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Appendix A, Existing Conditions Report
Appendix B, Historic Preservation Memo
The “MyGlenville” Plan is a resident-driven neighborhood revitalization plan that is co-sponsored by Famicos Foundation and three Cleveland City Council members (Councilman Kevin Conwell of Ward 9, as well as Councilman Michael Polensek of Ward 8 and Councilman Jeff Johnson of Ward 10). This document reflects a tremendous amount of time and effort invested by dedicated residents and stakeholders who rallied together to plan for a brighter future in Glenville.

**PLANNING PROCESS**

Although the majority of the Glenville neighborhood is encompassed in Ward 9, there are significant portions of Glenville that are in Ward 8 and Ward 10. Therefore, the study area for this neighborhood revitalization strategy is extended beyond Ward 9 to a larger, more historically consistent boundary for the Glenville neighborhood.

At the heart of MyGlenville’s planning effort is resident and stakeholder engagement. Under the guidance of the steering committee—made up of residents and representatives from local neighborhood/civic groups, organizations, and social service agencies—a multi-pronged approach was devised to obtain resident feedback. The public outreach strategy included public meetings, focus group meetings, stakeholder interviews, project website (www.myglenville.com), a social media campaign (#MyGlenville on Facebook, Instagram, and Twitter), and many personal conversations.
STRATEGIES & RECOMMENDATIONS

Incorporating the suggestions and feedback collected at the public outreach sessions and stakeholder interviews, as well as the analysis of trends and market conditions, the MyGlenville Plan is organized into a tiered approach that considers varying degrees and types of strategic investments. The 3-tiered strategy examines and outlines opportunities for every Glenville resident, regardless of location within the overall neighborhood.

1) TARGETED INITIATIVES:

A. East 105th Street Strategies: targeted initiatives to reestablish East 105th as the central spine of the community.

B. Housing Improvement Nodes (HIN): compact areas considered for redevelopment and stabilization.
   - Programs to help existing homeowners to maintain, repair and stay in their homes.
   - New construction opportunities to attract new investment and bolster intact blocks.
   - Rental programs to ensure Glenville remains affordable, particularly south of Superior Ave.

2) Concentrated Investment District (CID): a community reinvestment program which will catalyze positive change with high quality mixed-income housing, the creation of a cradle-to-college education pipeline and community wellness programs to create a complete neighborhood. Famicos Foundation’s ongoing investment in the Circle North neighborhood, combined with improvements at Mary Bethune School and the proximity to University Circle were factors in designating the CID’s location.

3) Neighborhood-Wide Initiatives: outlines a set of initiatives that will continue the work of making measurable quality-of-life improvements that benefit all Glenville Households. It is organized into five sections:
   - Maintain/Grow Housing Diversity
   - Strengthen Education
   - Expand Employment & Business Opportunity
   - Improve Quality of Life/Strengthen Community Engagement Community Safety
   - Promote Sustainability, Environmental Stewardship & Greenspace Improvements

Location Specific Initiatives

This map illustrates the HINs, E. 105th Street Strategies and CID. These targeted areas were selected based on existing conditions and redevelopment potential. Overlaying vacancy rates versus occupancy, property valuations, proximity to green spaces/education providers and other factors led to the areas’ selection. The plan identifies sites and outlines land-use and physical redevelopment recommendations and concepts.

HIN’s are located throughout the study area, ensuring investment opportunities are equitably distributed in multiple areas of Glenville. Initial Phase HIN’s are identified where interventions and investment must occur to stabilize adjacent streets/blocks, continue investments/redevelopment initiatives or where educational facilities’ roles can be expanded and made more accessible to residents.

Housing Improvement Nodes:

1. Rockefeller Park District
2. Lakeview Road District
3. Elk Avenue District
4. Glenville HS District
5. Parkgate Avenue District
6. Empire Avenue District
7. Forest Hills Park District
**Targeted Initiatives: E. 105th Street**

The following revitalization strategies aim to reestablish E. 105th Street as the central spine of the Glenville community. This effort will build on the many current assets in the Corridor:

- The array of strong churches located along the Corridor;
- The concentration of modern retailing at E. 105th Street and St. Clair Avenue;
- The positive housing developments such as Doan School Apartments, Greater Abyssinia Towers, and Heritage Lane; and
- The planned growth of activity in Case Western Reserve University’s West Quad along E. 105th Street that will bring additional energy to the area.

This revitalization strategy focuses on a variety of market opportunities for three segments of E. 105th Street:

- Segment 1: Wade Park Avenue to Olivet Avenue
- Segment 2: Olivet Avenue to Empire Avenue
- Segment 3: Empire Avenue to I-90
Segment 1 (Wade Park Avenue to Hathaway Avenue)

The strategy for Segment One seeks to continue the evolution of this portion of the community into a mixed-income, mixed-use environment.
Segment 2 (Hathaway Avenue to Everton Avenue)

The strategy for Segment Two encourages the relationship between the many important churches in the Glenville neighborhood and the adjacent residential community. The revitalization effort emphasizes support of adjacent residential blocks.

* No specific properties identified as of this report.
Segment 3 (Everton Avenue to I-90)

The strategy for Segment Three focuses attention on job- and service-creating activities, such as rehabilitating the closed East Side Market as a new supermarket and capturing community-serving retail opportunities.

- **East Side Market**: Reopen the East Side Market as a grocery store that provides fresh meats, seafood, and fruits/vegetables to the community.

- **Community-Serving Retail (New Space)**: Support some retail expansion south along E. 105th Street just south of St. Clair Avenue.

- **Future Retail-Commercial Development Site**: Potential uses may include retail, an auto repair incubator/training center or institution-related back office or support facility.

- **Community-Serving Retail (Existing Space)**: Fill vacancies at existing shopping centers with opportunities for stores such as drycleaners/laundromats, optical store, medical equipment store, hardware, garden center, auto parts, florist, and gift shops.

- **Glenville Enterprise Center**: Pursue unique development opportunity between a public, private partnership (Fred Geis and the County).

- **Housing Improvement Node 3**: Elk Avenue District - expanded discussion for HINs starting on page X.

- **Gateway Intersection**: Special paving, lighting to showcase the neighborhood, including the Superman market and the Glenville Hall of Fame.
TARGETED INITIATIVES: HOUSING IMPROVEMENT NODES

This program intends to concentrate a range of housing improvement efforts in compact nodes of four to ten square blocks each. By focusing on housing support activities in these compact areas, the goal is to accelerate the creation of consistently positive housing conditions in these nodes.

Seven areas have been identified as HINs:

1. Rockefeller Park District
2. Lakeview Road District
3. Elk Avenue District
4. Glenville HS District
5. Parkgate Avenue District
6. Empire Avenue District
7. Forest Hills Park District

In each area, aggressive efforts will be undertaken to preserve and improve the homes of current homeowners, to provide housing stock attractive to new homeowners, to retain and improve affordable rental housing units, and to redevelop or rehabilitate currently vacant and deteriorated properties. With significant improvement in these compact HINs, residential stability would be expected to spread to adjacent blocks.

Homeownership Initiatives in the HINs

For existing homeowners:
- Aggressive marketing of the areawide homeowner improvement and youth corps for home repair programs (10 to 15 supported homeowners per HIN)
- For appropriate properties, targeting/marketing of Cleveland Restoration Society’s (CRS) Heritage Home Program.

To reduce vacancy & expand the stock of owner-occupied properties:
- For appropriate properties, utilize CRS’s Heritage Home Program to finance developer/contractor purchase plus rehab for sale in coordination with Afford-A-Home.
- Substantial rehab of vacant homes to attract new homeowners (about 5 homes per HIN).
- In limited cases, build new homes for sale to homeowners on vacant lots (about 25 new homes per HIN).

Rental Housing Initiatives in the HINs

To preserve and expand the stock of permanently affordable housing:
- Active monitoring of currently income restricted rentals and intervention to assure (1) continued availability of these properties as affordable rentals and (2) appropriate maintenance to assure that these properties remain quality rental options.
- Careful assessment of opportunities for acquisition and moderate rehabilitation of rental properties under the (name?? CMHA) program to add to the long-term affordable housing stock.

To reduce vacancy & expand the stock of quality rental housing:
- Substantial rehabilitation of vacant and/or severely deteriorated, but salvageable smaller (4 to 12 unit) multi-family buildings as quality rentals (three to four properties per HIN).

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In total, for each HIN, we envision the critical repair of all current homeowner units requiring such intervention, the attraction of approximately 30 new homeowners to substantially rehabilitated and newly constructed units, the preservation of all currently affordable rental units, and the rehabilitation and re-occupancy of three to four deteriorated multi-family properties. Initial efforts are expected to begin in the first HINs within two years and activity will begin in all HINs within five years.
Concentrated Improvement District

In order to create a healthy, mixed income community with quality education, health and wellness amenities and high quality housing options for residents of all incomes, the MyGlenville Plan proposes the Concentration Improvement District in the Circle North section of Glenville. The Circle North neighborhood was selected as the CID based on a variety of factors such as:

- Real estate opportunities large enough to yield a transformative impact on the surrounding neighborhood.
- Physical assets (i.e. schools, universities, hospitals, churches, significant housing complexes, parks/green space, public transit).
- Programmatic assets (i.e. community and social support services).

Another initiative unfolding contemporaneously with the MyGlenville Planning process is the Eco District East project, envisioned as a partnership between Famicos Foundation and the Strategic Innovation Lab at the Weatherhead School of Management, Case Western Reserve University. This effort benefits from CWRU’s affiliation with a new White House initiative called the Metrolab Network, which is a partnership of academic research institutions and local governments with the stated purpose of “developing and employing solutions to improve local economies, job opportunities, public health, infrastructure, and city services.”

As of this report, preliminary discussions have occurred between CWRU and Famicos Foundation about launching a pilot program in the CID. Proposed ideas include: i) utilization of advanced technology for residential efficiency and built environment; ii) development of advanced materials for building/ construction uses; and iii) utilization of data collection to monitor long-term sustainable development goals; and iv) human capital development (business & employment).

The operating model for the CID is based a successfully turn-around of the East Lake neighborhood in Atlanta, Georgia. Purpose Built Communities, a non-profit consulting organization that spearheaded the East Lake transformation, was invited by local leaders in Cleveland to help strategize revitalization efforts in two neighborhoods in the city. Purpose Built Communities worked alongside the Urban Partners team to develop a revitalization strategy for a section of the Study Area, referenced as the Concentrated Investment District (CID).

Proposed Initiatives in the CID

In the CID, a series of targeted investments are proposed in three categories: mixed-income housing, cradle-to-college education pipeline, and health & wellness programming.

Mixed Income Housing

The challenge of existing vacant parcels will be pivoted as an opportunity to develop new high quality housing options for a broad range of incomes. Glenville’s long-term goal of developing/redeveloping approximately 500 units of housing primarily within the Investment Zone (market rate units as well as low- and moderate-income housing where appropriate). Proposed housing types include single-family detached and semi-detached dwellings, clusters of townhomes, and low-rise apartments.
As of this report, Famcos Foundation is in the process of securing Low Income Housing Tax Credit funding to complete a 40-unit lease-purchase project in the CID. The homes in this project will be initially rented to qualified households with the intent to sell the units to existing renters at the end of the 15 year mandatory tax credit rental period. The target demographic during the rental period of project are households under 50 to 60 percent of the Area Median Income (50% of the AMI for Cuyahoga County is $29,750 per year for a family of three). Additionally, Famcos Foundation is working with the City of Cleveland to implement a 8-unit homeownership project in the CID (10 new construction combined with 10 rehabbed homes).

Inclusive of the above referenced Famcos projects, over the next 15 years the CID will benefit from 500 new or renovated units of housing configured in the following household income/tenure composition:

- 150 affordable renter-occupied homes
- 160 market-rate renter-occupied homes
- 60 affordable owner-occupied homes
- 130 market-rate renter-occupied homes

Particular emphasis will be on developing homes that are located in close proximity to Mary Bethune School as part of the strategy to improve the environment surrounding the school. The campus is situated in the middle of Moulton/Scoutway Park, which features a community garden, basketball/tennis courts and a spray park. This area has a tremendous potential to attract a critical mass of new residents to Glenville, which would strengthen Mary Bethune School as a school of choice.

**Education Pipeline**

The MyGlenville Plan proposes a series of investments to support the cradle-to-college education pipeline for families and children in the neighborhood. Initially, the majority of the education component of the CID will center around supportive programs for an early learning center and turnaround of the Mary Bethune School.

Famcos Foundation will spearhead a coalition of organizations to secure more robust partnerships to accomplish the following:

- Build an early learning center or identify a high quality operator that directly feeds into Mary Bethune School and establish a roadmap to turn around Mary Bethune School through a partnership with Cleveland Metropolitan School District.

Simulated aerial view of the Concentrated Investment District (Lakeview Avenue looking north towards Mary M. Bethune School and Superior Avenue).
by supporting with capital and operating investments over a period of time.
- Create preference attendance zones that apply to families living in the CID.

- Robust wrap around services for students and families including after school programming and leveraging existing partnerships (see the Strengthen Education section of the Neighborhood-Wide Strategies).

- Create partnerships with best in class partners to provide fully functioning programs to serve children in the CID.

Community Health and Wellness
The third component of the CID strategy is the work of improving the health and wellness of residents. Famicos Foundation will spearhead a coalition of organizations to catalyze investments in the community health and wellness space by working toward the following:

- Work with major providers in the city in a collective impact model to bring programmatic services to the area.

- Enter into formal memorandum of understanding with providers who can meet the needs of the community, including funding obligations and performance metrics.

- Develop strategies to help improve existing programs that could meet the needs of the community if provided with additional resources and technical assistance.

Proposed “Governance” in the CID
A critical element of Purpose Built’s model is to establish a “governance” framework within the CID. Famicos Foundation will be spearheading a process to empower an organized advisory team, which in turn will be responsible for transferring the vision described in this document into an implementable action plan. This plan will be vetted by the city, local institutions, the funding community, and, most importantly, the community residents.
NEIGHBORHOOD-WIDE INITIATIVES

1. Maintain/Grow Housing Diversity

MyGlenville Plan will expand and support previous housing initiatives throughout Glenville, with Famicos Foundation serving as the lead coordinating agency. The objective of these strategies is to continue supporting existing residents of Glenville, both homeowners and renters, particularly in low income households, while attracting new residents with high quality housing stock. The initiatives described in this section are aimed at supporting the existing residents and preserving long-term housing affordability.

Action strategies include:
- Homeowner assistance programs (home repairs, real estate tax relief assistance, home selling assistance, and housing counseling services).
- Rental housing programs (preserving existing income-restricted apartments, increasing permanently affordable rentals, and tenant rights assistance).

2. Strengthen Education

The challenges faced by Glenville public schools is well documented, but Glenville has dedicated educators, administrators, and other committed stakeholders to help usher in a new era of quality public education in the neighborhood. The community also benefits from the programs available through the highest concentration of arts, culture, and educational institutions in the region.

The main purpose of this initiative is to:

i) convene the educators, administrators, parents, and other community stakeholders in order to collaborate on pragmatic educational initiatives;

ii) widely publicize the availability of educational enrichment programs at the University Circle institution (managed primarily by UCI) and

iii) help prepare a strategic marketing strategy for the schools in Glenville.

3. Expand Employment & Business Opportunity

Glenville is immediately adjacent to one of the largest employment centers in the region. As of 2013, the U.S. Census Bureau estimates that there are 61,500 jobs located in Glenville and the area just south—which includes Case Western Reserve University, the VA Medical Center, Cleveland Clinic, and University Hospitals.

The MyGlenville strategy proposes to continue working closely with Neighborhood Connections, FRDC, University Hospitals, Cleveland Clinic, and other University Circle institutions to widely publicize the Hire Local programs.

Action strategies include:

- Target/re-energize University Circle hiring.
- Expand employment on underutilized industrial land.
4. Improve Quality of Life/Strengthen Community Identification & Engagement/Community Safety

In order to promote lasting change and progress, MyGlenville initiatives must extend beyond bricks and mortar developments and address the everyday experience of Glenville residents. To promote a sense of unity and inclusiveness, and to improve the human potential of all Glenville residents, the MyGlenville Plan has laid out an ambitious array of initiatives that include: health & wellness programming; youth engagement and empowerment programs; community strengthening events and activities; support programs for ex-offenders; and community policing activities.

Action strategies include:
- Health programming (supporting existing health and wellness programs targeting Glenville residents, and working with local partners to analyze the feasibility of the Wellness Bus and the Corner Store improvement project).
- Support existing youth programs targeting Glenville youth under 18 years-of-age, as well as young adults from the ages of 18 to 24. Complete the Comprehensive Youth Engagement Plan as part of the MyCom initiation process.
- Strengthening community connections through regularly scheduled community gathering such as Gather in Glenville and ward meetings.
- Support the ex-offender community through legal assistance, as well as job training and placement services.
- Strengthen community policing activities through regular communication and collaboration between law enforcement and community residents.

5. Promote Sustainability, Environmental Stewardship, & Greenspace Improvements

The Study Area includes 14 City of Cleveland parks, including four primary green spaces: Rockefeller Park, Forest Hills Park, the Cleveland Lakefront Nature Preserve and Gordon Park. Inefficient connections from the neighborhood to these greenspace assets—as well as an overall lack of programming—has lead to their underutilization.

MyGlenville Plan aims to better highlight physical connections to promote healthier lifestyles, and offers recommendations to program spaces and places where neighbors can recreate and relax.

Additionally a set of strategies are proposed as part of an on-going effort to reduce the carbon footprint generated by the Glenville community and better steward the environmental assets located in the neighborhood. Other important objectives are the positive utilization of vacant parcels, reduction of household utility costs, and incubation of local entrepreneurs operating eco-friendly businesses.

Action strategies include:
- A series of park connections, mostly on-street, through signage, wayfinding and expanded programming. Specific improvements are recommended at Rockefeller Park, Gordon Park, Cleveland Lakefront Nature Preserve, and Forest Hills Park.
- Land stewardship and interim open space program (work with the City and County land banks to program interim land uses).
- Sustainability initiatives (complete the Climate Action Plan through a resident engagement process and work with community partners on a variety of sustainability programs, such as Gateway 105 Farmers Market, free rain barrel program, neighborhood clean up events (especially targeting vacant lots), and sustainability outreach/education at Glenville High School.

Locally supported urban agriculture. Vegetable stand at Gateway 105 Market.