

# Cleveland Neighborhood Progress



MACRO

REHABS

REC EQUITY

TOD

RESILIENCE

GROWTH

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GRANTING

DEVELOPME

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Cleveland  
Neighborhood  
Progress



New Village



Village Capital



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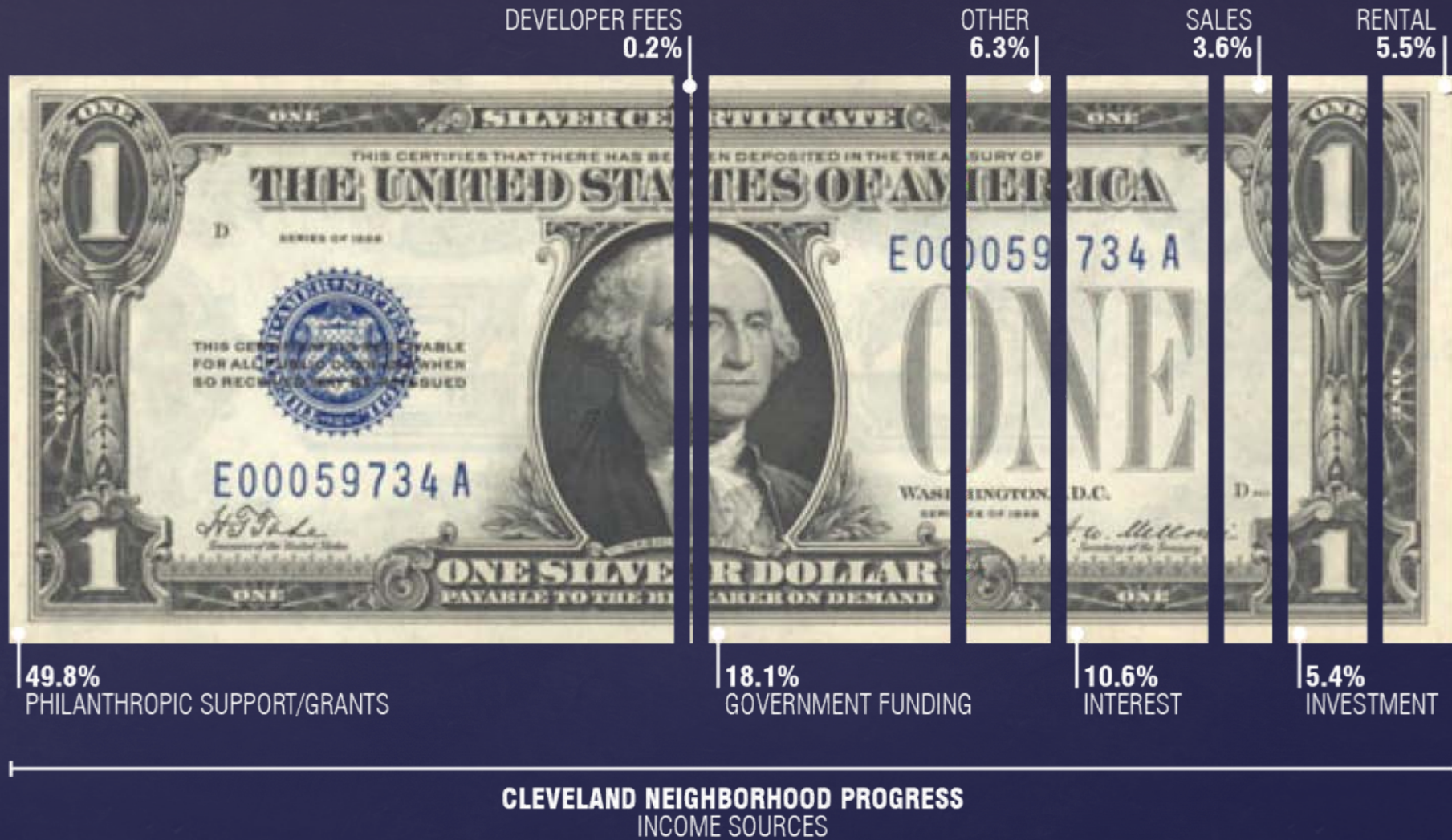
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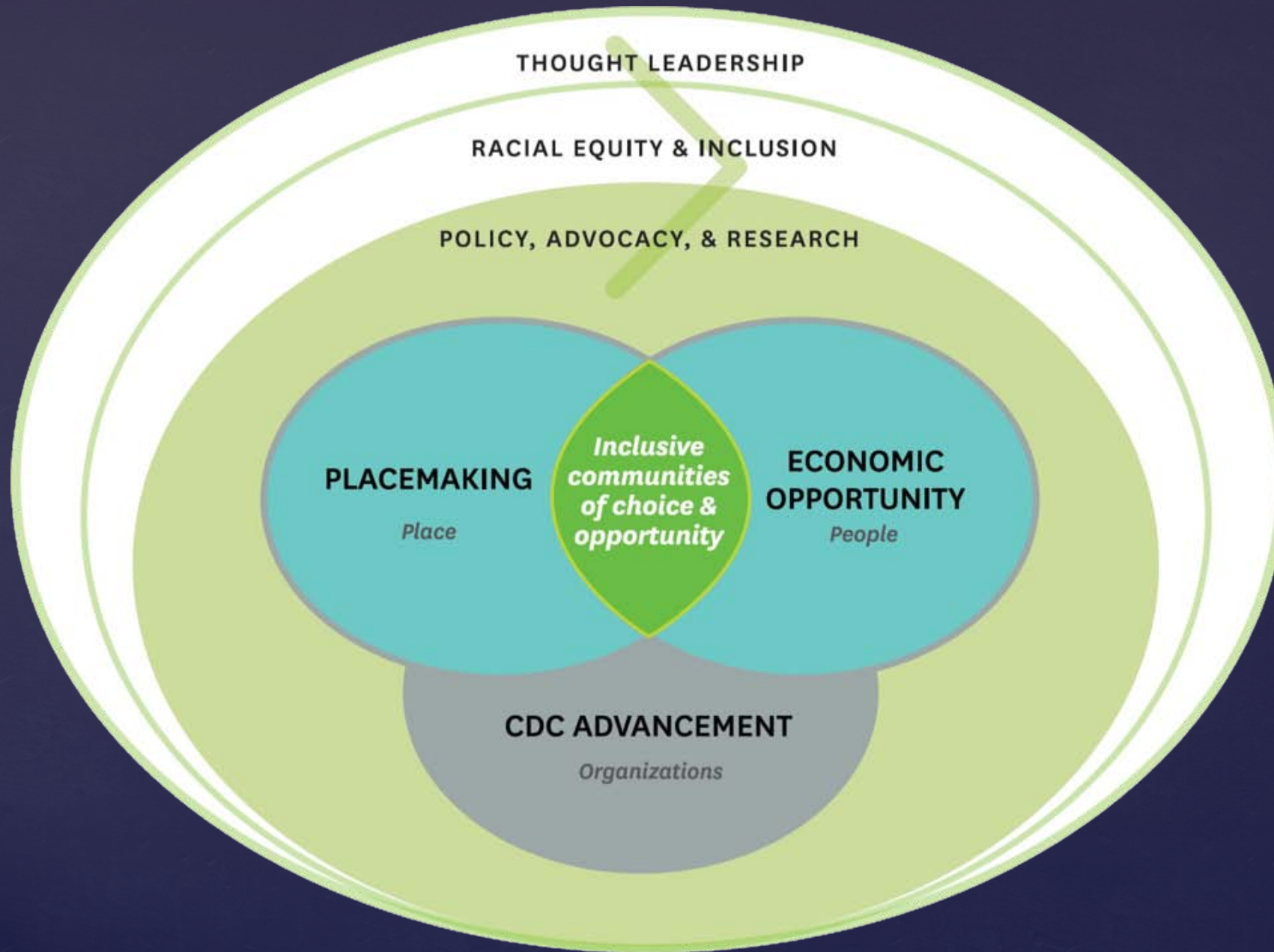
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## RACIAL EQUITY & INCLUSION

In January ('17), we began a shared journey to increase our collective understanding of structural inequality and how to confront it in Cleveland.

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# RACIAL EQUITY & INCLUSION



**REI**  
racialequityinstitute, llc

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## STRATEGIC VISION

More Clevelanders live in vibrant, inclusive,  
climate resilient neighborhoods.

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## REHAB GOAL

Work with partners to facilitate one thousand strategic rehabs and oversee systemic changes to improve residential values.

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# SLAVIC VILLAGE REDISCOVERED REHAB PROGRAM



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## RECREATIONAL EQUITY

Work toward every Cleveland Neighborhood having equitable access to comprehensive recreational amenities.

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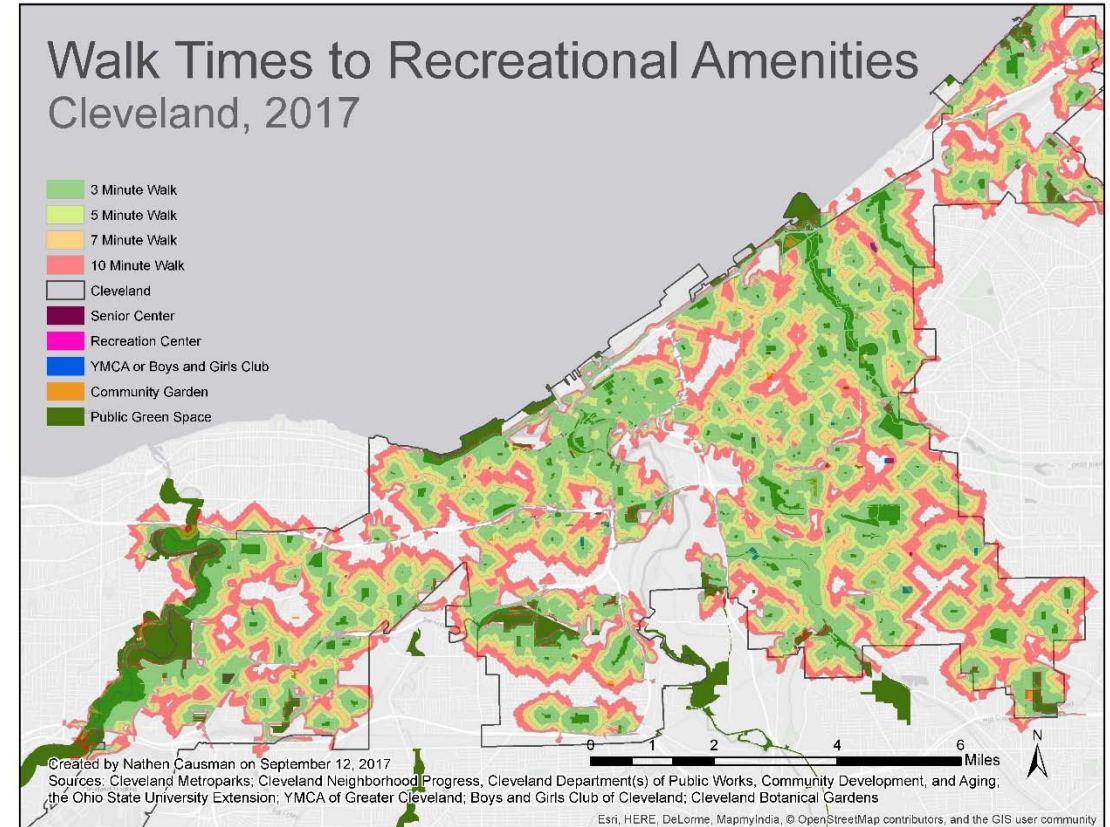
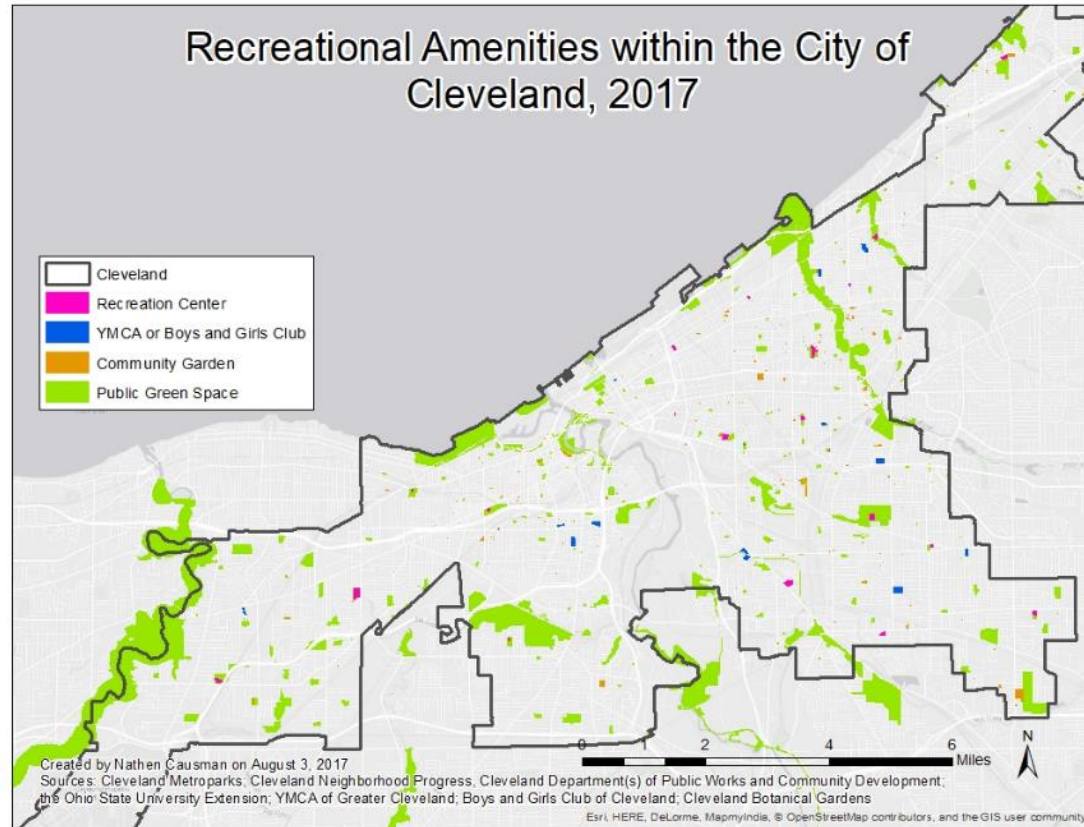


# RECREATIONAL EQUITY

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## TRANSIT-ORIENTED DEVELOPMENT

Support and promote sustainable and equitable land use decisions and increase development activity and job creation within TOD buffer.

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# TRANSIT-ORIENTED DEVELOPMENT

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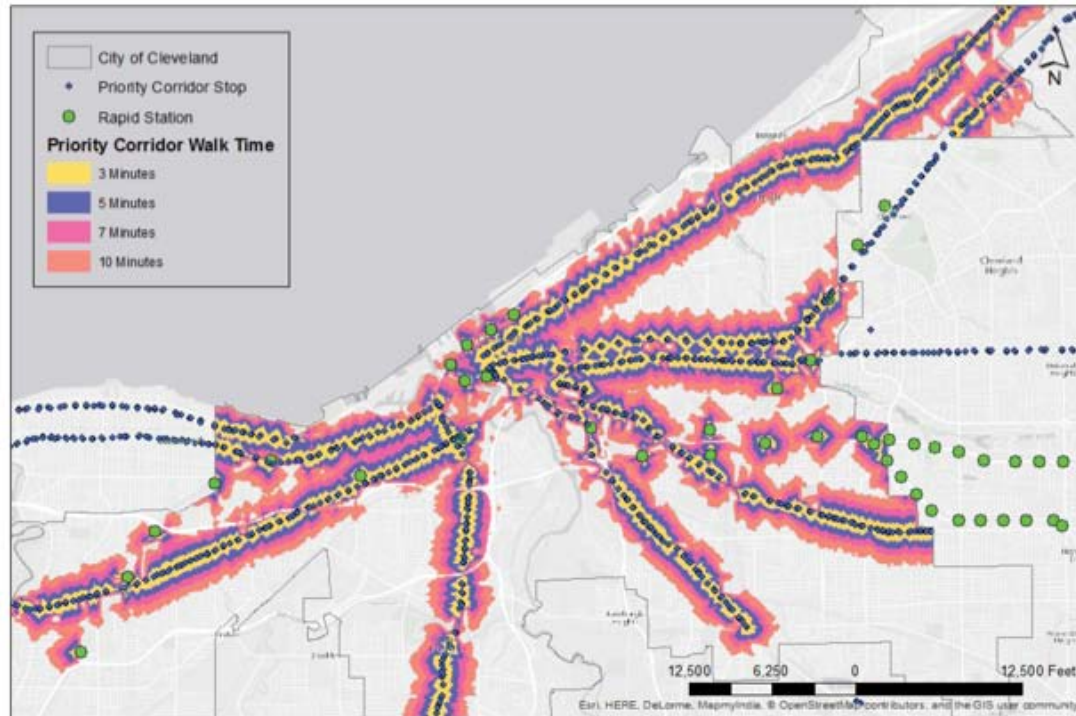
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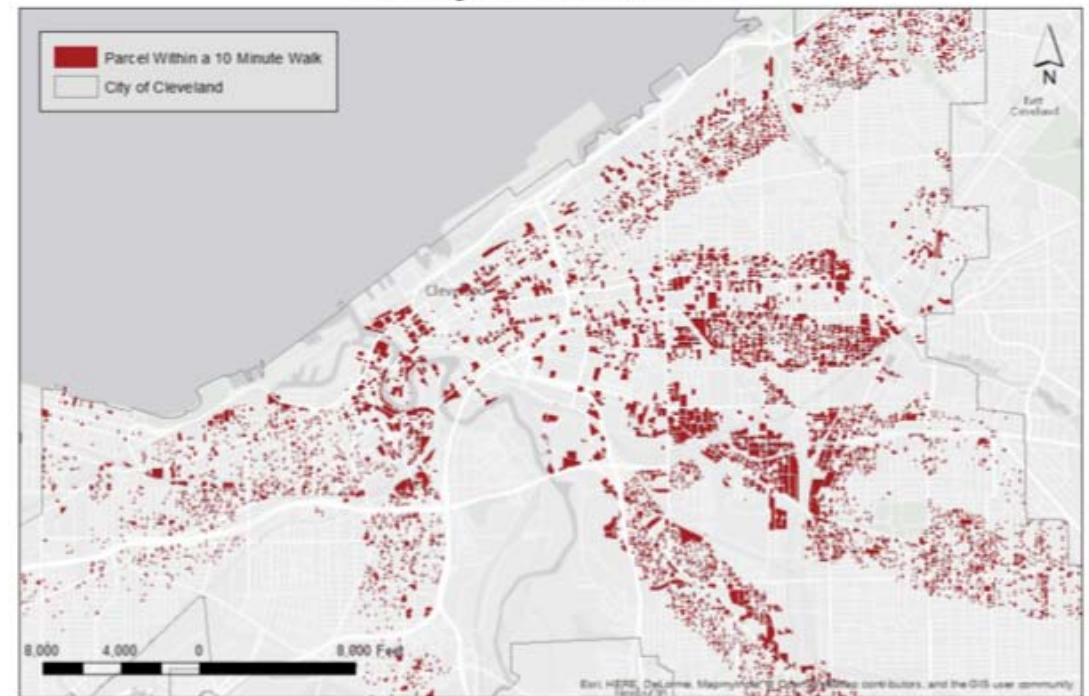
SERVICES

## Walk Times Along GCRTA Priority Transit Corridors



Created by Nathan Causman, June 7, 2017  
Source: GCRTA

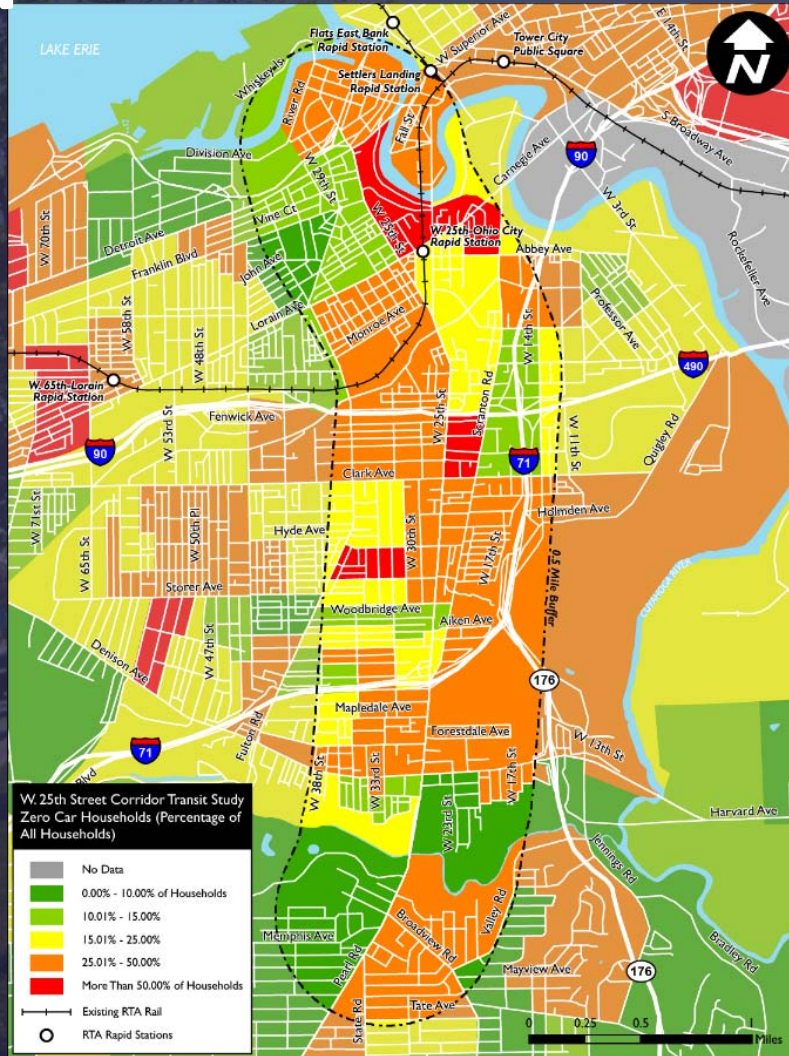
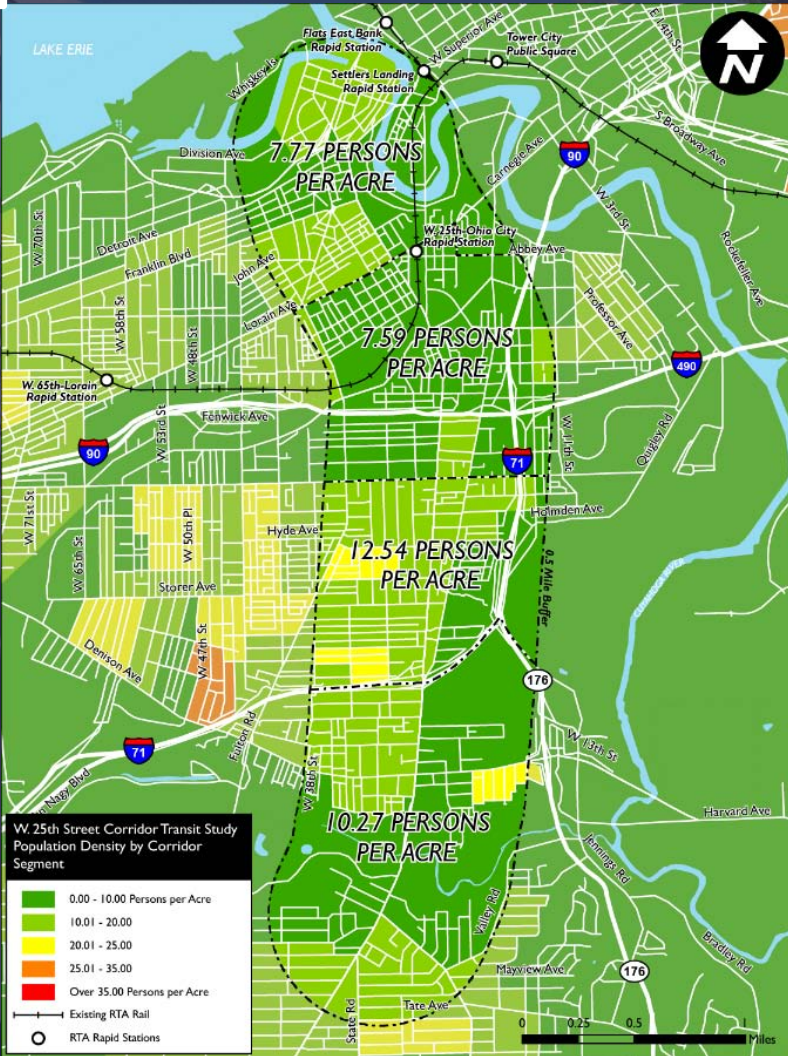
## Parcels Within a 10-Minute Walk of a GCRTA Priority Transit Corridor



Created by Nathan Causman, June 7, 2017  
Source: GCRTA



## TRANSIT-ORIENTED DEVELOPMENT



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# TOD

## RESILIENCE

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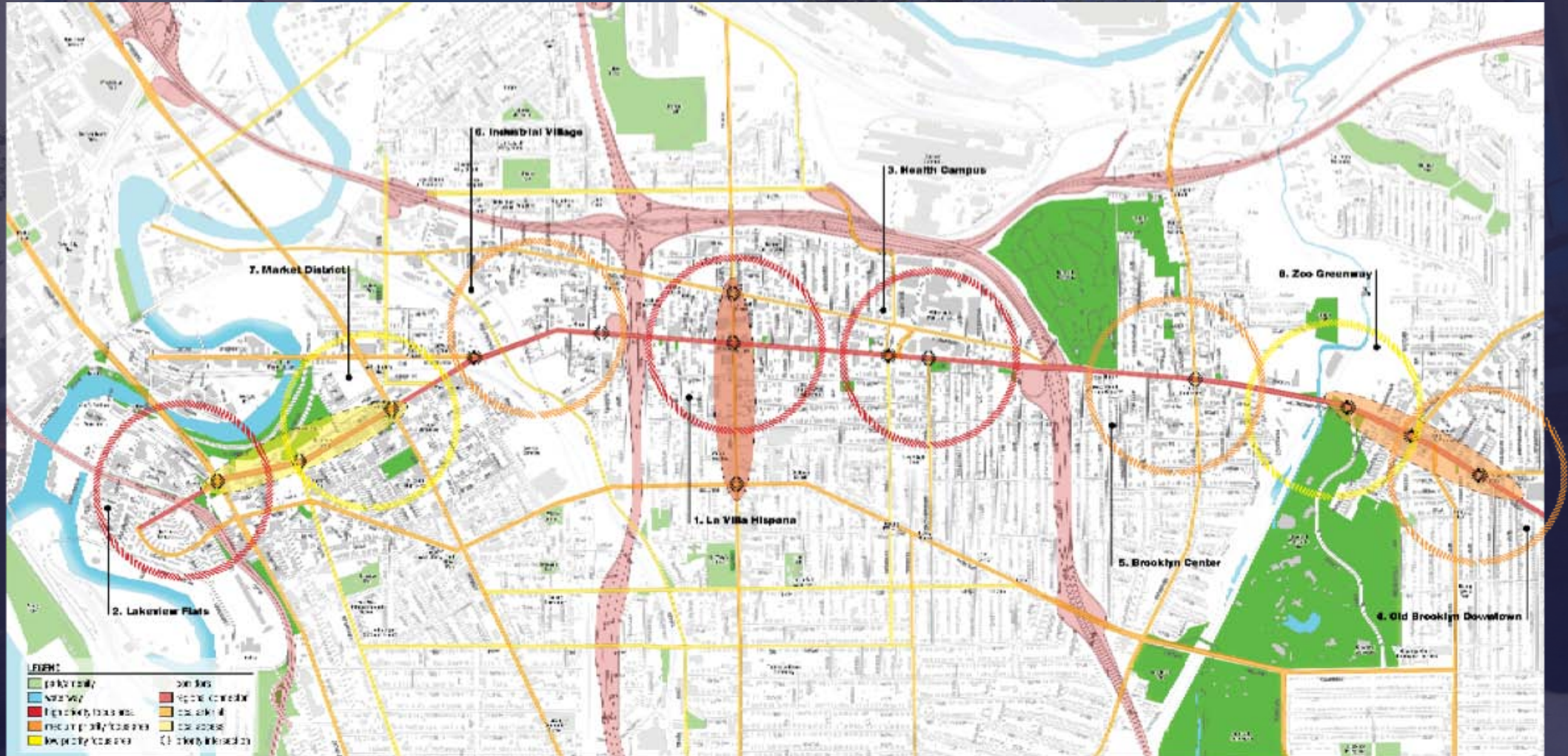




## SERVICES



# TRANSIT-ORIENTED DEVELOPMENT



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# TRANSIT-ORIENTED DEVELOPMENT

## 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
- Buhrer 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
- Hildebrandt 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

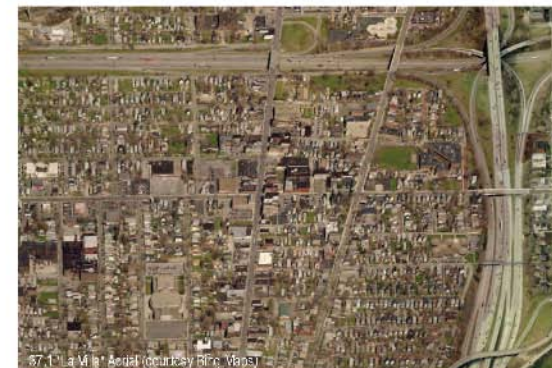
- Advocate for Improvements to Area Public Schools in CMSD Facilities Planning Process (esp. Lincoln West)
- Develop and Launch Latino Literacy & Lecture Pop-Up Event Series
- Define After School Options Available at Hispanic UMADAOP
- Exploit School Buildings as Community Centers After Hours/on Weekend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

West Community Access  
Safety at Recreation Sites

ighting  
Presence  
Ownership Program  
is/Nonprofit Attraction, Dvpm  
nt Renovation  
West Overhaul  
ncome Housing Program  
g/Gateway Marketing

Schedule for Regular Intervals  
n Buses  
ted Bus Service (Rush Hours)  
Feasibility of W25 Circulator  
d Tech – Real Time Arrival  
gital Schedules at Stops  
Service to Major Destinations:  
rd, Zoo, MetroHealth  
rd: Address Bike/Ped/Bus  
tivity to/within  
ate Traffic Improvements  
ns and Accident Hazards  
ght-Turn LED Signs  
our Restrictions  
Transit Riders to Get their Ideas

e  
Cultural/Ethnic Amenities  
Cultural Destination  
e ESL Programming  
e Hispanic, Dual-Language Ed.  
Lincoln West High School  
Skills to Leverage and Train  
HQ Workforce Opportunities  
ostel/Bed and Breakfast





## NEIGHBORHOOD RESILIENCE

Improve climate resiliency across Cleveland neighborhoods, with particular focus on four.

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# NEIGHBORHOOD RESILIENCE



## Increased Temperatures:

Higher temperatures will increase the number of heat-related deaths, exacerbate air pollution, and reduce water quality in Lake Erie.



## Changes in Precipitation Patterns:

This may cause flooding, sewer overflows, poor water quality, and increase maintenance costs.



## Extreme weather events:

Weather-related threats include severe storms, flooding, lake-effect snow, tornadoes, and temperature extremes. A warming climate, and decreasing ice cover on Lake Erie, may increase the frequency and intensity of these extreme weather events, threatening human life and causing property damage.

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# POPULATION GROWTH

Achieve a 2% increase in net residents.

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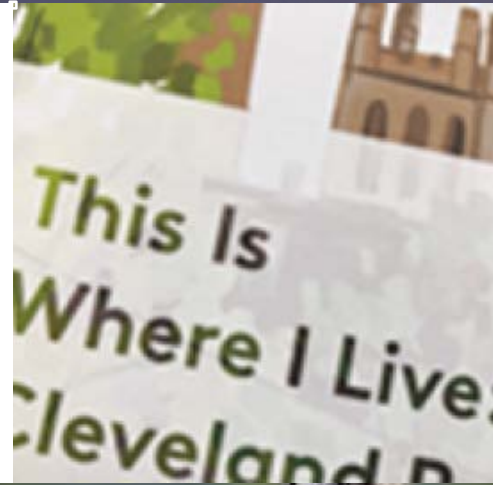
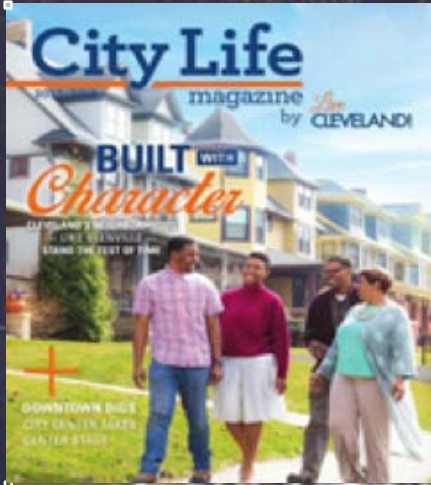
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## POPULATION GROWTH



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## GRANTING

With a Neighborhood Solutions Grant, Midtown Cleveland is doing a comprehensive equity audit of their real estate development approach.

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## GRANTING

- What structural factors reinforce disparity?
- At what points in the development process is implicit racial bias most likely to influence decision-making?
- Where in the development process can we offset uneven positional power, elevate voice and influence on the part of African Americans, and facilitate "equal status contacts" at the decision making table?

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## GRANTING

Reimagining Cleveland forced rust belt cities to change their thinking around vacant land; all of a sudden the vacancy was an asset to be leveraged.

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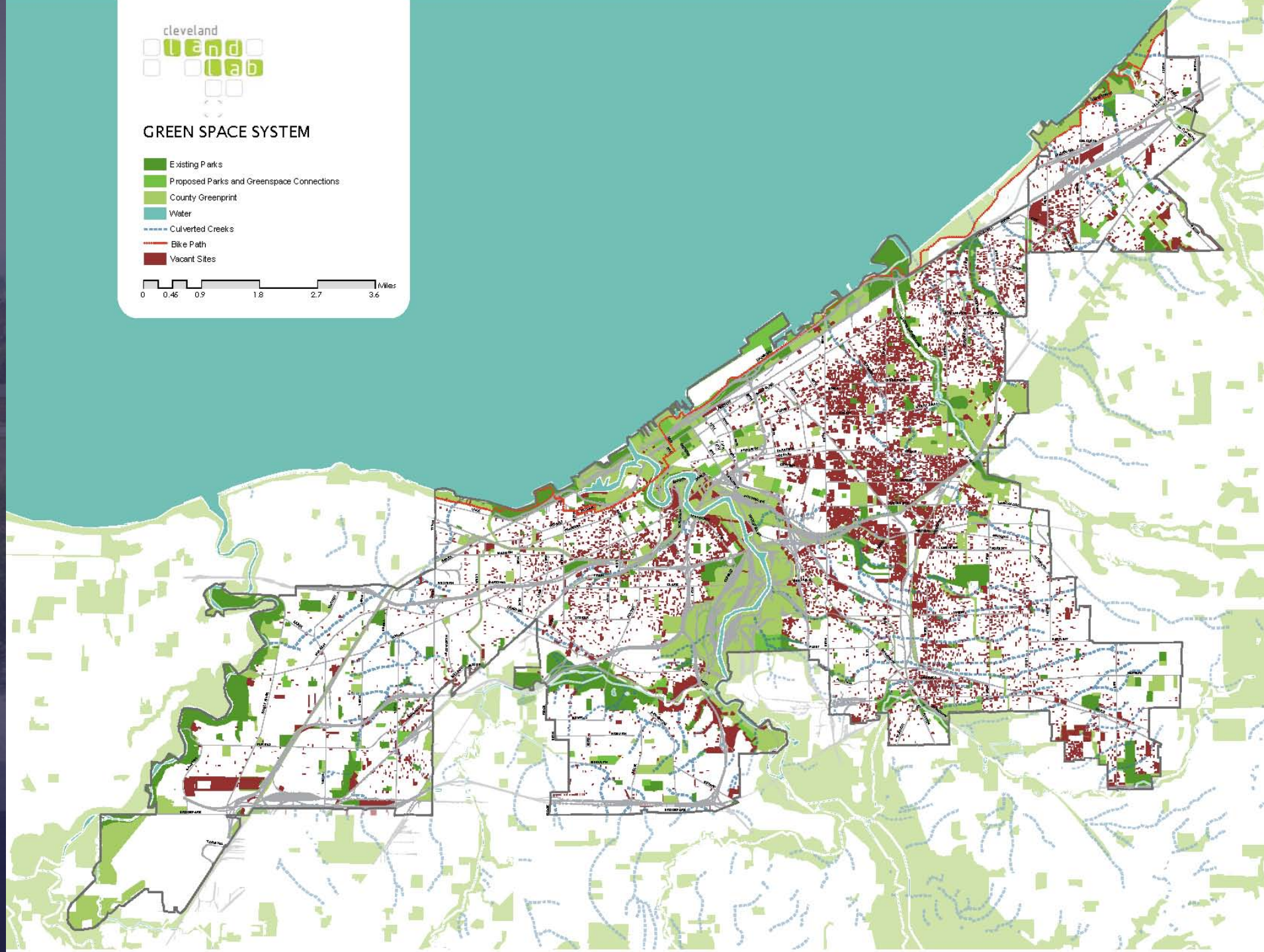
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## GREEN SPACE SYSTEM

- Existing Parks
- Proposed Parks and Greenspace Connections
- County Greenprint
- Water
- Culverted Creeks
- Bike Path
- Vacant Sites



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## DEVELOPMENT

In order to fully embrace REI into our development activities, we had to revise our basic approach to due diligence.

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Mission Factors (50%)		Pts	Proposed Project
1. Project Location			
	Eastside Cleveland Neighborhood	10	10
	Westside Cleveland Neighborhood	8	
	Downtown Cleveland/University Circle	6	
	Inner-Ring Cleveland Suburb	4	
	Cuyahoga County	2	
	Northeast Ohio	1	
2. Local Ability & Capacity Development			8
	Strong CDC with No/Weak Development Capacity	8	
	Weak CDC with No/Weak Development Capacity	6	
	Local Development Capacity, But not in Project Type/Scale	4	
	No CDC/Agency in Community with Development Capacity	2	
	Local Development Capacity, Through Proximate CDC/Agency	1	
	Local Development Capacity, in Project Type/Scale	0	
3. Alignment with Missions			8
	Absolute Alignment with Both NVC, CNP Missions	8	
	Absolute Alignment with NVC Mission Only	6	
	Complementary Alignment with Both Missions	4	
	Indirect Alignment	2	
4. Catalytic Development			8
	Adjacent to Neighborhood Asset(s)	+2	
	Integral to Residential/Commercial Stability	+2	
	Community Focal Point, Landmark, or Historic Site	+4	
5. Low-Income Benefit			6
	Greater than 50% Poverty	6	
	40-50% Poverty	4	
	30-40% Poverty	2	
	20-30% Poverty	1	
	Less than 20% Poverty	0	
6. Innovation			6
	Project Deals with Issue/Challenge Unique to Rustbelt Region	+1	
	Project Explores Unique Design/Economic/Social Challenge	+2	
	Solution Could Be Replicated in Other Neighborhoods/Cities	+3	
7. Funder Outlook			4
	Does project reinforce the organization's community value?	+4	
8. Partner Relationships			-4
	Would pursuing project likely damage an important partnership?	-4	
MISSION SUBTOTAL		50	50

Business Factors (50%)		Pts
A. Project Finances		
	Expected Developer Fee, >10% (FFS Work)	10
	Expected Developer Fee, 5-10%	8
	Expected Developer Fee, 2-5% (FFS Discounted)	6
	Deferred Developer Fee, 5-10%	4
	Deferred Developer Fee, 2-5% (FFS Cost)	2
	Expected/Deferred Fee, 1-2%	1
B. Sources		
	Conventional Lending (FFS Work)	8
	Conventional Lending + Subsidy	6
	Conventional Lending + Subsidy + Tax Credits	4
	Conventional Lending + Subsidy + Tax Credits + Capital Campaign	2
	Subsidy + Tax Credits + Capital Campaign	1
	Subsidy + Capital Campaign (Organizational Contribution)	0
C. Staffing		
	Less than 0.25 FTE	8
	0.25 to 0.50 FTE	6
	0.50 to 0.75 FTE	4
	0.75 to 1.0 FTE	2
	Greater than 1.0 FTE	0
D. Equity Investment		
	No Equity Required (Grant Support or Other)	6
	Less than 25% of Available Funds	4
	Less than 50% of Available Funds	2
	Less than 75% of Available Funds	1
	Less than 100% of Available Funds	0
E. Financial Security		
	Project Financing Secured through Project	4
	Project Financing Guaranteed by NVC	2
	Project Financing Guaranteed by CNP	0
F. Partnering		
	Confirmed Partners with Track Record	4
	High Potential for New Partnerships	2
	Unknown Partners	0
G. Qualifying Census Tract		
	Is Project Located within a Designated Federal/State Census Tract?	4
H. Political Relationships		
	Project could help develop or repair an important relationship	4
	Project could expand an existing relationship	2
	Project could impair an existing relationship	0
	Project could be jeopardized by elected leader	-2
I. Reputational Risk		
	Would failure result in a significantly diminished reputation?	-4
J. Project Pipeline		
	Could successful completion lead to additional work?	2
BUSINESS SUBTOTAL		50

PROJECT SCORING	
MISSION	50
BUSINESS	50
TOTAL	100

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## DEVELOPMENT

“The former Saint Luke’s Hospital building is what intentional, comprehensive community development looks like and it’s happening in Cleveland.”

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**SAINT LUKE'S FOUNDATION**

NEIGHBORHOOD PROGRESS OFFICES

**MECHANICAL & TERRACE**

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**THE INTERGENERATIONAL SCHOOL**

**BOYS & GIRLS CLUB**

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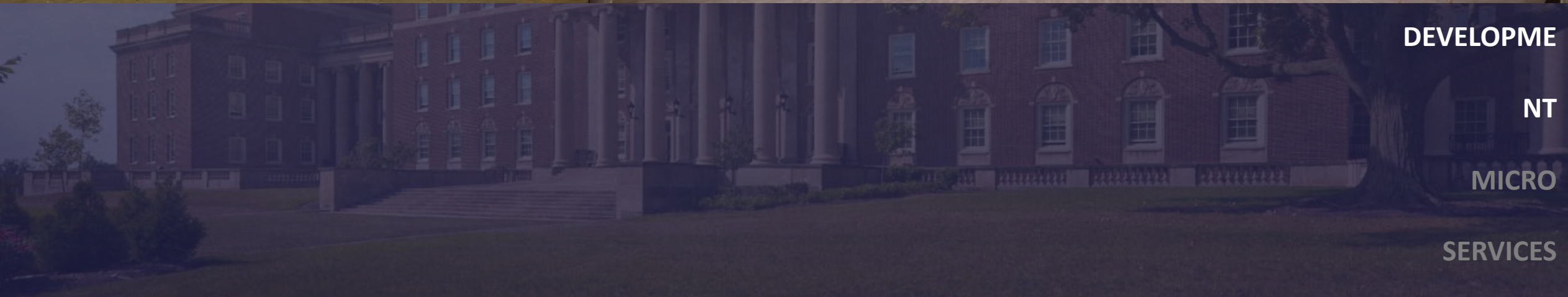
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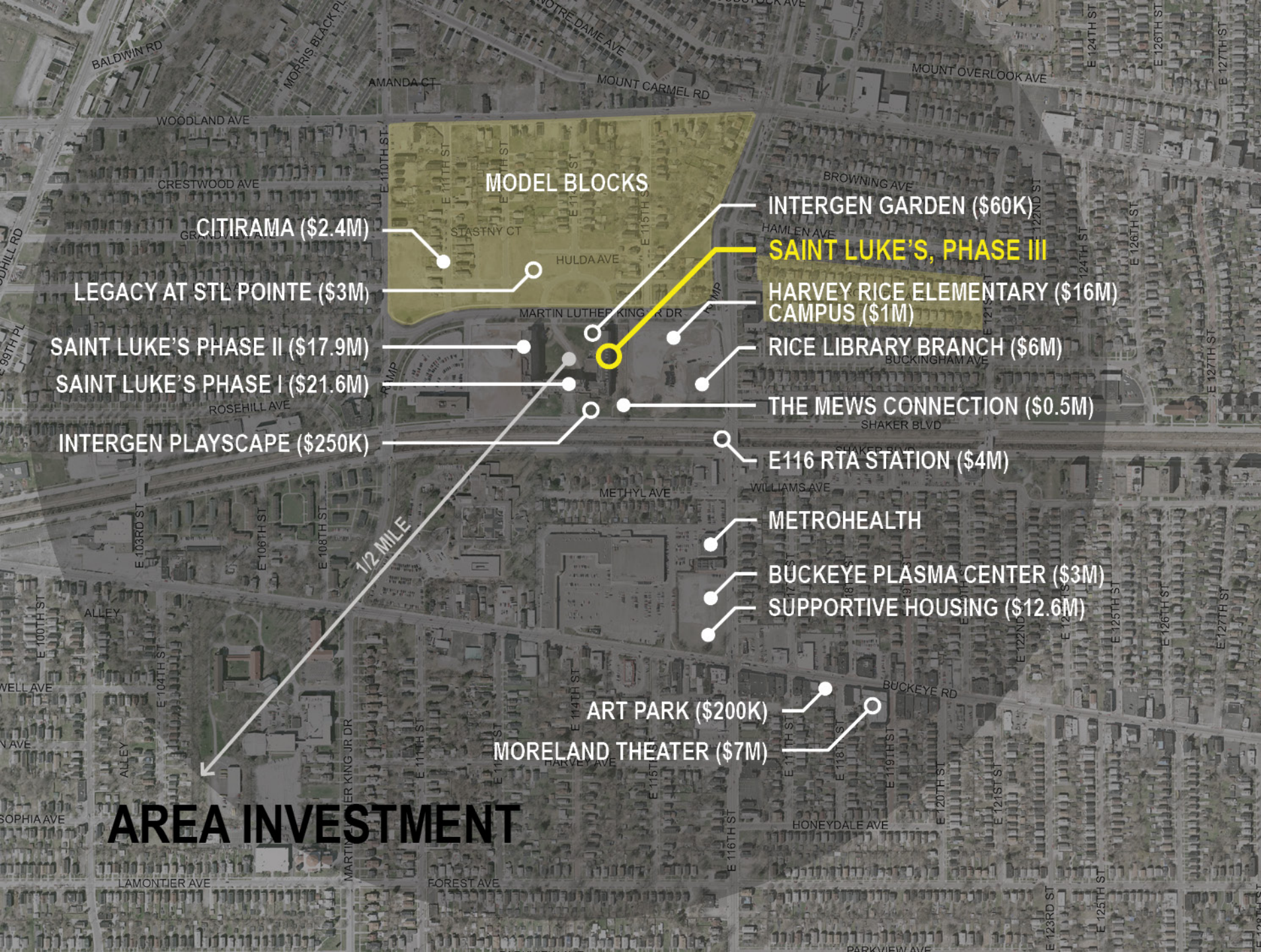
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## SERVICES

The Community Financial Center provides Cleveland residents 1-on-1 financial counseling to allow them to control their economic future.

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# SERVICES

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 Community Financial Centers

OUR SERVICES

WHY CFC?

WHO IS CFC?

RESOURCES

TALK TO US



*Welcome to The Community™*

THE PLACE FOR FRIENDLY, UNCOMPLICATED FINANCIAL GUIDANCE.

*"Now I'm in control of my own future."*

How can we help you today?

Establishing/Improving Credit



New to The Community? [Watch our about video below](#)



## PARTNERS

We are as balkanized and chaotic as most places, but it is our job to facilitate conversations and promote the ideas that will move Cleveland forward.

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