

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

An evolving neighborhood with its foundations rooted in tradition and a future as an active, vibrant, connected community

SLAVIC VILLAGE DEVELOPMENT
NEIGHBORHOOD PROGRESS INC.
CITY ARCHITECTURE
MAY 2007 – FINAL DRAFT



Table of Contents

I. The Strategic Investment Initiative –	1	IV. The Vision – An active vibrant neighborhood	29
Creating neighborhood of choice		with a strong sense of connectedness	
- Introduction to the SII process.	2	- Vision	30
- 10 SII Elements.	3	- Our core values	31
II. Existing neighborhood conditions - Where we are	7	V. The Strategies	33
today and what makes us unique		- Methods of achieving the vision	34
- A diverse neighborhood	8	<u>Goals</u>	
- Changing demographics	9	- Housing	37
- Market Niche Analysis	10	- Safety and Security	50
- Regional Connections	12	- Connections	56
- Pocket Neighborhood	13	- Diverse uses	60
- Existing Landuse	15	- Greenspace	66
- Historic Districts	16	- Transportation and Infrastructure	72
- Initiatives	17	- Creating a complete neighborhood	76
- Building Occupancy	18	VI. The WorkPlan – Next steps for	79
- Building Conditions	19	building a better community	
- Vacant Land	20	- Next Steps	89
III. Community Input – Providing legitimacy to the	23		
planning process			
- Participants	24		
- Community Surveys	25		
- Building Visions	26		

Within the appendix booklet that accompanies this document a complete documentation of the community process, including meeting agendas, steering and community meeting minutes resident and stakeholder surveys, survey results and neighborhood demographics are to be found.



The Strategic Investment Initiative

.....creating neighborhoods of choice

Comprehensive Planning Process

Neighborhoods of choice

Model Blocks

Anchor Projects

Community Partnerships

Resident Driven Outcomes

Introduction

Two decades of experience in Cleveland and other cities show that better housing alone cannot improve neighborhoods. Instead, success stems from a series of coordinated strategies that spur positive changes for residents - improved housing combined with a greater sense of safety, better retail choices, new public spaces, more employment opportunities and stronger schools.

Taking this lesson to heart, Neighborhood Progress Inc.'s Neighborhood Development Action Plan introduces change on many fronts, taking a broad, holistic approach to neighborhood development. The initiative concentrates resources in smaller target areas and gives community organizations incentives to work toward the full spectrum of neighborhood success: measurable change in property values, homeownership and occupancy rates, and additional private investment. By focusing resources in smaller geographic areas, across a broad span of livability goals, the Strategic Investment Initiative promises to renew markets and rebuild neighborhoods. This more comprehensive approach and the many activities that will result, while being pioneered in a few neighborhoods, are applicable citywide.

The Strategic Investment Initiative, launched with support from The Cleveland, Gund and Mandel Foundations and Enterprise Community Partners, provides six CDCs more financial and staff resources than they received in prior years through the Cleveland Neighborhood Partnership Program. Neighborhood Progress Inc. competitively selected the CDCs based on their development expertise and their areas' potential for new large-scale development. Neighborhood Progress Inc. also sought areas with stable or rising real estate values and assets such as parks and cultural institutions to further neighborhood renewal.

A substantial part of the Strategic Investment Initiative is the creation of new partnerships between the CDCs selected and other organizations, both within the neighborhood and throughout the City. It is important to recognize that the diversity of both the needs of the population and the land use within an urban neighborhood requires a variety of initiatives, and that outside organizations can play a significant role in creating a stronger neighborhood. Through this Strategic Investment Initiative, entities such as Cleveland Public Art and Parkworks have become stronger allies in creating meaningful investments within the City's neighborhoods.

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

The Strategic Investment Initiative has 10 distinguishing characteristics

The 10 aspects that make up a Strategic Investment Initiative include:

1. **A focus on broad market outcomes, rather than on producing housing units.** The purpose of this initiative is to alter the economic fundamentals of a neighborhood to enable it to compete effectively in regional markets for residents and investments.
2. **Targeting specific “focus areas.”** CDCs focus their planning and investment on small number of blocks with significant locational assets (proximity to a major employment center, historic architecture or superior views).
3. **Developing comprehensive plans.** NPI helps CDCs involve residents in (a) building condition and land use survey; (b) community visions of what is wanted from SII; (c) development action plans for specific projects of real estate development and other “quality of life” initiatives and (d) marketing plans.
4. **Creating high-impact anchor projects.** Each SII neighborhood features a large scale “anchor project” in its focus area, aimed at changing market perceptions of the area.
5. **Developing “Model Blocks” around the anchor projects.** Physical improvements in selected blocks near anchor projects include home repairs, landscaping, streetscape improvements and new green spaces aimed at extending anchor project impact outwards.
6. **Being aggressive on land acquisition and and vacant/abandoned properties.** NPI helps CDCs acquire vacant properties for SII projects. NPI’s vacant properties coordinating council (city, county and other groups) works on systematic reforms of both front - end abandoned and back end reclamation of such properties for productive uses.
7. **Developing comprehensive amenities and services through strategic partnerships.** CDCs create new collaborations with non-traditional partners to address factors other than physical development that affect neighborhood attractiveness, such as schools, safety, parks, health, jobs, job training and other quality of life issues.
8. **Paying pervasive attention to marketing and market competitiveness.** NPI commissioned market research studies and provided training on marketing to all funded CDCs to define and refine their market niches, marketing plans and strategies.
9. **Dedicating appropriate staffing.** Each CDC hires a full-time Strategic Initiative Area Manager, whose role is to plan, organize and advocate for projects in SII focus areas.
10. **Building new partnership relationship between NPI and the SII CDCs.** In a fundamental change in relationship, Resource teams of NPI and local Enterprise Foundation staff are “in the trenches,” working with the SII CDCs on all aspect of their SII plans.

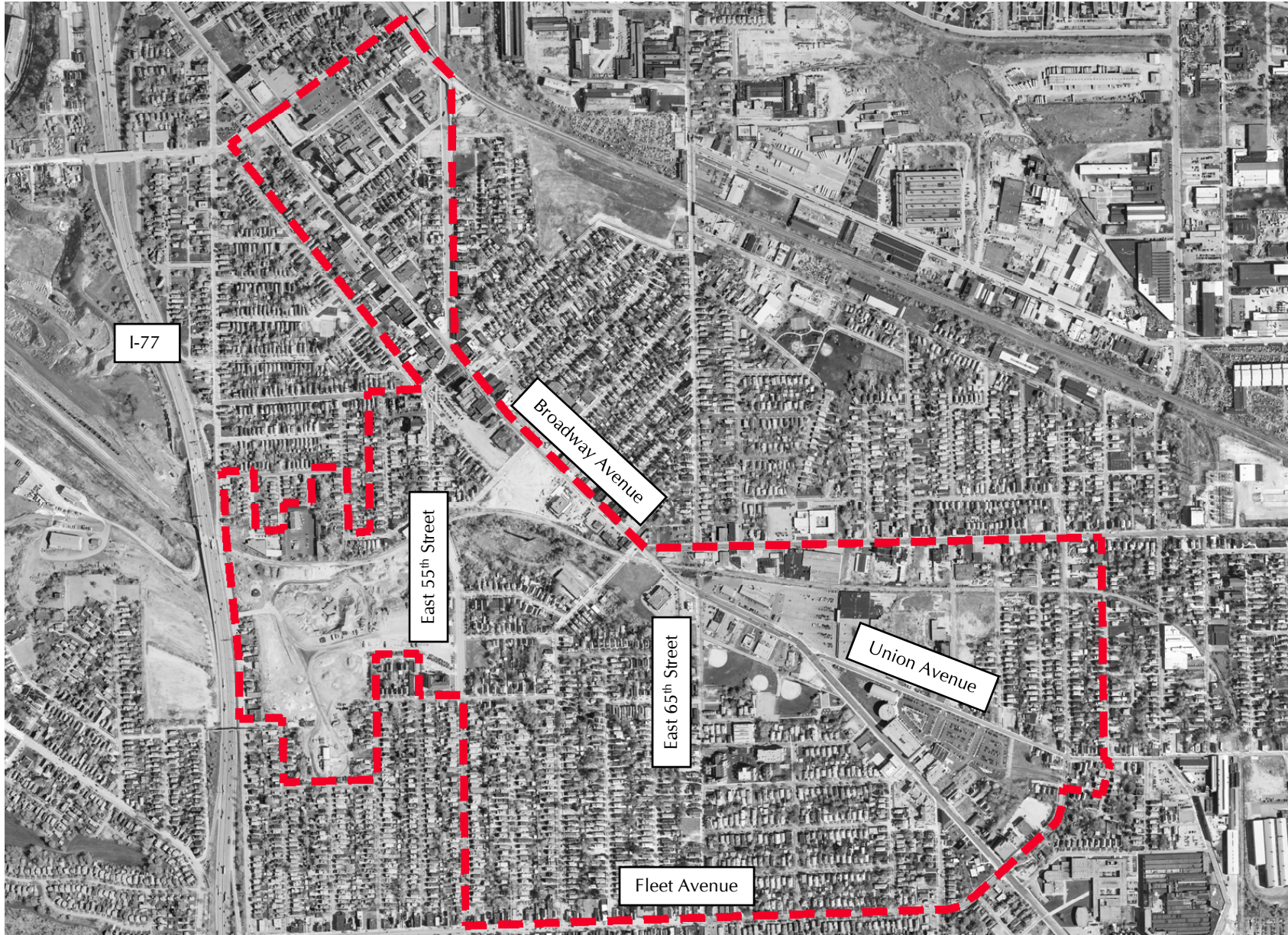
The Slavic Village - Broadway neighborhood was selected as one of the six neighborhoods to receive funding for this Strategic Investment Initiative program under the guidance and leadership of Slavic Village Development. This report outlines the process that was undertaken in developing the comprehensive plan for the neighborhood. However, as appropriate for any planning process with as broad a scope as this, the comprehensive plan incorporates many of the objectives and lessons learned from the other program elements into its scope. Aspects such as target market data, land acquisition strategies, the model blocks program and fostering strong community partnerships have a direct influence on the initiatives that will be outlined within this planning document and the resultant workplan that is being established for the neighborhood.

The process began with an existing conditions analysis of the neighborhood undertaken to develop a snapshot of the strengths that have allowed Slavic Village - Broadway to retain its strong attraction for residents as well as the challenges the neighborhood faces for continued growth and prosperity. Integral to that is the involvement of the community in the planning process. Throughout every step of the process and the creation of the workplan constant input was gathered from multiple sources soliciting the opinions of community members. This has allowed the planning team to develop the vision for the neighborhood, and subsequent goals and strategies for accomplishing these goals that are shared by everyone.

In the final chapter of this report a detailed work plan has been designed to guide Slavic Village Development, neighborhood residents and businesses, developers and the many other community partners and agencies that work to make Slavic Village - Broadway a true community of choice within the City of Cleveland. This report tells the story of the planning process that has resulted in the workplan's creation.

A guiding principal, and what makes this Development Action Plan unique in comparison to many neighborhood plans, is the concept that the direct involvement of the community is necessary to ensure the success of the process. Without the help of the residents, business owners, institutional stakeholders and all those that care about the success of Slavic Village - Broadway long into the future, the vision and implementation strategies that result will quickly become outdated and their impact on creating positive change lessened. Through the process described in this report Slavic Village has created a plan for the neighborhood that will have a meaningful and long lasting impact on both physical development and social growth within the neighborhood.

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN





Existing Neighborhood Conditions

.....Where we are today and what makes us unique

A diverse neighborhood

Strong connections to the region

Pocket neighborhoods

Investment and opportunities

An active, green neighborhood

Variety of land uses

Existing Conditions

A Diverse Neighborhood

Within the City of Cleveland Slavic Village - Broadway possesses a number of geographic characteristics that have allowed it to become a diverse mix of residential, institutional, industrial and commercial uses. Although this diversity is something that Slavic Village - Broadway chooses to embrace for all the richness that it provides for residents, poor planning decisions in the past coupled with changing development trends have resulted in areas within the neighborhood in which incongruous uses exist. Such adaptive reuses of sites such as the conversion of an unused institutional site into the MillCreek residential development and the creation of the MillCreek Falls green space and public park have become catalysts for additional redevelopment and renovation throughout the neighborhood.

The diversity within the neighborhood goes beyond the mixture of land uses that exist, and plays a key role in understanding the dynamics of Slavic Village Broadway's demographics. As the name suggests, the neighborhood was founded by immigrants from many European countries that were employed by the nearby factories. These groups established smaller, tight knit communities in which schools, churches and businesses formed that reflected the traditions of the countries from which they had immigrated. Over time the lines between these communities began to blur, but many of the businesses, institutions and traditions still play an important role in defining the neighborhood's characteristics to this day.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

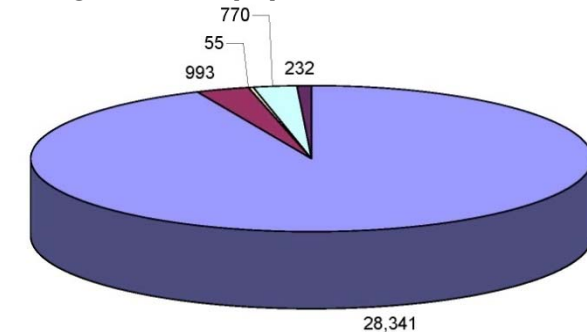
Changing Demographics

Today's demographics tell the story of a neighborhood that continues to change and diversify with time. Slavic Village - Broadway is now considered home to individuals and families of a much greater mixture of backgrounds than ever before. In the ten years between the 1990 and 2000 United States Census' significant increases in the number of residents from non-European descents were reported, specifically that of the black population with a 693% increase between the reports. Between the two census reports the overall population of the neighborhood has risen, reported in 2000 at 30,524 residents. Additional information regarding the population shows that this increase is most likely due to fact that Slavic Village - Broadway is becoming home to an increasing number of families. In the most recent census data individuals between the ages of 0-9 years old represent the group with the highest population, followed closely by each age group with individuals under the age of 50.

Additional census data has shown that the number of households earning over \$25,000 have increased between the 1990 and 2000 census. However, a recent housing trend has resulted in an increased number of vacant and abandoned homes throughout the neighborhood. The number of vacant units rose 7% between the two reports, and has continued to increase since the 2000 census data was completed. This trend is something that must be addressed immediately as vacant houses can often lead to a heightened perception of blight within residential blocks, a characteristic that is not attractive to families both within the neighborhood and those that may choose to move to Slavic Village - Broadway.

The full demographic research can be found in the appendix to this report.

Neighborhood population: 1990 census

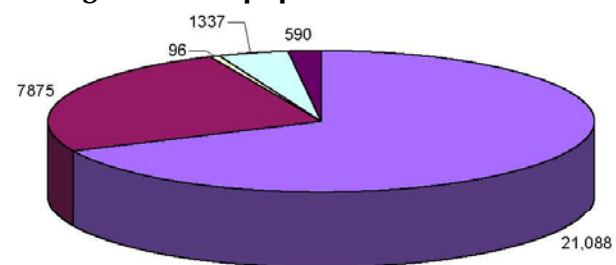


Total Population = 30,391



This chart shows the number of residents by race within the Slavic Village-Broadway neighborhood as reported in the census.

Neighborhood population: 2000 census



Total Population = 30,986



The neighborhood's population has continued to diversify as indicated in the changing census data.

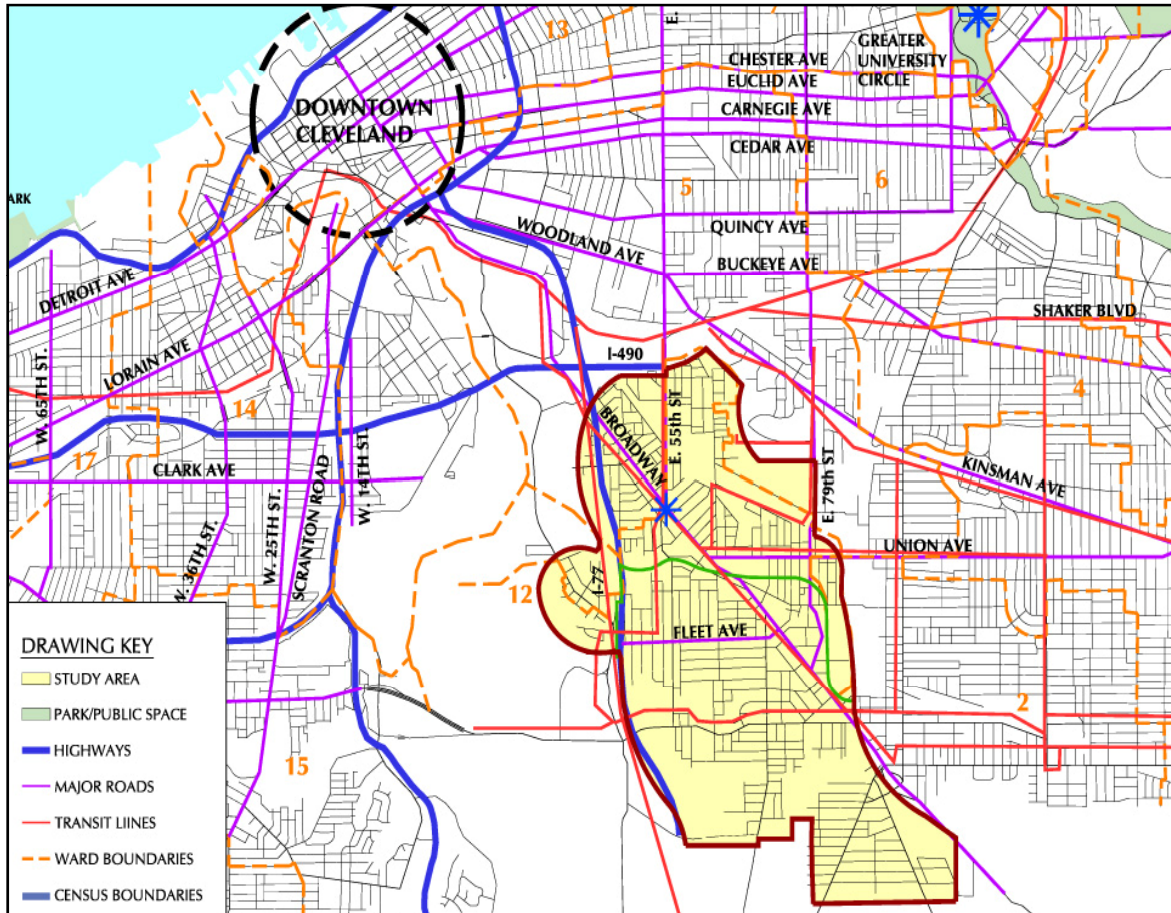
MARKET NICHE ANALYSIS

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

MARKET NICHE ANALYSIS

Regional Connections – A Neighborhood Asset

From a geographical standpoint Slavic Village - Broadway has been a neighborhood that benefited greatly from its connections to regional interstate routes, train lines, its proximity to downtown and vast system of connections that its many main streets have offered both within the neighborhood and to surrounding places.



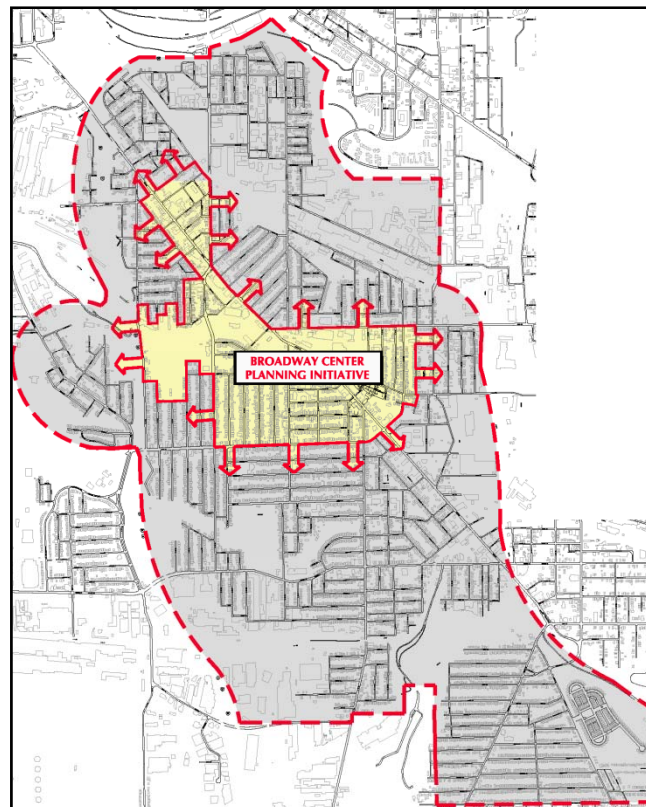
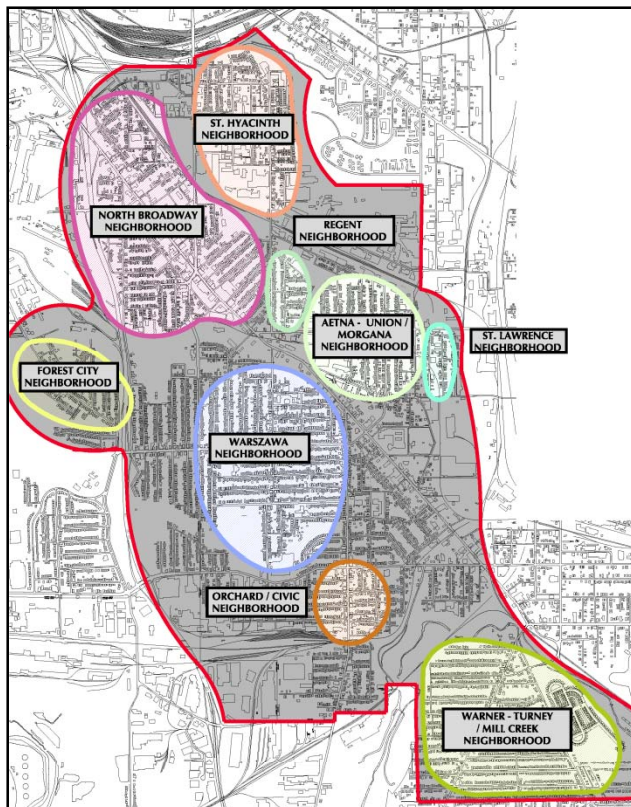
Slavic Village has:

- Direct access to Interstate Route 77 and 490
- A few miles from the downtown and University Circle job centers
- Adjacent to the RTA train lines via the East 55th Street station
- 10 RTA bus lines and the community circulator service the neighborhood
- 12 schools – public, private and specialized
- Bordered on the west by the Cuyahoga Valley – it provides a wealth of park and recreation opportunities
- A large geographic area – 398 acres serviced by three City Wards (2, 5 and 12)

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Pocket Neighborhoods – Villages Within The Village

Unique to Slavic Village - Broadway, and due in part to its large size in comparison to the majority of the City's neighborhoods, the community is composed of a series of smaller 'villages' that make up the whole. Many of these pocket neighborhoods are the result of the original eastern European immigrants' settlement patterns, and some are due to natural geographic boundaries. Residents often consider themselves a member of one of the pocket neighborhoods first and foremost, and Slavic Village - Broadway second. This has led to residents having a great deal of pride and respect for their own smaller pieces of Slavic Village - Broadway.



This comprehensive plan takes into account the entirety of the Slavic Village - Broadway neighborhood. However, for the purposes of demonstration within this study the Broadway Center planning area will be used to show how the many activities and initiatives proposed can be put to use in a physical form. This area was chosen due to its ability to engage a series of pocket neighborhoods and the ways in which they come together.

The Broadway Center Planning Area

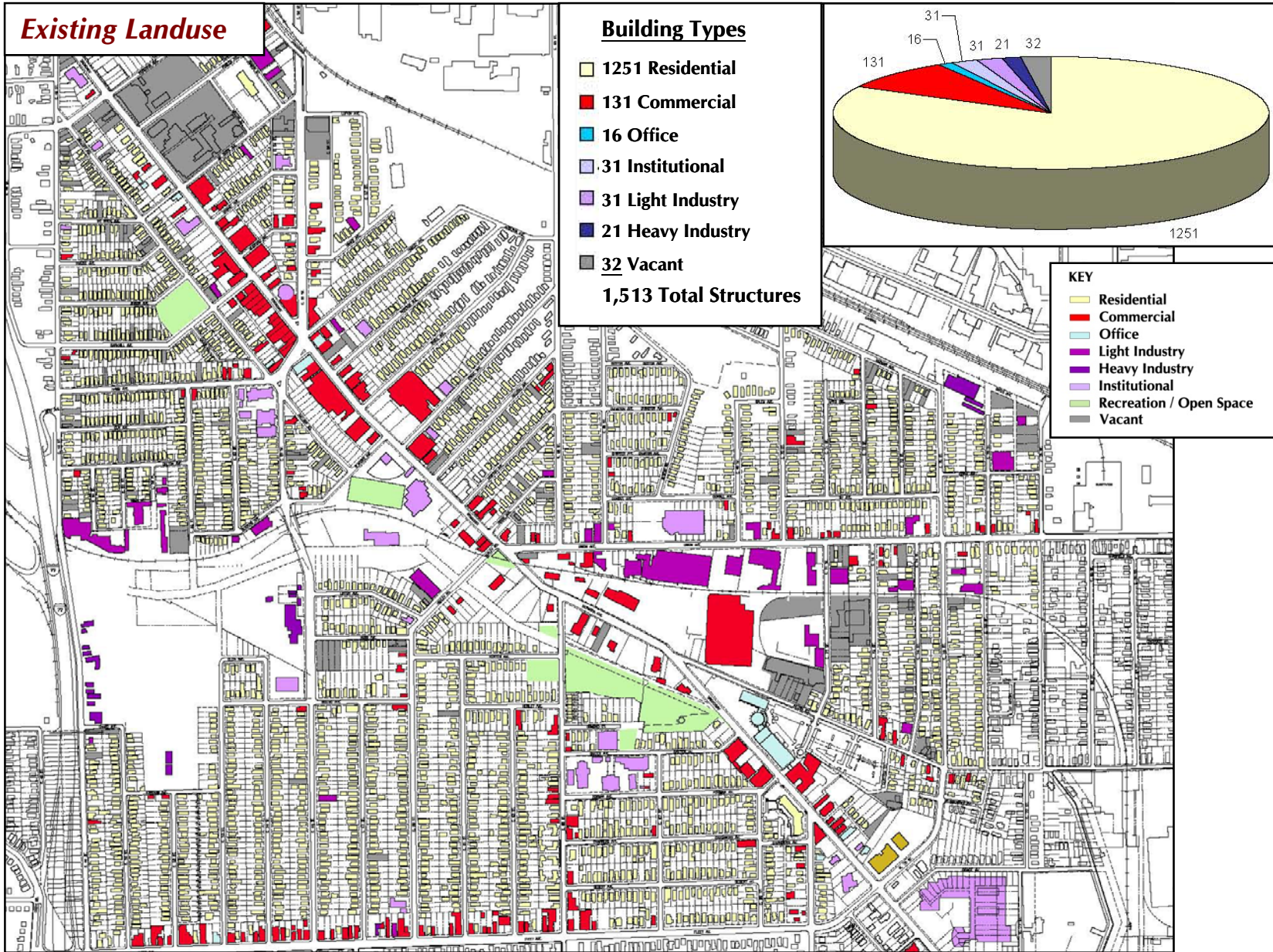
The Broadway Center planning area represents a cross section of the many characteristics and issues that face the broader Slavic Village - Broadway community. Broadway Avenue, one of the neighborhood's main streets, provides the basis for the area and runs diagonally through the district, crossing through a historic pedestrian oriented commercial district, a commercial district with strip retail and a residential area. Broadway Avenue is a major route both within and through the neighborhood, a gateway to Slavic Village - Broadway on both the east and west end of the neighborhood, and provides the neighborhood with access to the local interstate system.

A wide mixture of residential opportunities exist within the district as well. A portion of the Broadway Center district is within the Warszawa Historic District, and has seen a growing number of new residential developments aimed at diversifying the type of housing units within the area. However, in other portions of the pocket neighborhood residential blocks have been fragmented by a large number of vacant lots and homes. In the case of some streets, more than half of the homes within a block have become vacant and boarded up.

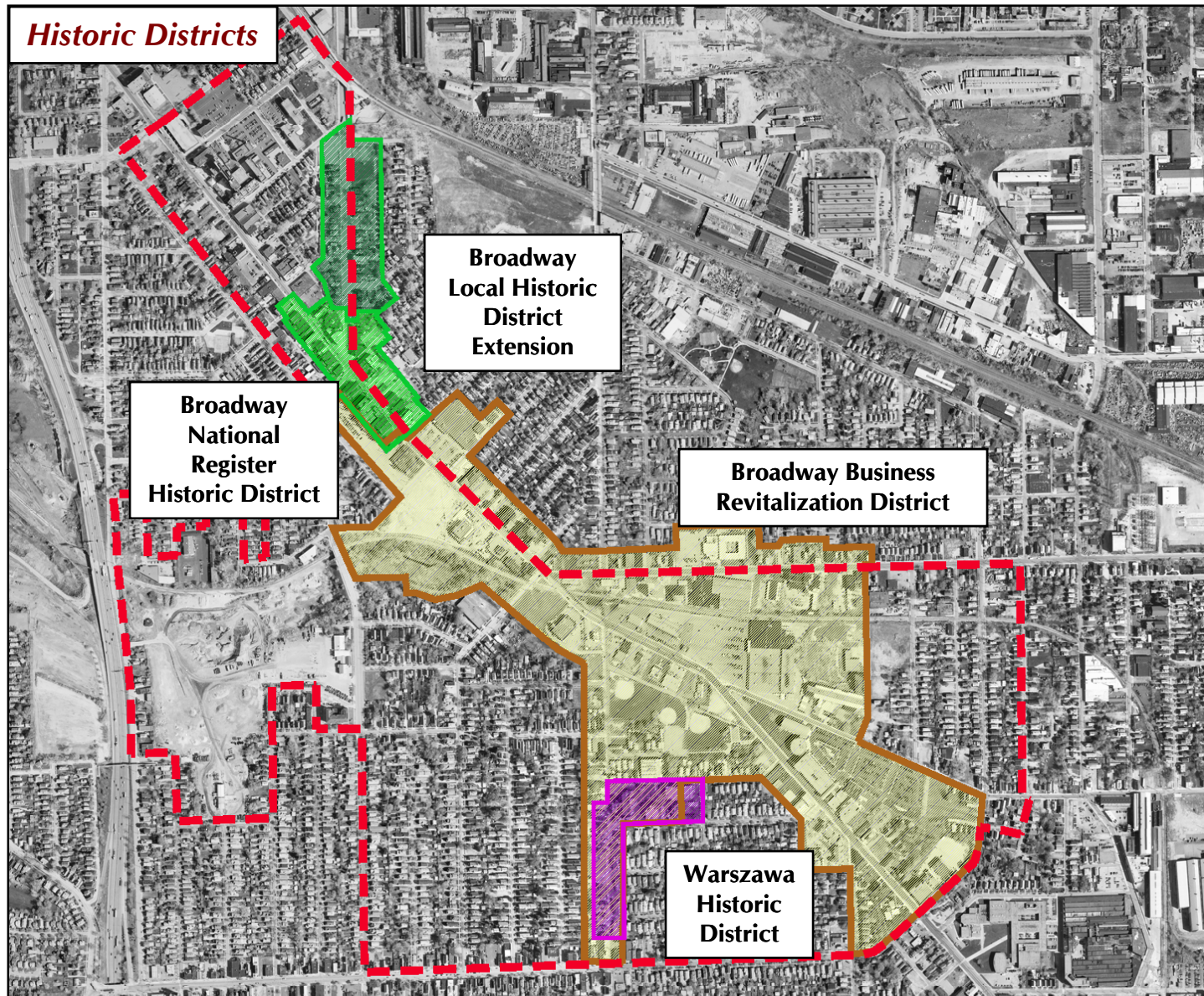
The Broadway Center planning area is also the target of a series of large and small-scale investments. As per the ten elements of the Development Action Plan, the proposed Morgana Run residential development is the anchor project for Slavic Village - Broadway. As proposed, this project will redevelop a series of vacant, formally industrial land adjacent to the recent Third Federal Bank headquarters and the Morgana Run Trail, an abandoned rail line converted into a bike and hike trail.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN



Existing Conditions



- 2 local historic districts
- 1 National Register Historic District
- Business Revitalization District

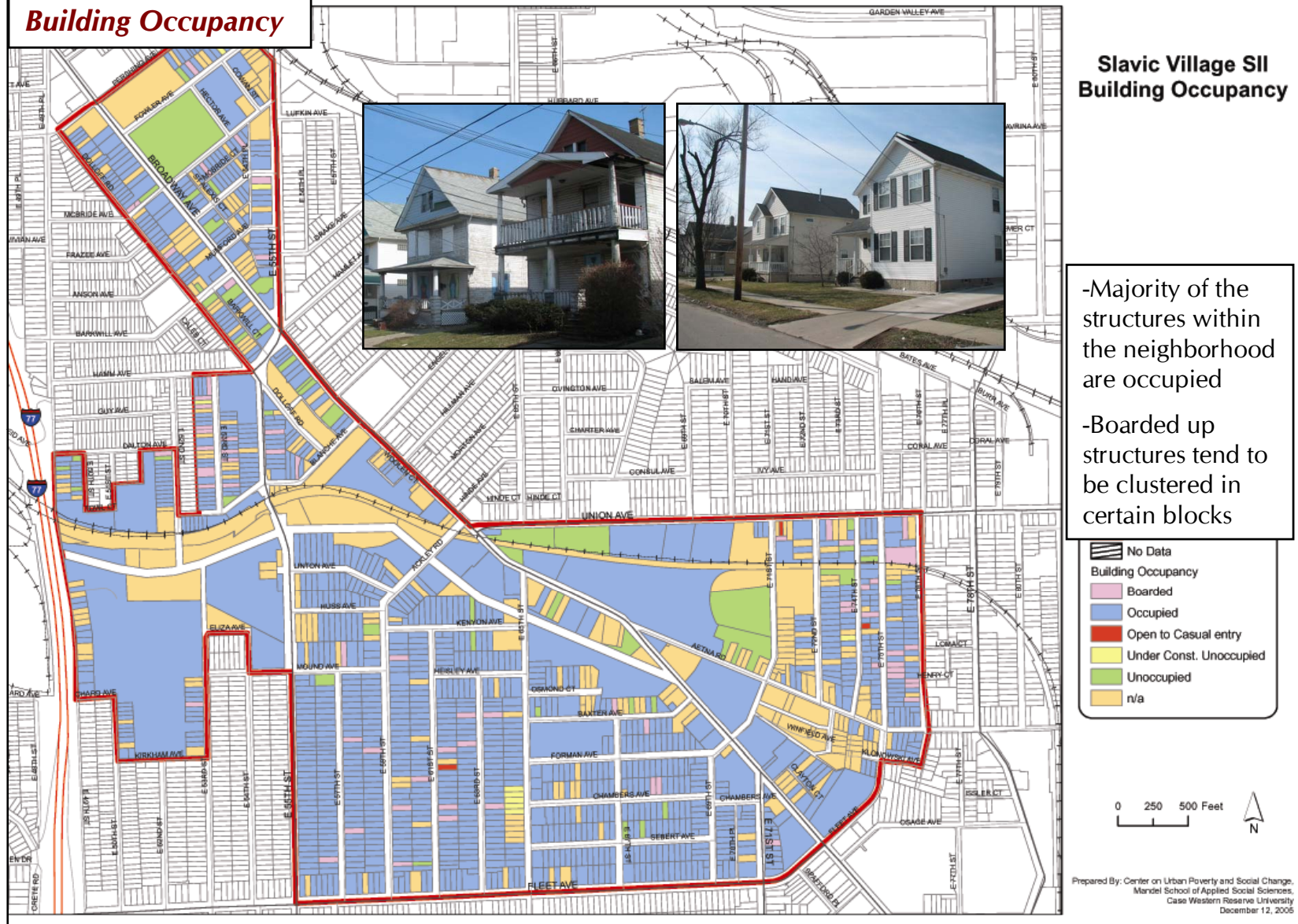
SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN



Existing Conditions

Building Occupancy

Slavic Village SII Building Occupancy

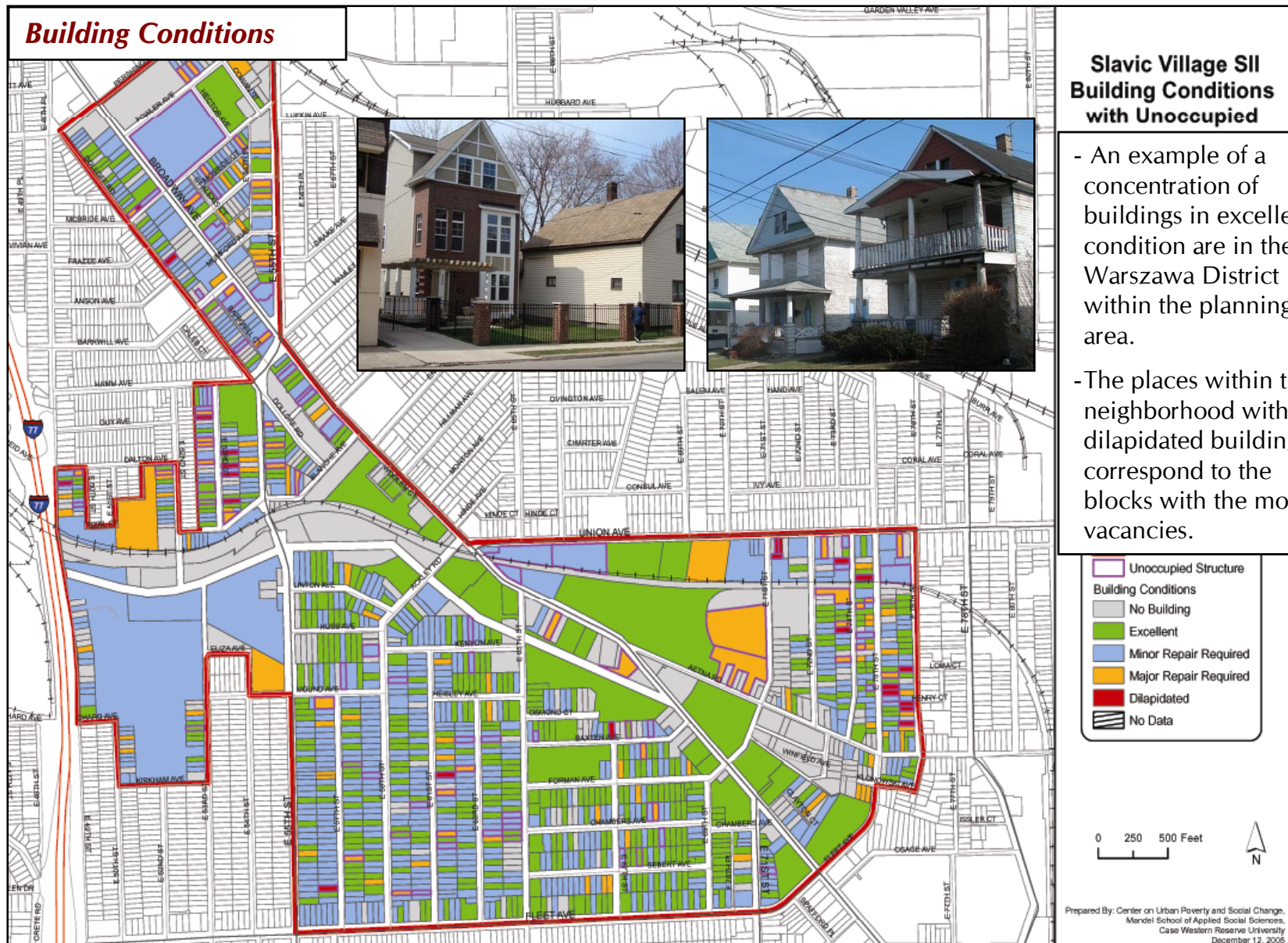


-Majority of the structures within the neighborhood are occupied

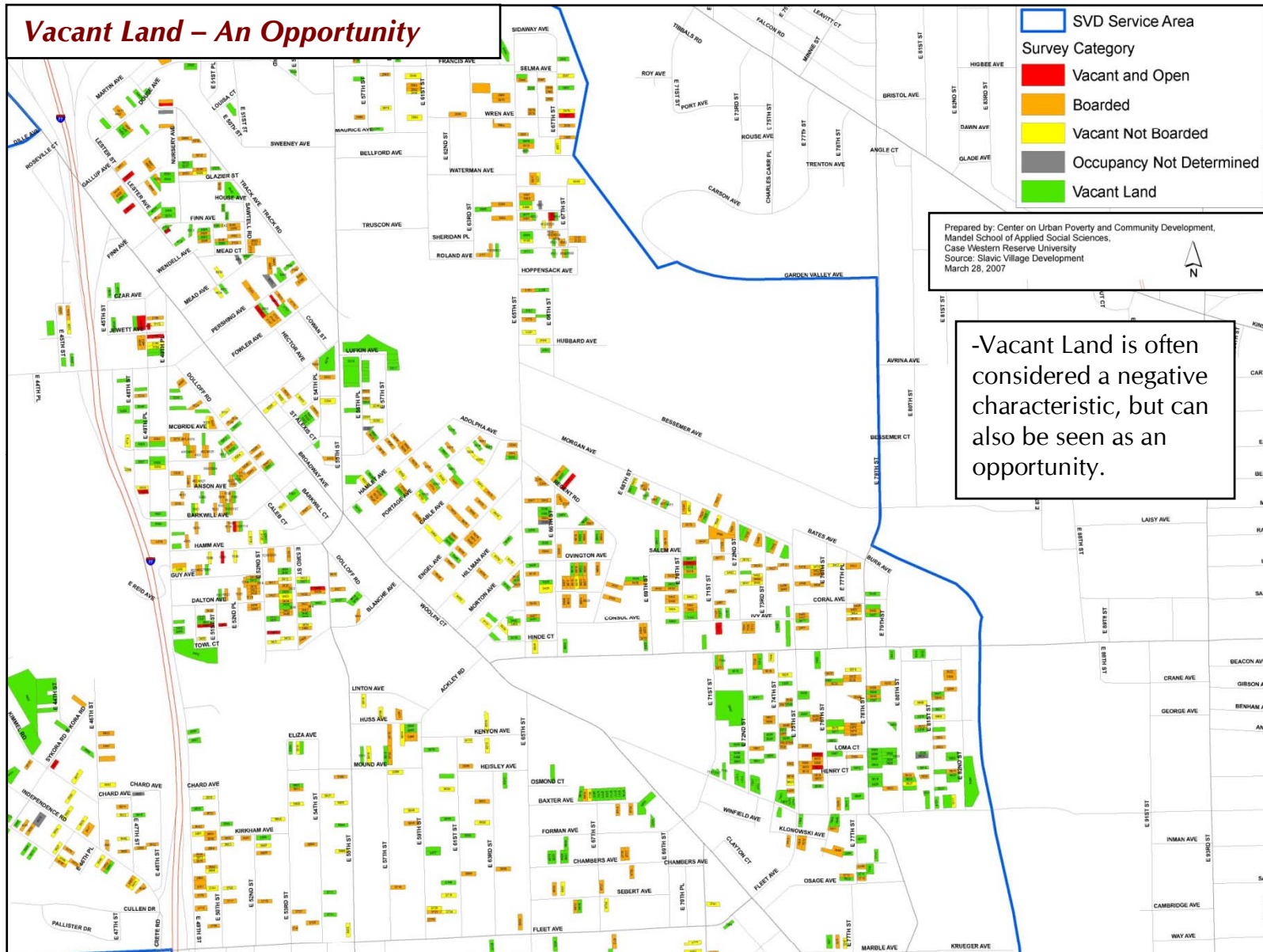
-Boarded up structures tend to be clustered in certain blocks

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

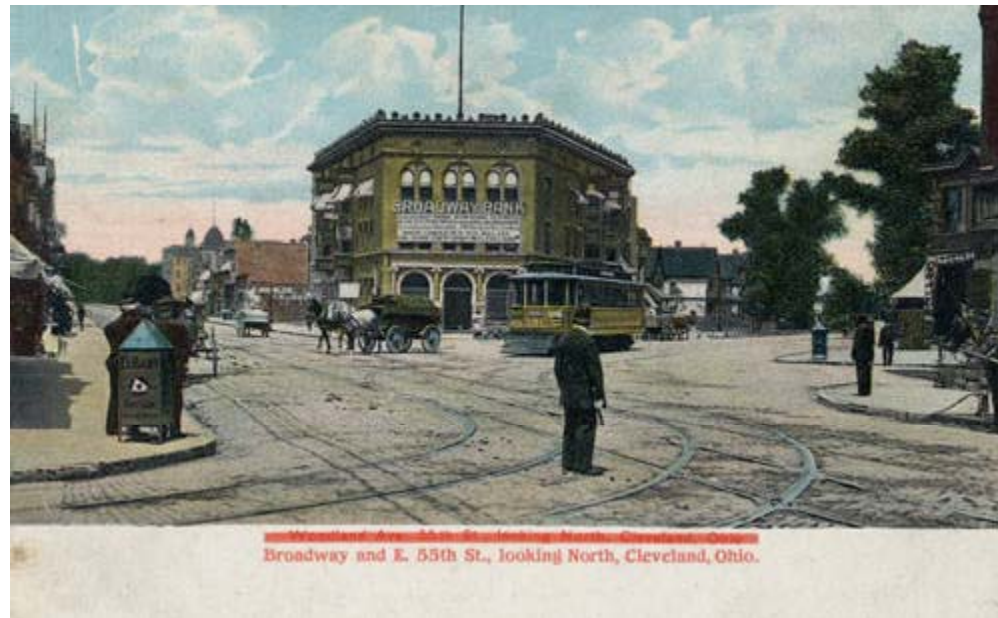
Building Conditions



Existing Conditions



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN



Historic pictures from the Broadway Center planning area

Community Input

.....the foundation of the planning process

A shared vision

A community based approach

Social and physical implications

Cross section of neighborhood residents

An active steering committee

The Community Meetings

Community Input

Participants

Integral to this community process is the input provided by the numerous residents, business owners and community leaders that have participated in this process through attendance at meetings, filling out surveys and multiple questionnaires about various topics.

A Steering Committee was formed that was comprised of Slavic Village Development staff, neighborhood residents, business owners and representatives from the City of Cleveland, Neighborhood Progress Inc, the Ohio Department of Transportation, ParkWorks and Cleveland Public Art to act as a liaison between the planning team and the neighborhood. The Steering Committee provided continual input on the development of the planning process, its evolution to create the final work plan, the ways in which the community meetings were run and their individual thoughts about the neighborhood itself. Their guidance was crucial to creating a comprehensive plan that is both responsive to the needs of the neighborhood and successfully integrates the full range of community input.

Process

The process of developing this Development Action plan has included a series of three community meetings to solicit input from as many individuals as possible. During the first community meeting the existing conditions of the neighborhood were discussed. After a brief presentation, meeting attendees were split into smaller groups to discuss issues affecting Slavic Village - Broadway. These included:

- **Sustainable Housing Development**
- **Developing A Neighborhood Marketing Campaign**
- **Strengthening Commercial Development**
- **Building A Strong Community**
- **Improving Neighborhood Safety and Security**
- **Improving Property Conditions and Code Enhancement**

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Community Surveys

In addition, Community Surveys were sent out to the residents and businesses in the Broadway Center planning area soliciting opinions about the strengths, weaknesses, opportunities and challenges facing the neighborhood. The survey asked respondents to rank the various aspects of the neighborhood. The following are some of the most common feelings expressed by residents and businesses obtained from the community survey:

POSITIVE ASPECTS

(70% or more of the respondents)

- Home renovations and restorations
- Closeness to downtown
- The walkability of the neighborhood
- The effectiveness of the RTA
- Linkages to Towpath Trail and Valley
- Daycare facilities for children
- Presence of neighborhood schools

NEGATIVE ASPECTS

(40% or more of the respondents)

- Lack of upkeep for private property
- Short-term residents with high turn over rates
- Lack of upkeep for public infrastructure
- Quantity of destination retail
- Entertainment uses within the neighborhood
- The crime rate & graffiti
- Perception of the neighborhood by visitors
- Perception of the neighborhood by residents

ADDITIONAL STRENGTHS

- Diversity in the neighborhood
- Churches
- Culture

ADDITIONAL WEAKNESSES

- Upkeep of property - specifically rental
- Absentee landlords
- Schools and lack of activities for youth
- Abandoned houses

Building Visions

In preparation for the second community meeting visions for Slavic Village - Broadway were created based upon the input from the first community meeting, the survey responses and various meetings and conversations with the Steering Committee and Slavic Village Development staff. The visions were presented to meeting attendees, an open group discussion was had brainstorming ways in which the visions can become reality. The visions presented and activities discussed in the meeting will be the focus of in the following sections of this report.

In addition to these venues for community input many additional opportunities have been created to collect opinions about the neighborhood and input at meetings regarding various projects proposed throughout Slavic Village - Broadway.

Although this report marks the final stages of this portion of the development of the comprehensive plan, the Development Action Plan for Slavic Village will continue into the future. The work plan that is outlined in this report is a starting point for neighborhood investment both in the short and long-term. This is meant to be a living document, which will continue to be updated and evolve with the evolving needs of the neighborhood.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

We would like to thank all those involved in placing their mark on the creation of this plan. The following list of individuals and entities represents those that have taken part in this planning process, served on the Steering Committee, signed in at the community meetings or filled out surveys. It is our sincere hope and desire that all those listed below will continue to be active participants in the creation of a stronger, better Slavic Village - Broadway neighborhood.

Slavic Village Development Corporation

Marie Kittredge Executive Director
 Marlane Weslian
 Tom o' Brien
 Ben Campbell
 Scott Gerstenberger
 Emily Miller

Neighborhood Progress Inc.

Eric Hoddersen President
 Bobbi Reichtell
 Walter Wright

Steering Committee

Rick Bias
 Clayton Anderson
 Sister Ann Solma
 Richard Griffin
 John Cardwell
 Chris Smetana
 Pete Gentile
 Barbara Anderson
 Cherie Skoczen
 Peter Baszuk
 Caroline Schaeerfl
 Daisy Cooper
 Sean Martin

City of Cleveland

Mayor Frank Jackson
 Councilman Anthony Brancatelli - Ward 12
 Councilman Phyllis Cleveland – Ward 5
 Claire Posius
 Marty Cader

Cleveland Public Art

Greg Peckham
 Vince Reddy

ParkWorks

Anne Zoller
 Nora Romanoff

John Motl Ohio Department of
 Transportation

Jeffery Bowen Greater Cleveland
 Habitat for humanity

Ed Taylor Rapid Transit Authority

Commander Gonzalez Cleveland Public Police
 Department Third District

Commander Williams Cleveland Public Police
 Department Fifth District

Kara Copeland Boys and Girls Club of
 Greater Cleveland

Paul Huml Third Federal Savings and Loan

Joe DelRe Zaremba

Tom Krizman Mittal Steel

Marsha Harris Mittal Steel

Ralph Myers Mittal Steel

Case Western Reserve University Mandel
 School of Applied Social Sciences

City Architecture

Paul Volpe

Matt Schmidt

Saeed Jagtap

**The residents of Slavic Village - Broadway
 that dedicated their time, opinions and
 ideas in the planning process**

Beyond the community members and institutions that participated in the steering committee and as presenters at community meetings, the following residents took part in the planning process either at community meetings or by filling out surveys.

Betty Rodes

Bill Woods

Carol Black

Carol Gozela

Cecelia Januszewski

Charles Homolka

Dawn Gliha

Dennis Althar

Dorothy Gromousky

Edward R. Rybka

Eleanor Drost

Elizabeth R. Berry

Evleen Hamilton

Evilyn Nzigiel

Gary Kotlarsh

Gloria Harris

Greg Knapp

Helen Bell

Howrd Braxton

Ione Perry

Jim TizaskaJoe Delre

Joseph Hughes

Joyce Porozynski

Kurt Black

Larry Mielczarek

Linda Golubski

Marcy Shannon

Martin Pisjeyl

Maryann Tizaska

Marry Ellen Gardner

Marty Pischuk

Matthew Solomon

M. E. Harris

Mr. & Mrs Homolka

Naaman E Kitchen

Paul Perhacs

Ray Obovski

Rev. Yvonne Conner

Rick Pucio

Ron Boehnlein

Rosalin Homolka

Rozlin Holschah

Sister Mary Helen Jaczkowaski

Sister Marie Ueres

Susan Jeric

Ted Sliwinski

Tim Surity

Veronica Ashford

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

The Vision

An active vibrant neighborhood with a strong sense of connectedness and belonging.

A vision for the neighborhood began to emerge as the initial phases of this Development Action Plan evolved. As the process progressed, the vision statement for the neighborhood continued to evolve and take shape; and a set of core values by which to judge neighborhood development and initiatives became apparent.

Vision

Slavic Village – Broadway is becoming an active, vibrant neighborhood with a strong sense of connectedness and belonging.

This vision reflects many of the important ideals that make Slavic Village - Broadway unique within the City of Cleveland, while addressing some of the most important issues that are currently affecting the neighborhood residents. The creation of numerous parks and trails, the founding of neighborhood walking clubs and its ties to the Cuyahoga Valley recreation areas have all helped Slavic Village - Broadway truly embrace the ideals of healthy, active living. Furthermore, the notion of connectivity and belonging directly address two of the issues that most dramatically affect residents, the large size of the neighborhood and their growing diversity.

To achieve this vision a set of benchmarks needed to be established. The benchmarks are based on what came to be considered the core values of the residents, businesses, institutions and civic leaders that had a role in this planning process. For an activity, be it a social program, physical development, infrastructure upgrade or policy decision of Slavic Village Development to be considered in the best interest of the neighborhood it must address at least one of the core values. It is our hope and intention that activities that are given the highest priority in terms of implementation address more than one core value.

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

The core values that were agreed upon at the second community meeting include:

Clear Identity: Establish clear identities for Slavic Village - Broadway pocket neighborhoods that represent their social, cultural and physical characteristics, and that can be embraced by all the communities throughout the neighborhood.

United: Create an attitude and environment within Slavic Village - Broadway that encourages interaction between block clubs, residents, institutions, churches and pocket neighborhoods to strengthen and empower each other, increase resident participation within the neighborhood and foster a sense of unity.

Diverse: Celebrate the differences that are part of an urban neighborhood: economic and social diversity, and the ongoing evolution that takes place in the context of existing neighborhood traditions and history.

Active: Celebrate active living, the exceptional active living resources in the neighborhood, the benefits of an active lifestyle to individual health, and the benefits to the neighborhood of active involved residents.

Empowered: Empower and educate residents to implement their vision of the neighborhood, to create a sense of community ownership and belonging – an environment in which everyone can become the best we can be.

Sustainable: Embrace and encourage sustainable concepts, ideas and practices in all community projects and planning initiatives.



The Vision



The Strategies

.....methods of achieving the vision

Diverse housing development

A secure neighborhood

Build community

A vibrant retail, commercial & industrial district

Green Space – a neighborhood identity

Transportation and infrastructure

The Strategies

Methods of achieving the vision

The strength of any community planning process is measured by its ability to effect change and create opportunities within a neighborhood. The unique aspect of this Development Action Plan that sets it apart from the typical neighborhood planning process is the way in which the recommendations for the neighborhood have been put together. In stepping beyond recommendations for the physical environment only, the activities that result from this Development Action Plan address the important social and economic issues that directly affect residents.

This chapter of the report will discuss the way the proposed activities have been organized to be the most beneficial in addressing the issues facing the neighborhood. Goals have been outlined that categorize the proposed activities based on the way in which they affect change within the neighborhood. These categories are; housing, safety and security, building community, commercial and business development, greenspace and transportation and infrastructure. The following pages will discuss the importance of each of these six goals for Slavic Village – Broadway's future and illustrate examples of how activities proposed can help to accomplish each of the goals.

The activities illustrated in this section of the document do not represent a comprehensive list of the many items that were proposed by the individuals that took part in this process. The illustrations in the following pages provide examples to how the neighborhood might begin to accomplish each goal. A full list of the activities proposed within this report can be found in the final chapter of this report as outlined in the detailed workplan.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

The existing and proposed activities outlined in the rest of this chapter are categorized in the WorkPlan based on the following goals and objectives:

Goal 1: Stabilize neighborhood population and attract new residents by providing diverse housing options and a well-maintained housing stock

Objective 1	Create new residential development nodes with a variety of housing
Objective 2	Concentrating resources in one or two residential blocks for 1-3 years to make visible improvements in housing stock (Model Blocks Approach)
Objective 3	Mitigate the negative affects of abandoned housing
Objective 4	Raise the level of home maintenance on occupied homes

Goal 2 - Create and Maintain a Safe and Secure Neighborhood

Objective 1	Promote and support facilities and activities that keep youth safe, off the street and involved in productive activities.
Objective 2	Improve efficiency and effectiveness of police through strong partnerships with residents, Council people and Police Districts
Objective 3	Engage residents to become actively involved in making the neighborhood safer

Goal 3 - Build community and neighborhood confidence among residents and institutions by empowering them, and strengthening their connection to the neighborhood

Objective 1	Support and strengthen local schools, churches and neighborhood institutions
Objective 2	Empower Residents to be actively involved in their neighborhood
Objective 3	Improve Communication with residents, neighborhood institutions, and other stakeholders
Objective 4	Use Marketing to connect residents, and to build neighborhood confidence and loyalty

Goal 4 - Rebuild a vibrant and diverse retail, commercial and industrial community , concentrating on key locations throughout the neighborhood

Objective 1	Build on local merchant base by increasing there involvement in the life of the community
Objective 2	Use Transportation and infrastructure improvements to increase the attractiveness of industrial and commercial development opportunities
Objective 3	Provide technical assistance, resources and incentive for owning and operating local businesses
Objective 4	Create retail/commercial activity centers that foster interaction between all residents and strengthen businesses
Objective 5	Provide job creation and job training resources to support local businesses and industry, and to provide employment opportunities for neighborhood residents, including graduating high school students

Goal 5 - Capitalize on neighborhood greenspace resources to enhance neighborhood identity

Objective 1	Create programs for specific individuals or entities sponsor/upkeep public spaces.
Objective 2	Use Greenspace/Recreation and Public Art to enhance identities for the pocket neighborhoods and tie the neighborhoods to the broader Slavic Village Community
Objective 3	Raise residents and businesses' level of awareness and use of neighborhood greenspace and trails
Objective 4	Develop significant new and expanded greenspace opportunities, based upon Transportation for Livable Communities and the coordinated Greenspace strategy

Goal 6 - Use transportation and infrastructure investments to maintain and enhance the individual identities of the pocket neighborhoods, while improving their overall connectedness.

Objective 1	Continue Transportation for Livable Communities efforts to expand neighborhood bike routes and pedestrian connections, and improve the existing bike routes
Objective 2	Create a coherent approach to streetscape treatments to unify the neighborhood while maintaining and embracing the individuality of each pocket neighborhood.

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Goal

Stabilize neighborhood population and attract new residents by providing diverse housing options and a well-maintained housing stock.

The residential offerings of a neighborhood can, in many ways, dictate the way in which a neighborhood grows, evolves and the level of its success over time. Attracting and retaining existing residents of all ages, household size and income levels is essential in an increasingly diverse neighborhood like Slavic Village - Broadway. If the housing stock within the neighborhood is limited by a lack of diversity in its typologies or poorly maintained it will decrease the attractiveness of the neighborhood to prospective residents. In time this will drive existing residents away due to the housings' inability to meet their changing needs or due to their frustration with the conditions of homes that are not well kept or vacant.

The majority of the housing within Slavic Village - Broadway was designed and built in the first half of the 20th century for the traditional family. However, as recent demographic information showed the traditional family is only a segment of the many types of residents that call Slavic Village - Broadway home. Through new construction and redevelopment housing typologies must be added to the neighborhood that meet the needs of smaller families, empty-nester couples, young professionals and older residents can no longer maintain a large, single-family home.

The age of the typical home within Slavic Village – Broadway also plays a crucial role in the success of the neighborhood. The older homes, while characterizing the look of the dense, urban blocks that make up the neighborhood, require a certain level of maintenance and upkeep. It is crucial that residents, whether owners or renters, continue to do such things as paint their homes, repair damaged roofs or windows, mow their lawns and landscape their yards.

A neighborhood must retain strong and vital housing units that reflect the lifestyles of its residents and provide an attractive and inviting environment to retain and attract a diverse population.



Ongoing activities and partnerships

Partner: Habitat for Humanity

Not only is the local Habitat for Humanity headquarters occupying a formerly vacant industrial building along Union Avenue, it is also managing a business called the Habitat Restore that salvages donated items for buildings being demolished, extra materials from building sites and donated household items and tools that can be sold at a discount to other individuals. The organization's commitment to rebuilding the neighborhood's residential streets is demonstrated through two recently completed single-family homes within Slavic Village - Broadway that take advantage of previously vacant sites due to predatory lending fraud.



Partner: Third Federal Savings and Loan

Originally founded in the neighborhood, Third Federal made a lasting commitment to Slavic Village - Broadway by choosing to locate and build its corporate headquarters on Broadway Avenue. Over time the company has dedicated resources to ensuring that neighborhood housing projects have been able to proceed. This has included both new construction projects as in the MillCreek development and home renovation programs. Most recently Third Federal has played a major role in the effort to redevelop a large tract of vacant land to the north of its campus called the Morgana East Development.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Partners: Neighborhood Housing Services (NHS) / Cleveland Action for Supporting Housing (CASH)

The NHS and CASH organizations are working with the neighborhood residents to overcome some of the problems associated with the older homes in the community. CASH sponsors a program by which residents are able to apply for and qualify to obtain a low interest home repair and rehab loan when purchasing a house at the same time. The first example of this program within the City of Cleveland is currently underway within the Slavic Village – Broadway neighborhood.

Neighborhood Housing Services is also playing a role in the mitigation of the predatory lending problems that have plagued the neighborhood. NHS is working with qualifying homeowners that fell victim to the refinancing schemes to provide grants that bring homeowners out of past debt on their mortgages and refinance their homes so that they do not go through a foreclosure process. In addition, NHS provides credit counseling to first time home buyers to help prevent this type of problem in the future.

Partner: City of Cleveland - St. Michael's Residential Development Objective 1 – Activity 1

The closure of the St. Michael's Hospital along Broadway Avenue at the western end of the historic commercial district represents an important opportunity for the Slavic Village – Broadway neighborhood. The City of Cleveland is currently partnering with Slavic Village Development for the redevelopment of the site. The current plans call for a mixture of residential units. However, the final determination will be directly related to the results of the market niche analysis that was completed as a part of the Development Action Plan. At the time of the publication of this report the City of Cleveland and Slavic Village Development have sent out a request for proposals to select a developer.



Partner: Zaremba – Morgana East Development (Anchor Project)

Objective 1 – Activity 2

Partnered with Third Federal and Slavic Village Development, Zaremba, a local housing developer, is proposing to reuse a vacant brown field industrial site for the extension of the neighborhood in which it lies. The new residential buildings will include single-family and townhome units, offering a greater diversity to the housing alternatives within the neighborhood. The final unit plans will be designed to respond to the market niche analysis. The plan will also include a new neighborhood park that will benefit the greater community. As the anchor project for this Development Action Plan, the Morgana East Development will convert a neighborhood eyesore at the heart of the Broadway Center planning area into a true neighborhood asset. The City of Cleveland has been instrumental in the process of obtaining the land and assisting in the brown field environmental clean up.



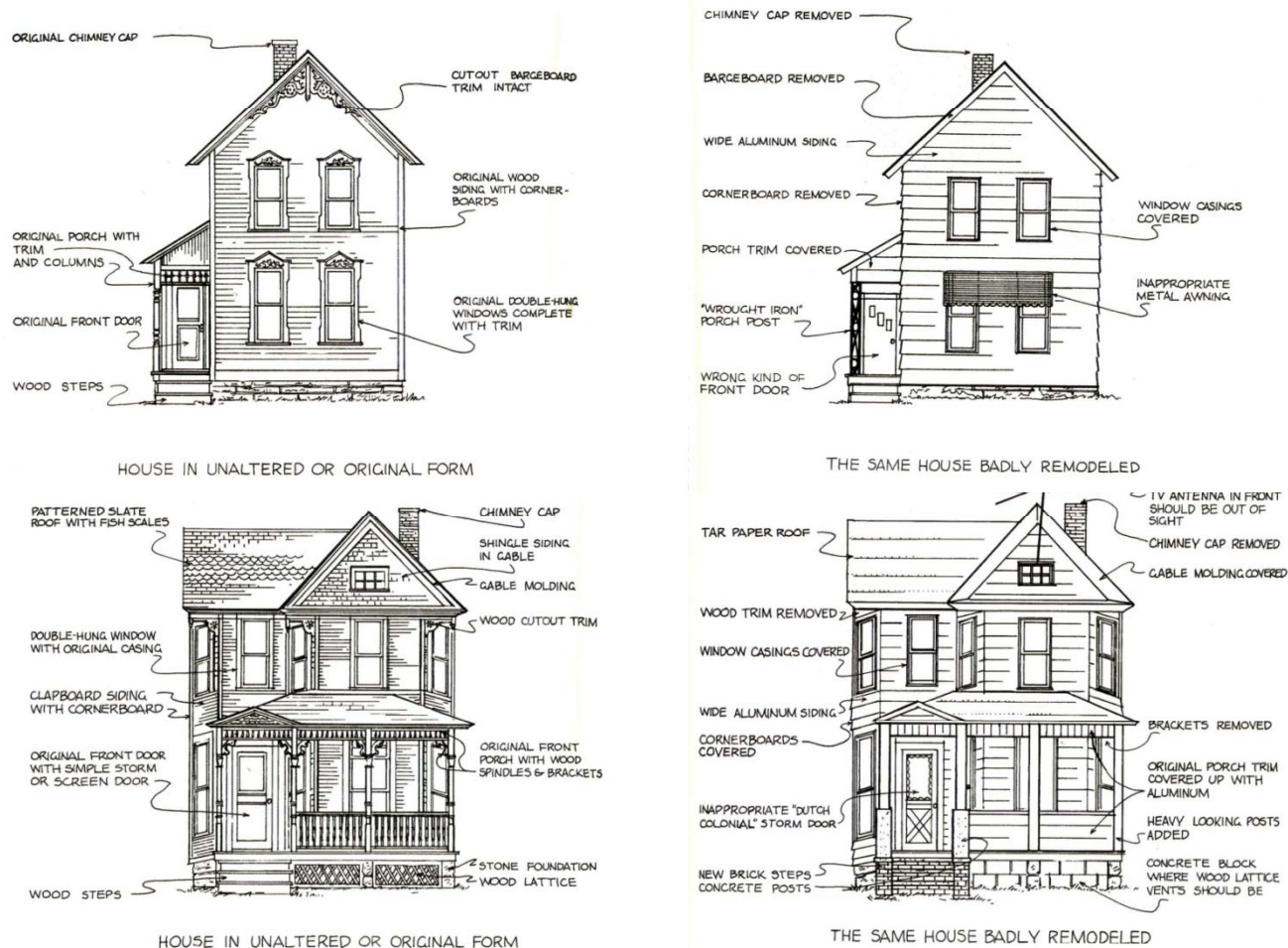
SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Objective 4: Raise the level of home maintenance on occupied homes

In order to retain the quality of the residential neighborhoods that have been strong attractions for families and other residents, Slavic Village – Broadway must maintain its existing housing supply. Due to the age of the structures many homes are in need of repair and continued upkeep. Items that characterize these homes such as their front porches, large windows and trim detailing inside and out become major selling points for the homes. There must be an awareness and strategies in place to guide homeowners in making decisions when renovating and maintaining their houses that retain both the value and character of the structure as well as that of the neighborhood.

Although there are some wonderful examples of well maintained and preserved homes, previous renovations to some of the neighborhood's houses have not been as successful and have stripped them of their historical architectural integrity. This is a practice that should be discouraged in an effort to preserve the values and heritage of the neighborhood. Such decisions as painting versus the use of vinyl or aluminum siding, the retention of porches, the sizing and proportion of replacement windows, and the preservation of interior and exterior ornamental detailing are crucial to a successful rehabilitation effort. Homeowners are strongly encouraged to participate in home renovation programs and improvement loan funding sponsored by numerous organizations. Additionally, The Restoration Society has published *The Boulevard Neighborhoods Of Cleveland: Guidelines For Preserving Historic Architecture* and the Ohio City Near West Development Corporation has published a book in conjunction with Alan Charles Fodor, AIA entitled *Those Wonderful Old Homes: A Handbook for Homeowners* that provide a series of guidelines and pictorial descriptions of various architectural housing typologies and renovation techniques for homes similar in age and character to those in Slavic Village – Broadway's residential neighborhoods.

The following diagrams were prepared and published in the book *Those Wonderful Old Homes: A Handbook for Homeowners* that demonstrate the difference between homes that have retained their original historic detailing and proportion and those that have undergone renovations altering the character of the buildings:

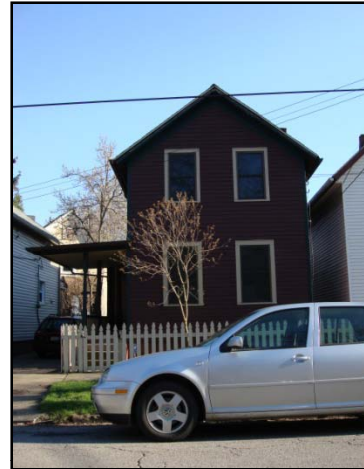


Allen Charles Fodor, AIA & Ohio City Near West Development

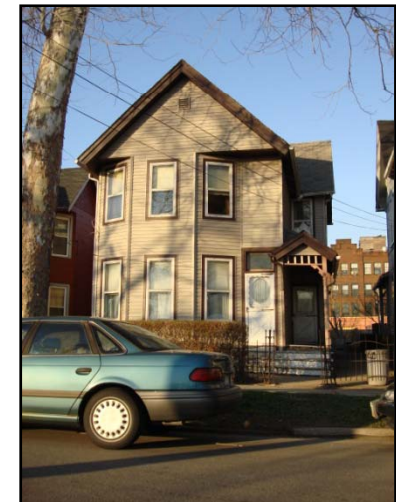
SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Assistance opportunities available to residents for the preservation and maintenance of their homes include the following:

- Key Bank – Urban Assist Home Loan Program
- NPI / City of Cleveland – Model Blocks Initiative
- Cleveland Restoration Society – guidelines, technical assistance and low interest renovation loan programs
- Cuyahoga County – potential new tax deferment program
- Historic Preservation Tax Credits for rental properties
- Neighborhood Housing Services
- CASH – Cleveland Action to Support Housing
- City of Cleveland Paint Rebate Program



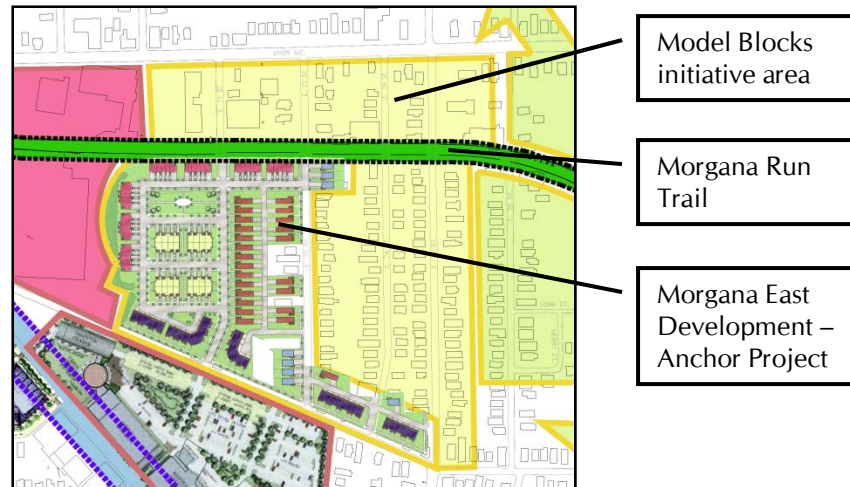
Existing homes within Cleveland neighborhoods that have undergone good and bad renovations



Objective 2 – Activity 1: Market and implement home repair programs in selected 1 – 3 block areas surrounding Anchor Projects.

As the Anchor Project of this Strategic Investment Area, Morgana East Development can not single handedly change the economics of the whole neighborhood and its impact and success can be undercut if the surrounding blocks are and remain deteriorated. As a part of this Development Action Plan the Slavic Village Development Corporation is therefore mounting a carefully orchestrated set of collateral developments nearby, including home repair, streetscape improvements, vacant property reclamation, and green space development. To demonstrate the potential of these smaller-scale improvements to the neighborhood's residents and homeowners, and to buttresses the neighborhood's marketing efforts to potential newcomers.

Within the Slavic Village – Broadway neighborhood the model blocks initiative is focusing on the area immediately to the east of the Morgana Run Development. In preparation for the new housing that will be constructed, a series of investments have been made in the beautification of the neighborhood's houses, including such items landscaping, painting and new sidewalks.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Objective 1 – Activity 4: Use vacant land as an opportunity to integrate infill housing types into the existing housing fabric and develop for a variety of economic levels

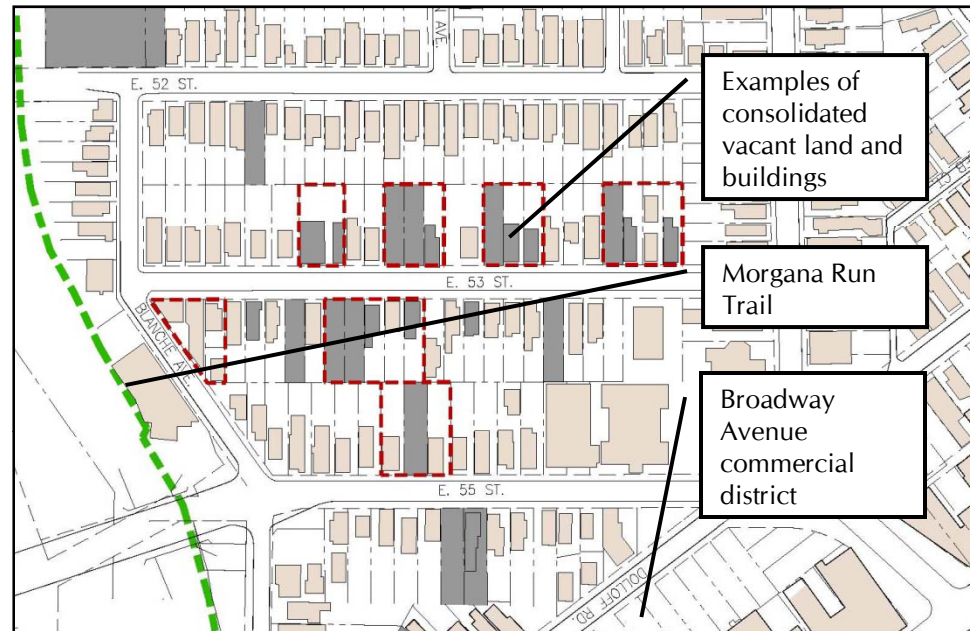
Within the existing conditions analysis of the Development Action Plan a comprehensive list of vacant land and buildings was compiled. It is a goal of this initiative to change the appearance / functionality of vacant land throughout the neighborhood. As is often the case, vacant land can be seen as a detraction to the aesthetics, safety and overall appeal of a neighborhood. However, as the following drawings will demonstrate consolidated parcels of vacant land can become an asset for a neighborhood if a comprehensive plan for their reuse is implemented.

Within this example a series of blocks were identified that have been affected by foreclosures due to the predatory lending scandals that have plagued the neighborhood. In some cases, as witnessed along East 53rd Street, almost half of the lots are either vacant or occupied by vacant homes. The streets studied within this area are in a prime location for housing within the Broadway Center planning area, located just two blocks south of the historic pedestrian oriented commercial district and immediately to the west of the recently completed Morgana Run Trail. Although infill development has occurred within the immediate area, the blocks within this study have a significant number of vacant parcels and buildings, that when viewed as a whole represent a number of potential investment alternatives for the area.

In accordance with the residential development in the surrounding blocks new single-family homes can be constructed between the existing single-family homes as one alternative to the reuse of the land. However, the lots proposed in the drawing illustrating this have been enlarged from those that previously existed within this portion of the neighborhood. This will allow new construction to include the larger yards and garages that are attractive to contemporary families. The redistribution of the vacant parcels can also benefit existing residents in that a portion of the vacant property can be transferred to their ownership, effectively decreasing the density of the neighborhood while increasing the value of their property. In addition, oddly proportioned or single parcels can become neighborhood gathering spots through their conversion into community gardens or pocket parks adopted by residents. In light of the fact that the City of Cleveland was originally built to house a significantly larger number of residents than the current population, methodologies for rethinking appropriate usage of land such as these are appropriate throughout the neighborhood.

While the development of single-family homes is in accordance with the surrounding blocks, these same consolidation of vacant parcels can also represent the opportunity for the Broadway Center planning area to begin to diversify the housing options for residents. As discussed earlier, many individuals and families may want to remain in the neighborhood, but do not want one of the single-family homes that characterize the majority of the housing options. As shown in the second and third illustrations the vacant tracts of land also offer residential developers the ability to construct units on smaller, easier to care for footprints such as townhomes or condominiums. These units are often attractive to households that are made up of nontraditional families such as empty-nesters, young professionals, or smaller single parent families.

Successful urban neighborhoods will not limit new infill housing construction to either single-family infill homes or the smaller townhome and condominium units. As these drawings demonstrate in this example both styles of new construction are possible within existing residential blocks, and a mixture is encouraged to provide for the diversity that exists within Slavic Village - Broadway.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Infill Option - A



Single family infill development can occur on larger lots that will allow for the desires of contemporary home owners. Existing residents can benefit from lot splits providing them with property from adjacent land or the creation of community gardens.

Infill Option - B



Vacant land can be used to allow for large development sites and the diversification of the housing units within the community.

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Infill Option - C



Where large tracts of land are available for redevelopment new streets and pedestrian connections can be made that enhance the walkability of the neighborhood, and help to connect residents to existing amenities such as the Morgana Run Trail and the Broadway Avenue commercial district.

Goal

Create and maintain a safe and secure neighborhood

In any neighborhood, urban or suburban, a high level of safety and security is required for the attraction of residents and visitors alike. This level of security can be both real, based on actual crime data and fact, or perceived, based on such things as the upkeep of property, number of people that are out using neighborhood's facilities or lighting levels at night. While the actual measure of a neighborhood's safety must be addressed through crime prevention programs and law enforcement, neighborhood residents and business owners play a crucial role in both the actual and perceived levels of safety and security.

Neighborhood residents and businesses are the people that live in a place, see it grow and evolve, are the most intimate with its problems and have the ability to support and market its strengths. This makes them the groups that have the highest capacity to affect change. Residents and businesses play a crucial role in heightening the safety and security of the neighborhood simply through their interaction with their surroundings and getting to know the people that live and work next door or down the block.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Ongoing activities and partnerships

Partner: Cleveland Police Department

The Cleveland Police are undergoing a restructuring of their divisions and service areas. Slavic Village - Broadway is currently served by the Third District, but under the new plan will be served by the Fifth District. Commander Gonzalez and his staff at the Third District are working closely with Commander Williams of the Fifth District to ensure the change will go as smoothly as possible and continue to serve the neighborhood's needs.

Partner: ParkWorks

ParkWorks is an organization that works to enhance the City of Cleveland's neighborhood parks and greenspaces through beautification and programming. Getting people into the neighborhood parks and interacting with one another will add to the safety of these important public spaces. ParkWorks has recently worked at Barkwill Park, and is currently undergoing projects for the programming of activities that occur in St. Hyacinth Park and along the newly completed Morgana Run Trail.

Partner: Boys and Girls Club of Greater Cleveland

In addition to the many recreational activities the Boys and Girls Club provides to local youth, the organization has been partnering with neighborhood schools to provide leadership training to young men and women in such programs as the Passport to Manhood and Smart Girls programs. The agency's programming provides youth with positive alternatives for after school activities, decreasing the potential for them to be in dangerous situations.



Objective 3 – Activity 4: Encourage residents to be out and active on the streets through programming like walking clubs

Getting residents of a community engaged and interacting with their neighborhood is one of the best crime prevention methods. In the 1950s the urbanist Jane Jacobs introduced the concept of ‘eyes on the street.’ The idea behind this concept is that in a dense urban neighborhood the individuals that use streets (residents, business owners, visitors, etc.) naturally police a place through their presence and interaction with one another. If a group of people are using, and in turn watching, a street or public space this will deter prospective criminals because somebody else is present to witness a crime and hold that person accountable. This natural policing occurs both in the form of events and festivals sponsored to attract a large crowd, as well as through the one on one interaction that develops naturally within a pedestrian friendly neighborhood that provides spaces to gather, engaging commercial storefront districts and residential streets on which people turn off their televisions and interact with their neighbors on a regular basis. Within Slavic Village – Broadway the idea is already beginning to take shape through the creation of walking clubs, the Active Living by Design and Broadway on the Move campaigns.

Within the Slavic Village - Broadway neighborhood the YMCA of Greater Cleveland sponsored an initiative that promotes the idea of getting people out and engaged in their neighborhood entitled ‘Clevelanders in Motion.’ Through this program that also ties into the findings of the market niche analysis discussed previously, a series of eight walking routes were determined throughout the neighborhood. For each route a small card was produced that maps the path, provides mile markers, the total distance of the path and neighborhood points of interest along the way.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

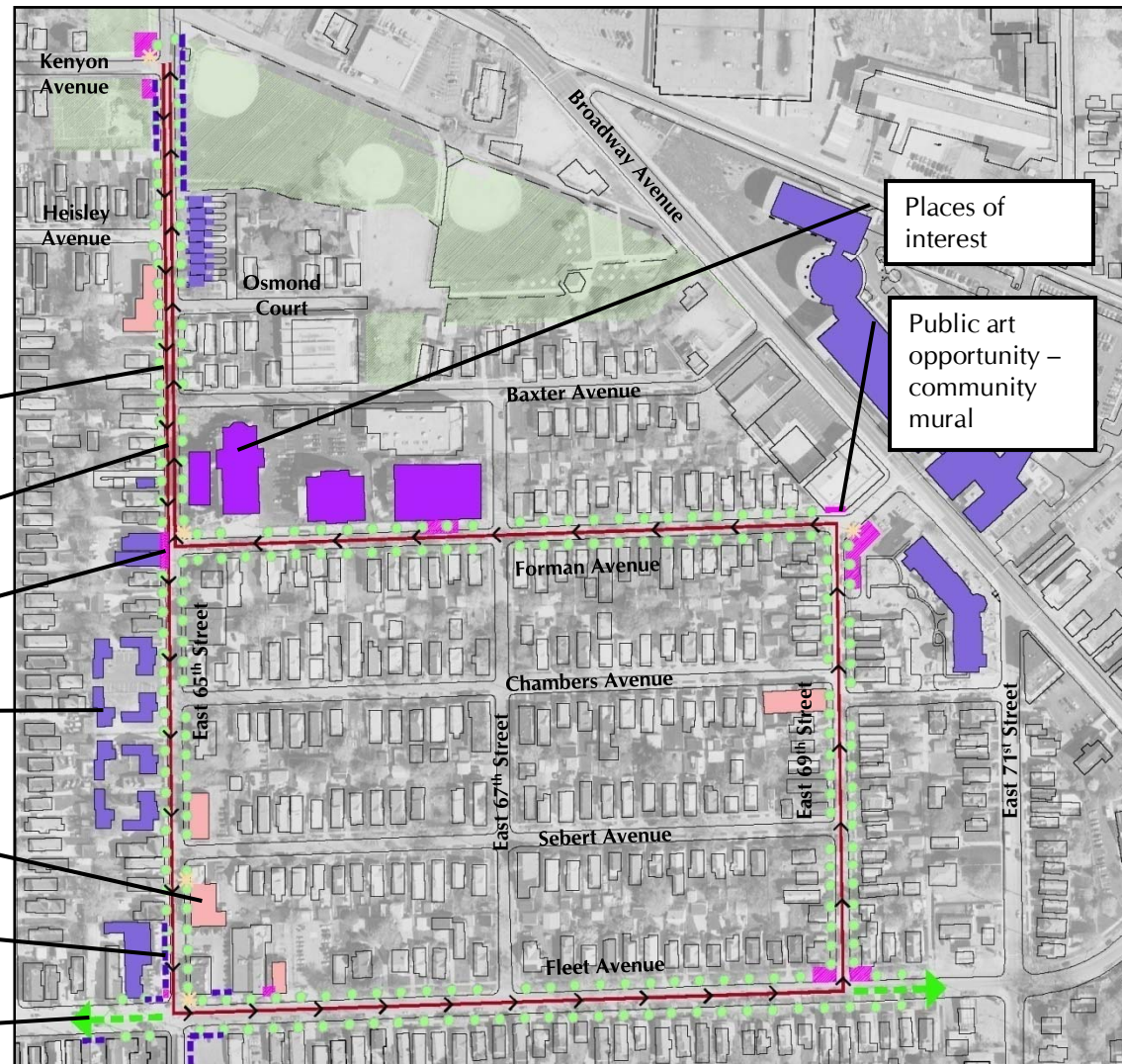
Building on the Active Living work of Slavic Village Development and to help market to active living target populations neighborhood enhancements can be made to the physical environment that these routes follow to further encourage people to be out and active in the neighborhood. Along each route the following improvements can be made:

- **Demarcate route** through special streetscape enhancements, sidewalk painting or signage
- Through maps show additional **neighborhood connections** along the route
- Identify **points of interest** through signage and graphics
- Encourage **infill development** and the renovation of existing buildings
- Provide incentives to fill **retail storefronts** that provide destinations along the path
- Plant street **trees**
- Repair broken or damaged **sidewalks**
- Create public spaces or '**places to pause**' along the route
- Integrate **mile markers** into the streetscape to promote active living
- Install **pedestrian street lighting** to add to the safety of the route at night
- Identity **public art** opportunities that highlight neighborhood identity



The drawing demonstrates how these principals can be implemented along the Warszava District Route within the Broadway Center planning area. Within the study area these types of improvements can also be made in the 'Historic Broadway District and Fleet Avenue / Washington Park Routes'

- Walking route
- New street trees where necessary
- Public spaces / places to pause
- New developments / recent renovations
- Infill commercial priorities
- Screening enhancements required
- Connections to other trails



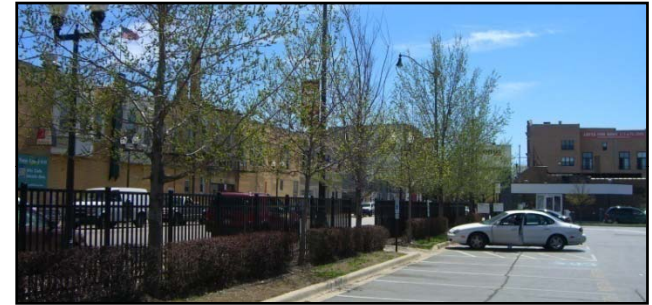
SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN



Public space at the start and end of route



An opportunity for new public space along the path and an example of the type of desired enhancements



An area needing better screening between the sidewalk and adjacent property and an example of how this can be achieved



Places of interest / new developments



Target buildings for commercial redevelopment



Goal

Build community and neighborhood confidence among neighborhood residents and institutions by empowering them and strengthening their connection to the neighborhood.

A place is not defined solely by its housing and business developments. The people that live in Slavic Village - Broadway and the many institutions and amenities that have grown there provide the heart and soul of the neighborhood. Getting people and institutions involved with one another creates a strong bond between residents and where they live. This is critical for fostering a sense of place and belonging for people, and assisting residents to interact with one another and take part in neighborhood activities. Activities that build community can bring together people of different ages, economic standing, races and interests; resulting in a community in which people know each other, look out for one another's well being and the well being of the physical environment they share.

The idea of building community in many ways transcends beyond simply this goal, but also addresses such things as promoting the use of common public space, supporting local retailers and institutions and improving safety and security though getting to know those around you. Interaction between residents and institutions, and promoting their interest in supporting and enhancing the quality of life in the neighborhood is a great way of increasing the attractiveness of Slavic Village - Broadway to current residents, prospective residents, new businesses and residential developers.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Ongoing activities and partnerships

Partners: Neighborhood Block Clubs and Committees

Promoting and enhancing the roles of the block clubs within the Slavic Village - Broadway neighborhood is a critical method of building community and empowering residents to be an active part in defining the future of the neighborhood. Block clubs bridge the gap between individual residents and the larger organizations, such as Slavic Village Development, that are dedicated to the betterment of the neighborhood. Where Slavic Village Development or the City of Cleveland often have to deal with issues that are affecting the entire neighborhood, block clubs have the ability to focus in on a specific issue that is affecting the day to day quality of life for residents of its focus area. It is through this capacity to focus work on the scale of what an individual knows and has a deep rooted interest in preserving that block clubs become the most effective way of empowering residents to ensure that their neighborhood is in fact a neighborhood of choice within the City.

All residents and business owners are encouraged to get involved with their prospective block clubs & issue committees:

Bring Back the 70/s Block Club	Goodman Avenue Block Club	Slavic Village Walking Club	Vacant and Abandoned Housing Committee
Broadway: Diversity in Progress	Lost Nations Block Club	St. Hyacinth Community Coalition	Warner School Committee
Broadway Mural Park/City Fresh Committee	Mead and Wendell Block Club	St. Michael Redevelopment Committee	Warner Turney Neighborhood Organization
Broadway Summit Planning Committee	MillCreek Activities Committee	Teen Neighborhood Leaders- ABhart Middle School / North Broadway / Mound	Warsaw Neighbors
Claasen, Polonia, E.67th & W. 64th/Harvard Village	MillCreek History Center Committee	The GEM Committee	
Connecticut Ave. Block Club	Morton Avenue Club		
E. 50th Block Club	National Youth Service Day Committee		
E. 52 nd / 53rd Area Activists	Neighbors Helping Neighbors		
E.63rd St./Kenyon/Heisley Avenues Block Club	Neighborhood Summit Planning Committee		
E. 66th/Regent Block Club	Newman Avenue Block Club		
Forest City Park Civic Association	North Broadway Scrap Yard Committee		
Friend of the Trail	Nursery / Lester / Gallup Block Club		
Fullerton Avenue Block Club	Orchard Civic Association		
Gertrude Hosmer Block Club	Our Broadway Town Safety Committee		



Objective 2 / Activity 4: Empower residents to be actively involved in their neighborhood by strengthening block clubs through membership drives and expanded community building programs.

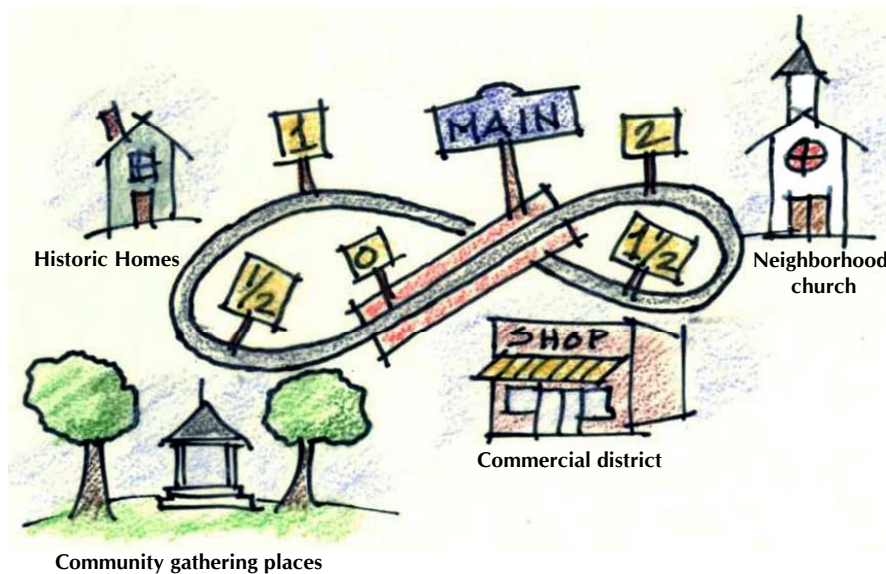
The workplan that was developed by the community, Slavic Village - Broadway Development and the planning team places a great deal of emphasis on the importance of block clubs and what their roles within the community should entail. Although block clubs currently exist throughout the many pocket neighborhoods that make up Slavic Village - Broadway, it is the intent of this Development Action Plan to develop a universal approach to how the block clubs are organized and the types of initiatives they undertake. This organizational effort will ensure that as block clubs promote the empowerment of a greater number of residents, they are working together on a unified front so that the successes of one block club will benefit the others and the neighborhood as a whole.

Using a block club driven initiative to unify and connect the entire Slavic Village - Broadway neighborhood:

An initiative that can build upon the community spirit that characterizes Slavic Village - Broadway and that will unify the efforts of the block clubs is the development of an identity campaign for each of the pocket neighborhoods promoting an active and engaged population. Building from the 'Clevelanders in Motion' campaign discussed previously the block clubs within each pocket neighborhood can collaborate to create their own version of these walking routes that promote the strengths of each place.

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Within this activity each pocket neighborhood would be analyzed, its strengths and points of interest identified and a specific route chosen to connect them. These routes will then become the priority focus areas for preservation and rehabilitation projects, infill development opportunities and infrastructure enhancements that can be catalysts for additional projects on surrounding blocks. Block clubs can obtain funding through grants from various agencies in which they can begin to implement initial items such as painting / signing the route throughout the pocket neighborhood or adding mile markers along its path. Additional funding for the route can be used to create public art / graphic signage that residents can participate in creating that tells the history of the neighborhood and how it has evolved, or the enhancement / creation of public spaces.



The implementation of this type of identity campaign for the pocket neighborhoods of the Slavic Village - Broadway community is a way of bringing residents together, celebrating the cultural heritage and diversity of the neighborhood, empowering residents to have an active role in their neighborhood and if planned in conjunction with one another can create linkages throughout Slavic Village - Broadway.

Goal

Rebuild a vibrant and diverse retail, commercial and industrial community concentrating on key locations throughout the neighborhood.

Within any neighborhood a strong mixture of commercial development is essential to create an atmosphere that supports the many needs of its residents. Commercial development encompasses such uses as small scale specialty retailers, larger regional convenience retailers, entertainment and dining opportunities that serve both residents and visitors as well as businesses and industry that help to create a strong job base. Each of these commercial development options requires different physical and economic characteristics to be viable. Due to the uniquely large size of Slavic Village - Broadway and its relationship to downtown and the industrial valley, the neighborhood is well positioned to accommodate all of these.

Traditional commercial development patterns in Cleveland's older neighborhoods are linear in fashion following the streetcar lines that ran throughout the City. As the City's population has decreased since the hey day of the streetcar this pattern of commercial development is no longer necessary, and smaller nodes have continued to be viable along these original routes. Today, the historic pedestrian oriented commercial strips still exist along Fleet Avenue and a portion of Broadway Avenue. Within the Broadway Center planning area additional larger scale commercial offerings exist to the east of the historic district, and business and industrial growth continue adjacent to major transportation routes. It is imperative that each of these diverse typologies of commercial development continue to thrive in their own locations, and that as they grow and evolve they complement each other as opposed to becoming competitors.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Existing Partners

Partner: Mittal Steel and the Steelworkers Union

The company, through one association or another, has been an active industrial leader in both the City of Cleveland and the Slavic Village - Broadway neighborhood for many years. Mittal Steel has participated in such initiatives as leadership programs at local schools, employment drives for positions at the mill and most recently neighborhood clean up activities such as the removal of 1,000s of tires from a natural area resulting in the restoration of the local ecology. In addition the erection of a fence and landscaping along the edge of the mill property where it abuts a residential neighborhood has demonstrated their ability to be good neighborhood for the surrounding community.

Partner: Industrial Roundtable

The Industrial Roundtable is a newly formed group that has agreed to meet quarterly and will focus on resolving obstacles that manufacturers face in the Slavic Village – Broadway community. Each meeting will highlight a specific topic of concern or issues facing the companies such as employment, safety, building relationships with the City or networking with other local businesses. At the first meeting 30 companies from within the neighborhood were represented.



Objective 4 / Activity 3: Unify the pedestrian and auto-oriented commercial districts along Broadway Avenue through the creation of a town center where the whole community comes together

The evolution of the Broadway Avenue commercial corridor has resulted in a varied physical environment along the street. The northern end of the corridor, centered on the East 55th Street intersection, has been classified as a National Register Historic District. Within this area the pre-war mixed-use buildings continue to define the public space along the sidewalk, and recent storefront / façade renovations have increased the attractiveness of the district. Within the historic blocks the renovation of the Atlas Building has also introduced the first new housing units within the district on the upper floors of the building. However, a few blocks to the south the atmosphere created by the commercial development is very different. Within this area auto-oriented strip plazas separated from the public sidewalk by parking lots have replaced the original buildings.

Recent investments within each of these districts has made it possible to begin reconsidering how these two areas can once again be unified to create a more cohesive commercial environment along the Broadway corridor. Anchoring the southern end of the auto-oriented district, Third Federal Savings and Loan constructed a new office building. Through the architectural treatments of its façade and site layout the building creates a balance between the two types of development while creating a public gathering space. Adjacent to the Third Federal Campus MetroHealth Hospital established a facility within one end of a vacant big-box center, creating entrances that address both the parking lot and the sidewalk.

In property between the two districts the Boys and Girls Club of Greater Cleveland took advantage of an underutilized block to construct a facility as well. This neighborhood center and the parks and playfields that work in conjunction with it have enlivened the pedestrian experience at the southern edge of the historic district. Finally, the recent completion of the Morgana Run Trail has resulted in public space at the trailheads where it crosses Broadway Avenue at the point where the two divergent commercial districts come together.

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN



The National Register Historic District and the renovated, mixed-use Atlas Building



Broadway Ave. corridor

Historic, pedestrian-oriented district

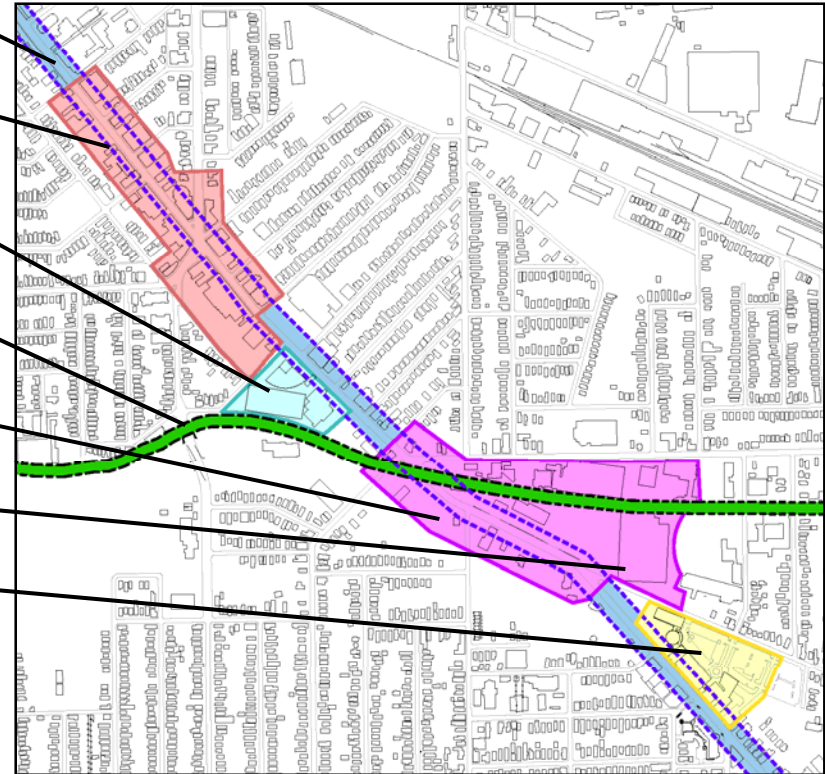
Boys and Girls Club

Morgana Run Trail

Auto-oriented district

MetroHealth

Third Federal Savings and Loan campus



Street presence created by the Third Federal campus and the trail head where the Morgana Run Trail crosses Broadway

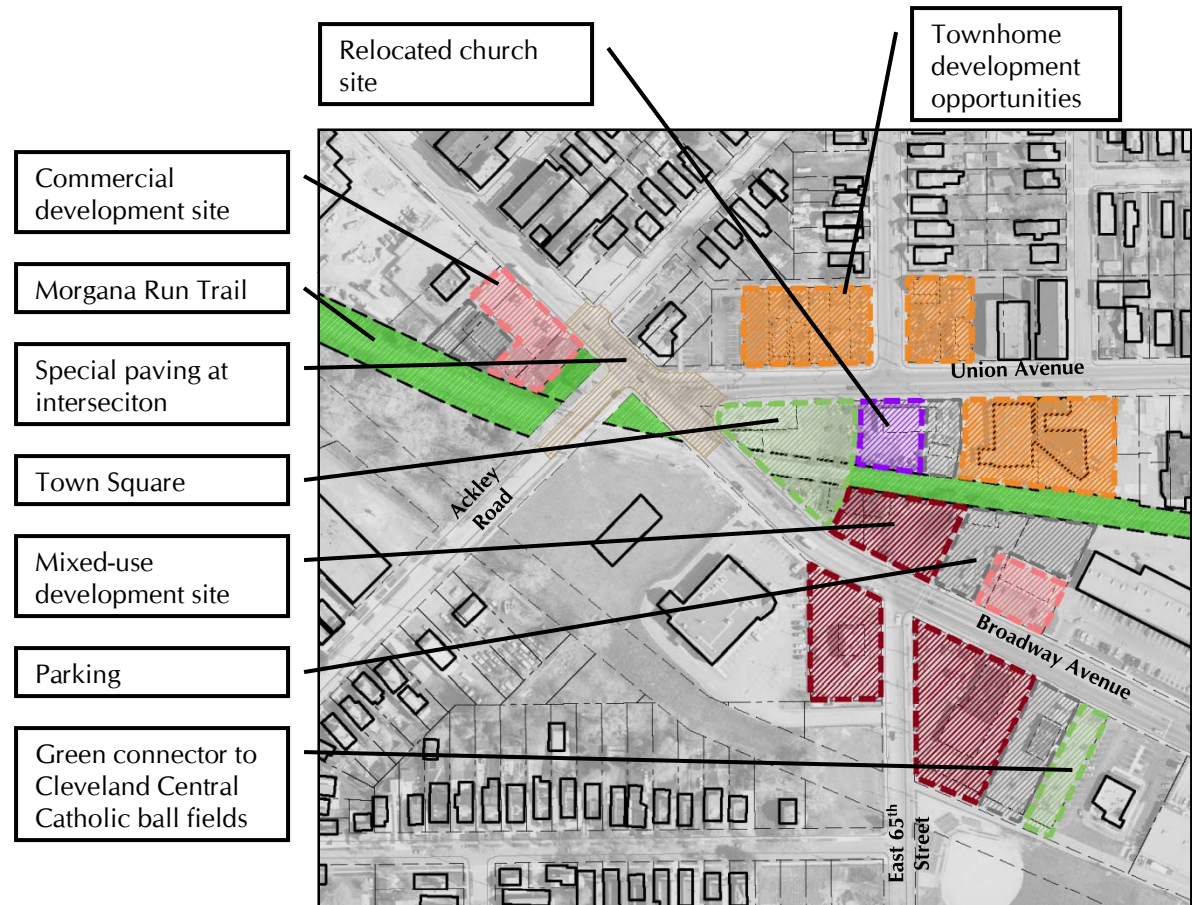


Auto-oriented retail dominates the southern end of the Broadway Avenue commercial district



Through the redevelopment of key sites centered around the Broadway, Union, Morgana Run Trail, East 65th Street intersection a true place within the Broadway Center planning area can be created at this important node. The potential development sites illustrated create a Town Square as the center piece of this bridge between the two commercial districts. The location of this town square falls at a natural place within Slavic Village - Broadway where connections from all portions of the neighborhood converge.

Development surrounding the Town Square would be a combination of the various patterns that lie to either side of this node. Mixed-use retail and residential sites would surround the intersection of Broadway and East 65th Street, creating a connection between the retail corridor and the Warszawa Historic District. The relocation of the church that currently lies at the tip of the Broadway / Union intersection would provide a civic anchor to the Town Square, and new higher-density townhomes would provide a buffer between the quieter existing single-family residential blocks to the north of Union and the public spaces that line the Broadway corridor.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

The creation of a town square that can become a center of activity at the heart of the Slavic Village – Broadway community can be designed to embody the characteristics of the following places



Goal

Capitalize on neighborhood green space resources to enhance neighborhood identity.

Slavic Village - Broadway is unique among City of Cleveland neighborhoods in the amount of green space amenities that serve the neighborhood. Natural geographic resources such as MillCreek Falls have been enhanced through the partnerships with such entities as the Cleveland Metroparks, and have all contributed to the growing popularity of the neighborhood for its Active Living by Design campaign. Newly created connections to the Cuyahoga River valley and the Tow Path Trail following the route of the Ohio Canal will have an impact on the neighborhood's views of its green space amenities, and the ways in which they are integrated into the everyday life of residents. These assets should be leveraged through a marketing campaign promoting the neighborhood to potential new residents and business aimed at the specific market niche of young families and active adults.

Beyond just the large-scale parks that attract many people to the neighborhood each year, smaller public spaces have emerged within many of the pocket neighborhoods. These public spaces were originally designed to act as a public front yard for the pocket neighborhoods, providing places in which residents could gather for festivals or just to interact casually with their neighbors. However over time many residents began to view the parks as a place in which safety became a concern, and the parks were no longer used as originally intended.

Recent initiatives have begun to change people's perceptions of the neighborhood parks. The newly completed Morgana Run Trail, the reuse of an unused rail line slicing through the Broadway Center planning area, serves as an example of the type of development that addresses many of the core values of the neighborhood. The project provides an attractive method for connecting and uniting residents from different pocket neighborhoods, while serving as a linkage between multiple green spaces within the neighborhood. The idea of utilizing neighborhood green space amenities to get residents out of their homes, active in the community and uniting the various pocket neighborhoods within Slavic Village - Broadway is essential in developing it as a community of choice within the City of Cleveland.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Ongoing activities and partnerships

Partner: City of Cleveland, Cleveland MetroParks, ParkWorks, Cleveland Public Art, Ohio canal corridor, Friends of the Trail

These organizations have partnered together to create large parks that draw visitors from around the region such as the Mill Creek Falls Park and the Towpath Trail, as well as smaller parks and trails that serve the neighborhood such as Morgana Run. Often times these initiatives have involved the community's input as to how they can best serve the resident's needs. An example of this is the ongoing initiative of determining appropriate signage markings along the Morgana Run Trail where trailheads emerge at intersections with roadways and at neighborhood destinations. The Friends of the Trail is an example of a group that has been established to address safety issues and programming for the Morgana Run Trail.



Objective 3 / Activity 1: Encourage implementation of the Scenic Byway by creating public art and interpretive kiosks along the route.

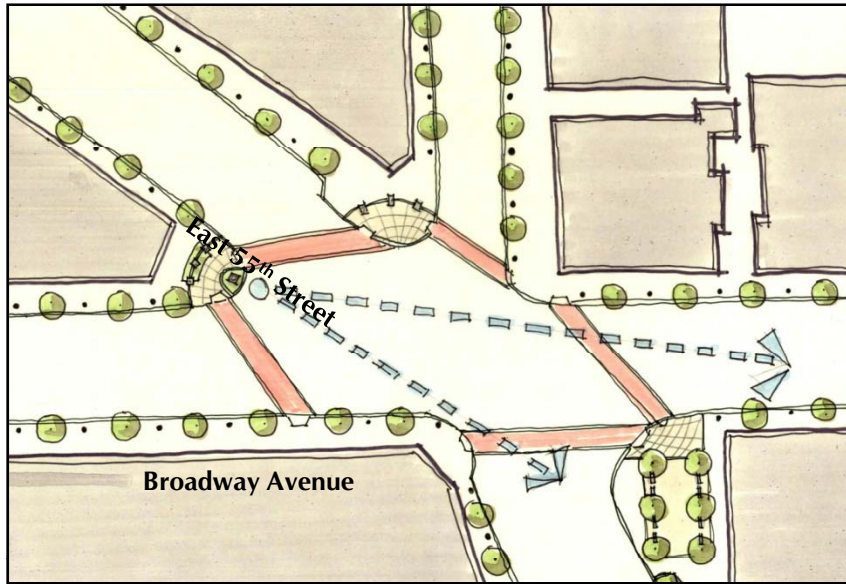
The Scenic Byway plan was prepared for Slavic Village - Broadway along Broadway Avenue connecting the neighborhood to the Downtown along the CanalWay corridor and to the south via MillCreek Park. The Byway was established on a nationwide level to highlight areas that have a particular importance in demonstrating the archaeological, cultural, historic, natural, recreational or scenic qualities that embody American communities. By designating Slavic Village - Broadway as a segment of the Byway system it allows the neighborhood the opportunity to take advantage of funding opportunities for the enhancement of the corridor, particularly those that highlight the heritage of special moments along it.

The Byway plan provides a means through which residents can be engaged to portray their history and culture through enhancements to the public space along the route. Interpretive kiosks can be placed at predetermined nodes, or areas of confluence, along the route that encourage visitors to stop, learn about the place and take advantage of the local businesses, parks and hospitality that Slavic Village - Broadway has to offer.

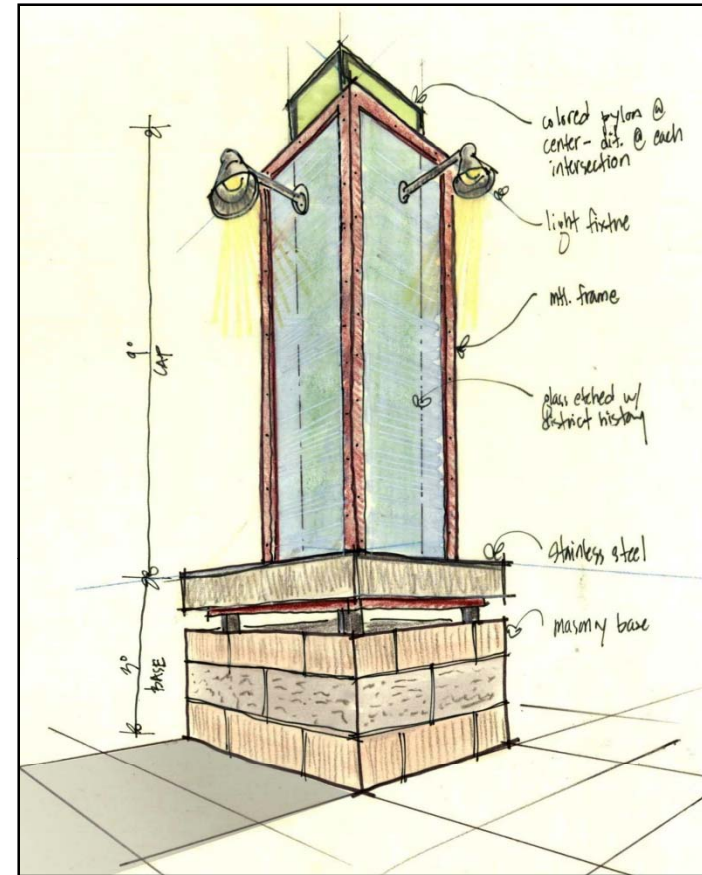
The design of the kiosks can include panels on which descriptions of the development of the neighborhood can be placed, maps of the Byway route, events happening in the area, as well as information about specific buildings or locations of importance along the route. Their siting at individual locations can highlight specific view corridors that travelers might not otherwise have been aware of.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN



Within the Broadway Center planning area public space along the Byway can be enhanced in the historic commercial district with interpretive kiosks placed at the intersection of East 55th Street and Broadway Avenue. These kiosks can offer visitors information about the history of the neighborhood, the significance of the route they are following and information specific to the location and events occurring at each stop along the route to encourage visitors to explore all that neighborhood has to offer.



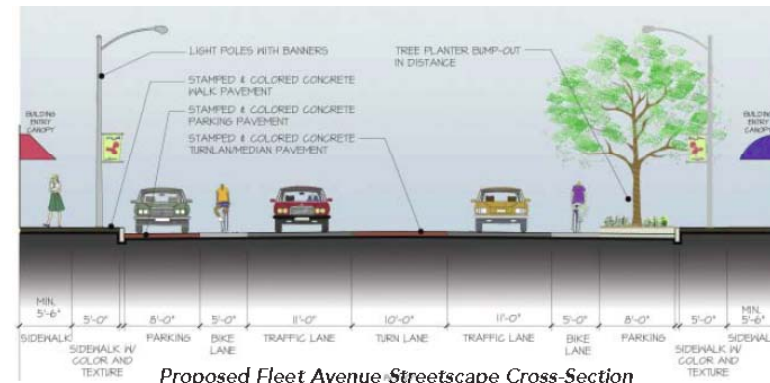
The Strategies

Objective 1 / Activity 2: Construct streetscape, pedestrian and bikeway improvements along Fleet Avenue.

A conceptual plan for improvements to the Fleet Avenue right-of-way was completed for the neighborhood in a previous study. However, within the implementation of this Development Action Plan the Fleet Avenue plan will once again become an important piece of neighborhood planning for Slavic Village – Broadway. Partnering with the City of Cleveland, the full design and implementation of the bikeway plan is on the Mayor's five-year capital improvements funding budget.

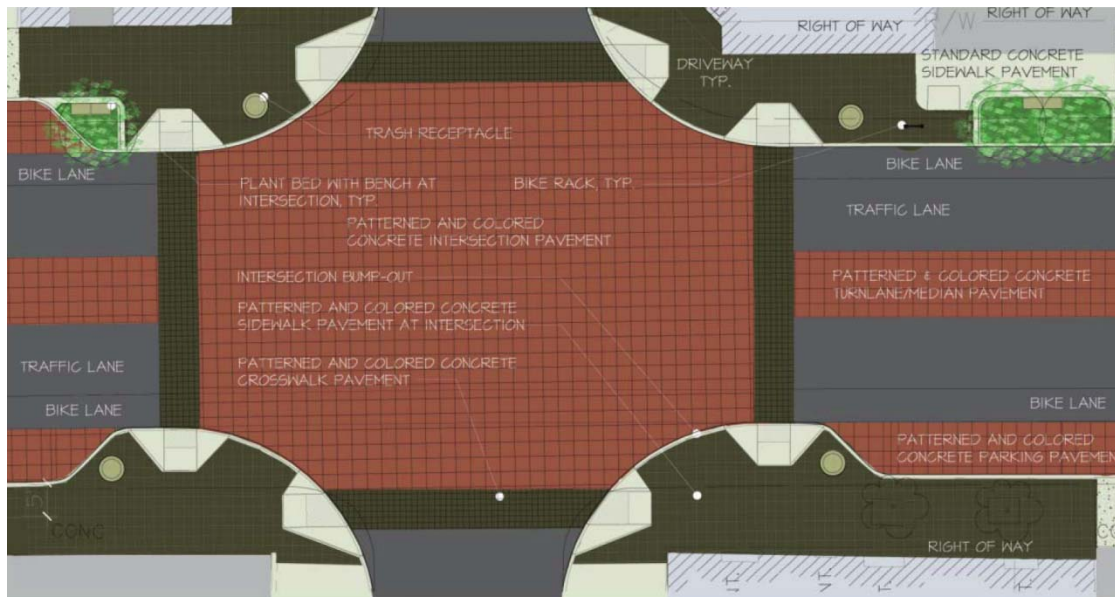
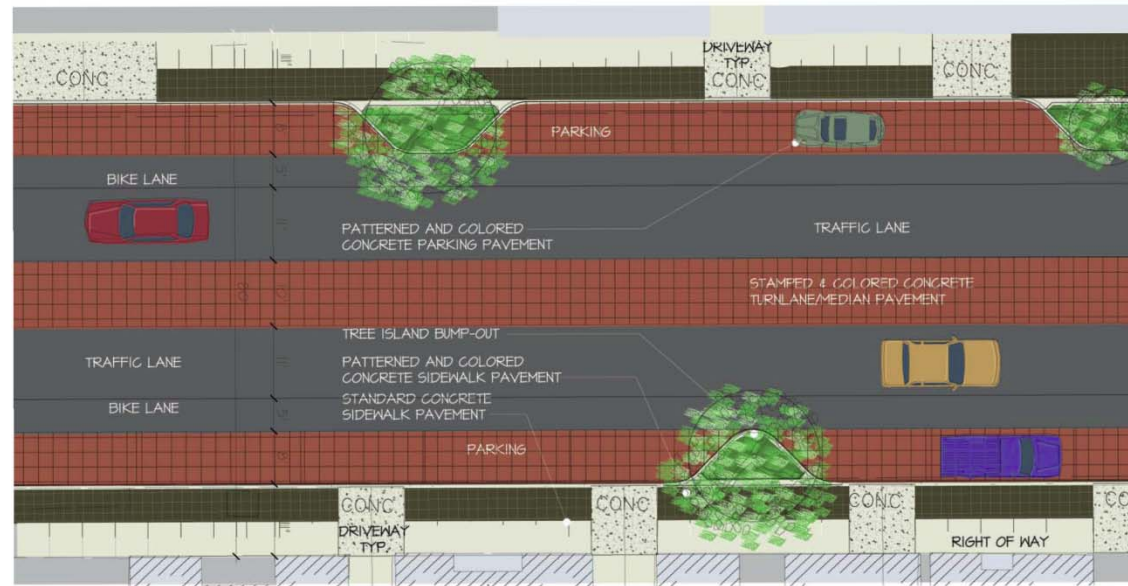
The Fleet Avenue plan is both a streetscape beautification and a traffic calming plan. The street will be configured to accommodate a travel lane and a bike lane in either direction, dedicated on-street parking lanes, and a central turn lane that will act as a median through the use of special paving materials. A true landscaped median is included within the conceptual design between East 49th and 50th Streets, intended to act as a gateway into the neighborhood from the west. With its connections to the interstate system methods of calming traffic such as the use of special paving, narrowing lanes and creating bumped out sidewalks within the area designated for on-street parking is a necessity. Additionally, pedestrian amenities and new landscaping will be added to the sidewalks to improve the aesthetics of the commercial strip.

The implementation of the Fleet Avenue plan will create the final link between the Morgana Run Trail, Washington Park Reservation, the MillCreek Falls Park and the Towpath Trail along the Canalway Corridor.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Proposed midblock plan of Fleet Avenue reconfiguration with new bike lanes, dedicated on street parking lanes and special paving



Proposed plan of Fleet Avenue reconfiguration at the intersections with bump outs to shorten the crossing distance for pedestrians and calm traffic.

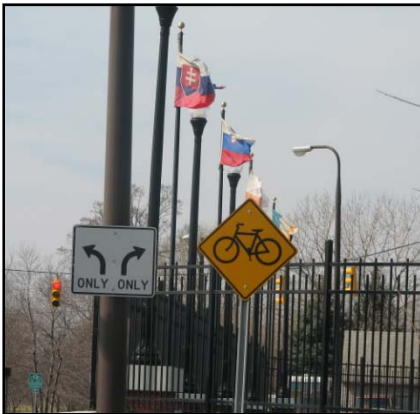
Proposed plans and street sections prepared by Schmidt Copeland Parker Stevens for Slavic Village Development.

Goal

Goal: Use transportation and infrastructure to maintain and enhance the individual identities of the pocket neighborhoods, while improving their overall connectedness.

Neighborhood infrastructure is an often-overlooked element in the creation of place within a neighborhood. Streets and the public right-of-way can no longer be viewed as simply a utilitarian element of city design that move an individual from one place to another. Streets represent the public face of a neighborhood, and their upkeep and beautification demonstrate the level of care and pride that the municipality and its residents have for Slavic Village - Broadway. Developments and investments in the public sector often become a catalyst for additional investment in a neighborhood by private developers and property owners.

Attractive and well-balanced streets create places to effectively and safely meet the needs of multiple users ranging from pedestrians to bicyclists to vehicles and transit riders. Additionally, infrastructure and gateway enhancements at the entrances to Slavic Village - Broadway and along its main streets are an excellent means of establishing the character of the neighborhood and demonstrating its defining traits and future vision to visitors. These visitors may be persuaded to one day become residents, business owners or employees of local companies. Aging and deteriorating streets and public spaces must not be overlooked in the process of improving the quality of life within Slavic Village - Broadway.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Ongoing Activities and Partnerships

Partner: Rapid Transit Authority

The Slavic Village - Broadway community is the location of multiple bus routes connecting it to the greater region, as well as the community circulator that provides a linkage to destinations within Slavic Village - Broadway. Additionally, RTA is in the process of rebuilding the East 55th Street RTA train station that lies on the northern edge of the neighborhood. Residents were highly involved in the planning process for the new station, in which it was determined that the main entrance should be moved from the western side of East 55th Street to the eastern side to take advantage of the adjacency of the residential neighborhood that it serves.

Partner: Ohio Department of Transportation

Normally focusing on highway upkeep and projects involving state routes, the Ohio Department of Transportation has also partnered with the neighborhood in unique ways to assist in such things as the creation of the Morgana Run Trail, the extension of a non-state route that connected two portions of the neighborhood together, and the beautification of the Fleet Avenue bridge as it was rebuilt to include decorative railings, a bike path and flags representing the many heritages that have played a part in defining the neighborhood today.



Enhance Neighborhood Gateways To Provide Welcoming Entrances Into the Community That Demonstrate the Community's Pride and Character

The gateways, or entrances, into the Slavic Village - Broadway neighborhood from other places are important nodes to focus infrastructure investments. These places are the neighborhood's first chance to make an impression on visitors, and opportunities to express the character and values of the neighborhood. Surrounding the perimeter of the Broadway Center planning area a series of gateways exist at key intersections that should be targeted for infrastructure enhancements. These include the intersections of Fleet Avenue and Broadway Avenue at the south, Fleet Avenue at the I-77 bridge and Broadway Avenue to the east of the I-77 exit ramps from the west, and along East 55th Street at the railroad overpass from the north. (See map on page 77 for locations)



Existing gateway along Broadway Avenue from I-77 and the west

The sketch on the next page demonstrate how one of these gateways, Broadway Avenue from the west, can be enhanced. The long term plan for the gateway calls for the redevelopment of vacant land with a mixture of uses and a community garden to create 'Little Bohemia' as per the Scenic Byway Plan. However, in the short term improvements to the right-of-way and public realm can make a big difference in the perception of the area. The inclusion of such things as the Broadway Community logos on banners and through a mural promoting active living can be created on existing infrastructure and buildings. Additionally, the sketch shows small pocket parks at Transit Waiting Environments and the ability to line the edge of the vacant land between Wendell and Mead Avenues with flag poles showcasing the core values of the Slavic Village - Broadway community along with intermittent fencing and plantings to help define the street edge.

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN



Small enhancements at neighborhood gateways such as banners, places to sit at bus stops, neighborhood markers and improved crosswalks can demonstrate the values of the community to the residents and visitors.

Creating a complete neighborhood

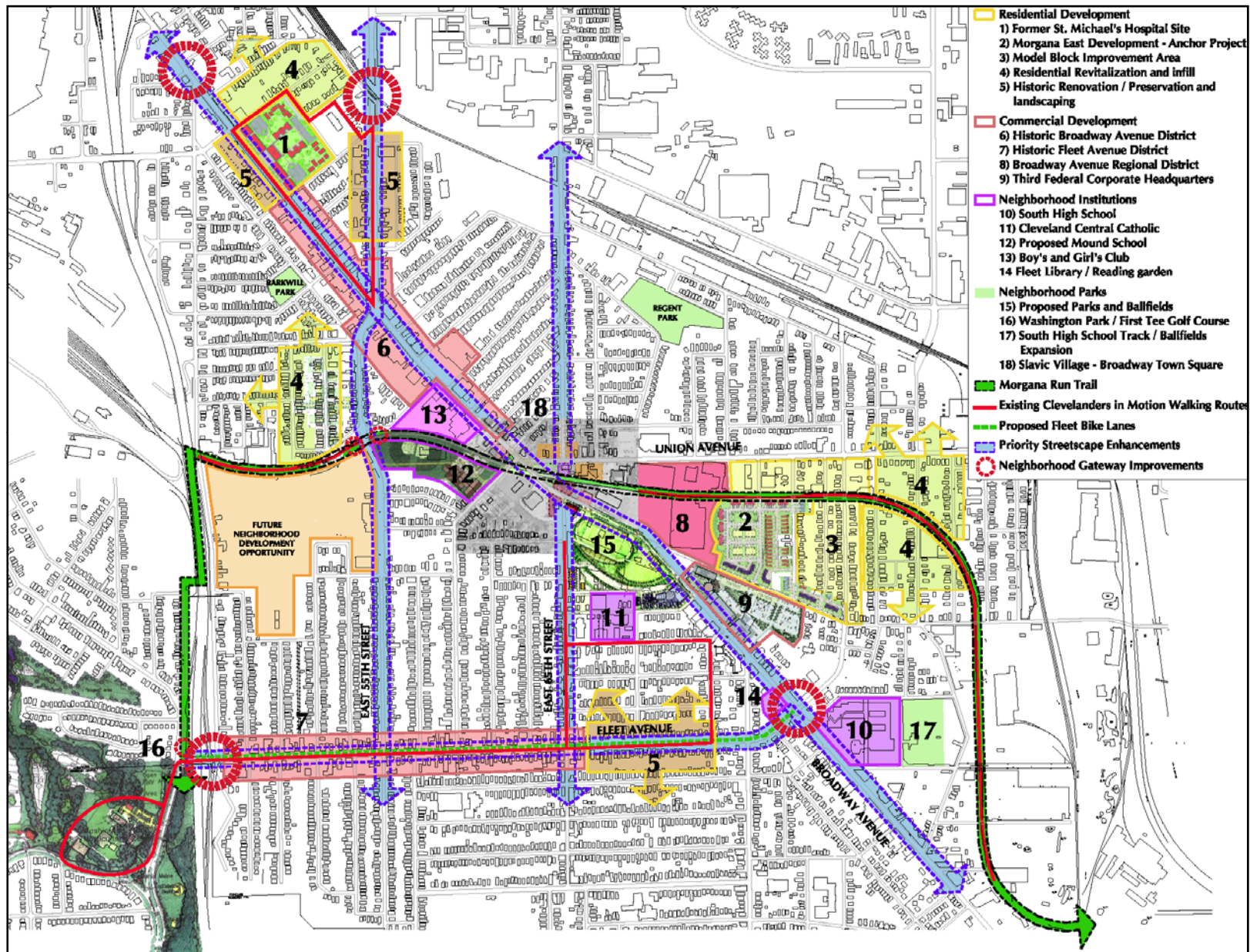
When viewed on their own, each of the six goals and the associated activities outlined in this report has their own merits that build toward the betterment of the neighborhood and create a stronger sense of place. However, it is when each of the activities illustrated here are viewed in conjunction with those outlined in the full workplan in the next chapter of this report that the Slavic - Broadway Village neighborhood's true potential as a 'neighborhood of choice' becomes apparent. Each and every effort, be it big or small, that an individual or organization makes to create a stronger, safer, better connected neighborhood becomes a piece of a larger puzzle, that when assembled embodies the social and physical aspects of a great community.



At the Neighborhood Summit at the end of April all the aspects that make Slavic Village – Broadway a complete community come together.



SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN



The Strategies

The Workplan

.....Next steps for building a better community

Prioritize
Community updates
Engage partners
Determine funding
Empower residents
Implementation

03.14.2007 18:40

The Workplan

The heart of this Development Action Plan is the workplan that has been developed. The workplan is a document that organizes all of the proposed activities that have resulted from this community process and current activities that Slavic Village Development and other organizations are undertaking into categories corresponding to each of the six goals. Within each goal the workplan is further subdivided to group related activities based on different objectives or methods of accomplishments.

The workplan is a chart that becomes crucial to the neighborhood for developing implementation strategies. The chart provides the opportunity to determine potential community partners, whether an activity requires a new program or can be part of an ongoing initiative, if it is considered a part of the City of Cleveland's 2020 Vision Plan and the potential for prioritizing an activity and delineating a proposed timeline for its implementation.

Due to this dynamic nature of the workplan, the chart is not meant to be something that is only referred in the context of this report. The workplan chart is a document that will be continually updated to reflect the changing needs and issues that affect the neighborhood and its residents. For many residents, some of the information contained within the chart will mean very little, but such line items as partnership opportunities and project status are items that are necessary to convey to involved community members.

One of the most critical pieces of the workplan is the ability to establish partnerships with other entities that can help to accomplish goals and make the activities a reality. While Slavic Village Development will play a role in each activity that is initiated, other organizations may have a particular expertise or specialty that will allow them to take a strong leadership role. Tapping into the vast array of knowledge that many organizations and community members have to offer will ensure that Slavic Village - Broadway will be able to leverage the resources they have available to their greatest extent.

The following is the workplan that was developed as of the completion of this plan in April 2007:

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Goal 1: Stabilize neighborhood population and attract new residents by providing diverse housing options and a well-maintained housing stock

Objective 1		Create new residential development nodes with a variety of housing	Lead	Partners	Timeline 1 3	Timeline 4 6	Benchmarks
	Activity 1	Create new large scale housing development that increases housing choice and options for diverse income ranges - St. Michael's site (Broadway from McBride to Pershing)	City	SVD; Developer (TBD)	Year 1 Year 2 Year 3		Select Developer; Site Design & Funding Break Ground
	Activity 2	Create new large scale housing development that increases housing choice and options for diverse income ranges - Morgana East Development (Aetna E. 71st to E. 72nd)	SVD	Zaremba, TFS, & City	Year 1 Year 2 Year 3		Complete Funding Remediation Break Ground
	Activity 3	Use Housing Credits and other funding strategies to maintain and improve the existing stock of affordable housing, using new in-fill construction or full renovation of homes.	SVD	City; Cleveland Housing Network; NPI Site Assembly Team; Small Developers	X	X	Ongoing, depends upon availability of Housing Credits and developer interest
	Activity 4	Use vacant land as an opportunity to integrate in-fill housing types into existing housing fabric and develop for a variety of economic levels	SVD	CHN, LynHaven & other private developers	X		* 2 Market-Rate per year * 1 Lease Purchase per year
Objective2		Concentrating resources in one or two residential blocks for 1-3 years to make visible improvements in housing stock (Model Blocks Approach)	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Market and implement exterior home repair loans and grants, the Paint Rebate program, and other available resources, along with infill, demolition and streetscape improvements in selected 1-3 block areas.	SVD	City; CASH; NHS; NPI; Block Clubs and Residents	X	X	Complete Model Block Strategy @ Morgana East (see Outcomes Sheet); Begin Strategy at St. Mike's & Complete; Identify 3rd MB Site.
	Activity 2	Use existing programs and raise additional funds to implement Model Block strategies on a smaller scale, tailored for particular blocks with active residents and block clubs.	SVD	City, NPI, Neighborhood Connections, Foundations	X	X	Create small scale MB strategy; Develop process for choosing areas; Implement in two areas per year

Objective 3		Mitigate the negative affects of abandoned housing	Lead	Partners	Timeline 3	Timeline 4-6	Benchmarks
	Activity 1	Provide temporary strategies for vacant homes, such as expanding the "Mr. Blue" Campaign and neighborhood clean-ups w/ volunteers and block clubs	SVD	Volunteers, Block Clubs	X		*40 Mr. Blue houses per year *5 clean-ups per year
	Activity 2	Create short term strategy for vacant lots working with the City to mow and maintain and convey to adjoining neighbors or creating green space where appropriate.	SVD	City	X		5 conveyances per year
	Activity 3	Work with City and responsible parties to implement aggressive demolition strategy, including target demolition of obsolete housing to create new opportunities for development based upon Neighborhood Plan	SVD	City	X	X	50 demolitions per year
	Activity 4	Foreclosure prevention and credit counseling to assist residents to stay in their homes.	NHS	SVD	X	X	
	Activity 5	Work with Housing Committee, NPI and Case to develop a housing campaign that would identify fraudulent lenders, assessors, etc. to prosecute them.	NPI	NPI, Case, City, County, Atty. General, SVD	X	X	
Objective 4		Raise the level of home maintenance on occupied homes	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Actively market quality home repair loan programs, paint & weatherization programs.	SVD	NHS, NPI Fix Up Fund, City	X		*5 Home Repair a year *1 5 Painted a year *8 Weatherization a year
	Activity 2	Use targeted code enforcement to encourage owners and residents to maintain their homes to acceptable standards	SVD	City	X		*200 Structures surveyed per year *30 Structures a year targeted for repair

Goal 2 - Create and Maintain a Safe and Secure Neighborhood

Objective 1		Promote and support facilities and activities that keep youth safe, off the street and involved in productive activities.	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Bring people together through programming and projects to reconnect to schools, i.e. Safe Routes to Schools and schools of excellence committees.	SVD	Block Clubs, CMSD, Foundations	Year 1 Year 2		Safe Routes programs at 2 Neighborhood schools, Warner and Mound School Comm.
	Activity 2	Implement both outdoor and indoor programming that emphasizes physical activity and brings people together, i.e. safety courses and bike rodeos	SVD	ParkWorks, Broadway Pubic Art, Friends of Trail	Year 1		*Programming at 2 neighborhood parks; Barkwill and St. Hyacinth *2 Bike Rodeos
	Activity 3	Implement programming that emphasizes leadership development, like Teen Neighborhood Leaders, Neighborhood Leadership Development Program (SVD) and Passport to Manhood and Smart Girls (Boys & Girls Club)	Boys & Girls Club	B & G Club, University Settlement, CMSD	X		
	Activity 4	Implement out-of-school programming that emphasizes academics, like Broadway Literacy through the Arts (Jones R. Church)	Boys & Girls Club	SVD, Broadway School of Music & Arts, Jones Rd. Church	X		

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Objective 2		Improve efficiency and effectiveness of police through strong partnerships with residents, Council people and Police Districts	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Regular policeman/woman on walking beat patrol in the neighborhood in key locations	SVD	CPD, Residents	X		2 Officers at 2 locations with seasonal hours
	Activity 2	Establish common block club level safety programs to be implemented throughout the neighborhood, i.e. walking clubs, ice cream socials, etc.	SVD	Block Clubs	Years 1 -3		2 Walking clubs, 3 Ice Cream Socials
	Activity 3	Host a Community Safety Fair	City Community Relations Dept.	SVD	X		
	Activity 4	Establish monthly meetings with Police District Commander	SVD	CPD	X		Monthly Meeting w/ Police
	Activity 5	Work with resident safety committee to impact Juvenile Court processing system and have input into new detention center.	SVD	CPD, Judges, County Commissioners; other CDCS	X		Establish a joint committee with other CDC's and address juvenile court issues
Objective 3		Engage residents to become actively involved in making the neighborhood safer	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Work to help neighbors "brighten" the neighborhood as part of the model block area with such programs as a porch light or motion light detector campaign.	SVD	NPI Model Block Program	Year 1 Year 2 Year 3		*25 Houses Aetna Union *10 Houses St. Mike's *10 Houses 3rd Site
	Activity 2	Implement enhanced street lighting program in residential areas with safety concerns.	SVD	Block Clubs	X		CityWorks Grants for 2 Block Clubs
	Activity 3	Host a "take back the evening" event to encourage people to turn off their TV and be outside on the streets with their neighbors, as well as Nite Out Against Crime	City Community Relations Dept.	SVD	X		
	Activity 4	Encourage residents to be out and active of the streets through programming like walking clubs	SVD	Walking Clubs; YMCA, CDPH, Clevelanders in Motion	X	X	* Hold 8 neighborhood walks
	Activity 5	Involve commercial business in efforts to promote safety in the neighborhood.	SVD	Local Businesses	X	X	Establish and maintain 2 merchant groups

Goal 3 - Build community and neighborhood confidence among residents and institutions by empowering them, and strengthening their connection to the neighborhood

Objective 1		Support and strengthen local schools, churches and neighborhood institutions	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Sponsor events between Block Clubs and neighborhood institutions such as churches and schools to bring people together, such as Friends of Slavic Village	SVD	CMSD, Churches	4x per year	X	Friends of Slavic Village hold Quarterly meetings
	Activity 2	Build on existing Cleveland Municipal School District initiatives and relationships to support creation of excellent public schools.	SVD	CMSD, Warner & Mound Committees; Cleveland Foundation; other Foundations	X		Warner School becomes school of Excellence
	Activity 3	Develop new Mound School on site of Lower Woolen Mills	CMSD	SVD; City	X	X	Year 1 - Land Assembly Year 2 - Design and Remediation of site Year 3 - Start Construction
	Activity 4	Encourage excellent neighborhood schools and continue to build and strengthen relationships w/ parochial and private schools through programming open to all schools.	SVD	Private and Parochial Schools	Year 2		Meet with each school's Parent Organization on one or more occasions
Objective 2		Empower Residents to be actively involved in their neighborhood	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Host Annual Summit Meeting of all Block Clubs residents & Stakeholders to discuss issues and celebrate community.	SVD	Block Clubs, Foundations	X	X	Outreach to community and hold event for 250+
	Activity 2	Develop programs that bring cultures together while teaching about ethnic differences, such as oral history projects and Meet and Eat events.	SVD	Churches, schools, ethnic groups, BDP	Year 1 Years 1 and 2		*Oral history - Identify potential Funders * Write grants
	Activity 3	Sponsor active living programs, such as Walk a Hound/Lose a Pound, and other neighborhood walks where seniors and youth can come together	SVD	Walking Clubs, YMCA, City,	Year 1		Walk a Hound - 25 participants
	Activity 4	Strengthen block clubs through membership drives and expanded community building programs; provide training and Leadership Toolkits to allow them to function independently	SVD	Residents	X	X	*5- Block club membership drives *3 Leadership Training workshops for specific topic
	Activity 5	Bring block clubs, institutions, and residents together through Issue Committees to tackle problems that affect them.	SVD	Block Clubs	X	X	Form 2 strong committees to address issues- Safety and Housing

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Objective 3		Improve Communication with residents, neighborhood institutions, and other stakeholders	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Regularly update residents on assets and successes within the neighborhood through a regular, widely distributed newsletter, a Broadway Community on the Move brochure and other materials to promote the positive things that are happening	SVD	Residents	Newsletter Brochure	X	*4x a year Newsletter *Twice yearly Brochure w/ Active living events
	Activity 2	Standardize an email list of block club presidents and residents to spread neighborhood wide information; create an e-newsletter	SVD	Block Clubs	Year 1	X	Send Newsletter via email
	Activity 3	Develop a package of neighborhood information to give to new residents about the neighborhood to welcome them, demonstrating our values to new residents and a better understanding for the differences between new and long term residents including SVD tenants	SVD	Block Clubs; CHN; Churches; Schools	X	X	Distribute Welcome Wagon packet to 200 new residents a year
Objective 4		Use Marketing to connect residents, and to build neighborhood confidence and loyalty	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Create and implement a neighborhood marketing plan and a community image campaign; determine our assets and promote to the neighborhood and to the region	SVD	NPI; Media; Foundations	X		*Complete Marketing Plan Identify Budget and Funding Sources for Neighborhood Image Campaign; *Implement Campaign
	Activity 2	Use Towpath trail connection, "Rails to Trails", Falls, First Tee, etc. as a marketing tool	SVD	Foundations	Year 2		Develop location based marketing strategy
	Activity 3	Utilize existing neighborhood kiosks to showcase the neighborhood assets--where visitors and residents can both learn about new places	SVD	Broadway Public Art, Local Businesses	X		Install neighborhood info at all 3 locations 2(x) a year

Goal 4 - Rebuild a vibrant and diverse retail, commercial and industrial community , concentrating on key locations throughout the neighborhood

Objective 1		Build on local merchant base by increasing there involvement in the life of the community	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Form merchant group (in addition to Fleet) to develop a marketing plan and upkeep standards for their commercial district.	SVD	Local Businesses	Year 1 Year 2		* Met Quarterly * Develop standards
	Activity 2	Create series of regular events where business and industry owners and managers can come together to network and problem solve.	SVD	CIRI, Local businesses	X	X	Industrial Roundtable Breakfasts - Quarterly
	Activity 3	Enhance collaboration between local businesses & residents with special projects and event opportunities, i.e. 3 Parades, Movies at the Park, and City Fresh	SVD	City Fresh, ParkWorks, Broadway Public Art	Year 1 Year 1 & 2 Year 1		*Expanded City Fresh Market on Mural Park site *Movies at the Park *3 Parades Event

Objective 2		Use Transportation and infrastructure improvements to increase the attractiveness of industrial and commercial development opportunities	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Create opportunities for the reuse and redevelopment of industrial sites including the Bessemer Industrial District and E.78th area road re-alignment and the BP 2/Adolpha site.	SVD	City, CIRI, State & Port Authority	Year 1 Year 2	X	*Develop interim and long-term strategies *Identify funding
	Activity 2	Complete land use study for around soon-to-be built E.55th Rapid Transit Station (component of TLCI)	SVD	TLCI Initiative	Year 1		Complete TLCI Plan
	Activity 3	Incorporate Transit-Oriented Design principals into all new RTA stops, i.e., new E.55th Street Rapid Station, and along Broadway Avenue.	RTA	SVD	X		Incorporate TOD into new RTA E.55th Station
Objective 3		Provide technical assistance, resources and incentive for owning and operating local businesses	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Develop business growth strategy to tap both local and visitor shoppers/customers, i.e. City Fresh	SVD	City Fresh	Year 1 & 2		Develop Strategy for each retail district
	Activity 2	Provide a full range of technical assistance for new and expanding businesses, including assistance with accessing financing, zoning, and permitting. (ex. Business Incubator Project at Atlas Bldg.)	SVD	WECO, City, Urban League & SCORE	X	X	Assist 25 Businesses per year
	Activity 3	Use the Storefront Rebate Program and BRD to enable businesses improve their appearance, profitability, and to enhance retail districts	SVD	City, Local Businesses, City, Property Owners	X	X	* 3 SRP projects per year *15 BRD cases a year
	Activity 4	Create programming to attract new and expanding small businesses to existing business districts, (ex. Business Incubator Project at the Atlas Bldg.)	SVD	Local Banks	Year 3		Business Incubator Project
Objective 4		Create retail/commercial activity centers that foster interaction between all residents and strengthen businesses	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Enhance retail businesses chance to succeed by consolidating them in districts close existing and new residential developments.	SVD	City, Developers	Year 2		*Rezoning Broadway Avenue and E.55th where appropriate
	Activity 2	Create walkable, pedestrian-friendly commercial districts by improving sidewalks, planting trees, slowing automobiles, and encouraging street activities for pedestrians, i.e. Fleet Ave, E.71st St.	SVD	City, NOACA	Year 3		Identify two (2) priority area for street calming
Objective 5		Provide job creation and job training resources to support local businesses and industry, and to provide employment opportunities for neighborhood residents, including graduating high school students	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Develop and implement a job connection strategy which informs residents of jobs and job training opportunities in the neighborhood	CIRI	SVD, City, County, Schools, WIRE-Net	Year 1 +		Create jobs list and distribute to block clubs
	Activity 2	Create collaboration of local business and industry to identify job training needs and implement a strategy to connect potential job training participants, job training resources, and companies with available jobs	CIRI	SVD, City, County, Schools, WIRE-Net	X		Create new Industrial Roundtable and meet Quarterly

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Goal 5 - Capitalize on neighborhood greenspace resources to enhance neighborhood identity

Objective 1		Create programs for specific individuals or entities sponsor/upkeep public spaces.	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Encourage block clubs and local businesses to "adopt" greenspaces/vacant lots, parks and trail throughout the neighborhood to help landscape and maintain them.	SVD	Block Clubs, Businesses	X		2 Lot Adoptions
	Activity 2	Establish a "Clean Graffiti" and/or "Clean Litter" Patrols and sponsor neighborhood cleanup days	SVD	Volunteer Groups, City	Annually		Sponsor 5 Clean Ups annually
	Activity 3	Award residents and businesses who take an active role in keeping their neighborhood clean at an awards event, i.e. Summit or Friends of Trail events	SVD	Block Clubs/ Broadway Public Art	X		Awards
	Activity 4	Promote beautification through no littering advertised on flyers and billboards	Clean Cleveland	SVD	X		
	Activity 5	Increase the number of garbage cans and emptying strategy at high litter locations	City	SVD, Block Clubs, Local Businesses	X		
Objective 2		Use Greenspace/Recreation and Public Art to enhance identities for the pocket neighborhoods and tie the neighborhoods to the broader Slavic Village Community	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Create or enhance neighborhood gateways and improve identities for pocket neighborhoods using kiosks, public art, murals and/or greenspace enhancements.	SVD	ParkWorks, Foundations, Cleveland Public Art	Year 2		Identify greenspace features for 6 pocket neighborhoods and prioritize enhancements
	Activity 2	Use the trail system as a method of integrating the cultures in different neighborhood districts by creating public art and interpretative kiosks along the route of the trail to tell story of the neighborhood.	SVD	Cleveland Public Art, Parkworks, NPI	Year 1 Year 2		*Create creative signage/public art for trail *Prioritize public art and identify funding
	Activity 3	Develop connection to Morgana Run Trail at Blanche Ave./E.55th St.	SVD	Ohio Canal Corridor, Foundations	Year 3		Design Connection and identify funding to do engineering
Objective 3		Raise residents and businesses' level of awareness and use of neighborhood greenspace and trails	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Encourage implementation of UDC Scenic Byway Plan (Broadway Ave. and Warner Ave.) as a method of integrating the cultures in different neighborhood districts by creating public art and interpretative kiosks along the route of the Byway.	SVD	Ohio Canal Corridor, Foundations	Year 1		Prioritize proposed strategies and identify funding
	Activity 2	Create Morgana Run event (5K) and partner with local businesses	SVD	TFS, Local Businesses	Annual Event	X	250+ runners
Objective 4		Develop significant new and expanded greenspace opportunities, based upon Transportation for Livable Communities and the coordinated Greenspace strategy	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Develop outdoor recreation & football field for South High School	GIFREHC	SVD, City and CMSD	Year 1 & 2		

	Activity 2	Develop outdoor recreation & football field for Neighborhood and Cleveland Central Catholic	City	SVD, CCC, Cleveland Diocese	Year 1 - 3		
	Activity 3	Develop the Kingsbury Run Connector Trail in following the Transportation for Livable Communities Plan, complete feasibility study, implementation strategy, and funding plan	SVD	TLCI Initiative	Year 1 Year 2 Year 3		*Complete TLCI *Prioritize connections *Identify funding
	Activity 4	Relocate 2 ball diamonds to land adjacent to Morgana Run Trail at Lower Woolen Mills site and tie into new Mound School project	City	SVD, CMSD	Year 1 & 2		
	Activity 5	Expand Washington Park as each phase of the Mittal Steel Landfill closes to create approx. 60 acres of new greenspace/recreation for neighborhood and/or region	City, MetroParks	SVD, Mittal	Year 3	X	

Goal 6 - Use transportation and infrastructure investments to maintain and enhance the individual identities of the pocket neighborhoods, while improving their overall connectedness.

Objective 1		Continue Transportation for Livable Communities efforts to expand neighborhood bike routes and pedestrian connections, and improve the existing bike routes	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Create specified linkage of pedestrian paths to connect pocket neighborhoods and key commercial/transportation nodes	SVD	TLCI Initiative	Year 1		Prioritize proposed strategies and Identify funding
	Activity 2	Construct streetscape, pedestrian, and bikeway improvements along Fleet Avenue	City	SVD	Year 3	Year 4	
	Activity 3	Implement Neighborhood-Wide Bike Plan and incorporate "complete streets" principals.	SVD	TLCI Initiative, Foundations, NOACA	Year 2	X	Prioritize proposed strategies and Identify funding
Objective 2		Create a coherent approach to streetscape treatments to unify the neighborhood while maintaining and embracing the individuality of each pocket neighborhood.	Lead	Partners	Timeline 1-3	Timeline 4-6	Benchmarks
	Activity 1	Use streetscape improvements and new transit waiting areas to enhance and identify neighborhood gateways, creating uniform gateway treatments to resolve problem with identifying with large scale of the neighborhood.	SVD	TLCI Initiative, Foundations, NOACA, RTA, City	Year 2 Year 3		*Prioritize projects *Identify funding
	Activity 2	Create unified pocket neighborhood signage program and directional signage program to direct visitors within the neighborhood and identify all areas as part of the greater whole	SVD	TLCI Initiative	Year 2 Year 3	X	*Identify 2 priority locations *Secure funding
	Activity 3	Complete design and construction on Broadway/Miles intersection improvements	City	SVD	Year 2	Year 5	*Secure Design funding through GO Bond *Start Construction
	Activity 4	Review and support implementation of City's Capital Plan for Improvements	City	SVD	X	X	See attached City Capital Plan

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Next Steps

The understanding that this is not the end of a planning process, but only the beginning phase to a much larger initiative is critical. As with the community a plan is designed for neighborhood planning is an ongoing, and ever changing activity. New issues will constantly be emerging that will affect a neighborhood's vitality. However, the sign of a strong community is one that will also have a growing list of success stories. The creation of this workplan provides Slavic Village Development with the basis to make decisions that will create these successes.

Slavic Village Development, community institutions and neighborhood residents must undertake certain implementation strategies to ensure its success. These include:

- Continue to develop stronger relationships with existing neighborhood partners
- Seek out new neighborhood partners.
- Increase community involvement in planning activities.
- Update the workplan semi-annually with new activities, timelines and accomplishments.
- Hold annual community meetings to discuss updates to the workplan with residents.
- Place the workplan on the SVD website so everyone can see it grow and evolve.

Keys to success

Partnership and community participation are critical to success in implementing this plan. Ensuring that the residents, block clubs, business and stockholders of Slavic Village - Broadway remain active members in this Development Action Plan will be critical to its successful implementation. Within the third and final community meeting of this planning process the attendees were presented with the workplan – the result of all their hard work and participation.

At the community meeting the ‘Existing Partners’ from the strategies portion of this report spoke to the audience about how they are currently working with Slavic Village Development to accomplish some of the activities outlined in the workplan, and how the partnerships that have developed have been a crucial part of their joint successes. At the conclusion of the meeting attendees were reminded that they, as residents, were critical in determining the future of the neighborhood. Their support and participation in achieving the goals is what will truly make this community effort one that will work for the betterment of everybody. In addition to the public meeting, the goals and full workplan were placed on display at the Annual Neighborhood Summit and participants given the opportunity for additional comments and asked to volunteer to become a partner in the upcoming implementation phase of the Development Action Plan.

Municipal Support

As a method for ensuring full municipal support the workplan and the community based process that it grew from will be presented to the City of Cleveland Planning Commission for adoption into the 2020 Citywide Plan. By establishing the activities proposed within the workplan as integral to the City of Cleveland’s long-term vision for its neighborhoods, a crucial partnership to its implementation will be formed. This partnership will ensure that as the City of Cleveland moves ahead with its neighborhood planning, infrastructure improvement projects and budget allocations Slavic Village - Broadway is at the forefront with projects and activities already set into action that will give the neighborhood an advantage for continued support.

SLAVIC VILLAGE - BROADWAY DEVELOPMENT ACTION PLAN

Establishing Funding

This workplan is meant to serve as a an implementation tool not only for the neighborhood, but for funders and organizations that can help Slavic Village Development make the proposed activities a reality. The chart and goals establish a methodology for determining priorities for Slavic Village Development as well as benchmarks that must be accomplished for each activity to move forward. These are critical measures that will allow Slavic Village Development to work with Neighborhood Progress Inc. to determine and chart approximate costs associated with each activity and a means for obtaining the necessary funds. It is this ability to determine and raise funds that will move the Development Action Plan from the community based planning study completed here, to an action based initiative through which many of the activities proposed will be realized.

The truly unique aspect of this Development Action Plan is that the workplan has been developed through a collaboration of neighborhood leaders, business owners, City and regional officials, planning consultants and most importantly community residents of all ages and backgrounds. The development of its broad reaching list of goals and activities address the issues that have the most bearing on the lives of each and every individual that took part in this process. This is what will allow this Development Action Plan the ability to succeed and become a defining part of how the Slavic Village - Broadway community can work together to create a successful, integrated, safe and beautiful neighborhood that respects its past while constantly looking to its bright future.

Appendix

- A. **Broadway Historic Districts**
- B. **Neighborhood Demographic Analysis**
- C. **Steering Committee Meeting 1 Agenda and minutes**
- D. **Community Survey Results**
- E. **Community Meeting 1 Agenda and Minutes**
April 25, 2006
- F. **Community Meeting 1 Participant Survey Results**
- G. **Steering Committee Meeting 2 Agenda and Minutes**
(Neighborhood goals and guiding principles????)
- H. **Community Meeting 2 Agenda and Minutes**
October 3, 2006
- I. **Community Meeting 2 Participant Survey Results**
- J. **Steering Committee Meeting 3 Agenda and Minutes**
- K. **Community Meeting 3 Agenda and Minutes**
March 20, 2007
- L. **Community Meeting 3 Participant Survey Results**