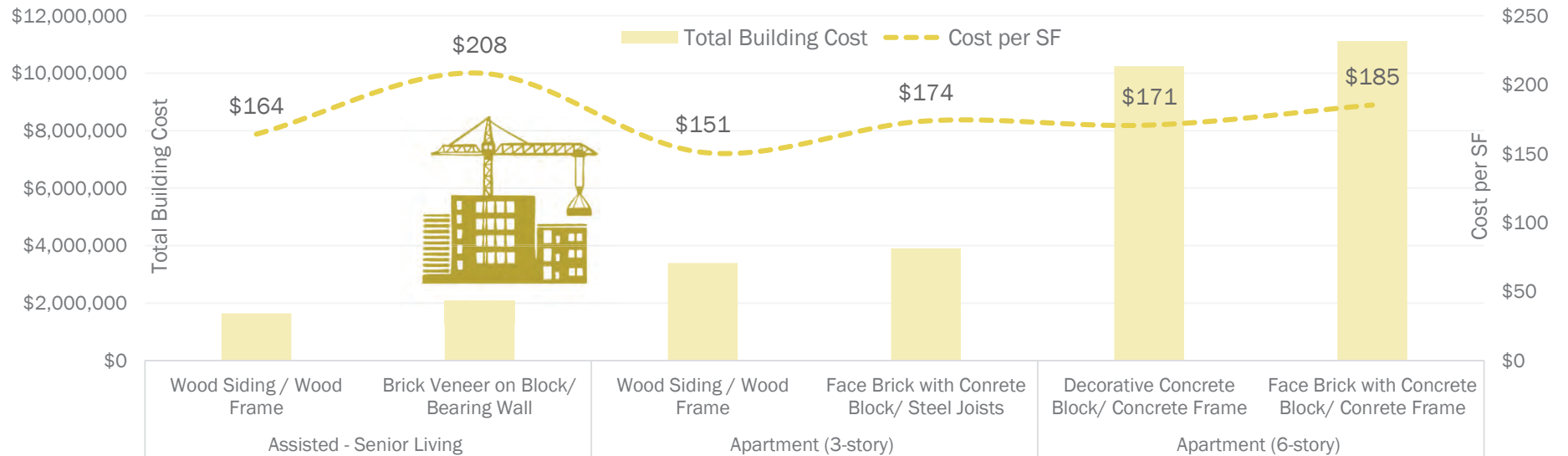
Single-Family	\$94,100
Duplex	NA
3-4 Units	\$45,500
5+ Units	\$106,100

Average residential construction costs in Cleveland range from \$45,500 for a unit in a 3-to-4-unit building, to \$106,100 for a unit in a 5-plus-unit building. Although construction costs range by building type and materials, average materials and installation costs are similar to the national average and do not appear to be a barrier to local area development.

City Cost Indexes (2014)



Average Construction Cost by Residential Building Type and Material (2014)



HOUSING

Potential Programs and Impact

Employer assisted housing (EAH) programs: EAH programs aimed at promoting live-near-work housing could offer incentives (e.g. homeowner or rental assistance, education/counseling, new construction/renovation) to local employees living within the Corridor. Currently, Greater Circle Living offers financial incentives (e.g. forgivable loans for down payment) to full-time employees of any nonprofit institution in Greater University Circle (Cleveland), as well as employees of Case Western Reserve University, Cleveland Clinic, Cleveland Museum of Art, and University Hospital. A national comparison of EAH program types and examples is included in the Appendix of this report.

Investment and Job Catalyst: Capital investment within and surrounding the Corridor (e.g., MetroHealth campus) could serve as a catalyst for additional private investment and development (known as the “proximity effect”), similar to that experienced near University Circle and other medical institutions that have completed major capital projects. According to a 2013 Cleveland State University report, the over \$77.1 million invested by the City of Cleveland within the Health Tech Corridor (HTC) from 2008 to 2012 leveraged an additional \$132.1 million in investment and 1,935 jobs (majority from new or expanding businesses) within the Corridor. From 2001 to 2012, average property values among HTC projects, with city investment, grew by and estimated 80 percent.



APPENDIX

Employer-Assisted Housing Programs

There are five types of EAH programs that organizations can implement (either individually or in various combinations):

- **Homeowner Assistance:** Using extra capital to reduce the cost of buying a home for an employee through services like mortgage guarantees and discounts, discounted closing fees, and forgivable loans to accommodate down payments
- **Rental Assistance:** Using extra capital to ease the renting process by either absorbing portions of the rent, paying security deposits, or helping with searching for and moving into a new place
- **Education/Counseling:** Using third parties like real estate services or financial planning nonprofits to help educate and assist employees in the homeownership or rental process
- **New Construction:** Investing in new homes, establishing land banks, etc.
- **Renovation:** Providing financial assistance for employees' home renovations



Source: Max Goetshel, An Analysis of Employer-Assisted Housing Programs for the City of Pittsburgh, June 23, 2014

APPENDIX

Employer-Assisted Housing Programs

Comparison of Employer-Assisted Housing (EAH) Programs

Program	Industry	Location	Benefits	Partners	Results
American Family Life Insurance Company (AFLAC)	Insurance	Columbus, GA	\$1,000 grants towards purchasing any home, \$5,000 grants for first homebuyers in targeted areas, counseling, and mortgage brokering	NeighborWorks	Over 200 participants, 35 of which were female, first-time homebuyers
Aurora Health Care	Health Care	Milwaukee, WI	5-year forgivable loan of up to \$3,000, as well as financial/homeownership guidance	NeighborWorks, SelectMilwaukee	The 208 participants were harder workers, less likely to quit, from proportionate income levels
University of California System	Education	9 campuses, CA	40-year variable loan 85-90% of value, lower initial rate on mortgages, supplemental loans on primary/secondary mortgages, salary differential housing allowances in either lump sums, or over 10 years	North American Mortgage Company	-
Case Western Reserve University	Education	Cleveland, OH	A forgivable loan of \$20,000 (with an additional \$10,000 for low income employees) towards purchasing a home, \$1,400 one-time rental assistance reimbursement, and a grant of up to \$8,000 for exterior home renovations, all within designated areas	City of Cleveland; University Circle; Fannie Mae; local CDCs; local lenders (Third Federal Savings and Loan, Fifth Third Bank, Key Bank, National City Bank, Ohio Savings Bank); local real estate services (Realty One).	-

Source: Max Goetschel, An Analysis of Employer-Assisted Housing Programs for the City of Pittsburgh, June 23, 2014

APPENDIX

Property Value Change

Property Value Change of Health Tech Corridor (HTC) Projects with City Investment, 2001, 2006, & 2012

Project	2001 Value	2006 Value	2012 Value	% Change 01-06	% Change 06-12	% Change 01-12
6555 Carnegie	\$334,100	\$331,000	\$546,300	-1%	65%	64%
7000 Euclid	\$163,600	\$321,300	\$822,200	96%	156%	403%
American Sugar	\$1,723,400	\$1,913,400	\$2,036,300	11%	6%	18%
Bellflower Investments	\$185,100	\$204,400	\$252,700	10%	24%	37%
Church Square Common	\$163,800	\$147,900	\$1,558,700	-10%	954%	852%
Cleveland Hearing & Speech	\$53,300	\$57,200	\$5,879,800	7%	10179%	10932%
Collegetown Blue LP	\$196,400	\$400,000	\$1,024,100	104%	156%	421%
Greenbridge Commons	\$214,300	\$232,100	\$4,075,600	8%	1656%	1802%
Heather B Moore	\$150,500	\$224,600	\$688,400	49%	207%	357%
MidTown Police Station	\$640,700	\$0	\$629,900	-100%	0%	-2%
Midtown Tech Park	\$887,900	\$896,100	\$9,801,000	1%	994%	1004%
Moskey Dental	\$206,700	\$210,000	\$189,400	2%	-10%	-8%
Pierre's	\$69,900	\$87,600	\$5,053,400	25%	5669%	7129%
St. Vincent Charity	\$35,830,500	\$10,000,000	\$30,602,600	-72%	206%	-15%
The Agora	\$43,900	\$49,900	\$1,112,600	14%	2130%	2434%
Transaction Realty	\$251,600	\$271,500	\$279,400	8%	3%	11%
Tudor Arms Doubletree	\$5,250,500	\$500,000	\$5,446,000	-90%	989%	4%
Victory Building 5	\$754,200	\$1,648,800	\$2,568,200	119%	56%	241%
Warner Swasey	\$3,300,000	\$3,200,000	\$2,600,000	-3%	-19%	-21%
Z & M Triangle Partners	\$636,800	\$1,043,000	\$17,287,700	64%	1557%	2615%
Total for all Target Area	\$51,057,200	\$21,738,800	\$92,454,300	-57%	325%	81%
Total for Rest of Area	\$2,330,305,200	\$2,919,415,400	\$4,201,470,200	25%	44%	80%



BACKGROUND

109.1 "Old Brooklyn Downtown" Aerial (courtesy Bing Maps)

W25 Transit-Oriented Development Strategy
Steering Committee | 11 July | 9:30 – 11:00 am

Steering Committee, Meeting One

	<p>Meeting Location:</p> <p>MetroHealth Main Campus (East Dining Room) 2500 MetroHealth Drive Cleveland, Ohio 44109</p>
--	--

Friday, July 11, 2014

930	Welcome	Corlett
935	Meeting Goals	Mortensen
940	Kick-Off Meeting Summary	Taft Mueller
950	<p>TOD Project Update</p> <ol style="list-style-type: none"> 1. Purpose/Scope 2. Deliverables 3. Consultants 4. Sched/Venues 5. Leadership 6. Contributors 	<p>Mortensen</p> <p>(Discussion welcome throughout.)</p>
1040	Stakeholder Announcements	Committee Members
1100	Adjournment	<p>Meeting Two:</p> <p>Week of 4 August (TBD)</p>

PROJECT | W25 Transit Development Strategy
MEETING | Steering Committee Meeting One
DATE | 11 July 2014, 9:30 AM
LOCATION | MetroHealth Main Campus
ATTACHED | (2) Meeting Agenda, Presentation

TO | Steering Committee
W25 Transit Development Strategy

FROM | Wayne Mortensen, Cleveland Neighborhood Progress
Zoe Mueller, Cleveland Neighborhood Progress

PARTICIPANTS | George Cantor, John Corlett, Brian Cummins, Tim Donovan, Anne Hill, Dr. Donald Malone, Jeff Ramsey, Maribeth Feke, Michelle Gryzbowski, Mark McDermott, Tom McNair, Juan Molina Crespo, Scott Pollock, Cory Riordan, Amy Snell, Jacob VanSickle,

TEAM | Wayne Mortensen, Zoe Mueller, Aaron Goodman

SUMMARY

The meeting began at 9:40 am when Wayne Mortensen of Cleveland Neighborhood Progress (CNP) welcomed everyone to the first session of the West 25th Street Transit Development Strategy Steering Committee. After John Corlett of MetroHealth briefly thanked the committee members for convening on MetroHealth's campus, Mortensen began the presentation by distributing copies of the agenda, identifying the two other attendees from Cleveland Neighborhood Progress, and asking all committee members to introduce themselves to the group.

After introductions, Mortensen gave a brief outline of the goals for the day's meeting as well as the ongoing work of the Steering Committee, including:

1. A high level of transparency and clear communication in all operations of the Committee and from the consultant team.
2. Orientation of the Committee as a leadership team capable of demonstrating a high level of mutual trust that will enable Committee members to participate candidly and be confident that sensitive information will be respected.
3. An emphasis on collaboration. The Committee's work should develop beneficial relationships by bringing together anchor institutions, community development corporations, civic organizations, government officials, and other stakeholders.
4. Updates and feedback: this venue provides a valuable feedback loop for project direction and relevant updates on the ongoing planning and implementation work of the partner organizations.

Following this discussion of general goals and objectives, Zoe Mueller of Neighborhood Progress walked through the minutes from the May 2, 2014 "reset" meeting to brief the Committee on that discussion and establish a baseline for the morning's conversation. Mueller also mentioned that the May 2nd minutes, along with all other Committee materials, will be available via Dropbox for all Committee members.

Mortensen then updated the Committee on the current state of the transit development strategy. After presenting a vision statement, he specified the geographical scope of the Committee's work (from Detroit Avenue to the North to Downtown Old Brooklyn to the South) and listed the project's deliverables:

- A market study featuring projected housing demand.
- A transit feasibility analysis.
- An implementation strategy and development framework.

Committee members raised several points as Mortensen laid out the scope of the project, including:

- Councilman Brian Cummins commented, and Mortensen and Mueller agreed, that any transit development strategy should include nodal analysis. The West 25th Street Corridor is much too long to travel by foot, so the focus should be on strengthening each individual node and strategically placing connective infrastructure.
- Mark McDermott asked how the development recommendations will address capital availability and fundraising strategies. Cummins added that the City has received the lowest level of CDBG funding in 40 years, so investment will mostly have to come from outside sources. Mortensen said that the development timeline is intended to feed into OHFA deadlines and complement the HKS planning effort for MetroHealth.

PROJECT	W25 Transit Development Strategy
MEETING	Steering Committee Meeting One
DATE	11 July 2014, 9:30 AM
LOCATION	MetroHealth Main Campus
ATTACHED	(2) Meeting Agenda, Presentation

Mortensen then discussed the consultants that Neighborhood Progress will engage as part of the development project. A ward Planning will complete the market study and develop the housing projections. CNP was currently in discussions with two engineering/transit firms to determine who would undertake the engineering study for transit development needs along the corridor.

- Jeff Ramsey pointed out that the market analysis should draw upon previous housing studies performed in Ohio City, Tremont, and the Gordon Square district of Detroit Shoreway.

Attention then turned to the schedule. The Committee meetings will each take place ahead of scheduled charrettes, where the presented working groups would accomplish the vast majority of their work. Mortensen also stated a desire of the planning team to make a concerted effort to recruit local participants, especially from the Latino community, to ensure that they are represented throughout the process. Cleveland Neighborhood Progress staff members will coordinate each working group to minimize strain on Committee members.

- Councilman Cummins asked that, because the process is now moving relatively quickly, a one-page project summary or media release be drafted to keep the public informed.

Committee members then discussed other documents and plans that should contribute to the transit development strategy:

- The TOD study undertaken by RTA and Ohio City Inc. surrounding the West 25-Ohio City RTA station.
- A recent food desert study focusing on the area (Cummins raised the possibility of attracting a grocery store/market to locate in the vicinity of the MetroHealth campus).
- Existing zoning along the corridor.
- The Clark Avenue TICI Study (Planned, but not yet Underway)
- The MetroHealth Transformation Initiative
- The CUDC West 25th Street Corridor Initiative Study
- The community wealth building study completed by the Democracy Collaborative (Ted Howard).

Aaron Goodman of Cleveland Neighborhood Progress then presented a timeline of development projects currently taking place within the study area as a first attempt at centralizing information about development projects that are either planned or currently underway. There was consensus that the timeline should be kept current and could serve as a valuable tool for the Committee. Committee members were asked to send corrections or additions to Goodman.

- George Cantor asked that the timeline include quantitative information about the dollar amount and square footage of the projects.

The meeting was then opened up for updates and announcements from committee members and general comments.

- Jeff Verespej of Old Brooklyn Development Corporation provided a brief update on his corridor planning initiative.
- Ramsey expressed concern about the inclusion of individual private developers in the process. After some group discussion, Mortensen suggested that a developers' forum could be utilized to collect feedback from these stakeholders before the implementation plan was finalized and the group agreed.

The Committee informally endorsed the planning approach, with the stated amendments.

The meeting was adjourned at 11:45 am.

NEXT MEETING	1 August 2014
	9:30 am
	Lutheran Hospital (1730 West 25 th St.)

W25 Transit Development Strategy
Steering Committee | 1 August | 930 – 1100 am

Steering Committee, Meeting Two

	Meeting Location: Lutheran Hospital (Loop Board Room) 1730 West 25 th Street Cleveland, OH 44113
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Friday, August 1, 2014

930	Welcome	Corlett Ratner
935	Meeting Goals	Mortensen
940	Steering Committee Final Roster	Mueller
945	Consultant Update 1. Economics/Market Analysis 2. Engineering/Transit	Mortensen
1000	Charrette Preview	Mortensen
1015	Working Group Charges	Mortensen Mueller
1030	Public Engagement/Approach	Ramsey
1050	Next Steps	Mortensen
1100	Adjourn	Next Meeting: 16 Aug: Charrette, Day 1 Club San Lorenzo 3121 W 33rd Street TBD: Steering Committee 03

PROJECT | W25 Transit Development Strategy
 MEETING | Steering Committee Meeting Two
 DATE | 1 Aug 2014, 9:30 AM
 LOCATION | Lutheran Hospital
 ATTACHED | (2) Meeting Agenda, Handouts

TO | Steering Committee
 W25 Transit Development Strategy

FROM | Wayne Mortensen, Cleveland Neighborhood Progress
 Zoe Mueller, Cleveland Neighborhood Progress

PARTICIPANTS | George Cantor, Gerardo Colon, Jr., John Corlett, Brian Cummins, Dr. Donald Malone, Jeff Ramsey, Maribeth Feke, Mark McDermott, Tom McNair, Juan Molina Crespo, Scott Pollock, Cory Riordan, Amy Snell, Adam Stalder, Jacob VanSickle, Jeff Verespej

TEAM | Wayne Mortensen, Zoe Mueller, Aaron Goodman

SUMMARY

The meeting began at 9:40 am when Wayne Mortensen of Cleveland Neighborhood Progress welcomed the group and asked the co-chairs and meeting host for any welcoming comments before discussing the first item on the agenda. Joel Ratner of Neighborhood Progress thanked all Committee members for attending and expressed his gratitude to Enterprise Community Partners for its support of the West 25th transit development strategy. Ratner also thanked Dr. Donald Malone and Lutheran Hospital for hosting the meeting. Malone welcomed the committee and encouraged them to return at their convenience to tour the recent physical improvements made to the campus.

After these opening remarks, Mortensen distributed meeting materials to the Committee and noted that all such documents are available to participants via Dropbox. Mortensen then outlined the goals for the session while stressing, as he did at the first meeting of the Committee, that a candid and collaborative spirit should guide the Committee's work. Other goals he identified:

1. Getting the Committee's feedback on several important documents, including a draft press release and materials for working group sessions at the August 16 charrette.
2. Discussing the Committee's public outreach strategy and reaching a consensus about public outreach.
3. Updating the committee about Neighborhood Progress' conversations with potential consultants and reviewing the project schedule.

Mortensen then solicited input on the Committee roster, asking members whether they knew of anyone who should be included and invited to future meetings. Several Committee members responded with recommendations:

- City leadership should be more formally involved, including Regional Planning Director Ed Rybka and Planning Director Freddy Collier. Joel Ratner noted that Neighborhood Progress had already contacted Collier but had not yet received a response. Representation from the Public Works and Capital Projects offices may also be appropriate.
- A representative from the Cuyahoga County Department of Economic Development would also be a useful addition.
- The Committee agreed that the team should brief relevant City officials unable to attend Steering Committee meetings.

Mortensen then passed out copies of a draft media statement, seeking Committee feedback before releasing it to the public. Juan Molina Crespo asked that the final version of the statement explicitly reference the Hispanic Alliance, to which there was no objection. John Corlett suggested, and the Committee agreed, that the statement should not be released until locations and dates for future charrettes were finalized.

After discussion of the media statement concluded, Mortensen updated the Committee on the consultant team that Neighborhood Progress had assembled to advise the transit development strategy. 4ward Planning will complete the market study and develop housing projections while the transit questions will be addressed by a partnership between Parsons Brinckerhoff and Michael Baker Corporation – all consultants that GCRTA has been historically pleased with, according to Maribeth Feke. The discussion was concluded with a brief description of the ultimate goal of the transit development strategy: a matrix describing several alternative transit development strategies along with their estimated costs, projected political support, required ridership, and preferred housing density levels as well as answers to questions regarding what kind of housing at what

PROJECT | W25 Transit Development Strategy
 MEETING | Steering Committee Meeting Two
 DATE | 1 Aug 2014, 9:30 AM
 LOCATION | Lutheran Hospital
 ATTACHED | (2) Meeting Agenda, Handouts

income levels and how much of it. The consultants will be charged to answer these questions and will present draft work to the Committee for feedback throughout the process. Representatives of the consulting firms will also be in attendance at a few meetings of the steering committee and public charrettes.

Two more documents were then distributed to the Committee for review: a facilitator packet designed to guide working groups' discussions through the three-part public charrette and a copy of the charrette feedback mechanism. Mortensen noted that the working groups would be generally facilitated by a Neighborhood Progress staffer with expertise in the discussion topic and that those staffers were currently finalizing group rosters. The feedback sheet will be enlarged a 36 x 48 plot that includes a corridor map and space for comment. It was agreed that the tool be made as accessible as possible by including street names and landmarks. Mortensen also committed to making the materials bilingual. The working groups are free to schedule additional meetings outside of the meeting schedule, but the formal discussions would still take place at the charrettes.

Attention then turned to the Committee's public outreach strategy. Mortensen began by summarizing Neighborhood Progress' original proposed approach by attesting that community input was always valuable, but the outcome-oriented focus of this process seemed to justify a smaller engagement circle, with particular attention paid to engaging the historically underrepresented Hispanic community in order to build bridges to that community. A few committee members disagreed, noting that the charrettes should either be either fully public or completely private (if some community groups are going to be engaged, then the Committee should make a more concerted effort to advertise the charrettes to the broader public). Jacob VanSickle added that fuller public involvement will also be beneficial because many of the area's previous planning studies are several years old and could use updated information and input. Joel Ratner and John Corlett pointed out that CDCs and institutions like MetroHealth could take on the work of advertising the charrettes to their employees and area residents. The Committee reached a consensus about undertaking a broader public engagement effort and identified several steps to take moving forward:

- The community organizations will take the lead on public outreach in their respective jurisdictions.
- Neighborhood Progress will create a bilingual flyer advertising the charrettes and forward it to Committee members for distribution. Juan Molina Crespo will assist with the Spanish translation.
- Neighborhood Progress will also create and maintain a webpage with information about the planning effort, planning documents, and meeting announcements.
- Mortensen noted that Committee members, while engaging in a broader outreach strategy, should also actively recruit individual stakeholders with critical perspectives from parts of the community most affected by this possible work.
- Neighborhood Progress will make efforts to ensure that each working group includes a Spanish speaker capable of translating the discussions and summarizing the main points of the broader public meeting.
- Neighborhood Progress will team with the Hispanic Alliance to provide refreshments at the first charrette.
- The Saturday meeting was scheduled specifically to allow residents that are busy during the week to participate.

The meeting was then opened to updates and announcements from Committee members.

- Juan Molina Crespo informed the Committee that the Hispanic Alliance had submitted a proposal to the Gund Foundation to fund a full-time public engagement staff position.
- Aaron Goodman of Neighborhood Progress passed out an updated timeline of development projects taking place along the corridor and asked that additions or revisions be emailed.

Mortensen thanked all Committee members for attending and participating in what was a very efficient discussion. The next meeting, he commented, would begin to dive into more challenging topics. The meeting was adjourned at 10:20 am.

NEXT MEETING | 12 Sept
 MetroHealth, Main Campus

Steering Committee, Meeting Three

	Meeting Location: Metro Health, Main Campus Room K107 (the board room) 2500 MetroHealth Drive Cleveland, Ohio 44109
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Friday, September 12, 2014

930	Welcome	
930	Where We've Been - August Notes - Media Release - Charrette Recap	Mortensen
945	Where We're Going - Transit Consultant - Charrette Agenda - Balance of Schedule	Lyon Stadler Mortensen Rosenberger
1000	Group Discussion - Transit Analysis Options - Key Nodes - Development Boundaries - Coordination - Ideal Ratios	Mortensen
1035	W25 Striping Advocacy	VanSickle
1050	Updates and Announcements - Neighborhood Plans - Developments	All
1100	Adjourn	Upcoming: 16 Sep: Charrette, 6 to 8:30pm Saint Wendelin's, 2281 Columbus Road 10 Oct: Committee Meeting 3, 9:30 to 11am TBD

PROJECT | W25 Transit Development Strategy
 MEETING | Steering Committee Meeting Three
 DATE | 12 Sep 2014, 9:30 AM
 LOCATION | MetroHealth
 ATTACHED | (2) Meeting Agenda, Handouts

TO | Steering Committee
W25 Transit Development Strategy

FROM | Wayne Mortensen, Cleveland Neighborhood Progress
Zoe Mueller, Cleveland Neighborhood Progress

PARTICIPANTS | See Roster

TEAM | Nancy Lyon Stadler, Ken Liwag, Wayne Mortensen, Zoe Mueller, Caroline Nardi

SUMMARY

The meeting began at 9:40 am. Wayne Mortensen framed the meeting with an analysis that the group was at a key transition point: a shift in the content of committee meetings, from process/procedure focus to direction and decision making. As such, the goals of the meeting were to review public feedback, solicit that of the committee, make decisions, and chart a course. The group then reviewed the draft meeting minutes from the previous steering committee and public charrette. The draft press release was reintroduced for discussion, but later tabled until the open house had been scheduled so as to not confuse the messaging provided via additional press surrounding the process, courtesy the Hispanic Alliance. Freddy Collier requested that Cleveland Neighborhood Progress provide a brief for key City of Cleveland staff in the Mayor's Office, Economic Development and City Planning Departments, and the respective councilmen. Mortensen confirmed that a meeting with Councilmen Cimperman and Kelley was already scheduled and that they would be happy to brief the additional staff as well.

Mortensen reviewed the tone, scale, and representation at our first planning meeting (August 16th). He observed that it established the foundation for a robust public process, but the help of the committee would still be necessary to sustain the level of public engagement. The entrance survey data was reviewed just before the full summary of the working group feedback from the charrette. A few themes were highlighted, including:

- W25/Clark began to emerge in the discussions as a meaningful business center of the Hispanic community. A corollary residential hub ("heart") was identified just a few blocks west, at Clark/Fulton.
- Housing stock and diversity of typology in the area were seen strengths but upkeep/maintenance remain challenges.
- The transit service was seen as relatively good and frequent service, but that there could be improvements around way-finding, waiting environments, and communication as well as branding.
- Social/Education/Recreation venues exist, but the network is generally in need of physical improvements and programming to strengthen the service quality of these facilities.
- Bridges were universally identified as challenges/voids/barriers to the continuity/experience of the corridor. The corridor has several destination spots that can be better leveraged.
- There is a need to better enfranchise and connect pockets of racial and/or economic segregation along this corridor.

Brian Cummings suggested that, in some cases, the composition of the working groups created some tunnel vision and a skewed perception of the assets/challenges. We need to be sure that we are capturing ALL of the area's key programs and facilities and not just those that are valued or known by the outside public. This comment bridged to the city-wide challenges around how balance is maintained between the attraction of franchise retailers and local enterprises with the support of small-scale, ethnic business entrepreneurship. Collier suggested an inventory of – and marketing around – local businesses such that they can be highlighted and celebrated to improve operations. This moved to a discussion around how concerns brought up around racial/economic diversity should be communicated. These are sensitive issues that require great care to avoid getting "stuck in the rhetoric" and continue to dismantle negative perceptions while bridging divides. The group needs to diffuse loaded words (gentrification, segregation, racial divides) so that they do not undercut the work.

PROJECT | W25 Transit Development Strategy
 MEETING | Steering Committee Meeting Three
 DATE | 12 Sep 2014, 9:30 AM
 LOCATION | MetroHealth
 ATTACHED | (2) Meeting Agenda, Handouts

Mortensen then introduced the transit consultants in attendance from Michael Baker International and Parsons Brinckerhoff and noted their involvement in other recent (and simultaneous) studies adjacent to the corridor. These consultants, he stated, are intimately familiar with, and committed to, this community. Cummins raised two key issues that he felt were missing from the transit working group discussion: the lack of transit connectivity to Steelyard Commons for employment and shopping and service cutbacks along Clark Avenue. Mortensen concluded the overview with a discussion about the agenda for the next public charrette, which would be more aggressive in its requests from the working groups. The ground covered, he observed, would include transit considerations, due diligence reports, initial development of nuanced work plans and responses to questions posed in the first charrette, and feedback about places to begin (what are the starting points, nodes, hubs, etc.). The group was then engaged in a discussion about the way forward, which produced the following comments:

- Transit analysis options should include larger, articulated buses to deal with peak demand periods along the corridor, dedicated circulators like the green trolleys downtown (along the corridor, to Steelyard, etc.), branded buses, BRT expansion/refinement, express bus service, and system revisions to increase efficacy.
- Key nodes would drive the “express” transit discussions.
- Development boundaries and relationships between the CDCs will be important. We need to be clear about who is doing what work where and who needs to be consulted. Mortensen suggested an MOU to formalize these understandings and clarify relationships for City officials and private developers.
- Coordination is key.
- The ideal ratios of housing along the corridor need to be identified (market study should help with this).
- Jeff Ramsey requested a meeting with 4Ward planning to ensure that they produce what corridor stakeholders need.
- The nodes suggested in the W.25th Street Initiative Plan (CUDC) were a good starting point, but should be referred to as follows:
 - Detroit: Lakeside/Flats
 - Lorain: Ohio City
 - Queen: Industrial Village
 - Clark: La Villa Hispana
 - Trowbridge: MetroHealth
 - Denison: Brooklyn Center
 - Wildlife: Zoo
 - State: Old Brooklyn Downtown

Several members of the committee provided the group with updates, including:

- Cummins reported on the requisite traffic study process to restripe the southern part of the corridor. The study will need to be delivered by spring in order to plug into the repaving project. Mortensen added that it will be too late to influence the southern half of the study area and that advocacy would revolve around it being striped with temporary paint to allow for future restriping. Ramsey suggested that we pursue funding via NDP grants (Bike Cleveland, Neighborhood Progress, Councilman Cummins and Councilman Cimperman have all committed funds to this effort).
- Collier mentioned that the city is exploring form-based code as a means to facilitate development along the opportunity corridor area, but the conversation could apply elsewhere.
- Anne Hill cited a safe routes to school study was in the works led by the City Planning Commission and Bike Cleveland. Collier committed to include this group in the steering committee for that study.
- Hill also suggested that Global Cleveland be incorporated into the discussions in a serious way and Cummins added that there is some important work being done by Case Western Reserve University to better understand the dynamics of the Puerto Rican community.

The meeting was adjourned at 11:00am.

NEXT MEETING | 10 Oct 14
 Senior Citizen Resources
 Old Brooklyn

W25 Transit Development Strategy
 Steering Committee | 10 October | 930 – 1100 am

Steering Committee, Meeting Four

	Meeting Location:
	Senior Citizen Resources 3100 Devonshire Cleveland, Ohio 44109

Friday, October 10, 2014

930	Welcome	
935	Recap - September Notes - Charrette Summary	Mortensen
950	Draft Market Study	Mortensen
1000	Update: Broadband Proposal	Cummins
1010	Update: Chicago Site Visit	Mueller
1020	Update: W25 Restriping Advocacy	Mortensen
1025	Update: NEA Grant Program	Mortensen
1030	Group Discussion - Development Boundaries - Coordination - Employee Incentives - Developer's Forum - City Staff Briefing	ALL
1045	Announcements	ALL
1100	Adjourn	Upcoming: 16 Oct, 6-8:30pm – Charrette Three Great Lake's Tasting Room, 2701 Carrol Ave 7 Nov, 9:30-11am – Committee Meeting 5 TBD 13 Nov, 5-7pm – Public Open House Cleveland Metroparks Zoo

PROJECT	W25 Transit Development Strategy
MEETING	Steering Committee Meeting Three
DATE	10 Oct 2014, 9:30 AM
LOCATION	Senior Citizen Resources, 3100 Devonshire
ATTACHED	(2) Meeting Agenda, Handouts

TO	Steering Committee W25 Transit Development Strategy
FROM	Wayne Mortensen, Cleveland Neighborhood Progress Zoe Mueller, Cleveland Neighborhood Progress
PARTICIPANTS	See Roster
TEAM	Nancy Lyon Stadler, Wayne Mortensen, Zoe Mueller, Tim Rosenberger

SUMMARY

The meeting began at 9:46 am with an overview of the upcoming schedule and an apology from Mortensen for any miscommunication that resulted in a lack of awareness about the time/place of the morning's meeting. The next three meeting times were shared and Mortensen also committed to forwarding outlook invitations for each. He would also host a conference call on the following Tuesday for anyone unable to attend the meeting.

Mortensen then shared some of his impressions of the September charrette:

- The meetings have had an interesting dynamic in that there hasn't been much overlap in attendance. A full 44% of attendees at the second charrette had not attended the first, which is a challenge in any progressive planning process. CNP committed to reach out to previous attendees and implored the CDCs to continue to recruit as well.
- Despite the lack of repeat attendance, neighborhood turnout has been generally good (the predominant neighborhood affiliation predictably shifted from Clark-Fulton/LaVilla to Ohio City and Tremont for the meeting in Tremont).
- The most interesting outcome was the development of consensus around the three "most important" nodes: 1. La Villa Hispana, 2. Lakeview-Flats, and 3. MetroHealth. People are seeing opportunities here, real needs, and obvious challenges to be addressed that will add a great deal to the overall corridor.
- Specific urban design challenges have also been identified in the Industrial Village (Queen/Barber) and Zoo (Wildlife Way) nodes, but there is not substantial work required from our working groups. Old Brooklyn Downtown (State) is seen as a strong anchor with opportunities to build on stable housing with more retail and housing.
- Prioritization was taken from a composite analysis of each working group's feedback.

The meeting proceeded with a review of the draft market study, which was said to be a briefing of relevant market data from the study area. The report will be further nuanced by input from stakeholders that can frame and add to the long-term projections/context to layer contextualized knowledge on top of the raw data. Projections will factor in the impact of projects in the pipeline. Other observations included:

- Labor market analysis, which shows many sectors in decline, save medical and associated manufacturing and industrial (it will be interesting to see how this will be impacted by MetroHealth and Lutheran's long-term investments and internal transformations).
- The necessity to connect with Voss and LJ Minor (Michelle Johnson may be contact).
- Important to clarify geographies that will be included in study.
- Several additional comments about the draft report were noted and will be shared with the consultant.

Project updates followed this discussion and are summarized below.

- Broadband Proposal (Cummins)
 - Field trip to Chattanooga to learn about this at which point they learned that they had released grant opp'y.

PROJECT	W25 Transit Development Strategy
MEETING	Steering Committee Meeting Three
DATE	10 Oct 2014, 9:30 AM
LOCATION	Senior Citizen Resources, 3100 Devonshire
ATTACHED	(2) Meeting Agenda, Handouts

- Poll-based fiber could be installed for \$35,000-\$45,000/mile, which is comparatively low compared to other infrastructure investment with much higher recruitment possibility; leverage city dollars for matching capital.
- A build it and they will come strategy for attraction. Few existing businesses have shown strong interest, but expect that is due to a lack of understanding about opp'y. Need to define the monthly cost for the service.
- We will also be reaching out to Akram Boutros and their new transformation director to update them.
- OneCommunity offers 25% match, so even if we grant not approved, still an investment worth exploring.
- Remember, this is just the Letter of Interest phase, so specifics are still few, but if/when we get to the next round, we will work closely with OneCommunity to figure out what exactly would be done.
- Economic impact study from MetroHealth is necessary to better understand how many satellite businesses will be looking at co-locating near MetroHealth (need to identify at least 5-10 companies to sign up).
- Update: Chicago Site Visit (Mueller)
- Update: W25 Restriping Advocacy (Mortensen)
 - Meeting with Baker to review scope as first step toward advocating for different striping configuration; hoping to use primarily existing data to make the case.
 - Meeting with City, NOACA, and ODOT next step as it will be necessary to know what Rod Mavec and Andrew Cross and ODOT want, so that we can respond efficiently
 - Collectively hope that the southern half will be striped with temporary paint and northern half (to be completed next construction season) will be completed with different striping.
- Update: ArtPlace Grant (Mortensen)
 - ArtPlace has been a transformative grant program for two CLE neighborhoods and CNP leadership would like to try to position W25 as a major opportunity for the grant to sponsor.
 - Idea is for local artists to get in on "ground level" and really influence what the corridor looks like, given the scale of investment planned; seen as three-pronged partnership between MetroHealth, SCFBC, and La Villa
 - Process as important as outcome; we need to do a good inventory of what arts anchors, organizers, and communities already present in neighborhoods; potential for public art corridor master plan.
 - This is a highly competitive application process (4% of applicants funded), so we should encourage ONE Cleveland application and consult successful past applicants (Northeast Shores, SCSDC) to do so.

The meeting concluded with an introduction of topical group discussion points, including the following.

- Development Boundaries & Employer Incentives
- Specific Market Studies – is there a need for dives into each node?
- Retail environment South of Ohio City is struggling more than it has in 30 years.
- Developer's Forum Invitation List:
 - Darrel Young (Day Enterprises), Arne Goldman, Peter Rubin, Snaveley Group, Rick Faran, Dave Sharkey (PURE), Keith Sutton (Ask Jenice Contreras for her ideas as well.)
 - Purpose: about feedback, not a marketing pitch; macro focus; populate pipeline list and get feedback on goals/focus; what barriers do they perceive to development in this area?
- City Staff Briefing
- Announcements (All)

The meeting was adjourned at 11:05am.

NEXT MEETING	7 Nov 14 Metro Health South Campus Old Brooklyn
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Steering Committee, Meeting Five

	Meeting Location: MetroHealth South, Room T-65 Old Brooklyn Campus 4229 Pearl Rd Cleveland, OH 44109
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Friday, November 7, 2014

0930	Welcome	
	Recap - October Notes - Charrette Summary	Mortensen
0935	Revised Market Study	Mortensen
0950	Transit Feasibility Investigation	Lyon Stadler Mortensen Rosenberger
1010	Next Steps - Developer's Forum - Stakeholder Outreach - City Briefing - Final Report	Mortensen
1020	Group Discussion, RD02 - CDC Boundaries - CDC Coordination - Project/Site Prioritization - Employer Incentives - Framework for Advancement	All
1050	Updates	Cummins (Broadband Proposal) Hill (MetroHealth Master Plan) Mortensen (Restripping) Mueller (Chicago Field Trip, artplace Grant) Others
1105	Adjourn	Upcoming: 13 Nov, 5:30 – 7:30pm – Public Open House Cleveland Metroparks Zoo (Auditorium) 5 Dec – Last Committee Meeting?

PROJECT | W25 Transit Development Strategy
MEETING | Steering Committee Meeting Four
DATE | 11 Nov 2014, 9:30 AM
LOCATION | Metro Health, Main Campus
ATTACHED | Meeting Agenda

TO | Steering Committee
W25 Transit Development Strategy

FROM | Wayne Mortensen, Cleveland Neighborhood Progress
Zoe Mueller, Cleveland Neighborhood Progress

PARTICIPANTS | See Roster

TEAM | Ken Liwag, Nancy Lyon Stadler, Wayne Mortensen, Zoe Mueller, Caroline Nardi

SUMMARY

The meeting began at 9:39 with a welcome from Committee Chair Joel Ratner, who thanked his co-Chair, John Corlett, for his hospitality and engagement throughout the planning process and wished him the best on his new role. Ratner yielded to Wayne Mortensen, who led the remainder of the agenda.

Mortensen began by thanking the members of the steering committee for their investment of time and intelligence over the course of the previous four months and reiterated that this was the last scheduled meeting of the group. Several draft documents (meeting notes, press release, draft transit matrix, and draft market study) were distributed in draft form. Mortensen reiterated that these documents were still very much in flux and requested any feedback from the committee in order to increase their efficacy and impact. The committee made a couple revisions to the media release and recommended that it be shared with the following sources: Plain Dealer, CDC Directors, Freshwater, Crain's Cleveland, Scene Magazine.

The committee then reviewed the revised market study. Mortensen highlighted three key themes. (1) The expected commercial demand in the area is for unique, local businesses as opposed to large chain stores and franchises. (2) The existing housing stock is approaching obsolescence in staggering numbers. This equates to a net loss in available housing and a corresponding demand for new construction and significant renovation to compensate. (3) There is a pointed opportunity for employer incentives that encourage area employees to live near their jobs. The document, Mortensen continued, is supposed to be a tool and reference for CDCs and other organizations leading the revitalization of the corridor neighborhoods. It will not be exhaustive or go into full detail on specific geographic subsets within the corridor (beyond north, central, and south geographies). Members of the group wanted the corridor to be more clearly defined in the document. Additionally, the committee sees genuine need (and, as such, opportunity) due to low levels of automotive ownership and commuting patterns. Mortensen then reviewed a series of recommended next steps:

- Developers Forums – Small group meetings with high-performing housing and mixed-use developers in the four neighborhoods to gauge interest and identify potential stumbling blocks that would prevent compliance with development guidelines. To be proposed by Neighborhood Progress and populated by the CDCs.
- Stakeholder Outreach – Neighborhood Progress hopes to work with CDCs, Councilpersons to reach out to major employers along the corridor and begin to establish relationships. Targets: Voss, LJ Minor, Jones Home, Lutheran, MetroHealth, Zoo.
- City Briefing – Formal briefing for councilpersons and City staff from economic development, community development, and the city planning commission.
- Final Report – Rolled out to the public upon completion and review by the committee – hopefully in January.

Mortensen then introduced a decision-making matrix utilized by the planning team in their discussions about corridor transit possibilities, which covered the entire spectrum of options, from reduced service to light rail. Among the facets of the systems considered were the availability of right-of-way, political will, public preference, transit service level, and cost (both operational and capital expenditures). Service enhancements like branding and waiting environment improvements could occur regardless of

PROJECT	W25 Transit Development Strategy
MEETING	Steering Committee Meeting Four
DATE	11 Nov 2014, 9:30 AM
LOCATION	Metro Health, Main Campus
ATTACHED	Meeting Agenda

what direction was ultimately selected. The committee reached general consensus with advocating for a branded skip-stop service along the corridor until such time that a less intensive version of bus rapid transit (BRT) could be implemented (similar to the Cleveland State line). Representatives from RTA clarified that the next step would be a formal feasibility study that was previously funded through FTA. Such a study (approximately \$1M) would now need to be sourced differently. West 25th Street remains one of RTA's seven "priority corridors" although no ranking has been assigned amongst the group.

The implications of this conversation, Mortensen concluded, were very suggestive of the type of development that should occur around the proposed nodes of such a system. In order to make the system financially sustainable, all new developments will need to be built to a density of 20 persons per acre, which ranges from eight to 12 housing units per acre along the corridor. The CDCs would be critical to realizing this goal as it is they who either do the work directly or partner with private developers on projects that move forward. This density is not optional if the corridor is determined to eventually implement a high-quality transit service along its length.

The meeting concluded with a series of committee members updates:

- Big Gig Challenge Grant (One Community) – Cleveland is one of six finalists. Final proposals are due Dec 5 and it is expected that One Community will work in some capacity with all six. Councilman Cummins hopes to contact all businesses along the corridor to gauge the appetite for high speed internet service.
- MetroHealth Campus Plan – The first project will be to add two floor of critical care units to an existing facility prior to the Republican National Convention in the fall of 2016. Following that, a new power plant and some demolition will take place. MH has also just hired a new Vice President of Transformation that will lead the effort.
- West 25th Street Restriping - Cleveland Neighborhood Progress is working with Bike Cleveland to define the scope of a study that could make an effective argument for an alternate striping plan for the newly resurfaced roadway.
- Chicago Site Visit – Zoe Mueller gave a quick overview of a field trip that several W25 stakeholders attended in Chicago where they explored the nuances of that city's Hispanic neighborhoods and how development, art, and community relations were managed throughout.
- ArtPlace Grant – A letter of interest has been submitted that requested consideration for a major grant to support the engagement of artists into the corridor planning and develop a district arts plan. The process is highly competitive.

Mortensen concluded with an overview of the approach that would be utilized for the final public meeting at the Zoo the following week. He described a very informal meeting in which all of the boards would be on display and representatives from each of the working groups sitting at a table with their collective feedback represented on a charrette board. He implored the committee to make arrangements to join the event for at least a portion of the meeting.

The meeting was adjourned at 10:55am.

NEXT MEETING	13 Nov 14
	Public Open House
	Cleveland Metroparks Zoo Auditorium

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PROJECT | W25 Transit Development Strategy
 MEETING | Public Charrette, Day 1
 DATE | 16 Aug 2014, 10am-1pm
 LOCATION | San Lorenzo Social Club
 ATTACHED | (2) Presentation, Working Group Summaries

TO | Steering Committee
 W25 Transit Development Strategy

FROM | Wayne Mortensen, Cleveland Neighborhood Progress
 Zoe Mueller, Cleveland Neighborhood Progress

PARTICIPANTS | See Roster

TEAM | Dan Brown, Evelyn Burnett, Ayden Ergun, Justin Fleming, Jeff Kipp, Wayne Mortensen, Zoe Mueller, Erick Rodriguez

SUMMARY

The meeting began shortly after ten o'clock when Wayne Mortensen asked everyone to be seated. In attendance at the meeting were over fifty community members and stakeholders, including individuals from the planning team and steering committee, residents, employees, and land owners. Upon entering, each participant was asked to participate in a "dot survey" that asked them to respond to four brief questions. The results of that survey were as follows:

What is your role in the community?	Which neighborhood do you most identify with?	How long have you lived/worked in community?	How important is transit?
I Live Here (11) – 21%	Brooklyn Centre (1) – 2%	0-2 years (9) – 17%	Very important (39) – 81%
I Work Here (20) – 38%	Clark/Fulton (7) – 13%	3-10 years (12) – 24%	Somewhat (9) – 9%
Both (11) – 21%	Ohio City (9) – 16%	11-20 years (7) – 14%	Not very important (0) – 0%
Neither (10) – 20%	Old Brooklyn (6) – 11%	21+ years (20) – 39%	Not important (0) – 0%
	Tremont (2) – 4%	I do not (3) – 6%	I do not know (0) – 0%
	Villa Hispana (11) – 20%		
	More than One (16) – 29%		
	None (3) – 5%		

Each of the host organizations briefly welcomed participants to the community meeting and thanked the planning team for their work in preparing for the meeting. Juan Molina Crespo spoke on behalf of the Hispanic Alliance while Adam Stalder welcomed people on behalf of the Stockyard Clark Fulton Brooklyn Center Community Development Organization (SCFBCCDO). Mortensen then provided a brief project overview that reviewed the project purpose statement, study area, and consultant team assembled to answer central questions about housing and transit approach along the West 25th Street/Pearl Road Corridor.

Before breaking into discussion groups Mortensen concluded the introduction by providing an overview of previous planning efforts that were regarded as foundational to this effort (also presented on boards in the meeting room) and thanked the project funders, The Cleveland Foundation and Enterprise Community Partners, who provided the capital necessary to enact this study. Attendees were then divided into eight working groups that will remain together for the duration of the project and look at one of eight topical focus areas: commercial, education, housing, pedestrian, recreation, services, transit, or workforce. Each of the groups responded to an ambitious slate of questions and illustrated some of their ideas on maps provided by the planning team. The meeting was adjourned at 12:55 pm after Mortensen provided a web address (www.clevelandnp.org/w25) where project materials would be posted and announced that the next two meetings would also take place on the 16th day of the month (September and October) and encouraged everyone to attend and to bring a friend.

NEXT MEETING | 16 Sept 2014, 6-8:30pm
 Saint Wendelin's Church

PROJECT | W25 Transit Development Strategy
 MEETING | Public Charrette, Day 2
 DATE | 16 Sep 2014, 6 – 8:30pm
 LOCATION | Saint Wendelin Social Hall
 ATTACHED | (3) Presentation, Working Group Summaries, Boards

TO | Steering Committee
 W25 Transit Development Strategy

FROM | Wayne Mortensen, Cleveland Neighborhood Progress
 Zoe Mueller, Cleveland Neighborhood Progress

PARTICIPANTS | See Roster

TEAM | Caroline Ardi, Dan Brown, Ayden Ergun, Justin Fleming, Lynn Friedel, Jeff Kipp, Ken Liwag, Nancy Lyon Stalder, Emily Miller, Wayne Mortensen, Zoe Mueller, Tim Rosenberger, Wendy Sattin

SUMMARY

The meeting began shortly after six o'clock when Wayne Mortensen asked everyone to join him at the front of the hall for the introductory portion of the meeting. In attendance at the meeting were over forty community members and stakeholders, including consultants and planning team members, steering committee representatives, residents, employees, and land owners. Upon entering, each participant was asked to respond to a "dot survey" consisting of four questions:

What is your role in the community?	Which neighborhood do you most identify with?	How long have you lived/worked in community?	Did you attend first charrette?
I Live Here (9) – 22%	Clark/Fulton (5) – 11%	0-2 years (8) – 21%	Yes (13) – 30%
I Work Here (20) – 49%	Ohio City (8) – 18%	3-10 years (12) – 31%	Yes, and Others (6) – 14%
Both (5) – 12%	Old Brooklyn (7) – 16%	11-20 years (7) – 18%	No (19) – 44%
Neither (7) – 17%	Tremont (5) – 11%	21+ years (8) – 21%	No, but Others (5) – 12%
	Villa Hispana (4) – 9%	I do not (4) – 10%	
	More than One (11) – 24%		
	None (5) – 11%		

Cory Riordan of Tremont West Development Corporation welcomed participants to the charrette in his community and turned it back over to Mortensen, who provided a brief overview of the planning process and purpose for new attendees. Before recognizing the project team and thanking sponsors, Mortensen reminded participants of the key questions, which revolved around the extant and quantity of housing and the approach to transit along West 25th Street/Pearl Road. He briefly mentioned the community plans that this project was building upon and then reviewed the feedback generated at the first charrette.

Mortensen yielded the floor to Tim Rosenberger of Parsons Brinkerhoff who presented several transit considerations. Among the site analysis completed by the transit consultants, they were most interested in population density, zero vehicle households, community activity centers, existing transit service and ridership, peak automobile usage, and an inquiry into origins and destinations of RTA riders, which came courtesy a previous effort they had assisted RTA with. He finished with a series of open ended questions for the break-out groups to consider. Mortensen introduced the break-out group work with a series of diagrams that presented a presumed roadway hierarchy and eight areas of emphasis, or "nodes", along the corridor, the latter of which was first identified by the Cleveland Urban Design Collaborative in their W.25th Street Initiative plan. The groups were asked to consider the locations and importance of each node, ranking them in order of most critical to least.

At 7:45, each of the groups provided a verbal report of their discussion and the meeting was adjourned at 8:20.

NEXT MEETING | 16 Oct 2014, 6-8:30pm
 Great Lake's Brewery Tasting Room – 2701 Carroll Ave

PROJECT | W25 Transit Development Strategy
 MEETING | Public Charrette, Day 3
 DATE | 16 Oct 2014, 6 – 8:30pm
 LOCATION | Great Lake's Brewery Tasting Room
 ATTACHED | (3) Presentation, Working Group Summaries, Boards

TO | Steering Committee
 W25 Transit Development Strategy

FROM | Wayne Mortensen, Cleveland Neighborhood Progress
 Zoe Mueller, Cleveland Neighborhood Progress

PARTICIPANTS | See Roster

TEAM | Dan Brown, Ayden Ergun, Justin Fleming, Jeff Kipp, Ken Liwag, Nancy Lyon Stadler, Emily Miller, Wayne Mortensen, Zoe Mueller, Tim Rosenberger

SUMMARY

The meeting began shortly after six o'clock when Mortensen welcomed everyone to the third public meeting of the West 25th Street/Pearl Road Transit Development Strategy. With nearly fifty individuals in attendance and a third having not attended previously, he tried to provide a thorough, yet quick, summary of the progress to-date and the process that had been followed. Upon entering, each participant was asked to respond to a "dot survey" consisting of four questions. Those results are below.

What is your role in the community?	Which neighborhood do you most identify with?	How long have you lived/ worked in community?	Have you attended other public meetings?
I Live Here (16) – 36%	Brooklyn Ctr (2) – 4%	0-2 years (12) – 29%	August (5) – 13%
I Work Here (12) – 27%	Clark/Fulton (8) – 17%	3-10 years (7) – 17%	September (4) – 11%
Both (8) – 18%	Ohio City (5) – 11%	11-20 years (10) – 24%	Both (13) – 34%
Neither (8) – 18%	Old Brooklyn (3) – 7%	21+ years (8) – 20%	Neither (16) – 42%
	Tremont (3) – 7%	I do not (4) – 10%	
	Villa Hispana (8) – 17%		
	More than One (10) – 22%		
	None (7) – 15%		

Mortensen then provided a review of the eight nodes identified through this planning process and their relative importance, as ranked by the eight working groups at the last community charrette. It was explained that the rankings were very exciting as there was a high level of consensus across working groups on which areas should be the initial focus for implementation ("High Priority"), which could wait a few years ("Medium Priority") and which were, basically, self-sufficient ("Low Priority").

High Priority	Medium Priority	Low Priority
1. La Villa Hispana – 3.25	4. Old Brooklyn Downtown – 4.38	7. Market District – 5.00
2. Lakeside Flats – 3.38	5. Brooklyn Center – 4.57	8. Zoo, Greenway – 5.13
3. MetroHealth – 3.63	6. Industrial Village – 4.71	

With this information in hand, the working groups were asked to focus on the top three nodes and identify as many as eight topical action items for each. The group was also asked to discuss what they felt was the overarching goal of their group effort. Additionally, feedback on group goals, action items, and necessary partners was also sought. Finally, the groups were asked to determine whether they felt that continued meetings would be helpful to their specific change agendas. If they responded affirmatively, they were asked to describe the ideal approach and staffing strategy going forward.

At 8:00, each of the groups provided a verbal report of their discussion and the meeting was adjourned at 8:30.

NEXT MEETING | 13 Nov 2014, 5:30-7:30pm
 Cleveland Metroparks Zoo

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