8. Concentrated Investment District

Purpose Built Communities is a non-profit consulting organization that helps local leaders implement a comprehensive neighborhood revitalization model that will break the cycle of poverty for low income families while creating healthy and sustainable neighborhoods. Formed in 2009, Purpose Built’s experience is based on the revitalization of the East Lake neighborhood in Atlanta, Georgia. Purpose Built and the East Lake neighborhood have been recognized as uniquely successful by the White House Office of Neighborhood Revitalization and several former Secretaries of the Departments of Housing and Urban Development and Education.

Invited by local leaders in Cleveland to help strategize revitalization efforts in two neighborhoods in the city, Purpose Built 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). The goal of the CID is 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 CID’s location was selected based on various factors such as:

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

The boundary for the CID coincides with the section of Glenville known as Circle North. Specifically, the CID (outlined in pink in Figure 39) is bounded by Wade Park Avenue to the south, Superior Avenue to the north, E. 105th Street to the west, and the city boundary to the east. Within the CID, a designated Investment Zone (outlined in yellow in Figure 39) signifies the area in which initial phase real estate developments will be targeted.

What is a Concentrated Investment District?

The CID is based on a three-pronged approach to transform a community with high quality mixed-income housing, a cradle-to-college education pipeline, and community wellness programs, all guided by a community-based leadership group.
According to 2015 ESRI forecast, the population in the CID is about 4,100 residents and approximately 23% are under the age of 18. The majority of the population is African American (93%). The median home value in the CID is $71,000. Of the 2,390 housing units, 33.2% are owner occupied, 38.3% are rental and 31.7% are vacant. Approximately 39% percent of households earn less than $15,000 a year with a median income of $21,869. On the other side of the income spectrum, 19% of households earn more than $50,000 a year.

An abundance of existing assets are located in the CID—including, but not limited to, Mary McLeod Bethune School, close proximity to University Circle institutions (including Case Western Reserve University/University Hospitals, VA Hospital, and other cultural institutions), parks and green space. The majority of recent real estate investments in Glenville many of which were spearheaded by Famicos Foundation have been located in the CID, including University Towers, Heritage Lane Homes, and Doan School Classroom Apartments. Moreover, the City is in the process of constructing the Opportunity Corridor which terminates on E. 105th Street just south of the Study Area and there’s a transportation planning process that the city will embark for the E. 105th Street which is funded by a federal Transportation Investment Generating Economic Recovery (TIGER) grant.

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).

**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 (see Figure 40 for examples of housing types).

![Figure 40: Potential Housing Types Proposed for the CID](image-url)
As of this report, Famicos 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, Famicos Foundation is working with the City of Cleveland to implement an 8-unit homeownership project in the CID.

Inclusive of the above referenced Famicos 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.

Famicos 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.
  - Create preference attendance zones that apply to families living in the CID.

- Establish a roadmap to turn around Mary Bethune School through a partnership with Cleveland Metropolitan School District by supporting with capital and operating investments over a period of time.
  - Create preference attendance zones that apply to families living in the CID.
8. Concentrated Investment District

- 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** on Page 54).

- 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.

**Figure 41: Case Study of Successful Effort Employing the Purpose Built Model (Indianapolis)**

- Housing: Master plan includes 600 high-quality mixed-income apartment homes and 250 townhomes and single-family homes.
- Education: Two of Indianapolis’ finest charter schools are in operation.
- Community Wellness: Plans include a 70,000 sq. ft. multi-use health and wellness center, a full-service grocery store and commercial shops.
Figure 42
Concentrated Investment District
Mary M. Bethune School Focus Area

Lakeview Avenue Looking North Towards Mark K. Bethune School & Superior Avenue