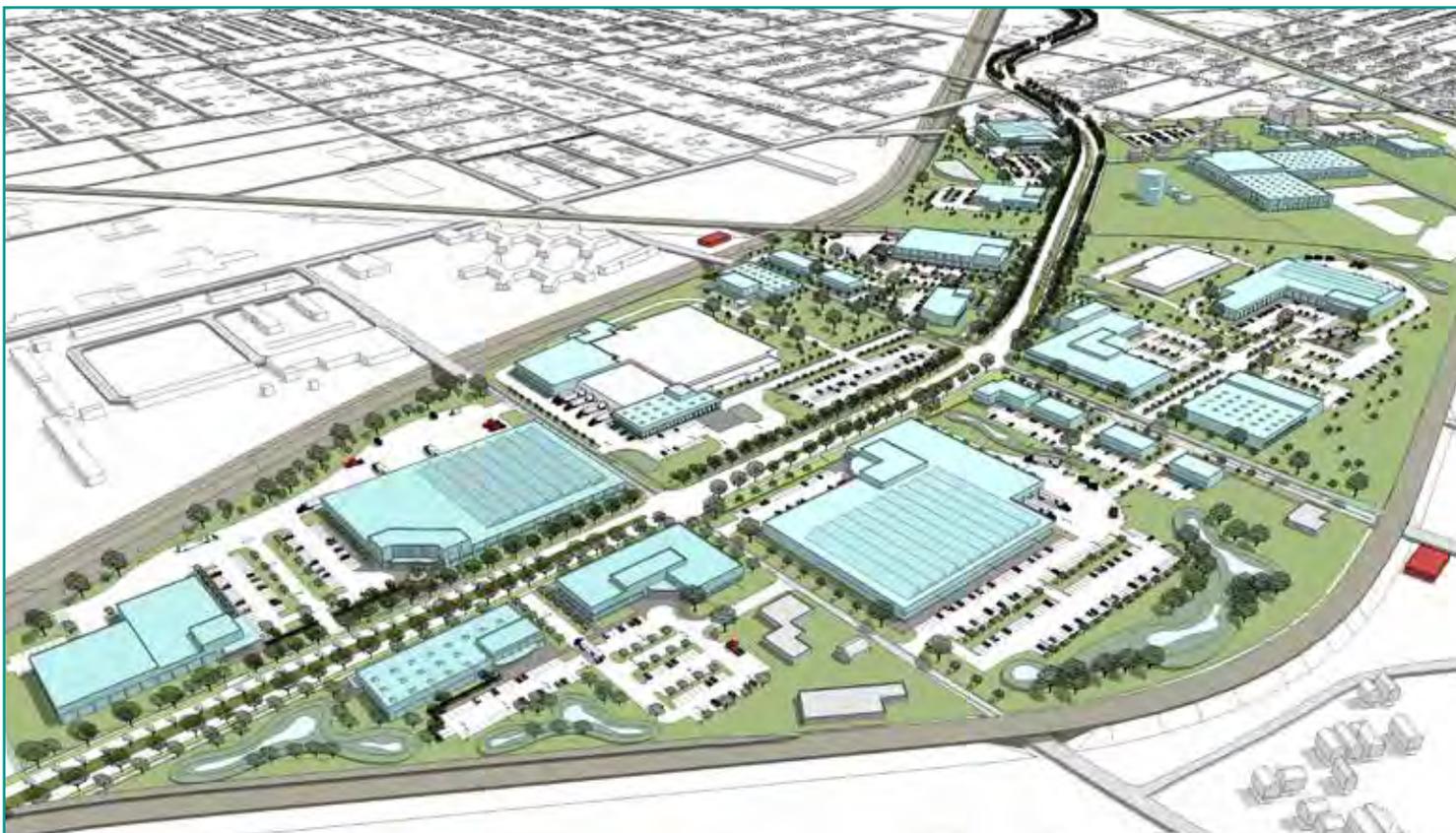


Cleveland Opportunity Corridor Brownfields Area Wide Plan



March 2013

United States Environmental Protection Agency
City of Cleveland

City Architecture
Partners Environmental Consulting, Inc.



Section 1: Introduction 1

Why is a Brownfield Plan Important
for Cleveland's Opportunity Corridor? 1

USEPA Brownfield..... 3

Introduction to Brownfields 4

Impacts 5

Trends 6

Building on Previous Planning Efforts..... 7

Community Engagement Acknowledgements 9

Occupancy Analysis..... 21

Vacancy Analysis..... 23

Infrastructure..... 25

Impact of Roadway on Development..... 26

Determining Property Acquisition and
Site Consolidation Strategies 27

Value of Maximizing..... 29

Shift in Alignment..... 30

Planning Conclusions..... 31

Section 2: Understanding 11

Development Districts 12

Existing City of Cleveland Plans and Policies 13

Economic Development Ongoing Initiatives 15

Continuing Neighborhood Investments 17

Conditions Analysis 19

Section 3: Investigation 33

Environmental Issues/Concerns..... 33

Priority Site Inventory 35



Table of Contents

Section 4: Planning Objectives..... 37

Setting the Stage for Redevelopment	37
#1 Business Retention and Development	38
#2 Commercial and Mixed Use	39
#3 Green Infrastructure	40
#4 The Urban Agriculture Innovation Zone	41
Community Preferences	43

Section 5: Redevelopment Strategy .. 45

Finalizing the Remediation and Development Strategy	47
Superblock 2A	49

Superblock 2B.....	57
Superblock 2C	65
Superblock 2D	73
Superblock 3A	79
Superblock 3B.....	87
Superblock 5A	95
Superblock 5B.....	103

Section 6: Next Steps 109

Implementation Partnerships.....	111
Implementation Funding.....	115
Action Steps	117
Current Implementation Efforts	118
Character of Corridor.....	123

APPENDICES

1 Community Engagement Meeting Summaries
2 Priority Site List
3A Baseline Cost, Time-framed Funding Resource Chart - District 2
3B Baseline Cost, Time-framed Funding Resource Chart - District 3
3C Baseline Cost, Time-framed Funding Resource Chart - District 5

4A Redevelopment Cost, Time-framed Funding Resource Chart - District 2
4B Redevelopment Cost, Time-framed Funding Resource Chart - District 3
4C Redevelopment Cost, Time-framed Funding Resource Chart - District 5
5 Baseline to Redevelopment Cost Comparison

Introduction:

Why is a Brownfield Plan Important for Cleveland's Opportunity Corridor?

The City of Cleveland was traditionally the manufacturing and industrial center of Cuyahoga County and was surrounded by dense residential neighborhoods. As these communities have changed over the past half century, a once thriving industrial and surrounding residential base has been decimated by job loss, foreclosure and disinvestment.

Many of the former industrial sites have evolved into Brownfields with no significant buffer between the site and the remnant residential communities. Managing these Brownfields is necessary to reposition the urban core as a viable mixed use community and to create developable parcels of scale to support today's business needs.

Brownfields can have a profound impact on a community's health as a result of the exposure to residual contamination often found on these sites. Brownfield sites can also be safety hazards since they commonly have vacant, abandoned and deteriorating structures, the majority of which are located in distressed, low income, inner-city communities and neighborhoods. The assessment and remediation of Brownfield sites helps to minimize or eliminate exposure to environmental contaminations, supports the revitalization of underutilized areas and can, at times, result in the creation of much needed green space. The largest restriction to development of areas impacted by Brownfield sites is the cost that it takes to assess and manage the cleanup of these sites. This also hinders lenders from investing in redevelopment of these areas because of the unknown environmental risk.

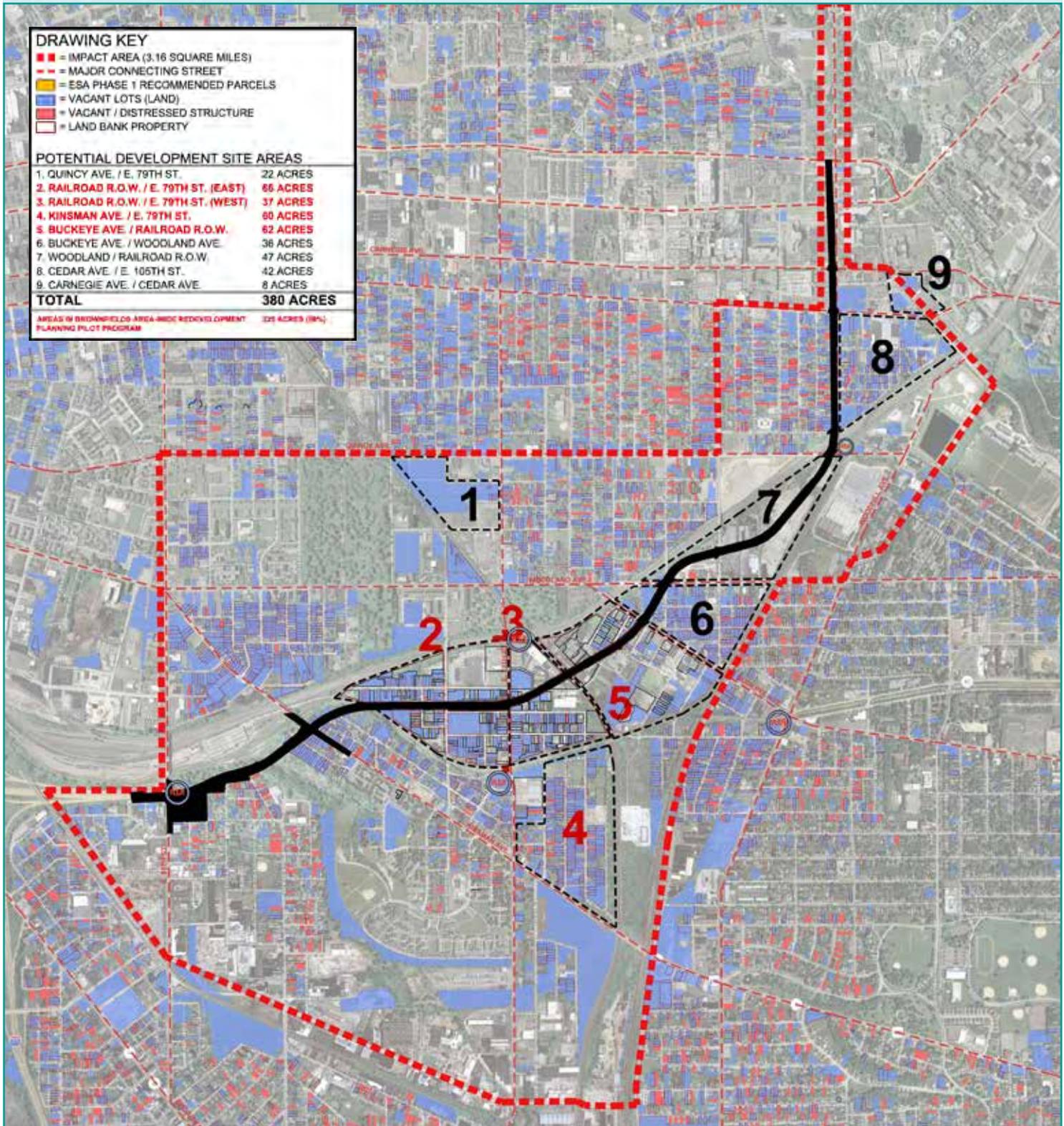
Over the past three decades, a roadway project referred to as "Opportunity Corridor" has been studied and discussed. The idea behind this roadway project is that the combination of state agency infrastructure investments, redefined development strategies and innovative policies

have the ability to leverage a road project to spur substantial economic development within the City's core. The intent of the Opportunity Corridor Roadway is to create a connection between the southeast side of Cleveland and the growing medical center and hub surrounding the University Circle neighborhood on the east side. In 2004, the Ohio Department of Transportation (ODOT) retained a consultant team led by HNTB Corporation (HNTB) to conduct the Cleveland Opportunity Corridor Study. In working with local stakeholders and public officials, this study transformed into the Cleveland Opportunity Corridor Project as support grew and a sense of urgency developed. Ultimately, the success of the project will lie in the economic and community development generated by this immense public initiative.

In the absence of a comprehensive plan, the roadway project would simply identify the patchwork of sites needed to make the connection, be built and leave in its wake a divided, unplanned landscape of Brownfields, vacant properties, disconnected neighborhoods and a neglected community. The result would be a roadway that simply passes by these areas without interaction or benefit. Instead, the City chose to leverage the roadway project and use it as a cornerstone to revitalize the area it passes through, allowing for the creation of an integrated plan that provides a roadmap for the development of the land surrounding the roadway.

As part of this process, Development Districts (illustrated on the following page) were created as a way to define areas of targeted investment, each with a preferred land-use and development type. Of these Districts, four became the focus of this Plan (Districts 2, 3, 4 and 5). Additionally, District 4 includes an ongoing initiative to develop green industry that takes advantage of large areas of underutilized and vacant parcels of land, converting them into active agricultural sites, and is known as the Urban Agriculture Innovation Zone. Preliminary planning revealed a need to incorporate Brownfield sites into the planning process, as the area throughout the Development Districts, much like many parts of older industrial cities, is hindered by the number of such sites. This Plan focused on four of the Districts in an effort to refine the planning process at a more detailed level.

Cleveland's Opportunity Corridor proposed route stretches approximately 3 miles, and links 9 Development Districts. The Brownfield Area-Wide Plan examines Districts 2,3,4 &5.



MAP of the Corridor with all 9 Development Districts

USEPA Brownfield Area-Wide Planning Pilot Program

The United States Environmental Protection Agency (USEPA) launched the area-wide planning pilot program in March 2010 by announcing the availability of grant funding.

According to the USEPA's website, the pilot program was envisioned as a way to address community Brownfield challenges, which recognizes that revitalization of the area surrounding the Brownfield site(s) is just as critical to the successful reuse of the property as assessment, cleanup, and redevelopment of an individual site. The pilot program's aim is to help further community-based partnership efforts within underserved or economically disadvantaged neighborhoods by confronting local environmental and public health challenges related to Brownfields, while creating a planning framework to advance economic development and job creation. The end result of the grant funding is an Area-Wide Plan that informs the assessment, cleanup and reuse of Brownfield properties and the promotion of area-wide revitalization. The USEPA selected 23 pilot projects across the nation, each with a maximum award of \$175,000 for a project period of up to 24 months.

The City of Cleveland was awarded a Brownfields Area-Wide Planning Pilot Program grant in October 2010. The City developed a Scope of Services and Workplan to guide the development of the Brownfields Area-Wide Plan for the Study Area. This Plan was created to support the City's development decisions adjacent to the Cleveland Opportunity Corridor roadway. To complete the Area-Wide Plan, the City selected a Project Team that included City Architecture and Partners Environmental Consulting, Inc., who were supported by an Advisory Committee. The Brownfield planning project took advantage of relationships already established with the local community development corporations (CDC's), the Urban Agriculture Innovation Zone initiative, major stakeholders and other authorities and became an extension of the Cleveland Opportunity Corridor roadway project.

As a means of focusing the planning effort and to stay

within the limits of the grant funding, the City selected four Development Districts located at the core of the proposed Opportunity Corridor roadway's route, known as Development Districts 2, 3, 4 and 5. These four (4) became the Study Area of this Brownfield Area-Wide Planning Pilot Program, which consists primarily of the Kinsman and Lower Buckeye neighborhoods. The Brownfields Area-Wide Plan studies the strategic redevelopment of underutilized and potentially contaminated land within the Study Area.

The aim of this Plan is to gather environmental information, collaborate with stakeholders, identify priority projects, establish guidelines, and develop remediation strategies that can spur activity and encourage long-term redevelopment and investments that have the ability to create employment opportunities for both the residents and the region. One of the main objectives of the Plan is to take into consideration environmental concerns to help determine and prioritize which sites should be acquired, assembled, cleaned up and reused in such a way as to meet community priorities and bring amenities to the community. Additionally this Plan will provide environmental data that will support the development of green infrastructure plans being completed by the Northeast Ohio Regional Sewer District in the Study Area.

A critical component of this Plan is the open, inclusive public planning process that will include businesses, residents and other stakeholders to ensure expectations are met and the opportunities along the proposed COC roadway are maximized for all people. Existing stakeholders, including two (2) established Cleveland companies, Miceli's Dairy and the Orlando Baking Company, were engaged in order to ensure their impending campus expansions are accommodated by the planned Cleveland Opportunity Corridor roadway. In accordance with USEPA grant requirements, the Project Team developed and followed a Quality Assurance Project Plan (QAPP) as a means of guiding the data collection process as well as establishing assessment, oversight and reporting procedures. In addition, the QAPP included a proposed project schedule, which followed the tasks outlined in the Workplan. The Brownfield Area-Wide planning grant relied on

Introduction to Brownfields

the collection, organization and subsequent summary of previously collected environmental data. This data formed the basis of the identification of Brownfield sites throughout the Study Area.

Throughout previous engagements and studies, the central portion of the Cleveland Opportunity Corridor has been imagined as multiple campuses for light industry, warehousing and logistics facilities. These uses can take full advantage of the larger parcels of available land that this Plan hopes to create through strategic cleanup and redevelopment of Brownfields based on the use of risk-based remediation strategies. Additional uses and typologies have been identified and considered and are presented within this Plan. Additionally, environmental remediation strategies were evaluated, potential funding sources identified, land acquisition and site consolidation strategies established and design guidelines are proposed to further direct the redevelopment process that is anticipated to span over the next two (2) decades as the Cleveland Opportunity Corridor roadway project comes to fruition.

The Area-Wide Plan has resulted in a prioritized list of development sites in the Study Area and provides suggestions for implementation of the Redevelopment Plan. Implementation strategies will provide a tactical approach for securing funding for the assessment and remediation of identified Brownfields in the Study Area, as well as the demolition of buildings and/or removal of unnecessary infrastructure.

Examples of Brownfield Sites Located Within the Study Area



Photo 1: Demolished Former Industrial Facility, Development District 5: The site was historically utilized by The Peerless Manufacturing Co. Mfg Clothes Wringers & Bicycle Factory, Sawyer Belting Works, and as a drug manufacturing warehouse and transformer house.



Photo 2: Vacant Lot, Development District 3: Grass lot at northeast corner of E. 79th and Grand was historically a filling station with three (3) gas tanks and an auto repair shop.



Photo 3: Vacant Commercial Facility, Development District 2: The building on far right side was historically a Bolt & Nut warehouse and an auto repair shop.

A Brownfield is defined by the USEPA, in part, as: "real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant" [42 USC § 9601(39)]. However, identification of a Brownfield site is not as straightforward as one might assume. It is easy to point out an abandoned and deteriorating industrial manufacturing plant which is common to the Cleveland landscape and identify it as a Brownfield (Photo 1). It is not as easy to point out the other class of Brownfields, those that are not as visible as the large industrial sites. A Brownfield can be as small as a former gasoline filling station where nothing is left but a grass field (Photo 2) or may be a vacant commercial building that was at one time used as an auto repair shop (Photo 3).

Impacts:

Public Health, Public Safety and the Environment

It is well recognized that where we live, work and play impacts our health. Brownfields can have a profound impact on our health as a result of the risks they pose. In addition, the vast majority of the City's Brownfield sites are located in distressed, low income, inner-city communities and neighborhoods inhabited predominantly by minorities.

Impacts to public health can come from many sources at Brownfield sites. Vacant and dilapidated buildings may contain asbestos and lead-based paint, which after deterioration from exposure to the elements, present a danger to nearby residents. These properties are generally unsecured, allowing vagrants and vandals to enter the properties, further damaging exposed materials. Contamination that accumulates on surface soils may blow onto neighboring sites and children may be exposed while playing on or near Brownfield sites. Without viable owners to maintain the sites, many Brownfields contain deteriorated structures, overgrown landscaping, and crumbling sidewalks, which are eyesores and safety hazards to nearby residents and can result in fire hazards that may impact surrounding properties.

The majority of the population within the Study Area is considered low-income and minority. Data indicates this population suffers more from negative environmental factors including poor air quality, poorly maintained homes, lack of healthy food options, and the lack of clean and safe green spaces such as parks and playgrounds. Additionally, employment statistics reflect the area's unemployment rate greatly exceeds the city and county averages. The assessment and rehabilitation of Brownfield sites helps to correct this imbalance by minimizing or eliminating exposure to environmental contaminants, helping to establish safe and affordable housing for the residents, supporting the creation of commercial/industrial districts, and even resulting in the

creation of much needed neighborhood urban gardens and recreation areas.

Brownfield sites are often contaminated with a variety of chemicals of concern. Cleanup or remediation of this contamination is often cost prohibitive relative to the value of the property. Brownfield sites can also develop a stigma, thereby limiting interest in ownership, financing, leasing or other affiliation for fear of legal or regulatory fallout. Further, a lack of strategies for redeveloping Brownfield sites makes municipalities, nonprofits, and private entities reluctant to move forward with redevelopment plans because of the inherent financial risks and liabilities.



Example of the safety hazard posed by a vacant and deteriorated industrial building.



Example of a partially collapsed roof within a former manufacturing facility and the safety hazard posed by miscellaneous and unlabeled drums and containers of chemicals left in the building.

Trends:

The Kinsman and Lower Buckeye Neighborhoods

The Study Area consists of Development Districts 2,3,4 and 5 of the overall Opportunity Corridor Project and includes approximately 225 acres of land, primarily in the Lower Buckeye and Kinsman neighborhoods.

Current land uses include light industry and manufacturing, convenience retail establishments, institutions such as churches and a mixture of multi-family housing and single family homes. However, the majority of the land is occupied by blighted, vacant or buildings are in severe disrepair. Neighborhood streets and blocks that were once thriving, mixed-use districts where people lived and worked, have deteriorated over time and resulted in an erosion of the sense of place and led to substantial disinvestment. In some cases, blocks have only a few remaining structures, most of which are in poor condition or are in various states of collapse. This has led to a massive underutilization of the land area, a sense of abandonment, illegal dumping activities and unsafe conditions. The planning process has analyzed existing conditions to understand the needs of a wide array of people to best determine the true potential of the Study Area.

Additionally, since the preferred land use of Development District 4 is urban agriculture, the other three Districts are addressed separately in this plan.



Aerial Photo of Vacancies



Neighborhood photo illustrating severe vacancy, illegal dumping and deteriorated streets

Building on Previous Planning Efforts

The Shared Vision Statement, Principles and Timeline below resulted from planning carried out by the Greater Cleveland Partnership on behalf of ODOT in 2009. These important directives, as identified by a fully engaged and diverse Steering Committee, served as a foundation for the Brownfields Area-Wide Planning Project Team. The committee represented many local agencies, community development corporations and other experts to help guide the process. In addition, during the course of the Area-Wide Planning process, ODOT, working in conjunction with the Greater Cleveland Partnership, commissioned a separate market analysis study conducted by Allegro Realty that evaluated market demand and provided the data which formed the foundation of our planning objectives. The Project Team met with the Advisory Committee to share ideas, concepts and findings related to potential Brownfield sites located within the Study Area and their potential impact. The City will use this Brownfields Area-Wide Plan to coordinate future city planning and implementation efforts to complement and build upon the roadway's construction.

Building Momentum in the Neighborhood and Region

Recent initiatives, focused on redevelopment similar to that anticipated in the Area-Wide Plan, illustrate the market demand to reclaim former industrial land. Articles in local publications highlight the importance of Clean Ohio grant funds administered by the Ohio Department of Development in the redevelopment of Cleveland Brownfields. Several businesses, including a prominent Cleveland business located within the Study Area, the Orlando Baking Company, have benefitted from grant money to expand their growing business. Another example, outlined in the article excerpt below, would not be possible without assessment and remediation of contaminated land. Cleveland's long industrial history, particularly in the Study Area, has resulted in land that must be undergo a thorough assessment and cleanup process before it can be marketed. Local concerns around the loss of the Clean Ohio program focus on the City of Cleveland's ability to compete for companies and investment. The lure of reduced development costs associated with "greenfield" land continues to draw development away from the City's core.

Recently, the City of Cleveland has seen the expansion of food related industries which are prospering in the region. Taking advantage of this local movement provides residents within the Study Area with direct access to healthy, affordable and locally grown food. The Urban Agriculture Innovation Zone, established in Development District 4 of the Study Area is an ongoing initiative that is redefining how inner city land can be reused to spur economic development. This new type of green industry takes advantage of large areas of underutilized and vacant parcels of land and converting them into active agricultural sites with the potential to create long-term jobs in bio-fuel production, produce production and sales, water purification, vegetative waste recycling, and composting and mulch production and sales.

By building upon past planning efforts, the redevelopment concepts presented in this Area-Wide Plan ensure recent strategies are complementary of previously identified initiatives and objectives.



Shared Vision Statement

*The Opportunity Corridor will act as a catalyst for economic development in the City of Cleveland, create vital connections to the greater region, and support revitalization efforts in the surrounding established neighborhoods. The well-designed, multi-modal public infrastructure will leverage private investment and infuse the corridor-area with new jobs for existing and future residents. **The success of the Opportunity Corridor will result from an inclusive planning process that involves the community and results in development initiatives that promote sustainable land uses and healthy communities.***

Principles*

1. Strategic Assembly of Land

The primary objective of reactivating vacant and underutilized land in the corridor-area will be accomplished by strategically assembling large tracts / acreage of land for redevelopment. The Opportunity Corridor will create a myriad of jobs for Cleveland residents and support job growth in adjacent employment centers by proposing assembling land for future redevelopment and proposing new land uses within the area.

2. Encourage and Regulate Development

Preferred land-uses will be identified for target sites and a hierarchy of uses will be created to ensure phased long-term development appropriate to the public investment. Development guidelines will establish regulations that support the collective vision of the stakeholders and City of Cleveland.

3. Provide Nearby Options for Replacement Housing

Great effort will be made to minimize the displacement of residents resulting from the corridor's construction. When relocation is required, options will be offered to assist displaced residents to relocate in nearby neighborhoods. Additionally, revitalization initiatives will be developed to strengthen residential communities.

4. Create Complimentary Connections

Opportunity Corridor will be well-designed and will respond to its immediate context. Key intersections will be identified to ensure critical neighborhood connections are created, maintained and strengthened. Logical paths of travel, links to existing bicycle networks and key neighborhood gateways and way-finding elements will be incorporated into the project. Development along the corridor will be arranged to provide pedestrian amenities where the appropriate uses will benefit and not compete with other planning/development initiatives. Public transportation systems and transit stops will be well-connected to the corridor.

5. Sustainable Future

The planning process and eventual construction of the Opportunity Corridor will identify, create and benefit from the utilization of sustainable practices providing users with choices while mitigating the impact construction processes have on our environment. Additional measures will be explored concerning long-term effects the public infrastructure will have during its life-cycle. Strategies such as storm water management, property cleanup / remediation and reuse, light pollution reduction, bio-filtration networks, indigenous landscaping and other aggressive "green" approaches will be incorporated into the planning and construction of the corridor. Additional thought will be given to sustainable criteria for future development along the corridor. Property cleanup and remediation strategies will be employed to maximize the value of land. In its current condition, the land is undevelopable, and proper cleanup will help re-establish its role within the urban landscape and minimize impact on overall infrastructure systems by re-using networks that are already in place.

*Greater Cleveland Partnership and ODOT Opportunity Corridor Planning Principles, 2009.

Community Engagement Acknowledgements:

The City of Cleveland reached out to neighborhood groups, local elected officials, organizations, business owners and other concerned parties to assemble an Advisory Committee to help guide the planning process and provide suggestions on how to deliver the information to the public.

Committee members actively participated in a series of meetings and work sessions that helped determine the appropriate type of development, its locations and how it can be planned based on brownfield cleanup strategies. By engaging with community leaders and representatives, the planning team was able to better understand the concerns and needs of residents and business owners. During work sessions, planning concepts were reviewed and discussed through open and inclusive dialogue in an effort to garner feedback. The Advisory Committee served as a liaison between interested parties and the City of Cleveland. The Committee's dedicated work helped guide and prepare information that was shared with the public. Additionally, several targeted outreach efforts, surveys, etc., were facilitated by members of the Advisory Committee and shared with the Project Team.

The Advisory Committee was comprised of a myriad of representatives. City of Cleveland Ward 5 Councilwoman Phyllis E. Cleveland served on the Committee to ensure residents'

NAME	TITLE AND AFFILIATION
Diane Alecusan	Urban Revitalization Specialist, Ohio Department of Development
Karla Auker	Brownfields Project Manager, USEPA
Janise Bayne	Program Manager Brownfield Assessment Grants, Cuyahoga County Department of Development
Rod Beals	Environmental Manager, Ohio EPA
Laura Clark	Senior Development Finance Analyst, Cuyahoga County Department of Development
Phyllis Cleveland	Councilwoman, Cleveland City Council, Ward 5
Kyle Dreyfuss-Wells	Manager of Watershed Programs, NEORS
Maribeth Feke	Director of Planning, GCRTA
Kim Foreman	Education and Outreach Director, Environmental Health Watch
Damien Forshe	The Rid All Corporation, business within COC
Terri Hamilton Brown	Opportunity Corridor Project Director, Greater Cleveland Partnership
John Hopkins	Executive Director, Buckeye Area Development Corp
Ken Johnson	Councilman, Cleveland City Council, Ward 4
Carol Kinney	Miceli's, business with COC
Joseph Miceli	Chief Executive Officer, Miceli's, business within COC
Lucy Miller	Senior Management Analyst - Ohio Sustainability Officer, US HUD
Mamie Mitchell	Councilwoman, Cleveland City Council, Ward 6
Jeffrey Patterson	Acting Director, Cuyahoga Metropolitan Housing Authority
Scott Pollok	Planning Director, Cuyahoga Metropolitan Housing Authority
Bobbi Reichtell	Sr. Vice President for Programs, Neighborhood Progress, Inc.
Dale Schiavoni	Transportation Planning and Programs Administrator, ODOT
Terry Schwarz	Director, KSU Cleveland Urban Design Collaborative
Morgan Taggart	Program Specialist, Ohio State Extension Program
Tim Tramble	Executive Director, Burton, Bell, Carr Development, Inc.
Matt Wahl	Project Manager, HNTB
Stephanie Howse	Principal, Notable Interations
Tamika Williams	Lower Buckeye Resident
Sheila Glasgow	Lower Buckeye Resident
Robin Gregory	Lower Buckeye Resident
Willie Mae Jolly	Kinsman Resident
Mary Nelson	Kinsman Resident
Tecora Gray	Kinsman Resident
Garnell Jamison	Ward 4 Office representative
Rudy Thompson, Sr.	Business Owner - Lower Buckeye

and business owners' needs were addressed in ways that were supportive of ongoing initiatives and investments in the area. A representative of Ward 4 Councilman Ken Johnson also participated, providing perspective and guidance from wards located outside of the Study Area. The Northeast Ohio Regional Sewer District's participation helped promote and inform green infrastructure concepts, notably best practices and potential locations that could be used to naturally treat storm water created by proposed redevelopment plans. Additionally, participants from ODOT provided updates on the roadway's ongoing planning and shifts in the proposed alignment. This information proved to be extremely valuable because the Opportunity Corridor's final preferred alignment was determined, in part, to allow business within the Study Area to expand. Local small business owners (specifically Rudy Thompson a Sunoco Gas Station owner) were also represented on the Committee. A wide cross section of people and business types helped steer where and what types of redevelopment concepts were studied throughout the planning process.

Representatives from the local housing authority, Cuyahoga Metropolitan Housing Authority, and a local public health advocacy organization, Environmental Health Watch, aided in better understanding residents' needs. The two community development groups located in the Study Area, Buckeye Area Development Corporation and Burten, Bell Carr Development Corporation (BBC), graciously reached out to local businesses and residents. Critical community partnerships, specifically the outreach efforts facilitated by BBC, were instrumental in encouraging public participation in the Area-Wide Plan's development.



Working sessions with the Advisory Committee provided the ability to test ideas, review concepts and prepare for Community Meetings



Community Meetings included presentations, reviews, discussions and information sharing / gathering related to Brownfields and potential redevelopment

Understanding: Existing Landscape

Creation of Development Districts

During the ongoing planning process surrounding the proposed Opportunity Corridor roadway, Development Districts were created. This allowed grouped parcels of land, areas and investment districts to be considered together, which maximize the impact of redevelopment. A total of nine (9) districts were established, each with a preferred land-use and development type. Because of the unique ability to assemble larger building sites, light industry, warehousing and logistic facilities were imagined in the Central Section of the Opportunity Corridor roadway's route (Study Area). Bio-medical and office uses were preferred for the eastern districts due to their proximity to the emerging "Meds and Eds District" in University Circle. Shipping facilities were preferred for the western districts, taking full advantage of the easy highway access.

The preferred land-use established throughout previous planning efforts for the Central Section has guided the redevelopment aspect of the Area-Wide Plan. In addition to taking advantage of the potential to create larger parcels, the anticipated jobs created by such facilities may be appropriate for community residents. Access to employment centers has greatly impacted the typology of redevelopment imagined.

Additionally, prior to investigating redevelopment concepts, the City of Cleveland with community partner, BBC, had earmarked Development District 4 as Cleveland's "Urban Agriculture Innovation Zone." The planning efforts related to that area have been integrated into this Area-Wide plan. Environmental investigations, discussed later in this report, were shared with the Urban Agriculture Innovation Zone planners to provide information to steer through project meetings and collaborations.

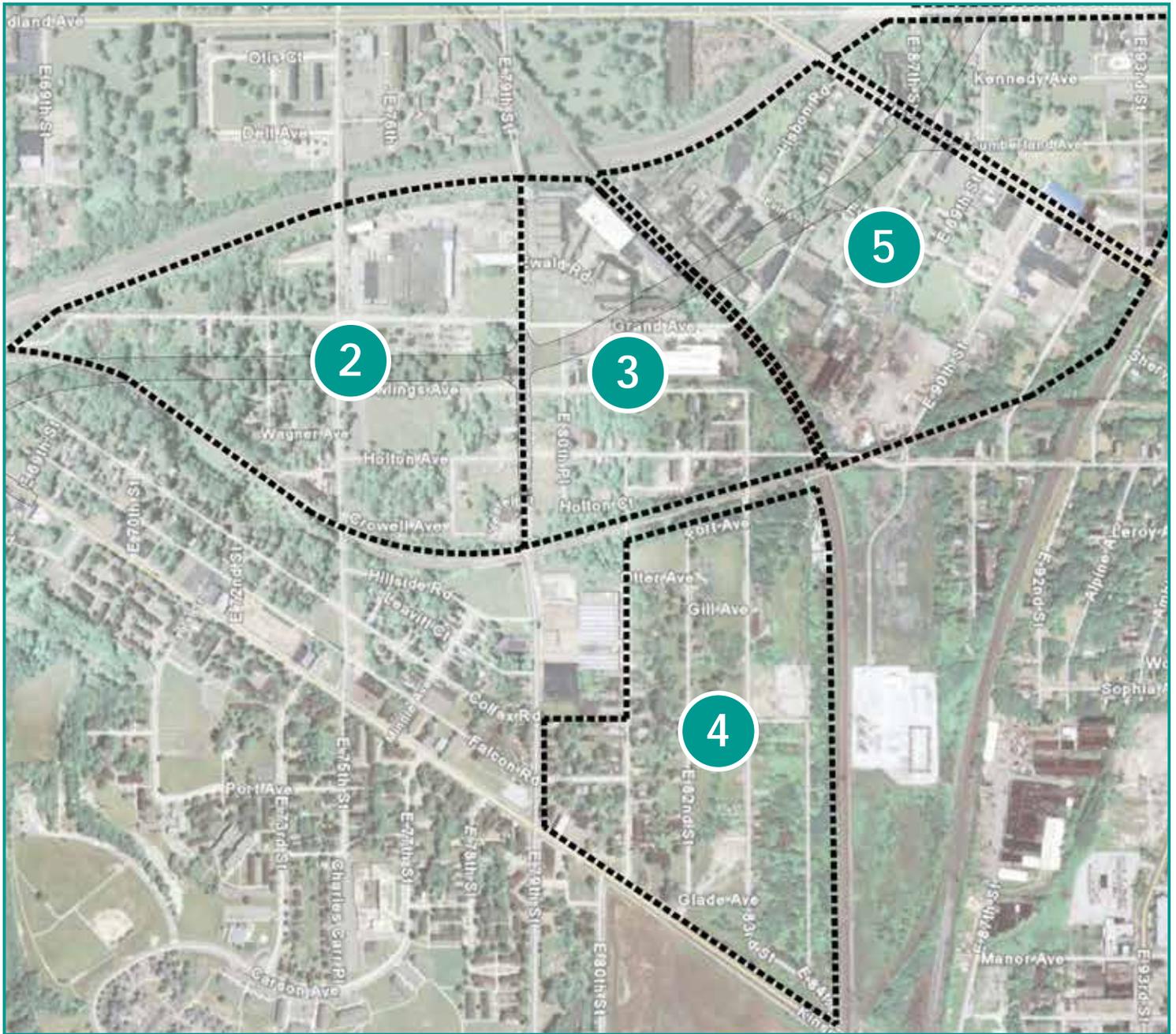
Investigations began with a thorough analysis of the existing conditions. The following pages outlines the process of examining vacancies, property ownership trends (public versus privately held), business occupancy and viability and overall property conditions. Each level of analysis offered specific findings per parcel, that when overlaid, revealed patterns and the potential for site consolidation.



Arial view of Study Area

Development Districts

organizing areas by topography



Development District 2

(Railroad R.O.W / E. 79th St. – East) – 66 Acres

Development District 3

(Railroad R.O.W. / E. 79th St. – West) – 37 Acres

Development District 4

DD4 (Kinsman Ave. / E. 79th St.) – 60 Acres

Development District 5

(Buckeye Ave. / Railroad R.O.W.) – 62 Acres

Existing City of Cleveland Plans and Policies

City of Cleveland Ongoing Planning Efforts

Cleveland's City Charter (in Section 76-2) directs the City Planning Commission to "make and adopt a general plan for the development and improvement of the city." This "general plan," more commonly known as a "comprehensive plan," serves as a blueprint or a roadmap for development and revitalization activities in the City.

The comprehensive plan establishes an overarching vision of the City's future, and provides guidance as the City Planning Commission helps to improve the quality of life for all Clevelanders and create economic vitality throughout the city and its region, by promoting the highest standards for development and revitalization in all of Cleveland's neighborhoods and employment centers. The City Planning Commission believes that in order to create sustainable districts – both economically and socially – these goals are critical in helping to guide planning activities, public investment, and economic development.

The BAWPP will supplement the Citywide Plan. Related to the BAWPP geography, in order to achieve those objectives laid out in the Citywide Plan, clear goals and recommendations are designed within the BAWPP plan area. This is the foundation of recommendations for the Cleveland Opportunity Corridor Brownfield Areawide Plan.

Additionally, the planning team reviewed existing small area plans and initiatives that impact the study area and surrounding areas. These plans and initiatives include:

- **Connecting Cleveland 2020 Citywide Plan**

The Connecting Cleveland 2020 Citywide Plan is the comprehensive plan for the future of Cleveland and its neighborhoods. It seeks to create great neighborhoods by creating "connections" between people, places and opportunities. The Connecting Cleveland 2020 Citywide Plan lays out a practical vision to achieve its goals through a strategy that builds on the city's unique assets and assets in each of its diverse neighborhoods.

- **8 Ideas for Vacant Land Reuse in Cleveland**

This document highlights eight big ideas for the sustainable and productive re-use of the increasing supply of vacant land in Cleveland and Cuyahoga County. These ideas are guided by the themes of improving Community Prosperity, and Public Health. More specifically, the document identifies "issues and opportunities and the "keys" to moving forward for each of the land use and treatment types, while presenting a map and criteria to guide the placement and targeting of these uses on an interim basis and on a long-term basis.

- **Forgotten Triangle Plan**

The Forgotten Triangle neighborhood has been a hub of heavy industry since the 1880s. Population and investment in the area have declined dramatically in recent years and the neighborhood has experienced abandonment and neglect. Today, the Forgotten Triangle represents a remarkable opportunity for neighborhood regeneration.

- **Cleveland Opportunity Corridor Study**

This study explores the potential to improve the transportation system and support planned economic development growth in the areas between I-490/I-77 and University Circle in Cleveland. The area between I-490 and University Circle has been known as the "Forgotten Triangle" due to the lack of economic activity. Aside from the transportation benefits the corridor could bring to the Cleveland area, this effort opens the potential for new economic development, new jobs and a new identity for the community. A link to the most recent information is available.

- **Ordinance No. 798-11 Complete & Green Streets Ordinance**

This ordinance provides that all construction projects within the public right-of-way will be considered to be designed and developed as Complete and Green. The goal is to promote alternative modes of transportation to accommodate pedestrians, cyclists, motorists and transit while also creating opportunities for the development of sustainable solutions and their application to urban streets in accordance with best management practices in green infrastructure.

The City's current and ongoing planning initiatives create synergies that can be unified by the Opportunity Corridor

- **Ken Johnson Rec Center Master Plan**
This plan lays out the expanded vision of the recreation center of end users, which incorporates added amenities including additional recreational playing fields, mini-golf courses, enhanced greening and additional parking. This site is located near the NE perimeter of the Brownfield study area.
- **Urban Agriculture Overlay District (draft)**
This draft legislation outlines the criteria for allowing greater and more intense agriculture uses in an urbanized environment within a geographic boundary, including permitted principle and accessory uses; setback, height and coverage regulations; keeping of farm animals; supplemental regulations and permit requirements. It is anticipated that this will be finalized in 2013.
- **Urban Agriculture Overlay District Health Impact Assessment (HIA)**
Although many of the proposed uses that this zoning district are perceived to have positive impacts on human health such as access to fresh fruits and vegetables, community cohesion through the establishment of gardens, potential economic opportunities, and providing a productive reuse of vacant land, there are potential unintended, adverse impacts to human health. These could include increased animal waste caused by farm animals, potential exposure to carcinogens created by insecticides, and increases in noise and odor levels. The HIA seeks to examine the legislation in a way that brings to light the unintended impacts, and to make recommendations to mitigate them.
- **Cuyahoga Metropolitan Housing Authority Administrative Campus**
This plan illustrates the Authority's consolidation of the various departments onto one campus. The campus consists of the 74,000 sf administration building and a 24,500 sf service building. The buildings were designed to meet LEED Silver standard.
- **Heritage View Homes Master Plan (previously Garden Valley Estates)**
This plan, encompassing the phased revitalization of Garden Valley Homes Estate, will reinvigorate the newly established Heritage View Homes into a mixed-use, urban neighborhood with diverse housing, great streets, a community school, renewed commercial areas, and excellent recreation. The project, being developed in five phases, includes sustainable features and will help solidify a vital future.
- **Colfax/Garden Valley Target Area Plan**
This plan was one of 16 citywide that developed to channel limited resources in a specific manner that would have the greatest impact and result in immediate and sustainable improvements.
- **New Community Place**
A planned residential redevelopment near the corner of Woodland Ave. & E. 79th Street, will reinvigorate this area by upgrading each unit and the site, and will reconfigure the complex with a reduced total of 103 units. The 44 units removed from this site will be replaced at the adjacent Hill Place development. This project is located just north & center of Brownfield study area.
- **OC Detailed Development Plan: East Section (E 105th & Carnegie to Woodland & OC)**
This supplemental study will provide a clearer concept with greater detail for building placement & massing along eastern section of the corridor. This is expected to be completed by June 2013.
- **Transportation for Living Communities Initiative study of the E 79th Street Transit Node Connector (E 79th Street between Woodland Ave. to Kinsman Road)**
A proposed study highlighting the importance of connecting the adjacent communities with E 79th Street. The study considers the enhancement of two transit stops along this section of E 79th as well as their relation of the future Opportunity Corridor. Additionally, the study illustrates how other high volume pedestrian centers including Cuyahoga Metropolitan Housing Authority's campus, dense housing developments and the Urban Agriculture Innovation Zone can be impacted by comprehensive transportation planning and enhancements. This is anticipated to be completed by December 2013.

Economic Development Ongoing Initiatives

Many planned or ongoing initiatives have been studied, mapped and included in the Area-Wide Plan. In order to plan for the Opportunity Corridor's Central Section, an overall understanding of planned investment and development beyond the Study Area is imperative.

Anticipated initiatives include a myriad of agriculture-related businesses, including several projects that are currently underway. Green City Growers' recent greenhouse construction represents the first phase of a multi-phase project aimed at food production and other agricultural products. Other initiatives include the re-imagining of Garden Valley Estates as Heritage View Homes, which transformed an internally focused public housing development into a mixed-use neighborhood. Housing types range from single family homes to a multi-family apartment building. Additional investments include the reconstruction of the Cleveland Metropolitan School District's Anton Grdina K-8 school and an investment in public infrastructure to reconnect neighborhoods to the existing street network.

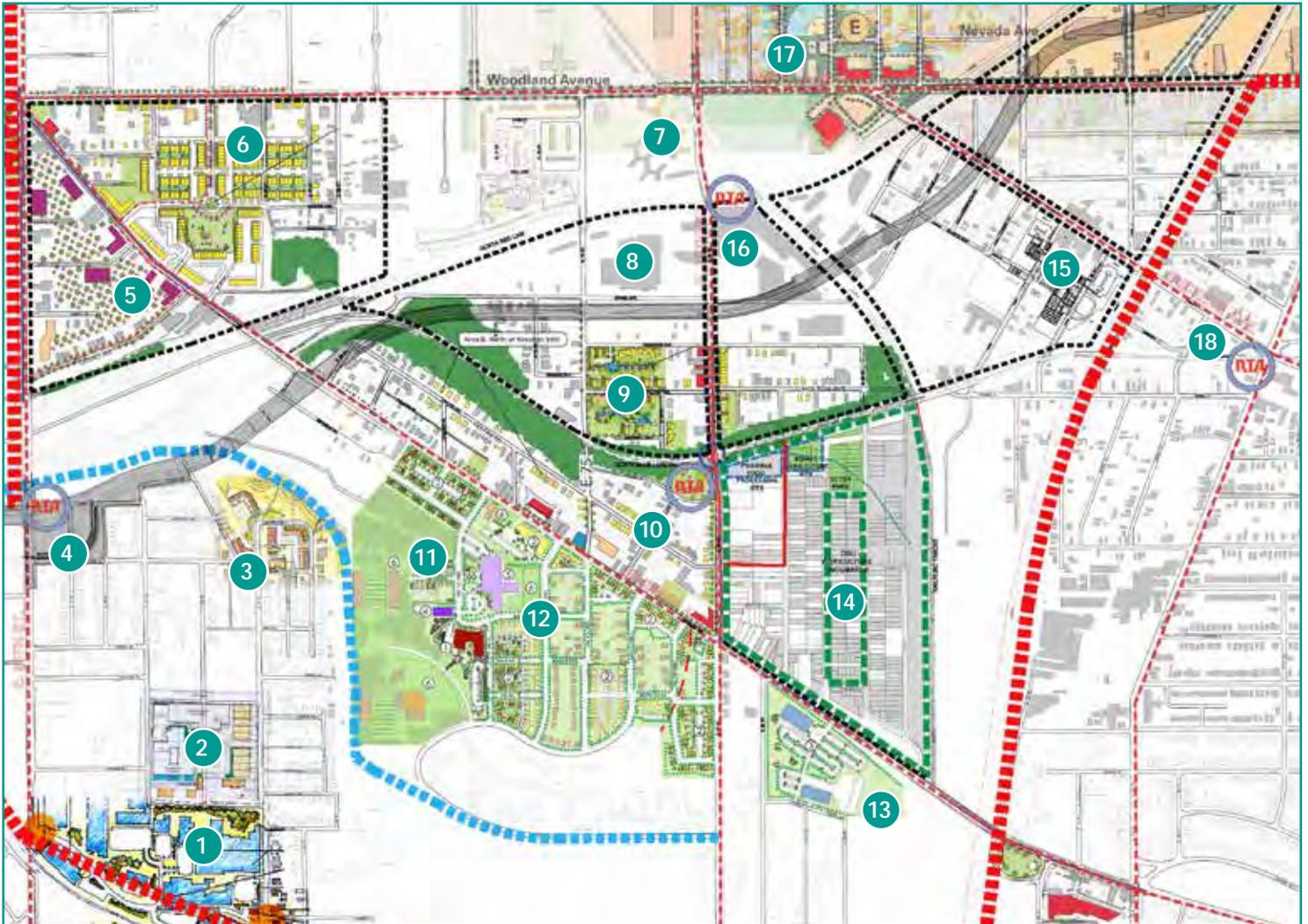
Much of the Eastern Section of the proposed Opportunity Corridor, specifically along the East 105th Street Corridor, is planned as an Educational, Medical and Technology core, taking advantage of the proximity to the Cleveland Clinic and University Hospital campuses. The "Eds and Meds" district is also closely correlated with the Case Western Reserve University.

Green City Growers



The Green City Growers Cooperative is a 3.25 acre greenhouse that opened on February 25, 2013. Funding was provided through a collaboration of the Environmental Protection Agency, the City of Cleveland, Cleveland Foundation, PNC Bank and the National Development Council. The reclamation of previously contaminated property has created a successful economic development that serves **the residents of the facility and the region. Overseen by the nonprofit Evergreen Cooperative Corporation, the facility has brought over 25 new jobs to the area.**

Within the Western Section of the proposed Opportunity Corridor, the reconstruction of the East 55th Street Transit Station has improved access, safety and illustrates the important role public transportation plays in these Cleveland neighborhoods. Various plans for the St. Hyacinth neighborhood aim to stabilize housing and introduce new living options for residents.



Map of Known Initiatives/Energy Generators within Brownfield Study

Drawing Key: Initiatives and Energy Generators

- | | |
|---|---|
| 1. St. Hyacinth Light Industrial Plan | 10. East 79th RTA Station (Blue and Green) |
| 2. St. Hyacinth Meyer's Dairy Block | 11. Anton Grdina K-8 School |
| 3. St. Hyacinth Sideaway Ave. Plan | 12. Heritage View Homes |
| 4. East 55th RTA Station | 13. CHMA Headquarters |
| 5. Green City Growers Greenhouse | 14. OSU Extension / Urban Agriculture Innovation Zone |
| 6. Beaver Street Development | 15. Miceli's Dairy Corporate Expansion |
| 7. Community Apartments | 16. East 79th RTA Station (Red Line) |
| 8. Orlando Baking Company Corporate Expansion | 17. Fairfax Master Plan |
| 9. Transit Neighborhood | 18. Woodhill RTA Station (Blue and Green) |

Continuing Neighborhood Investments



The Heritage View Homes development reflects a substantial investment to re-establish a dense, residential neighborhood



CMHA Headquarters illustrates the housing authority's commitment to the Kinsman neighborhood and brings employees to the district



The NPI TAP planning project examines multiple redevelopment strategies through an inclusive public process



The East 55th Rapid Transit Station enhances the public transit system experience and shows the importance of multi-modal transportation

Phase 1: High-level Land Use Analysis

Asset Assessment

- Land supply estimates primarily based on City Architecture's planning work suggest three areas of potential commercial/industrial land supply as follows:
 - Western Section
 - 80 to 90 acres – limited environmental concerns*
 - Central Section
 - 15 to 75 acres – varying degrees of environmental concerns*
 - Eastern Section
 - 30 to 40 acres – limited environmental concerns*
- Assumptions based on "shovel ready" sites being available in phases from 2015 through 2039, aligned with ODOT and HNTB's traffic planning timeline, to meet the supply assumptions and absorption findings
- Land assemblage will be a separate initiative, occurring prior to or simultaneous with right-of-way acquisition
- Planning is required to determine land assemblage strategy, ownership entity/acquisition vehicle, timing and public communications

*Based on Brownfields Study being conducted by the City of Cleveland and City Architecture

Phase 1: High-level Land Use Analysis

Community Assessment

- CDC Community Plan Review and Interviews
 - Largely focused on residential and retail development to support the neighborhoods
 - Opportunity Corridor related development should be focused on job creation, but not retail that would compete with neighborhood retail
 - Provided insights into neighborhood institutions that could be leveraged for development
 - Suggested that road infrastructure should be built with the least negative impact on neighborhood connectivity to avoid creating "flyover" territory
- Desired Employment Types
 - Broad spectrum of jobs from GED to PhD
 - Job opportunities linked to local neighborhoods
 - Retain and support expansion of local employers

Sources: CDC stakeholder interviews

Phase 1: High-level Land Use Analysis

Preliminary Land Use Findings

- Absorption projections recognize that real estate expansion cycles tend to be 5 to 7 years in length each decade, with new construction receiving more than half of the absorption during expansion cycles and reflecting a smaller share of the negative absorption during recession cycles
- Projected Absorption
 - Western and Central Sections
 - Industrial Uses (60% light manufacturing / 40% distribution)
 - 510,000 to 550,000 SF (2020 through 2029)
 - 15.2 to 15.3 million SF in Greater Cleveland Market applying 3.55% fair share to study area
 - 60% to 85% of absorption received by new deliveries
 - 400,000 to 440,000 SF (2030 through 2039)
 - Demand forecasts based on historical absorption rates from the broader "Cleveland Market Area" (defined by CoStar) applied to "fair share" of study area

Phase 1: High-level Land Use Analysis

Preliminary Land Use Findings

- Projected Absorption
 - Eastern Section
 - Lab and Office Uses (67% lab / 33% general office)
 - 100,000 to 150,000 SF per decade (50,000 SF pre-2020, 100,000 SF each successive decade)
 - Demand forecasts primarily based on five case studies of third party lab space projects built over the past two decades, but grounded in Greater Cleveland Market trends
 - Support Retail – Eastern Section
 - Restaurant, banking, business services uses
 - 25,000 SF of retail to support Lab/Office Buildings
 - Absorption over 20 years (none pre-2020, 10,000 SF 2020-2029, 15,000 SF 2030-2039)
 - Convenience Retail – potentially 4 intersections (E.55th, Kinsman, Buckeye, Quincy)
 - Convenience retail, including fuel stations, fast food, and necessity retail
 - 75,000 to 125,000 SF of retail absorption primarily occurs in 2020 decade

In an effort to determine the overall economic impact of the Opportunity Corridor, the Greater Cleveland Partnership (GCP) retained the services of Allegro Realty Advisors (Allegro) to evaluate the potential economic benefits from the completion of the route and the addition of the assembled land to the marketplace.

Allegro first conducted a land use analysis of the entire Opportunity Corridor Project area, which was used to determine the highest and most appropriate uses for the assembled property. Based upon available property sizes, location along the corridor, and availability to market, the study determined that research & development and general office space would likely be located toward the east of the route on smaller plots near University Circle, while distribution, warehousing, and light manufacturing operations would best exist in the central (Brownfields Study Area) and western sections where larger swaths of land were more readily available and nearer the Interstate system. Specifically for the central (Brownfields Study Area) and western sections, the study projected absorption of between 510,000 and 550,000

square feet of light manufacturing and distribution space from 2020 to 2029 with potentially another 440,000 square feet reaching the market by 2039. Outcomes of Allegro's analysis guided decisions about land use for the Area-Wide Plan, which resulted in / formed the basis in determining cleanup strategies.

From the land use estimates, Allegro went on to determine the potential economic impacts of development along the corridor on Cuyahoga County, the Cleveland-Elyria-Mentor areas and the Cleveland-Akron-Elyria areas. The resulting calculations suggested that the \$215 million investment in the Opportunity Corridor, along with its associated land remediation and assembly, could result in more than 1,100 direct permanent jobs, nearly 1,600 direct temporary jobs, \$548 million in direct payroll, and \$2.2 billion in direct production output. These figures include 546 permanent jobs and 461 temporary jobs created through the industrial and warehousing operations in the central and western sections of the corridor. These figures do not include the positive economic impacts of the road construction itself, the expansion of existing institutions, or other externally induced factors.

In addition, the estimated tax revenue generated by local municipalities and the State of Ohio from the economic impact of the project on the Cleveland-Akron-Elyria areas total \$1.7 million, with an additional \$1.7 million in federal tax dollars generated.

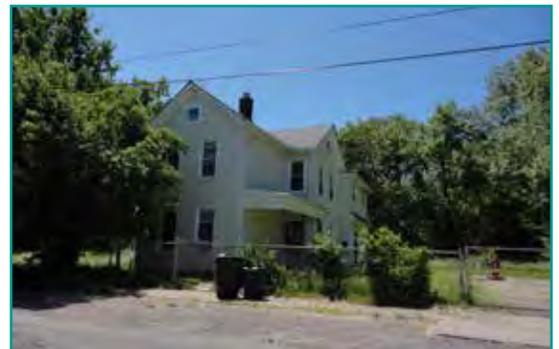
Conditions Analysis

Property conditions were analyzed in conjunction with vacant and landbanked parcels to better understand the nature of the built environment. The Project Team established three (3) categories of property conditions: Good, Moderate and Poor Condition. Each structure was then classified to better understand the quality of the building stock based on visual inspections from the street.

The observed conditions were consistent with the overall disinvestment and neglect noted throughout the Study Area. The limited number of properties classified as being in Good Condition consists mostly of existing business. The exception is a very limited amount of residential properties located along East 74th Street, where a small cluster of houses are well-kept and maintained. However, the overall impact of the Good Condition properties is diminished because they are spread over the entire 225 acre Study Area.

A substantial amount of properties are in Poor Condition; most are vacant and some are in various stages of collapse. These properties are unsafe. Additionally, their negative visual impact emphasizes the stigma that there is a lack of care and pride in the neighborhood. In many cases, demolition was identified as the best possible outcome for the Poor Condition properties.

Finally, a majority of the properties were classified as Moderate Condition. These properties show signs of deferred maintenance, will likely require substantial investment to repair and may not meet current building codes. A prime criterion to determine Moderate Condition was that the property had to be occupied at the time of visual inspection. Discussions between various neighborhood groups and the City of Cleveland lead to the conclusion that most of the Moderate Condition properties will continue to decline and eventually fall into the Poor Condition category. This assumption is based on historical property trends. With the timeline of the proposed Opportunity Corridor roadway's complete construction stretching close to 20 years, it is anticipated many of the properties will be in Poor Condition or demolished by the time redevelopment prospects are maximized.



Example photos capturing the wide array of observed building conditions throughout the Study Area



Conditions Analysis 3D Model (color coded)

Existing Conditions – Property Conditions Analysis		
	Properties in Good Condition Appear to be occupied and well-maintained	Approx. 23 Buildings
	Properties in Moderate Condition Appear to be recently or currently occupied	Approx. 113 Buildings
	Properties in Poor Condition Sites in disrepair or appear to be vacant	Approx. 47 Buildings

Combined Study Area:	
225 total acres	
Existing Buildings	
Residential/Commercial	Approx. 135
Institutional/Industrial	Approx. 48
TOTAL	Approx. 183

Occupancy Analysis

The Project Team identified all business, churches and non-residential properties located within the Study Area through site visits. The compiled information was then shared with BBC who conducted additional outreach efforts.

BBC used the information to attempt contact with the current property owners. Mailings, phone calls and other outreach efforts are summarized in the adjacent table. This critical information was utilized to determine which sites and areas should be excluded from the redevelopment scenarios. If a viable business was identified and confirmed by BBC, it was incorporated into the final redevelopment plans by maintaining access and providing expansion space, per the owners' responses.



BUSINESS	TYPE/ESTABLISHED	# OF EMPLOYEES	EXPANSION	RETENTION	NEEDS	NOTES
Blessed Hope Missionary Baptist Church	Faith-based 1984	13	Yes	Increase and recruit new members	Loan	Recently moved to current location and is remodeling sanctuary
Bouldin's Auto Service	Service 1990	2	No	Work through city inspections	Loans to upgrade property	In current location for 4 years
McTech	General Contractor	145	No	None	Stable company	
OBO Demolition	Construction 1995	8	Yes	Deter crime	Better economy and new development	Spurs demolition
Ohio Brush	Manufacturing 1879 On Lisbon since 1942	10	No	Repair water supply system	Low interest loans Technical assistance	Re-establishing market by developing new wire brushes
Rudy's Sunoco Gas Station	Service 1972	2	Yes	Customers and reliable employees	Better economy	
Saint Paul Missionary Baptist Church	Faith-Based 1929	3	Yes	Renovation funding	Grants	
St. Elizabeth of Hungary Church	Faith-based 1892	5	No	Increase security	Lighting on church towers	Towers are landmarks for the community
Undeniably Delicious Restaurant	Service/Food 2000	6	Yes	Increase community support	Low interest loans	

Opportunity Corridor Brownfields Area-wide Planning

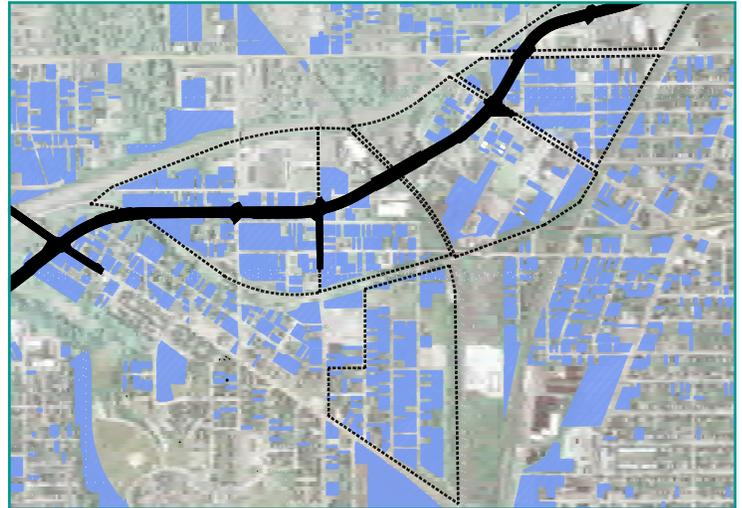
Preliminary existing conditions business inventory

DIST.	BUSINESS NAME	ADDRESS	PARCEL NUMBER	OWNER'S NAME
2	New Community Apostolic Church	2850 E 79 St	124-29-012	New Community Apostolic
2	Good Shepherd Evangelistic Church	2826 E. 79	124-29-057	Good Shepherd Evangelistic Church
2	OBO Construction Company	2824 E 75 St	124-24-037	OBC Properties LLC
2	Something For Nothing Mattress Sales	2784 E 75 St	124-24-045	Tuzzan LTD
2	Orlando Baking Company	7777 Grand Ave	124-23-009	Orlando Bakery
3	Universal Hagar Spiritual Church	8017 Rawlings	126-27-110	Universal Hagar Spiritual Church
3	Union Hill Baptist Church	8021 Rawlings	126-27-109	Union Hill Baptist Church
3	Integrity Truck and Car Wash	8126 Holton Ave	126-27-039	Lettie C. and Roy Sears
3	Braude Machine	8207 Holton Ave	126-28-014	Edwin S. Braude Jr.
3	Elizabeth Baptist Church	8005 Holton Ave	126-27-084B	Elizabeth Baptist Church
3	McTech Corp., McTech Holdings, LLC., Grand Ave. Holdings, LLC., Perk Co., Inc., Brigadier Construction, TMG Services, NEXgen Chemistries, Brooalex, LLC.	8100 Grand Ave	126-28-001	McTech Corporation
4	E.L. Sons Auto	2954 E 82nd St	126-30-048	Lois Trs Williams
4	OMC Fellowship Outreach Ministries	2960 E 81st St	126-30-090	Outreach Ministries For Christ
4	Holy Trinity Baptist Church	2953 E 79th St	126-30-004	Church Holy Trinity
4	St. Paul Missionary Baptist Church	E 79 St	126-30-014	Chr St. Paul Baptist of Cleve
4	St. Luke Overcoming Apostolic Church of Jesus	7919 Kinsman Rd	126-30-016	Saint Luke's Overcoming
4	Undeniably Delicious Restaurant	7927 Kinsman Rd	126-30-019	Linder Faye Powell
5	John's Auto	8606 Buckeye Rd	126-20-001	John Beverly
5	Final Cut	8630 Evins AVE	-	-
5	Amclo Group	2750 Grand Ave	-	-
5	Ohio Brush Company	2680 Lisbon RD	126-20-028	Lisbon Industries, Inc.
5	Taylor Touch	8714 Buckeye Rd	126-22-014	Lester Jerome Taylor
5	Blessed Hope Missionary Baptist Church	8802 Buckeye Rd	126-22-016	Blessed Hope Missionary Baptist Church
5	Sunoco Gas / Inner Beauty Salon	8910 Buckeye Rd	126-22-020	Shirley Thompson
5	St. Elizabeth of Hungary Church	9016 Buckeye Rd	126-23-001	Hoban Edw F Bishop of Cleve
5	Miceli's Dairy	2721 E 90 St	126-23-041	Miceli-Lograsso Development Co.
5	New Zion Gospel Church	2747 E 90 St	126-23-037	Church Zion Gospel Of
5	L. Gray Barrel and Drum	2800 E 90 St	126-21-009	Lomack Drum Company



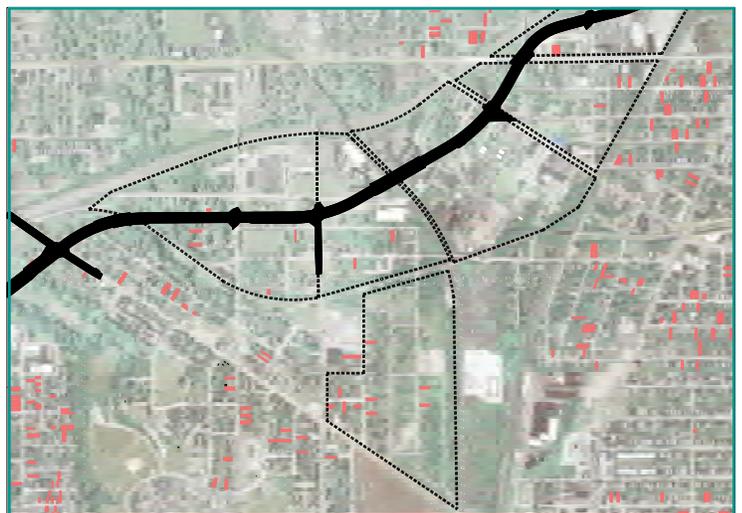
Vacancy Analysis

The Project Team identified vacant buildings based on site analysis, field observations, researching with the City's Graphic Information System mapping. The vacancy analysis is demonstrated in the diagram to the right (red). The high rate of vacancy is reflected in both commercial and residential properties.



Vacant Land Diagram:

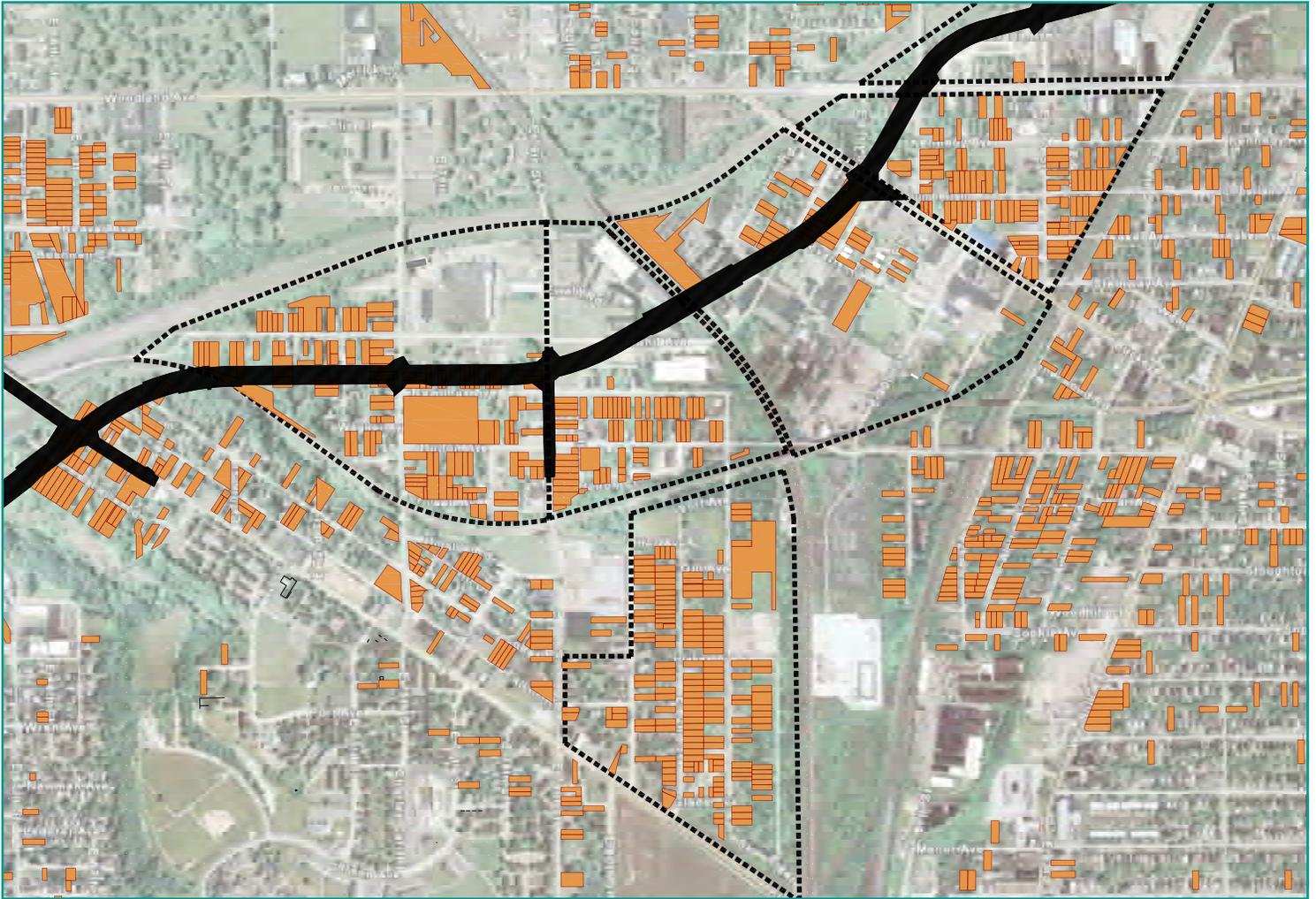
As illustrated in the diagram above (blue), a high concentration of vacant land exists within the Study Area. Vacant land leads to an overall perception of disinvestment and abandonment. Approximately 115 acres of land is vacant representing 550 individual parcels and 55% of the total Study Area.



Vacant Building / Structure Diagram:

This has led to safety concerns surrounding the existing structures, most of which are dilapidated and deteriorating to the point where collapse is a strong possibility. Vacant buildings are also noted in later planning diagrams, helping to identify where land-acquisition and site assembly strategies can create contiguous redevelopment parcels without disrupting in-tact neighborhoods or displacing many residents.

Landbanked Property accounts for 382 parcels, 94 Acres, 40% of Study Area



Landbank Properties

A partnership between Cuyahoga County and the City of Cleveland has resulted in landbanking approximately 40% of the parcels in the Study Area. The map above depicts the identified landbank properties obtained from the City of Cleveland's geographic information system (GIS) map system. The City's landbank program allows for private purchase

of identified and City-owned properties after an intensive review of the purchaser's intent. This strategic approach has facilitated redevelopment consistent with the City's 2020 Land Use Plan and allows the City to hold property until appropriate redevelopment scenarios arise.

Infrastructure

Throughout the planning process, the existing infrastructure remained a primary focus. Where possible, roadways, driveways and other elements were re-used to support the redevelopment plans.

However, in order to create the desired large, contiguous parcels of land, much of the existing roadways must be removed. This has the ability to reduce the current burden on the City's roadway department, reducing snow clearing costs and other substantial costs related to utilities and roadway maintenance.

As illustrated by the photos to the right, many of the existing streets are severely deteriorated and beyond reasonable repair. Complete demolition and reconstruction is necessary to return the roads to a condition where they can be safely traveled. The planning process identified the removal of such roads as a strategy to reduce maintenance costs, while maximizing development potential and site size. Simply stated, it was determined that some of the streets are not required anymore. Similarly, several bridges and underpasses are dilapidated and will require substantial repairs. Because of the high volumes of transit and rail traffic that currently pass through the Study Area, it is not feasible to remove rail infrastructure. However, discussions did focus on the likelihood of limiting access at some of the underpasses to minimize required maintenance investments. Specific locations are further studied in the proposed site layouts in later sections of this report.

The historical residential and industrial uses identified throughout the Study Area suggest that each street has underground services that must be further identified, easements researched and capacities verified, to facilitate new development, which was beyond the scope of this planning process.



Impact of Roadway on Development

The proposed Opportunity Corridor roadway's right-of-way, location and construction substantially impact the overall land area available for redevelopment.

In order to maximize the value of the land adjacent to the roadway, frontages, access and full build-out scenarios were all identified as planning objectives in determining appropriate clean-up and redevelopment scenarios.

For the two (2) largest endeavors in the Study Area, the roadway created a condition that could either stifle development or spur it on. Using this planning process and In order to provide ample space for the Orlando Baking

Company and Miceli's Dairy campus expansions, the location of the roadway was adjusted through several iterations. Accommodating these two (2) large employers and investment initiatives in the area was identified by the City as a critical factor in determining the road's final alignment. The proposed right-of-way accounts for approximately 50 acres of land within the Study Area. This greatly reduces the amount of redevelopable land and requires maximizing the development potential of the remaining land area to have the greatest impact. Additionally, the Opportunity Corridor roadway divides the Study Area into northern and southern districts. The diagram below shows the resultant areas, restricted and impacted by the roadway and the multiple railroad rights-of-way.



Determining Property Acquisition and Site Consolidation Strategies

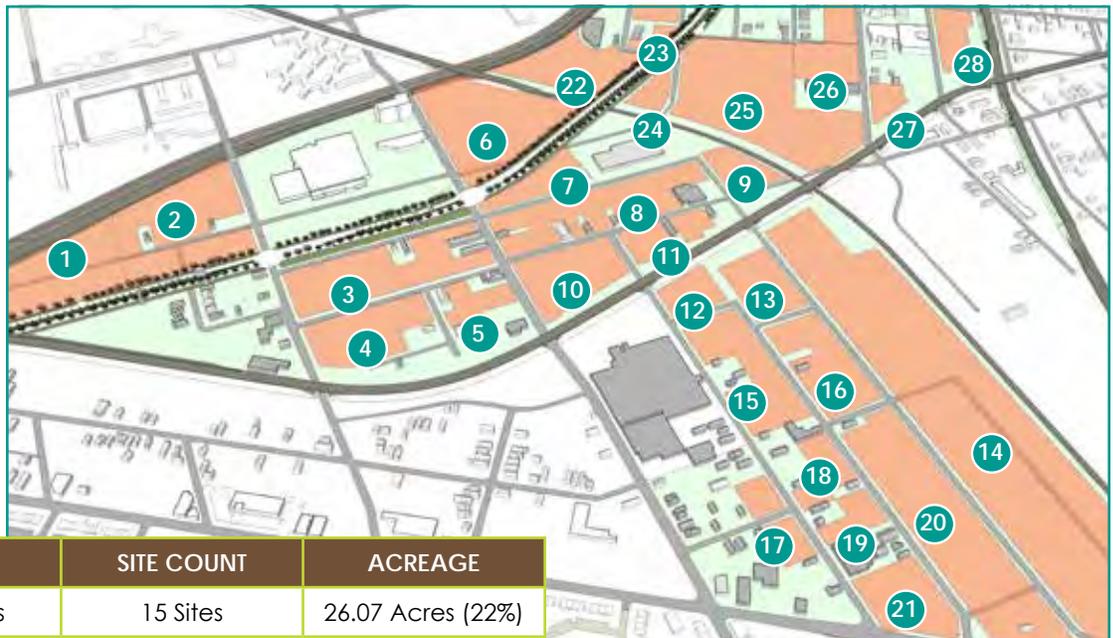
Before plans could be developed, an overall property acquisition and site assembly strategy had to be determined. Several scenarios were investigated. The two (2) primary approaches are summarized below and on the following pages.

Scenario #1 Maintaining Moderate and Good Condition Buildings

The first scenario studied maintaining all existing buildings in Moderate and Good Conditions. The adjacent site list and map illustrate the resulting redevelopment parcels and their nature. The relatively small size of resulting redevelopment parcels was ultimately determined to be inconsistent with the preferred land uses suggested by Allegro's market study (page 18).

The combination of the small development sites (3.97 acre average), discontinuous sites, removal of a limited amount of underutilized infrastructure and recognition that many of the properties would likely fall into Poor Condition led to the development of Scenario #2.

SITE	ACRES	SITE	ACRES	SITE	ACRES
1.	4.69	11.	1.64	21.	1.62
2.	5.35	12.	1.23	22.	5.47
3.	5.28	13.	2.15	23.	2.15
4.	3.06	14.	22.75	24.	1.17
5.	1.13	15.	3.14	25.	15.83
6.	8.92	16.	2.89	26.	4.55
7.	2.58	17.	1.02	27.	1.07
8.	5.75	18.	0.98	28.	2.09
9.	1.66	19.	0.71		
10.	3.42	20.	6.06		



SITE SIZE	SITE COUNT	ACREAGE
0.5–3 Acres	15 Sites	26.07 Acres (22%)
3–5 Acres	4 Sites	14.31 Acres (12%)
5–10 Acres	7 Sites	41.38 Acres (35%)
10+ Acres	2 Sites	37.58 Acres (31%)
	28* Sites	119.3 Acres (56%)

Redevelopment Strategy – Retains Majority of Structures

Scenario #2 was strongly supported by the Advisory Committee and guided the planning of larger, consolidated sites

Scenario #2 Site Consolidation

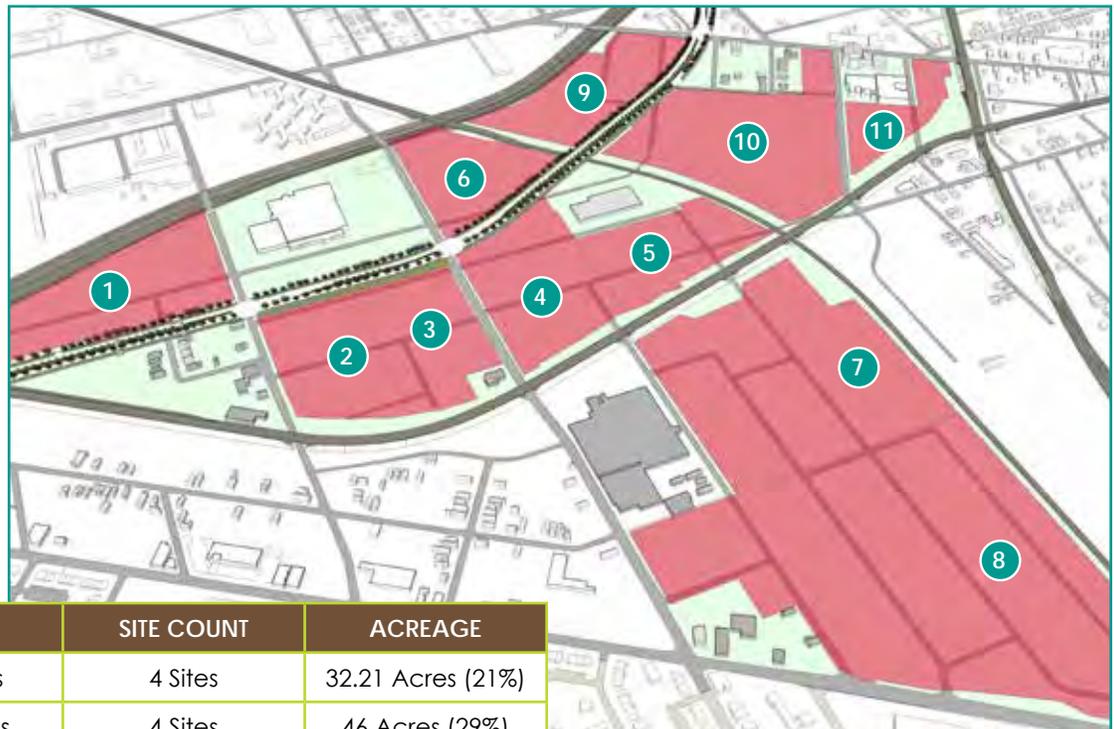
This scenario requires additional property acquisitions, but creates larger redevelopment sites consistent with goals and priorities established by the Advisory Committee and input from the community. The size of the larger sites is well suited for the development of large warehouses, light industry and logistics facilities. The 14.2 acre average site size not only accommodates larger campus construction, but allows for phaseable development. Current Cleveland development patterns with similar land uses indicated that companies consider the potential for future expansion as part of their decision-making process. They simply will not invest in a site they will outgrow in the near future.

Additionally, the removal of almost two (2) miles of underutilized and deteriorated roadways greatly reduces maintenance costs and creates sites that are larger and more marketable.

Through much discussion, public input and consideration, the Advisory Committee recommended that the Scenario #2 concept act as the basis for redevelopment planning in the Study Area.

Additional Property Acquisition	
Residential	Approx. 50 structures
Commercial/Industrial/Institutional	Approx. 24 structures
Total	Approx. 74 structures (40%)

SITE	ACRES	SITE	ACRES
1.	10.93	7.	22.5
2.	8.85	8.	32.66
3.	10.2	9.	13.37
4.	11.5	10.	23.13
5.	8.5	11.	5.94
6.	8.92		



SITE SIZE	SITE COUNT	ACREAGE
5-10 Acres	4 Sites	32.21 Acres (21%)
10-20 Acres	4 Sites	46 Acres (29%)
20+ Acres	3 Sites	78.29 Acres (50%)
	11 Sites	156.5 Acres (70%)

Redevelopment Strategy – Consolidates Large Parcels of Land

Shift in Alignment to Accommodate Existing Businesses

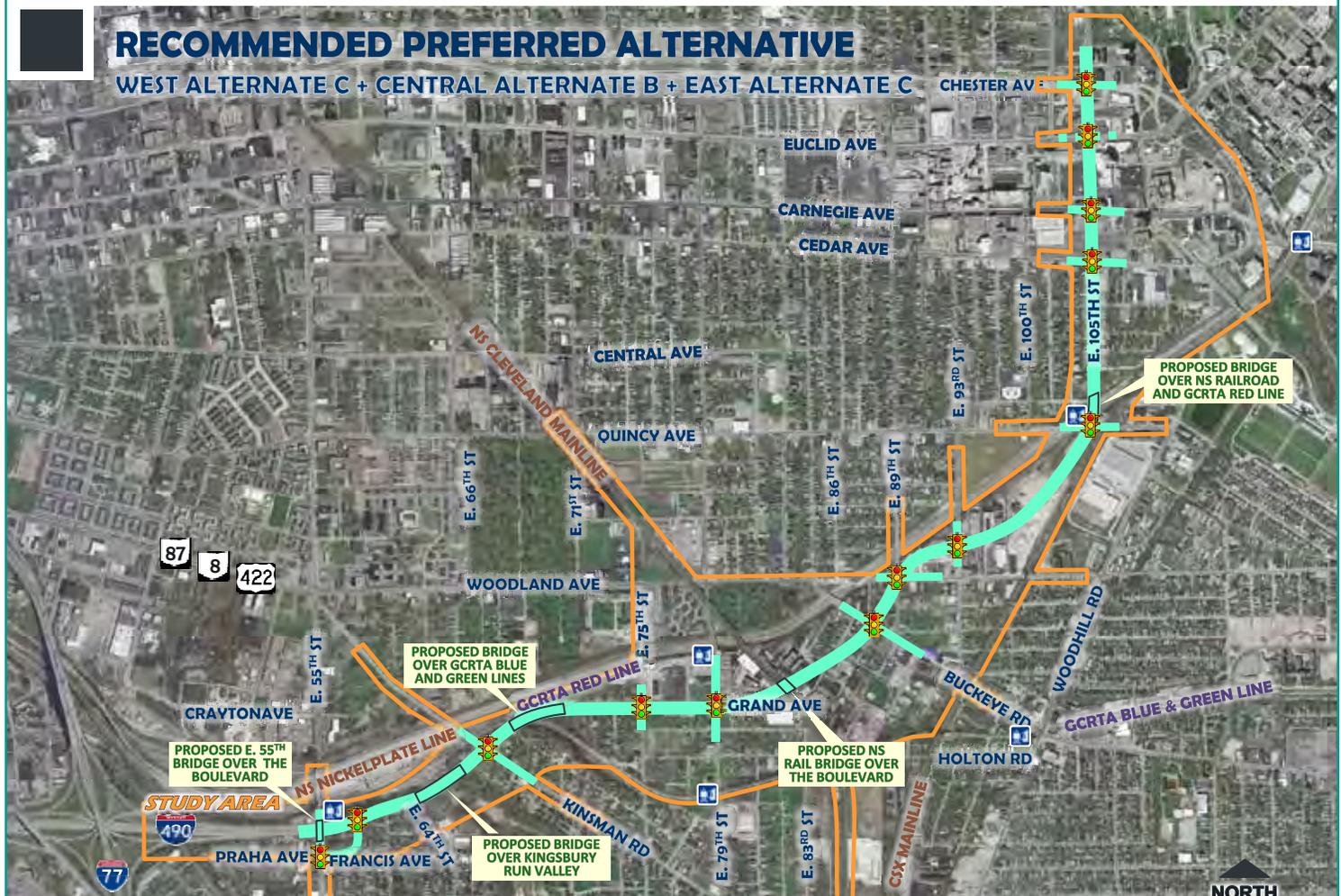
The Project Team has met with existing business owners to understand their long-term plans for their site(s), answered questions on how the Opportunity Corridor roadway will impact their property and discussed options on how business owners and the City can work collaboratively to secure funding for assessment and remediation. This process included specific planning meetings focused solely on businesses, targeting outreach efforts and questionnaires distributed to companies. Previous meetings with two (2) large successful businesses in the study area, Miceli Dairy Products and

Orlando Baking Company, focused on their current sites and anticipated expansion plans. Upon review of the proposed expansion plans provided by both Miceli's Dairy and Orlando Baking Company, the Opportunity Corridor roadway alignment was further studied and additional alternates were considered. The City of Cleveland, working with ODOT, guided the process as part of the Area-Wide Plan to ensure these important employers' campus plans could be coordinated with the roadway location.

Recommended for Further Study

RECOMMENDED PREFERRED ALTERNATIVE

WEST ALTERNATE C + CENTRAL ALTERNATE B + EAST ALTERNATE C



Final Opportunity Corridor Alignment that resulted from the ODOT led process and multiple meetings with the existing business community.

Planning Conclusions

As a goal of the Area-Wide Plan, several conclusions were developed to guide the future planning process. These important conclusions are incorporated into the redevelopment concepts illustrated in the later sections of this report. Additionally, the strategies are envisioned to guide future redevelopment initiatives by providing flexibility that will allow proposed investments to vary and adapt, while meeting the plan's intent.

Conclusions, outlined below, range in specificity and focus on topics such as potential funding sources, site development densities and cleanup strategies that all prepare land for redevelopment:



PRIORITY SITE REMEDIATION AND ASSESSMENT STRATEGIES

- Maximize funding resources for Priority Sites by planning buildings and site development on anticipated sites in order to qualify for future resources / funding
- Acquire and demolish vacant land / buildings to set the stage for consolidation and redevelopment
- Consider building deconstruction to minimize waste disposal and maximize reuse of materials
- Land uses should be consistent with anticipated Priority Site conditions and follow risk-based cleanup best practices when remediation is necessary
- Integrate public agency support to create efficiencies and maximize resources
- Unencumbered strategy maximizing redevelopment potential (property acquisition, site consolidation, etc.)
- Demolish functionally obsolete buildings and structures that pose a public safety concern, including the buildings / structures expected to be obsolete in the near future
- Maintain regional groundwater use limitation in high Priority Site areas
- Identify hierarchy of land use potential and establish primary and secondary sites resulting from land consolidation (considering frontage, access and site size)
- Incorporate receptor pathway analysis in redevelopment planning to minimize remediation costs where possible and appropriate
- Define geography and nature of redevelopment sites
- Consider materials available through beneficial reuse (i.e. dredge materials, etc.) as potential fill materials or cover

INFRASTRUCTURE RECOMMENDATIONS

- Utilize existing infrastructure, where advantageous, and remove all unused / unnecessary public rights-of-way to maximize consolidated redevelopment sites and permeable surfaces
- Infrastructure should be used advantageously to manage complete receptor pathways (e.g. using roadways as caps for contaminated soil, etc.)
- Roadways are to be designed to provide simple, direct and truck access to development sites and maintain access to existing businesses, where appropriate
- Adopt sustainable best practices as standards to ensure green infrastructure objectives are met (i.e., passively treat 100% of storm water through bio-swales, etc.)
- Establish open-space requirements and sidewalks
- Determine secondary roadway and access drives' design / engineering standards that compliment the character of the redevelopment and maintain neighborhood connections
- Coordinate with the UAIZ to maximize potential of passive storm water treatment and sustainable, green infrastructure initiatives

TRANSIT ORIENTED DEVELOPMENT

- Highlight and maximize access to and from sites via GCRTA Rapid Transit
- Concentrated at northern and southern ends of districts of East 79th St. with adjacency to rapid transit stops
- Convenience retail at ground floor to serve residents and employees of anticipated business
- Continue working closely with GCRTA to improve service and highlight East 79th St. as TOD corridor

OVERALL SUSTAINABLE DESIGN STRATEGIES

- Establish building design performance standards
- Maximize greenspace utilization that accounts for complete receptor pathways that reduce storm water treatment / collection and compliments the UAIZ
- Integrate green infrastructure in Redevelopment Plan to minimize storm water impacts, but considering effect on contaminant migration in the subsurface
- Maintain impacted soil and debris on-site within overall footprint, if feasible

LARGE SCALE REDEVELOPMENT SITES

- Light industrial, warehouses and logistics facilities as focused land uses per recommendations and findings from market study analysis
- Provide support office spaces for businesses that can share parking facilities
- Create large / contiguous and environmentally cleared sites that maximize value, are marketable and provide opportunities for future expansion and company growth
- Prioritize sites with frontage along the proposed Opportunity Corridor and orient development towards the roadway whenever possible
- Target blocks that are identified as mostly vacant / require minimal property acquisition
- Establish secondary sites situated with frontage along major city streets; East 75th St., East 79th St., and Buckeye Rd.
- Consider frontage / main façade requirements, access standards, loading dock / service area locations and arrangements that will provide animated architecture along corridors and streetscapes

ZONING CONSIDERATIONS

- Overlay zoning, building setbacks, build-to lines, parking lot requirements, landscape standards, and sidewalk requirements
- Continue developing UAIZ, taking into consideration the potential Priority Site impacts of subsurface materials and potential detrimental effect of watersheds with neighboring Priority Sites

Investigation: Environmental Issues/Concerns

Creation of Brownfield Definition

A critical component of this Brownfield Area-Wide Plan was the development of an inventory of Brownfield sites located within the Study Area. The Project Team established parameters to define a “Brownfield” for the purposes of this project that were based on standard regulatory definitions issued by the USEPA and the Ohio Environmental Protection Agency (EPA), but needed modification to adequately capture the goals of this study. The Brownfield definition was also vetted and reviewed by the City of Cleveland Law Department, which determined that individual sites would be referred to as “Priority Sites” instead of Brownfields, primarily to avoid confusion between the various definitions of “Brownfields” already existing in the environmental arena and the stigma commonly associated with this term.

For the purposes of this Brownfield Area-Wide Planning Pilot Project, a Priority Site must first meet the USEPA’s Brownfield definition (page 6). In an effort to ensure that our analysis was inclusive of all sites of concern during the planning process, a Priority Site is further defined as a site that also meets at least one (1) criteria on a list of contaminant characteristics (List A), as well as one (1) criteria on a list of property characteristics (List B). The sites that meet any of the criteria on List C are defined as Excluded Brownfields by USEPA but are considered Priority Sites for the purposes of this planning project. The

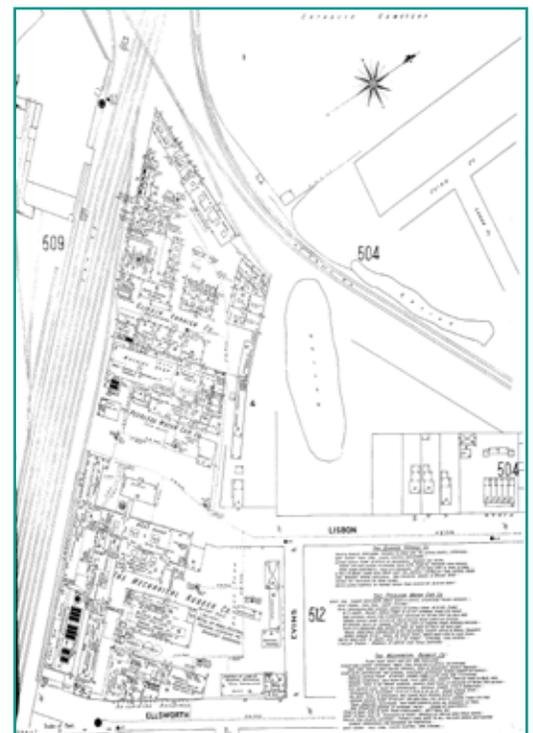


Tire Dumping, Development District 3: The site is currently an abandoned residence and was reported by Environmental Health Watch as an illegal tire dumping location.

inclusion of Excluded Brownfields into the Priority Site category ensured that those sites would not be considered for USEPA funding during the Plan’s implementation stage, but are captured for planning purposes.

The sites were organized into a Priority Site List Table (Appendix 2) based on the definition described above. The Project Team relied on many different resources to establish a site as a Priority Site, including City and County records, existing environmental resources, regulatory records, public input and observed/ existing conditions. Public input was collected at the two (2) initial community meetings and the three (3) design charrettes conducted during the course of this planning project. The QAPP guided the collection and analysis of this environmental data to ensure its acceptability with USEPA data collection and analysis procedures. An example of a Priority Site that was added to the list because of input provided at a community meeting is shown below (left). A traditional example of a Priority Site that was added to the list based on a Sanborn fire insurance map and regulatory records is shown below (right).

Glidden Varnish/Peerless Motor Car Manufacturing Facility, Development District 5: This 1903 Sanborn Map shows the former Glidden Varnish Co and The Peerless Motor Car facility located at the northwest corner of Lisbon and Evins. Several oil/ solvent tanks and 11 oil tanks are visible and this facility is included on multiple regulatory databases.



Priority Site Definition Criteria

In addition to the USEPA's Brownfield Definition on page 6, for the purposes of this Plan, a Priority Site is further defined as a site that meets at least one (1) of the criteria on List A and at least one (1) of the criteria on List B. List C is provided solely to segregate Priority Sites that may not be eligible for USEPA funding.

List A: Contaminant Characteristics

- Perceived and/or actual presence of a Hazardous Substance, Pollutant, or Contaminant [Defined under Section 101 of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA)], a Petroleum Product, or a Controlled Substance (Defined under Section 102 of the Controlled Substances Act), above applicable standards
- Mine Scarred Land
- Listed on any of the following regulatory databases
 - Resource Conservation and Recovery Act (RCRA) Generator
 - RCRA Treatment, Storage, and Disposal (TSD) Facility
 - Comprehensive Environmental Response, Compensation, and Liability Information System (CERCLIS)
 - CERCLIS No Further Remedial Action Planned (NFRAP)
 - Leaking Underground Storage Tank (LUST)
 - Regulated Underground Storage Tank (UST)
 - Voluntary Cleanup Program (VCP)
 - Ohio EPA Division of Emergency and Remedial Response/Master Sites List (DERR/MSL)
 - Institutional Controls/Engineering Controls (IC/EC)
 - State/Federal Brownfield
 - Emergency Release Reports
 - Local Emergency Planning Committee (LEPC)
 - State Emergency Response Commission (SERC)
 - Ohio EPA's Spills
 - National Response Center

List B: Property Characteristics

- Vacant/Abandoned properties
- Underutilized properties
- Tax delinquent properties
- Municipally owned land-banked lots that have gone through foreclosure
- Standing commercial/industrial buildings of very poor (or worse) quality
 - Based on designation by County Auditor records
- Vacant residential land under private ownership

List C: Excluded Brownfields

- Normally excluded from USEPA definition
 - Subject of planned or ongoing removal action under CERCLA
 - Superfund Site representing a major hazard to human health or the environment
 - Listed on NPL database
 - Subject of a unilateral administrative order, a court order, an administrative order on consent or judicial consent decree related to site contamination
 - Facility permitted under or subject to corrective action under Solid Waste Disposal Act, Water Pollution Control Act, Toxic Substances Control Act, or Safe Drinking Water Act
 - Received funding from the Leaking Underground Storage Tank Trust Fund of the SWDA
 - Federally owned land affected by any of the criteria on List A

Priority Site Inventory

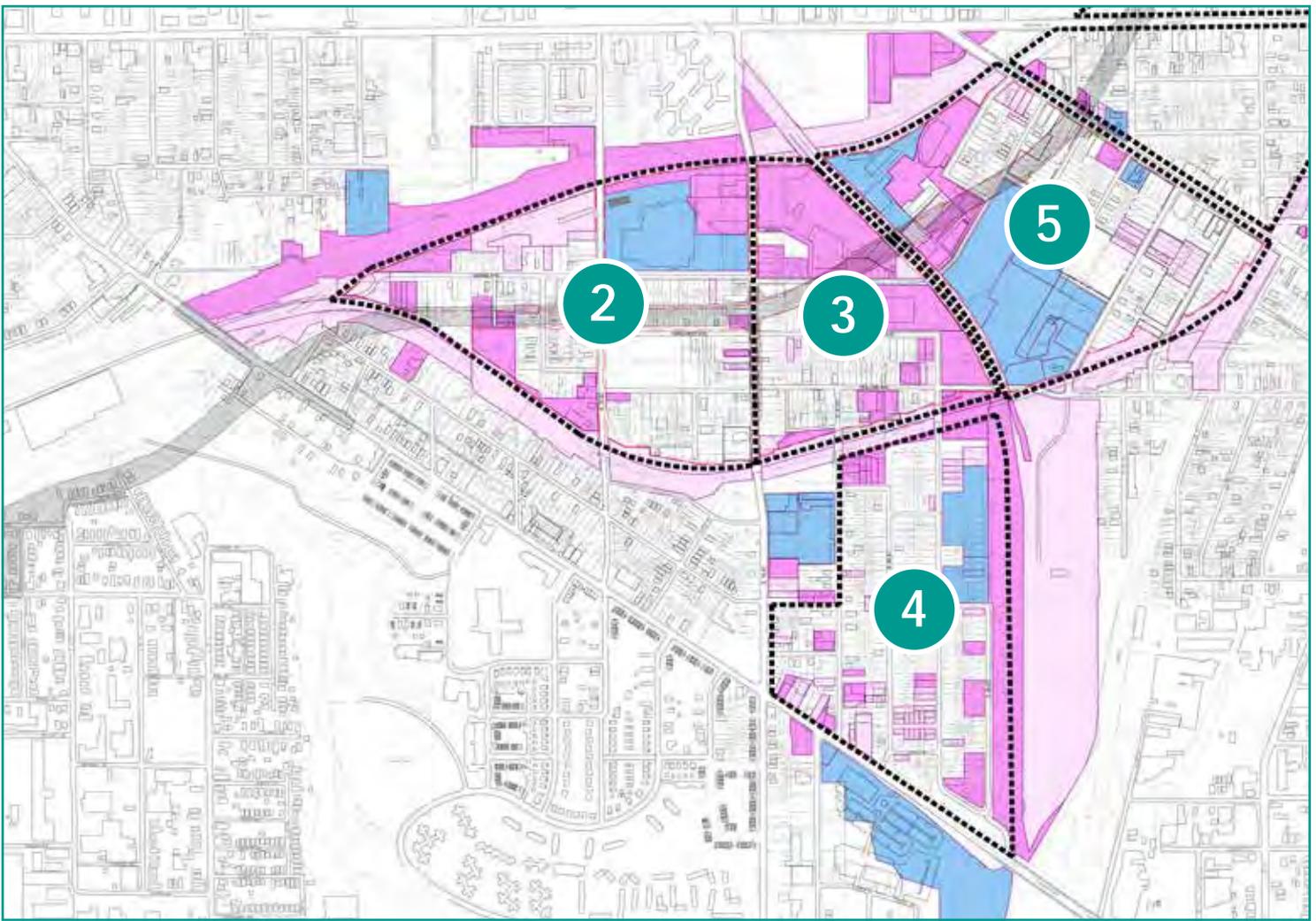
The resources utilized to develop the Priority Site list include:

- City of Cleveland Department of Economic Development Phase I Environmental Site Assessments and Phase II Investigation reports for the Miceli's Dairy Products Expansion Site, Orland Bakery Van Dorn Property, the Urban Agriculture Innovation Zone and the Otter Park Environmental Health Watch
- Cleveland City Planning Commission potential environmental issue list, tax delinquent list, and municipally owned list
- HNTB Opportunity Corridor Environmental Site Assessment Screening Report, Red Flag Summary Report and 12 Site Specific Phase I Environmental Site Assessments
- Publicly available resources including Sanborn maps
- Cuyahoga Metropolitan Housing Authority Headquarters Voluntary Action Program Phase I Property Assessment Addendum report
- Community input
- Environmental Health Watch Illegal Dumping Presentation

Using the methodology described in the QAPP and the Priority Site Definition Criteria presented on page 32, the Project Team vetted the list of sites with potential environmental concerns to create a Priority Sites List. The Priority Sites List Table (Appendix 2) provides the summation of that analysis on a parcel-by-parcel basis. The criteria for a Priority Site were established based on anticipated planning needs. The environmental data collected for each Priority Site was evaluated and the sites were categorized based on their potential threat to human health or the environment and their regulatory status. Each Priority Site was evaluated and placed in one (1) of three (3) environmental concern categories and color coded. These categories should not be interpreted as a description of least to most contaminated, merely as a way to group sites based on existing information and as a tool to guide redevelopment prioritization efforts discussed later in this report.

The goal of this Brownfield Area-Wide Plan is to spur the cleanup and reuse of Priority Sites through redevelopment. Redevelopment strategies are dependant upon future land use determinations, which can impact the level and cost of assessment necessary, as well as the cost of remediation or demolition activities. Land use decisions are one of the primary components used in determining cleanup standards and the specific remediation strategies utilized to achieve them. The importance of employing proper risk-based management for environmental remediation cannot be understated since these strategies can be effective in reducing the cost of remediation, while protecting human health and the environment.

Environmental Concern Categories	
1	Unlikely to present a threat to human health or the environment and generally would not be the subject of regulatory enforcement action if brought to the attention of appropriate governmental agencies
2	Likely to present a threat to human health or the environment and/or likely to be the subject of regulatory enforcement action or obligation
3	Currently the subject of a regulatory enforcement action and/or subject to ongoing regulatory obligations.



Overall Priority Site Map

DISTRICT ANALYSIS QUANTIFYING SITES	UNLIKELY HEALTH/ ENVIRONMENT THREAT	LIKELY HEALTH/ ENVIRONMENT THREAT	IDENTIFIED SITE UNDER REGULATORY SANCTIONS	DISTRICT TOTALS
DISTRICT 2 (66 ACRES)	8.68 ACRES	9.98 ACRES	8.18 ACRES	26.82 ACRES (40% OF DISTRICT)
DISTRICT 3 (37 ACRES)	3.43 ACRES	17.88 ACRES	N/A	21.31 ACRES (56% OF DISTRICT)
DISTRICT 4 (60 ACRES)	4.85 ACRES	11.93 ACRES	4.52 ACRES	21.30 ACRES (36% OF DISTRICT)
DISTRICT 5 (62 ACRES)	9.33 ACRES	5.11 ACRES	20.27 ACRES	34.71 ACRES (56% OF DISTRICT)
TOTAL (225 ACRES)	26.98 ACRES	44.19 ACRES	32.97 ACRES	101.14 ACRES (48% OF STUDY AREA)

DRAWING KEY INITIAL ENVIRONMENTAL RANKING	PARCELS	SITES	ACRES*
Unlikely health environment threat	100	55	87.63
Likely health environment threat	91	54	83.29
Identified site under regulatory sanctions	27	15	56.04
*NOTE – INCLUDES ADJACENT PROPERTIES / AREAS FOR PLANNING PURPOSES (POTENTIAL WATERSHED IMPACTS, PLANNING INITIATIVES, ETC.)	218	218	218

Planning Objectives: Setting the Stage for Redevelopment

Planning Program

In order to establish a desired land use for the Study Area, the Project Team examined the City of Cleveland's 2020 Land-Use Plan, compiled previous planning efforts related to the Opportunity Corridor, discussed current planning occurring in Development District 4 and studied the unique opportunity to create larger contiguous properties within the city limits. In later stages, the importance of investigating the land's environmental condition and determining clean up strategies influenced redevelopment layouts, locations and types. However, in order to maximize the value of the land, its purpose and potential must be examined and imagined.

The planning process identified four (4) major program elements that became the basis for the redevelopment plan. The combination of these four 1) Business Retention / Development, 2) Commercial / Mixed-Use Buildings, 3) Green Infrastructure and 4) the Urban Agriculture Innovation Zone, has the potential to create a balanced district. The guiding principles and concepts behind each of these components is presented on the following pages.

The land-uses and potential redevelopment typologies (light industrial complexes, warehousing, logistics, etc.) are consistent with previous studies and complement the goal of assembling large parcels of land. Additionally, these uses require easy access to and from the proposed Opportunity Corridor roadway and highway system. Locating them in the Central Portion of the proposed route (Study Area) promotes other types of development in the western and eastern portions of the roadway's path. The Study Area's location does not rely on adjacent connections and proximity to large-scale, existing business facilities like the proposed Opportunity Corridor roadway to be successful. These land-uses and redevelopment typologies are inwardly focused and can repurpose the land with phaseable development.

A critical decision made in the early stages of the planning process focused on Development District 4. The City and BBC (the community development corporation for the Kinsman neighborhood) had previously identified District 4 as the Urban Agriculture Innovation Zone (UAIZ) and had garnered community support for the project. The Opportunity Corridor Steering Committee and City Officials, with full support of the community, determined that the redevelopment plan for District 4 would be based on the concept of urban agriculture innovation. Additionally, a consortium comprised of Neighborhood Progress, Inc., LAND Studio (former known as Parkworks, Inc.), and the Cleveland Urban Design Collaborative received a grant to develop a redevelopment plan for the UAIZ. The Project Team has connected with the UAIZ's Project Team throughout the Area-Wide planning process to ensure coordination and collaboration. The UAIZ plan is illustrated on the pages 39 & 40.

Including Green Infrastructure initiatives as a major program element established the project's commitment to sustainable design. Where possible, reclaimed land is repurposed for storm water management. Redevelopment plans were designed to have the ability to treat 100% of the water run-off created by the proposed redevelopment throughout the Study Area. Additionally, the planning program components were further expanded to create a series of design guidelines. The design guidelines are discussed in later sections of this report. These guidelines aim to promote the nature of the development articulated by the Area-Wide Plan.

Program Element #1

Business Retention and Development



- Determine viability and future plans of existing businesses through outreach, surveys and stakeholder meetings
- Create land use patterns and densities that promote redevelopment, while supporting identified existing viable businesses
- Share site development costs, parking areas and other elements to reduce redevelopment scenario costs
- Orient development to populate the proposed Opportunity Corridor roadway, capitalizing on frontage along the roadway and better define the roadway's character
- Position buildings to line the roadway, transition into the surrounding neighborhoods and diminish the visual impact of railroad tracks
- Focus on business types that have the greatest potential to create jobs for residents
- Maximize the value of larger parcels of land for manufacturing, light industry, and logistics facilities that require space for loading docks, truck access and outdoor staging
- Establish potential partnerships with neighborhood groups, educational providers and other agencies to create job training programs that is consistent and coordinated with future employers' needs
- Aim to provide a balanced district that functions cohesively by not creating new development which competes with existing viable establishments
- Create land uses that are consistent with the City of Cleveland's planning goals and objectives for the Study Area



Program Element #2

Commercial and Mixed-Use Buildings



- Take advantage of the two Greater Cleveland Regional Transit Authority (GCRTA) rapid stations at each end of East 79th Street to create Transit Oriented Development along the street
- Provide much-needed retail options for the neighborhood, which was a preference identified during community outreach efforts
- Utilize smaller building footprints to create phaseable development
- Transition the scale of buildings to respond to the existing context and relate better to the neighborhood's architecture



- Establish East 79th as a mixed-use corridor with greater focus on pedestrian travel and spaces
- Increase density, where appropriate, with multiple story construction, particularly at gateways
- Study future improvements / reconfiguration of the East 79th Street corridor to include bike lanes, expanded landscaped areas, wider sidewalks, improved street lighting and other pedestrian amenities
- Include signage / wayfinding elements to help create a positive identity for the district
- Identify potential partnerships with the UAIZ to provide retail spaces to see products and further educate the public of ongoing initiatives and opportunities



Program Element #3

Green Infrastructure



- Partner with Northeast Ohio Regional Sewer District (NEORS) to identify opportunities for storm water management best practices as that agency works within its Project Clean Lake and Combined Sewer Overflow Decree
- Position development to maximize opportunities for fully integrated green infrastructure installations
- Maximize site permeability by minimizing parking and pavement installations through shared parking strategies, appropriately designed / sized lots and encouraging the use of permeable pavement materials
- Incorporate green building standards into anticipated development and metrics in order to measure, quantify and enforce performance standards
- Connect multiple sites with sidewalks, pathways and other links to promote walkable connections through and to the surrounding neighborhoods
- Set goal to collect and naturally treat 100% of storm water onsite and potentially divert into irrigation systems conveying water to the UAIZ as irrigation / water source
- Coordinate green spaces, bio-retention cells, detention basins and other installations around Brownfield properties to minimize clean up costs
- Expand the Opportunity Corridor's image and market the infrastructure investment as a true "greenway" that reclaims and repurposes land



Program Element #4

The Urban Agriculture Innovation Zone



The Forgotten Triangle area in Cleveland's Ward 5 had once been a hub of heavy industry since the 1880s. Due to dramatic population loss and disinvestment beginning in the 1950s through recent years, this area had experienced abandonment and neglect, hence the name, the Forgotten Triangle. Until 2006, there was no plan on record for the Forgotten Triangle area.



Urban housing and commercial developments have been outpaced by the amount of vacant land in Cleveland neighborhoods. Far more urban land is available than is being productively used. As the City of Cleveland looks toward a more sustainable model, other viable options become evident; namely urban agriculture as an adaptive reuse for vacant land. With proper planning, the City of Cleveland and the Kinsman community can position itself to become the national model for urban agriculture with the establishment of the UAIZ, a long awaited remedy to a portion of the infamous Forgotten Triangle.



In direct response to the Ward 5 master plan of 2006, which involved residents, business owners, institutions, political representatives, and city planning officials; the local community development organization – BBC committed to transforming massive tracts of underutilized, vacant properties into sustainable assets of the community. The UAIZ is converting a large portion of the desolate Forgotten Triangle into a 28 acre green oasis aimed at putting this neighborhood and the City of Cleveland on the forefront of the future green economy. An Agriculture Innovation Zone within an urban setting has the potential to create long-term jobs in bio-fuel production, produce production and sales, water purification, vegetative waste recycling, and composting and mulch production and sales.

BBC defined the highest and best use of the land in the area as that which fosters three (3) primary functions:

1. Create access to immediate educational and economic opportunities for local residents
2. Show indications of a profitable business model; and
3. Promote sustainable activities that add value to the neighborhood, City and region

The first initiative to come online in the UAIZ is the Rid-All Green Partnership – a Growing Power Regional Outreach Training Center. This center uses urban agriculture to educate the next generation of Clevelanders about sustainable and healthy living. The group operates a 100% self-sustaining food production system and produces over 100 pounds of tilapia and tons of vegetables annually via the aquaponic, year-round growing method.

The Ohio State University Extension (OSUE) is host to the second project in the UAIZ. The Kinsman Farm is home to OSUE's Beginning Entrepreneurs in Agricultural Network (BEAN) Project, located between East 82nd and East 83rd Streets and intersected by Higbee Avenue. The Kinsman Farm is a six (6) acre collaborative that leases one-quarter acre plots to beginning farmers that need space to start their farm business.

The potential represented by the UAIZ is incredible and includes improving neighborhood connections, amending food deserts, implementing alternative energy solutions, improving storm-water management, increasing green infrastructure, and creating a local and regional destination place.

Additionally, the Northeast Ohio Regional Sewer District (NEORS) retained Strand Associates to complete preliminary design for Green Infrastructure (GI) projects that meet the District's Combined Sewer Overflow (CSO) Consent Decree Appendix 3 requirements. Appendix 3 of NEORS's CSO Consent Decree requires NEORS to provide 44 million gallons (MG) of CSO volume reduction post gray infrastructure

program completion through the implementation of GI projects. One of the GI project areas under design includes the UAIZ. Strand Associates has completed the development of a conceptual design for the UAIZ and is in the early phase of development of a preliminary design, which is roughly equivalent to a 20-30% design level.

Strand Associates generally followed a standard process for the development of a conceptual design for GI features in the UAIZ. This process generally included the following:

1. Identify potential locations where stormwater runoff generated within the project limits can be discharged to the environment: Strand identified sections of the Kingsbury Run culvert that bisect the UAIZ and allow for stormwater runoff generated in the UAIZ to be discharged to the environment.
2. Develop conceptual design for Stormwater Control Measures (SCMs) that can provide water quality treatment for stormwater runoff generated within the project drainage area: Strand identified design concepts for two (2) sites within the UAIZ where SCMs can be constructed to provide the water quality treatment necessary. The volume of water quality treatment required is set by calculating the volume of runoff generated during the first three-quarters of an inch of rainfall in a single rainfall event.
3. Develop conceptual design for Collection System required to convey stormwater runoff to the SCMs: Strand developed a system of swales and storm sewers that will have capacity to drain the project drainage area into the SCM for water quality treatment prior to discharge into the environment.

In completing the steps above, Strand Associates built upon plans for the UAIZ developed by BBC working with Environmental Design Group to guide the development of SCMs and the collection system required to drain stormwater runoff into the SCMs.

Community Preferences:

Communicating information and responses that ranged from general to specific was one way community members expressed their desires with what is planned for the Study Area. This type of community engagement took place during each public meeting where attendees were able to give and receive updates about the progress.

Engaging the Community

Community engagement is critical in the development of a comprehensive plan. The City met this obligation by hosting various meetings that engaged community members on all levels including:

- **Advisory Committee Meetings** – Establishing an Advisory Committee guided our planning process, ensured that the right information was being sought, and that community issues were being addressed. Three (3) Advisory Committee meetings were held during the course of the planning process.
- **Design Charettes** – Three (3) charettes were hosted to collect reactions of community stakeholders about design concepts and to better understand their needs and how they could be addressed through design guidelines. The charettes were held to provide a closer needs analysis of stakeholders. This information assisted in the determination of the final Opportunity Corridor roadway alignment.
- **Community Meetings** – The larger community was invited to attend three (3) meetings. Meeting attendees exchanged information about the history of specific sites and the type of activity that took place. Their intimate knowledge of the Study Area provided the Project Team with a more comprehensive understanding and a basis for an improved analysis.
- **Surveys** – Partner organizations (BBC) supported the creation of a survey for community members to share preferences and rankings. During the first community meeting, members provided basic information about their geographic relation to the Study Area; locations of where they had lived or worked, and their familiarity with the related Opportunity Corridor roadway project. Additionally, they ranked the importance of identified

Community Survey Results

1. Do you live, work or visit in the Study Area? (Circle each that apply)

Live (14) Work (9) Visit (attend religious services, shop, other) (5)

2. How long have you lived or worked in the Study Area? (Circle one)

Less than 1 year (6) 1 – 5 years (1) 5-10 years (2) Over 10 years (4) Over 20 years (8)

3. Have you attended Community Meetings for the Opportunity Corridor Roadway project? YES NO

(11) (12)

4. When the roadway is constructed, new opportunities for investment will occur. In your opinion, what are the most important things to invest in?

Please rank each of the following:
(1 = very important, 2 = somewhat important, 3 = not important)

Rank	
1	(23) Businesses that can bring jobs to the area (manufacturing, shipping, industrial, etc.)
2	(3) Clean up vacant land and illegal dumpsites
1	(17) New housing opportunities (homes, apartments)
2	(4) Increased and improved access to public transportation
3	(1) Stores that serve the community (gas stations, grocery stores, etc.)
1	(18) Improving neighborhood walk with sidewalks, trees, bike lanes, etc.
2	(3) Parks, plazas and green spaces
1	(15)
2	(7)

5. Do you have concerns about the potential of living or working near suspected Brownfield Sites? YES NO

(12) (11)

6. Do you see yourself continuing to live or work in the Study Area in the future? YES NO

(18) (5)

7. Do you know of any Brownfield Sites that we have missed or should look further into?
Quincy 71st-87th, Cedar Ave. Hough 101st-92nd, St. Clair area, the library on Broadway (E. 85th).

Red numbers reflect the priorities of survey respondents and helped set the direction for planning process and objectives

needs such as job creation, transportation access, environmental health and housing opportunities.

- **Connect the Dots** – in this exercise, the community participants were asked to identify where they thought specific types of development should be located. These development types were represented by colored dots given to the participants. The Study Area, divided into the three (3) Development Districts (2, 3 and 5), was placed on boards in different areas of the meeting room. Participants placed the color-coded dots representing residential development, retail space, office use and light industrial/manufacturing to indicate locations where they preferred to see these types of future uses.

Throughout the planning process, the community was an integral part of determining the goals and eventual output of this Area Wide Plan. The dialogue, surveys and the dot exercise results are a reflection of the will of the people, whose voice resoundingly emphasized the desire for an improved quality of life through employment opportunities.

Community Meeting attendees were asked to share preferences for redevelopment: Residential (yellow) - Office (blue) - Retail (pink)



Opportunity Corridor Brownfields Area-wide Plan – Development District 2

STREET	RESIDENTIAL	OFFICE	RETAIL	LIGHT INDUSTRIAL/ MANUFACTURING
E 75th Street	0	3	2	3
E 79th Street	1	11	5	4
Grand Avenue	3	6	5	9
Colfax Road	8	7	7	3
TOTAL	12	18	13	19



Opportunity Corridor Brownfields Area-wide Plan – Development District 3

MAJOR STREETS	RESIDENTIAL	OFFICE	RETAIL	LIGHT INDUSTRIAL/ MANUFACTURING
E 79th Street	2	2	16	4
Grand Avenue	8	2	2	4
Along Blue/ Green Lines	1	12	2	1
TOTAL	11	14	20	9



Opportunity Corridor Brownfields Area-wide Plan – Development District 5

MAJOR STREETS	RESIDENTIAL	OFFICE	RETAIL	LIGHT INDUSTRIAL/ MANUFACTURING
Buckeye Road	1	8	3	10
Hilton Avenue	2	5	1	3
Grand Avenue	1	11	4	8
Along Blue/ Green Lines	6	1	2	6
TOTAL	10	25	10	27

Redevelopment Strategy

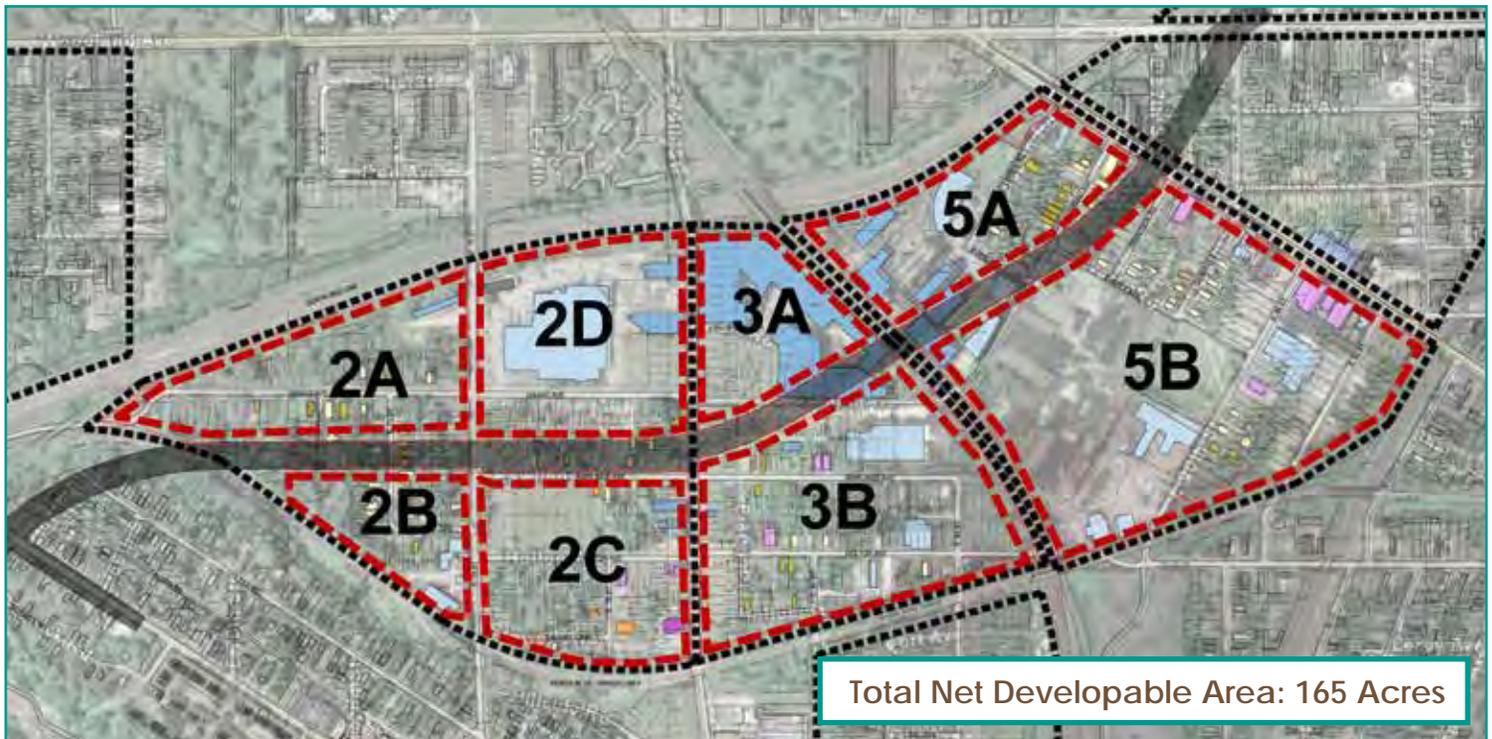
Site Assembly & Design Considerations

Superblock Concept-Creating developable sites

In order to best organize redevelopment sites and locations, the Project Team developed the Superblock concept that arranges the Development Districts into logical redevelopment areas. By reducing the sizes of the redevelopment areas, investments can be planned in phases and clustered together to take advantage of other initiatives, notably the Orlando Baking Company and Miceli's Dairy expansions. Redevelopment areas fall in the range of seven (7) to 17 acres, and represent ideal sizes for the scale and type of development that prior studies have concluded should occur within the Study Area. Superblocks are defined by the existing geography and retained infrastructure within the Study Area. Districts 2 and 3 are further delineated by major north-south

roadways; East 75th and East 79th Streets. The proposed Opportunity Corridor roadway provides a natural break into northern and southern sections, as indicated by the key plan below.

As illustrated on the following pages, each Superblock was examined in great detail to organize condition and ownership patterns, vacancies and the impact of existing streets on the consolidation of parcels to create larger sites. Additionally, Priority Site analysis of each block was completed on a parcel-by-parcel basis. This comprehensive review of the Superblocks serves as the basis for redevelopment yields, statistics and costs associated with creating buildable sites. This approach aims to maximize the value of land, despite its current conditions.



Statistics:

2A: 15.9 Acres
 2B: 7.2 Acres
 2C: 15.8 Acres
 2D: 16.9 Acres

(Orlando Baking Company site)

3A: 9.6 Acres
 3B: 25.2 Acres

5A: 13.7 Acres
 5B: 42.4 Acres of which 24.6 Acres are currently owned by Miceli's Dairy

Development Districts are further organized into “Superblocks” for redevelopment considerations and strategies

Priority Site Evaluation

In order to quantify the costs of assessment, remediation and demolition (if necessary) for potential redevelopment sites, each Superblock was evaluated at the parcel level. The parcels comprising each Superblock were categorized as a Priority Site, non-Priority Site, or parcels assumed to be taken by the proposed ODOT corridor. The baseline analysis was presented in a Cost, Timeframe and Funding Resource Chart (Appendices 3A through 3C). The baseline Chart assumes that a commercial light manufacturing/distribution building could be placed over every square foot of available redevelopable land. The primary characteristics that were considered in formulating a cost estimate included the proposed land use of the parcel, the suspected contaminants of concern and a receptor pathway completeness analysis. Funding resources were suggested for each cost estimate and a timeframe was estimated to complete each phase of the redevelopment process.

The baseline information was utilized to refine the site layout plan, taking into account the location of Priority Sites and the estimated costs associated with preparing the land for redevelopment. After creating the redevelopment site layouts, a redevelopment analysis was presented in a Cost, Timeframe and Funding Resource Chart (Appendices 4A through 4C). This refined redevelopment analysis allowed the Project Team to estimate the anticipated cost savings expected as a result of this Area-Wide planning process, which incorporated and accounted for Brownfield information when developing site layout plans. Ultimately, the Project Team was able to calculate the estimated development premium by accounting for environmental considerations on a Superblock-by-Superblock basis. The Project Team determined that this premium was best represented by a cost-per-acre and cost-per-square foot of proposed building area basis.

Assessment Cost Analysis

The assessment costs represent an estimate of the median value of the reasonable range to conduct investigations of varying complexity. Low complexity assessments are generally considered non-intrusive and were assigned a value of \$10,000

(representing a complete range of costs from \$0 to \$20,000). Medium complexity assessments were anticipated to be intrusive, but limited in scope, and were assigned a value of \$50,000 (representing a complete range of costs from \$0 to \$100,000). High complexity assessments were considered to be comprehensive and were assigned a value of \$150,000 (representing a complete range of costs from \$0 to \$300,000).

Remediation Cost Analysis

The remediation costs represent an estimate of the median value of the reasonable range to conduct remediation activities of varying complexity. Low complexity remediation activities were generally not expected to involve physical remediation (other than asbestos or waste disposal activities) and are assigned a value of \$100,000 (representing a complete range of costs from \$0 to \$200,000). Medium complexity remediation activities anticipated physical remediation, but with the implementation of risk-based remediation strategies and were assigned a value of \$500,000 (representing a complete range of costs from \$0 to \$1,000,000). High complexity remediation activities anticipated extensive physical remediation and were assigned a value of \$2,000,000 (representing a complete range of costs from \$0 to \$4,000,000).

Demolition Cost Analysis

The costs for demolition are based on industry standards, actual estimates from similar projects, and discussions and consultations with local contractors. The demolition cost per residential house is \$11,250/unit and is based on data provided by the Cuyahoga County Land Reutilization Corporation. The demolition costs for commercial buildings and industrial buildings are based on input provided by local demolition contractors. The commercial building (e.g., school, open warehouse, little to no existing equipment, etc.) demolition cost was estimated at \$3/square foot, whereas an industrial building (e.g., existing equipment in building, high bay, docks, etc.) demolition cost was estimated at \$5/square foot. The demolition cost for roads was estimated at \$40 per linear foot based on information collected pertaining to similar urban roadway types.

Finalizing the Remediation and Development Strategy

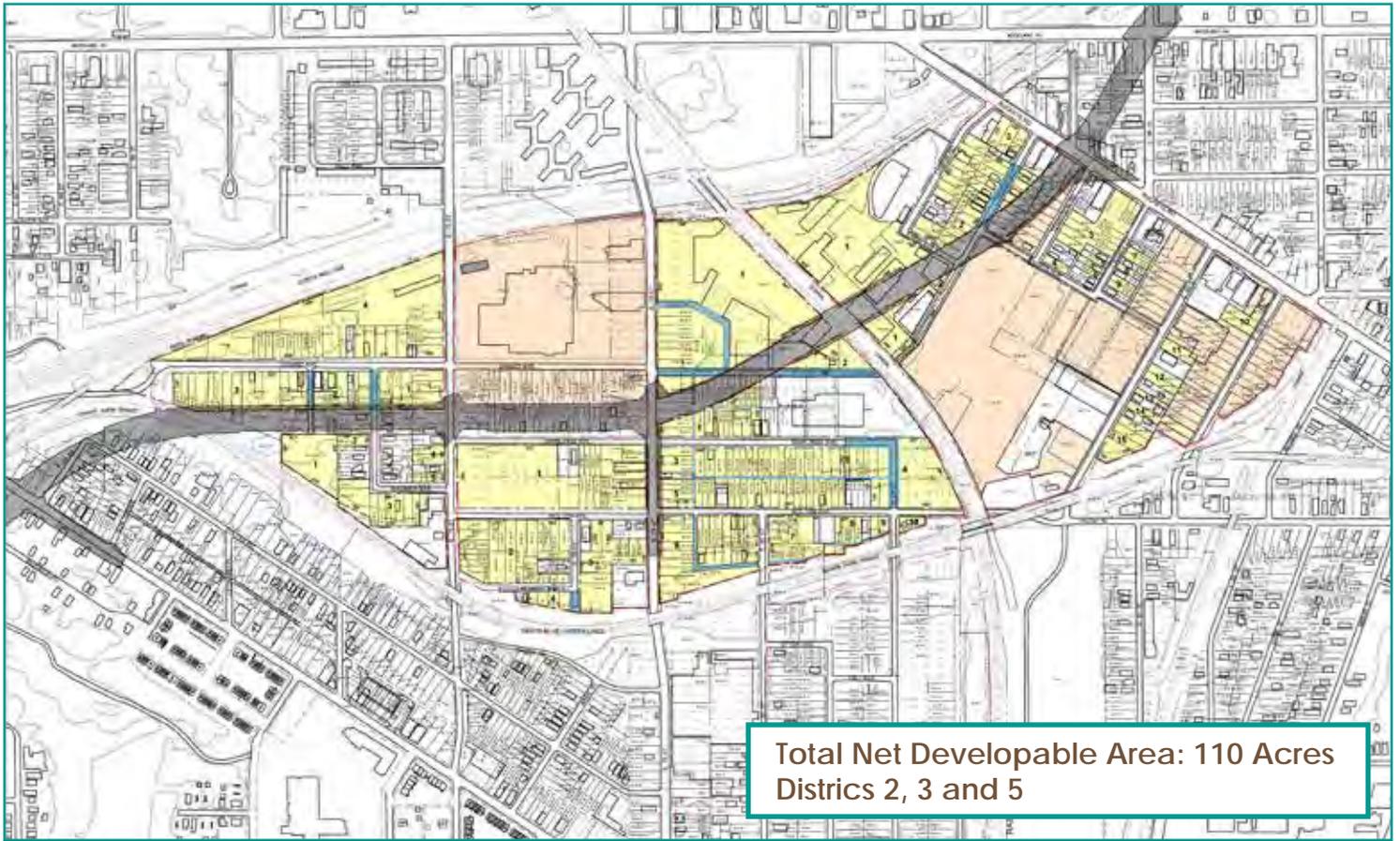
An early objective of the Area-Wide Plan was to realize the full potential of redevelopment in order to maximize job creation and establish marketable sites that are currently not available within the City of Cleveland. In early workshops with the Advisory Committee and follow up Community Meetings, two (2) primary concepts for site consolidation and redevelopment were examined, and as planning continued, each approach was further studied to best understand their potentials.

The first approach, deemed the “Encumbered Development Site Configuration”, inventoried all occupied properties, both residential and commercial, and mapped them to better understand where people live and work throughout the Study Area. As illustrated in the following pages of the report, this process identified very few existing viable properties within each Superblock. The planning team determined that the objective of maximizing development was significantly compromised by retaining the few occupied properties. The resulting sites are fragmented, needlessly divided by unnecessary streets and too small to attract the preferred type of development. These findings led to the creation of the second site consolidation strategy.

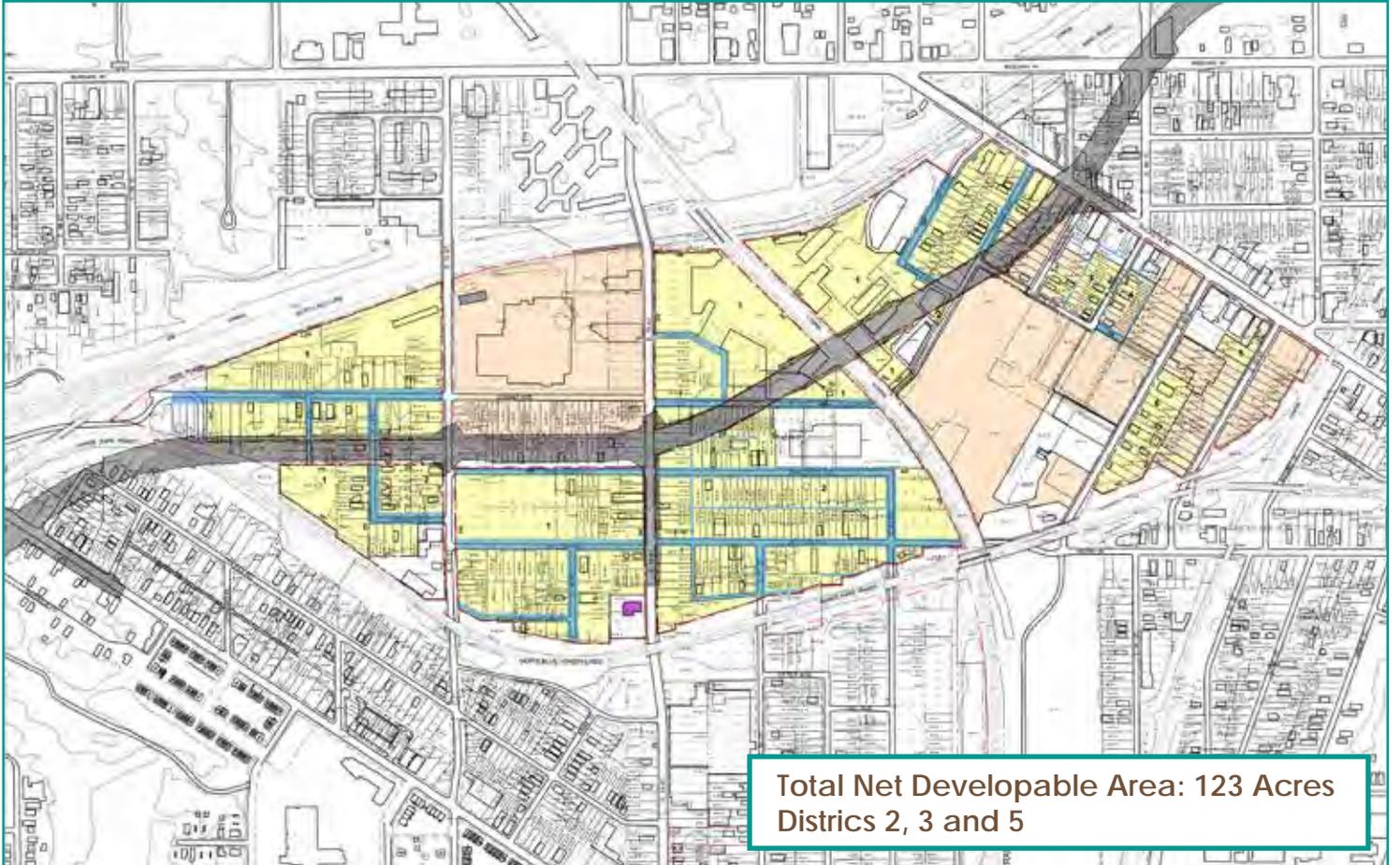
The second approach, deemed the “Unencumbered Development Site Configuration”, examined the potential of a more aggressive property acquisition strategy. If private property is consolidated, contiguous sites can be produced, infrastructure removed and more desirable sites created. This strategy required intensive internal discussions amongst City of Cleveland officials and administrators to ensure the approach was supported by the public. Based on input from residents, Cleveland City Council Members and other community groups, organizations and local stakeholders all viable businesses, churches and historic buildings were retained in the Unencumbered Development Site Configuration. The aggressive acquisition concept was fully vetted during community meetings to ensure its support from the public, notably residents and business owners.

As illustrated by the maps on the following page, the total redevelopment area increased by a relatively small number, approximately 13 acres, when applying the unencumbered approach. However, the true value of the strategy is better represented by the increase in the average size of the developable parcels that could be created. The removal of the deteriorated streets reduces the City’s potential maintenance and reconstruction costs and allows for the creation of larger, contiguous parcels that lend themselves to light manufacturing, warehousing and logistics facilities. The Project Team feels that this approach is appropriate in order to extract the highest and best use for the property identified in the Area-Wide Plan, and it became the basis for the redevelopment layouts. Each Superblock’s Encumbered and Unencumbered scenarios are further explained in the following pages, but the full impact to the overall Study Area is illustrated by the maps to the right.

Encumbered Redevelopment Scenario



Unencumbered Redevelopment Scenario



Superblock 2A

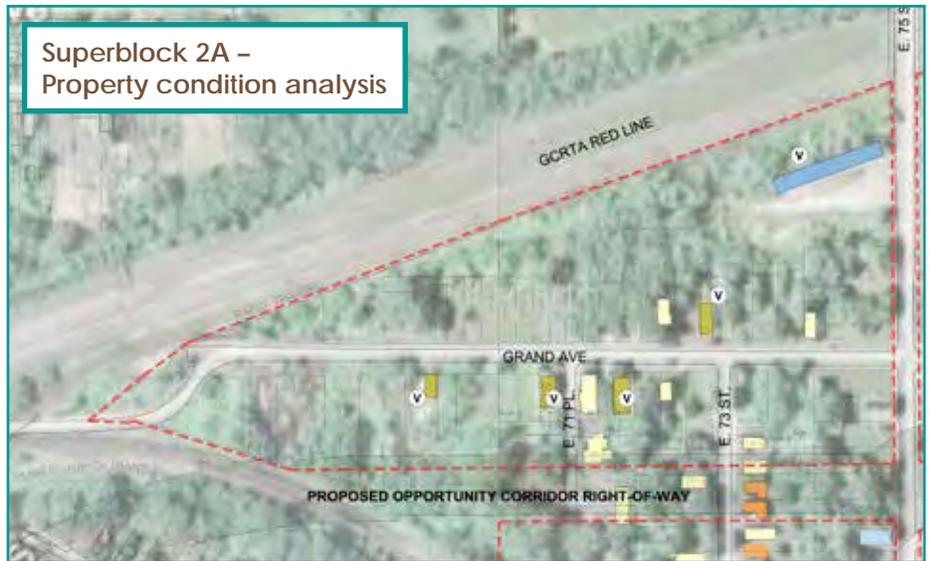
Existing Conditions:

From this current aerial, the existing conditions of Superblock 2A show an underutilized Grand Avenue that only serves four (4) homes and acts as an access drive to a GCRTA service station towards the west. A high proportion of vacant land and open land is also illustrated. Superblock 2A includes one (1) large vacant commercial building adjacent to the railroad tracks and several dilapidated homes, some of which are vacant.



Property Condition Analysis:

Superblock 2A's Property Conditions Analysis indicates only 11 buildings total; one (1) commercial and ten (10) residential structures remain in the area. Field observations classified four (4) of the ten (10) residential properties to be in poor condition, six (6) in moderate condition and none in good condition. With such a few number of buildings along Grant Avenue, it was concluded that the buildings could be removed and the access drive to the GCRTA service station could be reconfigured.



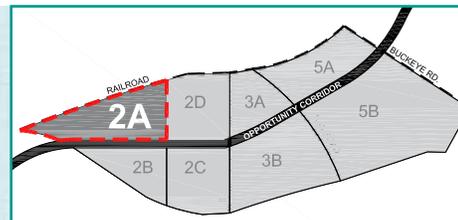
COMMERCIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 VACANT COMMERCIAL PROPERTIES APPEAR TO BE UNOCCUPIED	1
 OCCUPIED COMMERCIAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	N.A.

INSTITUTIONAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 VACANT INSTITUTIONAL PROPERTIES APPEAR TO BE UNOCCUPIED	N.A.
 OCCUPIED INSTITUTIONAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	N.A.

RESIDENTIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 PROPERTIES IN GOOD CONDITION APPEAR TO BE OCCUPIED AND WELL-MAINTAINED	N.A.
 PROPERTIES IN MODERATE CONDITION APPEAR TO BE RECENTLY OR CURRENTLY OCCUPIED	6
 PROPERTIES IN POOR CONDITION SITES IN DISREPAIR OR APPEAR TO BE VACANT	4

*NOTE – PROPERTY CONDITIONS ANALYSIS AND BUILDING TEAR DOWNS RESULTED FROM SITE VISITS AND OBSERVATIONS IN JUNE 2011. CONDITIONS ARE BASED ON VISUAL ASSESSMENT ONLY.

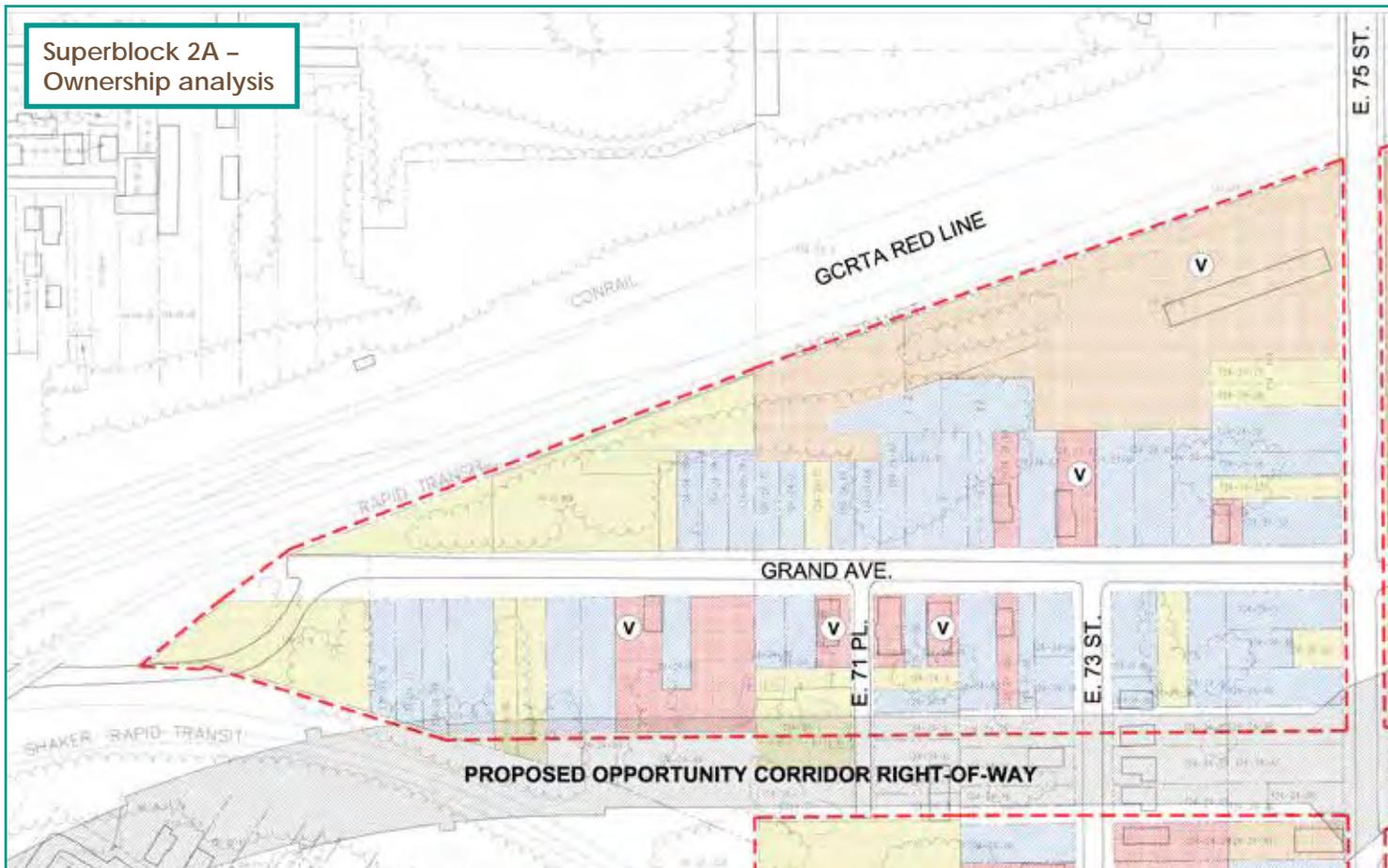
77.9% of land is vacant property and an additional 13.2% is public right-of-way (Grand Avenue, East 71st Place and East 73rd Street).



REDEVELOPMENT AREA 2A :
15.9 ACRES

STUDY AREA KEY MAP

**Superblock 2A –
Ownership analysis**



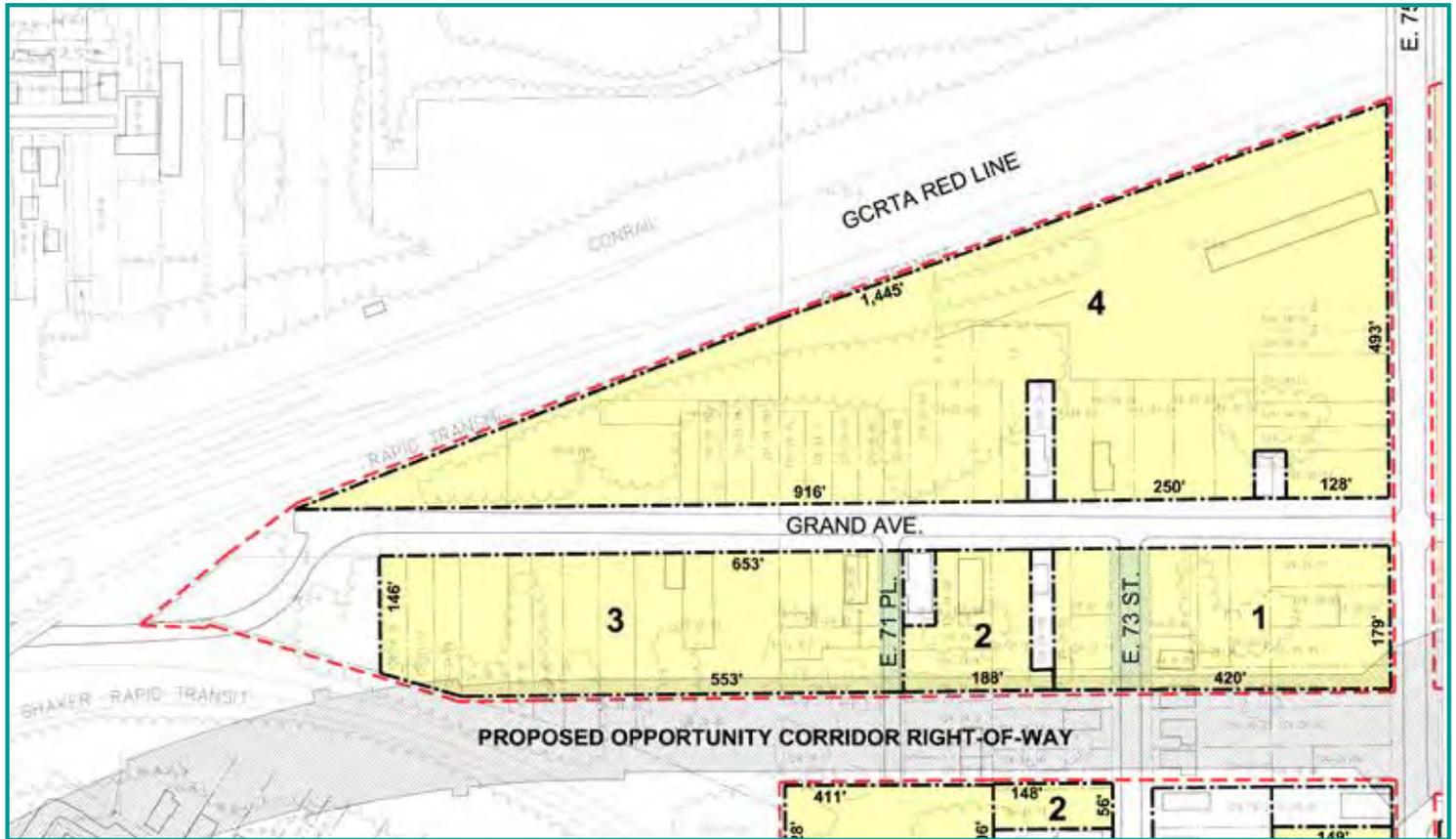
VACANT LAND PATTERNS PROPERTY OWNERSHIP ANALYSIS	PARCELS	SITES	%
LAND BANK PARCELS LAND HELD IN CITY/COUNTY LAND BANK	37	5.2	32.7%
VACANT LAND LAND WITHOUT BUILDINGS/STRUCTURES	12	3.2	20.0%
VACANT LAND W/BUILDINGS PROPERTIES THAT WERE COMMERCIALY UTILIZED	1	2.9	18.2%
VACANT RESIDENTIAL PARCELS LAND THAT HAS UNOCCUPIED HOUSES	4	1.1	7.0%
PUBLIC RIGHT OF WAY EXISTING STREETS		2.1	13.2%
OCCUPIED PROPERTY	4	1.4	8.9%
TOTAL	58	15.9	100%

Ownership Analysis:

This chart breaks down vacancy statistics by land use type to better understand potential acquisition strategies and ownership patterns. A total of 58 parcels comprise Superblock 2A, only four (4) of which are privately owned.

Superblock 2A

Encumbered Redevelopment Scenario

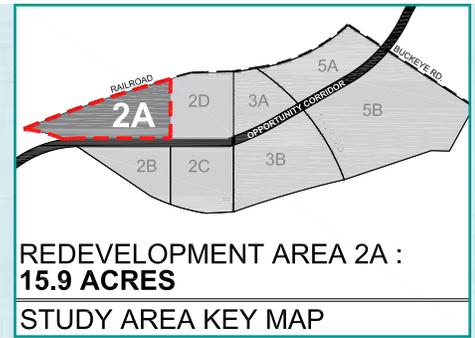


Encumbered Redevelopment Site Configuration:

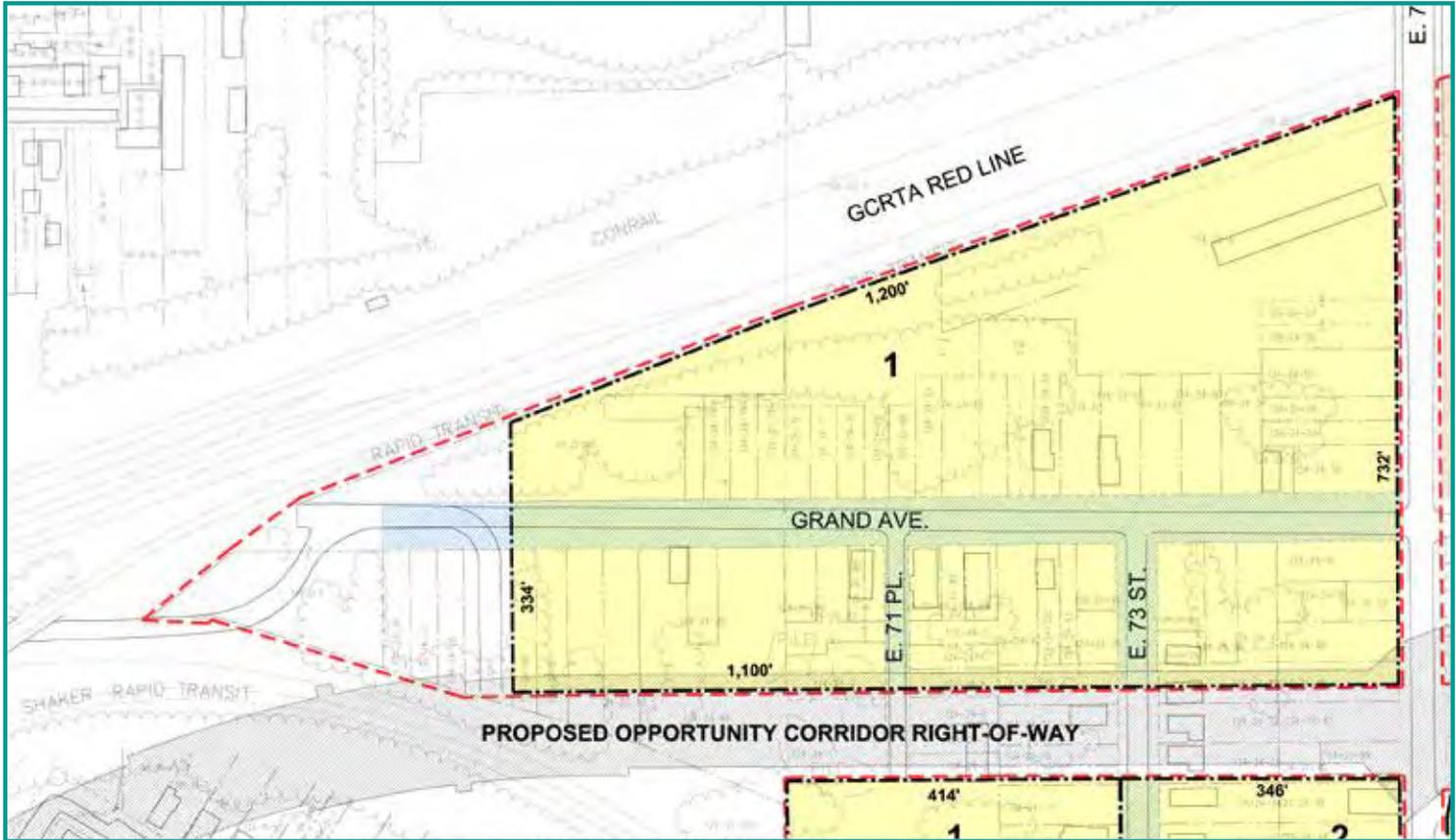
If the four (4) residential properties are retained, Grand Avenue must remain in order to provide access to driveways and the GCRTA service center. This approach requires significant investments by the City of Cleveland to make repairs to the street, which only serves four (4) homes. Additionally, the development parcels created are disjointed and limited in size. Primary sites, along the proposed Opportunity Corridor, are too shallow to develop as substantial commercial properties and the frontage along the roadway is not capitalized upon.

REDEVELOPMENT LAND AREA ANALYSIS	
TOTAL SUPERBLOCK AREA:	15.9 Acres
PROPERTIES TO BE ACQUIRED:	7.5 Acres
VACATED PUBLIC RIGHT-OF-WAY: ■	0.3 Acres
SITE #1:	1.7 Acres
SITE #2:	0.6 Acres
SITE #3:	2.6 Acres
SITE #4:	7.8 Acres
UNDEVELOPED SUPERBLOCK AREA:	2.9 Acres

Approximately 41% of the total redevelopable area in Superblock 2A is considered to be a Priority Site.



Unencumbered Redevelopment Scenario



Unencumbered Redevelopment Site Configuration:

As indicated by the above map, the acquisition of the four (4) privately-held properties and vacation of Grand Avenue, East 71st Place and East 73rd Street will create a large, cohesive parcel with valuable frontage along the proposed Opportunity Corridor. The 13.6 acre site can be developed in a variety of ways. Access to the GCRTA service center is maintained through a reconfigured access drive to the west with a direct connection to the new roadway (access could also be granted through site access easements granted at the time of construction, if necessary).

REDEVELOPMENT LAND AREA ANALYSIS

TOTAL SUPERBLOCK AREA:	13.36 Acres
PROPERTIES TO BE ACQUIRED:	7.8 Acres
VACATED PUBLIC RIGHT-OF-WAY: 	2.1 Acres
SITE #1:	13.6 Acres
UNDEVELOPED SUPERBLOCK AREA:	0.5 Acres

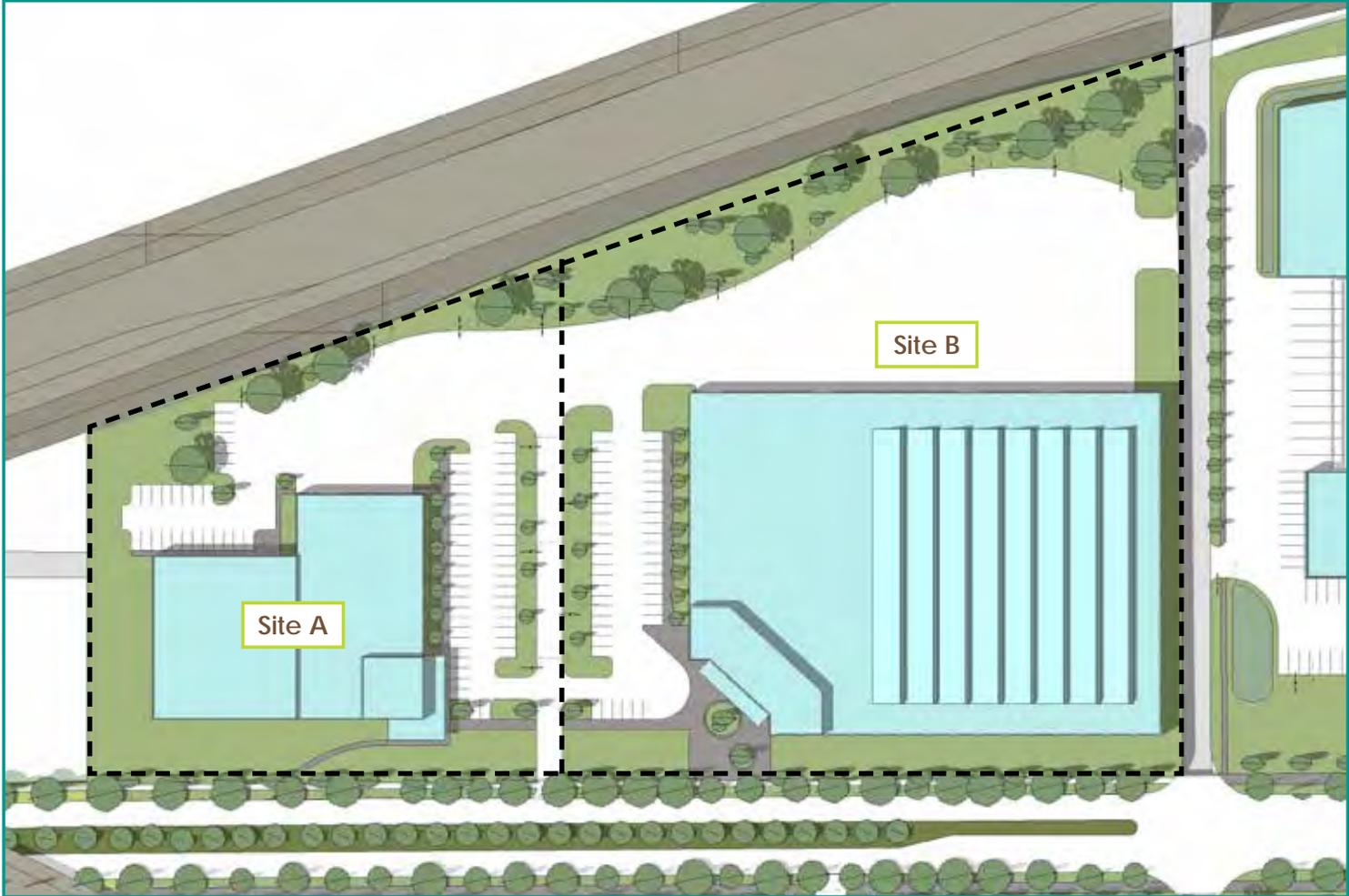
Superblock 2A

Preferred Redevelopment Scenario:

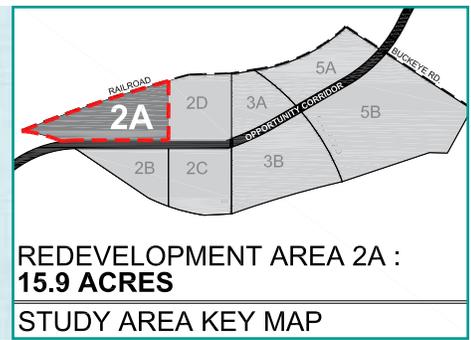
Superblock 2A has been subdivided into two (2) redevelopment sites in order to facilitate the potential for phased construction or expansion by facilities. Both buildings are envisioned to line the proposed route of the Opportunity Corridor to help define the urban edge. Additionally, parking, loading and outdoor storage areas are situated behind the building, with unique growth infrastructure components to control stormwater.

Statistics: Site A
50,000 s.f. building
4.86 Acre Site
(Office and Logistics)
10,300 s.f. / acre

Statistics: Site B
150,000 s.f. building
8.56 Acre Site
(Distribution and Office Support)
17,600 s.f. / acre



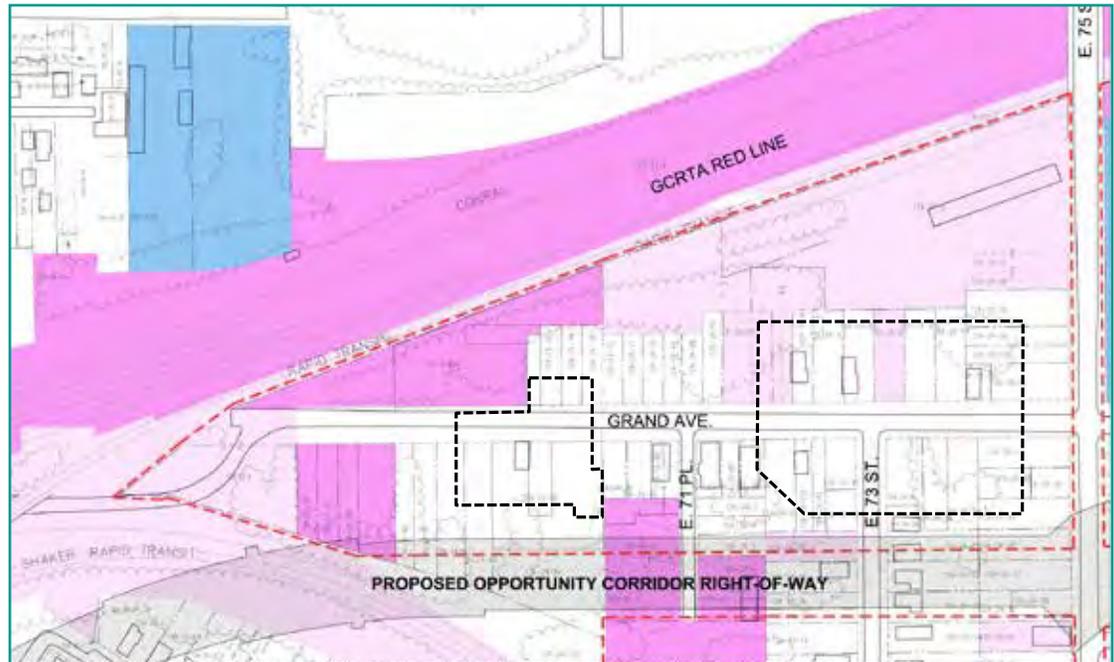
Coordinated Priority Site Planning reduces mitigation costs by approximately \$700,000.



Priority Sites Map:

The detailed Baseline Cost, Timeframe and Funding Resource Chart for Development District 2 is included in Appendix 3A and the detailed Redevelopment Cost, Timeframe and Funding Resource Chart for Development District 2 is included in Appendix 4A.

As a result of this Area-Wide Planning process, the Project Team anticipates a cost savings of approximately \$700,000 by accounting for the location of Priority Sites in Superblock 2A and developing site layouts that account for potential environmental contamination. This represents a 39% decrease in anticipated costs when compared with a plan that did not account for Priority Sites (refer to Appendix 5).



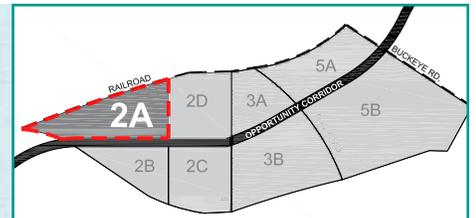
Superblock 2A – Priority Sites Assessment and Cleanup Cost Estimate

Total Area (Acres)	15.9 AC
Total Redevelopment Area (Acres)	13.36 AC
Proposed Building Area (Square Foot)	200,000 s.f.
# Priority Sites	6
# Priority Sites Taken by ODOT	2
Total Vacated Public ROW	1,275 LF
Total Reused Public ROW	325 LF
# Existing Viable Facilities	1
Category 1 Priority Site Acreage	4.38 AC
Category 2 Priority Site Acreage	1.1 AC
Category 3 Priority Site Acreage	-
% Redevelopment Area Priority Site	41.02%
Total Assessment Cost	\$310,000
Total Remediation Cost	\$600,000
Total Demolition Cost	\$191,466
Total Cost	\$1,101,466
Total Cost/Acre	\$82,445.06
Total Cost/Square Foot Proposed Building Area	\$5.51

Superblock 2A



Superblock 2A's redevelopment can include a mixture of logistics and offices on the smaller Site A and a large distribution center on Site B. Total redevelopment yields could reach 200,000 s.f.



**REDEVELOPMENT AREA 2A :
15.9 ACRES**

STUDY AREA KEY MAP



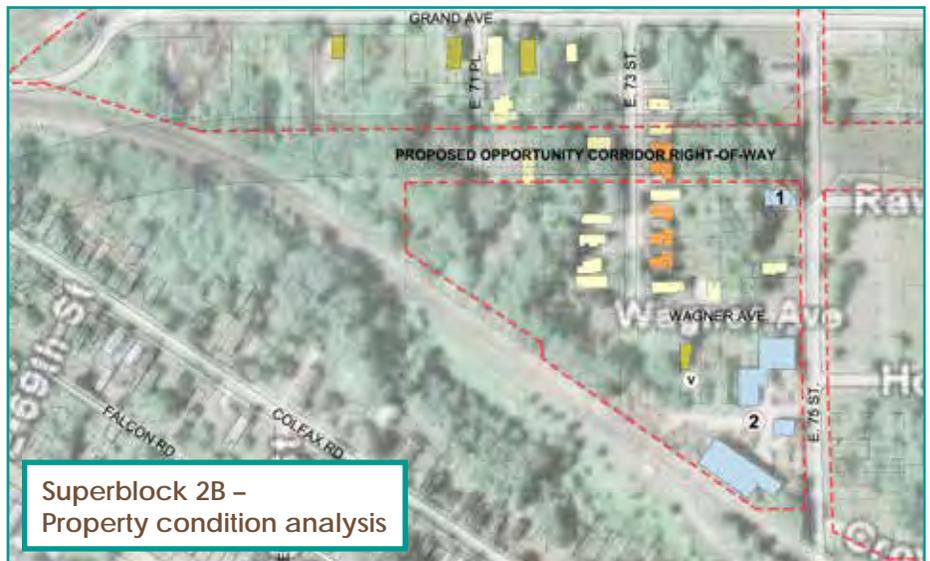
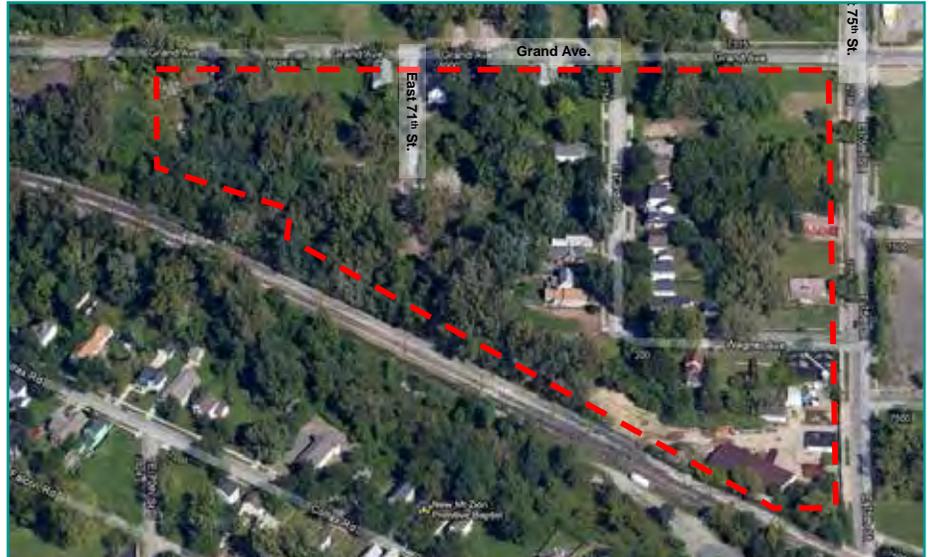
Superblock 2B

Existing Conditions:

From this current aerial photo, the existing conditions of Superblock 2B show several residential streets that have limited housing along them. East 73rd Street has a cluster of homes that relate to one another and help create an identifiable sense of a residential neighborhood. However, other streets in the area have few structures. Additionally, at the southeastern boundary of the site, a business operates and has indicated their desire to stay in their current location.

Property Condition Analysis:

Superblock 2B's Property Conditions Analysis indicates 15 structures made up mostly of residential buildings. Two (2) commercial structures, identified in the adjacent chart, are oriented along East 75th Street. The viability of both businesses was studied (outreach efforts summarized in an earlier section of this report) and discussed in the following development scenarios. Of the 13 residential properties, one (1) is in poor condition, nine (9) are in moderate condition and three (3) are in good condition. The homes in good condition are attributed to a past effort to develop East 73rd Street as a "model block", which included housing stabilization efforts.



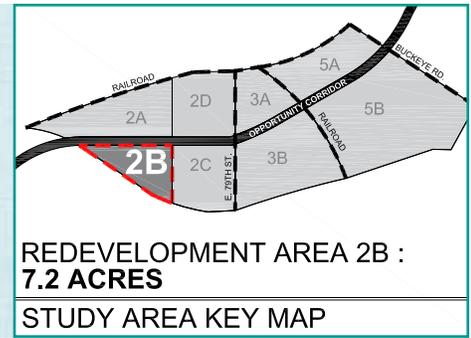
COMMERCIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 VACANT COMMERCIAL PROPERTIES APPEAR TO BE UNOCCUPIED	N.A.
 OCCUPIED COMMERCIAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	2

INSTITUTIONAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 VACANT INSTITUTIONAL PROPERTIES APPEAR TO BE UNOCCUPIED	N.A.
 OCCUPIED INSTITUTIONAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	N.A.

RESIDENTIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 PROPERTIES IN GOOD CONDITION APPEAR TO BE OCCUPIED AND WELL-MAINTAINED	3
 PROPERTIES IN MODERATE CONDITION APPEAR TO BE RECENTLY OR CURRENTLY OCCUPIED	9
 PROPERTIES IN POOR CONDITION SITES IN DISREPAIR OR APPEAR TO BE VACANT	1

*NOTE – PROPERTY CONDITIONS ANALYSIS AND BUILDING TEAR DOWNS RESULTED FROM SITE VISITS AND OBSERVATIONS IN JUNE 2011. CONDITIONS ARE BASED ON VISUAL ASSESSMENT ONLY.

48.5% of land is vacant property and an additional 8.5% is public right-of-way (Wagner Avenue). A significant portion of Superblock 2B consists of an active business along East 75th Street that is to remain.



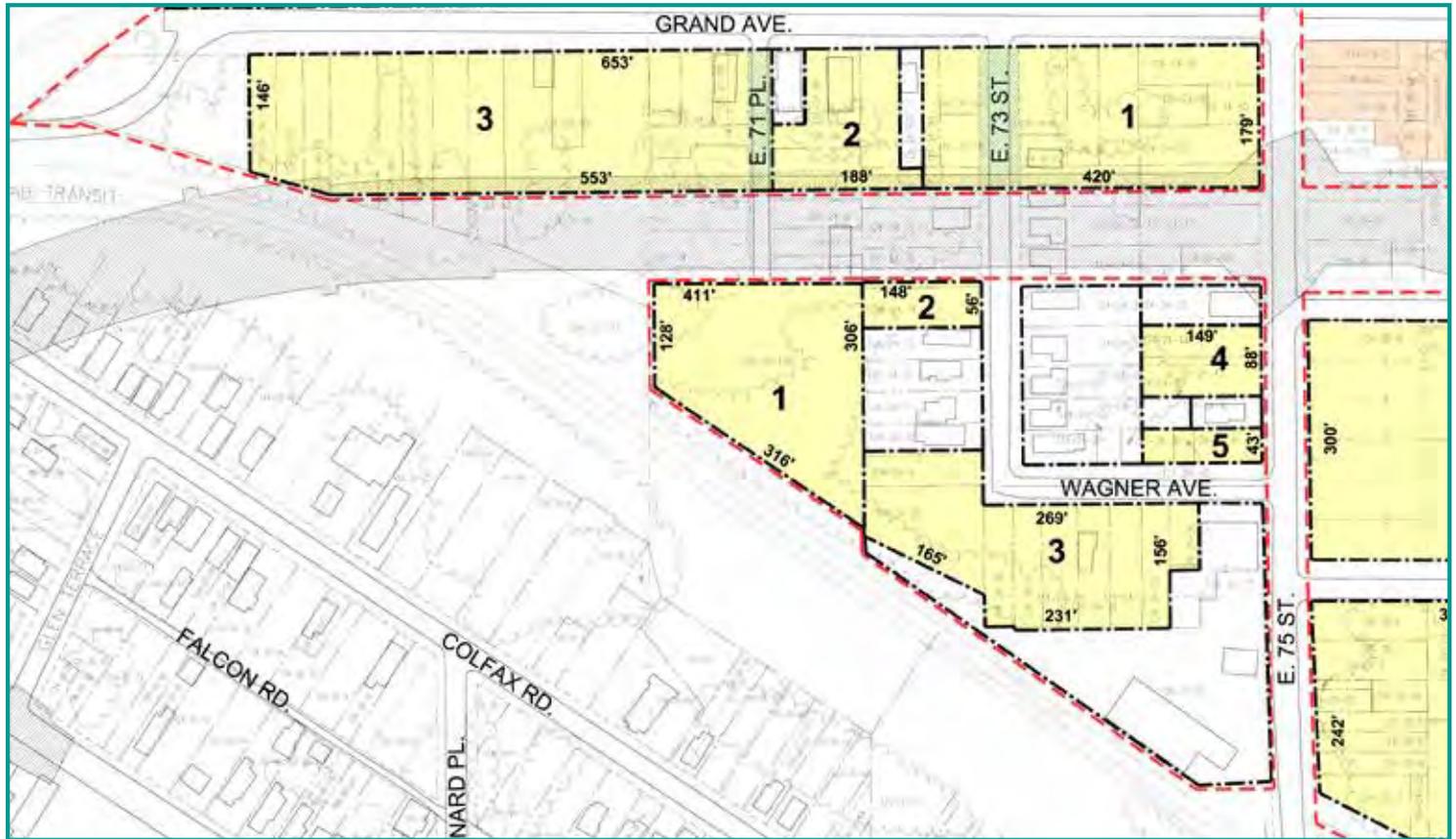
VACANT LAND PATTERNS PROPERTY OWNERSHIP ANALYSIS		PARCELS	SITES	%
	LAND BANK PARCELS LAND HELD IN CITY/COUNTY LAND BANK	11	1.2	17.0%
	VACANT LAND LAND WITHOUT BUILDINGS/STRUCTURES	6	2.2	31.0%
	VACANT LAND W/BUILDINGS PROPERTIES THAT WERE COMMERCIALY UTILIZED	N.A.	N.A.	N.A.
	VACANT RESIDENTIAL PARCELS LAND THAT HAS UNOCCUPIED HOUSES	1	0.2	0.5%
	PUBLIC RIGHT OF WAY EXISTING STREETS		0.6	8.5%
	OCCUPIED PROPERTY	12	3.1	43.0%
	TOTAL	30	7.2	100%

Ownership Analysis:

This chart breaks down vacancy statistics by land use type to better understand potential acquisition strategies and ownership patterns.

Superblock 2B

Encumbered Redevelopment Scenario

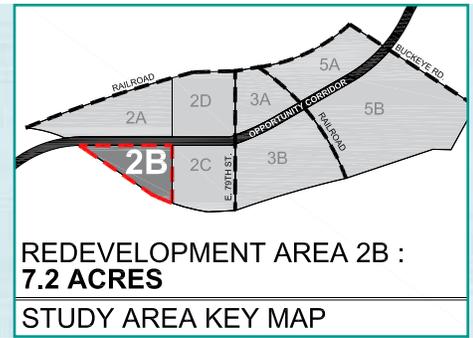


Encumbered Redevelopment Site Configuration:

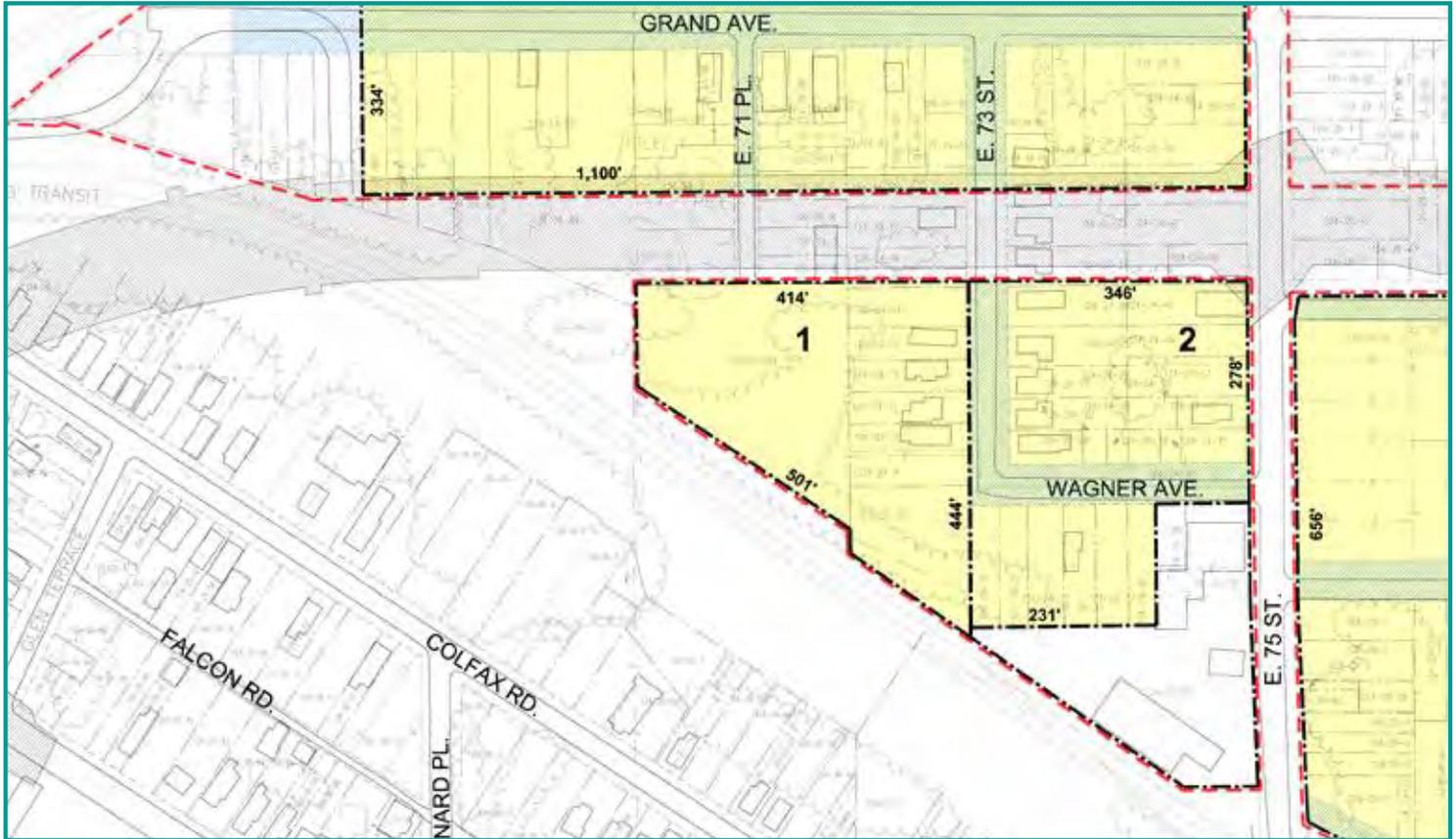
Retaining all of the homes and both businesses results in the necessity of retaining Wagner Avenue. The arrangement of the existing businesses and streets create five (5) small development sites that were determined to be substandard. Limited frontage along the Opportunity Corridor and odd-shaped lots lead to sites that are undevelopable for the desired land use in the Encumbered Redevelopment Site Configuration.

REDEVELOPMENT LAND AREA ANALYSIS	
TOTAL SUPERBLOCK AREA:	7.2 Acres
PROPERTIES TO BE ACQUIRED:	2.1 Acres
VACATED PUBLIC RIGHT-OF-WAY: ■	N.A.
SITE #1:	1.3 Acres
SITE #2:	0.2 Acres
SITE #3:	1.4 Acres
SITE #4:	0.3 Acres
UNDEVELOPED SUPERBLOCK AREA:	0.1 Acres

The resultant Unencumbered Redevelopment Site Configuration includes two (2) parcels (2.7 and 3.0 acres) with valuable frontage along the proposed Opportunity Corridor.



Unencumbered Redevelopment Scenario



Unencumbered Redevelopment Site Configuration:

The creation of the Unencumbered Redevelopment Site Configuration relies on the acquisition of three (3) properties that are considered to be in good condition. However, it should be noted that the proposed Opportunity Corridor right-of-way directly impacts these lots, greatly affecting the quality of life and residential nature of the street. Other properties in good condition are also anticipated to be acquired as part of the roadway’s construction because they fall within the proposed right-of-way. Also, one (1) of the businesses, Something for Nothing Mattress Sales, was determined to not be a viable business and its property

REDEVELOPMENT LAND AREA ANALYSIS	
TOTAL REDEVELOPMENT AREA:	5.7 Acres
PROPERTIES TO BE ACQUIRED:	3.6 Acres
VACATED PUBLIC RIGHT-OF-WAY: ■	0.6 Acres
SITE #1:	2.7 Acres
UNDEVELOPED SUPERBLOCK AREA:	3.0 Acres

is acquired as part of this strategy. OBO Construction Company, along East 75th Street is retained and its property is not considered as a redevelopment site.

Superblock 2B

Preferred Redevelopment Scenario:

Superblock 2B has been subdivided into two (2) redevelopment sites in order to facilitate the potential for phased construction or expansion by facilities. Portions of Wagner Avenue are retained to provide access to a large parking lot that could be shared between developments, depending on parking demand. Property that is adjacent to

the railroad right-of-way is designated as bio-retention areas to minimize the impact the development has on the existing combined sewer system. OBO Construction Company's access is uninterrupted in its current configuration, including access to and from their site. Both buildings are envisioned to line the proposed Opportunity Corridor roadway.

Statistics: Site A

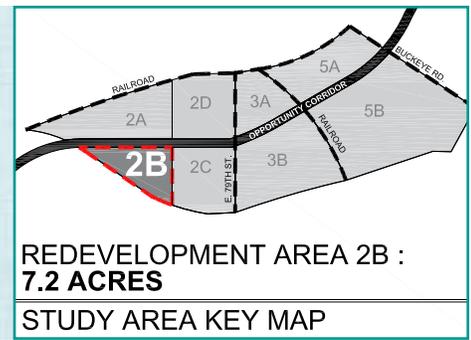
28,000 s.f. building
2.7 Acre Site
(Office and Logistics)
10,400 s.f. / acre

Statistics: Site B

35,000 s.f. building
3.0 Acre Site
(Office and Logistics)
11,700 s.f. / acre



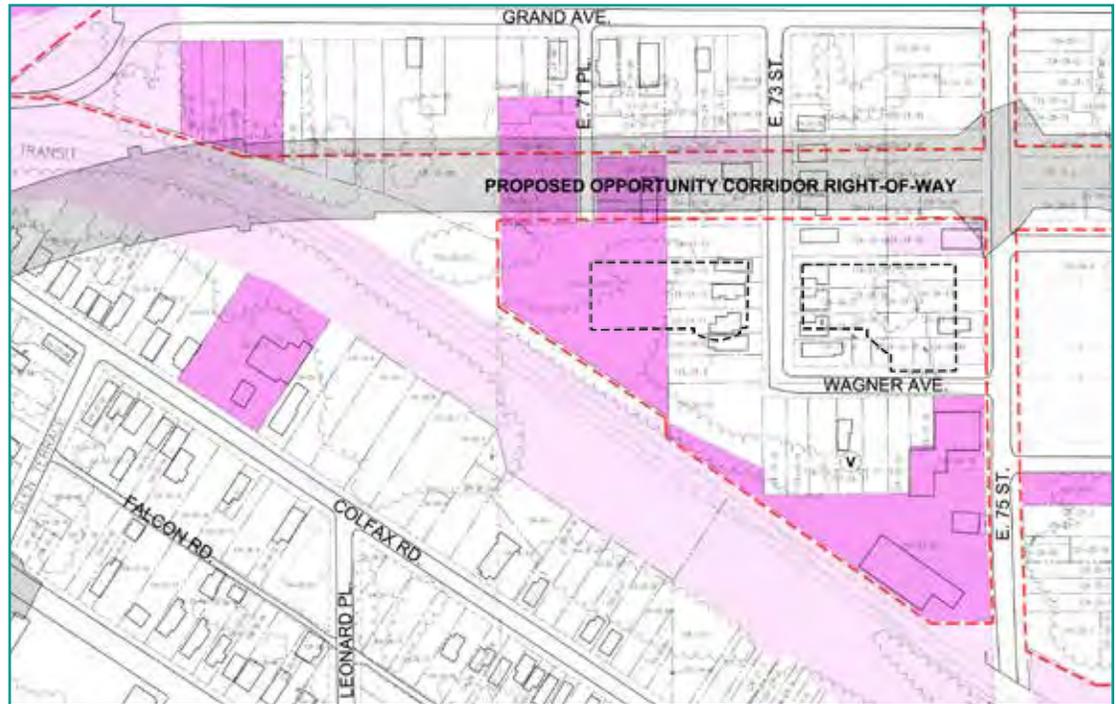
Approximately 28% of the total redevelopable area in Superblock 2B is considered to be a Priority Site.



Priority Sites Map:

The detailed Baseline Cost, Timeframe and Funding Resource Chart for Development District 2 is included in Appendix 3A and the detailed Redevelopment Cost, Timeframe and Funding Resource Chart for Development District 2 is included in Appendix 4A.

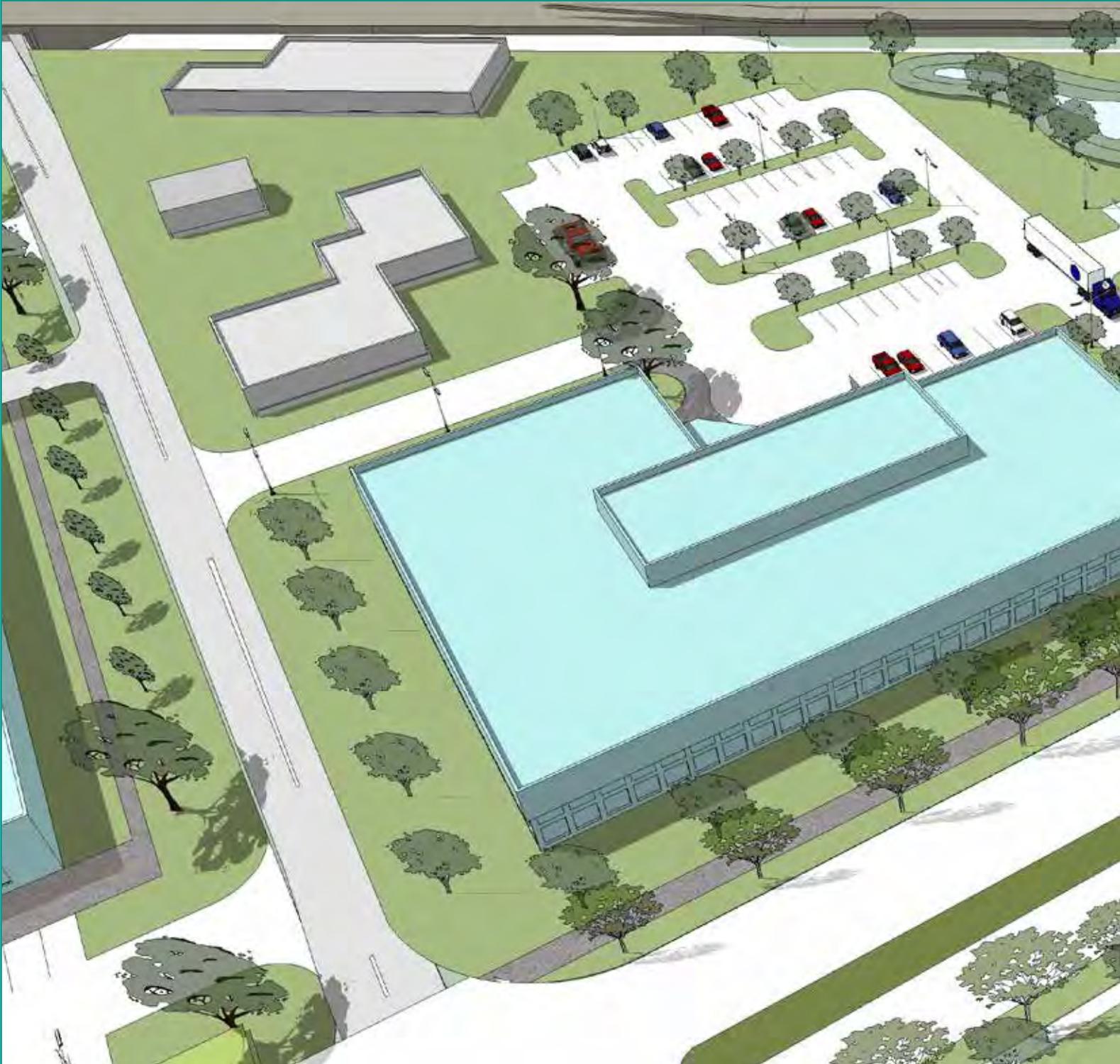
As a result of this Area-Wide Planning process, the Project Team anticipates a cost savings of approximately \$25,000 by accounting for the location of Priority Sites in Superblock 2B and developing site layouts that account for potential environmental contamination. This represents a 4% decrease in anticipated costs when compared with a plan that did not account for Priority Sites (refer to Appendix 5).



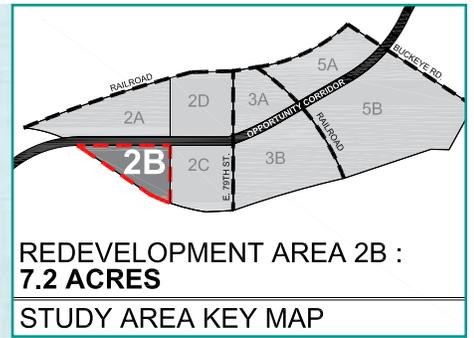
Superblock 2B – Priority Sites Assessment and Cleanup Cost Estimate

Total Area (Acres)	7.2 AC
Total Redevelopment Area (Acres)	5.7 AC
Proposed Building Area (Square Foot)	63,000 s.f.
# Priority Sites	3
# Priority Sites Taken by ODOT	1
Total Vacated Public ROW	-
Total Reused Public ROW	600 LF
# Existing Viable Facilities	1
Category 1 Priority Site Acreage	.17 AC
Category 2 Priority Site Acreage	1.42 AC
Category 3 Priority Site Acreage	-
% Redevelopment Area Priority Site	27.89%
Total Assessment Cost	\$150,000
Total Remediation Cost	\$300,000
Total Demolition Cost	\$123,750
Total Cost	\$573,750
Total Cost/Acre	\$100,657.89
Total Cost/Square Foot Proposed Building Area	\$9.11

Superblock 2B



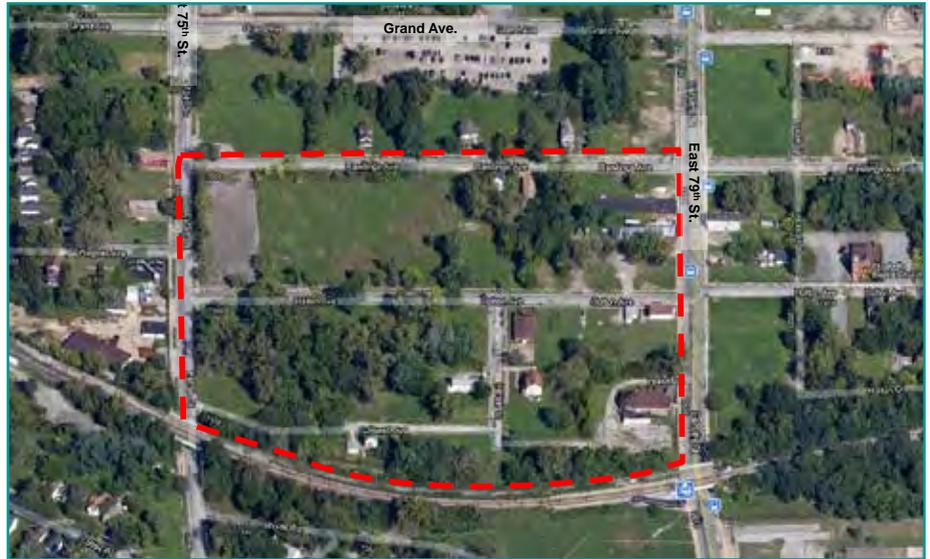
Superblock 2B's location, as impacted by an existing business and railroad tracks, leads to smaller development parcels. Office and logistics uses are most appropriate and represent approximately 63,000 s.f. of potential redevelopment.



Superblock 2C

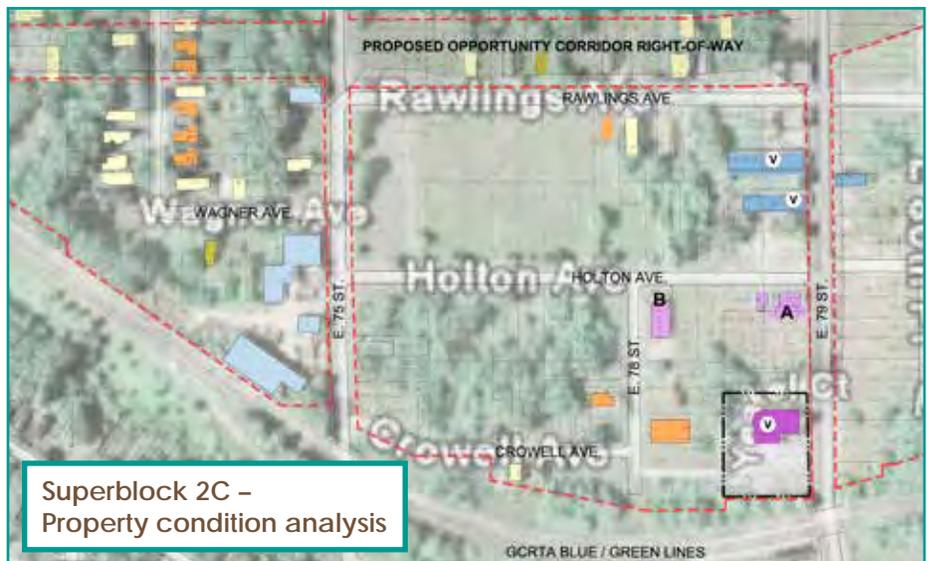
Existing Conditions:

From this current aerial photo, the existing conditions of Superblock 2C indicates vast amount of vacancy and open space throughout that were once tight knit residential blocks and streets. A historic church building in the southeast corner of the Superblock was identified during the planning process and is retained in each redevelopment plan. Holton Avenue is underutilized with very few buildings along its route.



Property Condition Analysis:

Superblock 2C's Property Conditions Analysis indicates ten (10) structures made up of a balance of residential, institutional and commercial properties. Of the five (5) remaining residential parcels, three (3) are in good condition and two (2) are in moderate condition. There are two (2) churches operating in the area; one (1) in a traditional church building and one (1) in a converted storefront building. The churches' viability were investigated and summarized in the earlier outreach efforts. Two (2) vacant commercial properties along East 79th Street were also identified during field investigations.



Superblock 2C – Property condition analysis

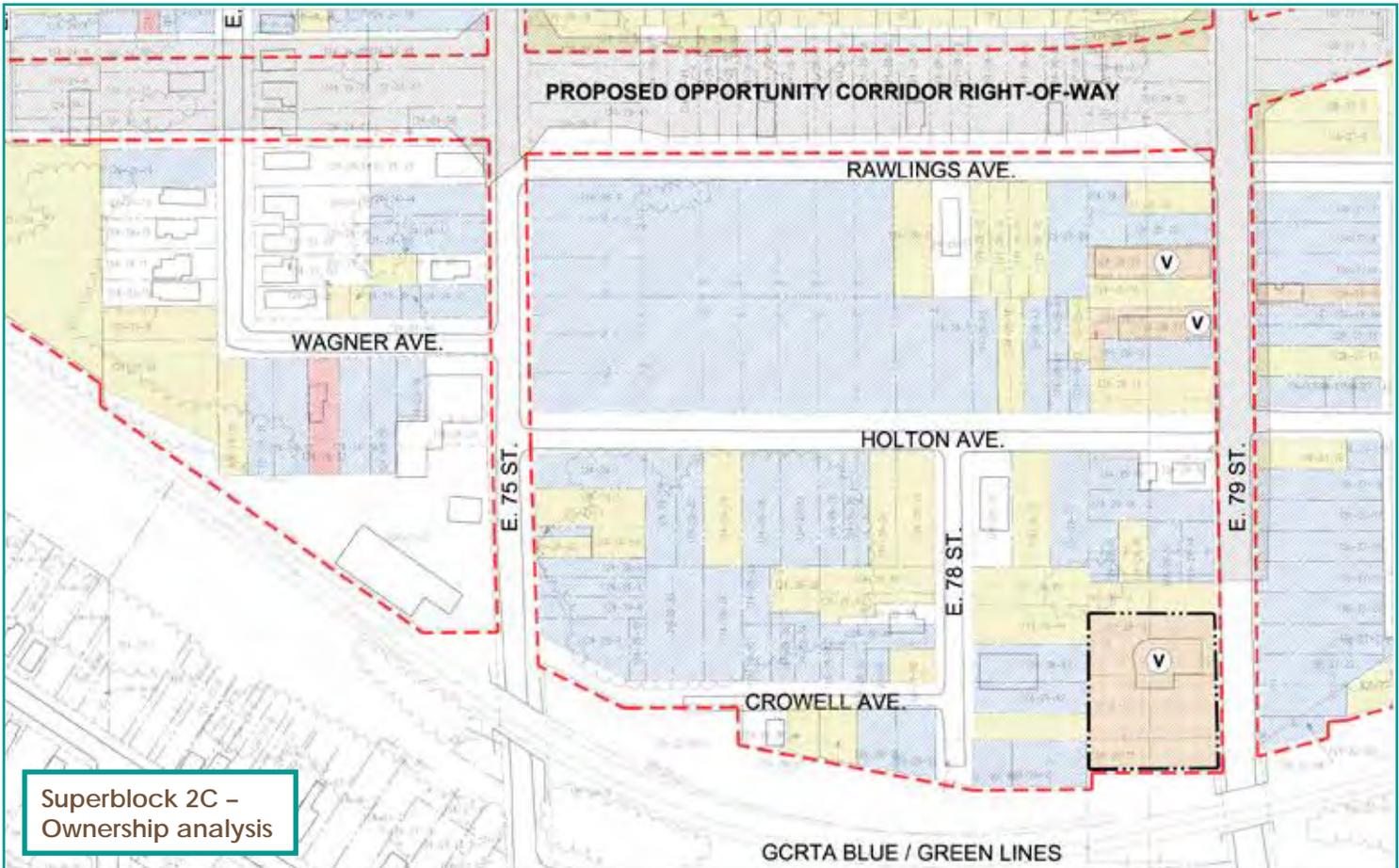
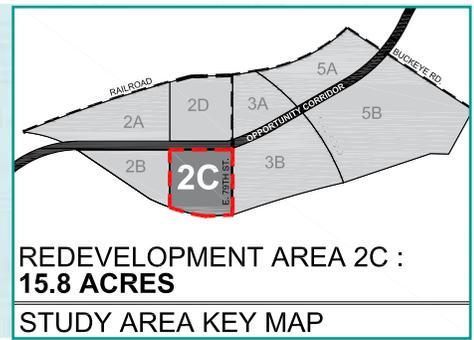
COMMERCIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
VACANT COMMERCIAL PROPERTIES APPEAR TO BE UNOCCUPIED	2
OCCUPIED COMMERCIAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	N.A.

INSTITUTIONAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
VACANT INSTITUTIONAL PROPERTIES APPEAR TO BE UNOCCUPIED	1
OCCUPIED INSTITUTIONAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	1

RESIDENTIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
PROPERTIES IN GOOD CONDITION APPEAR TO BE OCCUPIED AND WELL-MAINTAINED	3
PROPERTIES IN MODERATE CONDITION APPEAR TO BE RECENTLY OR CURRENTLY OCCUPIED	2
PROPERTIES IN POOR CONDITION SITES IN DISREPAIR OR APPEAR TO BE VACANT	N.A.

*NOTE – PROPERTY CONDITIONS ANALYSIS AND BUILDING TEAR DOWNS RESULTED FROM SITE VISITS AND OBSERVATIONS IN JUNE 2011. CONDITIONS ARE BASED ON VISUAL ASSESSMENT ONLY.

80% of land is vacant property and an additional 16% is public right-of-way (Rawlings Avenue, Holton Avenue, East 78th Street and Crowell Avenue).



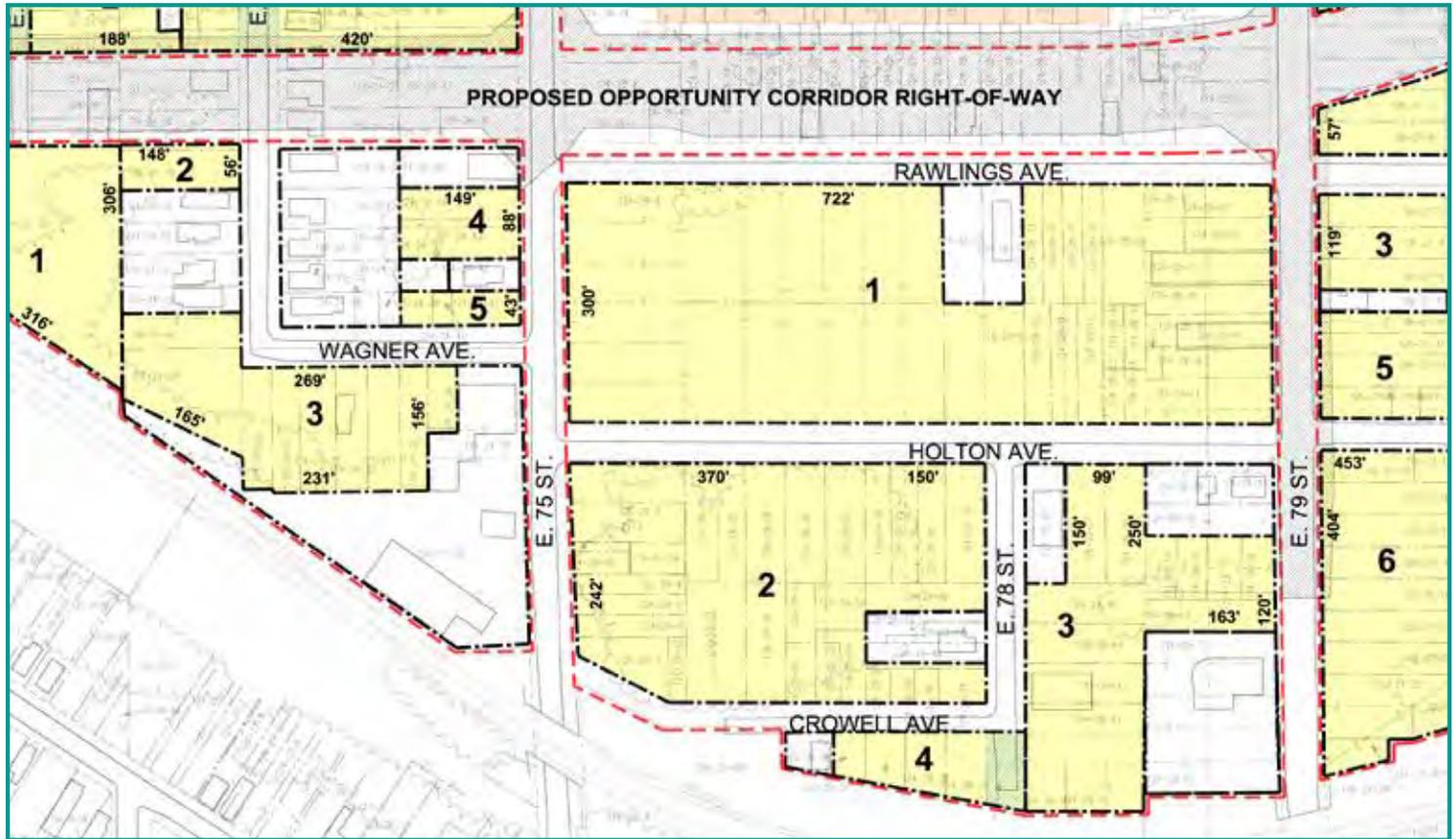
VACANT LAND PATTERNS PROPERTY OWNERSHIP ANALYSIS		PARCELS	SITES	%
	LAND BANK PARCELS LAND HELD IN CITY/COUNTY LAND BANK	46	8.1	51.0%
	VACANT LAND LAND WITHOUT BUILDINGS/STRUCTURES	29	3.5	22.0%
	VACANT LAND W/BUILDINGS PROPERTIES THAT WERE COMMERCIALY UTILIZED	3	1.1	7.0%
	VACANT RESIDENTIAL PARCELS LAND THAT HAS UNOCCUPIED HOUSES	N/A	N/A	N/A
	PUBLIC RIGHT OF WAY EXISTING STREETS		2.5	16.0%
	OCCUPIED PROPERTY	5	0.6	4.0%
	TOTAL	83	15.8	100%

Ownership Analysis:

This chart breaks down vacancy statistics by land use type to better understand potential acquisition strategies and ownership patterns. A total of 82 parcels comprise Superblock 2C, only six (6) of which are currently occupied and privately owned.

Superblock 2C

Encumbered Redevelopment Scenario



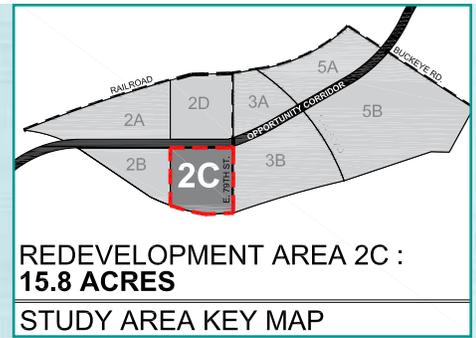
Encumbered Redevelopment Site Configuration:

Retaining the five (5) occupied homes and both churches requires a majority of the public infrastructure to remain intact. Only a small portion of East 78th Street can be vacated. Keeping the streets bisects the Superblock and greatly diminishes the site's value related to frontage along the proposed Opportunity Corridor. The resultant four (4) development sites vary in size, ranging between a half acre to 5.7 acres, which falls below the desired site sizes. Additionally, only one (1) site takes advantage of the access along the new roadway while the other three (3) are disconnected from the main thoroughfare, including a site that is completely land-locked and adjacent to the railroad tracks. This site is unlikely to be developed. For these reasons, the Encumbered Redevelopment Site Configuration does not take full advantage of the regular shaped Superblock and large percentage of vacancies.

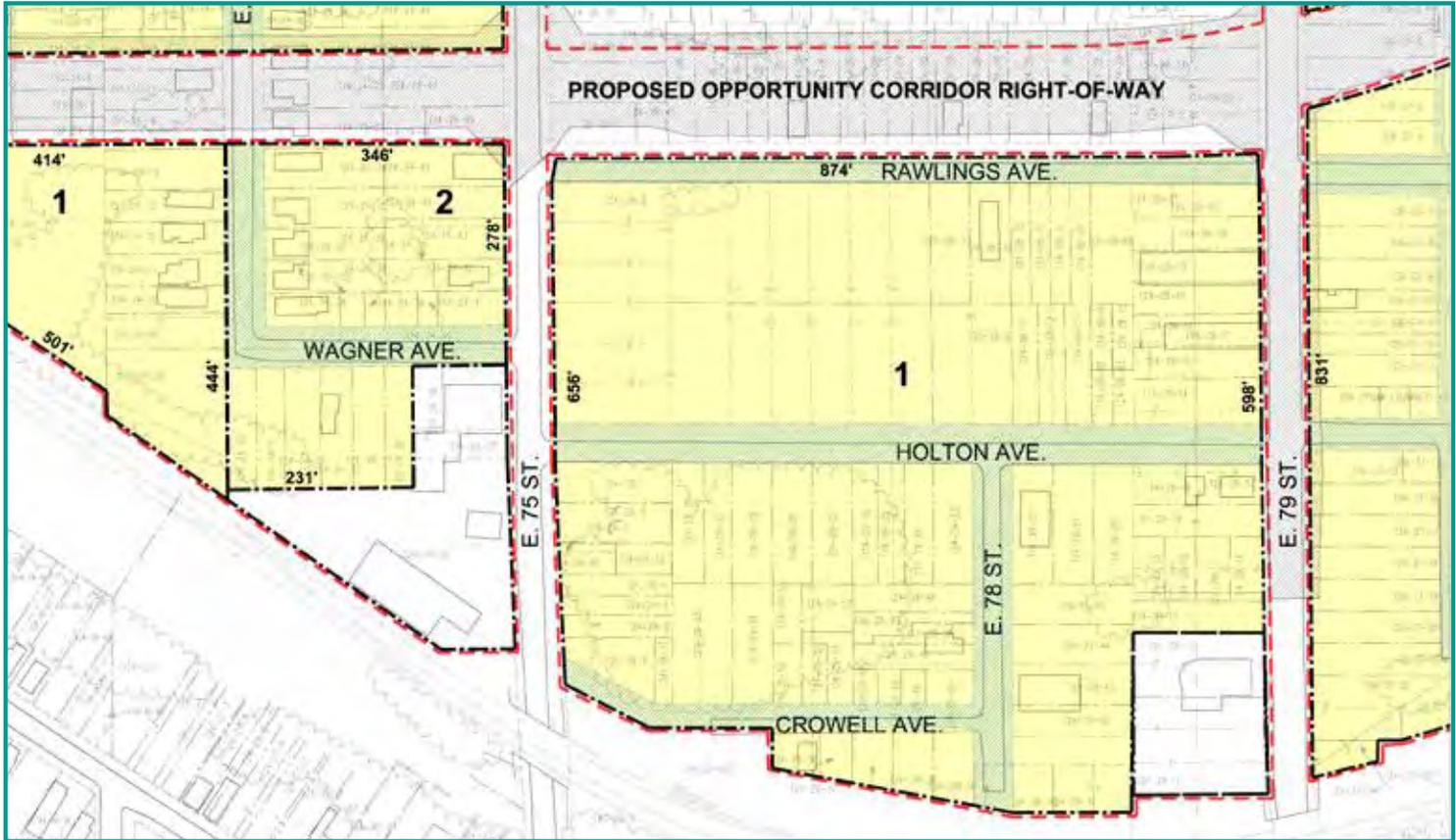
REDEVELOPMENT LAND AREA ANALYSIS

TOTAL SUPERBLOCK AREA:	15.6 Acres
PROPERTIES TO BE ACQUIRED:	3.1 Acres
VACATED PUBLIC RIGHT-OF-WAY: ■	0.1 Acres
SITE #1:	5.7 Acres
SITE #2:	3.2 Acres
SITE #3:	1.8 Acres
SITE #4:	0.4 Acres

This contiguous 14.7 acre redevelopment parcel offers many attributes that may be desirable by developers.



Unencumbered Redevelopment Scenario



Unencumbered Redevelopment Site Configuration:

The creation of the Unencumbered Redevelopment Site Configuration relies on the acquisition of a minimal number of properties. However, the site can be completely consolidated and contiguous, if those properties are acquired and the streets are vacated. If Holton Avenue, East 78th Street and Crowell Avenue can be eliminated, a large parcel can be created. The retention of the historic church property in the southeast corner of the site has a minimal impact on the sites' development potential. Its long frontage along the proposed Opportunity Corridor roadway promotes direct access to the site. The rectilinear shape lends itself to maximum coverage and phaseable development. Also, the site is framed along its southern edge with the raised railroad tracks. This arrangement provides ample space for loading docks, parking lots and storage areas in the rear of the site. Finally, because of the size of the parcel, it can be further subdivided, if preferred.

REDEVELOPMENT LAND AREA ANALYSIS	
TOTAL REDEVELOPMENT AREA:	15.18 Acres
PROPERTIES TO BE ACQUIRED:	4.2 Acres
VACATED PUBLIC RIGHT-OF-WAY: ■	2.5 Acres
SITE #1:	14.7 Acres

Superblock 2C

Preferred Redevelopment Scenario:

Superblock 2C has been subdivided into multiple sites in order to provide a mixture of uses that was identified during the planning process. With smaller scale, transit-oriented development along East 79th Street, the street's walkability can take advantage of the adjacent GCRTA Rapid Station. The buildings' scale steps down as development extends towards the south and existing neighborhood context. It is anticipated that these buildings would be developed in phases as surrounding construction occurs and demand for

smaller offices, retail and commercial services increase. A large facility is planned on the balance of the Superblock to take full advantage of the site's attributes. The building is arranged to address the proposed Opportunity Corridor roadway, includes visitor parking along the front, employee parking and loading docks in the rear and utilizes the southern land, furthest from the roadway and adjacent to the railroads, as bio-retention areas.

Statistics: Site A

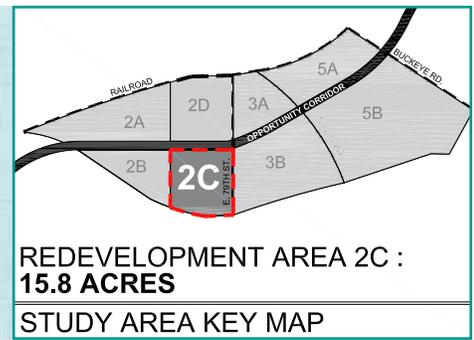
185,000 s.f. building
12.9 Acre Site
(Light Manufacturing and Support Office)
14,300 s.f. / acre

Statistics: Site B

25,000 s.f. building
2.28 Acre Site
(T.O.D. – Commercial Development)
11,000 s.f. / acre



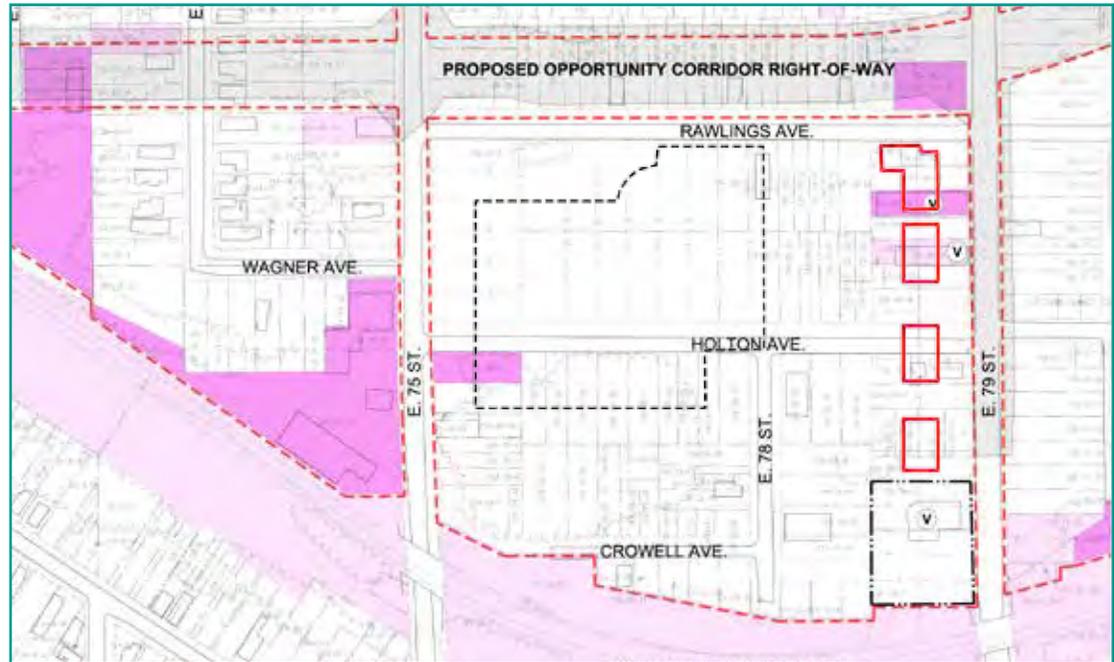
Approximately 3% of the total redevelopable area in Superblock 2C is considered to be a Priority Site, making this site very attractive in terms of redevelopment potential.



Priority Sites Map:

The detailed Baseline Cost, Timeframe and Funding Resource Chart for Development District 2 is included in Appendix 3A and the detailed Redevelopment Cost, Timeframe and Funding Resource Chart for Development District 2 is included in Appendix 4A.

As a result of the small percentage of Priority Sites in Superblock 2C, the Project Team does not anticipate any cost savings associated with developing site layouts that account for potential environmental contamination (refer to Appendix 5).



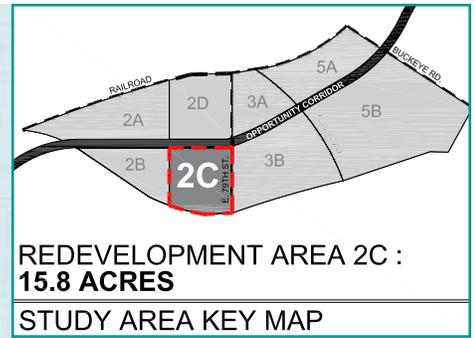
Superblock 2C – Priority Sites Assessment and Cleanup Cost Estimate

Total Area (Acres)	15.8 AC
Total Redevelopment Area (Acres)	15.18 AC
Proposed Building Area (Square Foot)	210,000 s.f.
# Priority Sites	3
# Priority Sites Taken by ODOT	1
Total Vacated Public ROW	2,750 LF
Total Reused Public ROW	-
# Existing Viable Facilities	1
Category 1 Priority Site Acreage	.15 AC
Category 2 Priority Site Acreage	.3 AC
Category 3 Priority Site Acreage	-
% Redevelopment Area Priority Site	2.96%
Total Assessment Cost	\$260,000
Total Remediation Cost	\$200,000
Total Demolition Cost	\$208,934
Total Cost	\$668,934
Total Cost/Acre	\$44,066.80
Total Cost/Square Foot Proposed Building Area	\$3.19

Superblock 2C



Superblock 2C's redevelopment takes full advantage of this large, more traditionally shaped site. A large light manufacturing facility with support offices can be paired with phaseable transit-oriented development along East 79th Street. Shown in its full build out, the site potentially yields 210,000 s.f. redevelopment.



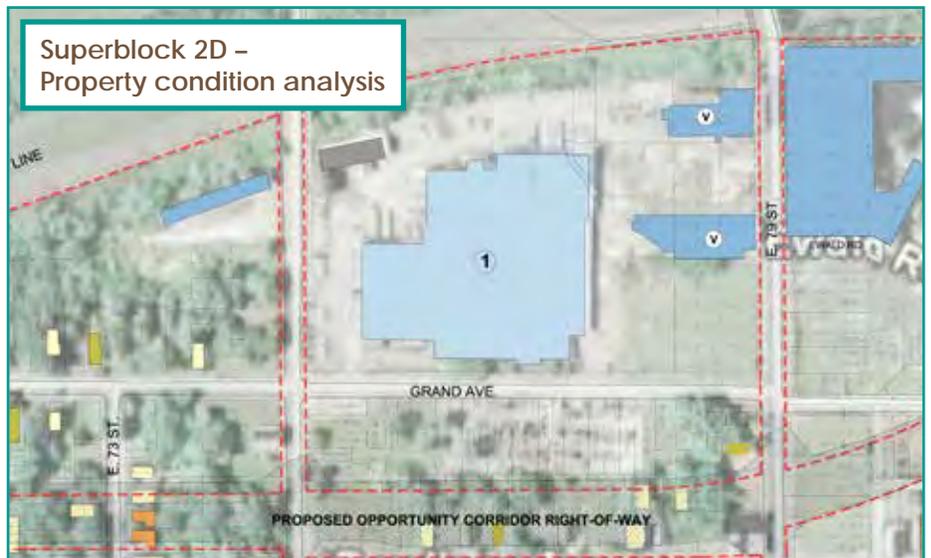
Superblock 2D

Existing Conditions:

The aerial photo to the right shows the exclusive use of Superblock 2D by the Orlando Baking Company.

Property Condition Analysis:

Superblock 2D's conditions are established by the Orlando Baking Company. Several buildings in poor condition are slated for demolition per the company's expansion plans.



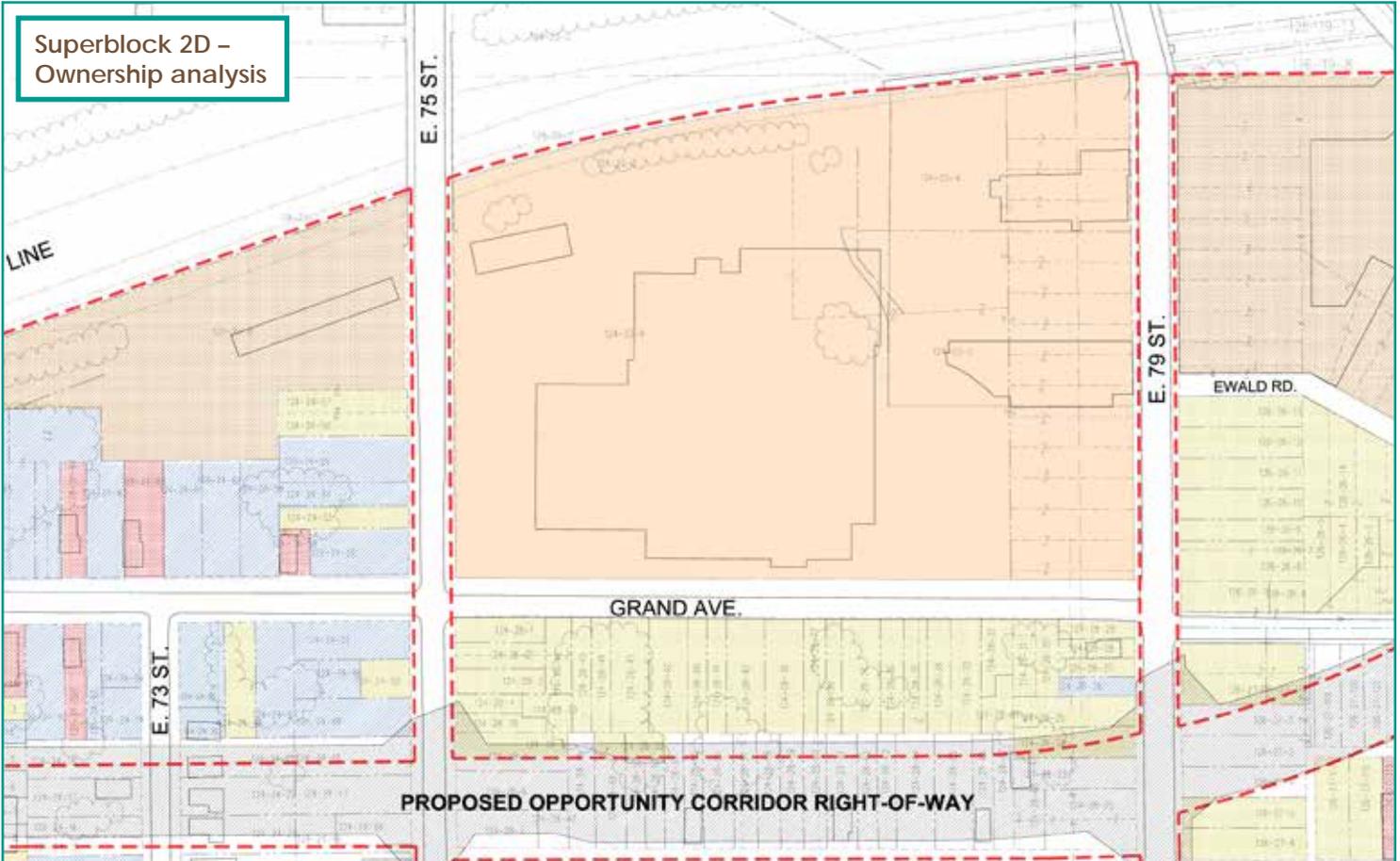
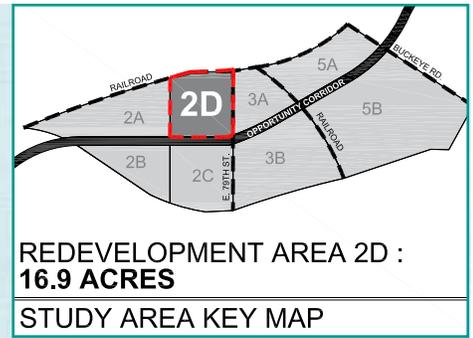
COMMERCIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 VACANT COMMERCIAL PROPERTIES APPEAR TO BE UNOCCUPIED	2
 OCCUPIED COMMERCIAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	1

INSTITUTIONAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 VACANT INSTITUTIONAL PROPERTIES APPEAR TO BE UNOCCUPIED	N.A.
 OCCUPIED INSTITUTIONAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	N.A.

RESIDENTIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 PROPERTIES IN GOOD CONDITION APPEAR TO BE OCCUPIED AND WELL-MAINTAINED	N.A.
 PROPERTIES IN MODERATE CONDITION APPEAR TO BE RECENTLY OR CURRENTLY OCCUPIED	N.A.
 PROPERTIES IN POOR CONDITION SITES IN DISREPAIR OR APPEAR TO BE VACANT	1

*NOTE – PROPERTY CONDITIONS ANALYSIS AND BUILDING TEAR DOWNS RESULTED FROM SITE VISITS AND OBSERVATIONS IN JUNE 2011. CONDITIONS ARE BASED ON VISUAL ASSESSMENT ONLY.

The 19.1% of land considered vacant will be utilized as part of The Orlando Baking Company's expansion and is currently used as employee parking.



VACANT LAND PATTERNS PROPERTY OWNERSHIP ANALYSIS		PARCELS	SITES	%
	LAND BANK PARCELS LAND HELD IN CITY/COUNTY LAND BANK	1	0.1	0.5%
	VACANT LAND LAND WITHOUT BUILDINGS/STRUCTURES	33	3.5	21.0%
	VACANT LAND W/BUILDINGS PROPERTIES THAT WERE COMMERCIALY UTILIZED	1	12.2	72.0%
	VACANT RESIDENTIAL PARCELS LAND THAT HAS UNOCCUPIED HOUSES	N/A	N/A	N/A
	PUBLIC RIGHT OF WAY EXISTING STREETS		1.1	6.5%
	TOTAL	35	16.9	100%

Ownership Analysis:

The large production-based company utilizes the site for employee parking, storage and have worked to acquire additional adjacent properties (including across Grand Avenue) to allow for future expansion.

Superblock 2D

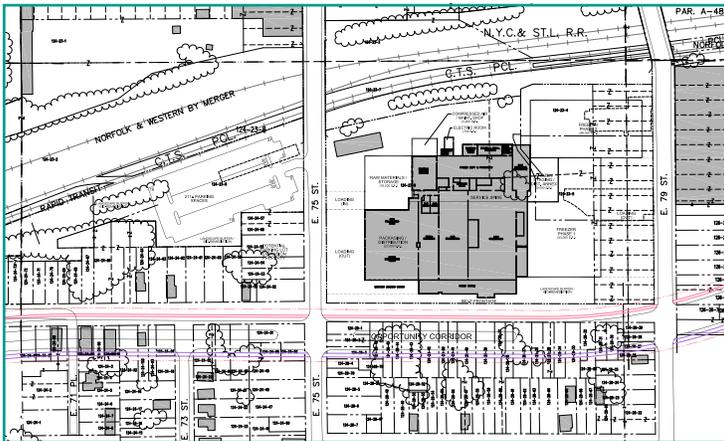
Potential Expansion Configurations:

The Project Team met with representatives from the Orlando Baking Company on several occasions throughout the process to discuss potential brownfield funding and different ways their expansion may be considered. Examples of the configuration studies are illustrated in the following site plans. It should be noted that adjacent property conditions, focusing on potential contamination, served as a basis for the various scenarios. Additionally, site access and impact by the proposed Opportunity Corridor right-of-way was fully investigated. In an immediate example of the use and implementation of this planning process, expansion plans for Orlando were guided by this process. In fact, the roadway's ultimate location, the

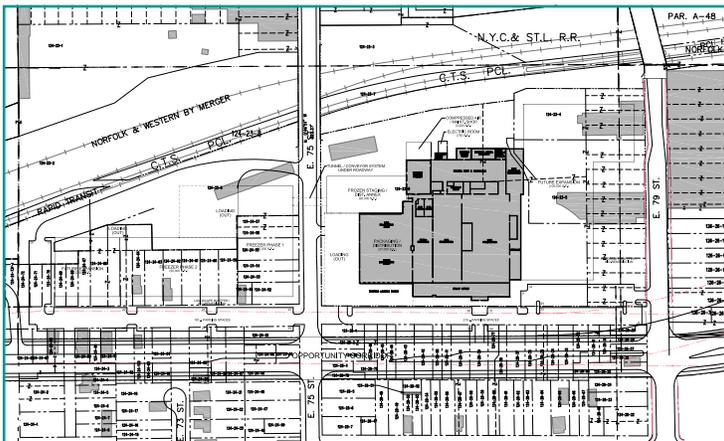
southern shift, resulted from these discussions and a better understanding of this company's expansion requirements. This specific engagement with an expanding company, aimed to retain their presence in the Study Area, is considered a success. The Orlando Baking Company also recently received a Clean Ohio grant to remediate property and demolish the deteriorated Van Dorn buildings (northeast corner of the site) to help facilitate expansion construction. The company's future expansion to the south takes advantage of the additional space created by shifting the Opportunity Corridor alignment to the south (the mapping indicates previous studies before the roadway was shifted which led to the shift).

Final Expansion Configuration:

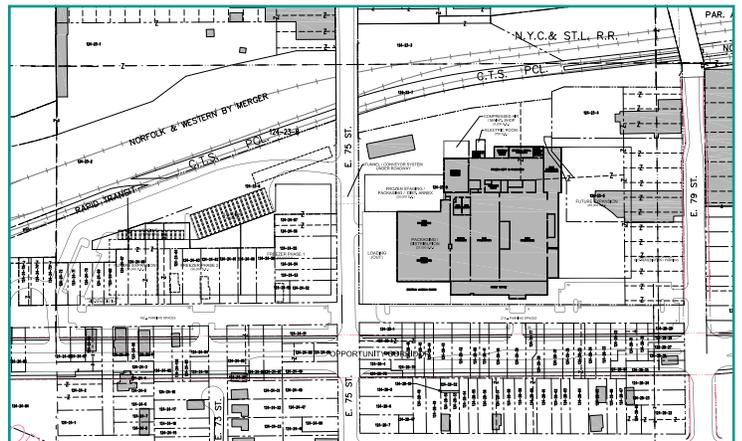
The map on the following page, provided by the Orlando Baking Company, illustrates the final expansion plan for the property. While parking and some loading areas are planned along the southern edge of the property, landscaping and other screening can help maintain a strong frontage along the proposed Opportunity Corridor roadway. One of the primary expansions is the demolition of the former Van Dorn Building (identified as a brownfield and granted Clean Ohio funding) and construction of a new building in its place. Additional expansion occurs in the northwest portion of the site, building adjacent to the railroad right-of-way and redeveloping portions of the site that are currently used as parking areas.



Superblock 2D - Orlando Baking Company Campus Expansion Concept A

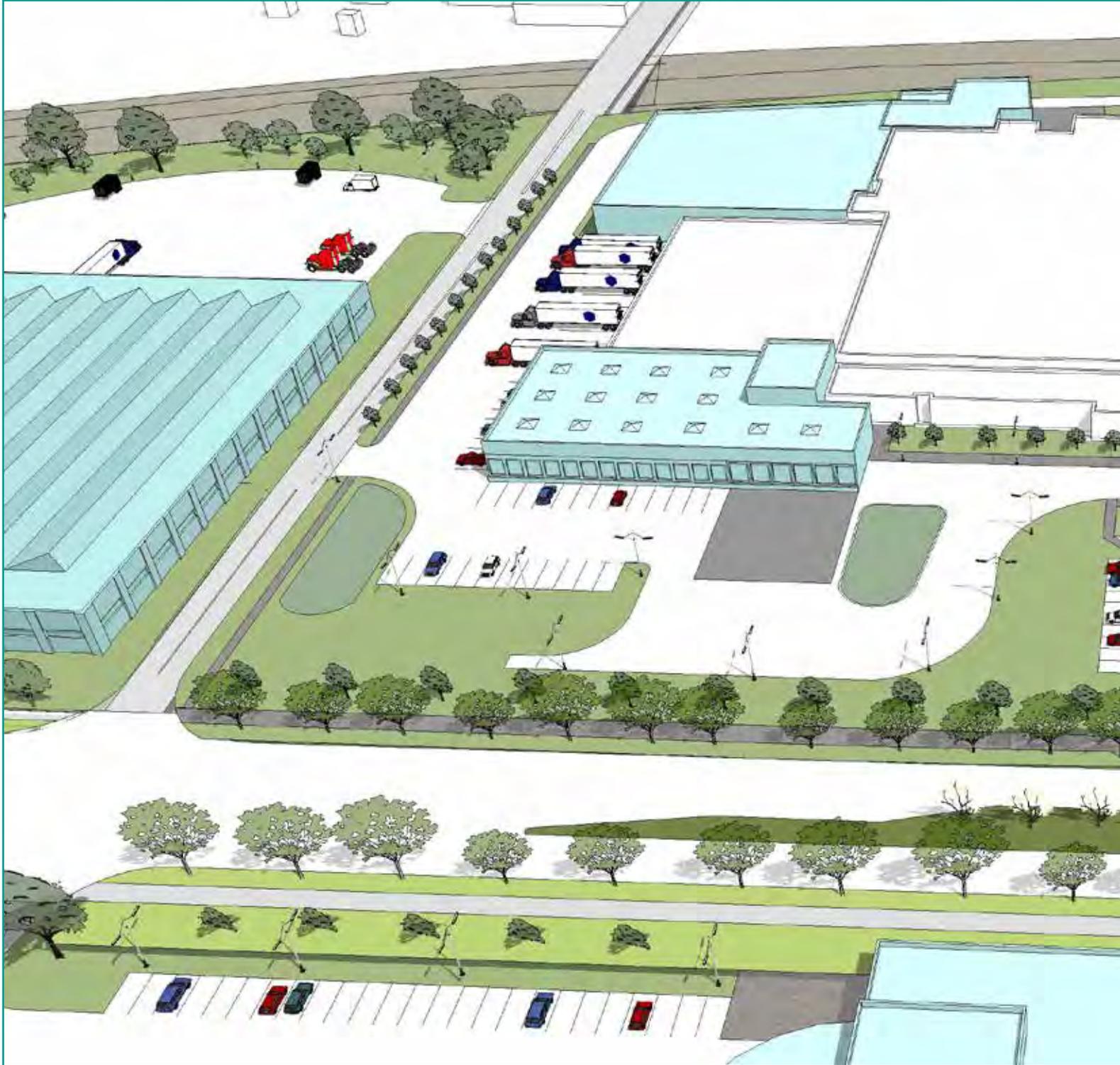


Superblock 2D - Orlando Baking Company Campus Expansion Concept B

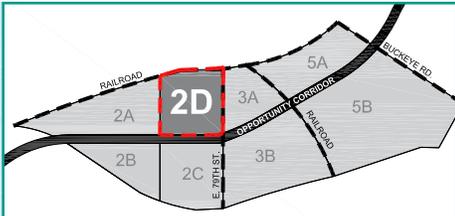


Superblock 2D - Orlando Baking Company Campus Expansion Concept C

Superblock 2D



The Orlando Baking Company's full build utilizes Superblock 2D in its entirety. Current funding includes Brownfield cleanup grants to repurpose portions of the site.



REDEVELOPMENT AREA 2D :
16.9 ACRES

STUDY AREA KEY MAP



Superblock 3A

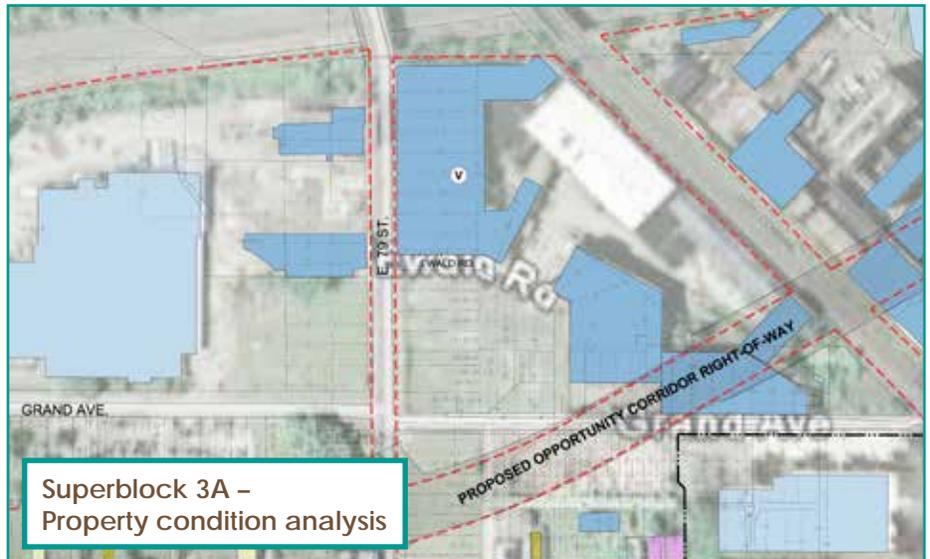
Existing Conditions:

The current aerial photo of Superblock 3A shows the varying conditions in this challenged site. Former industrial buildings have been partially demolished, have collapsed or are in a serious state of disrepair. The large buildings encompass the majority of the Superblock. Large debris piles line Grand Avenue and are adjacent to the railroad right-of-way. Additionally, the underpass at the end of Grand Avenue, linking to Superblocks 5A and 5B is blocked with concrete barriers, resulting in the street functioning as a dead end.



Property Condition Analysis:

Superblock 3A is completely vacant. Demolition activity is ongoing, but there appears to be no businesses operating in any of the buildings that are remaining on the site. Grand Avenue is deteriorating and needs extensive maintenance or reconstruction. However, the proposed right-of-way for the Opportunity Corridor bisects the Superblock in such a manner that retaining Grand Avenue would not be the best use of public infrastructure funds.



Superblock 3A – Property condition analysis

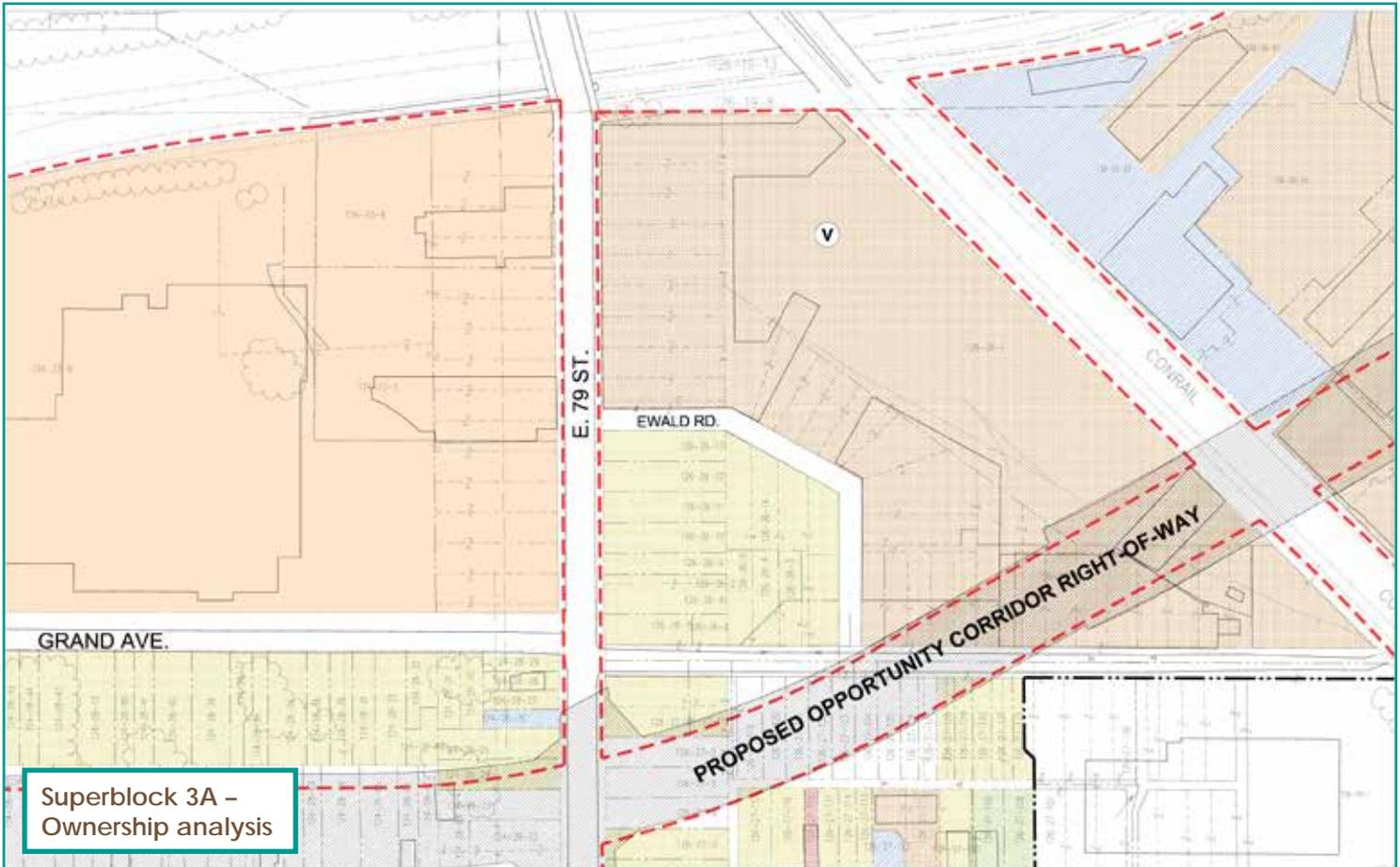
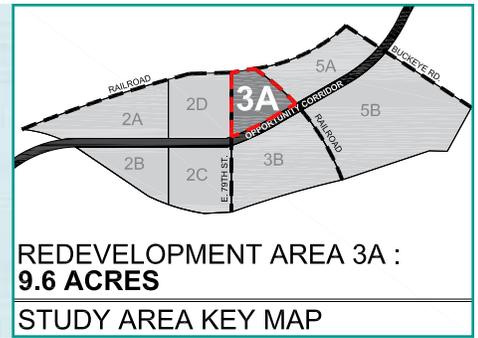
COMMERCIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
VACANT COMMERCIAL PROPERTIES APPEAR TO BE UNOCCUPIED	2
OCCUPIED COMMERCIAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	N.A.

INSTITUTIONAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
VACANT INSTITUTIONAL PROPERTIES APPEAR TO BE UNOCCUPIED	N.A.
OCCUPIED INSTITUTIONAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	N.A.

RESIDENTIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
PROPERTIES IN GOOD CONDITION APPEAR TO BE OCCUPIED AND WELL-MAINTAINED	N.A.
PROPERTIES IN MODERATE CONDITION APPEAR TO BE RECENTLY OR CURRENTLY OCCUPIED	N.A.
PROPERTIES IN POOR CONDITION SITES IN DISREPAIR OR APPEAR TO BE VACANT	N.A.

*NOTE – PROPERTY CONDITIONS ANALYSIS AND BUILDING TEAR DOWNS RESULTED FROM SITE VISITS AND OBSERVATIONS IN JUNE 2011. CONDITIONS ARE BASED ON VISUAL ASSESSMENT ONLY.

Of the 14 parcels that comprise Superblock 3A, none are privately owned. 92% of land is vacant property and an additional 8% is public right-of-way (Ewald Road and Grand Avenue).



VACANT LAND PATTERNS PROPERTY OWNERSHIP ANALYSIS		PARCELS	SITES	%
 LAND BANK PARCELS LAND HELD IN CITY/COUNTY LAND BANK	N/A	N/A	N/A	
 VACANT LAND LAND WITHOUT BUILDINGS/STRUCTURES	13	2.1	21.0%	
 VACANT LAND W/BUILDINGS PROPERTIES THAT WERE COMMERCIALY UTILIZED	1	6.8	71.0%	
 VACANT RESIDENTIAL PARCELS LAND THAT HAS UNOCCUPIED HOUSES	N/A	N/A	N/A	
PUBLIC RIGHT OF WAY EXISTING STREETS		0.7	8.0%	
OCCUPIED PROPERTY	N/A	N/A	N/A	
TOTAL	14	9.6	100%	

Ownership Analysis:

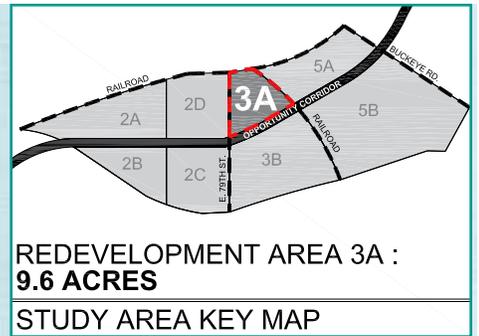
This chart breaks down vacancy statistics by previous land use type to better understand potential acquisition strategies and ownership patterns. Despite a variety of uses in the past, the current configuration and land use patterns are industrial in nature.

Superblock 3A

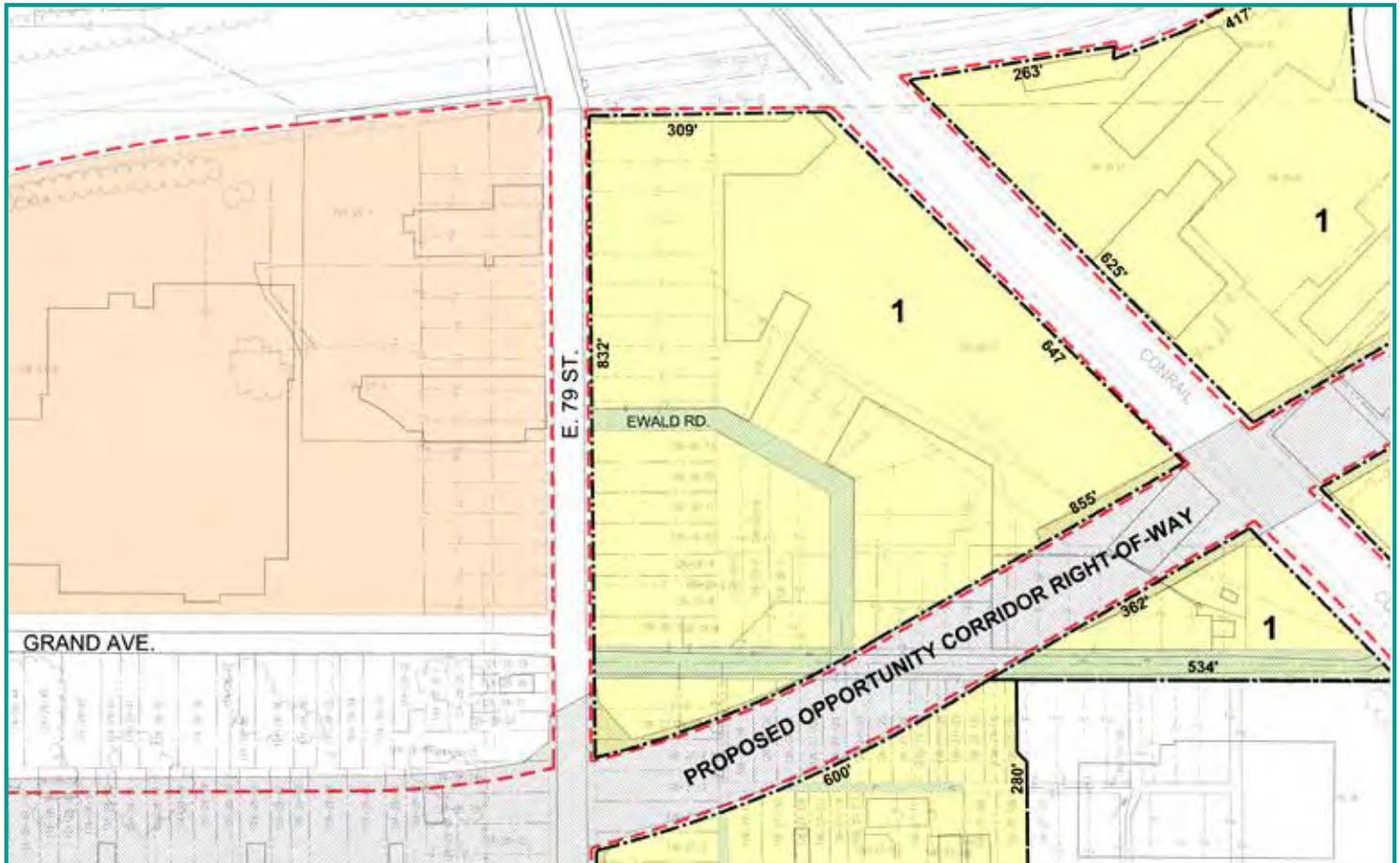
Unencumbered Redevelopment Site Configuration:

Because of the total vacancy, the Advisory Committee preferred to only establish an Unencumbered Redevelopment Site Configuration for Superblock 3A. There are no elements that would encumber the site, so it was considered as one (1) contiguous site. This strategy allows for the vacation of Ewald Road and portions of Grand Avenue. The Area-Wide Plan assumes that the portions of Grand Avenue that are taken by the Opportunity Corridor right-of-way are not developable in the near term. Reclaiming Ewald Road and Grand Avenue results in an additional 0.7 acres of development site, and, more importantly, creates a single contiguous parcel. Linking the southwest corner of the site allows redevelopment to take advantage of the intersection between East 79th Street and the proposed Opportunity Corridor roadway. This critical frontage can define links back into the surrounding neighborhoods with smaller scale development. The wedge-shaped site can further be subdivided, depending on preferred land use, densities and eventual market demand.

Superblock 3A's current distressed conditions include collapsing structures and is 100% vacant – leading to the sole consideration of an Unencumbered Redevelopment Scenario.



Unencumbered Redevelopment Scenario



REDEVELOPMENT LAND AREA ANALYSIS	
TOTAL REDEVELOPMENT AREA:	9.6 Acres
PROPERTIES TO BE ACQUIRED:	8.7 Acres
VACATED PUBLIC RIGHT-OF-WAY:	0.7 Acres
SITE #1:	9.6 Acres

Superblock 3A

Preferred Redevelopment Scenario:

Superblock 3A has been subdivided into multiple sites in order to provide a mixture of uses that was identified during the planning process. With smaller scale development along East 79th Street, the street's walkability can take advantage of the adjacent GCRTA Rapid Station immediately to the north of the site, along the Redline. The Redline Station is scheduled to be improved in GCRTA's Capital Improvement Plan in 2018. Site A includes phaseable buildings that can serve as retail or office

buildings. Additionally, Site B's smaller scale lends itself to a supportive office use or commercial development. The scale takes advantage of the corner site, presenting frontage along both corridors. The balance of the Superblock is envisioned to house a larger building, with a centralized parking lot to minimize access points and infrastructure costs. Loading areas for Site C are planned for the rear of the site, positioning them against railroad rights-of-way. Where development is held back from the Opportunity Corridor, bio-retention areas are imagined.

Statistics: Site A

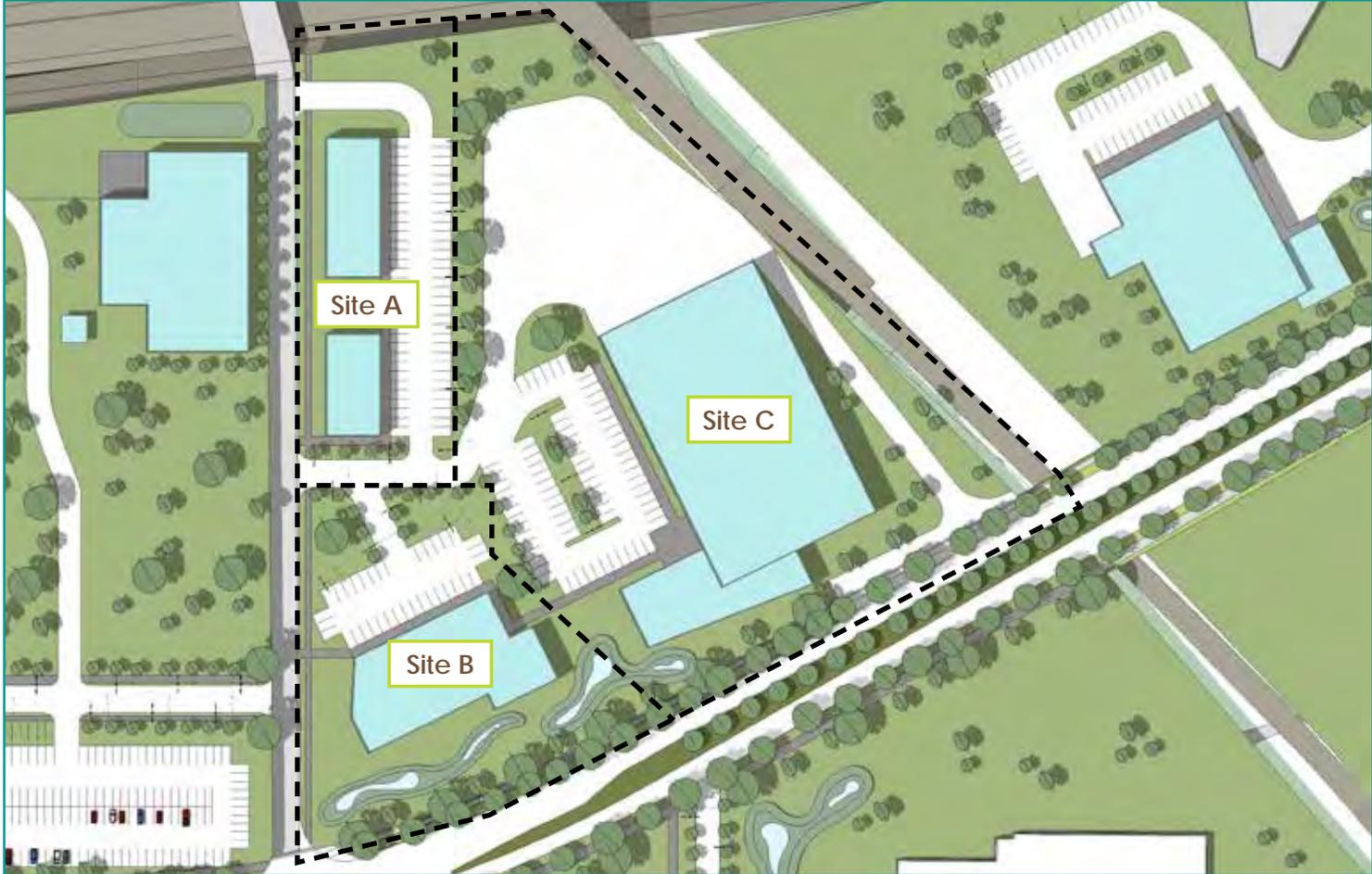
15,500 s.f. building
1.54 Acre Site
(T.O.D. – Commercial Development)
10,000 s.f. / acre

Statistics: Site B

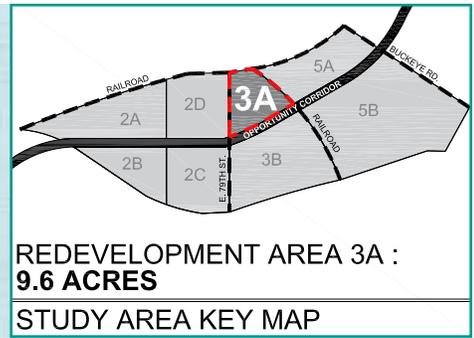
20,000 s.f. building
2.42 Acre Site
(Office)
8,300 s.f. / acre

Statistics: Site C

65,000 s.f. building
5.64 Acre Site
(Light Manufacturing, Support Offices)
11,500 s.f. / acre



Approximately 82% of the total redevelopable area in Superblock 3A is considered to be a Priority Site.



Priority Sites Map:

The detailed Baseline Cost, Timeframe and Funding Resource Chart for Development District 3 is included in Appendix 3B and the detailed Redevelopment Cost, Timeframe and Funding Resource Chart for Development District 3 is included in Appendix 4B.

As a result of the large percentage of Priority Sites in Superblock 3A, the Project Team does not anticipate any cost savings associated with developing site layouts that account for potential environmental contamination, since there are so many Priority Sites, it is difficult to avoid costly redevelopment scenarios (refer to Appendix 5).



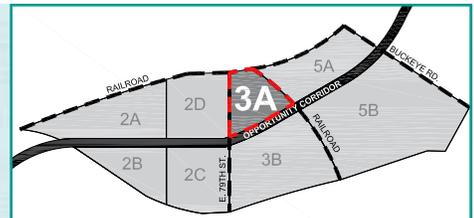
Superblock 3A – Priority Sites Assessment and Cleanup Cost Estimate

Total Area (Acres)	9.6 AC
Total Redevelopment Area (Acres)	9.6 AC
Proposed Building Area (Square Foot)	100,500 s.f.
# Priority Sites	2
# Priority Sites Taken by ODOT	2
Total Vacated Public ROW	1,575 LF
Total Reused Public ROW	-
# Existing Viable Facilities	-
Category 1 Priority Site Acreage	-
Category 2 Priority Site Acreage	7.9 AC
Category 3 Priority Site Acreage	-
% Redevelopment Area Priority Site	82.29%
Total Assessment Cost	\$250,000
Total Remediation Cost	\$2,600,000
Total Demolition Cost	\$1,438,000
Total Cost	\$4,288,000
Total Cost/Acre	\$446,666.67
Total Cost/Square Foot Proposed Building Area	\$42.67

Superblock 3A



Superblock 3A positions transit-oriented development near the GCRTA Redline Rapid Station. Larger development is situation adjacent to the railroad lines to allow for loading areas located in the rear. Total potential redevelopment illustrated is 100,500 s.f. However, due to the large concentration of Priority Sites, this Superblock has a relatively high redevelopment cost attributed to environmental conditions.



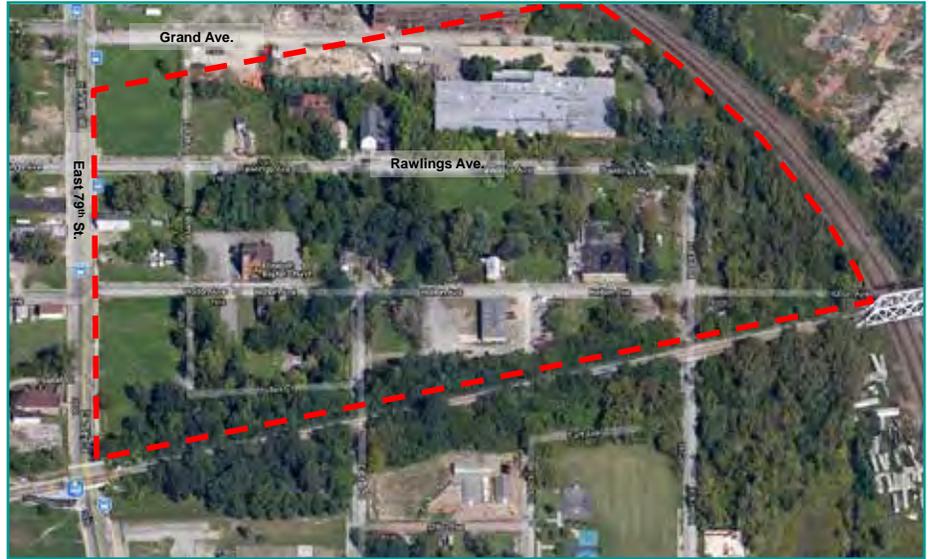
REDEVELOPMENT AREA 3A :
9.6 ACRES
STUDY AREA KEY MAP



Superblock 3B

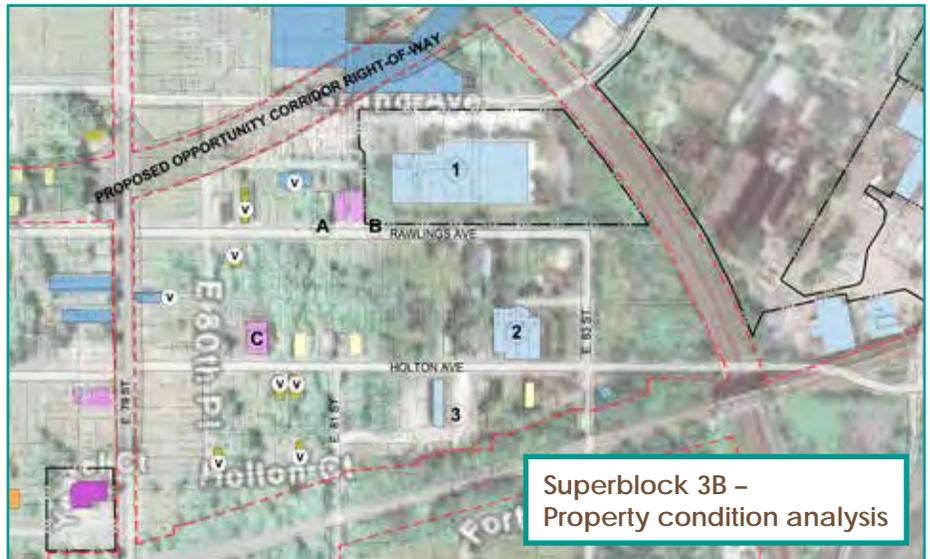
Existing Conditions:

The current aerial photo of Superblock 3B illustrates the high rate of vacant land. A notable existing viable commercial building is the occupied McTech facility in the northeast corner of the Superblock. The multiple tenants (mostly construction related) in that building utilize open space along Grand Avenue for outdoor storage of materials and equipment. Several larger buildings are used as automotive services or are vacant, former industrial complexes. Holton Avenue's connection to Superblock 5B is in complete disrepair and almost impassible by car.



Property Condition Analysis:

Superblock 3B's Property Conditions Analysis indicates 18 structures made up of a balance of residential, institutional and commercial properties. Of the nine (9) residential parcels, none are in good condition, three (3) are in moderate condition and six (6) are in poor condition. There are three (3) churches operating in the area; one (1) in a traditional church building and two (2) operating in converted residential buildings. The churches' viability were investigated and summarized in the earlier outreach efforts. A vacant commercial property along East 79th Street and another along the proposed Opportunity Corridor roadway are in buildings that appear to be beyond repair.



Three (3) commercial properties exist. The McTech Building is a multi-tenant complex with businesses focused on the construction trade. A machine shop and car / truck service center make up the other two (2) commercial properties.

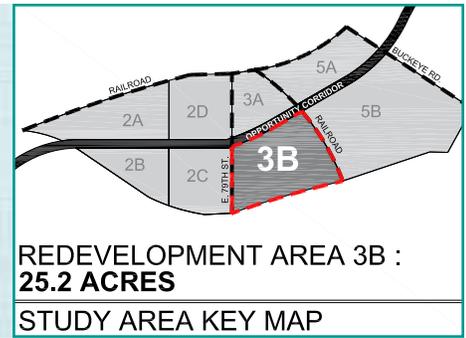
COMMERCIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 VACANT COMMERCIAL PROPERTIES APPEAR TO BE UNOCCUPIED	3
 OCCUPIED COMMERCIAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	3

INSTITUTIONAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 VACANT INSTITUTIONAL PROPERTIES APPEAR TO BE UNOCCUPIED	N.A.
 OCCUPIED INSTITUTIONAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	3

RESIDENTIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
 PROPERTIES IN GOOD CONDITION APPEAR TO BE OCCUPIED AND WELL-MAINTAINED	N.A.
 PROPERTIES IN MODERATE CONDITION APPEAR TO BE RECENTLY OR CURRENTLY OCCUPIED	3
 PROPERTIES IN POOR CONDITION SITES IN DISREPAIR OR APPEAR TO BE VACANT	6

*NOTE – PROPERTY CONDITIONS ANALYSIS AND BUILDING TEAR DOWNS RESULTED FROM SITE VISITS AND OBSERVATIONS IN JUNE 2011. CONDITIONS ARE BASED ON VISUAL ASSESSMENT ONLY.

64.5% of land is vacant property and an additional 17.5% is public right-of-way.
The 18% occupied property consists mostly of the existing business facility.



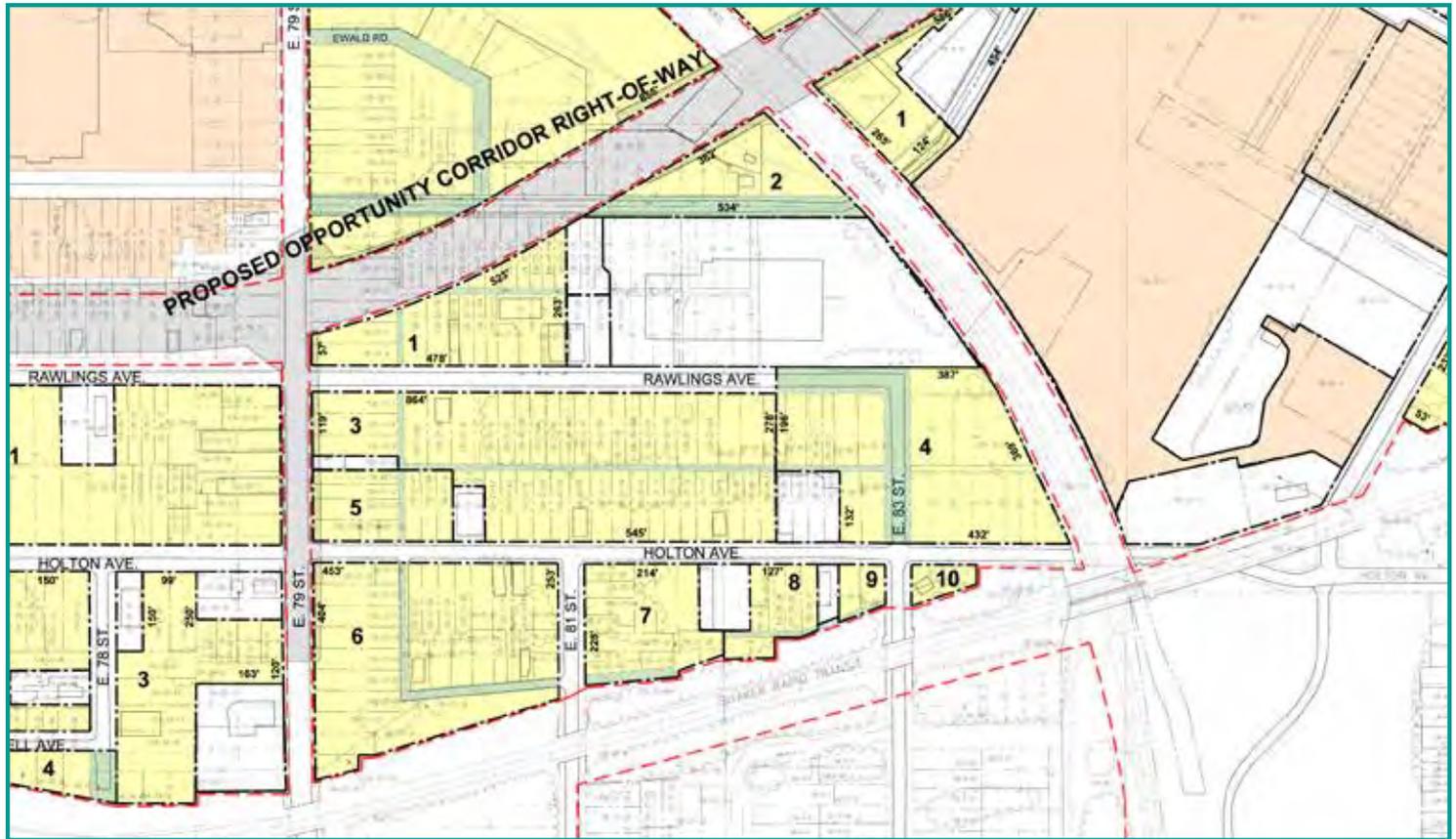
VACANT LAND PATTERNS PROPERTY OWNERSHIP ANALYSIS		PARCELS	SITES	%
	LAND BANK PARCELS LAND HELD IN CITY/COUNTY LAND BANK	67	6.6	26.0%
	VACANT LAND LAND WITHOUT BUILDINGS/STRUCTURES	48	7.6	31.0%
	VACANT LAND W/BUILDINGS PROPERTIES THAT WERE COMMERCIALY UTILIZED	5	1.4	5.5%
	VACANT RESIDENTIAL PARCELS LAND THAT HAS UNOCCUPIED HOUSES	6	0.5	2.0%
	PUBLIC RIGHT OF WAY EXISTING STREETS		4.5	17.5%
	OCCUPIED PROPERTY	5	4.6	18.0%
	TOTAL	131	25.2	100%

Ownership Analysis:

This chart breaks down vacancy statistics by land use type to better understand potential acquisition strategies and ownership patterns. A total of 134 parcels comprise Superblock 3B. The relatively large amount of public infrastructure exists to serve very few businesses and the condition of Holton Avenue diminishes its connectivity to the east.

Superblock 3B

Encumbered Redevelopment Scenario



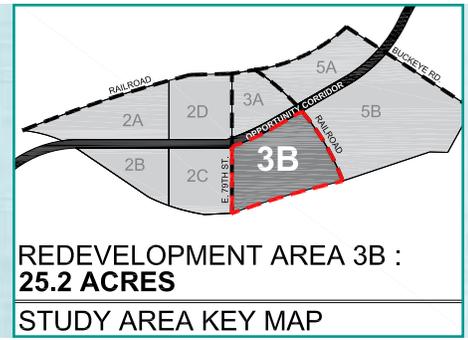
Encumbered Redevelopment Site Configuration:

The McTech Building was identified as an existing viable building and remains in all redevelopment scenarios. If the seven (7) other buildings are retained, the resultant redevelopment potential is reduced due to the disconnected nature of the sites. Ten (10) sites are created, ranging in size from 0.1 acres to 4.5 acres. The smaller size, in combination with their segmented relationships, is not consistent with the goals and objectives set forth by the Area-Wide planning process. Additionally, a large amount of infrastructure must remain to serve the scattered buildings, and will require substantial investment for reconstruction. These factors eliminated the Encumbered Redevelopment Site Configuration from consideration for Superblock 3B.

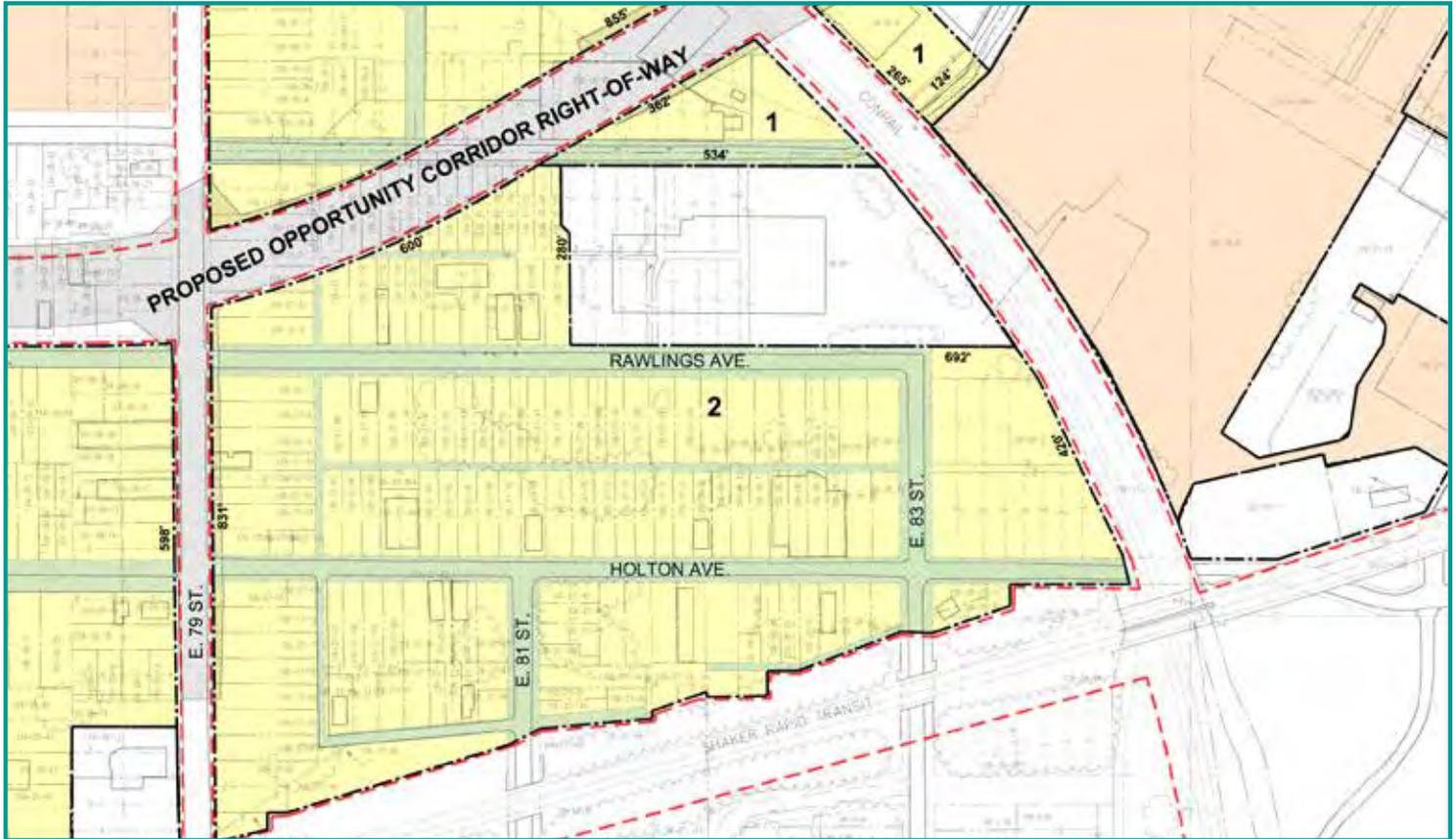
REDEVELOPMENT LAND AREA ANALYSIS

TOTAL SUPERBLOCK AREA:		25.2 Acres	
PROPERTIES TO BE ACQUIRED:		6.0 Acres	
VACATED PUBLIC RIGHT-OF-WAY: ■		1.8 Acres	
SITE #1:	1.6 Acres	SITE #6:	3.4 Acres
SITE #2:	1.2 Acres	SITE #7:	1.1 Acres
SITE #3:	4.5 Acres	SITE #8:	0.5 Acres
SITE #4:	3.2 Acres	SITE #9:	0.2 Acres
SITE #5:	0.8 Acres	SITE #10:	0.1 Acres

The existing McTech facility is to remain as identified in outreach efforts. Additional frontage (Site 1 – 1.2 acres) can be used to maximize its exposure along the Opportunity Corridor.



Unencumbered Redevelopment Scenario



Unencumbered Redevelopment Site Configuration:

The creation of the Unencumbered Redevelopment Site Configuration relies on the acquisition of privately held property. However, a majority of the property is vacant land. The Unencumbered Redevelopment Site Configuration creates two (2) large redevelopment parcels. The northern parcel is anticipated as expansion / new frontage for the McTech Building. The balance of the Superblock, representing approximately 20 acres, can be consolidated if 4.5 acres of public right-of-way is vacated. Valuable frontage along East 79th Street and the proposed Opportunity Corridor roadway is maximized and can be utilized to provide direct access into the core of the site. The site arrangement provides ample space for loading docks, parking lots and storage areas in the rear of the site. Finally, because of the size of the parcel, it can be further subdivided, if preferred.

REDEVELOPMENT LAND AREA ANALYSIS	
TOTAL REDEVELOPMENT AREA:	19.97 Acres
PROPERTIES TO BE ACQUIRED:	8.6 Acres
VACATED PUBLIC RIGHT-OF-WAY: ■	4.5 Acres
SITE #1:	1.2 Acres
SITE #2:	19.7 Acres

Superblock 3B

Preferred Redevelopment Scenario:

Superblock 3B has been subdivided into multiple sites in order to provide for phaseable development. Smaller buildings are planned along the street and parking areas are clustered in the core to provide building elevations along the intersecting streets. Green infrastructure is located along the railroad rights-of-way to take advantage of open space and the less desirable portions of the Superblock (from a building

perspective), and may be linked to Development District 4's UAIZ to the south. Collected storm water from Superblock 3B can be diverted and reused as irrigation for the adjacent farms. A consolidated access drive is envisioned with a connection to East 79th Street which allows the southeast corner to act as a buildable site, maximizing the development potential.

Statistics: Site A

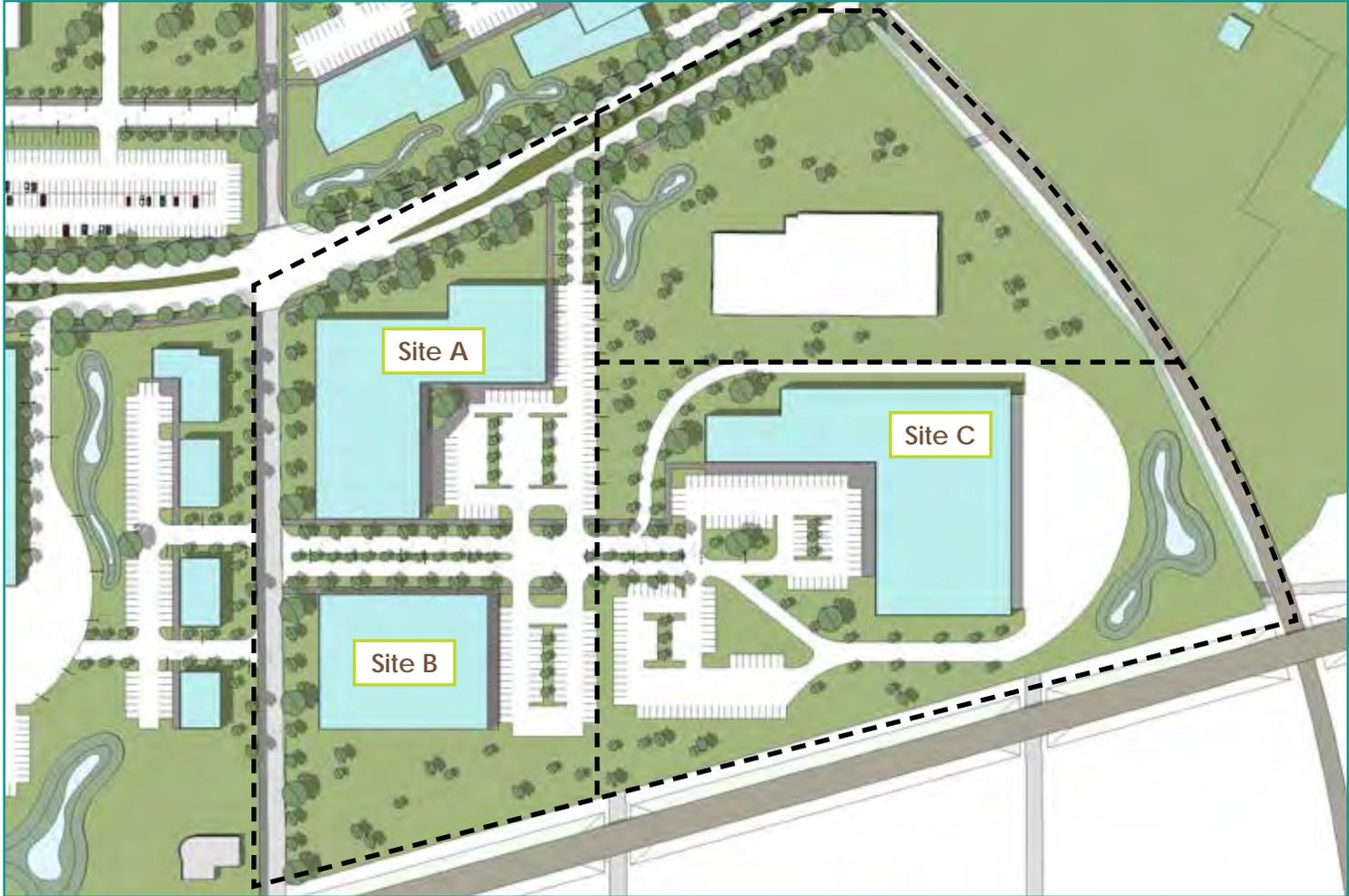
70,000 s.f. building
4.71 Acre Site
(Office and Logistics)
15,000 s.f. / acre

Statistics: Site B

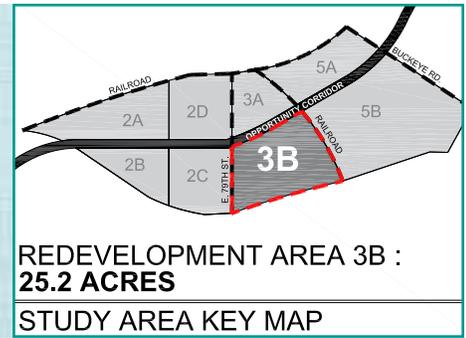
50,000 s.f. building
3.44 Acre Site
(Office and Logistics)
14,500 s.f. / acre

Statistics: Site C

95,000 s.f. building
10.62 Acre Site
(Light Manufacturing, Support Offices)
9,000 s.f. / acre



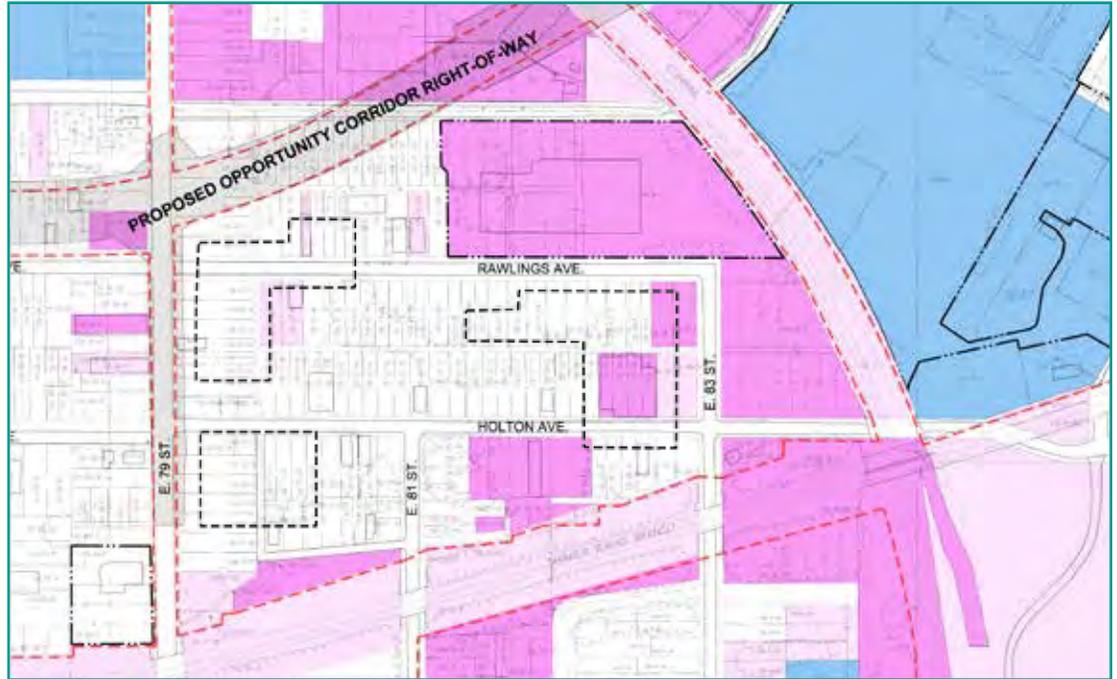
Coordinated Priority Site Planning potentially reduces remediation costs for cleanup by approximately \$2,200,000 in Superblock 3B.



Priority Sites Map:

The detailed Baseline Cost, Timeframe and Funding Resource Chart for Development District 3 is included in Appendix 3B and the detailed Redevelopment Cost, Timeframe and Funding Resource Chart for Development District 3 is included in Appendix 4B.

As a result of this Area-Wide Planning process, the Project Team anticipates a cost savings of approximately \$2.2 million by accounting for the location of Priority Sites in Superblock 3B and developing site layouts that account for potential environmental contamination. This represents a 44% decrease in anticipated costs when compared with a plan that did not account for Priority Sites (refer to Appendix 5).



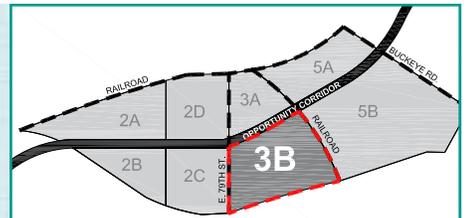
Superblock 3B- Priority Sites Assessment and Cleanup Cost Estimate

Total Area (Acres)	25.2 AC
Total Redevelopment Area (Acres)	19.97 AC
Proposed Building Area (Square Foot)	215,000 s.f.
# Priority Sites	16
# Priority Sites Taken by ODOT	1
Total Vacated Public ROW	4,005 LF
Total Reused Public ROW	1,780 LF
# Existing Viable Facilities	1
Category 1 Priority Site Acreage	1.42 AC
Category 2 Priority Site Acreage	4.15 AC
Category 3 Priority Site Acreage	-
% Redevelopment Area Priority Site	27.89%
Total Assessment Cost	\$480,000
Total Remediation Cost	\$1,900,000
Total Demolition Cost	\$388,069
Total Cost	\$2,768,069
Total Cost/Acre	\$138,611.37
Total Cost/Square Foot Proposed Building Area	\$12.87

Superblock 3B



Superblock 3B maximizes development by incorporating a shared-access drive that feeds multiple facilities, resulting in a net increase of 21,500 s.f. New frontage is created for an existing business center and large bio-swales are integrated along the southern transit lines.



**REDEVELOPMENT AREA 3B :
25.2 ACRES**

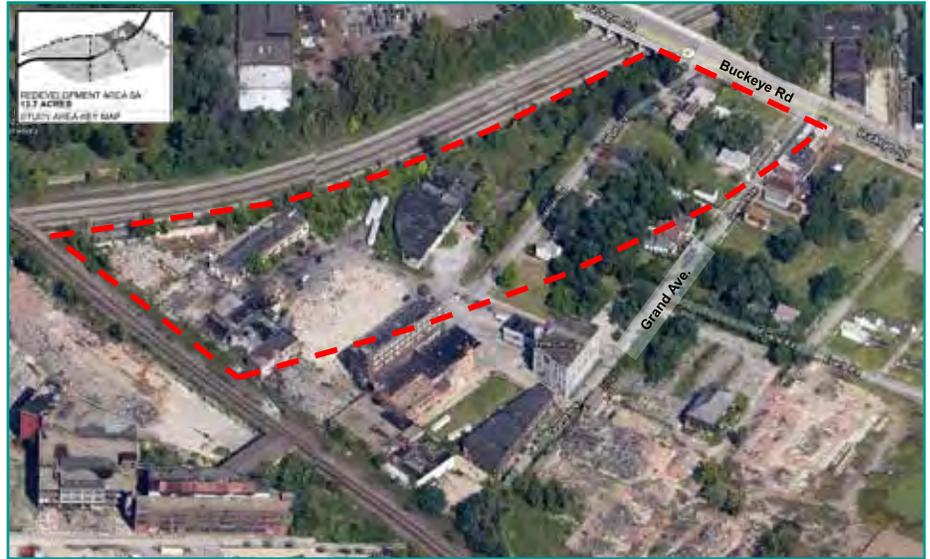
STUDY AREA KEY MAP



Superblock 5A

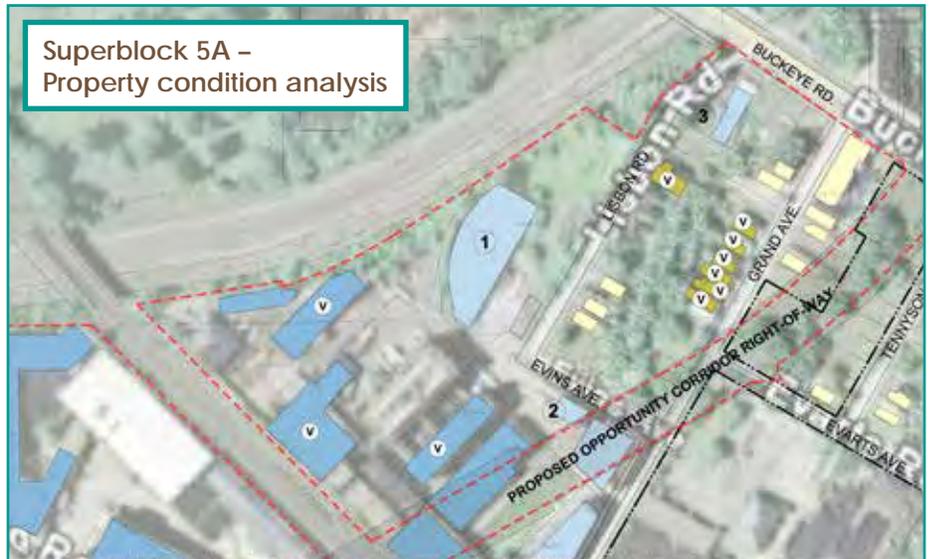
Existing Conditions:

The current aerial photo of Superblock 5A shows the high level of decay, abandonment and vacancy that comprises this area. A series of industrial buildings have been partially demolished, have collapsed or are in a serious state of disrepair, particularly along the railroad tracks. Lisbon Street acts primarily as an access drive to the existing business in this Superblock and others in Superblock 5B. A fragmented residential block leaves a significant amount of vacant land.



Property Condition Analysis:

Superblock 5A's high rate of vacancy can mostly be attributed to the properties along the western edge of the site. Nine (9) residential properties, including a multi-family building along Buckeye Road, are considered in moderate condition. The core of the Superblock is comprised of seven (7) residential properties in poor condition. Three (3) businesses were identified; Ohio Brush, Final Cut and John's Auto. Ohio Brush indicated their intention to remain. Additionally, the Final Cut property has been identified by the ODOT process as one (1) that must be acquired for the construction of the proposed roadway. The third business, John's Auto, was not classified as a long-term viable business.



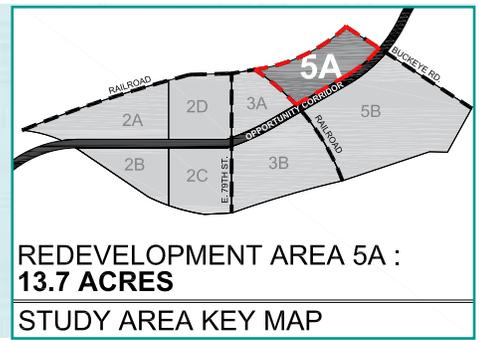
COMMERCIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
VACANT COMMERCIAL PROPERTIES APPEAR TO BE UNOCCUPIED	5
OCCUPIED COMMERCIAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	3

INSTITUTIONAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
VACANT INSTITUTIONAL PROPERTIES APPEAR TO BE UNOCCUPIED	N.A.
OCCUPIED INSTITUTIONAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	N.A.

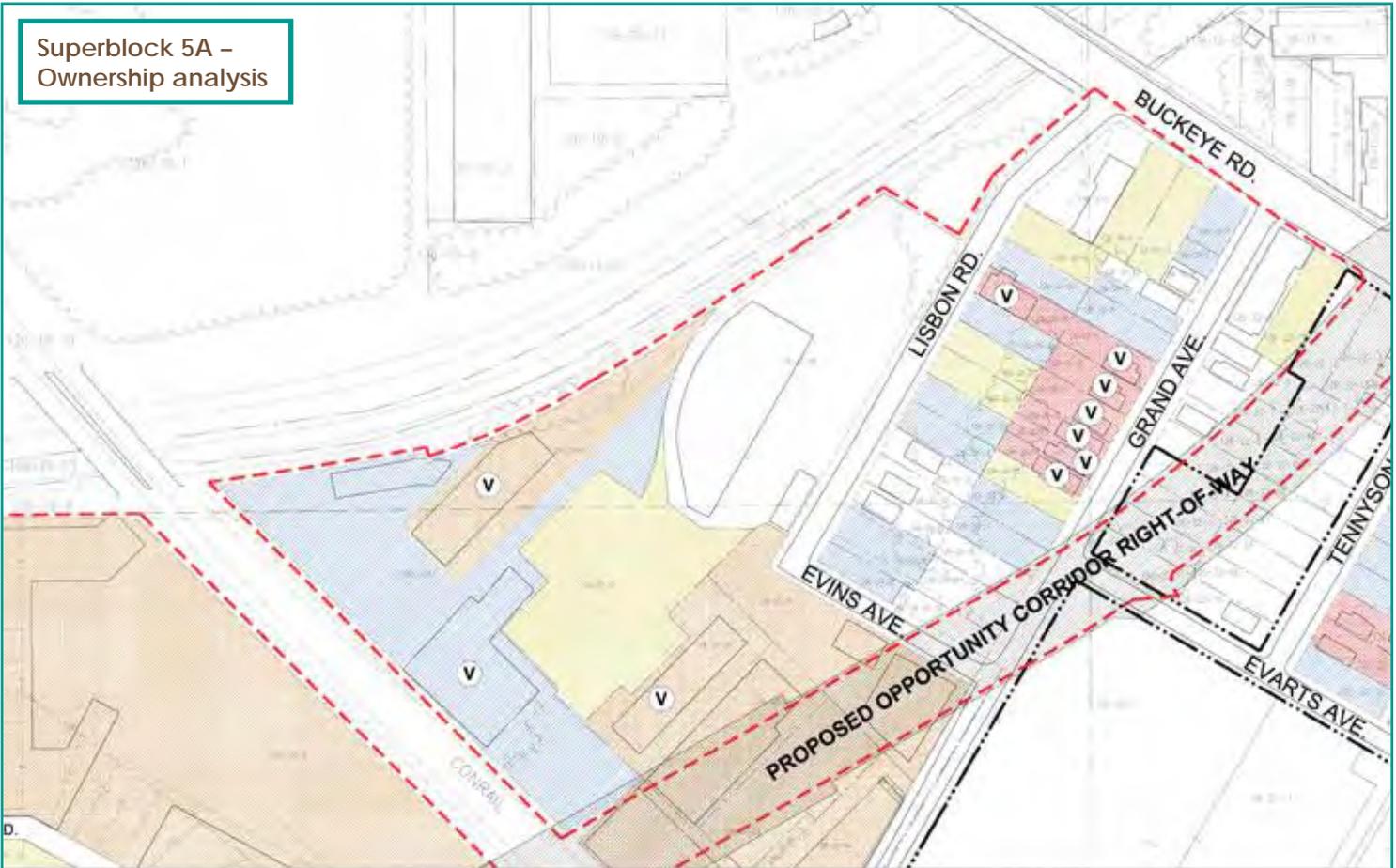
RESIDENTIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
PROPERTIES IN GOOD CONDITION APPEAR TO BE OCCUPIED AND WELL-MAINTAINED	N.A.
PROPERTIES IN MODERATE CONDITION APPEAR TO BE RECENTLY OR CURRENTLY OCCUPIED	9
PROPERTIES IN POOR CONDITION SITES IN DISREPAIR OR APPEAR TO BE VACANT	7

*NOTE – PROPERTY CONDITIONS ANALYSIS AND BUILDING TEAR DOWNS RESULTED FROM SITE VISITS AND OBSERVATIONS IN JUNE 2011. CONDITIONS ARE BASED ON VISUAL ASSESSMENT ONLY.

70% of land is vacant property and an additional 9% is public right-of-way (Lisbon Road, Evins Avenue, Grand Avenue).



Superblock 5A –
Ownership analysis



VACANT LAND PATTERNS PROPERTY OWNERSHIP ANALYSIS		PARCELS	SITES	%
	LAND BANK PARCELS LAND HELD IN CITY/COUNTY LAND BANK	13	3.5	25.5%
	VACANT LAND LAND WITHOUT BUILDINGS/STRUCTURES	8	3.5	25.5%
	VACANT LAND W/BUILDINGS PROPERTIES THAT WERE COMMERCIALY UTILIZED	3	1.9	14.0%
	VACANT RESIDENTIAL PARCELS LAND THAT HAS UNOCCUPIED HOUSES	7	0.7	5.0%
	PUBLIC RIGHT OF WAY EXISTING STREETS		1.2	9.0%
	OCCUPIED PROPERTY	8	2.9	21.0%
	TOTAL	131	25.2	100%

Ownership Analysis:

This chart breaks down vacancy statistics by land use type to better understand potential acquisition strategies and ownership patterns.

Superblock 5A

Encumbered Redevelopment Scenario



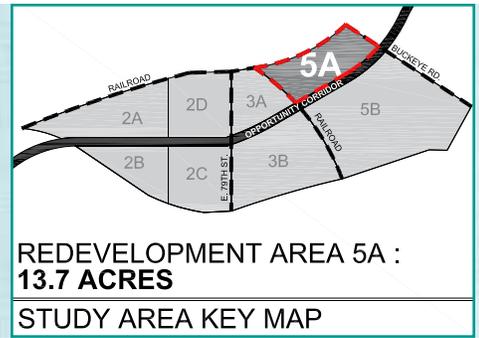
Encumbered Redevelopment Site Configuration:

Retaining the eight (8) occupied buildings requires the retention of Lisbon Road and Evins Avenue to provide access to Ohio Brush and three (3) houses in the middle of the block. If other buildings along Buckeye were to remain, frontage along the street would be reduced. The 5.6 acre site adjacent to the railroad tracks is consistent with the planning objectives. However, the 3.1 acre site in the core is challenged due to the irregular shape, access and remaining residential properties along Lisbon Road. A small (0.5 acre) site is created along Buckeye Road. The Encumbered Redevelopment Site Configuration does not maximize the impact and frontage along the proposed Opportunity Corridor.

REDEVELOPMENT LAND AREA ANALYSIS

TOTAL SUPERBLOCK AREA:	13.7 Acres
PROPERTIES TO BE ACQUIRED:	4.5 Acres
VACATED PUBLIC RIGHT-OF-WAY: ■	0.3 Acres
SITE #1:	5.6 Acres
SITE #2:	3.1 Acres
SITE #3:	0.5 Acres

Both Superblock 5A redevelopment scenarios retain the active business on Libson Road due to various outreach efforts identifying it as a viable employer.



Unencumbered Redevelopment Scenario



Unencumbered Redevelopment Site Configuration:

The creation of the Unencumbered Redevelopment Site Configuration relies on the acquisition of a minimal number of properties, only four (4) of which have occupied structures. The site can be completely consolidated, retaining the Ohio Brush property and access via Lisbon Road. The vacation of the remaining streets links the Superblock into a single, contiguous 11.1 acre redevelopment site. The expansive frontage along the proposed Opportunity Corridor can be attractive to potential developers and maximized to help frame the roadway. The railroad tracks that define the western and northern boundaries of the site can provide space for supportive loading docks, parking lots and storage areas that are undesirable along the roadway.

REDEVELOPMENT LAND AREA ANALYSIS	
TOTAL REDEVELOPMENT AREA:	12.3 Acres
PROPERTIES TO BE ACQUIRED:	6.7 Acres
VACATED PUBLIC RIGHT-OF-WAY: ■	1.2 Acres
SITE #1:	11.1 Acres

Superblock 5A

Preferred Redevelopment Scenario:

Superblock 5A has been subdivided into two (2) primary sites to take advantage of frontage along the proposed Opportunity Corridor and Buckeye Road. A centralized parking area can be shared by Ohio Brush and the new development to minimize the amount of infrastructure

construction necessary to provide access to Ohio Brush as it is set back from the roadway. Where sites are narrow, green infrastructure initiatives are envisioned. Additional storm water management installations can be considered along the western boundary, where access and visibility from the roadway is challenged.

Statistics: Site A

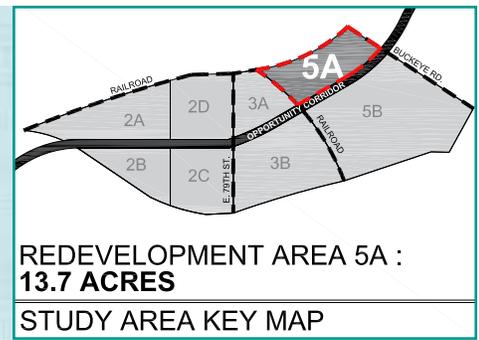
35,000 s.f. building
5.62 Acre Site
(Distribution and Support Offices)
6,300 s.f. / acre

Statistics: Site B

70,000 s.f. building
5.44 Acre Site
(Light Manufacturing and Support Offices)
13,000 s.f. / acre



Approximately 46% of the total redevelopable area in Superblock 5A is considered a Priority Site, and coordinated cleanup efforts and site planning potentially reduce mitigation costs by approximately \$1,600,000.



Priority Sites Map:

The detailed Baseline Cost, Timeframe and Funding Resource Chart for Development District 5 is included in Appendix 3C and the detailed Redevelopment Cost, Timeframe and Funding Resource Chart for Development District 5 is included in Appendix 4C.

As a result of this Area-Wide Planning process, the Project Team anticipates a cost savings of approximately \$1.6 million by accounting for the location of Priority Sites in Superblock 5A and developing site layouts that account for potential environmental contamination. This represents a 35% decrease in anticipated costs when compared with a plan that did not account for Priority Sites (refer to Appendix 5).



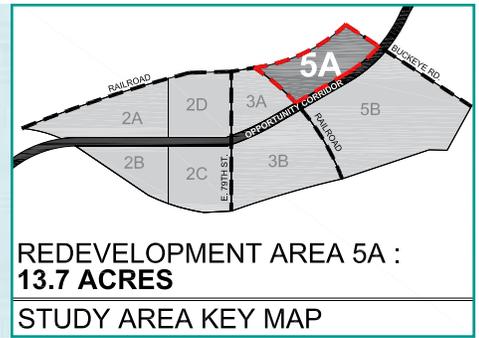
Superblock 5A- Priority Sites Assessment and Cleanup Cost Estimate

Total Area (Acres)	13.7 AC
Total Redevelopment Area (Acres)	12.3 AC
Proposed Building Area (Square Foot)	105,000 s.f.
# Priority Sites	7
# Priority Sites Taken by ODOT	3
Total Vacated Public ROW	605 LF
Total Reused Public ROW	470 LF
# Existing Viable Facilities	1
Category 1 Priority Site Acreage	.9 AC
Category 2 Priority Site Acreage	1.7 AC
Category 3 Priority Site Acreage	3.08 AC
% Redevelopment Area Priority Site	46.18%
Total Assessment Cost	\$500,000
Total Remediation Cost	\$2,000,000
Total Demolition Cost	\$562,823
Total Cost	\$3,062,823
Total Cost/Acre	\$249,010.00
Total Cost/Square Foot Proposed Building Area	\$29.17

Superblock 5A



Superblock 5A creates redevelopment sites strategically placed around an existing business. Buildings are oriented towards their streets, including creating frontage along Woodland Avenue. Total potential redevelopment shown is 105,000 s.f.



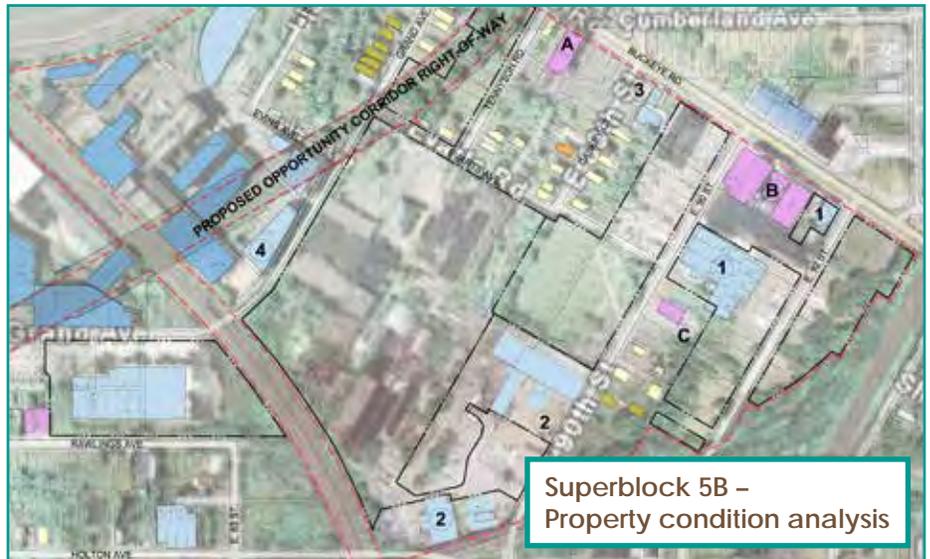
Superblock 5B

Existing Conditions:

The current aerial photo shows the almost exclusive use of Superblock 5B by Miceli's Dairy and the company's expansion plans. Large tracts of vacant land, shown covered in debris, contained businesses that have been subjects of previous environmental assessment activities, USEPA remediation efforts and Clean Ohio assessment and cleanup grant funding.

Property Condition Analysis:

Superblock 5B's Property Conditions Analysis indicates 24 structures made up of a balance of residential, institutional, commercial and industrial properties. Of the 15 remaining residential parcels, one (1) is in good condition, 13 are in moderate condition and one (1) is in poor condition. There are three (3) churches operating in the area. The historic St. Elizabeth of Hungary Catholic Church along Buckeye Road is a neighborhood landmark. Larger industrial properties towards the south of Superblock on East 90th Street are in disrepair, but appear to be functional businesses.



Superblock 5B – Property condition analysis

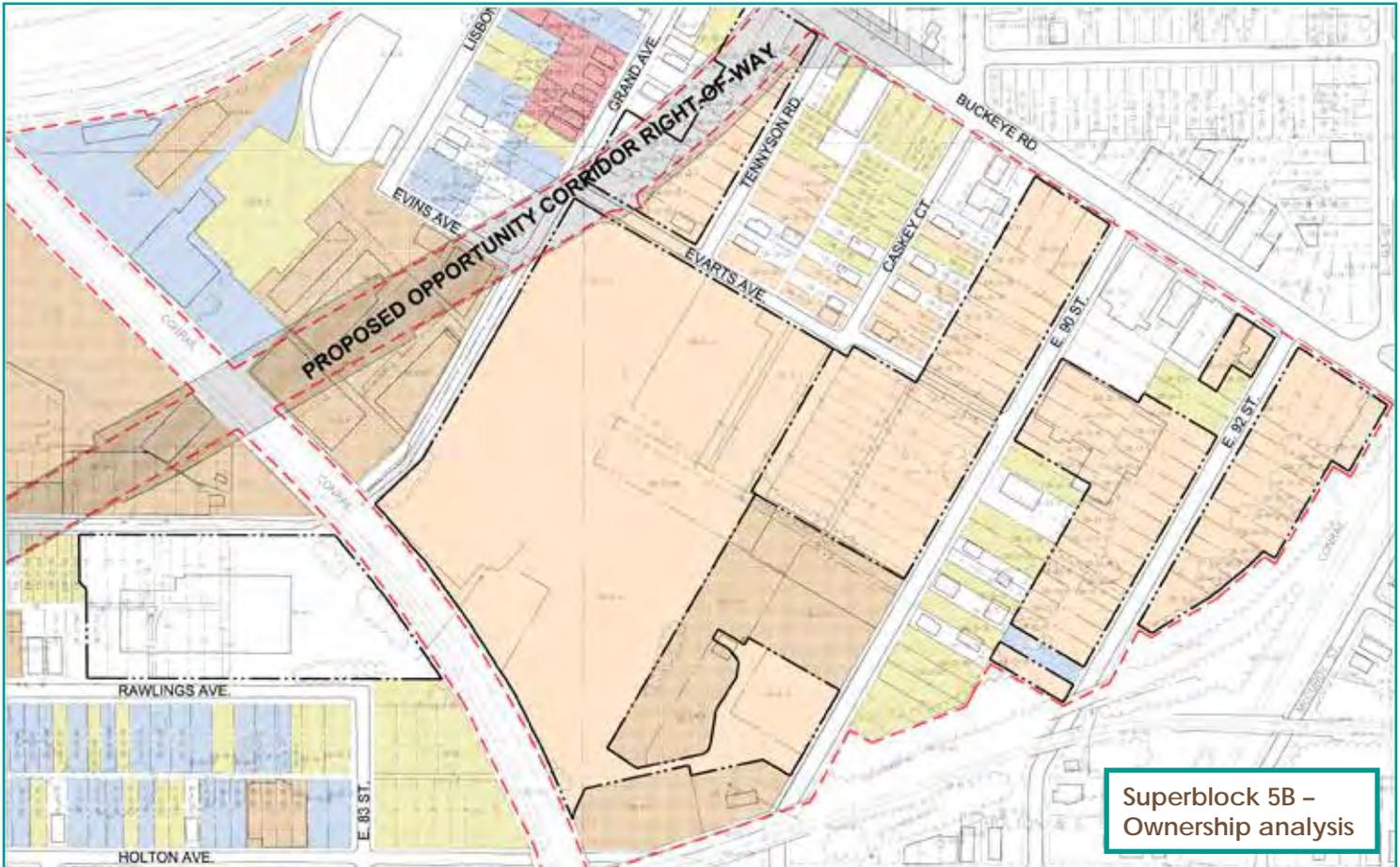
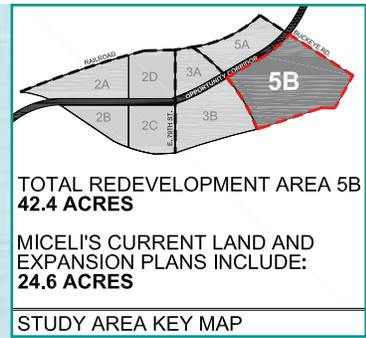
COMMERCIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
VACANT COMMERCIAL PROPERTIES APPEAR TO BE UNOCCUPIED	1
OCCUPIED COMMERCIAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	N.A.

INSTITUTIONAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
VACANT INSTITUTIONAL PROPERTIES APPEAR TO BE UNOCCUPIED	N.A.
OCCUPIED INSTITUTIONAL PROPERTIES APPEAR TO BE CURRENTLY OCCUPIED	N.A.

RESIDENTIAL PROPERTIES PROPERTY CONDITIONS ANALYSIS	
PROPERTIES IN GOOD CONDITION APPEAR TO BE OCCUPIED AND WELL-MAINTAINED	N.A.
PROPERTIES IN MODERATE CONDITION APPEAR TO BE RECENTLY OR CURRENTLY OCCUPIED	6
PROPERTIES IN POOR CONDITION SITES IN DISREPAIR OR APPEAR TO BE VACANT	4

*NOTE – PROPERTY CONDITIONS ANALYSIS AND BUILDING TEAR DOWNS RESULTED FROM SITE VISITS AND OBSERVATIONS IN JUNE 2011. CONDITIONS ARE BASED ON VISUAL ASSESSMENT ONLY.

Miceli's Dairy has recently been acquiring surrounding properties for future expansion and operations and owns approximately 63% of Superblock 5B.



VACANT LAND PATTERNS PROPERTY OWNERSHIP ANALYSIS		PARCELS	SITES	%
	LAND BANK PARCELS LAND HELD IN CITY/COUNTY LAND BANK	1	0.2	0.5%
	VACANT LAND LAND WITHOUT BUILDINGS/STRUCTURES	25	3.2	7.5%
	VACANT LAND W/BUILDINGS PROPERTIES THAT WERE COMMERCIALY UTILIZED	30	26.7	63.0%
	VACANT RESIDENTIAL PARCELS LAND THAT HAS UNOCCUPIED HOUSES	12	1.1	2.5%
	PUBLIC RIGHT OF WAY EXISTING STREETS		3.7	9.0%
	OCCUPIED PROPERTY	17	7.5	17.5%
	TOTAL	85	42.4	100%

Ownership Analysis:

Miceli's Dairy is actively acquiring properties within the Superblock as they become available. The transitional nature of the houses in the area have led to the company's ability to continue acquisition to facilitate expansion potential, greater access and open spaces required to accommodate their changes in production.

Superblock 5B

Potential Expansion Configurations:

As with the Orlando Baking Company, the Project Team met with representatives from Miceli's Dairy on several occasions throughout the process to discuss potential expansion configurations. Examples of the site layout studies are illustrated in the following site diagrams. Multiple scenarios were studied and discussed to provide the required site area. Strategies included vacating streets to connect land into larger parcels, acquiring neighboring properties and the potential of expanding across Buckeye Road. In an immediate example of the use and implementation of this planning process, expansion plans for Miceli's Dairy were guided by this process. The conversations with the Project Team, representatives from the City's Economic Development Department and the ODOT eventually led to the preferred alignment of the proposed Opportunity Corridor roadway.



Site assembly diagrams studied multiple property acquisition strategies

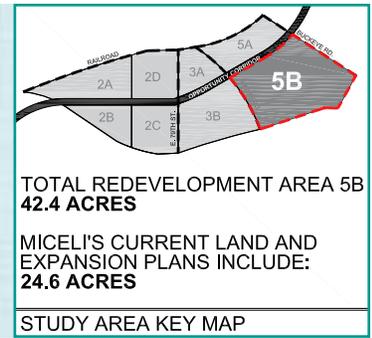
Final Expansion Configuration:

This map, provided by Miceli's Dairy, illustrates the final expansion plan for the company. Adjacent property to the east and south is redeveloped, partially made possible by the vacation of East 92nd Street. Additional expansion is positioned across the street (East 90th Street) from the current plant, but is linked with an overhead bridge. The company's bio-digester, which converts food by-products into electricity, is positioned along the proposed Opportunity Corridor roadway, taking advantage of the frontage and irregular shaped portion of the Superblock.



Image courtesy of Miceli's Dairy

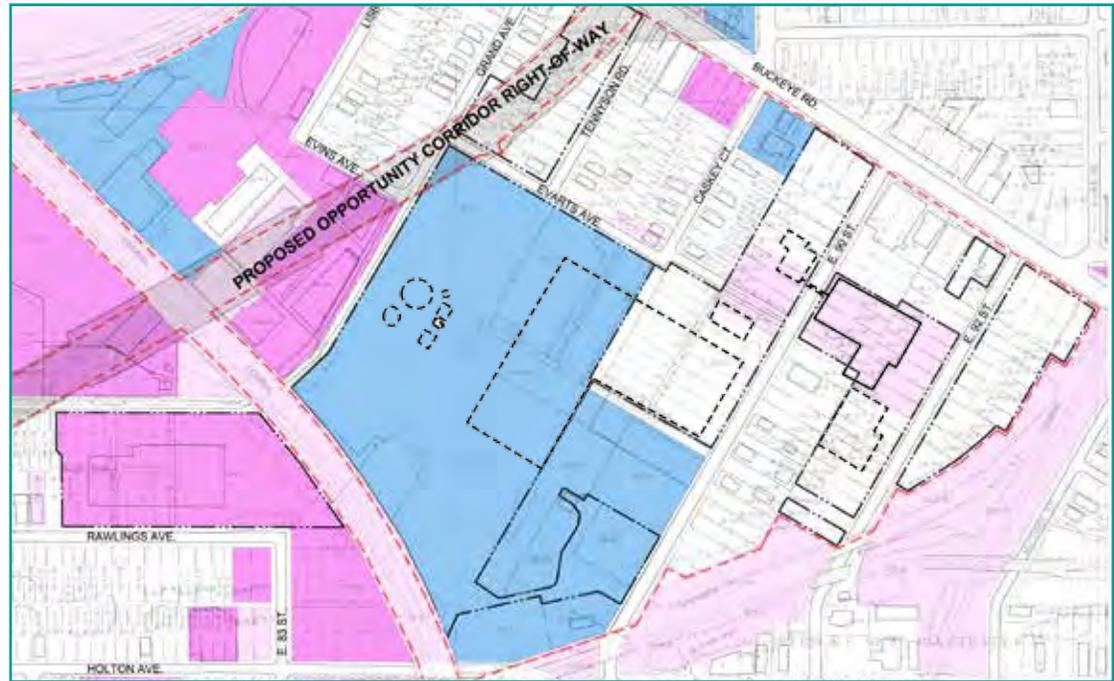
Large portions of Superblock 5B are classified as subject of a regulatory enforcement action and/or subject to ongoing regulatory obligations (blue color). Miceli's has utilized Clean Ohio grants in the past and is continuing to use them to address the environmental issues in this area.



Priority Sites Map:

The detailed Baseline Cost, Timeframe and Funding Resource Chart for Development District 5 is included in Appendix 3C.

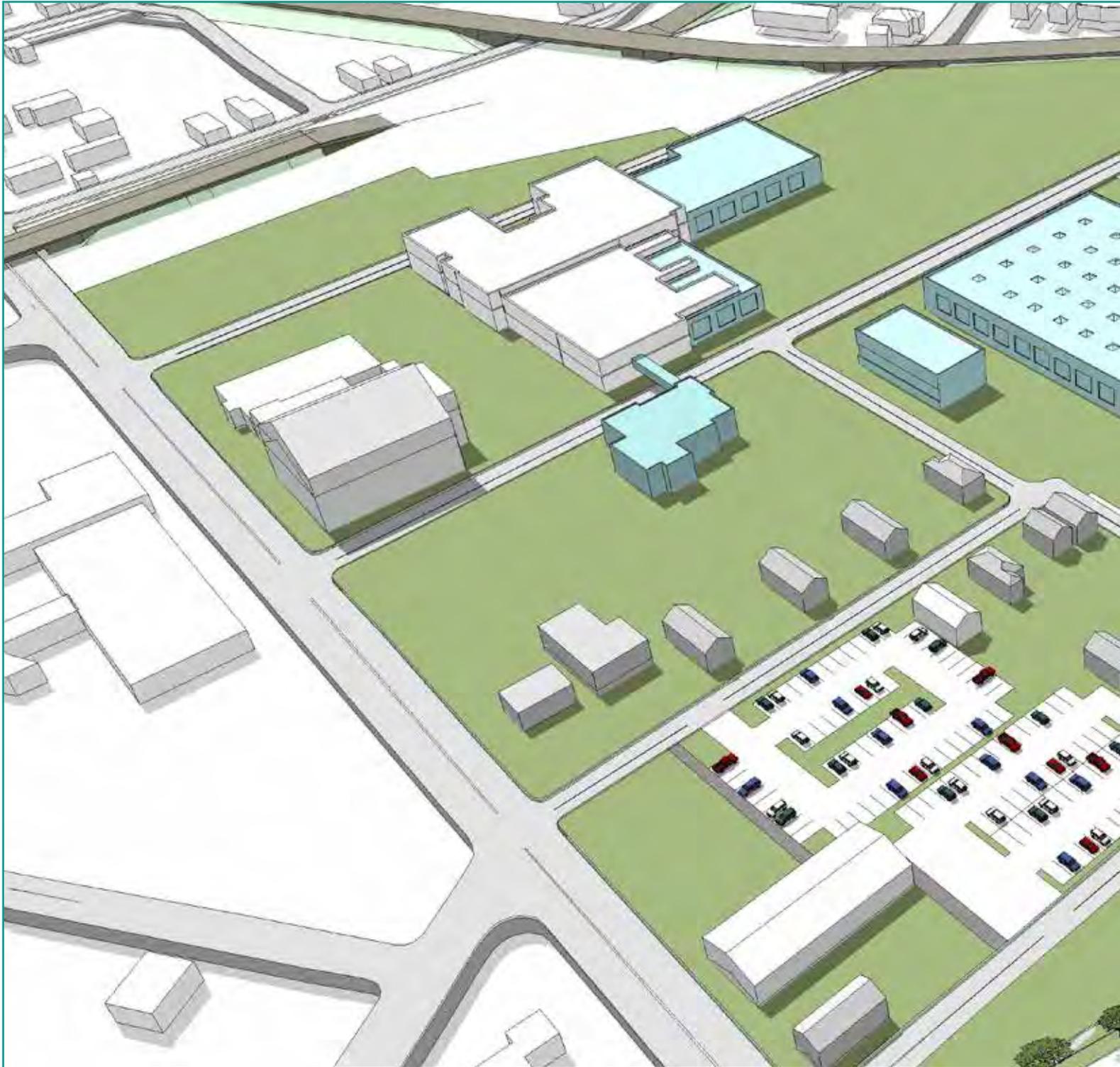
As a result of the existing Miceli's Dairy expansion plans that are currently underway in Superblock 5B, the Project Team did not develop a redevelopment cost analysis for this Superblock. However, this information was utilized by Miceli's Dairy in their efforts to obtain Clean Ohio Funding and affect the final configuration of the roadway (refer to Appendix 5).



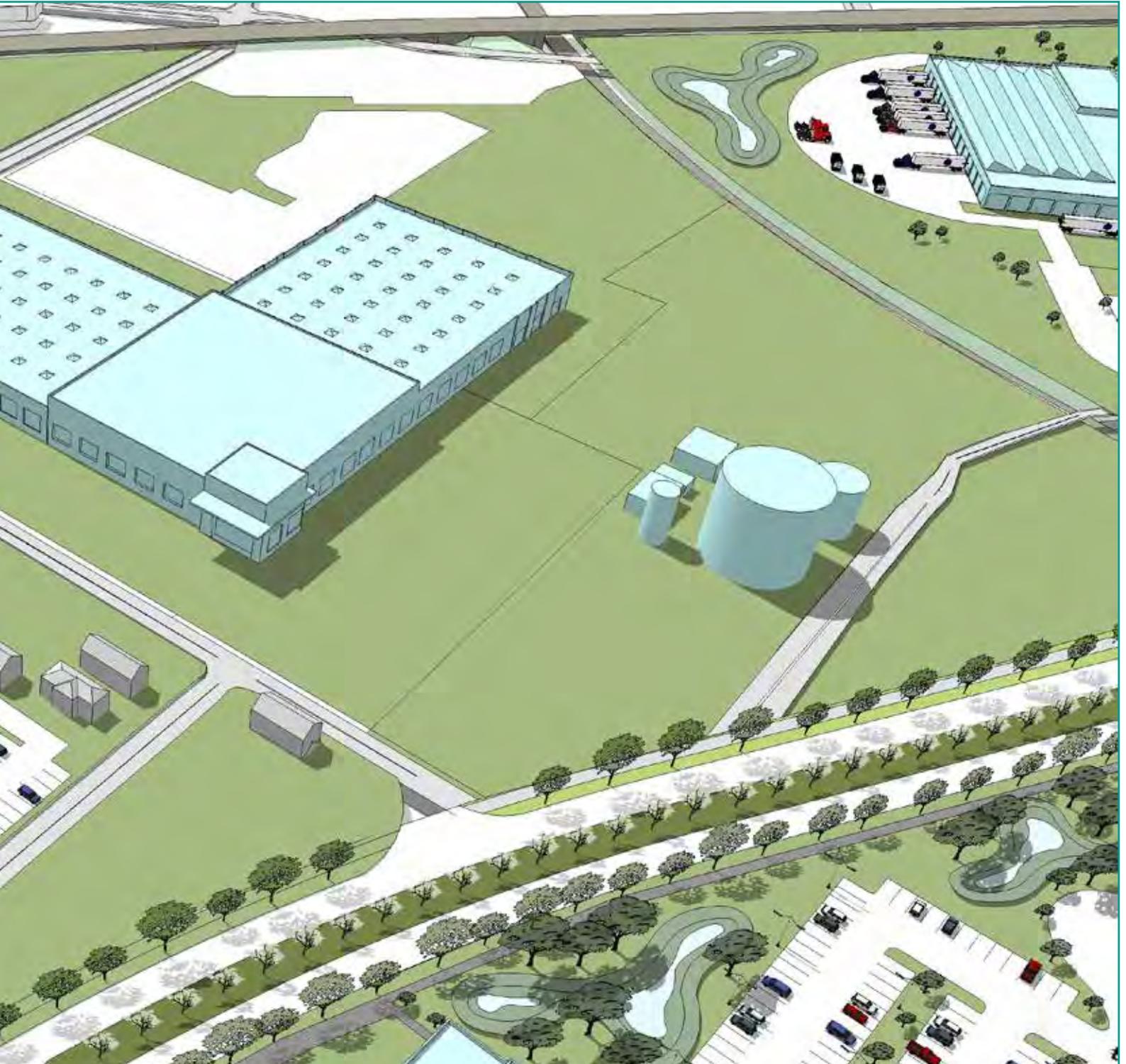
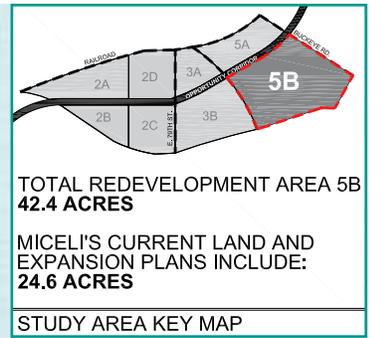
Superblock 5B- Priority Sites Assessment and Cleanup Cost Estimate

Total Area (Acres)	42.4 AC
Total Redevelopment Area (Acres)	5.77 AC
Proposed Building Area (Square Foot)	11,400 s.f.
# Priority Sites	11
# Priority Sites Taken by ODOT	2
Total Vacated Public ROW	-
Total Reused Public ROW	1,065 LF
# Existing Viable Facilities	5
Category 1 Priority Site Acreage	.04 AC
Category 2 Priority Site Acreage	.76 AC
Category 3 Priority Site Acreage	-
% Redevelopment Area Priority Site	13.86%
Total Assessment Cost	\$150,000
Total Remediation Cost	\$300,000
Total Demolition Cost	\$90,000
Total Cost	\$540,000
Total Cost/Acre	\$93,587.52
Total Cost/Square Foot Proposed Building Area	\$47.37

Superblock 5B



The Miceli Dairy expansion plan integrates surrounding parcels, many of which were formerly city-owned and landbanked, relies on the vacation of East 92nd Street and the use of Clean Ohio funding.



Next Steps: Moving Forward with Purpose

Implementation Phasing

Because the Opportunity Corridor project is more focused on spurring redevelopment than on mitigating traffic congestion, planning for redevelopment and the associated land acquisition and Brownfield remediation has been a core element of the project since its inception. Redevelopment of land in proximity to the proposed roadway is not an afterthought; it is, rather, an essential determinant of the project's success or failure. For this reason, the City and its partners have directed the current planning process to analyze the opportunities and challenges of achieving development on designated sites in the study area and are now directing equal attention to the collaborations and actions necessary to facilitate short-term as well as longer-term redevelopment opportunities.

Redevelopment of the over 200 acres in the Opportunity Corridor Study Area, close to 34% of which is considered to be a Brownfield, will be an incremental process that will begin immediately with the identified near-term projects, and will continue during the next two (2) or three (3) decades. However, implementation strategies, as outlined on the following pages, can begin momentum, create partnerships and relationships for cleanup, and re-establish the extreme value of our urban redevelopable land through remediation strategies that are coordinated with anticipated land uses and market demand analysis.

Near-term redevelopment projects are those that are not dependent on the completion of the Opportunity Corridor roadway, which is expected to be constructed between 2019-21. The mid-term projects will be those located directly on the new roadway. The longer-term projects will be those on sites not directly fronting on the new roadway – sites that become marketable after the first-phase sites have been developed. Other factors affecting the phasing of these projects include 1) the cost of remediation, 2) the cost of demolition, and 3) the size and shape of the development site with respect to optimal configuration for suitable development.

Scoring Matrix

The following factors will be used to assist in prioritizing mid-term and long-term development opportunities, particularly once the new roadway is in place.

- 1. Job Creation Potential** – Weighted Value = 30%
Rank from Lowest to Highest # of jobs created
- 2. Total Cost** – Weighted Value = 15%
Rank from Highest to Lowest Total Environmental/Demolition Cost
- 3. Redevelopment Area** – Weighted Value = 25%
Rank from Smallest to Largest Size of Redevelopment Area
- 4. Environmental Condition** – Weighted Value = 20%
Rank from Lowest to Highest % of Priority Sites
- 5. Ease of Acquisition** – Weighted Value = 10%
Rank from Lowest to Highest % Municipally Owned

Near-Term Projects:

Projects anticipated to be developed in the next one (1) to five (5) years will be the main focus of the implementation process for this Area-Wide Plan. Included among these near-term projects are expansion of Orlando Bakery (2D) and Miceli's Dairy (5B), as well as the continued build-out of the Urban Agriculture Innovation Zone uses. The accomplishment of these initiatives is set at the highest priority since they can implement change quickly. These projects (described in sections of this report) leverage existing assets and are; therefore, not dependent on construction of the Opportunity Corridor roadway. The roadway, however, will strengthen the economic viability of the current businesses and may accelerate future business growth and plant expansion in the area.

Mid-Term Projects:

Projects anticipated to be developed in the next eight (8) to 15 years are those located on sites that directly front on the new roadway. Certain sites offer additional advantages, such as the rapid transit access from Superblock 2C.

Brownfield cleanup and remediation have the ability to maximize developable land, establish new facilities and promote significant job creation.

Long-Term Projects:

Projects anticipated to be developed during the next 15-30 years include those located on sites that are somewhat removed from the proposed roadway, lacking the visibility and access advantages of prime sites located directly on the roadway frontage. Sites that are poorly configured for development and sites that are constrained by excessive costs of remediation or demolition are also likely to fall into the long-term development category. Interim uses or, in some cases, permanent uses for these sites may include urban agriculture, tree farms, alternative energy installations and stormwater management facilities.



A fully built-out central section of the Opportunity Corridor has the potential to help define the character of the roadway, re-imagine large tracts of land and establish a strong industrial core that offers jobs and opportunities to residents

DEVELOPMENT DISTRICTS 2,3 & 5		1, 116,500 S.F. TOTAL POTENTIAL BUILDING AREA	
Potential Land Use	Site Area Allocation	Gross Average Useable Area per Employee	Total Average Employment Projection
Warehouse	15%		
	161,000 s.f.	3000 s.f.	55
Distribution/Logistics	40%		
	430,000 s.f.	2200 s.f.	200
Light Manufacturing	20%		
	216,000 s.f.	1800 s.f.	120
Production/Assembly	25%		
	269,000 s.f.	1200 s.f.	225
Transit Oriented Development Commercial Use	40,500 s.f.	800 s.f.	50
			650 Jobs

Implementation Partnerships

The following partnerships can be leveraged during implementation of this Area-Wide Plan in an effort to achieve its goals and objectives. The City of Cleveland will serve as the central facilitator for potential partnerships.

- **U.S. Environmental Protection Agency** – The USEPA can serve as a technical assistance resource and potential funding source for planning, assessment and remediation activities, as well as a partner when enforcement is necessary.
- **Ohio Environmental Protection Agency** – The Ohio EPA Division of Emergency and Remedial Response can serve as a technical assistance resource during assessment and remediation activities conducted in accordance with the Voluntary Action Program, as well as a partner when enforcement is necessary.
- **Ohio Department of Development** – The Ohio Department of Development (DOD) provides access to grants and loans for assessment and cleanup of Brownfield properties. The Ohio DOD Brownfield Revolving Loan Fund provides low-interest loans for the cleanup of asbestos, lead-based paint and universal wastes or petroleum contaminated sites. Ohio DOD, in conjunction with the Ohio Water

Development Authority (WDA) provides low interest loans for Phase II assessment and cleanup of contaminated Brownfield properties. The Jobs Ready Sites (JRS) program provides grants for remediation activities and infrastructure improvements. The Clean Ohio Fund provides grants for the creation and preservation of greenspace, including the Trails programs, as well as assessment and cleanup activities.

- **U.S. Department of Housing and Urban Development** – Relative to subsidized housing projects that may be undertaken in the Study Area, HUD's Office of Housing provides vital public services through its nationally administered programs. It oversees the Federal Housing Administration, the largest mortgage insurer in the world, as well as regulates housing industry business. One (1) of the programs which is currently being investigated by the St. Elizabeth of Hungary Catholic Church in Superblock 5B is the HUD Section 202 Program. This Program provides capital advances to finance the construction, rehabilitation or acquisition, with or without rehabilitation of structures, that will serve as supportive housing for very low-income elderly persons, including the frail elderly, and provides rent subsidies for the projects to help make them affordable. HUD provides interest-free capital advances to private, nonprofit sponsors to finance the development of supportive housing for the elderly.
- **U.S. Economic Development Administration** - The Economic Development Administration's (EDA's) mission is to lead the Federal economic development agenda by promoting innovation and competitiveness, preparing American regions for economic growth and success in the worldwide economy. EDA fulfills this mission through strategic investments and partnerships that create the regional economic ecosystems required to foster globally competitive regions throughout the United States. EDA supports development in economically distressed areas of the United States by fostering job creation and attracting private investment. Specifically, under the Economic Development Assistance programs (EDAP) Federal Funding Opportunity (FFO) announcement, EDA will make construction, non-construction, and revolving loan

Opportunity Corridor Development Superblocks



Near-Term Projects are slated for Superblocks 2D and 5B

fund investments under the Public Works and Economic Adjustment Assistance Programs. Grants made under these programs will leverage regional assets to support the implementation of regional economic development strategies designed to create jobs, leverage private capital, encourage economic development, and strengthen America's ability to compete in the global marketplace. Through the EDAP FFO, EDA solicits applications from rural and urban communities to develop initiatives that advance new ideas and creative approaches to address rapidly evolving economic conditions.

- **City of Cleveland** – The Economic Development Department offers assistance in securing grants for assessment and remediation activities.
- **Cuyahoga County** – The County Department of Development offers several funding sources for assessment and remediation activities. Examples of grants and/loans available through the Brownfield Redevelopment Fund (BRF) include: Commercial and Industrial Program and Brownfield Prevention/Site Expansion Program. The County also provides low-interest loans through its USEPA Brownfields Revolving Loan Fund for cleanup of hazardous substances. The County's BRF Community Assessment Initiative (CAI) provides professional services to conduct Phase I and Phase II environmental site assessments on Brownfield sites contaminated with hazardous substances and/or petroleum products in Cuyahoga County. The Brownfield Expensing Tax Incentive allows taxpayers to immediately reduce their taxable income by the cost of their eligible cleanup expenses. The County may also serve as the applicant for other government programs including Brownfield Economic Development Initiative (BEDI) and Ohio DOD grants.
- **Greater Cleveland Regional Transit Authority** – The GCRTA intends to obtain a Transportation for Livable Communities Initiative Grant to further study the East 79th Street corridor in an effort to capitalize on planned 2018 station upgrades at the Redline RTA station.
- **Northeast Ohio Regional Sewer District** – Landowners may partner with the NEORSD to develop green infrastructure

initiatives that can be included in future redevelopment plans. Currently, the NEORSD is developing a stormwater and green infrastructure plan in Development District 4 (Urban Agriculture Innovation Zone). NEORSD also has funding available for green infrastructure development projects including land acquisition, assessment, and construction.

- **Community Partners** – Community partners can be leveraged to encourage development of a specific project, facilitate property acquisition, and lobby local residents for support. The partners include, but are not limited to: Burten, Bell, Carr, Development, Inc., Buckeye Area Development Corporation, Environmental Health Watch, Ward 2 Councilman (currently Zack Reed), Ward 5 Councilwoman (currently Phyllis E. Cleveland), Cleveland Neighborhood Development Coalition, Cuyahoga Metropolitan Housing Authority, Churches, local banks, and Cuyahoga County Board of Health and/or Ohio Department of Health.
- **Business Owners** – Miceli's Dairy Products and Orlando Baking Company have both received Clean Ohio Revitalization Fund grants to facilitate cleanup of Brownfield sites necessary for business expansion.

PROJECT COSTS

Implementation of this Brownfields Area-Wide Plan will require funding to cover the costs of site preparation for the redevelopment scenarios laid out in the plan. This does not include the cost of roadway construction, which will be funded for the overall roadway rather than for that segment of the roadway to traverse the Study Area.

Site preparation costs for the redevelopment projects recommended for the Study Area total \$13 million. This breaks down as follows:

- \$2.1 million for environmental assessments
- \$7.9 million for remediation
- \$3 million for demolition

These costs do not include the construction costs of the buildings proposed in the redevelopment scenarios. It

is anticipated that these costs will be borne by private developers, assisted by standard governmental financial incentives, and that these costs will vary depending on the nature and size of the buildings proposed by the private developers.

Construction costs for the Opportunity Corridor roadway cannot be accurately broken out for the Study Area. However, it is currently estimated that the total \$249 cost for the Opportunity Corridor roadway (in 2012 dollars) would break down into the following categories:

- Environmental Studies and Design Engineering \$23 Million
- Right of Way Land and Relocation \$18 Million
- Construction Inspection \$10 Million
- Compensable Utility Relocation \$20 Million
- Environmental Material Disposal \$4 Million
- Construction \$174 Million

Funding Resources

While the planning and engineering phase of the Opportunity Corridor roadway project is fully funded, funding for physical construction of the Opportunity Corridor roadway has not yet been assembled. According to the ODOT, it is not believed that construction activities for the roadway project would begin before 2019. Therefore, the following discussion of available funding resources is based on those resources that are available at the present time. There is no way to know whether these resources will still be available at the time of roadway construction.

However, since there is value in purchasing and assembling land now so that it can be made available as the proposed Opportunity Corridor roadway comes online, existing funding resources can be utilized as a way to prepare for future development. Additionally, the City would encourage redevelopment of the area located along existing public rights-of-way that are not proposed to be abandoned by this Plan.

Funding resources are available in a variety of different forms that range from private financing to federal assistance. Examples of potential funding sources and strategies are outlined on the following pages. These initiatives have been identified by the City of Cleveland and will continue to be pursued for future planning, remediation, economic development and construction purposes.

Private funding (cash, privately financed loans, etc.) is recommend for assessment costs that are expected to be less

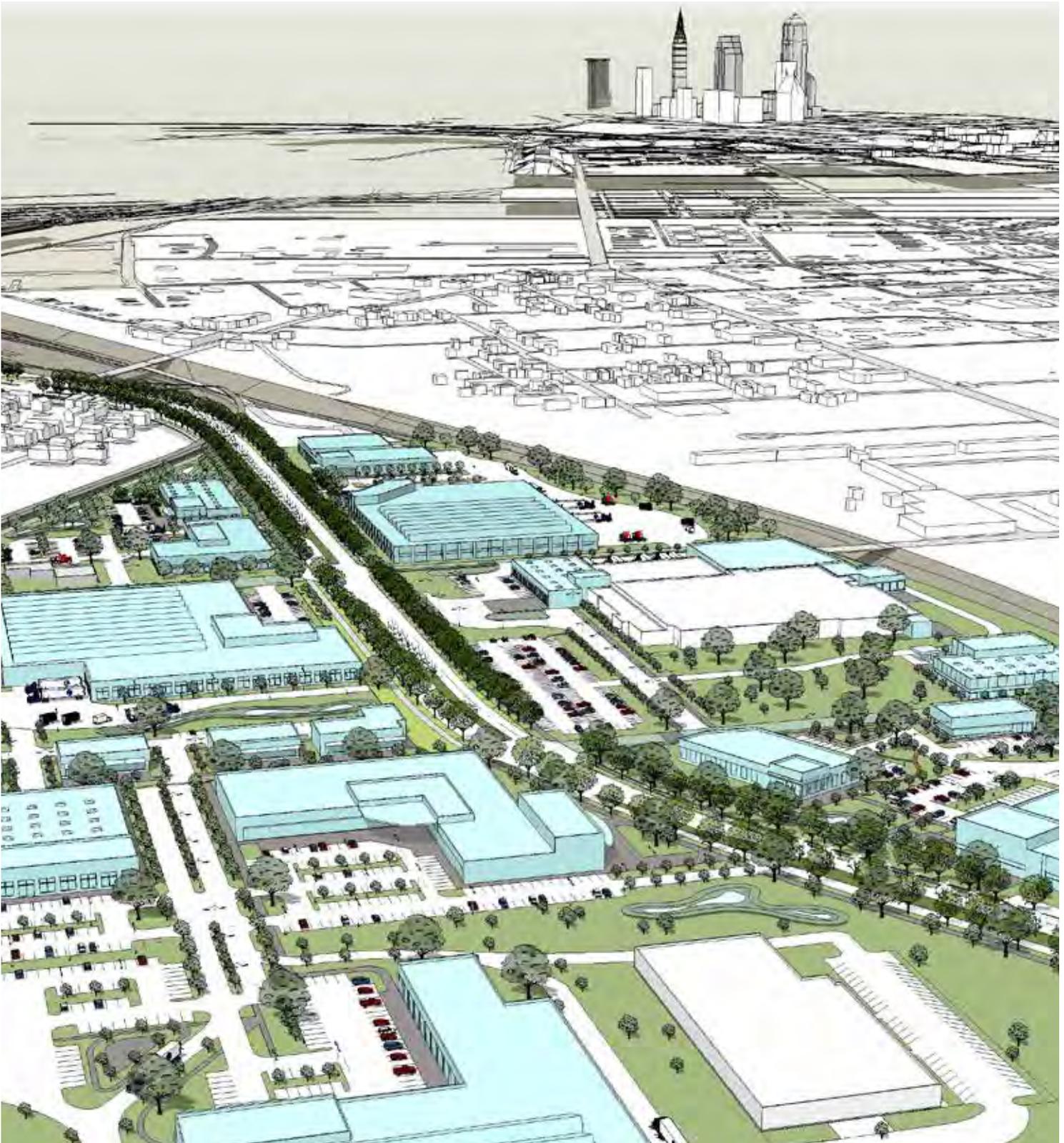
than \$10,000. A combination of private funding, Municipal programs (City Economic Development, tax incentives, etc.) and County programs (subgrants from coalitions and/or Revolving Loan Fund grants, forgivable loans, bond funds) are recommended for assessment and remediation costs that range from \$10,000 to \$100,000. A combination of private funding, Municipal programs, County programs, State programs (Ohio DOD, historic tax credit, bond funds, loan programs) and Federal programs (USEPA and HUD grants) are recommend for assessment and remediation costs that exceed \$100,000. Additionally, funding may be available from the City or County Landbank for vacant lots with abandoned residential or commercial buildings.

The USEPA administers the Brownfield Assessment, Revolving Loan Fund and Cleanup (ARC) grants, which provide funding for assessment and clean-up of Brownfield sites. The Environmental Workforce Development and Job Training Grants are designed to provide funding to recruit, train, and place predominantly low-income and minority, unemployed and under-employed residents of solid and hazardous waste-impacted communities with the skills needed to secure full-time, sustainable employment in the environmental field and in the assessment and clean-up work in their communities. The State of Ohio has a variety of programs that provide funding for projects that bring about improvement of neighborhood commercial areas through rehabilitation or construction of industrial, retail or office space. One of the most success programs, the Clean Ohio Fund, administered by the Ohio DOD in partnership with the Ohio EPA, is a major resource available for assessment and clean-up grants; however, the last round of funding for the Revitalization and Assistance grants through this program were awarded in May 2012 and its viability in the future is uncertain. Ohio DOD also administers an existing Brownfield Revolving Loan Fund with funding from the USEPA. Both of these programs are designed to provide assistance for sites where remediation is necessary for redevelopment.

Locally, the City and County have a variety of financial assistance programs available for private and nonprofit groups, including funds for acquisition, assessment, cleanup, and property redevelopment, including those that specifically address Brownfields. The City also owns many parcels of vacant land within the focus area as part of its Land Bank and is holding these properties as part of a strategy to assist in the assemblage of redevelopment sites. In this regard, the City and the County are already collaborating on the acquisition and remediation of properties in the Study Area. It is the policy of the County Land Bank to acquire properties

in this area that have experienced property tax foreclosure and to demolish any buildings that cannot be re-used, while remediating those buildings and sites. This Area-Wide Brownfields Plan has already been shared with the City's Land Bank staff and will be shared, once finalized, with the County Land Bank staff so that acquisition, demolition and

remediation can be targeted and expedited. The Cleveland-Cuyahoga County Port Authority provides innovative business financing and assists economic development projects while helping to create and retain jobs in the region.



Brownfield redevelopment along the Opportunity Corridor establishes new commercial campuses related to Downtown Cleveland

Implementation Funding

Potential Funding Resources

Implementation of the proposed redevelopment scenarios for the Opportunity Corridor study area will require the full range of local, county, regional, state and federal funding tools, combined with significant private sector investments. The City of Cleveland brings to the task decades of successful experience in funding similar redevelopment efforts throughout the region.

Examples of the public funding sources that the City would tap in its implementation efforts are listed below.

MUNICIPAL FUNDING SOURCES		
Office	Program Name	Program Description and Applicability
Community / Economic Development	City Land Bank	Vacant land made available at reasonable costs by the City from its inventory of over 11,000 parcels
City of Cleveland	Tax Increment Financing	Re-direction of property tax on increased values to support targeted development projects
City of Cleveland	Tax Abatement	Up to 100% abatement of property tax on the increase in value of selected developments for up to 15 years
Economic Development	Vacant Property Initiative	Loans to facilitate re-use of vacant buildings and land
Economic Development	USEPA Brownfield RFF (Application)	City applied for a \$1 million RLF Fund to be used for remediation of sites. If awarded, a minimum of 30% of funding will be used in the Opportunity Corridor Study Area.

COUNTY AND REGIONAL FUNDING SOURCES		
Office	Program Name	Program Description and Applicability
County Development	Brownfield Revolving Loan Fund	Loans for clean-up from USEPA funds
County Development	Brownfield Redevelopment Fund	Up to \$1 million in partially forgivable loans for acquisition, remediation and demolition
County Development	Economic Development Loans	Low-interest loan up to \$350,000 for acquisition and development
NOACA	Surface Transportation Program	Grants for roadway construction and re-construction
NOACA	Enhancements, CMAQ	Grants for transportation enhancements and for features that reduce congestion and improve air quality

STATE FUNDING SOURCES

Office	Program Name	Program Description and Applicability
Development Services Agency / JobsOhio	Clean Ohio Fund	Loan and grants up to \$1 million for assessment, demolition, clean-up and infrastructure. Program under review.
Ohio Water Dev. Authority	Brownfield Loan Program	Loans of up to \$5 million for demolition and clean-up
Department of Development	Brownfield Revolving Loan Program	Loans of up to \$2 million and grants up to \$200,000 for clean-up
Department of Transportation	TRAC, Issue 1, etc.	Grants for highway construction and re-construction

FEDERAL FUNDING SOURCES

Department / Office	Program Name	Program Description and Applicability
Commerce / EDA	Economic Adjustment Assistance	Funding for development activities in areas experiencing severe economic dislocation
EPA / Brownfields	Assessment Grants	Funding to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites
EPA / Brownfields	Brownfield Revolving Loan Fund Grants	Grants to capitalize local revolving loan funds for clean-up
EPA / Brownfields	Cleanup Grants	Funding for cleanup of hazardous substances and petroleum impacted sites
DOT / FHWA	MAP-21, TIGER, etc.	Grants for highway construction and re-construction

Action Steps

Coordinating Implementation Strategies

In order to expedite implementation of the Opportunity Corridor Brownfields Area-Wide Study recommendations, the City proposes to create the following three task force groups, each focused on a particular element of the implementation process.

Business Development Task Force

This task force will focus on business expansion and development opportunities in the study area, along with the associated acquisition and remediation tasks. In addition to facilitating business development projects, the task force will work with the City-County Workforce Investment Board and others to connect local residents to the jobs created in the study area. The City's Departments of City Planning, Economic Development and Community Development will lead the task force under the direction of the Mayor's Chief of Regional Development. Other members of the task force will include the Cuyahoga County Land Bank and Department of Development, the Northeast Ohio Regional Sewer District, local community-based development corporations, and appropriate state and federal agencies.

Roadway Funding Task Force

This task force will focus on securing funding for construction of the Opportunity Corridor roadway. Although it is expected that federal transportation funds will be the principal source of project funding, the task force will also explore options for local supplemental funding. The City of Cleveland will lead this initiative, through the City Planning office and the Mayor's Office of Capital Projects. The City's principal partners on the task force will be the Greater Cleveland Partnership (the region's chamber of commerce) and the Ohio Department of Transportation, through its District 12 regional office.

Urban Agriculture Task Force

This task force will focus on expansion and enhancement of urban agriculture activities in the study area, particularly in the 26-acre Urban Agriculture Innovation Zone. It is anticipated that the principal goals of the task force will be 1) to facilitate expansion of current demonstration projects to encompass the entire 26-acre site, 2) to improve the economic viability of the urban agriculture operations, 3) to connect local residents to urban agriculture employment and business opportunities, and 4) to ensure that the increased availability of fresh food results in a change in the eating and cooking habits of local residents. The task force will be led by the Burton Bell Carr community development corporation working in partnership with City departments (City Planning, Community Development, Economic Development, Public Health, etc.) as well as the federal and state Agriculture Departments, the Northeast Ohio Regional Sewer District, the Ohio State University Extension Service and local urban agriculture organizations.

It is anticipated that each task force will meet on a monthly basis in order to ensure that momentum is maintained on each of the implementation elements. The City of Cleveland will serve in a coordinating role, facilitating communication and a sharing of information between the three task force groups.

Opportunity Corridor Roadway

Development Project

The Opportunity Corridor Project has been designed to improve the transportation system and support economic development in the areas between I-490/ I-77 and University Circle in Cleveland. This area has become known as the "Forgotten Triangle" due to the long-term lack of economic activity and the associated high levels of poverty, property abandonment and prevalence of brownfields. The proposed boulevard will create the potential for new economic development, new jobs and a new identity for the community. Opportunity Corridor will offer quicker and better access to University Circle – home to world-class cultural institutions, a university and, perhaps most important, the robust core of Cleveland's growing health care industry. The 3-mile boulevard will also provide improved connectivity to and through the Slavic Village, Central, Kinsman and Fairfax neighborhoods – facilitating development of about 200 acres of underutilized land and providing increased access to jobs for nearby residents.

The \$5.3 million allocated to the project by ODOT has been sufficient to fund the entire planning and preliminary engineering phases, which are nearing completion. An additional \$11 million has been allocated for the detailed design of the first segment of the roadway. Final federal approval of the project is expected in mid-2013. *The approximately \$230 million needed for right-of-way acquisition, utility relocation and construction of the roadway has not yet been secured. Funding is now the major challenge for the City and its partners.*

Organizations & Roles:

City of Cleveland – Leading and coordinating project development, community engagement and fundraising

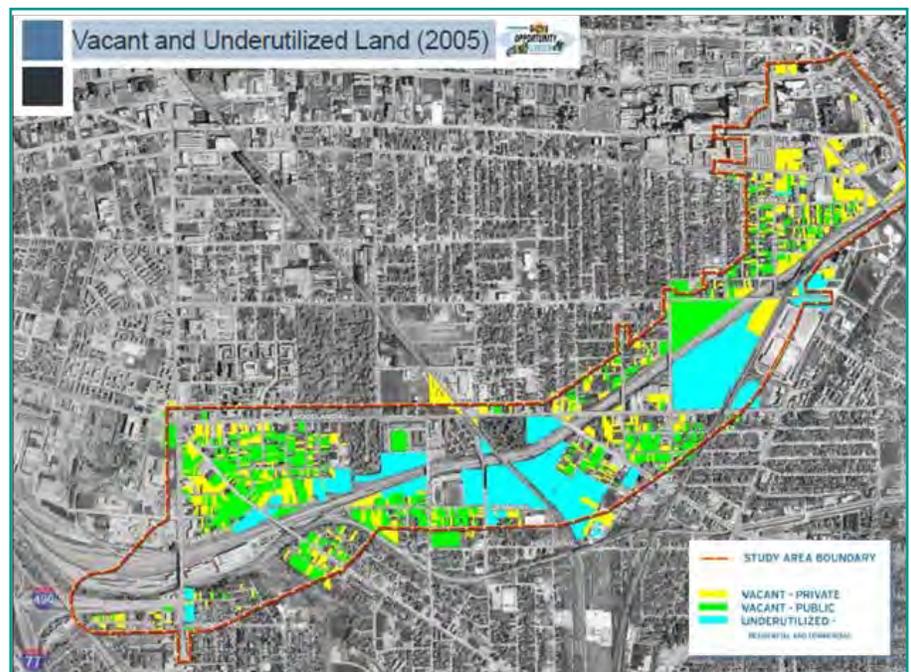
ODOT – Providing federal and state funding, and performing required planning and engineering tasks

Greater Cleveland Partnership – Leading the process of corporate and institutional stakeholder engagement

Neighborhood Development Organizations – Partnering with the City in the community engagement process

Action Steps:

- (1) Complete the draft EIS – 1st quarter 2013
- (2) Secure FHWA "Record of Decision" – mid-2013
- (3) Prepare detailed design of eastern segment – 2014
- (4) Identify and secure construction funding through public and private sources – 2013-15



ODOT Opportunity Corridor Project Impact Mapping

Urban Agriculture Innovation Zone

Development Project

The Urban Agriculture Innovation Zone (UAIZ) will convert over 26 acres of the desolate “Forgotten Triangle” into an urban farming complex, under the leadership of the Burten Bell Carr community development corporation. This project will position the neighborhoods of south-central Cleveland at the forefront of emerging eco-oriented urban economic initiatives and will ultimately cultivate a new and thriving neighborhood economy.

The UAIZ will provide income-generating jobs and entrepreneurial opportunities for residents of this historically impoverished neighborhood. It will also be a laboratory for such vacant land re-uses as bio-fuels production, phytoremediation, stormwater management, and native plant and tree nurseries.

Currently, the Rid-All Green Partnership (a “Growing Power” affiliate) is growing vegetables and raising tilapia on approximately 1½ acres at East 81st Street and Otter Avenue. Runoff from the overhead gardens feed the fish, and the fish water irrigates the plants. The Ohio State University Extension program has prepared six (6) acres of land that it will soon turn over to market gardeners, utilizing the first United States Department of Agriculture farming grant.

Today, only a relatively small part of the vision for Cleveland’s Urban Agriculture Innovation Zone has been realized. With regards to cleanup activities specifically, debris removal on East 83rd Street was completed by Ashland Chemical via an administrative consent order issued by the Ohio EPA. This cleanup is an example of how environmental enforcement can be used in a positive way to facilitate redevelopment. Future goals in the implementation process include clearing and cleaning the remainder of the site, completing land acquisition, fully cultivating the site, securing the site to eliminate dumping and vandalism, making improvements to local roads and pathways, and making stormwater management

Organizations & Roles:

Burten Bell Carr Development Corporation – Leading and coordinating the urban agriculture “build-out” (1)*

Rid-All Partnership/ OSU Extension Service – Creating and operating urban farms, with associated education, training and entrepreneurial programs (2)

City of Cleveland, Cuyahoga County – Providing and securing funding for remediation and land acquisition (3)

Northeast Ohio Regional Sewer District – Providing stormwater management services (4)

Action Steps:

(1) Debris removal along 84th Street – 2013-2014 (3)

(2) Environmental clean-up within zone – 2013-14 (3)

(3) Secure area with fencing and cameras – 2013-14 (1,2)

(4) Infrastructure assessment and improvements – 2013-14 (3,4)

(5) Create gateway and place markers in zone – 2013-14 (1,2)

(6) Private land site assembly throughout zone – 2013-17 (2,3)

(7) Parcel out land to farming entrepreneurs – 2013-17 (1,3)

***NOTE - Designation in Organizations & Roles corresponds to responsible parties in Action Steps**

improvements. Longer-term goals include generating local businesses related to the farming operations and developing housing around the perimeter of the farming site, much like housing is developed around the perimeter of suburban golf courses.



Ongoing efforts reclaim vacant land as agricultural development

NEORSD Green Infrastructure Plan

Development Project

As a direct result of the environmental data collected as a part of this Area-Wide Plan, the NEORSD utilized this information to form the basis of a comprehensive Green Infrastructure (GI) Plan in the UAIZ. Currently, the NEORSD, in collaboration with BBC, is in the planning phase of the development of GI improvements to be constructed in the UAIZ. The NEORSD plan for GI in the UAIZ will control stormwater runoff generated from a 73 acre drainage area that is generally bounded by Kinsman Road to the south, East 79th Street to the west (slightly outside of the current Development District 4 boundary line), the Greater Cleveland Regional Transit Authority (RTA) railroad to the north and the Norfolk Southern railroad to the east.

Stormwater runoff generated in the NEORSD GI Project's 73 acre drainage area will be collected into a system of swales and storm sewers that discharge into bio-retention facilities for water quality treatment. These bio-retention facilities will overflow into the Kingsbury Run Culvert, which is a tributary to the Cuyahoga River and ultimately Lake Erie. The Urban Agriculture Concept Figure depicted below shows the planning level layout of swales, storm sewers and bio-retention basins planned as a part of the NEORSD's GI Project. The result of this project will be an estimated annual reduction of Combined Sewer Overflow volumes of approximately 2.2 Million Gallons.

Shallow soil sampling data provided to the City Department of Economic Development, plus additional soil and groundwater sampling and geotechnical data collected by the NEORSD's subcontractors, will be used to evaluate the feasibility and support design of the proposed GI system of swales, storm sewers and bio-retention basins. Previous

evaluations of this area identified a high potential for contaminated soil conditions that might impact the feasibility and cost of the proposed GI Project Features. Understanding the environmental conditions will allow the NEORSD to properly plan, design and construct the proposed GI Project.

Additional NEORSD led GI improvement projects will continue throughout other portions of the Study Area. Recently, the NEORSD began preliminary investigations for GI improvements in support of the Miceli's Dairy expansion plans and surrounding neighborhood; however, specific plans for this area have not yet been completed. The NEORSD will work in collaboration with the City, the local CDCs and other stakeholders to develop GI improvement plans that support the reuse and redevelopment of the Study Area, as well as assist the NEORSD in reducing Combined Sewer Overflow volumes.



Urban Agriculture Innovation Zone Green Infrastructure Mapping

Miceli's Dairy Expansion

Development Project

The Miceli Dairy Products Company has demonstrated a remarkably long -term commitment to Cleveland's Buckeye neighborhood. The company has been producing cheese and dairy products since the 1940s in the neighborhood where it began operations. Today the company has grown to employ over 130 people, many of whom are neighborhood residents.

Loyal to its neighborhood, Miceli examined options to expand its plant on a significant brownfield site across East 90th Street from its current operations. In order to secure funding for the investigation of this brownfield, Cleveland's Economic Development Department coordinated with the Ohio Attorney General, Ohio EPA, US EPA, and the Ohio DOD to resolve outstanding corrective action and litigation against the current property owner.

The Department has secured a \$2,999,941 grant from the Clean Ohio Revitalization Fund Program (CORF) to demolish outdated structures and remediate soil and ground water on the Miceli expansion site.

The CORF Grant is leveraged by Miceli's investment and a \$1,000,000 Brownfield Redevelopment Loan from Cuyahoga County. Miceli Dairy has already begun its \$20 Million Phase I Expansion, which will construct additional production capacity, test kitchens, and storage. Its Phase II Expansion will enable the company to offer additional styles of cheese and will include a bio-digester for waste-to-energy production.

Organizations & Roles:

Miceli Dairy Products Co.—Lead organization in implementing the expansion project

City of Cleveland, Cuyahoga County, State of Ohio—Funding brownfield clean-up project/ Identifying, encouraging, and funding proposed development

Northeast Ohio Regional Sewer District - Providing stormwater management services

Action Steps:

- (1) Complete Phase I of Miceli Expansion—Expected 2013
- (2) Complete Brownfield Remediation Project— Expected 2014
- (3) Complete Phase II of Miceli Expansion—Expected 2016
- (4) Identify development parcels in area & engage in land assembly & acquisition for market—2013-16
- (5) Secure funding for site assessment and remediation (if applicable) and development
- (6) Develop a Green Infrastructure Improvement Plan - Set NEORSRD as the lead agency for this item



Miceli's Dairy Expansion Plan - Neighborhood Plan

Orlando Baking Company Expansion

Development Project

Orlando Baking Company is a long-standing Cleveland bakery, operating in the City since 1904. The company has grown and expanded from a small family business to an organization that today employs a staff of 350 and distributes its specialty breads and rolls throughout all of Ohio, as well as Western Michigan and Eastern Pennsylvania.

Over the past 15 years, the company's frozen bread distribution has grown tremendously, expanding throughout the United States and accounting for over 60% of the company's sales. This growth has created a need for the company to expand and create added freezer space at its facility. Orlando's current storage freezer can accommodate 250 pallets and the company is looking to increase the size to 3,000 pallets.

Additionally, the expansion would include a relocation of the company's fresh distribution across Grand Avenue and an expansion of the packaging department into the company's current distribution area. Orlando would invest over \$6,000,000 in the 150,000 square foot expansion, retain the existing jobs, and create 15 additional jobs at the site.

In order to accommodate this expansion, the company will need to demolish two (2) underutilized buildings (Van Dorn site) located on the eastern portion of its campus (as shown on the map). Both of these properties are brownfield sites, requiring environmental assessment and possible remediation.

Orlando and the City partnered with Cuyahoga County and the Northcoast Brownfield Coalition to assess the property. Orlando has received a \$1,263,135 Clean Ohio Revitalization Fund grant and has committed \$388,484 in equity to assist in the demolition and remediation of the Van Dorn site.

Organizations & Roles:

Orlando Baking Company—Lead organization in implementing clean-up and redevelopment projects

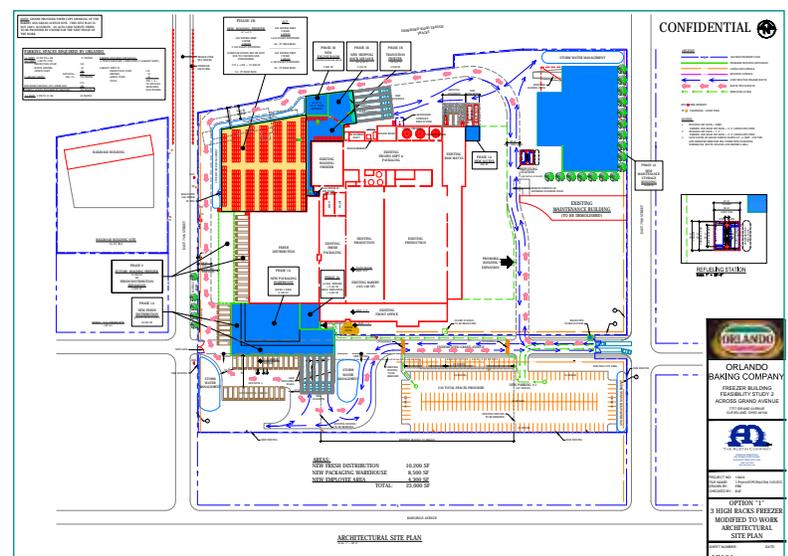
City of Cleveland, Cuyahoga County, State of Ohio—Funding identified project development

City of Cleveland, Cuyahoga County—Identifying and funding additional sites for future development

Northeast Ohio Regional Sewer District - Providing stormwater management services

Action Steps:

- (1) Completion of Orlando site remediation— 2013-14
- (2) Completion of Orlando site development— 2015-16
- (3) Identify development parcels in area and engage in land assembly and acquisition for market—2013-14
- (4) Engage potential development partners—2013-16
- (5) Secure funding for site assessment & remediation (if applicable) and development—2014-16
- (6) Develop a Green Infrastructure Improvement Plan - Set NEORS as the lead agency for this item



Orlando Baking Company Expansion Plan - Site Plan

Character of Corridor

This Cleveland Opportunity Corridor Brownfields Area-Wide Plan identifies and maximizes potential by combining a significant infrastructure investment project with land remediation strategies, green infrastructure initiatives and sustainable planning initiatives.

This Area-Wide Plan has the potential to be a catalyst for revitalization and economic development within the Study Area. It is the hope of all involved that synergies created during the planning process will work in concert to leverage public investments and private developments in an effort to realize the Area-Wide Plan's shared vision of creating a long-term sustainable future for the City of Cleveland.

By positioning the new development along the proposed Opportunity Corridor roadway, the sidewalks and multi-purpose paths will be public spaces that are defined by the built environment. Buildings are imagined lining the street, framing the roadway and emphasizing the importance of the street system. While the scale of the buildings is imagined to be rather large, to correspond with anticipated land uses, they are conceived to have animated facades, highlighted entries and reduced height as they transition down each of the streets that eventually connect to residential areas. Where possible, continuous frontages are created to activate the streetscape, increase the perception of density and ensure large parking lots or loading areas are not the primary elements of redevelopment. Locating those larger, paved areas to the rear of the sites increases the amount of landscaping and green infrastructure installations that can be incorporated along the corridor. This strategy not only softens the impact of the roadway, but also helps establish the corridor's "greenway" attributes.

Additional connections are made throughout the Study Area via pathways, shared driveways and other elements meant to diminish the amount of pavement and the impact automobile traffic has on the users of the facilities and the residents in the surrounding neighborhoods. In many cases, singular development access points are imagined to minimally impact traffic flows along the corridor. This approach simplifies traffic flow, creates intuitive routes and maximizes the developable land within the Study Area. As investment occurs and sites are built, secondary links and paths can be considered that further link areas together, perhaps taking full advantage of access to the two (2) rapid stations and the envisioned mixed-use / commercial development along East 79th Street.

The Study Area has the potential to bring unique development sites to the City of Cleveland that simply do not exist today. The use of Brownfield Planning tools developed during this process, ensures that the roadway alignment and building construction maximizes the use of risk-based planning to minimize environmental costs, which results in a higher likelihood of successful redevelopment and reduces uncertainty associated with environmental conditions. With careful planning, use of risk-based remediation strategies and the seamless incorporation of green infrastructure initiatives, as outlined in this Plan, the investments can spur economic development while remediating polluted land, redefine an important, yet largely forgotten, section of the City and maximize the opportunity in the Opportunity Corridor for residents and the region.

Establishing Guidelines

Design Guideline Description

In order to continue directing the redevelopment concepts for the districts and provide much-needed flexibility to maximize development potential, the Project Team drafted several overarching guidelines. These guidelines can be adopted by the City of Cleveland in the form of zoning updates or Opportunity Corridor Redevelopment Standards, which could be enforced and upheld throughout future planning efforts, sustainable initiatives and building installations. The intent of the design guidelines is to help create an urban environment along the proposed Opportunity Corridor that includes better defined public areas and ensures that future projects align with the goals and objectives set forth in this Area-Wide Plan. The guidelines range from how buildings are sited and positioned in relation to adjacent streets to setting "green design standards" that aim to minimize environmental impacts.

The graphics and mapping illustrated to the right show how development can be arranged and sited to help achieve the objectives identified by the Advisory Committee, stakeholders and others involved in the Area-Wide planning process. Defining public rights-of-way with animated architecture, diminishing the impression parking lots and loading areas have on public spaces, maximizing sustainable initiatives and creating infrastructure that not only connects to, but enhances surrounding neighborhoods can all be employed to help guide future redevelopment plans. Storm water, collected from building roofs, parking lots and other structures can be diverted into basins or recycled for irrigation uses. Storm water could even be routed to serve the adjacent UAIZ in Development District 4. While the framework has been established and concepts identified, it is recommended that ongoing investigations and updates to the City's land use plan and zoning codes be considered.

